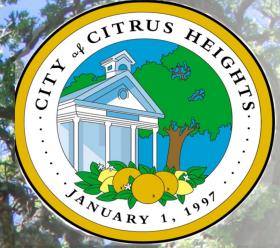


CITY OF CITRUS HEIGHTS | FY 2018-2019

ADOPTED BUDGET

MAY 24, 2018

DRAFT



Solid roots. New growth.



CITY OF CITRUS HEIGHTS

2018-2019 Annual Budget Adopted June 2018

City Council

Steve Miller, Mayor
Jeannie Bruins, Vice Mayor
Bret Daniels, Council Member
Albert J. Fox, Council Member
Jeff Slowey, Council Member

City Manager

Christopher W. Boyd

Department Directors

Ron Lawrence, Police Chief
Ronda Rivera, Assistant City Manager
Rhonda Sherman, Community Services Director

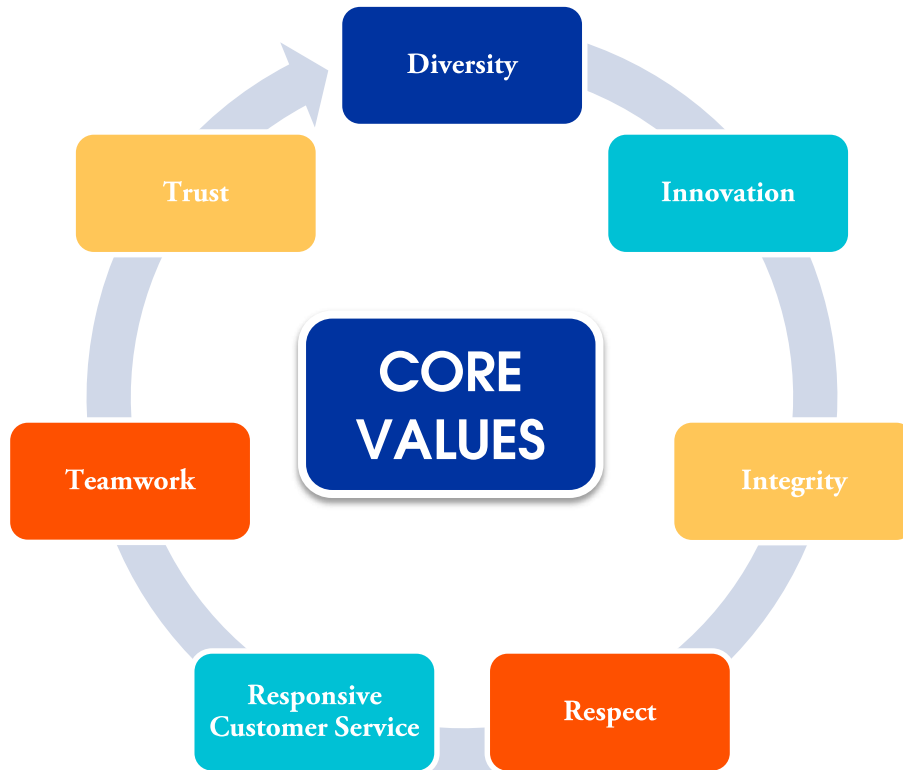
Budget Staff

Administrative Services Department
A special thank you to Meagan Schwall

City of Citrus Heights
6360 Fountain Square Drive
Citrus Heights, CA 95621
(916) 725-2448 (916) 725-5799 (fax)
www.citrusheights.net

MISSION STATEMENT

The City of Citrus Heights is committed to providing high quality, economical, responsive city services to our community.



VISION STATEMENT

Citrus Heights will be the city of choice for residents and businesses to prosper and thrive and a model of neighborhood engagement.

Table of Contents

MESSAGE FROM THE CITY MANAGER.....	1
COMMUNITY PROFILE	3
FINANCIAL SUMMARIES	5
AUTHORIZED POSITIONS	19
GENERAL FUND	22
CITY COUNCIL	23
CITY ATTORNEY	25
CITY MANAGER.....	26
ADMINISTRATIVE SERVICES DEPARTMENT	33
COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT	37
GENERAL SERVICES DEPARTMENT	42
POLICE DEPARTMENT	51
ENTERPRISE FUNDS	57
SPECIAL REVENUE FUNDS	58
CAPITAL IMPROVEMENT PROJECTS	61
APPENDIX	
BENEFIT OVERVIEW.....	68
BUDGET STRATEGIES AND POLICIES	72
SUMMARY OF TEN-YEAR FINANCIAL MODEL.....	76
APPROPRIATION LIMIT	79
RESOLUTION ESTABLISHING THE APPROPRIATION LIMIT	80
RESOLUTION ADOPTING THE BUDGET	81
GOALS FOR FY 2018-2019	82
GLOSSARY OF BUDGET TERMINOLOGY	88



A large, stylized blue tree graphic with a thick trunk and a dense, rounded canopy of leaves. The tree is centered on the page and partially obscured by a horizontal grey band.

**CITY OF
CITRUS
HEIGHTS**

MESSAGE FROM THE CITY MANAGER

Message from the City Manager

May 24, 2018

Honorable Mayor and Members of City Council:

Coming out of our celebratory 20-year anniversary, we began year 21 enthusiastically – taking a moment to savor our many accomplishments in Fiscal Year (FY) 2017-2018 while looking ahead with anticipation to all we have planned going forward. And, although there are some financial challenges to manage over the next four years – until we reach revenue neutrality - strong financial policies and keen management have well-positioned us to be able to do so. This budget plan continues to demonstrate our commitment to providing quality services, improving the City's infrastructure, and growing our local economy while maintaining long-term financial stability.

This August will mark the two-year anniversary of our move into our beautiful, new state-of-the-art City Hall and, as of this writing, construction on Dignity Health's new medical office building at Greenback and Fountain Square is over halfway completed. Combined, these projects represent the largest public/private partnership in our history and constitute a direct investment of \$53 million into the City. The 68,727 square foot medical office building boasts a new care-delivery model which is being debuted in Citrus Heights and will employ 50 new providers and over 100 additional new support staff.

Other exciting growth opportunities lie ahead of us as we maintain focus on public safety, economic development, our City's brand, and our partnership to improve local education. Quality projects in the works include the proposed construction of over 250 new homes, a pop-up stadium in the Sunrise MarketPlace, and an engaged Auburn Boulevard business group. These ventures, and many others, further enhance our City's rapidly growing reputation as a premier city in which to live, work, and play.

Attracting new families and businesses to our community is always a priority and, to more accurately reflect the City's desirability, we have embarked on a re-branding campaign. Adopting the tagline, "Solid roots. New growth." identifies our rich history of strong traditions, self-reliance, and resourcefulness paired with energy, innovation, and opportunity. The tagline is our foundational touchstone for all planned action in our City, from marketing to infrastructure to policy development. We are working hard to implement a number of action items around the campaign with an emphasis on image and optics highlighting the City's many assets.

As with most cities, there are always financial challenges to manage. Flat sales tax revenues from brick and mortar businesses, a reduced general fund reserve balance, and four years remaining on our revenue-neutrality agreement with Sacramento County require us to be even more judicious in our financial policy. The next four fiscal years will require a combined strategic approach of limited use of general fund reserves, revenue growth and enhancement, and continued disciplined spending. We will continue to consider other financial options as opportunities arise. The good news is that we have experienced a stronger economy this past year; the *great* news is that we will receive our property tax revenue in FY 2022-2023, which will position us well for longstanding financial health and the growth of our city.

The goal of the City's annual budget is to provide a plan that allocates resources to meet the needs and desires of Citrus Heights residents. It balances City revenues and costs with community priorities and requirements. In preparing the FY 2018-2019 annual budget, City staff reviewed the FY 2017-2018 and estimated the expenditures and revenues anticipated for the next year. This budget document is broken into several sections listed below:

- Community Profile
- Financial Summaries
- Authorized Positions
- General Fund by Department
- Enterprise Funds
- Special Revenue Funds
- Capital Improvement Projects
- Benefit Overview
- Budget Strategies and Policies including Ten Year Model
- Goals for 2018-2019
- Glossary

I wish to express my appreciation to the City Council for their outstanding leadership, and my gratitude to department heads and City staff for their cooperation and commitment to delivering a well-balanced budget.



Christopher W. Boyd
City Manager



A large, stylized orange tree with a thick trunk and a wide, rounded canopy. The canopy is filled with a pattern of white and orange shapes, giving it a textured appearance. The tree is centered on the page.

**CITY OF
CITRUS
HEIGHTS**

COMMUNITY PROFILE

About Us

Citrus Heights officially incorporated on January 1, 1997.

Citrus Heights is an established community with an estimated population of 87,013 (Sacramento Area Council of Governments, 2017).

The City has a total area of 14.2 square miles and is part of the Sacramento metropolitan area.

This year the City launched its new brand, “Solid roots. New growth.” It highlights the City’s strong leadership and collaborative community spirit that won us cityhood, has kept us in a strong financial position, and continues to be the foundation for our community’s growth today.



Transportation/Access

The Sacramento International Airport is located approximately 20 miles from Citrus Heights. Rail transportation (Amtrak) is accessible in Roseville (about ten miles from the city). The Sacramento Regional Transit District provides public transportation services throughout Citrus Heights, including the recently implemented microtransit project, SmarT Ride. SmarT Ride is an on-demand, smart phone app enabled transit service that provides rides to any destination within City limits.

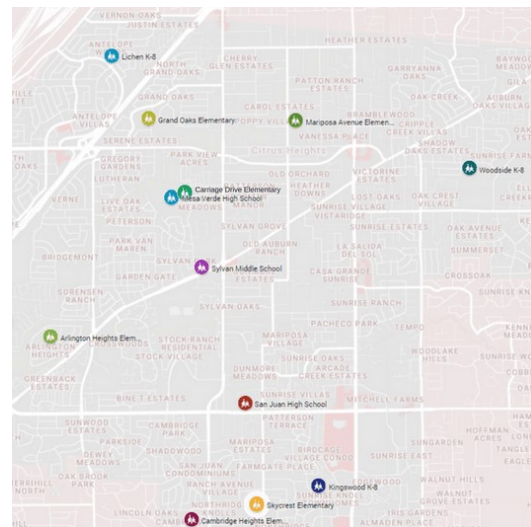


Education

The City of Citrus Heights is primarily served by the San Juan Unified School District (SJUSD).

There are three K-8 schools, six elementary schools, one middle school, and two high schools located within the City of Citrus Heights. SJUSD also offers other educational schools and programs such as special education centers, adult schools, adult handicapped schools, preschools, and before- and after-school programs.

There are 21 colleges within 50 miles of Citrus Heights.



Police Department

The City launched its own Police Department in June 2006. Between 2016 and 2017, CHPD had a decrease in violent crimes by 12% and an increase (+4%) in property crimes. However, excluding the CHPD Bait Program arrests, which are all property crime related, CHPD actually had a decrease in property crime by 1.5%. As well, Citrus Heights saw a 20% decrease in fatal collisions, 7% decrease in injury collisions, 3% decrease in DUI collisions, and an overall decrease of 13% in total traffic collisions.

Fire Department

All fire protection services for Citrus Heights residents and businesses are provided by the Sacramento Metro Fire District.

Income

Citrus Heights is characterized as a middle-income suburban community. The median annual household income is estimated at \$80,100 (U.S. Department of Housing and Urban Development, 2018).

Housing Units

Within the Citrus Heights city limits, there are 35,151 housing units (SACOG, 2017). For 2017-2018, the median price of homes listed in Citrus Heights is \$319,950 with a median sale price of approximately \$318,100.

Climate

Citrus Heights has a climate characterized by mild winters and warm, dry summers. Average daily high temperatures range from 53° in winter to 95° in the summer months. Average yearly precipitation is 22.7 inches, with almost no rain during the summer months, to an average rainfall of 3.7 inches in January.

Getting Away

Citrus Heights offers residents close proximity to the legendary recreation and leisure centers of Lake Tahoe, the Napa Valley Wine Country, national parks, and seashores. Additionally, Citrus Heights is located within a two-hour drive of San Francisco. The Sacramento River and Folsom Lake are two of the many scenic locales within a 15-minute drive from Citrus Heights.

Businesses & Shopping

The Sunrise MarketPlace is the center of the City's business activity, offering a wide variety of retail, dining, and service establishments. With

over 600 businesses, including the Sunrise Mall, Citrus Heights offers major department stores, specialty stores, and service businesses such as Macy's, JCPenney, Kohl's, Target, Best Buy, and Lowe's Home Improvement to name a few. Citrus Heights also features major discount retail stores such as Costco, Sam's Club, and Wal-Mart.

Parks and Recreation Programs

Citrus Heights features numerous parks and playgrounds which make it an ideal place for friends and family to spend time. Recreational activities and programs are offered through the Sunrise Recreation and Park District. In addition, the City of Citrus Heights sponsors many free public events throughout the year such as Sunday FunDay; the Red, White and Blue Parade; Hot August Bites; and the Community Campout.



Demographics

In-depth census and demographic information about Citrus Heights is available from the following resources:

United States Census Bureau American Fact Finder: www.factfinder.census.gov

Sacramento Area Council of Governments (SACOG): <http://www.sacog.org/demographics-other-data>

California Finance Department: <http://www.dof.ca.gov/Forecasting/Demographics/>



A stylized tree logo in teal. The canopy is a dense, rounded mass of small, five-pointed star shapes. The trunk is thick and tapers slightly, with several large, flat roots spreading out at the base. The branches are represented by thin lines extending from the trunk into the canopy.

**CITY OF
CITRUS
HEIGHTS**

FINANCIAL SUMMARIES

Financial Summaries

Financial Overview

This section provides a financial overview of all City funds by fund type. It presents the total available resources and total use of resources, including beginning and ending fund balances, revenues, expenditures, operating transfers in, and operating transfers out.

Summary of All City Funds

The “Summary of All City Funds” schedule on the following page groups the City’s funds into four classifications:

- General Fund
- Enterprise Fund
- Special Revenue Funds
- Capital Funds

The General Fund, Enterprise Fund, and Capital Funds are the operating funds of the City. The majority of funding for City operations is derived from these three funds, with the General Fund being the most predominate.

The budget for capital funds is reviewed by City Council as part of the five-year Capital Improvement Program (CIP). Capital improvement projects for FY 2018-2019 are included in this budget.

Debt Obligations

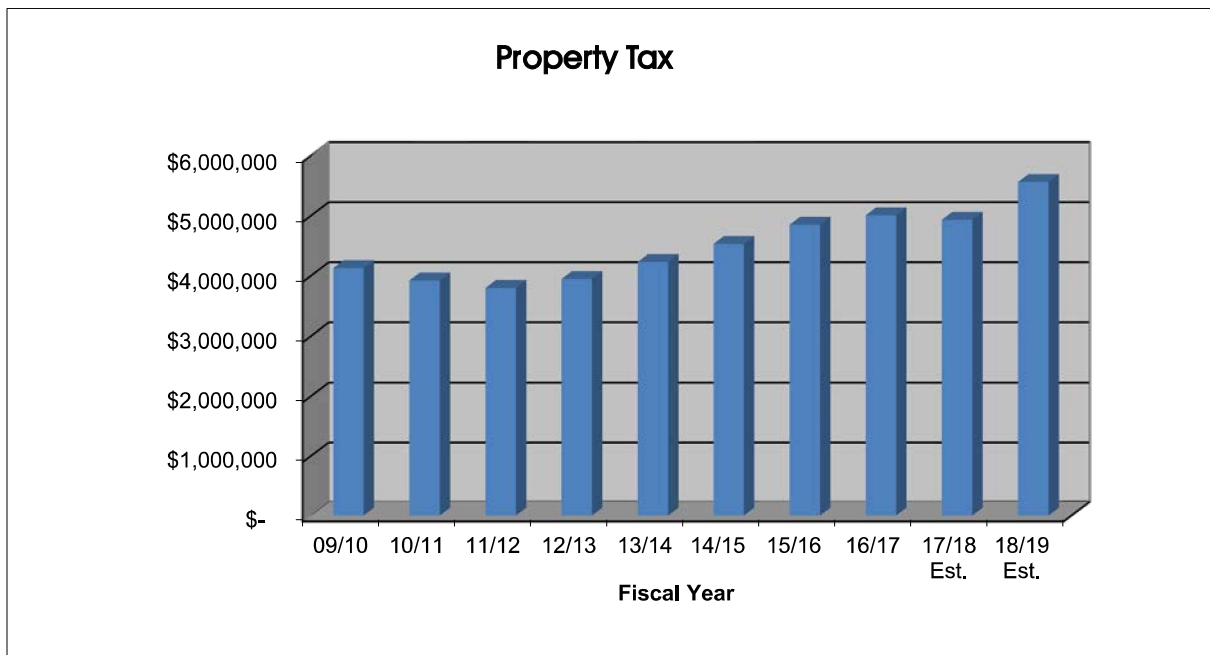
The City has no long-term bonded debt obligations. The only long-term liability is the amount due to employees for earned but unused compensated absences.

SUMMARY OF ALL CITY FUNDS					
			<i>Special</i>		
	<i>General</i>	<i>Enterprise</i>	<i>Revenue</i>	<i>Capital</i>	<i>Total</i>
	<i>Fund</i>	<i>Fund</i>	<i>Funds</i>	<i>Funds</i>	<i>All Funds</i>
Revenues					
Property Tax	5,566,248	-	753,241		6,319,489
Sales Tax	12,380,000	-	-		12,380,000
Utility Users Tax	3,026,900	-	-		3,026,900
Other Tax Revenue	666,000				666,000
Franchise Fees	1,299,100	-	-		1,299,100
Business License	315,630	-	-		315,630
Planning, Permits, Fees	1,197,450	610,000	4,353,400		6,160,850
Motor Vehicle In Lieu	8,384,112	-	-		8,384,112
Gas and Road Tax	-	-	5,700,332	535,400	6,235,732
Use of Money	35,000	-	25,719	11,000	71,719
Vehicle Fines	986,100	-	-		986,100
Charges for Service	797,011	-	79,000		876,011
Other Revenues	1,962,826	175,400	6,514,319	3,168,749	11,821,294
Transfers In	25,000	-	313,750	689,225	1,027,975
Total Revenues	\$ 36,641,377	\$ 785,400	\$ 17,739,761	\$ 4,404,374	\$ 59,570,912
Expenditures					
Legislative	153,144	-	-		153,144
Management and Support	5,587,071	283,587	1,140,315	179,000	7,189,973
Police	21,274,577	-	622,824		21,897,401
Community Center	580,034	-	-		580,034
General Services	1,035,136	574,205	13,877,711	3,168,799	18,655,851
Community Services	2,063,071	-	3,138,688		5,201,759
SB 1290 Pass-Through	-	-	-		-
Transfers Out	5,825,998	-	104,000		5,929,998
Total Expenditures	\$ 36,519,031	\$ 857,792	\$ 18,883,538	\$ 3,347,799	\$ 59,608,160

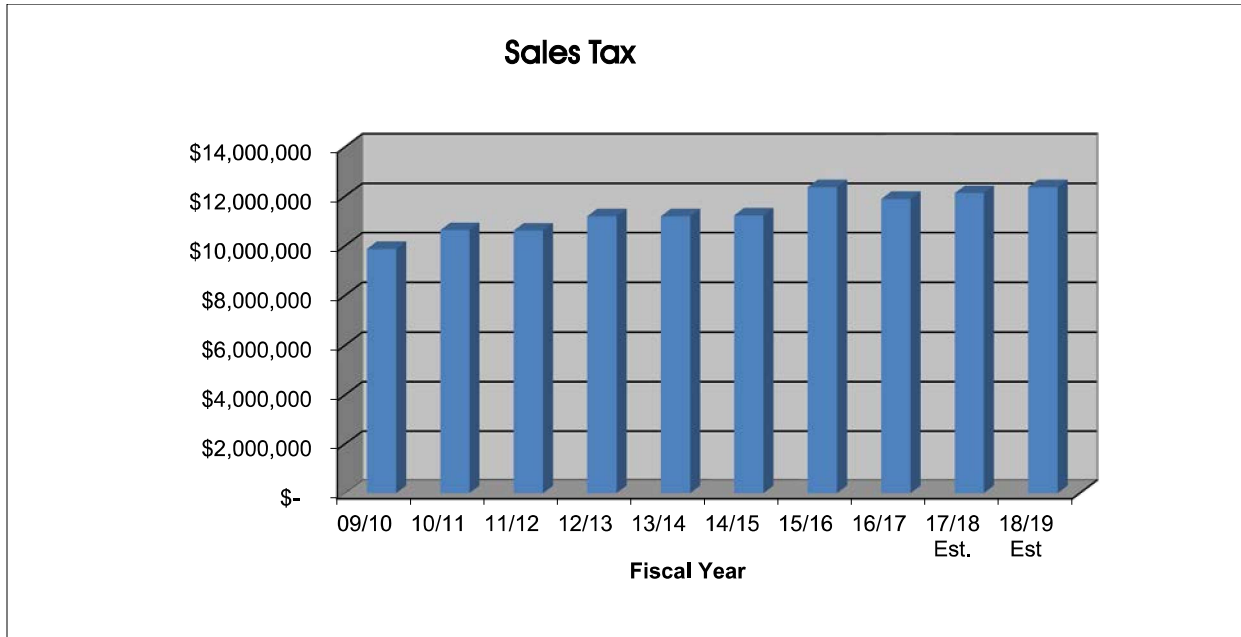
General Fund Revenues

Major General Fund Revenue Sources						
Property Tax	Sales Tax	Utility Users Tax	Franchise Fees	Business License	Planning, Permits, and Fees	Motor Vehicle-in-Lieu

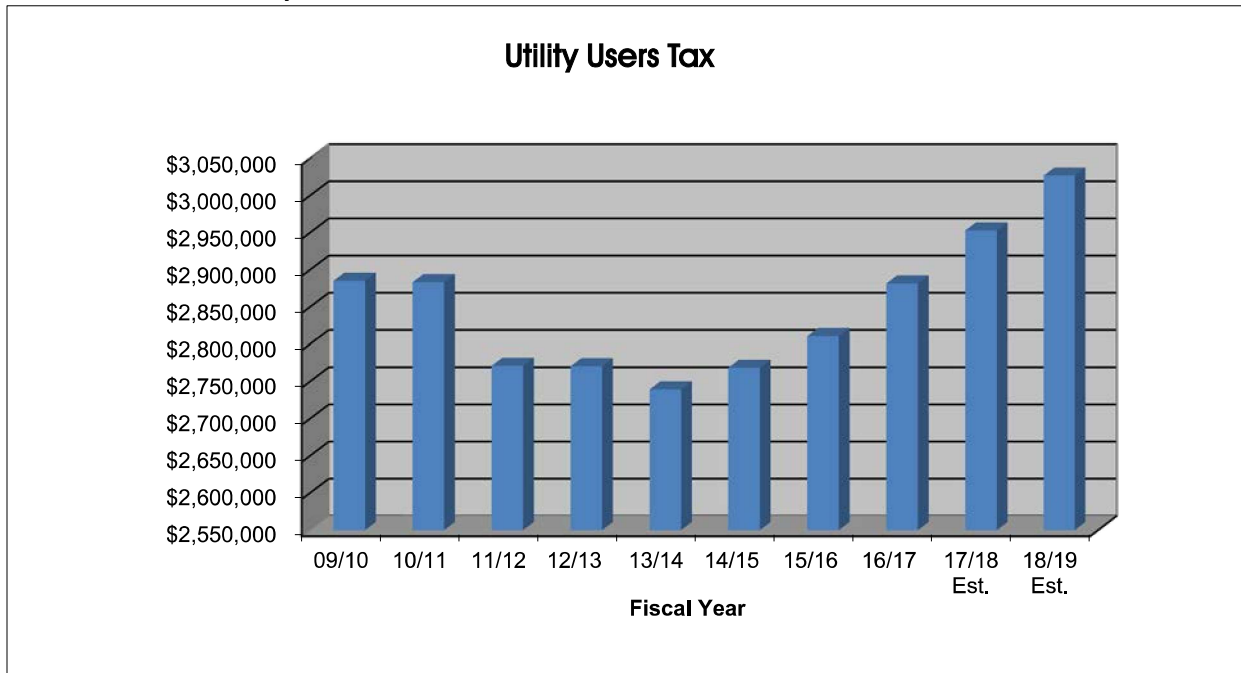
Property Tax: Property tax is imposed on real property (land and permanently attached improvements such as buildings) and personal property (moveable property). It is based on the property's assessed value as determined by the County Assessor. The property tax rate is limited to 1% of the assessed value plus rates imposed to fund indebtedness approved by the voters. For FY 1998-1999 through FY 2021-2022, the City of Citrus Heights has agreed to pay the County of Sacramento an amount equal to the annual property tax revenue in payment of the City's revenue neutrality obligation. Revenues are estimated to increase by 12.74% in FY 2018-2019.



