

## RESOLUTION NO. 2011-54

### RESOLUTION OF THE CITY COUNCIL OF THE CITY OF ROHNERT PARK APPROVING AND ADOPTING THE OPERATING BUDGET FOR THE CITY OF ROHNERT PARK FOR FISCAL YEAR 2011-2012

**WHEREAS**, the City Manager has heretofore prepared and submitted to the City Council a proposed operating budget for the City of Rohnert Park for the fiscal year 2011-2012; and

**WHEREAS**, on June 14, 2011, the City Council has extensively considered the operating budget submitted by the City Manager.

**NOW, THEREFORE, BE IT RESOLVED**, by the Council of the City of Rohnert Park that the City of Rohnert Park Proposed Operating Budget for Fiscal Year 2011-2012, a copy of which is attached hereto as Exhibit A and by reference made a part of this resolution, is hereby approved and adopted as the operating budget for the City of Rohnert Park for fiscal year 2011-2012.

**DULY AND REGULARLY ADOPTED** by the City Council of the City of Rohnert Park this 28<sup>th</sup> day of June, 2011.

CITY OF ROHNERT PARK

ATTEST

City Clerk



AHANOTU: AYE CALLINAN: AYE MACKENZIE: AYE STAFFORD: AYE BELFORTE: AYE  
AYES: (5) NOES: (0) ABSENT: (0) ABSTAIN: (0)

# City of Rohnert Park Fiscal Year 2011-12 Budget





# **CITY OF ROHNERT PARK**

## **PROPOSED BUDGET**

### **FISCAL YEAR 2011-12**

Submitted to the

CITY COUNCIL

by

Gabriel A. Gonzalez  
City Manager

**June 28, 2011**

# **CITY OF ROHNERT PARK**

## **CITY OFFICIALS**

### **City Council:**

Gina Belforte, Mayor

Jake Mackenzie, Vice-Mayor

Joseph T. Callinan

Pam Stafford

Amy O. Ahanotu

### **City Staff:**

City Manager

Gabriel A. Gonzalez

City Attorney

Burke, Williams & Sorensen, LLP

Director of Administrative Services

Sandy Lipitz

Director of Public Safety

Brian Masterson

Director of Development Services

Darrin Jenkins

Director of Public Works and  
Community Services

John McArthur

City Clerk

Terri Griffin

### **Advisory Commissions or Committees:**

Parks & Recreation Commission

Planning Commission

Mobile Home Parks Rent Appeals Board

Senior Citizens Advisory Commission

Sister Cities Relations Committee

Bicycle Advisory Committee

Cultural Arts Commission

## City of Rohnert Park

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# **BUDGET GUIDE**

## **Overview**

This section includes the Budget Message and Budget Analysis.

## **Statistical**

This section presents a six-year projection, historical trends and information on pension costs and unfunded liabilities.

## **Personnel**

This section presents information on the positions and pay rates, as well as authorized positions by department.

## **Fund Summaries**

This section displays the budgets at the fund level and the description of funds.

## **General Fund Operating Budget**

This section includes detailed budget information for the General Fund.

## **Department Summaries**

This section presents the budget for each City department, including a description of the operation, an organizational chart, prior year accomplishments and budget goals.

## **Community Development Commission**