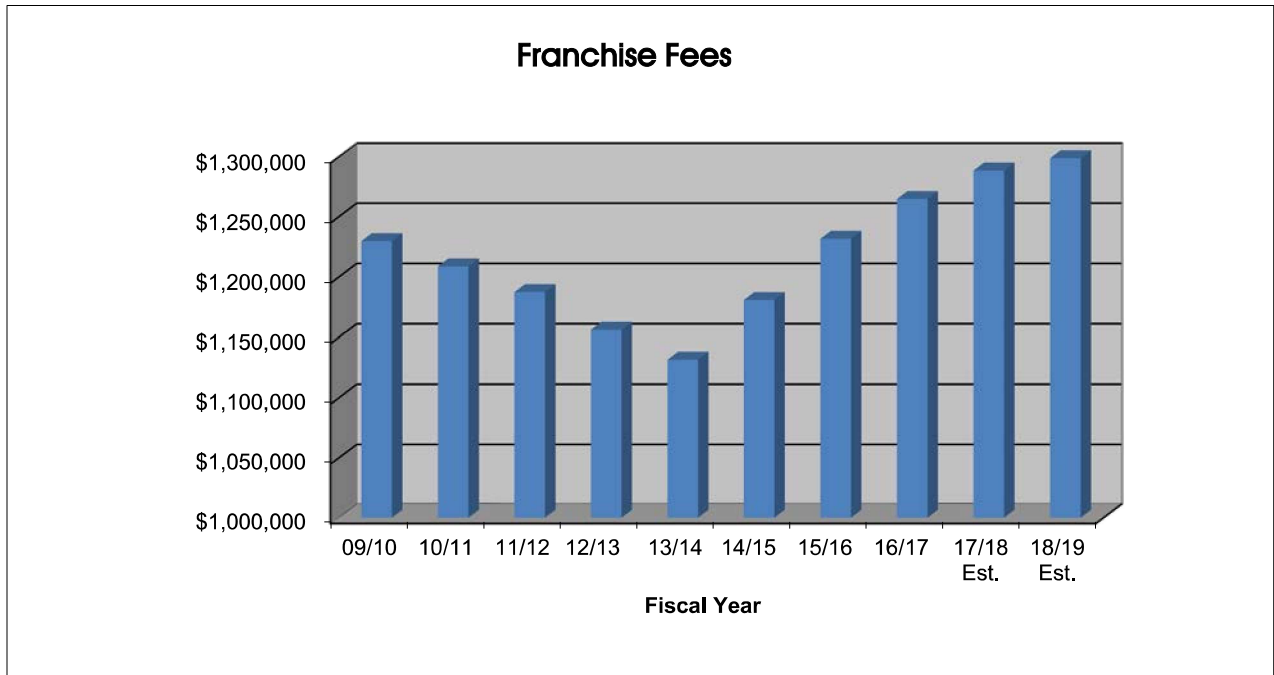
Sales and Use Tax: Sales tax is imposed on retailers for the privilege of selling tangible personal property in California. The State Board of Equalization collects 1% which is then allocated back to cities and counties based on a point-of-sale formula. The use tax complements the sales tax (at the same rate) and is imposed for transactions in which the sales tax is not collected by the seller. Revenues are estimated to increase by 2% in FY 2018-2019.



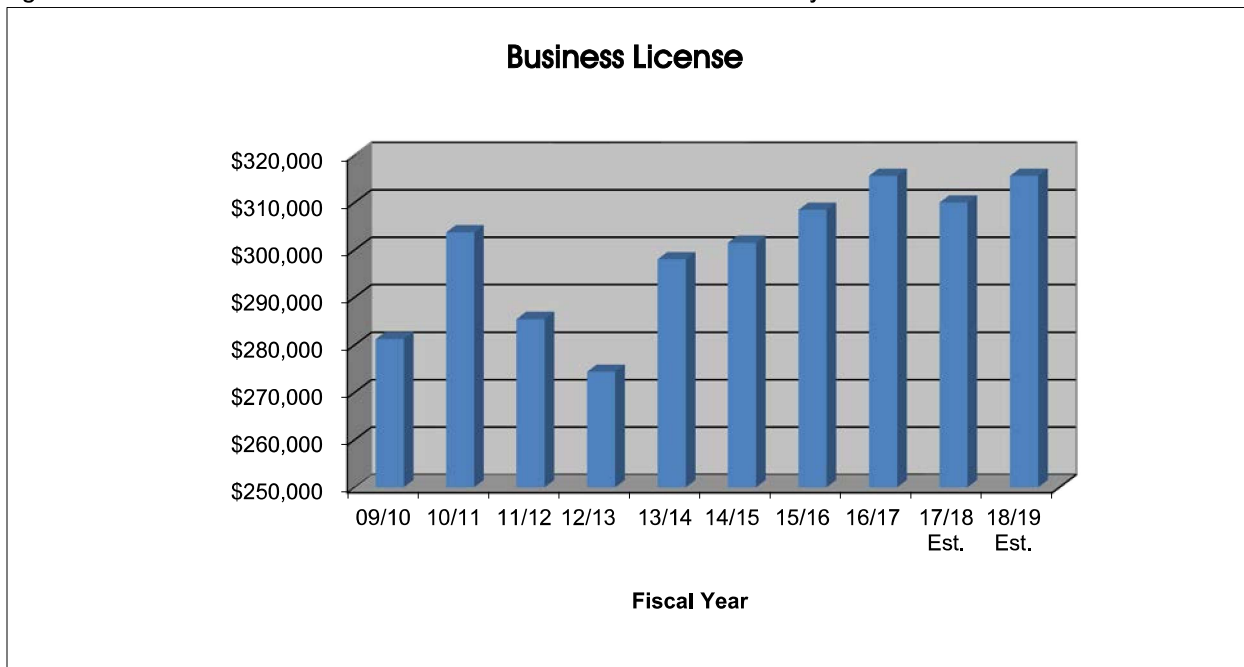
Utility Users Tax: The utility users tax is imposed on customers of electricity, gas, telephone services, cable television, and sewer service. The tax rate is 2.5% of the charges for such services. Revenues are estimated to increase by 3% in FY 2018-2019.



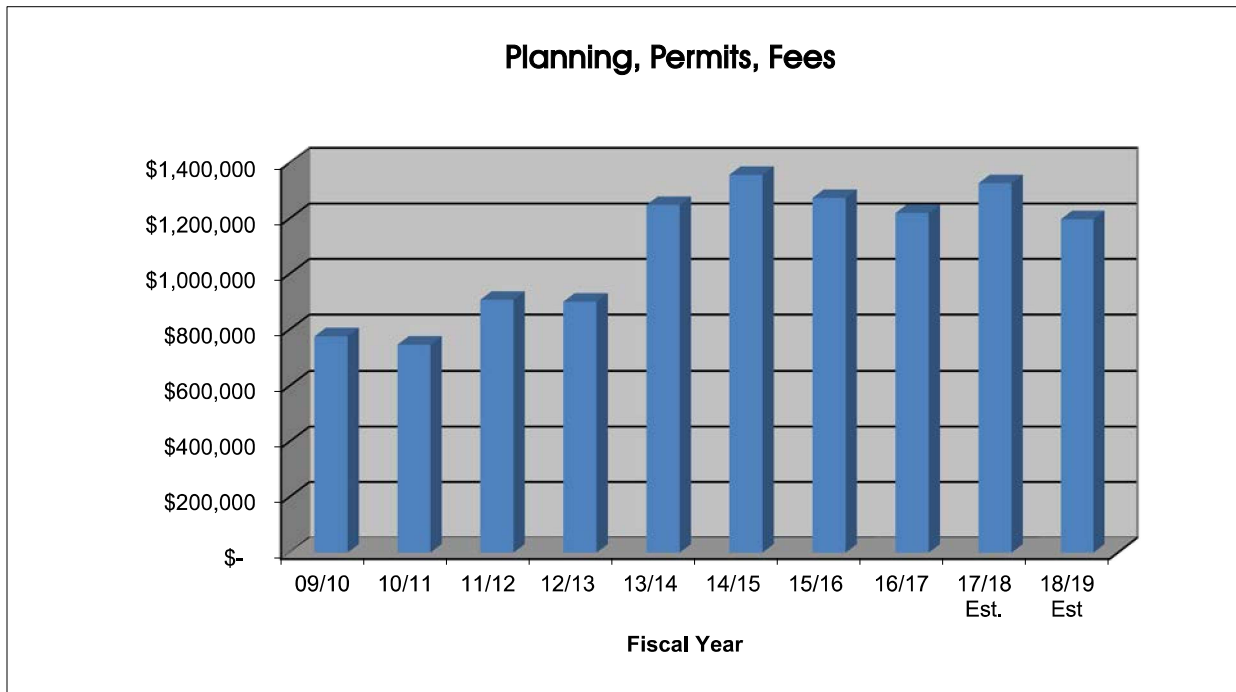
Franchise Fees: State statutes provide Citrus Heights the authority to impose fees on utility companies and other businesses for the privilege of using City rights-of-way. The City receives various franchise fees from utilities, waste management, and cable companies. Revenues are estimated to increase by 1% in FY 2018-2019.



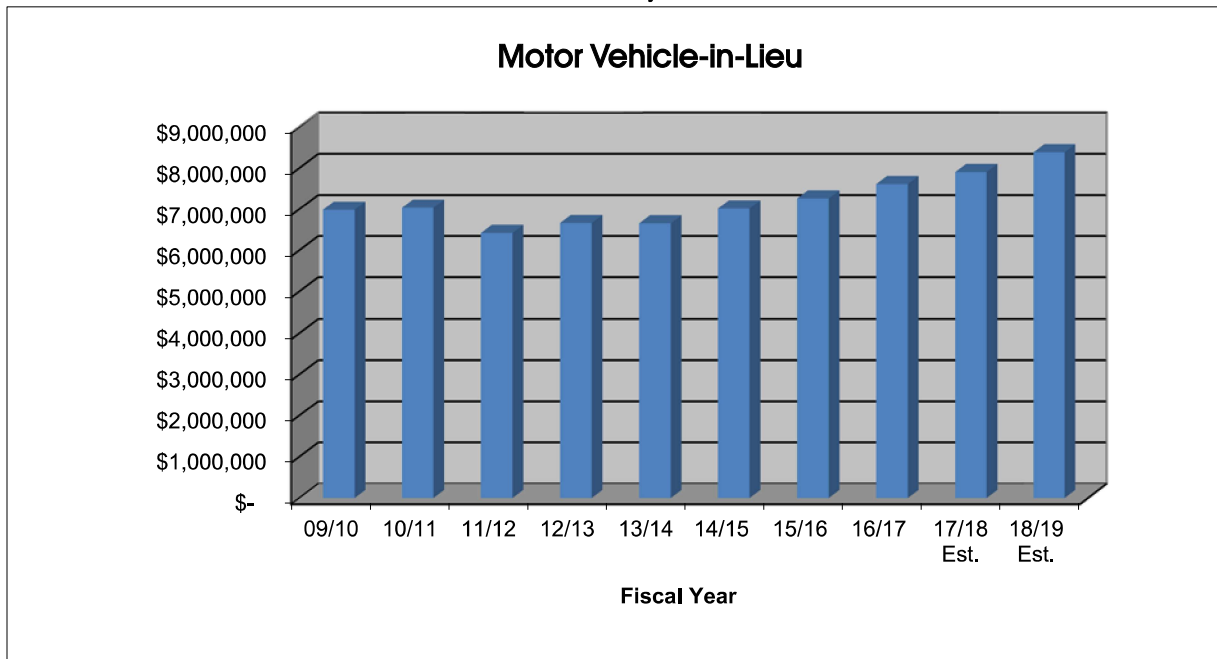
Business License: The business license tax is imposed on all entities conducting business within the City except for financial institutions, residential facilities, public assembly buildings, public libraries, and agriculture. Business License revenues are estimated to increase by 2% in FY 2018-2019.



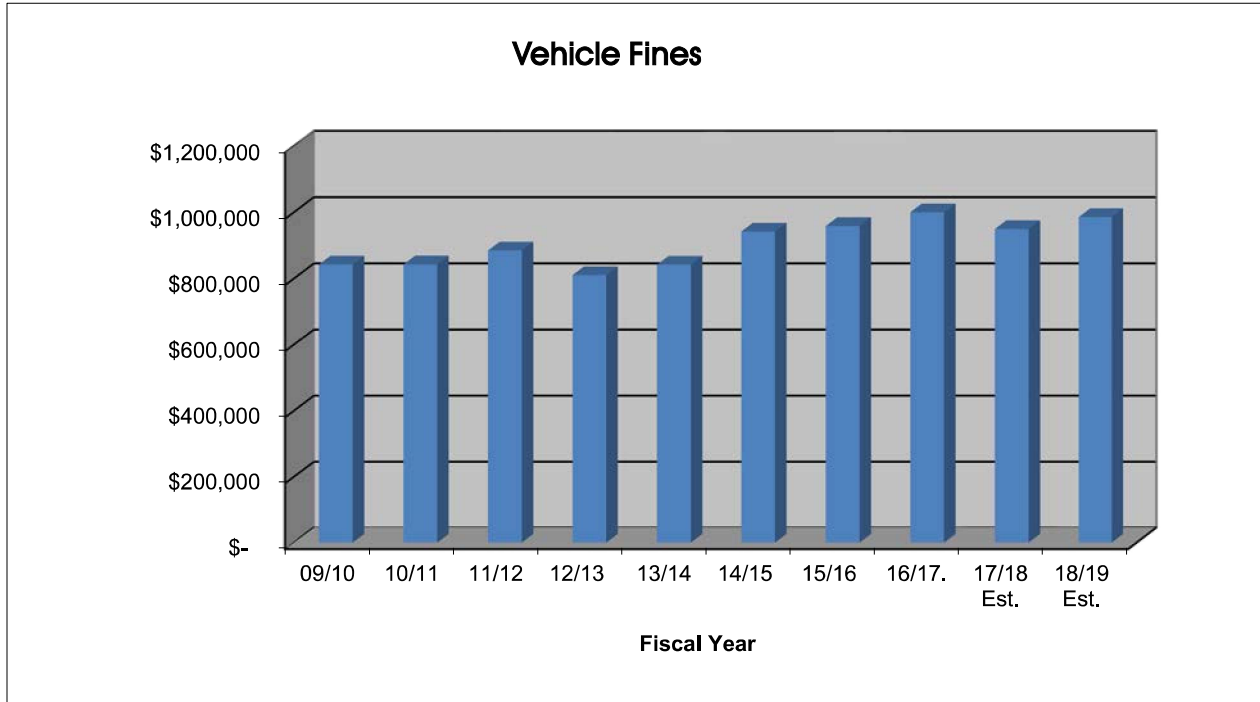
Planning, Permits, and Fees: A variety of plan checking fees and building permit fees, related to development, are collected. Revenues help to support the City's building, planning, and engineering activities. Revenues are estimated to decrease in FY 2018-2019.



Motor Vehicle-in-Lieu: Prior to 2004, cities received annual Vehicle License Fee (VLF) revenue equal to approximately 2% of the market value of motor vehicles. In 2004, the VLF was reduced from 2% to 0.65%; cities and counties were then compensated with property taxes-in-lieu of the VLF. The property tax-in-lieu of VLF amount changes annually based on each agency's gross taxable value. Property tax-in-lieu of vehicle license fees are estimated to increase by 6% in FY 2018-2019.



Vehicle Fines: The City shares with the State and County all fines collected upon conviction of a misdemeanor or an infraction in any municipal or justice court, and bail moneys forfeited following conviction of a misdemeanor or infraction committed within City boundaries. Revenue from parking violations is also included in this amount. Estimates are based on historical activity.



Interest Earnings: The City earns revenue from the investment of idle funds. In making investment decisions, consideration is given to safety, liquidity, and yield. The Government Code limits the City to certain types of investments. Estimated revenues are based on an overall rate of return from previous years.

Interfund Charges (Cost Allocation): The General Fund includes the following departments that provide services to other funds. The cost of providing these services is charged to the user fund. The allocation method is listed next to the department.

- Risk Management Services – number of employees in each department
- Human Resources – number of employees in each department
- Information Technology – number of computers in each department
- Facility Management – square footage of buildings used by each department
- Fleet Management – vehicles used by each department
- City Manager and Finance – percentage of time spent in support of various funds
- City Clerk – number of agenda items
- Engineering – percentage of time spent on various capital projects

General Fund Expenditures

The General Fund is used to account for money which is not required legally or by sound financial management to be accounted for in another fund. These are the expenditure categories in the General Fund:

City Council: Includes Council stipends and benefits, partial salary and benefits for the City Manager's Executive Assistant, travel expenses, and other Council related business.

City Attorney: Includes all general government legal services.

City Manager: Includes expenditures for the City Manager, Central Services, City Clerk, Information Technology, and City Information. Non-departmental expenditures include the payment for revenue neutrality, special studies, projects, and augmentations to support community events and Code Enforcement.

Administrative Services Department: Includes expenditures for administration of Human Resources, Risk Management, and Finance.

Community and Economic Development Department: Includes expenditures for Economic Development, Planning, Building and Safety, and Grants and Housing.

General Services Department: Includes expenditures for Engineering, Street Maintenance, Solid Waste, Stormwater Drainage, Transit, Fleet and Facility Management, the City's Community Centers, Community Events, Assessment District Management, and Capital Improvement Project planning and administration.

Police Department: Includes expenditures for all local law enforcement including Patrol, Traffic Enforcement, Investigations, Support Services (which includes records management and the emergency communications center), Animal Services, and administration of Code Enforcement.

GENERAL FUND and RESERVES			
		General	Total
	General	Fund	General Fund
	Fund	Reserve	and Reserves
Estimated			
Fund Balance - 7/1/18	-	5,285,000	5,285,000
Revenues			-
Property Tax	5,566,248		5,566,248
Sales Tax	12,380,000		12,380,000
Utility Users Tax	3,026,900		3,026,900
Franchise Fees	1,299,100		1,299,100
Other Tax Revenue	666,000		666,000
Business License	315,630		315,630
Planning, Permits, Fees	1,197,450		1,197,450
Intergovernmental/Motor Vehicle In Lieu	8,447,112		8,447,112
Use of Money	35,000		35,000
Fines & Forfeitures	986,100		986,100
Charges for Service	797,011		797,011
Other Revenues	1,924,826		1,924,826
			-
Total Revenues	36,641,377	-	36,641,377
Expenditures			-
<u>Legislative</u>	153,144		153,144
			-
<u>Management & Support</u>			-
City Manager	658,204		658,204
City Attorney	260,000		260,000
City Clerk	237,892		237,892
Elections	45,500		45,500
Community Partnerships	-		-
Human Resources	800,563		800,563
Information Services	1,042,979		1,042,979
Risk Management	1,250,432		1,250,432
Finance	907,068		907,068
Central Services	100,200		100,200
Non-Departmental	284,233		284,233
REACH Program	-		-
Benefit Administration	-		-
Total Management and Support	5,587,071		5,587,071

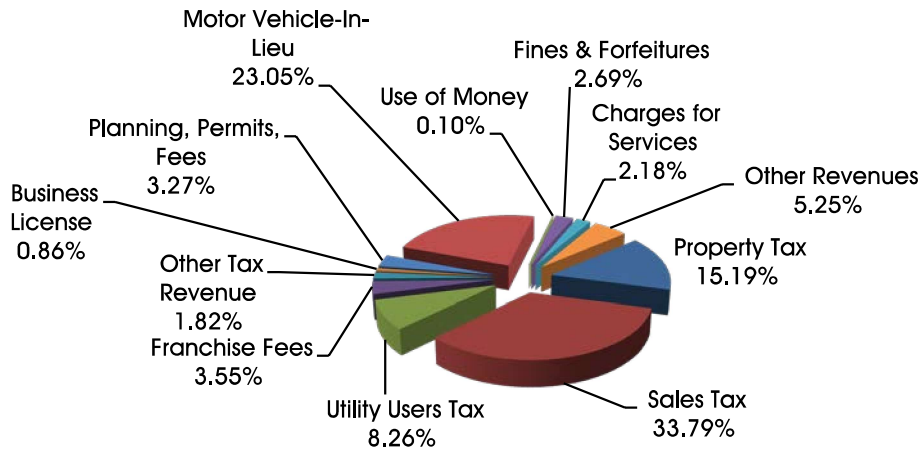
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Police			-
Police Operations	20,700,144		20,700,144
Animal Control	<u>574,433</u>		<u>574,433</u>
Total Police	21,274,577		21,274,577
			-
Community Center			-
Operations	544,809		544,809
Sylvan Community Center	14,075		14,075
Sayonara Community Center	<u>21,150</u>		<u>21,150</u>
Total Community Center	580,034		580,034
			-
General Services			-
Engineering	123,237		123,237
Facility Management	724,926		724,926
Fleet Management	<u>186,973</u>		<u>186,973</u>
Total General Services	1,035,136		1,035,136
			-
Community Services			-
Economic Development	396,160		396,160
Housing	88,106		88,106
Planning	743,577		743,577
Building Inspection	800,898		800,898
Planning Commission	14,330		14,330
History & Arts Commission	<u>20,000</u>		<u>20,000</u>
Total Community Services	2,063,071		2,063,071
Transfers Out			-
Transfer Out to Other Funds	259,750		259,750
Transfer to OPEB Trust	-		-
Revenue Neutrality	<u>5,566,248</u>		<u>5,566,248</u>
Total Transfers	5,825,998		5,825,998
Total Expenditures	36,519,031	-	36,519,031
			-
			-
Estimated			-
Fund Balance - 6/30/19		5,407,346	5,407,346

Detail for Non-Departmental Expenses			
	Revenue Neutrality Payment	\$ 5,566,248	
	Operating Expenses	\$ 114,857	
	<u>Community Support:</u>		
	Meals on Wheels	82,000	
	Sacramento Self-Help Housing	15,400	
	Campus Life	11,000	
	Sunrise Christian Food Ministry	5,000	
	Citrus Heights Marching Band	6,000	
	River City Cat Rescue	5,000	
	Terra Nova Counseling	5,000	
	Diversity Employment Outreach	2,475	
	Miscellaneous Community Support	7,500	
	REACH	10,000	
	REACH Neighborhood Improvement Project Funding	15,000	
	Community Campout	5,000	
	Total Community Support	\$ 169,375	
	<u>Total Transfers Out to Other Funds</u>		
	Neighborhood Enhancement Fund	103,003	
	Community Events Fund	131,747	
	Capital Improvement Fund	25,000	
	Total Transfers to Other Funds	\$ 259,750	
	Total Non-Departmental Expenses	\$ 6,110,230	

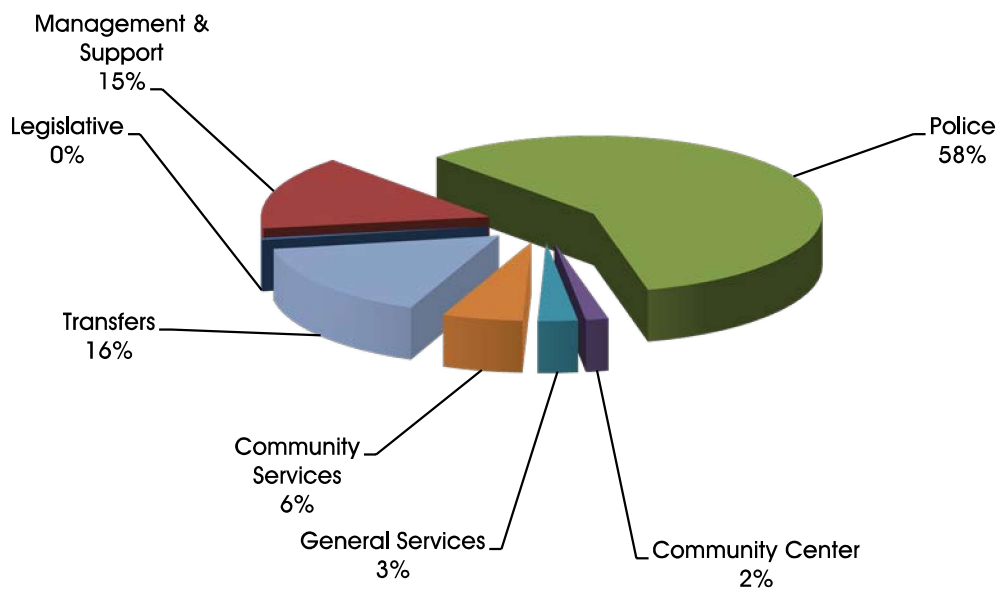
GENERAL FUND REVENUES

Proposed FY 2018-2019 \$36.6 Million



GENERAL FUND EXPENDITURES & TRANSFERS

Proposed FY 2018-2019 \$36.5 Million



Enterprise Funds

Enterprise funds account for City activities which operate as public enterprises. These funds receive revenues from fees charged to programs or other department users, and the programs are largely cost-covering. The City has one enterprise fund.

Solid Waste Fund: This fund accounts for the revenues and expenses associated with garbage collection in the City. The City contracts solid waste services with Republic Services.

Special Revenue Funds

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trusts and major capital projects) that are legally restricted to expenditures for specified purposes.

Community Events: This fund accounts for revenues and expenses associated with the City's community events such as Sunday FunDay, holiday tree lighting, annual parade, concert series, etc.

Transit Fund: This fund accounts for the revenue and expenses associated with the administration of city-wide transit services in conjunction with the Sacramento Regional Transportation Authority.

Stormwater Drainage Fund: This fund accounts for the revenues and expenses associated with the administration and coordination of stormwater drainage activities.

Street Maintenance: These funds account for Transportation Development Act (TDA), Gas Tax, and Measure A Street Maintenance funds. It represents the revenues and expenses associated with the maintenance and improvement of the City's roads and street landscaping.

Code Enforcement and Sacramento Abandoned Vehicle Program: These funds account for the revenues and expenses associated with code enforcement.

Grants and Housing (CDBG, Recycling Grants, OTS Grants, Healthy Cities Grant, Home Grants and Other miscellaneous grants): These funds account for the revenues and expenses associated with specialized grant monies received by the City which may only be spent under specific guidelines.

Police Grants: These funds account for the revenues and expenses associated with police grant monies received by the City which may only be spent under specific guidelines.

Assessment Districts: These funds account for the revenues and expenses associated with the maintenance of the City's nine lighting and landscape assessment districts. Lighting and landscape districts are formed to finance common area landscape maintenance and lighting. Homeowners are assessed through their property tax bill.

Development Impact Fees (Drainage, Transit, Roadway, Tree Preservation, Low Income Housing, Park Facilities, Fire Capital): These funds account for the revenues and expenses associated with new development of infrastructure, affordable housing, and parks.

Capital Funds

Capital Projects Funds are used to account for the financial resources to be used for the acquisition or construction of major capital facilities and infrastructure.

Measure A Construction Fund: This fund accounts for the revenues and expenses associated with street and highway construction/improvements. Various projects are approved annually through the Sacramento Transportation Authority, a regional agency with which the City has a voting seat. Funding is through a special augmentation of sales tax.

Federal/State Funded Projects: These funds account for the revenues and expenses associated with street and highway construction/improvements. Funding is received through federal and state grants and special state funding.

Regional Transit: This fund accounts for revenues and expenses associated with transit related capital and maintenance improvements identified by the City. Funding is administered by Sacramento Regional Transit and is available per the City's Transit Agreement.

General Capital Improvements: This fund accounts for the revenues and expenses associated with construction projects or the purchase of public facilities and projects. Funding is received from transfers from the General Fund.

Replacement Fund:

This fund accounts for capital improvement and replacement projects, including information technology and vehicle replacement.

<u>Replacement Fund</u>	FY 2016-2017 Actual	FY 2017-2018 Budgeted	FY 2018-2019 Proposed
Revenues	376,017	434,473	666,725
Expenditures	468,013	715,000	179,000



A large, stylized orange tree with a thick trunk and a wide, rounded canopy of leaves. The tree is centered on the page. A horizontal gray band crosses the middle of the tree, containing the text 'AUTHORIZED POSITIONS'. To the left of this band, on a black background, is the text 'CITY OF CITRUS HEIGHTS'.

**CITY OF
CITRUS
HEIGHTS**

AUTHORIZED POSITIONS

**CITY OF CITRUS HEIGHTS
AUTHORIZED POSITIONS SUMMARY
FY 2018-2019 BUDGET**

**FY 2018-2019 BUDGET
Authorized Positions**

FY 2017-2018	205 Authorized Positions
FY 2018-2019	205 Authorized Positions

The City Council authorized 205 full-time positions in FY 2017-2018. There are no additional authorized positions for FY 2018-2019.


As the policy board, City Council approves all new allocated positions and status (employee versus contract). In addition, City Council reviews all staffing levels on an annual basis during the budget process. A position allocation system is the standard mechanism used by municipalities to track and monitor staffing levels and approvals. An "Authorized Positions Summary" is included in this section.

Staffing Philosophy – City Council desires to retain a mix of contract and employee staff in order to ensure a cost effective and flexible service delivery system. The City is committed to continual analysis of contract versus employee staffing determinations. City employees create the oversight and administrative guidance necessary for contractual staff.

In FY 2018-2019, the City will have a staffing level of 205 regular, full-time authorized employees and a mixture of at-will, non-benefited staff.

Department / Position	FY 18-19 Authorized Positions	FY 18-19 Contract	Department / Position	FY 18-19 Authorized Positions	FY 18-19 Contract	FY 18-19 Total City Authorized
CITY ATTORNEY'S OFFICE						
<u>City Attorney</u>						
City Attorney Staff - Contract					3.50	-
CITY MANAGER'S OFFICE						
<u>General Management</u>						
City Manager	1.00		Management Analyst VII (Vacant)	1.00		
Assistant to the City Manager	1.00		Information Technology Manager	1.00		
City Manager's Executive Assistant	1.00		Information Technology Analyst VII	1.00		
Office Assistant/Receptionist	1.00		Database and Applications Analyst	1.00		
City Clerk	1.00		Senior Information Technology Technician	1.00		
Program Assistant	1.00					
					-	11.00
ADMINISTRATIVE SERVICES						
Assistant City Manager	1.00		Program Analyst	1.00		
Human Resources Manager	1.00		Finance Manager	1.00		
Senior Management Analyst	1.00		Senior Accountant-Auditor	1.00		
Human Resources Analyst II	1.00		Financial Assistant II	3.00		
Administrative Technician	1.00		Payroll Specialist	1.00		
Program Analyst	1.00					
					-	13.00
COMMUNITY & ECONOMIC DEVELOPMENT						
<u>General Management</u>			<u>Housing, CDBG, and Grants</u>			
Community Services Director	0.50		Development Specialist VII	1.00		
Administrative Technician	0.50		Grants & Housing Programs Technician	1.00		
<u>Economic Development</u>			<u>Planning</u>			
Economic Development Manager	1.00		Planning Manager	1.00		
Administrative Assistant	1.00		Senior Planner	1.00		
<u>Building</u>			Associate Planner	1.00		
Chief Building Official	1.00		Assistant Planner	1.00		
Senior Building Inspector	1.00		Program Assistant	1.00		
Building Inspector VII	2.00					
Development Services Technician VII	2.00					
					-	16.00

Department / Position	FY 18-19 Authorized Positions	FY 18-19 Contract	Department / Position	FY 18-19 Authorized Positions	FY 18-19 Contract	FY 18-19 Total City Authorized
GENERAL SERVICES						
<u>General Management</u>			<u>Fleet & Facilities Services</u>			
Community Services Director	0.50		Facility and Grounds Manager	1.00		
Administrative Technician	0.50		Senior Maintenance Worker	1.00		
City Engineer	1.00		Maintenance Worker VII	1.00		
Associate Civil Engineer	1.00		Custodian	2.75		
Associate Civil Engineer - Drainage	1.00		Event and Community Center Technician	2.00		
Senior Civil/Traffic Engineer	1.00		<u>Community Services</u>			
Asst./Assoc.Engineer - Transportation	1.00		Operations Manager	1.00		
Engineering Technician VII	1.00		Program Assistant	3.00		
Construction/Maintenance Inspector VII	1.00					
<u>Operations Manager Citywide Ops & Maint.</u>						
Operations Manager	1.00					
Construction/Maintenance Inspector Supervisor	1.00					
Construction/Maintenance Inspector VII	1.00					
					-	22.75
POLICE DEPARTMENT						
<u>Administration</u>			<u>Patrol Services Division</u>			
Chief of Police	1.00		Police Commander	1.00		
Police Lieutenant	1.00		Police Lieutenant	3.00		
Police Sergeant	1.00		Police Sergeant	7.00		
Management Analyst VII	1.00		Police Officers - Patrol	44.00		
Administrative Assistant	1.00		Police Officer (Sunrise Mall)	1.00		
Crime Scene / Property Evidence Specialist VII	3.00		Police Officer (Red Light Camera/SACCATS)	1.00		
Program Assistant	1.00		Police Sergeant - Traffic / Motor Unit	1.00		
<u>Investigative Services Division</u>			Police Officers - Traffic / Motor Unit	6.00		
Police Commander	1.00		Senior Community Services Officer	1.00		
Police Lieutenant	2.00		Community Services Officer VII	3.00		
Police Sergeant	4.00		Community Services Officer - Red Light Camera	0.50		
Police Officers (Detectives)	12.00		Program Assistant	1.00		
Police Officers (School Resource Officers)	2.00		<u>Support Services Division</u>			
Police Officer (CAL-MMET)	1.00		Support Services Manager	1.00		
Police Officer (POP)	2.00		Police Communications Supervisor	2.00		
Community Services Officer VII	1.00		Police Dispatcher VII	16.00		
Program Assistant	1.00		Police Dispatcher VII (Perm PT)	1.00		
Code Enforcement Officers	3.00		Police Records Supervisor	1.00		
Community Services Officer VII (Code Enforcement)	1.00		Police Records Assistant VII	7.00		
Sr. Animal Services Officer	1.00		Crime Analyst	1.00		
Animal Services Officer VII (Perm PT)	0.75		Program Assistant	1.00		
Animal Services Officer VII	1.00					
Program Assistant	1.00					
						142.25
			TOTAL AUTHORIZED POSITIONS			205.00



CITY OF
CITRUS
HEIGHTS

GENERAL FUND

General Fund

The General Fund is the principal operating fund of the City and accounts for all activities except those legally or administratively required to be accounted for in another fund. The City's general operating expenditures, fixed charges, and capital costs not paid through other funds are paid by the General Fund.



A stylized orange tree logo with a thick trunk and a dense, rounded canopy. A horizontal grey band passes through the middle of the tree, containing the text 'CITY COUNCIL'. To the left of this band, on a black background, is the text 'CITY OF CITRUS HEIGHTS'.

**CITY OF
CITRUS
HEIGHTS**

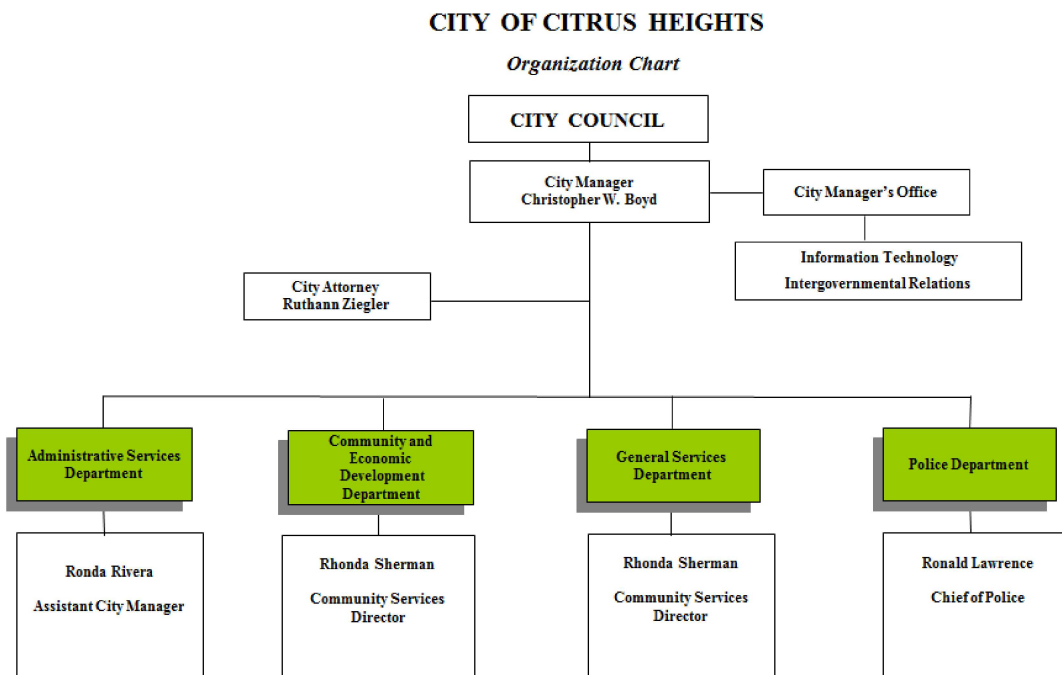
CITY COUNCIL

City Council

The Citrus Heights City Council ("Council") consists of five members, elected at-large to four-year overlapping terms. Council members must be City residents. The positions of mayor and vice mayor are chosen by a majority vote of Council, and the positions typically rotate annually. The mayor conducts Council meetings and represents the City at ceremonial occasions.

Council serves as the policy board for the municipality. As an elected "Board of Directors," Council provides policy direction, establishes goals, and sets priorities for City government. Council uses this document (the annual budget) to set policy establishing approved programs, projects, and services. Once the budget is adopted, Council funds approved programs, projects, and services focusing on advancing the City's stated priorities. In addition to serving as policy makers for the community, Council is responsible for advocacy with numerous regional bodies, boards, and jurisdictions ensuring that the perspective and priorities of the City are protected. Council is responsible for numerous land-use decisions within its borders including the implementation of the General Plan.

Council appoints the City Manager, City Attorney, and all members of advisory boards and commissions. Boards and commissions are advisory to Council except the Planning Commission, which has officially been delegated some decision-making parameters pertaining to the General Plan and Zoning Code. While seeking input, Council retains ultimate authority and responsibility for setting public policy.



Use of Funds

CITY COUNCIL			
	2016-2017 Actual	2017-2018 Budgeted	2018-2019 Proposed
Use of Funds			
<u>General Fund</u>			
Salaries	57,756	59,347	59,347
Benefits	58,093	61,707	61,297
Services & Supplies	<u>34,687</u>	<u>37,400</u>	<u>32,500</u>
Total Use of Funds	150,536	158,454	153,144

2018-2019 Objectives


Council has always made strategic planning a priority and meets in work sessions to establish and focus on the City's goals and priorities. Approximately every six months, Council meets to review and refine the City's strategies and corresponding implementation goals. The current strategies are:

- Maintain fiscal stability.
- Improve streets and infrastructure.
- Diversify for a changing economy.
- Enhance and expand public safety.
- Improve community vibrancy and engagement.



Members of Citrus Heights City Council Left to Right: Council Member Albert J. Fox, Council Member Jeff Slowey, Vice Mayor Jeannie Bruins, Council Member Bret Daniels, and Mayor Steve Miller



A stylized orange tree logo with a thick trunk and a dense, rounded canopy of leaves. The tree is centered horizontally and partially obscured by a grey banner.

CITY OF
CITRUS
HEIGHTS

CITY ATTORNEY

City Attorney

The City Attorney's office provides legal advice and services to Council and staff. A review of legal issues ensures that recommendations, policies, and administrative procedures are undertaken only after consideration of sound professional advice. At Council direction, the City Attorney's office may also represent the City in legal proceedings.

General legal services are provided through a contract with the law firm Meyers Nave. There is one designated City Attorney and other lawyers at the firm are available for additional expertise and assistance as needed.

Use of Funds

CITY ATTORNEY			
	2016-2017	2017-2018	2018-2019
	Actual	Budgeted	Proposed
Use of Funds			
<u>General Fund</u>			
Services & Supplies	<u>269,292</u>	<u>200,000</u>	<u>260,000</u>
Total Use of Funds	269,292	200,000	260,000

Accomplishments FY 2017-2018

- Worked with City Departments in shutting down illegal massage establishments.
- Conducted mandated AB 1234 ethics training and AB 1825 harassment prevention training for Council, other officials, and staff.
- Worked with Planning Division to develop a Wireless Master License Agreement in order to deploy new wireless communications facilities within the City's right-of-way. This ordinance is one of the first of its kind in the region.
- Developed changes to the City's smoking ordinance to address smoking in public places and other effects of non-medical cannabis consumption.
- Updated City's consultant and public works contracts.

A stylized tree logo with a thick, dark brown trunk and a wide, spreading canopy of green leaves. The canopy is composed of many small, rounded shapes, giving it a dense, bushy appearance. The trunk has several smaller roots or branches extending outwards at the base.

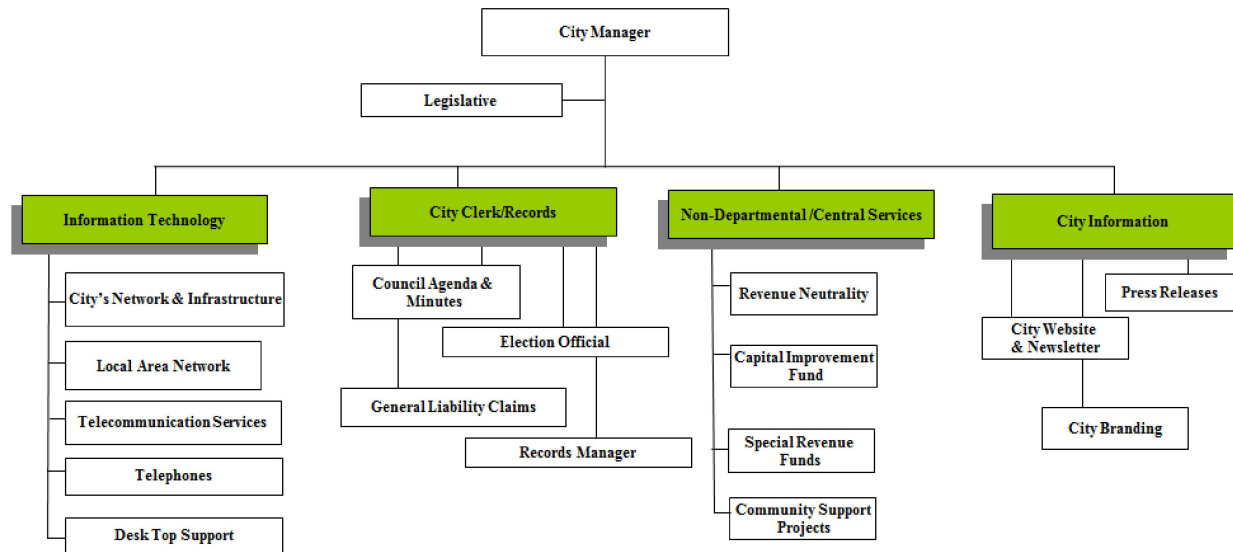
**CITY OF
CITRUS
HEIGHTS**

CITY MANAGER

City Manager

The principal purpose of the City Manager is to implement the policy direction of the Council and to provide professional expertise in the management of a municipal corporation with a budget in excess of \$60 million, and a workforce in excess of 200 staff. By acting as the Chief Executive Officer, the City Manager coordinates and facilitates the activities of the four City departments that provide direct services to the community. The department is also responsible for completing management studies, operational analyses, and special projects. In addition to managing citywide activities, the City Manager provides assistance to Council. For budget purposes, the City Manager is segmented into the following divisions:

- **City Manager** develops, advises, and makes recommendations to Council on policies, programs, legislative issues, and various City business matters. The office is comprised of the City Manager, Assistant to the City Manager and Executive Assistant to the City Manager. The City Manager supervises executive staff and key managers from each department. In addition, the City Manager supports the City Council and ad hoc committees, oversees the City's Capital Improvement Program (CIP), and leads the City's legislative advocacy program. The City Manager also oversees multi-jurisdictional collaboration efforts between the City, special districts, and the San Juan Unified School District. As well, the City Manager arranges for a bi-annual strategic planning retreat, the product of which serves as a guide for major Council directed initiatives for all departments.
- **City Clerk** responsibilities include records management, legislative administration, public notices, elections management, codification of city ordinances, receipt of claims, and the administration of the City's Conflict of Interest Code. The City Clerk is the City's Election Official, Records Manager, and the Filing Officer/Official for Statements of Economic Interest. As part of the legislative process, the City Clerk's Office prepares the Council agendas, minutes, and public hearing notices; maintains records of Council business and actions; and provides comprehensive information to the community and the internal organization. The City Clerk also supports the Risk Management Division by assisting with the management of general liability claims and contract administration for the City.
- **City Information** is charged with building community through a variety of methods. The division provides information to the community through various means including press releases, the website, and City newsletters. It oversees the City's marketing materials and branding concepts in order to ensure consistency. The public information function serves as a "go-between" with the media and local area reporters in order to respond to requests and ensure the City is represented in a consistent, accurate manner.
- **Information Technology Division** encompasses the City's computer technology and telecommunications systems. The division provides a vision for future technology needs and oversees the procurement of new equipment. It maintains the City's network and infrastructure, and works with departments to address specific software needs. Technical training the division provides employees ensures equipment and software are used efficiently. The combined professional acumen of staff in this division enhances business and day-to-day operations, allowing the City to function optimally.
- **Non-Departmental/Central Services Division** contains General Fund expenditures that cannot be attributed to a specific department or division. These expenses include the City's revenue neutrality payment to Sacramento County, transfers to the Capital Improvement Fund, transfers to partially funded Special Revenue Funds, and special City projects. A list of community support projects can be found in the Financial Summaries section of this budget.

CITY MANAGER'S OFFICE*Organization Chart***City Manager**

The City Manager develops, advises, and makes recommendations to Council on policies, programs, and various City business matters. The division performs the following functions:

- Manages the implementation of policies and programs approved by Council.
- Periodically updates Council on the City's financial condition and other economic trends and issues.
- Advises Council regularly concerning program and project activities that implement Council policy.
- Provides ongoing administrative direction and supervision to City departments.
- Develops and recommends a viable annual City budget that fulfills approved goals and future General Plan policies.
- Represents Council at various regional bodies, boards, and agencies as needed.
- Develops a successful strategic planning session twice a year and monitors its implementation.

Use of Funds

CITY MANAGER			
	2016-2017 Actual	2017-2018 Budgeted	2018-2019 Proposed
Use of Funds			
<i>General Fund</i>			
Salaries	511,146	425,550	439,209
Benefits	164,903	159,639	181,735
Services & Supplies	27,910	17,650	37,260
Total Use of Funds	703,959	602,839	658,204

Accomplishments FY 2017-2018

- Finalized details of multi-year partnership with Dignity Health, a nationally recognized health care leader, for the construction of a 68,727 square foot medical office building, which is slated to open in 2019. The development will create more than 120 new jobs within City limits and help diversify the local economy.
- Restructured City operations to form an Administrative Services Department that efficiently and cost effectively provides streamlined human resources and financial services to City employees and residents.
- Created opportunities for employee mentoring and training.
- Expanded, and centralized the management of, the City Hall Volunteer Program.
- Continuing to utilize quarterly partnership meetings with San Juan Unified School District to form initiatives to address declining school enrollment within the City. This includes partnerships with the Citrus Heights Police Department (CHPD) and local community college systems.
- Re-established quarterly meetings with Sacramento Metropolitan Fire District (Sac Metro) to address issues pertaining to City management including, but not limited to, development plan inspection and special event permitting.
- Participated in numerous business visits with new, developing, and established businesses to obtain feedback on owning a business in Citrus Heights.
- Continued to engage Sunrise Mall owners regarding future plans.
- Held a Community Support Funding Budget Workshop.
- Held a Capital Improvement Program community workshop.



*Simulation



*Simulation

City Clerk

As the manager of the Council's business records and actions, the City Clerk is uniquely positioned to provide comprehensive information to the community and the internal organization. The City Clerk is also responsible for overseeing the Council's business records.

The City Clerk manages the agenda process and public notification requirements for the City Council's business meetings, prepares minutes of the Council meetings, and provides public access to the minutes and agendas. The City Clerk also prepares legislation, proclamations, notices, other official documents, and coordinates recruitment and membership on City commissions and task forces. The City Clerk is the filing official for Statement of Economic Interest forms and is responsible for updating the City's Conflict of Interest Code.

The City Clerk manages the election process for Council and coordinates activities and requirements with the county election staff. This includes notifying candidates, city staff, and other officials of their financial and campaign disclosure statement filing requirements.

The City Clerk oversees the records management system for the City, as well as develops and implements a citywide records retention schedule.

Use of Funds

CITY CLERK			
	2016-2017	2017-2018	2018-2019
	Actual	Budgeted	Proposed
Use of Funds			
<u><i>General Fund</i></u>			
Salaries	126,370	153,095	129,617
Benefits	48,036	57,386	51,125
Services & Supplies	<u>53,332</u>	<u>64,540</u>	<u>57,150</u>
Total Use of Funds	227,738	275,021	237,892

Accomplishments FY 2017-2018

- Continued to oversee and maintain the Records Retention Program and the City's Municipal Code.
- Continued work to complete back-scanning of all closed/permanent City contracts and service agreements.
- Served as the filing official for all Fair Political Practice filings.
- Held a Records Retention Day in November 2017 for City staff.
- Implemented new staff report guidelines and held training for City staff.

City Information Division

The City Information Division is charged with providing a wide variety of information to the community. Specifically, the division drafts and develops the City's electronic, citywide newsletter; oversees the content of the City's website and social media; and develops informational brochures and pamphlets in coordination with City departments. This division writes and disseminates press releases in order to promote City programs and services, while ensuring the City is represented in an accurate manner in the media.

Accomplishments FY 2017-2018

- Re-imaged and updated City information delivery systems.
- Continued to provide engaging content via the City's Twitter account; the City has over 1,300 tweets and boasts 800 followers.
- Launched the City's Facebook page; the City has 644 "likes" of its content and continues to expand its online presence through this medium.
- Managed creation of a new History and Arts grant program to support and heighten local creative efforts underway in the community. The program most recently led to the sponsorship of Citrus Heights History Day produced by the Citrus Heights Historical Society.
- Published two issues of *Connections* (September and May) utilizing a recycled paper component (at least 30%). This publication reached upwards of 40,000 people with each mailing.
- Supported REACH through efforts in managing their web postings, on-line meeting announcements, and REACH agendas.

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Information Technology Division

As a local agency, the City actively utilizes various computer technologies and systems to provide, organize, and develop information for its customers on a daily basis, including an internal network, internet access, and a website. The mission of the Information Technology Division is to enhance customer service and operational efficiency through the use of technology. It is the responsibility of the division to identify changing technology and how it can be integrated into our current system in order to increase the efficiency of City operations. The division provides daily assistance to end users and departments, strategically utilizing technology to enhance business and daily operations. In order to provide up-to-date information and maximize e-commerce opportunities, this division continuously monitors and refines the City's web presence. The division also assists in the research and deployment of business applications to enhance staff's effectiveness and efficiency, and to provide greater customer service to the public.

Use of Funds

INFORMATION TECHNOLOGY			
	2016-2017 Actual	2017-2018 Budgeted	2018-2019 Proposed
Use of Funds			
<u>General Fund</u>			
Salaries	505,788	501,900	499,242
Benefits	150,535	150,553	164,087
Services & Supplies	313,550	313,550	329,650
Capital Acquisition	5,175	-	-
Transfers	<u>13,774,031</u>	<u>50,000</u>	<u>50,000</u>
Total Use of Funds	14,749,079	1,016,003	1,042,979

Accomplishments FY 2017-2018

- Completed phone system replacements and upgrades.
- Added enhanced firewall security features to the City's network.
- Replaced/upgraded network file server.
- Replaced mobile computers in patrol vehicles.
- Implemented a new planning projects database system.
- Implemented a new Community Center scheduling system.
- Fulfilled on-line services for human resources (e.g. benefits enrollment, e-commerce).
- Added data storage for police forensic files.

Non-Departmental/Central Services Division

The budgeted division called Non-Departmental/Central Services contains General Fund expenditures that cannot be attributed to a specific department or division. These expenditures include:

- Revenue neutrality payment due to Sacramento County (equals annual property tax revenue). In 1997, the City and County of Sacramento entered into a revenue neutrality agreement pursuant to Government Code Section 56845 as a means of mitigating the financial impacts of the City's incorporation on the County's general fund. Currently, all secured and unsecured ad valorem property taxes levied and collected, pursuant to state law within the City's corporate limits (except for landscaping and lighting for special assessments), are retained by the County. The County has collected and retained property taxes since January 1, 1997 and will continue to do so through June 30, 2022.
- Community support for Meals on Wheels for seniors, Campus Life, Citrus Heights Marching Band, Sunrise Christian Food Ministry, River City Cat Rescue, Sacramento Self-Help Housing, Terra Nova Counseling, Diversity Employment Outreach, REACH, and the Community Campout.
- Transfers to partially funded Special Revenue Funds.

Use of Funds

CENTRAL SERVICES			
	2016-2017 Actual	2017-2018 Budgeted	2018-2019 Proposed
Use of Funds			
<i><u>General Fund</u></i>			
Salaries	134,218	142,913	-
Benefits	51,227	56,875	-
Services & Supplies	183,195	250,300	75,200
Transfers	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
Total Use of Funds	393,640	475,088	100,200

Use of Funds

NON-DEPARTMENTAL DIVISION		2018-2019 Proposed
Use of Funds		
<i><u>General Fund</u></i>		
Meetings/Conferences		11,500
Community Support		154,732
Services & Supplies		<u>21,000</u>
Total Use of Funds		187,232



**CITY OF
CITRUS
HEIGHTS**

ADMINISTRATIVE SERVICES DEPARTMENT

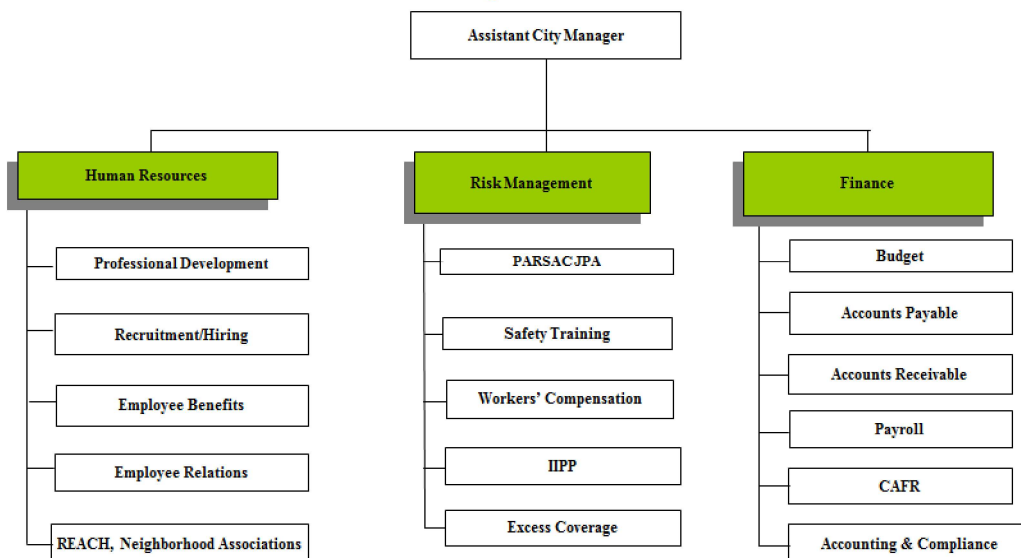
Administrative Services Department

The Administrative Services Department serves as an internal customer service provider of integrated services including Finance, Human Resources, and Risk Management.

- **Finance Division** provides internal support to other City departments and external support to other government agencies by providing financial information to aid in their decision making process. The division is responsible for budget preparation and development, financial reporting, auditing, investments, debt management, accounts payable, revenue collection, payroll, and grant accounting.
- **Human Resources Division** implements the City's mission, vision, and core values through policy development and implementation. The division administers the City's health benefits, leave and compensation programs, and ensures compliance with federal and state employment laws. Human resources personnel manage recruitments, hiring, and agency-wide employment training. The division works closely with supervisors and managers on employee or organizational issues.
- **Risk Management Division** seeks to maintain a safe and fair environment for employees and the community, and to ensure that City assets are protected from loss, theft, and misuse. The division provides safety trainings and coordinates treatment for employee injuries, providing support to the employee with the mission of assisting a healthy recovery. Risk management personnel manage all liability claims, property claims, insurance for special events, and contractual risk transfer for City contracts.

ADMINISTRATIVE SERVICES DEPARTMENT

Organization Chart



Finance Division

The Finance Department provides internal support to other City departments and external support to other government agencies by providing financial information to facilitate their decision making process. The Department also provides financial analysis and forecasting through the use of the City's Ten-Year Financial Model. The Department administers over 40 funds in accordance with Generally Accepted Accounting Principles.

Use of Funds

FINANCE			
	2016-2017	2017-2018	2018-2019
	Actual	Budgeted	Proposed
Use of Funds			
<i><u>General Fund</u></i>			
Salaries	554,695	579,246	597,096
Benefits	186,819	202,398	171,222
Services & Supplies	127,274	112,700	138,750
Transfers	<u>220,717</u>	<u>-</u>	<u>-</u>
Total Use of Funds	1,089,505	894,344	907,068

Accomplishments FY 2017-2018

- Audited and processed accounts payable invoices generating over 4,000 payments.
- Balanced the FY 2017-2018 operating and capital improvement budgets.
- Successfully coordinated completion of the annual financial audit performed by an independent, outside accounting firm.
- Presented mid-year budget update to Council.
- Presented regular updates on the treasurer's report.
- Processed over 16,600 accounts receivable payments.
- Contracted with investment firm to invest City's funds to maximize safety, liquidity, and yield.
- Identified and recorded the value of City's infrastructure.
- Implemented security measures to prevent fraudulent activities.

Human Resources Division

The primary mission of the Human Resources Division is to develop a staff and workforce philosophy that embodies the City Council's mission, vision, and core values in daily decision making. The Human Resources Division is charged with recruiting, hiring, and retaining talented and qualified employees to help departments serve their customers. It is also the division's responsibility to implement Council's compensation philosophy, both benefits and salary. The division monitors and implements federal and state laws that apply to the City's workforce, and develops and implements appropriate policies and procedures.

Use of Funds

HUMAN RESOURCES			
	2016-2017	2017-2018	2018-2019
	Actual	Budgeted	Proposed
Use of Funds			
<u>General Fund</u>			
Salaries	290,146	268,346	416,753
Benefits	126,415	110,468	163,180
Services & Supplies	<u>147,968</u>	<u>228,060</u>	<u>220,630</u>
Total Use of Funds	564,529	606,874	800,563

Accomplishments FY 2017-2018

- Facilitated 18 recruitments resulting in 36 new employees to full-time, part-time, and temporary positions.
- Followed and implemented provisions of the Affordable Care Act.
- Hosted labor and employment training utilizing internal and external experts.
- Provided training for Management Staff.
- Implemented a 401(a) plan benefit.
- Organized annual community campout.
- Presented a workshop on CalPERS' retirement funding process changes and information on recent updates to CalPERS processes.
- Explored additional cost-effective measures to provide City benefits.
- Oversaw the planning and execution of the City's 20th anniversary festivities including a block party extravaganza that attracted over 7,000 attendees.
- Held a volunteer recognition event at a Council meeting in conjunction with the City's 20th anniversary celebration.
- Oversaw rollout of a competitive Neighborhood Improvement Grant Program (NIP) for all neighborhood associations. Awarded \$4,897 in grant funds for projects to improve and enhance the community.
- Completed citywide compensation survey.

Risk Management Division

The City's Risk Management Division seeks to establish and maintain internal fiscal and policy controls to avert risk to the organization and employees, including ensuring City assets are protected from loss, theft, and misuse, as well as protecting employees from injury and mistreatment. The division desires to reduce City losses from liability claims, lawsuits, and property damage. The division is also responsible for reviewing submitted claims against the City to determine any liability and appropriate action.

The Risk Management Division seeks to foster a safe and ergonomically sound workplace environment, minimizing injuries to employees which result in workers' compensation costs and lost time. Employee injuries are closely monitored to ensure that employees receive sound medical treatment and can return to work in a healthy, timely manner. Through a proactive employer relations program, the City seeks to ensure that employees are adequately trained on workplace policies and procedures, appropriate means for reporting an incident, and consequences of violation. The goal is to maintain an environment that is free of workplace wrongdoing. The division is also charged with establishing and monitoring contract procedures and insurance requirements to ensure that the City's interests are protected, while retaining the ability to conduct business in a prompt and reasonable manner.

Use of Funds

RISK MANAGEMENT			
	2016-2017	2017-2018	2018-2019
	Actual	Budgeted	Proposed
Use of Funds			
<u><i>General Fund</i></u>			
Salaries	181,925	241,917	223,808
Benefits	60,239	82,225	75,990
Services & Supplies	<u>914,846</u>	<u>721,706</u>	<u>950,634</u>
Total Use of Funds	1,157,010	1,045,848	1,250,432

Accomplishments FY 2017-2018

- Continued to monitor employee injuries in order to efficiently facilitate a timely return to work.
- Worked with the City Clerk, third-party administrators, and legal counsel, to manage open workers' compensation and liability claims.
- Monitored ongoing Wellness Program to help reduce sworn personnel work-related injuries.
- Monitored legislative actions with impacts to labor, risk management, and benefits.
- Facilitated training on occupational safety topics including annual bloodborne pathogen, defensive driver, and bi-annual CPR/AED training.
- Provided AB1825 training for mandated city staff.





**CITY OF
CITRUS
HEIGHTS**

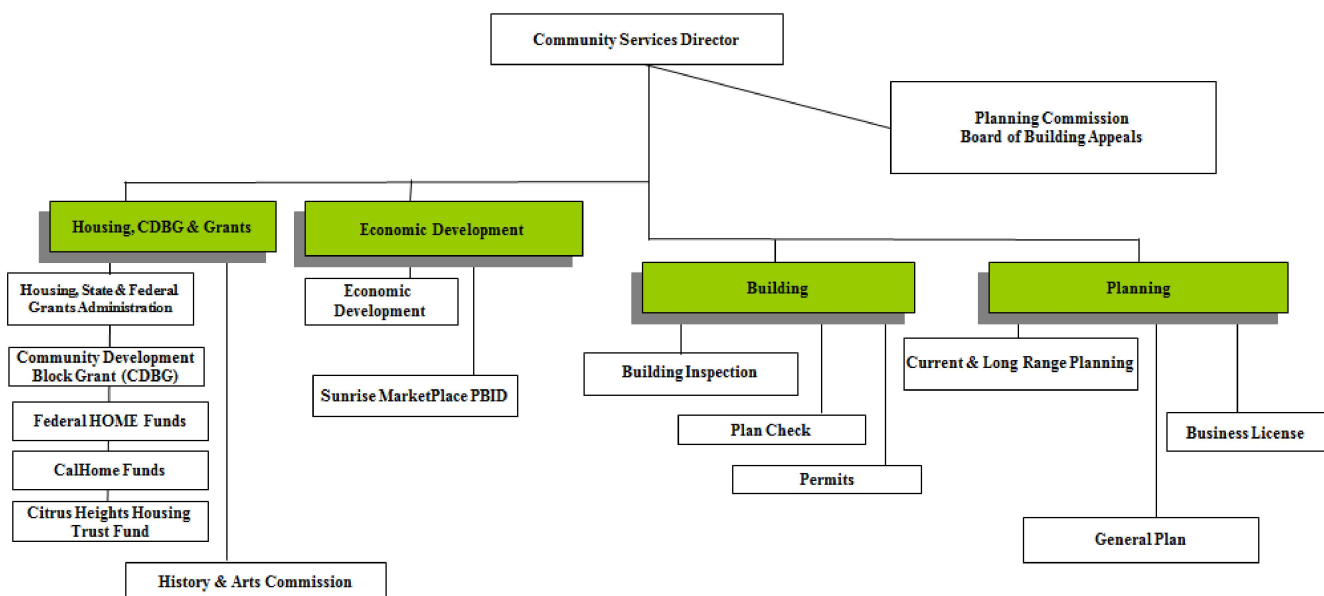
**COMMUNITY AND ECONOMIC
DEVELOPMENT**

Community & Economic Development

The Community and Economic Development Department encompasses four divisions: Building and Safety; Economic Development; Housing and Grants; and Planning. The department also supports two City Commissions, the Construction Board of Appeals and Planning Commission, as well as the Citrus Heights Collaborative.

- **Building and Safety** is responsible for the administration and enforcement of the adopted local and state-mandated codes that regulate construction, property maintenance, and development. The purpose of these codes is to establish the minimum requirements to safeguard public health, safety, and general welfare. This division supports the Construction Board of Appeals.
- **Economic Development** is responsible for working closely with other City departments and the private sector to implement a range of strategies designed to strengthen local businesses, expand the Citrus Heights economy, and improve the overall quality of life.
- **Housing and Grants** administers a number of local, state, and federal housing and community development grants. These funds are used to assist first-time homebuyers and provide loans to modest-income homeowners to modernize their homes. The funds are also used for various human services projects including: senior nutrition programs, homelessness, housing crisis assistance, and youth projects. This division supports the Citrus Heights Collaborative.
- **Planning** comprises current and advanced planning activities as well as environmental analysis to ensure development is consistent with local and state land use regulations. This division supports the Planning Commission and oversees the City's business license program.

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT Organization Chart



Building and Safety Division

The Building and Safety Division is responsible for reviewing plans, issuing permits, and performing field inspections of buildings to ensure compliance with local, state, and federal regulations related to building construction, maintenance, repair, accessibility, and access requirements as well as energy and green building standards. This division enforces local standards by regulating the design, construction, use, occupancy, location, and maintenance of all buildings and structures within the City of Citrus Heights. Other responsibilities include assisting the Problem-Oriented Policing (POP) Code Compliance Division, Fire District, Engineering Division, and Planning Division and supporting the Construction Board of Appeals.

Use of Funds

BUILDING INSPECTION			
	2016-2017	2017-2018	2018-2019
	Actual	Budgeted	Proposed
Use of Funds			
<u><i>General Fund</i></u>			
Salaries	534,404	494,036	523,624
Benefits	196,583	187,287	208,274
Services & Supplies	36,216	68,400	69,000
Capital Acquisition	<u>9,175</u>	<u>-</u>	<u>-</u>
Total Use of Funds	776,378	749,723	800,898

Accomplishments FY 2017-2018

- Sponsored a successful Building Safety Month in May.
- Implemented an expedited electronic permit application process for electric vehicle charging stations.
- Updated file retention program; all large and small documents are now available in an electronic database.
- Implemented an online permitting system; 526 permits issued to date.
- Issued 3,012 permits and conducted 6,723 inspections.
- Continued to participate in the evolving PASS program.
- Citrus Heights Building Official served as 2018 President for the Sacramento Valley Association of Building Officials.
- Hosted the largest ever Sacramento Valley Building and Safety Training Institute at the Citrus Heights Community Center.
- Collaborated with Sacramento Metro Fire District by facilitating new work areas for a plan intake specialist within the Building Division area and front counter.
- Provided applicable information to existing and potential new businesses related to accessibility requirements.
- Conducted building inspections on several high-profile developments, such as the Medical Office Building, Capital Nursery Plaza, Sunrise Professional Center, Judi's Cleaners, and Bear Paw Village.

Economic Development Division

The Economic Development Division, in partnership with other City departments and the private sector, implements a broad-range of strategies designed to improve the overall quality of life for residents and community members. Initiatives fostered by the Economic Development Division include: implementing the City's Economic Development Strategy and Action Plan; creating /implementing a business retention program/philosophy which is carried out in all City departments; developing ongoing relationships with brokers, developers and business communities; serving as a liaison to Sunrise MarketPlace PBID; working with the Chamber of Commerce on a variety of business strengthening and retention activities; serving as a liaison to business associations and individual businesses/property owners; acting as an internal advocate for businesses; marketing of the City; and pursuing potential leads and requests for information.

Use of Funds

ECONOMIC DEVELOPMENT			
	2016-2017	2017-2018	2018-2019
	Actual	Budgeted	Proposed
Use of Funds			
<u>General Fund</u>			
Salaries	215,917	227,888	139,028
Benefits	88,744	90,351	60,892
Services & Supplies	<u>106,156</u>	<u>25,400</u>	<u>196,240</u>
Total Use of Funds	410,817	343,639	396,160

Accomplishments FY 2017-2018

- Dissolved the Redevelopment Agency.
- Completed development of a City Awareness/Promotion Campaign and began implementation.
- Issued a total of \$66,217 in sponsorship or membership dollars to community-business events and organizations from the Economic Development Support Fund.
- Renewed membership with the Greater Sacramento Economic Development Council, a regional group focused on business attraction, retention, and expansion, and became active on the Economic Development Director's Taskforce and Business Climate Subcommittee.
- Assisted the Auburn Boulevard Business Association with updating its mission and goals, developed a detailed Action Plan, and studied the feasibility of establishing a property-based improvement district.
- Continued implementation of the Activate Auburn Campaign. Completed five façade designs and issued \$53,549 in façade and sign grants.
- In partnership with the Chamber of Commerce, hosted a Business Walk on Sunrise Boulevard from Woodmore Oaks to Antelope Road, visiting approximately 160 businesses. Conducted detailed follow-up with businesses, improving communication and strengthening relationships.
- In partnership with Sunrise MarketPlace, developed the proposal for a pop-up stadium and approved a \$300,000 grant from the Development Fund to purchase stadium equipment.
- Produced *Focus on Business* e-newsletter (quarterly).

Housing and Grants Division

The Housing and Grants Division is responsible for the administration of local, state, and federal housing funds and oversees programs funded with these revenues. These programs include: the Community Development Block Grant (CDBG) Program, federal HOME funds, CalHome funds, the Citrus Heights Housing Trust Fund, Housing Successor Agency, and several special purpose funds (i.e., housing loan repayments and housing mitigation fees). These funds are used to improve the quality of the City's housing stock, increase home ownership rates, and revitalize neighborhoods. The division's funds also pay for services that benefit low- and moderate-income households, such as senior meals and youth programs, as well as homeless prevention/assistance. The division's funds may also be used for special community needs such as adding or modernizing parks, installing street lights, improving handicapped access, and various economic development initiatives.

Use of Funds

GRANTS and HOUSING	
	2018-2019 Proposed
Use of Funds	
<u>General Fund</u>	New for FY 2018-2019
Salaries	58,810
Benefits	24,296
Services & Supplies	<u>5,000</u>
Total Use of Funds	88,106

Accomplishments FY 2017-2018

- Administered the City's First-Time Homebuyer and Housing Repair Programs to assist eligible low- and moderate-income households to purchase and/or repair homes in Citrus Heights; issued 20 housing repair loans and one first-time homebuyer loan.
- Received and processed \$345,000 in loan repayments for both the City's First-Time Homebuyer and Housing Repair Programs. Loan repayments are funneled back into the City's programs to further invest in the City's housing stock.
- Served more than 8,500 low- and moderate-income residents through public service programs such as senior meals, youth after-school tutoring, housing crisis counseling, and fair housing assistance.
- Took a leadership role with the Citrus Heights Homeless Assistance Resource Team (HART) furthering resources and provisions for the City's homeless population.
- Facilitated the Citrus Heights Collaborative, an informal network of community members, government agencies, non-profit organizations, faith-based groups, and others who gather monthly to share information and resources.
- Development specialist maintained a position on the advisory board of Sacramento Steps Forward, which administers Continuum of Care homeless funding on behalf of Sacramento County.
- Participated in the development of regional grant applications to obtain additional funding to address homelessness.

Planning Division

The Planning Division is responsible for reviewing all proposed new residential, commercial, and office development projects. This analysis also includes completing the appropriate level of environmental review. In addition, the Planning Division conducts advanced planning activities related to the implementation of the *General Plan*, *Stock Ranch Guide for Development*, *The Boulevard Plan*, and special planning studies, including design guidelines and new ordinances. The division provides customer assistance at the “one-stop” counter and coordinates with other City departments as well as local, regional, state, and federal agencies. It also provides staff support to the Planning Commission, special committees, and City Council regarding all matters related to land use. Additionally, the Planning Division oversees the business license program.

Use of Funds

PLANNING			
	2016-2017	2017-2018	2018-2019
	Actual	Budgeted	Proposed
Use of Funds			
<u><i>General Fund</i></u>			
Salaries	559,661	592,658	486,964
Benefits	220,219	211,865	183,013
Services & Supplies	<u>48,278</u>	<u>84,500</u>	<u>73,600</u>
Total Use of Funds	828,158	889,023	743,577

Accomplishments FY 2017-2018

- In conjunction with the General Services Department, prepared and received a grant award of over \$6 million for the Electric Greenway Project.
- Updated the Accessory Dwelling Unit (ADU) regulations; since updated, seven ADU building permits have been issued.
- Amended the Zoning Code to allow housing in the Business Professional zoning designation.
- Processed an update to the *Auburn Boulevard Specific Plan*, aimed at aligning signage requirements along Auburn Boulevard with other parts of the City.
- Developed a Tree Assistance Program to provide property owners on-site advice from a certified arborist who offers a wide-range of services such as preservation measures and tree placement guidance.
- Updated wireless communication regulations including developing standards for facilities within the City's right-of-way.
- Issued 165 entitlements including Design Review Permits, Temporary Use Permits, Tree Permits, and General Plan Amendments.
- Added the business license function to the division and completed an analysis and recommendation for online business licensing.

A large, stylized orange tree with a thick trunk and a wide, rounded canopy of leaves. The tree is centered on the page. A horizontal grey band crosses the middle of the tree, containing text. To the left of this band is a black rectangular box, also containing text.

**CITY OF
CITRUS
HEIGHTS**

GENERAL SERVICES DEPARTMENT

General Services Department

The General Services Department provides engineering services, maintains the City's infrastructure, and administers all public works contracts and capital improvement projects. The department's funding sources are local, state, and federal transportation funds, grants, user fees, and general tax revenues. General Services provides administrative oversight for four operational divisions including Engineering, Citywide Operations and Maintenance, Fleet and Facilities Services, and Community Services.

Engineering Division Areas of Responsibility

- Development review
- Assessment district administration
- Transportation capital projects/programs
- Transportation maintenance projects/programs
- Stormwater management projects/programs
- Capital Improvement Program (CIP) development
- Transportation planning and construction grants
- Encroachment permits
- Construction inspection
- Transportation and traffic engineering
- Traffic signals and system management
- Street lighting

Citywide Operations and Maintenance Areas of Responsibility

- Operating and capital budgets
- CIP program administration
- City liaison for Sacramento Transportation Authority
- Capital right -of-way (ROW) acquisitions
- Citywide landscape and maintenance
- Landscape Maintenance Assessment Districts
- Street sweeping
- Streets and road maintenance including roadside drainage maintenance
- Citywide infrastructure maintenance
- Citywide public tree maintenance
- Citywide creek, channel, and open space maintenance
- ADA compliance in public ROW
- Curb, gutter, and sidewalk repair/maintenance

Fleet and Facilities Services Areas of Responsibility

- ADA compliance of City facilities
- City facilities capital projects planning/management
- City facilities maintenance (buildings and grounds)
- Fleet maintenance and administration
- Oak tree preservation
- Energy efficiency and alternatives planning/implementation
- Citrus Heights community centers administration/operations

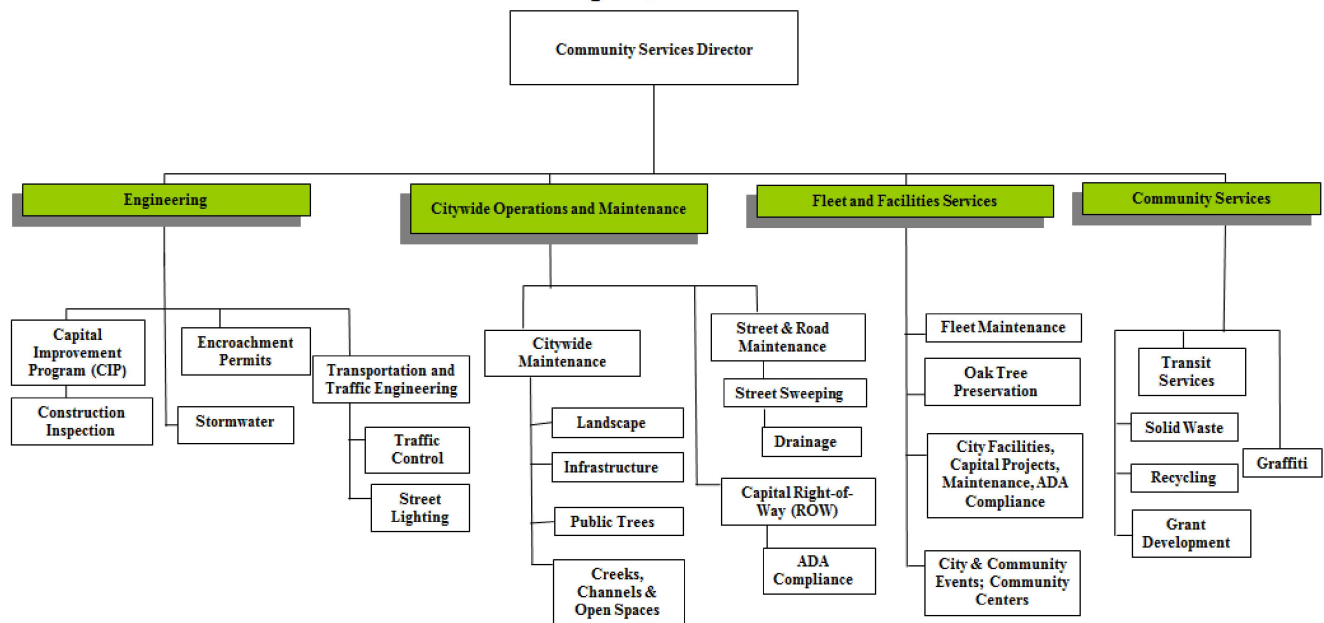
- Sayonara Park maintenance
- City and community events

Community Services Division Areas of Responsibility

- Residential solid waste and recycling services contract
- Commercial solid waste and recycling franchise agreements
- CalRecycle grants and funding programs
- Citywide recycling and diversion regulations compliance
- Graffiti abatement services
- Transit services program administration
- Customer service administration
- Strategic planning
- Community outreach and engagement
- Representation/liaison on regional boards/committees
- Grant development, support, and administration
- Bicycle, pedestrian, and mobility grant development

GENERAL SERVICES DEPARTMENT

Organization Chart



The General Services Department budget is separated into ten areas based on funding sources: Administration and Engineering, Assessment District Administration, Community Center Management, Community Events, Facility Management, Fleet Management, Solid Waste, Street Maintenance, Stormwater Drainage Services, and Transit. A brief description of each area organized under the lead division within the department is provided herein.

General Engineering/Public Works

- 1) **Administration and Engineering** provides administrative oversight for solid waste, transit, drainage administration, facility and fleet maintenance/purchasing, and a full array of civil engineering services (e.g., development review, assessment district administration, CIP development and implementation, and traffic/transportation engineering). This division also provides liaison staff to the various transportation, drainage, and general public works related regional boards and associations. This division promotes and facilitates communications between residents and local businesses involved in and affected by construction projects. This division is also responsible for identifying and implementing ADA improvements within the City's right of way.

The Administration and Engineering budget reflects costs for a wide array of activities. Administration oversees the departments' budget and office operations, and manages contracts with service providers. Engineering is responsible for plan checks; development review; encroachment permits and inspections; development project review; and administration of the City's CIP, traffic/transportation engineering, and the Engineering Division general administration.

Funding Sources: General Fund and Interfund Charges.

- 2) **Stormwater Drainage Services** provides for administration of the City's stormwater and drainage system. Extensive planning, regional coordination, and compliance with various state and federal stormwater management permits are included. In addition, CIP project planning, design, and construction project delivery, along with ongoing stormwater maintenance services, are provided directly by staff within this division or by contract. Stormwater Utility billing services are provided through a contract with the Sacramento County Utility Billing Services (CUBS).

The City is responsible for all mechanical maintenance and capital improvements related to the City's stormwater system. Maintenance and construction are typically accomplished by contractors utilizing private contracts. Annual projects are prioritized based upon prevention of severe flooding, public safety, and reducing instances of residential structure and street flooding.

Funding source: Stormwater Drainage Fees

Use of Funds

ENGINEERING			
	2016-2017	2017-2018	2018-2019
	Actual	Budgeted	Proposed
Use of Funds			
<u>General Fund</u>			
Salaries	47,499	31,748	60,316
Benefits	15,680	11,630	26,771
Services & Supplies	<u>33,021</u>	<u>29,550</u>	<u>36,150</u>
Total Use of Funds	96,200	72,928	123,237

Accomplishments FY 2017-2018

- Completed Storm Drain Master Plan for Areas 8, 9 and 10.
- Awarded construction contract for Sunrise 2A Complete Streets Project.
- Completed Residential Street Resurfacing.
- Completed Right-of-Way Acquisition of 24 properties on Auburn Boulevard for Auburn Boulevard Complete Streets Project Phase 2.
- Completed 30% of design for Auburn Boulevard Phase 2.
- Received Highway Safety Improvement Project (HSIP) grant for various signalized intersection improvements.
- Awarded construction contract for Mariposa Safe Routes to School Phase 3.
- Awarded Construction contract for Baird Way Drainage Improvement Project.
- Submitted planning grant application for Carriage Drive Safe School Corridor Plan.
- Reviewed and processed over 1,000 encroachment permits.
- Secured a \$350,000 Active Transportation Program (ATP) Grant for the preliminary engineering and environmental documentation phase of the Electric Greenway project, and awarded consultant services agreement.
- Secured a \$5,866,000 ATP SB1 Augmentation grant for final design and construction of the Electric Greenway project.
- Secured a \$2.7 million ATP grant for the Mariposa Avenue Safe Routes to School Phase 4 project.
- Reestablished quarterly Principal Partnership meetings with San Juan Unified School District to focus on and discuss traffic safety concerns and needs.
- Secured a \$190,000 Caltrans Sustainable Communities grant to develop an Old Auburn Road Complete Streets Corridor Plan.
- Submitted Caltrans Sustainable Communities applications for the Multi-Modal Transportation Safety Program and the Carriage Drive Safe Schools Corridor Plan.
- Implemented traffic safety improvements in front of Mariposa Elementary and Sylvan Middle Schools.
- Installed curve warning signs and upgrades at Van Maren/Purslane.
- Worked with SMUD to reduce street light electricity bills by over \$1,300/month in perpetuity (amount increases each month with new process).
- Continued to ensure maximum efficiency and proper operations of existing traffic signals by coordinating routine maintenance and responding to resident reports/concerns.
- Worked with SACOG to develop scope and select consultant for the Smart Region Sacramento project, which will result in an Intelligent Transportation System (ITS) for the region, and a standalone ITS Masterplan for the City.

Citywide Operations and Maintenance

3) **Assessment District Administration** involves management/maintenance of properties within nine landscape maintenance assessment districts (LMADs) and one lighting assessment district in the City. Maintenance work is accomplished utilizing contractor assistance.

- **Assessment District 98-01** – oak tree and street frontage landscape maintenance in Stock Village Units 1 and 2.
- **Assessment District 98-02** – trees and street frontage (corridor) landscaping maintenance within one single family subdivision: Sorenson Ranch Units 1-4.
- **Assessment District 98-02 Zone 2** – trees, street frontage (corridor), and sound wall maintenance within one single family subdivision: AutumnWood.
- **Zones 1, 2, 3, and 4 of Assessment District 97-01** – maintenance of landscaping, open space, and re-vegetation areas at several locations in the City.
- **Assessment District 03-01** – maintenance of the Auburn Commerce District, (Stock Ranch Zone 1 and 2), a 94 single-family subdivision and neighborhood park.
- **Citrus Heights Lighting District** – operations and maintenance of the City's street lights.

Funding Sources: Fees and Assessments; Gas Tax; Measure A Maintenance

4) **Street Maintenance** provides a variety of transportation infrastructure maintenance services including routine pavement maintenance, implementation of the City's Pavement Management System, maintenance of traffic signals and street signs, and coordination with other entities (e.g., special districts and utilities) as needed.

Funding Sources: Gas Tax (including SB1/Road Maintenance Rehabilitation Account); Transportation Development Act; Measure A Maintenance.

Accomplishments FY 2017-2018

- Provided citywide vegetation management services.
- Cleared approximately 20 acres of open space and 15 miles of creeks.
- Cleared four miles of concrete lined channels.
- Completed eight special volunteer cleanup projects citywide, partnering with church groups and community members to provide landscape mulching, creek clean up, and public property clean ups/enhancements.
- Provided citywide landscape maintenance services.
- Conducted arborist reviews of city owned trees.
- Provided routine maintenance of city owned trees to ensure preservation of City's tree canopy.
- Provided ongoing street sweeping services to meet National Pollutant Discharge Elimination System (NPDES) permit requirements.

Fleet and Facilities Services

- 5) ***Fleet Management*** includes management of the City's vehicle fleet, including all related administration of operations, fuel, maintenance, and replacement of all City owned vehicles.

Fleet Management Division reflects costs for providing general maintenance, implementing preventive maintenance activities, overseeing vehicle purchases, monitoring service agreements, and promoting alternative energy vehicle services. This division actively promotes efficient and innovative management of City fleet by exploring alternative fuel capacity, developing a pro-active preventive maintenance program, and conducting on-going research into clean air partnerships. The City fleet policy is based upon shared services and a "pool type philosophy" practice.

Funding Source: General Fund; Interfund Charges

Use of Funds

FLEET MANAGEMENT			
	2016-2017	2017-2018	2018-2019
	Actual	Budgeted	Proposed
Use of Funds			
<u><i>General Fund</i></u>			
Salaries	89,263	76,540	75,505
Benefits	32,690	31,267	36,768
Services & Supplies	69,552	63,150	66,200
Transfers	<u>8,500</u>	<u>8,500</u>	<u>8,500</u>
Total Use of Funds	200,005	179,457	186,973

- 6) ***Facility Management*** involves planning the City's facility needs. This subdivision also manages the maintenance and construction of City buildings and facilities.

Funding Source: General Fund; Interfund Charges

Use of Funds

FACILITY MANAGEMENT			
	2016-2017	2017-2018	2018-2019
	Actual	Budgeted	Proposed
Use of Funds			
<u><i>General Fund</i></u>			
City Hall			
Salaries	127,115	141,867	152,467
Benefits	40,474	56,292	76,543
Services & Supplies	858,510	392,028	216,666
Capital Acquisition	30,508	-	-
Transfers	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
Total Use of Funds	1,081,607	615,187	470,676

Use of Funds

FACILITY MANAGEMENT	
PD	2018-2019 Proposed
Use of Funds	
<u>General Fund</u>	New for FY 2018-2019
Services & Supplies	254,250
Total Use of Funds	254,250

- 7) **Community Events** includes planning and coordinating City-sponsored events to offer a variety of family-oriented entertainment opportunities throughout the year. These events include the Red, White and Blue Parade, Sunday FunDay, and the Holiday Tree Lighting.

Funding Source: General Fund; donations; sponsorships

- 8) **Community Center Management** includes costs for managing and maintaining the City's three community centers:

- 1) Citrus Heights Community Center: The City's 29,173 square foot state of the art LEED certified facility. Included are operating expenses necessary to provide residents a rental facility capable of handling multiple functions on a daily basis as well as campus rentals for weddings and receptions. The facility operates 365 days per year and is staffed per needs of confirmed rentals.

Funding Source: User Fees; General Fund

Use of Funds

COMMUNITY CENTER			
Operations	2016-2017 Actual	2017-2018 Budgeted	2018-2019 Proposed
Use of Funds			
<u>General Fund</u>			
Salaries	177,777	167,622	219,996
Benefits	56,632	59,550	80,788
Services & Supplies	330,834	191,700	203,300
Capital Acquisition	5,193	-	-
Transfers	<u>15,000</u>	<u>40,725</u>	<u>40,725</u>
Total Use of Funds	585,436	459,597	544,809

- 2) Citrus Heights Sylvan Community Center: Center management includes costs for managing and maintaining the 1,475 square foot facility. This facility was constructed to serve local community service groups, non-profits, and local residents at affordable rental rates. The Sylvan Community Center is capable of handling meetings, receptions, and events up to 50 occupants. The facility operates 365 days per year and is staffed per needs of confirmed rentals.

Funding Source: General Fund

Use of Funds**SYLVAN COMMUNITY CENTER**

	2016-2017	2017-2018	2018-2019
	Actual	Budgeted	Proposed
Use of Funds			
<u>General Fund</u>			
Services & Supplies	<u>12,633</u>	<u>6,770</u>	<u>14,075</u>
Total Use of Funds	12,633	6,770	14,075

- 3) Citrus Heights Children and Youth Center: Center management includes costs for managing and maintaining the 2,200 square foot facility. The center was built on Sayonara Drive to serve the neighborhood youth after-school program and holds up to 90 occupants. The building was constructed with solar panels, which covers the costs of the building's energy consumption. Sayonara Park is located next to the center, and is also managed within this budget item.

Funding Source: General Fund

Use of Funds**CITRUS HEIGHTS CHILDREN & YOUTH CENTER**

	2016-2017	2017-2018	2018-2019
	Actual	Budgeted	Proposed
Use of Funds			
<u>General Fund</u>			
Services & Supplies	<u>12,433</u>	<u>10,115</u>	<u>21,150</u>
Total Use of Funds	12,433	10,115	21,150

Accomplishments FY 2017-2018

- Replaced 16,500 square feet of flooring in the Police Department.
- Installed security cameras and security infrastructure in the Utility Building.
- Updated security infrastructure and replaced 23 cameras at the Police Department building.
- Converted City fleet vehicle into an Animal Control service truck.
- Successfully auctioned eight retired police and City vehicles.
- Updated interior Police Department furnishings; replaced 20 workstations installed in 2001.
- Coordinated multiple City events such as Red, White and Blue Parade, Sunday FunDay, and 20th Anniversary Holiday Tree Lighting celebration.

Community Services

- 9) **Solid Waste** involves management of residential solid waste/refuse collection services, recycling services, neighborhood clean-up services, commercial solid waste franchise agreements, and state regulatory compliance, along with the household hazardous waste disposal contract. It also includes staff participation in the Regional Solid Waste Working Group, and working with regional and state advisory, liaison, and technical committees.

Recycling grants and payment programs are also administered by this division. These grants and payment programs enable the City to provide public education and outreach, as well as install and maintain public recycling infrastructure throughout the City.

Funding Source: Solid Waste fees (residential garbage, recycling service, and franchise fees); Recycling Grants; payment programs (CalRecycle).

- 10) **Transit** works in cooperation with the Sacramento Regional Transit District (SACRT) to address public transportation needs of Citrus Heights residents, bus stop maintenance, and capital improvement projects related to transit.

Transit services include bus services and para-transit services. The Sacramento Regional Transit District currently provides these services to the citizens of Citrus Heights. The City continues to work closely with Sacramento Regional Transit on several program enhancements, including bus-stop improvements.

Funding Source: Transportation Development Act (TDA)

Accomplishments FY 2017-2018

- Completed the City's first Comprehensive Transit Plan.
- Received a \$50,000 Household Hazardous Waste (HHW) education grant.
- Transitioned from HHW drop off events to year-round access of the permanent HHW facilities operated by Sacramento County.
- Implemented first microtransit project within the Sacramento region to provide on-demand, smart phone app enabled transit services within city limits.
- Provided administrative and technical support services to all facets of the department.
- Provided grant application support to transportation grant funding requests.



A stylized tree logo in blue. The canopy is a dense, rounded mass of small, five-pointed star shapes. The trunk is thick and tapers slightly, with several horizontal branches extending from its base. The roots are visible at the bottom, spreading out.

**CITY OF
CITRUS
HEIGHTS**

POLICE DEPARTMENT

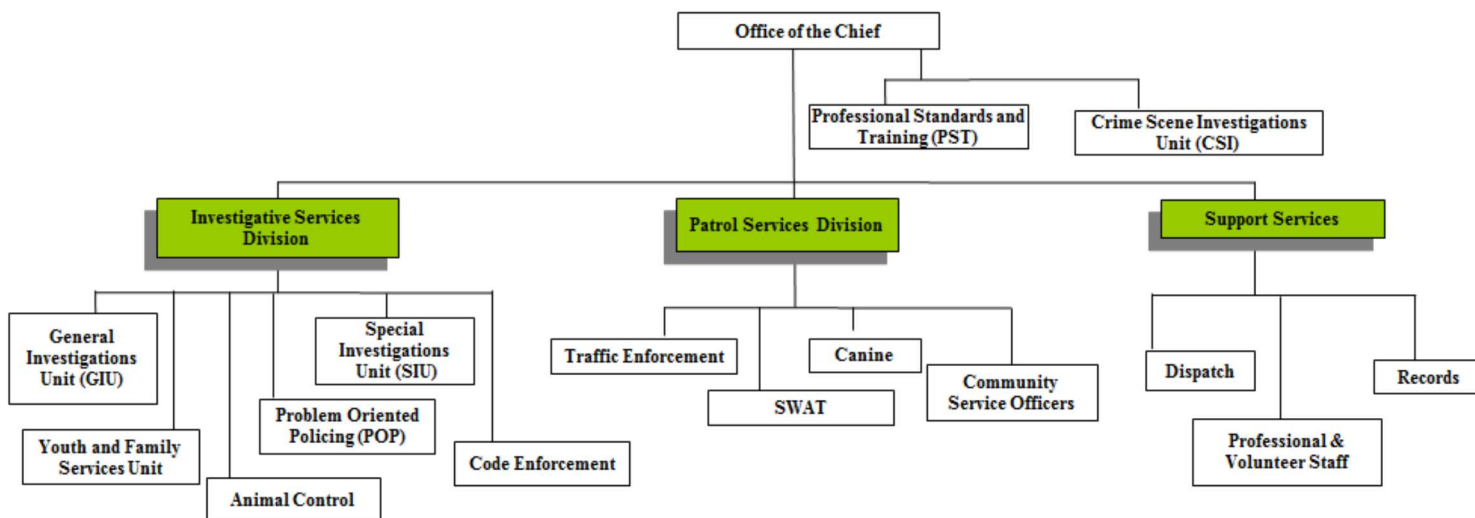
Police Department

The City's Police Department has been serving the residents of Citrus Heights for twelve years.

The Police Department is a full-service organization, which is responsible for general law enforcement and peace-keeping. It has among its many responsibilities: improving quality of life in the community, preserving public order, protecting life and property, investigating crimes, apprehending criminal offenders, investigating traffic collisions, and enforcing criminal and traffic laws. The department is divided into four divisions:

- **Office of the Chief**
- **Patrol Services Division**
- **Investigative Services Division**
- **Support Services Division**

POLICE DEPARTMENT Organization Chart



Office of the Chief

- **Office of the Chief of Police** is comprised of the chief, a management analyst, and an administrative assistant. It houses Professional Standards and Training, Property and Evidence, and the Crime Scene Investigations Unit. This division is responsible for the effective administration, management, and coordination of police services in the community, and ensuring the highest standards of professionalism and integrity.

Professional Standards and Training (PST) consists of the PST lieutenant, PST sergeant, and a program assistant. They are dedicated to ensure adherence to the laws, rules, and regulations, which govern the department's responsibility for the public's safety, security, and quality of life. PST is managed by the PST lieutenant who coordinates all department training and hiring.

Use of Funds

POLICE DEPARTMENT			
	2016-2017	2017-2018	2018-2019
	Actual	Budgeted	Proposed
Use of Funds			
<u>General Fund</u>			
Salaries	11,928,826	12,631,903	12,686,726
Benefits	4,926,351	5,134,454	5,397,064
Services & Supplies	2,056,206	2,007,566	2,311,354
Capitol Acquisition	88,610	170,000	30,000
Transfers	<u>275,000</u>	<u>275,000</u>	<u>275,000</u>
Total Use of Funds	19,274,993	20,218,923	20,700,144

Accomplishments FY 2017-2018

- Developed clear, written expectations for all positions/ responsibilities; employees given latitude to operate within expectations.
- Drafted a robust Procedures Manual to complement and enhance the department's Policy Manual.
- Conducted an analysis of staffing levels in all divisions/units; strategized efficiencies through reorganization of current resources and personnel.
- Commissioned an outside audit of the department's Property and Evidence Room.
- Developed, implemented, and completed a comprehensive department Strategic Plan.

Patrol Services Division

- **Patrol Services Division** operates under the Community Policing Philosophy. The division is comprised of six teams of uniformed patrol officers. Additional elements deployed with the Patrol Services Division are Traffic Enforcement, Canine, Community Service Officers, and a SWAT team. Patrol Services Division staff provide round-the-clock enforcement presence, and are first responders for life-threatening emergencies, traffic collisions, and in-progress criminal activity. They conduct preliminary investigations on the majority of crimes reported to the Police Department, and implement proactive strategies to detect and deter crime. Patrol Services Division staff are actively involved in addressing neighborhood problems and quality of life issues.

The Traffic Enforcement Unit augments the traffic enforcement effort of the patrol officers by providing directed traffic enforcement in identified problem areas. This unit also conducts follow-up collision investigations, and conducts major collision investigation and reconstruction.

Community Service Officers provide assistance to patrol officers and the Traffic Unit by responding to non-emergency calls for service.

Accomplishments FY 2017-2018

- Reinvented CATCH (Crimes and Traffic in Citrus Heights) Crime Reduction model.
- Reinvigorated on-duty workout and annual fitness program.
- Assessed division meetings to determine efficiencies.
- Developed and implemented Traffic Safety Education Campaign.



Investigative Services Division

- **Investigative Services Division (IDS)** consists of a variety of units and specialty assignments including the General Investigations Unit; Special Investigations Unit; Youth and Family Services Unit; Problem Oriented Policing and Code Enforcement Unit; and Animal Control.

The General Investigations Unit (GIU) includes crimes against persons and property crime investigators. The Special Investigations Unit (SIU) detectives focus their efforts on violent criminal offenders, sex offenders, gang and narcotics investigations, human trafficking, and tracking habitual offenders.

The Youth and Family Services (YFS) Unit is comprised of a YFS sergeant, the School Resource Officers (SRO's), and a juvenile detective. The juvenile detective coordinates the department's Juvenile Diversion and Education Program and investigates juvenile related crimes. The YFS Unit is responsible for administering all of the department's youth related services to include the Police Activities League (PAL) and Police Explorer program.

The Problem Oriented Policing (POP) and Code Enforcement Unit focus on improving quality of life in the community through the development of community partnerships, and are actively involved in addressing neighborhood problems and providing crime prevention information. The Code Enforcement Unit enforces nuisance abatement codes involving zoning, inoperable vehicles, graffiti, and housing. This unit's program goal is to obtain voluntary compliance with the City's Municipal Ordinance. Code Enforcement officers work closely with other City departments and divisions including Finance, Building and Safety, Planning, and Engineering during any enforcement effort. The unit also assists other local and state agencies, including the Fire District, in matters of code enforcement. This unit is both reactive to citizens' requests for service as well as proactive in canvassing the community to correct blight conditions to maintain and improve property values and quality of life in the City.

The Animal Services Unit focuses on promoting healthy human-animal relationships in our community. Through education and enforcement our goal is to empower responsible pet owners and deliver visible and compassionate support to the community.

Use of Funds

ANIMAL SERVICES			
	2016-2017 Actual	2017-2018 Budgeted	2018-2019 Proposed
Use of Funds			
<u>General Fund</u>			
Salaries	174,001	225,921	237,218
Benefits	55,665	71,939	85,905
Services & Supplies	279,933	300,400	251,310
Capital Acquisition	88,610	9,000	-
Total Use of Funds	598,209	607,260	574,433

Accomplishments FY 2017-2018

- Continued Community Oriented Policing strategies through existing community partnerships; focused efforts to establish new community relationships.
- Increased our dissemination of crime prevention information to businesses and the community by increasing our social media “following.”
- Provided comprehensive Crime Prevention Through Environmental Design evaluations and reports to local businesses and residents.
- Provided presentations to the community and Council related to homelessness in Citrus Heights; reviewed on-going efforts in our City to mitigate impact.
- Participated in the department’s crime reduction model.
- Reassigned existing resources in order to create a Youth and Family Services Unit.
- Collaborated with San Juan Unified School District on a Public Safety Pathway career and technical education program for Mesa Verde High School.
- Though various methods of community outreach, educated business owners to gain voluntary compliance with sign ordinance.
- Focused on Auburn Boulevard revitalization through code enforcement.
- Coordinated department wide “Emotional Survival for Law Enforcement” Training.

Support Services Division

- ***The Support Services Division*** consists of professional and volunteer staff, often serving as the first point of contact for the police department. The division manages front counter and telephone customer service; volunteer program coordination; police records management and processing; crime analysis; technology, and the police emergency communications center. All non-emergency and emergency 9-1-1 calls come into the police communications center; police dispatchers coordinate field response to calls for service. This division also works in conjunction with other Sacramento law enforcement agencies to integrate regional data sharing and communication interoperability.

Support staff are proactive and also perform their duties utilizing the community oriented policing philosophy. They support all programs within the department and handle most of the administrative functions to ensure accurate and effective program management.

Support Services Management works closely with regional agencies to ensure interoperability between software systems and law enforcement data to reduce redundant work processes throughout the region.

Accomplishments FY 2017-2018

- Moved animal services to the police department; implemented corresponding radio procedures and records processes into the department.
- Updated dispatch protocols to maximize efficiency/consistency in operational processes between dispatch and patrol.
- Developed expectations for all Support Services team members.
- Updated/installed new flooring and showers.
- Installed new dispatch radio consoles.
- Installed new 9-1-1 phone system in the Dispatch Center.
- Installed new master voice recording logger for 9-1-1 and other department phones.





**CITY OF
CITRUS
HEIGHTS**

ENTERPRISE FUNDS

Enterprise Funds

Enterprise funds account for City activities which operate as public enterprises. These funds receive revenues from fees charged to programs or other department users, and the programs are largely cost-covering. The City has one enterprise fund.

Solid Waste Fund: This fund accounts for revenues and expenses associated with garbage collection in the City. The City contracts solid waste services with Republic Services.

Use of Funds

Solid Waste			
	2016-2017	2017-2018	2018-2019
	Actual	Budgeted	Proposed
Revenue			
Fees & Charges	\$769,840	\$732,100	\$785,400
Total Revenue	\$769,840	\$732,100	\$785,400
Use of Funds			
Management & Support	\$194,239	\$202,687	\$283,587
General Services	\$612,230	\$629,210	\$574,205
Total Use of Funds	806,469	831,897	857,792



A large, stylized green tree with a thick trunk and a wide, rounded canopy of leaves. The tree is centered on the page. A horizontal grey band crosses the middle of the tree, containing the title. To the left of this band, on a black background, is the city name.

**CITY OF
CITRUS
HEIGHTS**

SPECIAL REVENUE FUNDS

Special Revenue Funds

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trusts and major capital projects) that are legally restricted to expenditures for specified purposes.

Community Events: This fund accounts for revenues and expenses associated with the City's community events such as Sunday FunDay, the holiday tree lighting, annual parade, concert series, etc.

Transit Fund: This fund accounts for the revenue and expenses associated with the administration of city-wide transit services in conjunction with the Sacramento Regional Transportation Authority (RT).

Stormwater Drainage Fund: This fund accounts for the revenues and expenses associated with the administration and coordination of stormwater drainage activities.

Street Maintenance: These funds account for Transportation Development Act (TDA), Gas Tax, and Measure A Street Maintenance funds. It represents the revenues and expenses associated with the maintenance and improvement of the City's roads and street landscaping.

Code Enforcement and Sacramento Abandoned Vehicle Program: These funds account for the revenues and expenses associated with code enforcement.

Grants and Housing (CDBG, Recycling Grants, OTS Grants, Healthy Cities Grant, Home Grants, and other miscellaneous grants): These funds account for the revenues and expenses associated with specialized grant monies received by the City which may only be spent under specific guidelines.

Police Grants: These funds account for the revenues and expenses associated with police grant monies received by the City and may only be spent under specific guidelines.

Assessment Districts: These funds account for the revenues and expenses associated with the maintenance of nine City lighting and landscape assessment districts. Lighting and landscape districts are created to finance common area landscape maintenance and lighting. Homeowners are assessed through their property tax bill.

Development Impact Fees (Drainage, Transit, Roadway, Tree Preservation, Low Income Housing, Park Facilities, Fire Capital): These funds account for the revenues and expenses associated with new development of infrastructure and affordable housing, and parks.

Community & Economic Development				
Special Revenue by Fund	FY 2016-2017 Actual	FY 2017-2018 Budgeted	FY 2018-2019 Proposed	
Revenues				
Housing Grants	173,669	651,427	735,643	
CDBG Entitlement	1,229,579	1,048,133	589,000	
PBID	753,301	750,373	753,241	
Successor Housing Agency			0	
Total Revenues	2,156,549	2,449,933	2,077,884	
Expenditures				
Housing Grants	129,893	811,074	700,000	
CDBG Entitlement	1,229,579	969,650	600,348	
PBID	835,752	750,373	750,373	
Successor Housing Agency	1,606	43,614	42,473	
Total Expenditures	2,196,830	2,574,711	2,093,194	

General Services Department				
Special Revenue by Fund	FY 2016-2017 Actual	FY 2017-2018 Budgeted	FY 2018-2019 Proposed	
Revenues				
Community Events	133,451	136,661	143,747	
Gas Tax	1,961,857	2,406,526	2,232,060	
RMRA-SB1	0	0	1,444,942	
Stormwater	3,716,341	3,424,000	3,412,000	
Measure A Road Maintenance	1,843,337	1,917,002	2,023,330	
Transit	3,706,056	3,700,771	4,035,356	
Transportation Development Act	457	3,556	210,278	
Other Grants Special Revenue	100,362	85,837	44,776	
Development Fees Special Revenue	453,725	21,875	429,387	
Assessment District Special Revenue	547,022	647,599	628,982	
Total Revenues	12,462,608	12,343,827	14,604,858	
Expenditures				
Community Events	139,752	136,609	143,749	
Gas Tax	1,986,633	2,163,300	2,084,086	
RMRA-SB1			1,444,942	
Stormwater	4,089,820	4,925,169	5,029,169	
Measure A Road Maintenance	1,636,691	1,814,836	1,883,860	
Transit	3,375,234	3,763,407	4,129,531	
Transportation Development Act	31,024	30,000	378,857	
Other Grants Special Revenue	103,022	143,996	70,311	
Development Fees Special Revenue	146,676	560,712	384,668	
Assessment District Special Revenue	540,609	584,047	593,347	
Total Expenditures	12,049,461	14,122,076	16,142,520	

Police Department				
Special Revenue by Fund	FY 2016-2017 Actual	FY 2017-2018 Budgeted	FY 2018-2019 Proposed	
Revenues				
Code Enforcement	410,012	415,070	367,003	
Police Special	483,289	376,173	128,000	
Police Grants	545,590	652,750	429,016	
SLES Funds	187,793	132,893	133,000	
Total Revenues	1,626,684	1,576,886	1,057,019	
Expenditures				
Code Enforcement	423,776	415,070	367,003	
Police Special	584,405	554,769	117,081	
Police Grants	586,272	652,750	163,740	
SLES Funds	187,250	132,893	0	
Total Expenditures	1,781,703	1,755,482	647,824	



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**CITY OF
CITRUS
HEIGHTS**

CAPITAL IMPROVEMENT PROJECTS

Capital Improvement Projects

This section highlights the Capital Improvement Program (CIP) projects proposed for FY 2018-2019. Capital projects are designed to enhance the City's infrastructure, extend the useful service life of public facilities, enhance safety, and augment delivery of City services. Projects are funded through a variety of sources including Sacramento County ½ cent sales tax funds (Measure A), State Transportation Funds, Transit Funds, State and Federal Grants, Development Fees, and the City's General Capital Improvement Fund. As our economy has changed, so has our outlook on larger projects. Outside funding, such as Measure A Capital and Measure A Maintenance, has decreased so our planned projects are tailored to meet a decreased budget and our changing needs.

The projects listed below, all of which have secured funding, are separated into categories: Transportation Capital Projects, Stormwater (Drainage) Capital Projects, Facilities Capital Projects, and General Purpose Projects. A brief explanation of funding sources can be found at the end of this section. The projects listed are the planned expenditures for FY 2018-2019.

**The City's Five-Year CIP is available at City Hall.*

Transportation Capital Projects

Advanced Traffic Management System (ATMS) – Replace and upgrade outdated traffic control system.

Estimated FY 2018-2019 Allocation: \$13,000

Source of Funds: Measure A Capital (Traffic Safety)

Annual Accessibility Program – Construct improvements to curb access ramps and sidewalks to improve safety and access for disabled residents, as well as all users, to ensure City facilities are in compliance with the federal American with Disabilities Act (ADA) requirements. The program also includes relocation of conflicting stormwater facilities.

Estimated FY 2018-2019 Allocation: \$360,000

Source of Funds: Community Development Block Grant (CDBG)

Estimated FY 2018-2019 Allocation: \$50,000

Source of Funds: Measure A Maintenance

Estimated FY 2018-2019 Allocation: \$100,000

Source of Funds: Storm Water Utility Fund

Auburn Boulevard Enhancements: Rusch Park to City Limit – Roadway widening, utility under-grounding, and complete streets enhancements (right of way acquisition and design).

Estimated FY 2018-2019 Allocation: \$1,500,000

Source of Funds: Community Design/Regional Local Grant (SACOG)

Estimated FY 2018-2019 Allocation: \$65,000

Source of Funds: Roadway Impact Funds

Estimated FY 2018-2019 Allocation: \$107,050

Source of Funds: Storm Water Utility Fund

Citrus Heights Electric Greenway – Design and construct a 2.9 mile multi-use trail between Sunrise and Wachtel following an existing SMUD easement corridor.

Estimated FY 2018-2019 Allocation: \$350,000

Source of Funds: Regional Active Transportation Program Grant

Estimated FY 2018-2019 Allocation: \$40,000

Source of Funds: Park Impact Fees

Mariposa Avenue Safe Routes to School (Mariposa Avenue Safe Routes Phases 3 and 4.) - Implementing pedestrian and bicycle safety facilities, including sidewalk infill and crosswalk improvements, in proximity to education centers for the primary use of students.

Estimated FY 2018-2019 Allocation: \$129,558

Source of Funds: Measure A Capital (Bike/Ped Safety)

Estimated FY 2018-2019 Allocation: \$129,559

Source of Funds: Measure A Capital (Traffic Safety)

Estimated FY 2018-2019 Allocation: \$60,000

Source of Funds: Roadway Impact Funds

Estimated FY 2018-2019 Allocation: \$870,049

Source of Funds: SACOG Bike/Ped Grant (Mariposa 3)

Estimated FY 2018-2019 Allocation: \$372,192

Source of Funds: Storm Water Utility Fund

Estimated FY 2018-2019 Allocation: \$194,079

Source of Funds: TDA Bike/Ped

Old Auburn Complete Streets – Develop a conceptual plan to improve safety, reduce collisions, and improve accessibility for all corridor users.

Estimated FY 2018-2019 Allocation: \$155,000

Source of Funds: Sustainable Communities Grant

Estimated FY 2018-2019 Allocation: \$5,850

Source of Funds: TDA Bike/Ped

Pavement Restoration Project – Resurfacing of residential and arterial streets throughout the City.

Estimated FY 2018-2019 Allocation: \$100,000

Source of Funds: Gas Tax

Estimated FY 2018-2019 Allocation: \$100,000

Source of Funds: Measure A Maintenance

Estimated FY 2018-2019 Allocation: \$1,444,942,000

Source of Funds: Road Maintenance Rehab Account (SB-1)

Sunrise Boulevard – Rehabilitation and Complete Streets (Phase 2A, Locher to Sayonara – West Side). - Construct ADA and pedestrian improvements, traffic signal improvements, storm water improvements, streetscape enhancements, and road resurfacing.

Estimated FY 2018-2019 Allocation: \$150,000

Source of Funds: Gas Tax

Estimated FY 2018-2019 Allocation: \$82,940

Source of Funds: Highway Safety Improvement Program

Estimated FY 2018-2019 Allocation: \$31,500

Source of Funds: Measure A Capital (Bike/Ped Safety)

Estimated FY 2018-2019 Allocation: \$105,000

Source of Funds: Highway Measure A Capital (Traffic Safety)

Estimated FY 2018-2019 Allocation: \$92,156

Source of Funds: Storm Water Utility

Estimated FY 2018-2019 Allocation: \$30,000

Source of Funds: Transit Impact Fees

Estimated FY 2018-2019 Allocation: \$159,778

Source of Funds: TDA Bike/Ped

Estimated FY 2018-2019 Allocation: \$225,900

Source of Funds: Measure A Maintenance

Traffic Control & Safety – Corridor safety studies, and capital corridor roadway and traffic safety improvements.

Estimated FY 2018-2019 Allocation: \$40,000

Source of Funds: Measure A Capital (Traffic Safety)

Estimated FY 2018-2019 Allocation: \$30,000

Source of Funds: Redlight Camera Funds

Estimated FY 2018-2019 Allocation: \$5,000

Source of Funds: TDA Bike/Ped

Estimated FY 2018-2019 Allocation: \$122,000

Source of Funds: Sustainable Communities Grant

Various Signalized Intersection Safety Improvements – Construct improvements at various signalized intersections throughout the City to provide enhanced pedestrian safety and ensure compliance with new federal and state regulations. Project will also erect median safety fencing to prevent unsafe pedestrian crossing.

Estimated FY 2018-2019 Allocation: \$71,000

Source of Funds: Measure A Capital (Traffic Safety)

Estimated FY 2018-2019 Allocation: \$40,000

Source of Funds: Gas Tax

Estimated FY 2018-2019 Allocation: \$486,000

Source of Funds: Highway Safety Improvement Program Grant

Storm Water (Drainage) Capital Projects

Storm Water (Drainage) Capital Projects – Projects are funded by the Storm Water Utility Fee, generated within the City of Citrus Heights and collected by Sacramento County.

1. **Neighborhood Areas 4, 5 & 11 Master Plan** – Conduct a study to identify drainage deficiencies and develop a plan of priority projects to help reduce localized flooding in neighborhoods.

Estimated FY 2018-2019 Allocation: \$100,000

Source of Funds: Storm Water Utility Fund

2. **Neighborhood Areas 8, 9, & 10 Master Plan Implementation** – Construct drainage improvements recommended in Master Plan to reduce localized flooding in neighborhoods.

Estimated FY 2018-2019 Allocation: \$1,611,000

Source of Funds: Storm Water Utility Fund

3. **Neighborhood Creek Bank Restoration Program** – Develop a resident-led plan to restore and maintain creek areas; project locations to be determined.

Estimated FY 2018-2019 Allocation: \$100,000

Source of Funds: Storm Water Utility Fund

4. **Storm Drain Pipe Rehabilitation Program** – Replace all corroded and failing storm drain pipes in the City to improve overall drainage conveyance and reduce the risk of a failure that could impact public safety and damage property.

Estimated FY 2018-2019 Allocation: \$150,000

Source of Funds: Storm Water Utility Fees

General Purpose Projects

Activate Auburn Program – Provide financial economic development grants to property owners along the Auburn Boulevard Specific Plan area to promote revitalization.

Estimated FY 2018-2019 Allocation: \$38,000

Source of Funds: SACOG Community Design Grant

Economic Development Incentive Initiative – Provide a financial incentive in the form of economic development loans, grants, or a match to help encourage business growth and development.

Estimated FY 2018-2019 Allocation: \$432,329

Source of Funds: General Capital Improvement Funds

First Time Homebuyer Program – Creates a revolving fund to assist first-time homebuyers. The program's goal is to assist in the purchase of a home in Citrus Heights.

Estimated FY 2018-2019 Allocation: \$148,000

Source of Funds: Federal HOME Fund

Housing Rehabilitation Program – Program's goal is to assist homeowners to make health and safety repairs to their homes.

Estimated FY 2018-2019 Allocation: \$200,000

Source of Funds: Community Development Block Grant (CDBG)

Estimated FY 2018-2019 Allocation: \$650,000

Source of Funds: State CalHome Mobile Home Repair Grant

Neighborhood Improvement Projects – This program provides neighborhoods the opportunity to compete for competitive grant funds for projects, programs, and events to improve quality of life and create community connectedness.

Estimated FY 2018-2019 Allocation: \$15,000

Source of Funds: General Capital Improvement Fund

Sayonara Redevelopment Project – Provide affordable housing.

Estimated FY 2018-2019 Allocation: \$109,573

Source of Funds: Low Income Housing Impact Fee

Stock Ranch – Construction of public improvements on and/or near the Stock Ranch commercial district as the property develops.

Estimated FY 2018-2019 Allocation: \$184,668

Source of Funds: Roadway Impact Fees

Active Transportation Program (ATP)

Created in 2013, the ATP consolidated pre-existing federal and state transportation programs, including the Transportation Alternatives Program (TAP), Bicycle Transportation Account (BTA), and State Safe Routes to School (SR2S), into a single program with a focus to make California a national leader in active transportation. The ATP is administered by the Division of Local Assistance, Office of Active Transportation, and Special Programs.

Community Design Funding Program (SACOG)

The Community Design Funding Program is intended to provide financial assistance to local government agencies that seek to implement physical development consistent with Sacramento Area Council of Governments (SACOG) Blueprint Principles. Approximately every two years, SACOG accepts applications for projects from cities, counties, transit districts, and air districts from Sacramento, Sutter, Yolo, and Yuba Counties.

Community Development Block Grant Funds (CDBG)

These federal funds are distributed to the City on an annual basis. The City receives approximately \$550,000 per year. The funds are used to support capital projects such as park improvements and sidewalks. Other projects the City has used the funds for include: loans to low income families for home rehabilitation, Habitat for Humanity projects, and public services such as senior nutrition.

Development Impact Fees

Development Impact Fees include Roadway, Low Income Housing, Park Facilities and Transit. These fees are paid by a developer/development to cover the cost of providing facilities necessary to accommodate new development. The cost of projects necessary to support the development is financed with impact fees based on the measurement of a development's impact on future infrastructure needs.

Federal HOME Funds

HOME provides formula grants to states and localities that communities use, often in partnership with local nonprofit groups, to fund a wide range of activities that build, buy, and/or rehabilitate affordable housing for rent or homeownership, or provide direct rental assistance to low-income people. Citrus Heights receives a share of the County HOME funds disbursed through the Sacramento Housing and Redevelopment Agency (SHRA).

Gas Tax

Administered by the State Board of Equalization, this is an 18-cent per gallon tax on fuel used to propel a motor vehicle or aircraft. Use of this revenue is for research, planning, construction, improvement, maintenance, and operation of public streets and highways, or public mass transit.

General Capital Improvement Fund

The fund is used for general purpose construction projects, the purchase of public facilities, and special projects.

Highway Safety Improvement Program (HSIP)

The Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU), which was signed into law on August 10, 2005 established the Highway Safety Improvement Program (HSIP) as a core federal-aid program. The overall purpose of this program is to achieve a significant reduction in traffic fatalities and serious injuries on all public roads through the implementation of infrastructure-related highway safety improvements. The specific provisions pertaining to the HSIP are

defined in Section 1401 of SAFETEA-LU which amended Section 148 of Title 23, United States Code (23 USC 148) to incorporate these provisions. These provisions are still in effect due to continuing resolutions passed by Congress during federal FY 2009-2010.

Local Regional Funding (SACOG)

Every two years, SACOG conducts a programming round to allocate funds to projects based on apportionments of regional Congestion Mitigation and Air Quality (CMAQ), Regional Surface Transportation Program (RSTP), and State Transportation Improvement Program (STIP) funds. These funds are programmed through the Air Quality, Bicycle & Pedestrian, Community Design, Transportation Demand Management (TDM), and Regional/Local funding programs.

Measure A Capital and Maintenance Funds

This funding source was approved by Sacramento County voters in the form of a ½ cent sales tax in 1988, and again in November 2004, to fund specific transportation projects. When the City incorporated, Measure A fund programs for County transportation projects within Citrus Heights became available to the City as a funding source for those projects previously under the County's jurisdiction. The old funds are from the original Measure, which expired April 2009. The Traffic Safety and Bicycle/Pedestrian Safety funds are from the renewed Measure, which went into effect April 2009 and is in place for 30 years. The Countywide Transportation Expenditure Plan (CTEP) is produced by the Sacramento Transportation Authority, the Administrator of Measure A Funds. The CTEP outlines all projects identified in the 2009-2039 Bond Measure detail. Old Measure A refers to the City's unspent funds from the original Measure A.

Road Rehabilitation Maintenance Account Funds (SB-1)

Funds derived from the 2017 Gas Tax increase that will be collected and distributed to agencies in conjunction with the SB-1 Transportation Bill. These funds are flexible and can be used for maintenance, capital (or a combination of both), and can also be leveraged to secure additional federal and/or state grants.

SACOG Grant Funds

SACOG is an association of local governments in the six-county Sacramento Region. SACOG provides transportation planning and funding for the region, serves as a forum for the study and resolution of regional issues, and prepares the region's long-range transportation plan.

State CalHome Manufactured Housing Funds

The CalHome Program is funded by the State through Proposition 1C, the Housing and Emergency Shelter Trust Fund Act of 2006. This program is administered by the California Department of Housing and Community Development. These CalHome funds are part of a set-aside for manufactured housing repair and replacement.

Storm Water Utility Funds

These funds are collected by Sacramento County Utility Billing Services on behalf of the City. Storm Water funds support drainage capital and maintenance projects performed under private contracts facilitated by the City. The funds are collected through an assessment district covering the Citrus Heights boundaries.

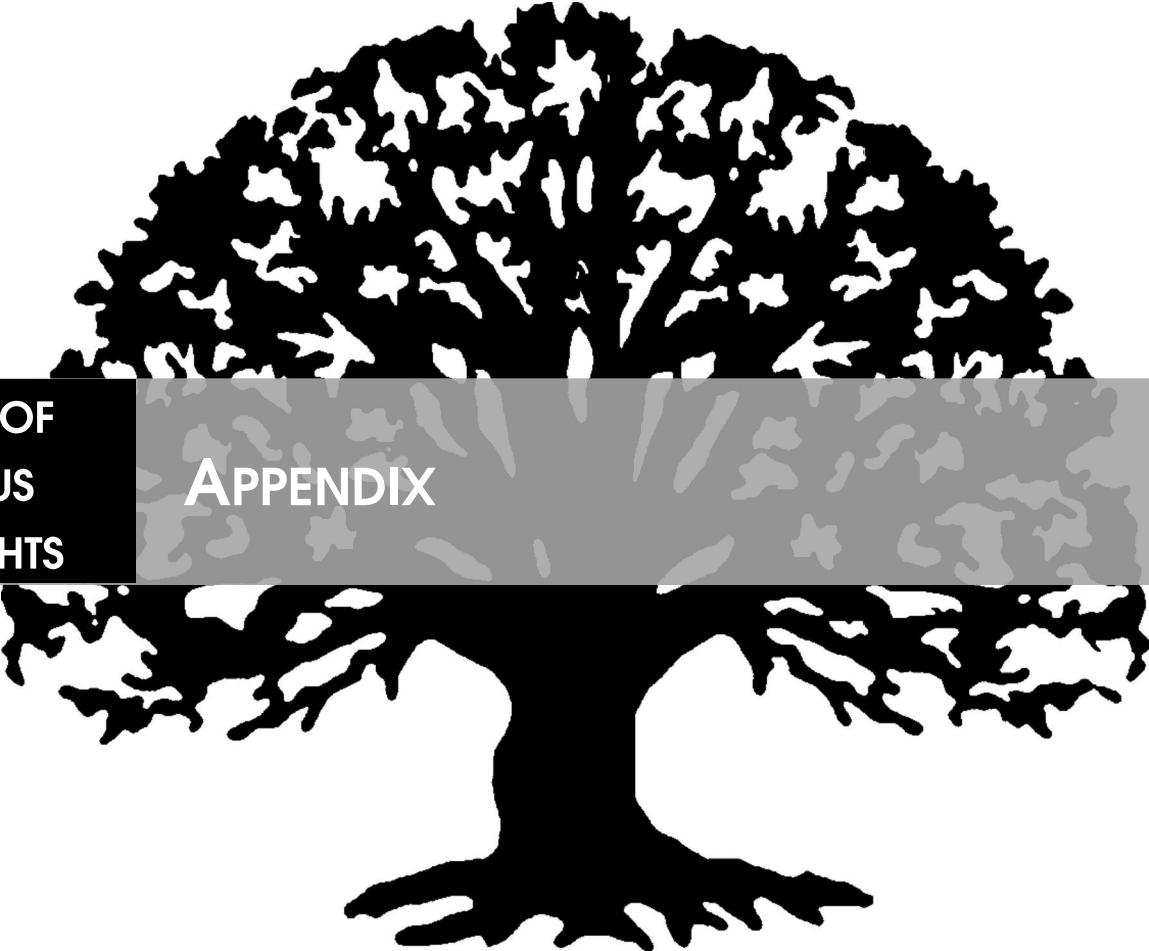
Sustainable Communities Grant

This grant program is funded by the Federal Transit Administration (FTA, Section 5304) and the State Highway Account. Distribution of these funds by Caltrans has been authorized by the FTA. The Sustainable Communities Grants fund transportation planning projects that achieve the Caltrans Mission and Grant Program Overarching Objectives, identify and address mobility deficiencies in the multimodal

transportation system, encourage stakeholder collaboration, involve active public engagement, and ultimately result in programmed system improvements.

Transportation Development Act (TDA)

TDA is one of the major funding sources for public transit in California. The TDA provides two funding sources: the Local Transportation (LTF) and the State Transit Assistance Fund (STA). The LTF is derived from a $\frac{1}{4}$ cent of the $7\frac{1}{2}$ % general statewide sales tax. This $\frac{1}{4}$ cent sales tax is returned to every county in the state from where the tax was collected. The STA is derived from sales tax on gasoline and diesel fuel. 50% of STA funds are allocated according to the ratio of the total public transit revenues that were generated in each area during the prior fiscal year. TDA funds may be used for street and road projects provided all reasonable transit needs are met.



CITY OF
CITRUS
HEIGHTS

APPENDIX



A stylized green tree with a thick trunk and a dense, rounded canopy. The tree is centered on the page. A horizontal grey band passes through the middle of the tree, containing the title. To the left of this band, on a black background, is the city name.

**CITY OF
CITRUS
HEIGHTS**

BENEFIT OVERVIEW

Benefit Overview

As the policy board, the City Council approves all new, allocated positions and status (employee versus contract). In addition, the City Council reviews all staffing levels on an annual basis during the budget process. A position allocation system is the standard mechanism used by municipalities to track and monitor staffing levels and approvals.

Staffing Philosophy – The City Council desires to retain a mix of contract staff and employee staff in order to ensure a cost effective and flexible service delivery system. The City is committed to continual analysis of contract vs. employee staffing determinations. City employees create the oversight and administrative guidance necessary for contractual staff.

In FY 2018-2019, the City will have a staffing level of 205 regular, allocated employees.

City Employee Benefits

Health Insurance

The City contributes a monthly amount towards health insurance for eligible employees. Health insurance is provided through the California Public Employees' Retirement System (CalPERS).

Retiree Medical Contribution

The City contracts with CalPERS for medical coverage. As part of this contract, employers are required to contribute towards retiree medical. The City's 2018 monthly contribution towards retiree medical is \$133.00. The 2019 contribution towards retiree medical is \$136.00 per month.

Dental Insurance

The City contracts with Delta Dental to provide dental insurance coverage for eligible employees and their families.

Vision Insurance

The City contracts with Vision Service Plan to provide vision insurance coverage for our employees and their families.

Flexible Spending Account

The City offers employees the ability to use pre-tax dollars for (1) reimbursement of eligible medical expenses not covered by the insurance programs and (2) dependent care. These two programs are called the "Medical Reimbursement Program" and the "Dependent Care Program".

Life Insurance

The City currently contracts with Prudential Insurance for life insurance benefits for our employees. The City pays the premium for basic life and accidental death and dismemberment (AD&D) – \$100,000 for management employees and \$50,000 for all other employees. **Age Reductions** – Under this plan, coverage reduces 35% at age 65 and 50% at age 70. Spouse or domestic partner coverage will be reduced as the employee ages, by 35% at age 65 and 50% at age 70.

Long Term Disability Insurance

The City contracts with Prudential Insurance to provide Long Term Disability insurance for eligible employees.

Defined Benefit Retirement through CalPERS

The City has contracted with the California Public Employees' Retirement System (CalPERS) to provide retirement benefits for our employees. The CalPERS retirement program is a defined benefit program. The City has three different benefit tiers for miscellaneous members and three different benefit tiers for safety members as shown below. The specific benefit tier is determined by hire date and prior CalPERS membership.

Miscellaneous 2.7@55	Safety 3@50
Miscellaneous 2.0@55	Safety 3@55
Miscellaneous 2.0@62	Safety 2.7@57

The City provides the 4th level Survivor Benefits for all employees.

Deferred Compensation

Regular Employees are eligible to participate in the City's designated 457 Deferred Compensation Plan at the start of employment. This program allows employees to save pre-tax dollars for their future retirement.

Annual Leave

The City's Annual Leave Program starts with 136 hours per year. The number of Annual Leave hours accrued each year is based on years of City service.

Long Term Medical Leave

The City's Long Term Medical Leave program provides 40 hours of leave per year.

Holidays

The City generally observes 12 holidays (96 hours) when the offices are closed. Two (2) floating holidays (16 hours) are also credited to eligible employees at the beginning of each calendar year. Holiday benefits are provided in different configurations based on the employee's shift schedule and assignment.

Bereavement Leave

Employees are eligible for 24 hours of Bereavement Leave due to the death of a family member per City policy.

California Family Rights Act (CFRA)

Eligible employees will receive up to 12 weeks of unpaid leave for covered events in a 12-month period.

Family Medical Leave Act (FMLA)

Eligible employees will receive up to 12 weeks of unpaid leave for covered events in a 12-month period.

Pregnancy Disability Leave (PDL)

Employees are eligible for pregnancy disability leave upon hire.

California Paid Family Leave (CPFL)

Employees may be eligible for six weeks of partial pay per year while taking time from work to care for a new child or sick family member. The payments are distributed by the Employment Development Department, a state agency, not the employer.

Enhanced Paid Leave Program (EPL)

The City has a six-week Enhanced Paid Leave program (wage continuation) for eligible employees for covered events.

Employee Assistance Program (EAP)

The City contracts with Managed Health Network (MHN) to provide an employee assistance program to City employees.

Tuition Reimbursement

New hires are eligible to participate in the Tuition Reimbursement Program after completing six-months of service with positive reviews.

Professional Development

The City encourages a variety of internal and external professional development training and opportunities for all levels of staff.

Personal Computer/Technology Purchase Program

The City offers a computer loan program to eligible personnel.

Alternative Work Schedule

The City offers alternative work schedules depending on job assignment.

Management Benefits

The City provides the following benefits to management personnel:

- 80 hours of Management Leave to Management staff;
- 120 hours of Executive Management Leave to Executive staff;
- \$100,000 fully paid life insurance program;
- Up to a 3% match on deferred compensation contribution for Management staff;
- A 5% match to a 401(a) plan for Executive staff.

Uniforms

The City of Citrus Heights provides uniforms and uniform maintenance for positions required to wear uniforms at no cost to the employee. For eligible employees, the Uniform Benefit amount that is reported to CalPERS is determined by the employee's classification per the following table:

GROUP	ANNUAL	BI-WEEKLY
Sworn – Officers	\$806.00	\$31.00
Sworn – Command	\$806.00	\$31.00
CSI/CSO/NEO	\$494.00	\$19.00
Records/Dispatch	\$104.00	\$4.00
Animal Services Officers	\$390.00	\$15.00

Police Specific Benefits

There are four benefits that are provided to police specific personnel.

1. Educational Incentive Pay

Sworn personnel are eligible for a maximum of 10% education/certificate incentive pay. Sworn personnel receive an additional 5% for a Master's Degree.

Communication Center Personnel are eligible for a maximum of 5% education/certificate incentive pay.

2. *Bilingual Pay*

Sworn and Communication Center Personnel are eligible to receive \$100 per month upon certification of proficiency in either Spanish, Slavic languages, or American Sign Language.

3. *Special Assignment Pay*

The City offers up to a 5% Special Assignment Pay for eligible sworn personnel.

4. *Professional Attire Pay*

Professional Attire Pay in the amount of \$850 per year may be provided based on assignment.

Police Specific Recruitment Incentives

The City offers recruitment incentives for Police Department specific positions.





**CITY OF
CITRUS
HEIGHTS**

BUDGET STRATEGIES AND POLICIES

Budget Strategies and Policies

The City of Citrus Heights has developed broad policy direction through the development of budget strategies that establish long-term policy guidance for conducting the City's financial activities. The City Council has established these policies to meet the following strategic objectives:

Budget Strategies

- **Strategic Focus** – The City's financial management should be strategic, reflecting the Council's and the community's priorities for service while providing resources that realistically fund routine operations.
- **Fiscal Control and Accountability** – The City's financial activities should be fiscally sound and accountable to the City Council through the City Manager.
- **Clarity** – The City's financial planning and reporting should be clear and easy to understand so that all participants, the Council, the community, and staff can productively participate in making good decisions.
- **Long-term Planning** – The City's financial planning should emphasize multi-year horizons to promote long-term planning of resource uses.
- **Flexible and Cost Effective Responses** – The City's financial management practices should encourage a mission-driven organization that responds quickly and straightforwardly to community demands. The City's management should flexibly respond to opportunities for better service, proactively manage revenues, and cost-effectively manage ongoing operating costs.
- **Staffing Philosophy** – The City has worked towards establishing a balance between City employees and contract staff to ensure the most efficient City operations.

In addition, the City Council has adopted policy parameters for the City's fiscal management. Following is a summary of those policies.

Fiscal Policies

Financial Activity Reporting

The City's financial activity will be reported in a variety of funds, which are the basic accounting and reporting entities in governmental accounting. The City's accounting structure will make it possible:

- To present fairly and with full disclosure the financial position and results of financial operations of the funds of the City in conformity with generally accepted accounting principles, and
- To determine and demonstrate compliance with finance-related legal and contractual provisions.

Management Responsibility

The City Manager shall provide the City Council with a mid-year review of financial activities in February of each year. The review will compare annual budget projections with actual results.

Reserves

The following reserves and special funds have been established:

General Fund Reserve - The purpose of this reserve is to stabilize the City's fiscal base for anticipated fluctuations in revenues and expenditures; fund facility renovation and/or replacement; and (if there is a revenue shortfall of 10% of budgeted revenues) cover the shortfall. This reserve balance is \$5.7 million.

Replacement Funds – The purpose of this fund is to provide funds for the anticipated replacement of capital equipment.

Compensated Absences Reserve – The purpose of this reserve is to fund the City's liability to pay employees for unused vacation benefits upon termination.

Annual Budget and Financial Plan

The City Manager will present an annual budget, financial plan, and periodic financial information to the City Council, setting forth the following information:

- Actual revenues, expenditures, reserve balances, and fund balances for the prior fiscal year;
- Estimated revenues, expenditures, reserve balances, and fund balances for the current fiscal year;
- Projected revenues, expenditures, reserve balances, and fund balances for the next fiscal year;
- Articulated priorities and service levels to be achieved by the organization over the next year;
- Long-range financial plan, which will include projected revenues, expenditures, and reserve balances for the next ten years;
- Capital Improvement Program for the next five years.

Appropriation Control

Appropriation of fiscal resources is the responsibility of the City Council and the City Manager.

Appropriations requiring Council action are:

- Appropriation of reserves, except replacement reserves;
- Transfers between funds;
- Appropriations of any unassigned revenues (unassigned revenues are those revenues that are not associated with a particular business or service unit); and
- Inter-fund loans.

Appropriations requiring City Manager action are:

- Transfers within a fund;
- Appropriation of unbudgeted assigned revenues (assigned revenues support a specific business or service unit and allow expansion or contraction of that unit in response to demand as manifested by receipt of assigned revenues); and
- Appropriation of replacement reserves.

Debt Management

The City Council will annually review the City's Debt Management Policy. This policy will address inter-funding borrowing, short-term borrowing, long-term borrowing, and debt issuance. The policy will provide guidance for ensuring that financial resources are adequate to meet short-term and long-term service objectives and that financing undertaken by the City satisfies certain clear objectives which allow the City to protect its financial resources in order to meet its long-term capital needs.

Investments

The City Council will annually review the City's Investment Policy in conformance with California Government Code. The policy will address the objectives of safety, liquidity, and yield with respect to the City's financial assets.

Fees and Charges

The City Council will annually adopt a schedule of fees and charges. The fees and charges will be set to provide adequate resources for the cost of the program or service provided.

Purchasing

The City will maintain a purchasing policy designed to support and enhance the delivery of governmental services while seeking to obtain the maximum value for each dollar expended.

Competitive Review

The City Manager will annually recommend that two or more functional activities of the City compete with other service providers for cost effectiveness of service. This competition shall involve those currently performing the service. The City Manager shall present the results of such competition to the City Council.

Performance Measures

The City Manager will annually develop performance measures and assess how efficiently and effectively the functions, programs, and activities in each department are provided, and for determining whether program goals are being met.

Funds of the City of Citrus Heights

Governmental accounting systems are organized and operated on a fund basis. A fund is a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances. Funds are used to segregate the City's financial activities in categories that attain certain objectives in accordance with special regulations, restrictions, or limitations.

Basis of Accounting and Budgeting

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary funds financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements are met.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due.

Property taxes, franchise taxes, licenses, and interest associated with the current fiscal period are all considered to be susceptible to accrual and so have been recognized as revenues of the current fiscal

period. All other revenue items are considered to be measurable and available only when cash is received by the government.

Ten-Year Financial Model

The Ten-Year Financial Model has served as the primary budget guidance tool since the City's incorporation. The model is adjusted annually to project future operating revenue and expenditures.

Modest increases in General Fund expenditures have been projected for the next ten years. Several factors directly affect the City's General Fund revenue. Because the City receives almost half of its General Fund revenue from sales tax, it is especially susceptible to economic downturns. Also, the City is approximately 98% built out which results in fewer opportunities for revenue generating growth.

A summary of the Ten-Year Financial Model is located at the end of this section. The City is projected to maintain a balanced General Fund through FY 2022-2023, when we start to receive our Property Tax revenue. The City will continue to restructure contracts and staffing to reduce expenditures.





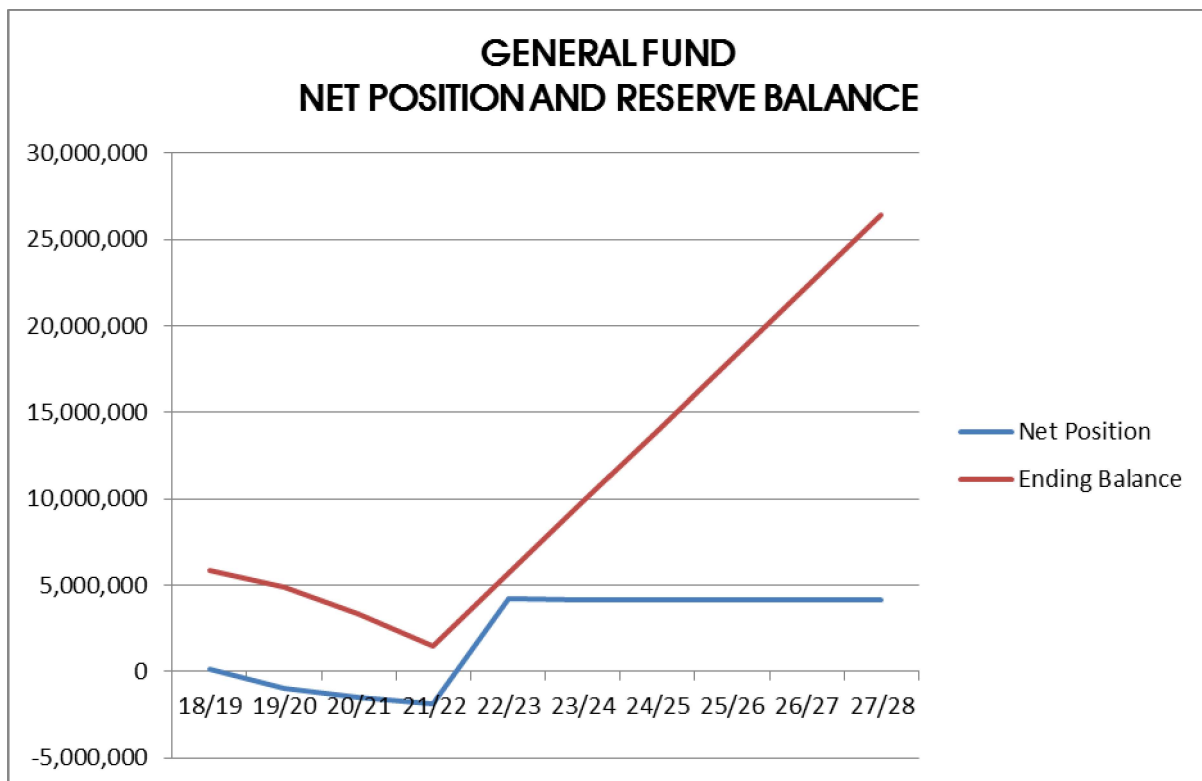
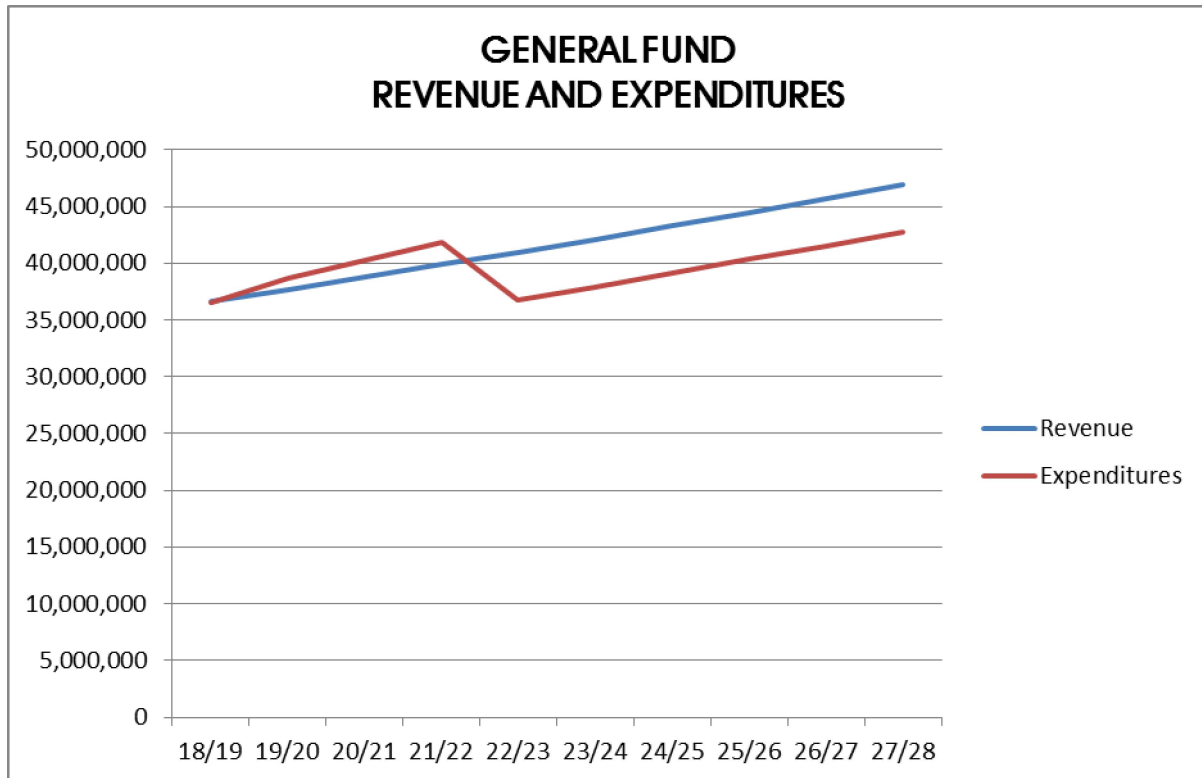


**CITY OF
CITRUS
HEIGHTS**

SUMMARY OF TEN-YEAR FINANCIAL MODEL

General Fund										
	Proposed Budget to Council	Projected with Assumptions ----->								
	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28
Beginning Fund Balance										
Taxes and Franchises										
Property Tax	5,566,248	5,797,247	6,032,616	6,273,920	6,524,877	6,785,872	7,057,307	7,339,599	7,633,183	7,938,510
Sales & Use Tax	12,380,000	12,602,840	12,829,691	13,073,455	13,269,557	13,468,600	13,670,629	13,875,689	14,083,824	14,295,082
Utility Users Tax	3,026,900	3,087,438	3,149,187	3,212,170	3,276,414	3,341,942	3,408,781	3,476,957	3,546,496	3,617,426
Franchise Fees	819,100	835,482	852,192	869,235	886,620	904,353	922,440	940,888	959,706	978,900
Solid Waste Franchise Fees	480,000	489,600	499,392	509,380	519,567	529,959	540,558	551,369	562,397	573,644
Real Property Transfer Tax	650,000	663,000	676,260	689,785	703,581	717,653	732,006	746,646	761,579	776,810
Transient Occupancy Tax	16,000	16,320	16,646	16,979	17,319	17,665	18,019	18,379	18,747	19,121
Total Taxes and Franchises	22,938,248	23,491,927	24,055,983	24,644,926	25,197,935	25,766,044	26,349,739	26,949,527	27,565,931	28,199,494
Licenses and Permits										
Business License Tax	315,630	321,943	328,381	334,949	341,648	348,481	355,451	362,560	369,811	377,207
Building Plan Check	200,000	204,000	208,080	212,242	216,486	220,816	225,232	229,737	234,332	239,019
Engineering Plan Check	30,000	30,600	31,212	31,836	32,473	33,122	33,785	34,461	35,150	35,853
Zone Check	6,000	6,120	6,242	6,367	6,495	6,624	6,757	6,892	7,030	7,171
Building Permit Fees	663,700	676,974	690,513	704,324	718,410	732,778	747,434	762,383	777,630	793,183
Engineering Fees Utilities	150,000	153,000	156,060	159,181	162,365	165,612	168,924	172,303	175,749	179,264
Tree Permit	2,750	2,805	2,861	2,918	2,977	3,036	3,097	3,159	3,222	3,287
Transportation & Misc. Permits	15,000	15,300	15,606	15,918	16,236	16,561	16,892	17,230	17,575	17,926
Alarm Permit Fees	63,000	64,260	65,545	66,856	68,193	69,557	70,948	72,367	73,815	75,291
Animal License	67,000	68,340	69,707	71,101	72,523	73,973	75,453	76,962	78,501	80,071
Total Licenses and Permits	1,513,080	1,543,342	1,574,208	1,605,693	1,637,806	1,670,563	1,703,974	1,738,053	1,772,814	1,808,271
Fines and Forfeitures	986,100	1,005,822	1,025,938	1,046,457	1,067,386	1,088,734	1,110,509	1,132,719	1,155,373	1,178,481
Intergovernmental (inc. Motor Veh Fees)	8,447,112	8,812,872	9,186,538	9,569,616	9,952,401	10,350,497	10,764,517	11,195,098	11,642,901	12,108,618
Use of Money	35,000	35,788	36,682	37,783	39,011	40,376	42,193	44,303	46,518	48,844
Charges for Services	697,050	710,991	725,211	739,715	754,509	769,600	784,992	800,691	816,705	833,039
Dignity	99,961	129,933	169,939	210,944	252,975	296,057	340,215	385,477	431,872	479,425
Other Revenues	1,924,826	1,963,323	2,002,589	2,042,641	2,083,494	2,125,163	2,167,667	2,211,020	2,255,240	2,300,345
Total Revenues and Fund Balance	36,641,377	37,693,997	38,777,089	39,897,774	40,985,518	42,107,033	43,263,805	44,456,888	45,687,355	46,956,516
Department Expenses										
Salaries	17,005,726	17,515,898	18,041,375	18,582,616	19,140,094	19,714,297	20,305,726	20,914,898	21,542,345	22,188,615
Benefits	4,137,248	4,261,365	4,389,206	4,520,883	4,656,509	4,796,204	4,940,090	5,088,293	5,240,942	5,398,170
PERS	2,911,702	3,701,109	4,223,486	4,558,316	4,867,326	5,092,203	5,322,131	5,481,795	5,646,249	5,815,636
Services & Supplies	6,184,132	6,369,656	6,560,746	6,757,568	6,960,295	7,169,104	7,384,177	7,605,702	7,833,873	8,068,890
Capital Acquisitions	30,000	30,900	31,827	32,782	33,765	34,778	35,822	36,896	38,003	39,143
Transfers	424,225	436,952	450,060	463,562	477,469	491,793	506,547	521,743	537,396	553,517
Total Department Expenses	30,693,033	32,315,880	33,696,700	34,915,726	36,135,459	37,298,380	38,494,493	39,649,328	40,838,808	42,063,972
Transfers Out to Other Funds	259,750	267,543	275,569	283,836	292,351	301,121	310,155	319,460	329,044	338,915
To OPEB Trust	0	296,000	305,000	315,000	324,000	334,000	345,000	355,000	366,000	377,000
Revenue Neutrality Payment	5,566,248	5,797,247	6,032,616	6,273,920	0	0	0	0	0	0
Total Transfers Out	5,825,998	6,360,790	6,613,184	6,872,756	616,351	635,121	655,155	674,460	695,044	715,915
Total Expenses/Transfers Out	36,519,031	38,676,670	40,309,884	41,788,482	36,751,810	37,933,501	39,149,648	40,323,787	41,533,851	42,779,887
Net Position	122,346	(982,673)	(1,532,795)	(1,890,708)	4,233,708	4,173,532	4,114,157	4,133,100	4,153,504	4,176,630
Transfers to General Capital Fund	0	0	0	0	0	1,887,227	1,877,994	1,870,018	1,862,418	1,855,816
Beginning Reserve Balance	5,718,435	5,840,781	4,858,108	3,325,313	1,434,605	5,668,313	9,841,845	13,956,002	18,089,102	22,242,607
Ending Reserve Balance	5,840,781	4,858,108	3,325,313	1,434,605	5,668,313	9,841,845	13,956,002	18,089,102	22,242,607	26,419,236

Assumptions for Budget Model										
	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28
Revenue Inflation Rates:										
Investment Earnings Rate	2.00%	2.25%	2.50%	3.00%	3.25%	3.50%	4.50%	5.00%	5.00%	5.00%
Property Tax	12.74%	4.15%	4.06%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Sales Tax	2.00%	1.80%	1.80%	1.90%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Motor Vehicle License Fee	6.06%	4.33%	4.24%	4.17%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
License and Permits	-2.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Grants/Other Taxes	9.67%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Franchise Fees/Other Fees	5.45%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other Revenues		2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Expenditure Inflation Rates:										
Salaries	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Benefits		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
PERS (percentage based on payroll)		21.13%	23.41%	24.53%	25.43%	25.83%	26.21%	26.21%	26.21%	26.21%
Operating Expenses	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Transfers Out to Other Funds	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Services & Supplies	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Capitol Acquisitions	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Transfers	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Economic Assumptions:										
City Population	87,448	87,885	88,325	88,766	89,210	89,656	90,104	90,555	91,008	91,463
Rate of Increase (Decrease)	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Assumptions are based on historical trends and current economic conditions.										
Calpers contribution estimated using percentage from Actuarial Report ending 6/30/2016.										



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CITY OF CITRUS HEIGHTS

Appropriation Limit Calculation

Fiscal Year 2018-2019

This page reserved for:

**RESOLUTION OF THE CITY COUNCIL OF
THE CITY OF CITRUS HEIGHTS ESTABLISHING AN
APPROPRIATION LIMIT FOR
THE FISCAL YEAR 2018-2019**

This page reserved for:

**RESOLUTION OF THE CITY COUNCIL OF
THE CITY OF CITRUS HEIGHTS APPROVING
THE FY 2018-2019 ANNUAL BUDGET AND
CAPITAL IMPROVEMENT PROGRAM**





**CITY OF
CITRUS
HEIGHTS**

GOALS FOR FY 2018-2019

Goals for FY 2018-2019

City Manager

City Manager

- Explore innovative economic development opportunities to diversify and revitalize the City's economic base.
- Explore new financial strategies and products available to the City.
- Advance enhanced relationship with the San Juan Unified School District and local community college systems to help facilitate the provision of high quality educational programs and offerings in the City.
- Advance enhanced partnerships with the Sacramento Metropolitan Fire District, and Sunrise Recreation and Park District, in a productive 2x2 Council meeting format to partner on items of mutual interest.

Information Technology

- Replace SIRE, the City's current Electronic Document Management System (EDMS), and migrate all data to ensure the continued preservation of City's electronic records.
- Finalize the implementation of the new scheduling software for the Community Center events and room reservations.
- Upgrade the City's Geographic Information System (GIS) to enhance the City's mapping capabilities for all departments.
- Replace servers that support the City's 9-1-1 dispatch, traffic light, and other essential systems.
- Continue to replace staff computers and scanners as part of the ongoing replacement schedule.

City Attorney

- Continue to minimize risk of litigation.
- Proactively monitor and advise on quality of life issues for the City, including code enforcement and further developments in state marijuana laws and regulations, new land use requirements, and similar matters.
- Continue to assist with all City matters, as requested and appropriate.

City Clerk

- Administer the November 2018 General Municipal Election.
- Oversee the recruitment process for new board and commission members.
- Continue to oversee and maintain the Records Retention Program, the City's Municipal Code, and the City Council Procedures Manual.
- Working with the Information Technology Division, oversee the implementation of a new citywide electronic document management system.

City Information

- Oversee the redesign of the City's website to provide a fresh look for City Information, in keeping with the results of the recently completed Awareness Campaign.
- Create and distribute a new monthly e-newsletter, which will inform residents and businesses in a timely, engaging, efficient, and environmentally friendly way.
- Expand the City's use of social media to include Nextdoor.

Non-departmental/Central Services

- Successfully manage the Neighborhood Improvement Project (NIP), Community Support, and History and Arts Competitive Grant programs, which improve quality of life through resident and non-profit led initiatives. It is anticipated these grant funded programs will assist thousands of residents.
- Continue to support REACH and neighborhood area groups; help develop systems and structure to enhance their success; manage their web postings, online meeting announcements, and REACH Board Meeting Agendas.

Administrative Services Department

Finance

- Utilize the City's electronic financial system to balance and maintain the FY 2018-2019 budget.
- Secure short-term financing.
- Provide quarterly and mid-year financial updates to City Council.
- Implement collections procedures for outstanding revenue.
- Research possibility of paying account payable invoices with City credit card to increase rebate back to City.

Human Resources

- Continue to update the City's Wellness Program.
- Continue to manage employee benefits.
- Continue to provide training opportunities for employees to enhance technical and career skills.
- Continue to create and/or update Administrative Policies addressing new procedures and/or regulations; provide corresponding training to employees.
- Implement use of SIRE System for personnel documents.
- Continue to monitor legislative actions impacting labor, risk management, and benefits.
- Continue implementing and monitoring requirements of the Affordable Care Act.
- Identify opportunities for improving efficiency and effectiveness.

Risk Management

- Working with the City Clerk, the City's third-party administrators, and legal counsel, manage liability claims and employee injuries
- Provide risk transfer training to key employees in continuing risk management education effort.
- Continue to work with outside administrators to enhance claims services and reduce costs to the City.
- Continue to create and/or update Administrative Policy/Programs addressing new safety regulations; provide training to enhance employee safety and safety awareness.
- Develop and provide customized training to address safety requirements specific to each City division. Continue to provide refresher and on-line occupational safety training through the Target Solutions system.
- Identify opportunities for improving efficiency, effectiveness, and communications.



Community and Economic Development Department

Building

- Promote and expand public access on new Citizen Access Portal.
- Promote the use of PASS for streamlined permit processing.
- Continue training for code updates and Building Standard legislative changes.
- Expand electronic plan review capabilities and continue efforts toward a paperless process.
- Continue to track and resolve outstanding building violations.

Economic Development

- Continue to implement the City's Awareness/Promotion Campaign across all departments and in the community.
- Expand Activate Auburn Program.
- Foster partnerships with business groups (Sunrise MarketPlace, Auburn Boulevard Business Association, Antelope Crossing, and Chamber of Commerce).
- Continue business visitation program and annual Business Walk.
- Support and promote the Sunrise MarketPlace's Pop-Up Stadium Project.

Housing and Grants

- Explore external funding sources for successful Navigator program.
- Complete regional cooperation to prepare Analysis of Impediments for HUD compliance.
- Complete CalHome mobilehome repair forgivable loan grant program.
- Advocate for regional allocation of homelessness resources.
- Update website and informational flyers to increase public awareness of/access to resources.

Planning

- Complete processing of the Mitchell Farms project including certification of the EIR.
- Oversee build-out of the Stock Ranch commercial portion.
- Update website enabling residents to easily locate and monitor development projects online.
- Implement software to enable customers to obtain business licenses online.



General Services Department

Assessment District Administration

- Continue improving level of street light and landscaping maintenance, and district administration of the nine assessment districts.
- Prepare annual update for Landscaping Maintenance Assessment Districts.
- Complete citywide re-validation of all assessed properties and prepare annual update for Lighting Assessment District.

Administration and Engineering

- Finalize the design and complete construction for the various traffic signals and Pedestrian Median Fence Project.
- Begin construction of Rinconada/Highland Drainage Improvement Project.
- Complete right-of-way acquisition for the Auburn Boulevard Phase II Project.
- Construct Highland Avenue Drainage Improvements.
- Construct Mariposa Avenue Safe Routes to School Phase III Project.
- Complete construction of Sunrise Boulevard Complete Streets Improvements Phase 2A Project – Locher to Sayonara.
- Construct 2018 Accessibility and Drainage Improvement Project.
- Develop a long term vision/plan for use of Road Rehabilitation Maintenance Account funds.
- Initiate preliminary engineering and environmental documentation for Mariposa Avenue Safe Routes to School Phase IV.
- Initiate preliminary engineering and environmental documentation for the Electric Greenway Project.
- Finalize environmental documentation and execute a new Routine Maintenance Agreement with California Department of Fish and Wild Life to provide for ongoing maintenance of creeks and storm drainage facilities.
- Adopt new Storm Water Quality Design Manual in compliance with the Regional Storm Water Quality Permit.
- Update City's Pavement Management System.
- Advertise and award new contract for citywide landscape maintenance services.
- Advertise and award new contract for citywide street maintenance services.
- Advertise and award new contract for citywide street sign maintenance services.

Facility & Fleet Management

- Expand Volunteer Program for Community Center, Senior Center, and City maintained public open space areas.
- Provide emergency response to assist police, fire, and public/private utilities.
- Install Legacy Project on staff break-room patio.
- Develop and implement Internal Maintenance Request Program.
- Provide preventive maintenance, administration, fuel services, and safety checks for all city-owned fleet, including police vehicles.

Landscape, Tree Maintenance and Preservation

- Continue to monitor, maintain, and enhance the City's tree canopy.
- Continue citywide landscape water conservation measures, maintaining water consumption at drought conservation standards.
- Continue to explore new locations to plant additional native trees to enhance the City's tree canopy and improve quality of life.
- Establish median landscape priority replacement schedule.

Street Maintenance

- Construct 2018-2019 Road Reconstruction Projects.
- Continue to provide high quality street sweeping services.
- Continue to provide customer cost effective street light maintenance services.
- Continue to provide cost effective traffic signal and operations maintenance.

Solid Waste

- Ensure successful CalRecycle Compliance Review for City's Commercial and Organics Recycling requirements.
- Conduct residential recycling and organics education and outreach.

Transit

- Seek funding to implement mobility training for Smart Ride and other transit services.



Police Department

Patrol Services

- Enhance our crime reduction model (CATCH) utilizing advanced technology; initiate a division-wide collaboration for problem solving and information dissemination.
- Continue to focus on Community Oriented Policing strategies.
- Implement the use of SUAS technology to increase officer safety and the detection of criminal activity.

Investigative Services


- Enhance our dissemination of crime prevention information to businesses and the community by increasing our social media "following."
- Provide comprehensive Crime Prevention Through Environmental Design evaluations and reports to local schools.
- Strengthen school safety initiatives by providing critical incident response training to staff.
- Support survivors of domestic violence, sexual assault, and human trafficking by initiating a Violence Response Team (VRT).
- On-going police department participation with San Juan Unified School District in the newly created career and technical education program at Mesa Verde High School.

Support Services

- Finalize regional radio system project for interoperability standards that meet Federal P25 standards including radio flashes and console upgrades in the 9-1-1 center.
- Continue to assess and modify animal services procedures/processes to maximize operational efficiencies.
- Research/evaluate efficiencies of current software; determine if replacement will enhance operations.







CITY OF
CITRUS
HEIGHTS

GLOSSARY

Glossary of Budget Terminology

Appropriation: An authorization by City Council to make expenditures and incur obligations for a specific purpose within a specific timeframe.

Assessed Valuation: A dollar value placed on real estate or other property by Sacramento County as a basis for levying property taxes.

Assessment District: Defines area of land that is benefited by the acquisition, construction, or maintenance of a public improvement. An assessment is levied and collected in the regular property tax bill to fund the improvements.

Audit: Scrutiny of the City's accounts by an independent auditing firm that determines whether the City's financial statements are fairly presented in conformity with generally accepted accounting principles. An independent audit is performed annually.

Beginning Balance: Unencumbered resources available in a fund from the prior fiscal year after payment of prior fiscal year expenditures.

Bond: Capital raised by issuing a written promise to pay a specified sum of money, called the face value or principal amount, with interest at predetermined intervals.

Budget: A fiscal plan of financial operation, listing an estimate of proposed applications or expenditures and the proposed means of financing them.

Capital Improvement Program (CIP): The five-year financial plan for improving assets and integrating debt service and capital assets maintenance, adopted in a separate budget document and updated annually.

Community Development Block Grant (CDBG): a program designed by the U.S. Department of Housing and Urban Development to revitalize low-and moderate-income areas within a city.

Deficit: An excess of expenditures over revenues (resources).

Department: An organizational unit comprised of divisions of functions. It is the basic unit of service responsibility encompassing a broad mandate or related activities.

Expenditure: The actual payment for goods and services.

Fiscal Year (FY): The period designated by the City for the beginning and ending of financial transactions. The City of Citrus Heights fiscal year begins July 1st and ends June 30th of each year.

Gas Tax: Administered by the State Board of Equalization, this is an 18 cents per gallon tax on fuel used to propel a motor vehicle or aircraft. Use of the revenue is for research, planning construction, improvement, maintenance, and operation of public streets and highways, or public mass transit.

General Fund: The fund used to account for all financial resources except those required to be accounted for in another fund.

General Plan: California State law requires each city to adopt a General Plan that describes the direction the city will take concerning its future development.

Healthy Cities Grant: A State grant received by the City to help in its efforts to enhance neighborhood livability in Citrus Heights by the involvement of residents and businesses in clean-up and beautification programs and efforts.

Infrastructure: Facilities on which the continuance and growth of the community depend on, such as roads, water lines, sewers, public buildings, etc.

Measure A: This funding source was approved by Sacramento County voters in the form of a ½ cent sales tax in the late 1980s to fund specific transportation projects. When Citrus Heights incorporated, Measure A funds programmed for County transportation projects within Citrus Heights became available to the City as a funding source for those projects previously under County jurisdiction.

Motor Vehicle-in-Lieu: A State vehicle fee imposed on motorists for the privilege of operating a motor vehicle on the public highways. It is imposed “in-lieu” of a local property tax.

Property Tax: Property tax is imposed on real property (land and permanently attached improvements such as a building) and tangible personal property located within the City. The tax comprises one percent of the assessed value of the property.

Residents’ Empowerment Association of Citrus Heights (REACH): A coalition of Citrus Heights Neighbors working together.

Redevelopment Property Tax Trust Fund: As of February 1, 2012 the Community Redevelopment Agency of the City of Citrus Heights has been dissolved. The City of Citrus Heights as Successor Agency and its Oversight Board are responsible for the wind down of the agency. Property tax revenue remitted from the County into the Redevelopment Property Tax Trust Fund will be used to pay off obligations and complete projects that have enforceable obligations and are listed on the Recognized Obligation Payment Schedule.

Reserved Fund Balance: Accounts used to record a portion of the fund balance legally segregated for a specific use and not available for appropriation.

Resolution: A special order of the City Council which has a lower legal standing than an ordinance.

Revenue: Annual income received by the City.

Revenue Neutrality: The Cortese-Knox local Government Reorganization Act (“The Cortese-Knox Act”), which establishes procedures for changes in local government organizations, including city incorporation, was amended by the State Legislature in 1992.

The 1992 Amendment was the “revenue neutrality” statute (Government Code 56845). Revenue neutrality addresses the process and outcome of how revenues and expenditures will be allocated to the

newly incorporated agency (the new city) and the larger agency that the incorporated area came from (the county). For more information on revenue neutrality, refer to Government Code Section 56842.

Request for Proposal for Services (RFP): A document that solicits proposal, often made through a bidding process by an agency or company interested in procurement of a commodity, service, or valuable asset, to potential suppliers to submit business proposals.

Risk Management: The process for conserving the earning power and assets of the City by minimizing the financial effect of accidental losses.

Salaries and Benefits: A budget category which generally accounts for full-time and temporary employees, overtime, and all employee benefits, such as medical, dental, and retirement.

Sacramento Regional County Solid Waste Authority (SWA): SWA is a joint powers authority that oversees commercial waste management in the City of Sacramento and the unincorporated areas of Sacramento County.

Taxes: Compulsory charges levied by a government for the purpose of financing service performed for the common benefit.

Transient Occupancy Tax (TOT): A tax imposed on travelers who stay in temporary lodging facilities within the City. Also referred to as a Hotel/Motel Tax.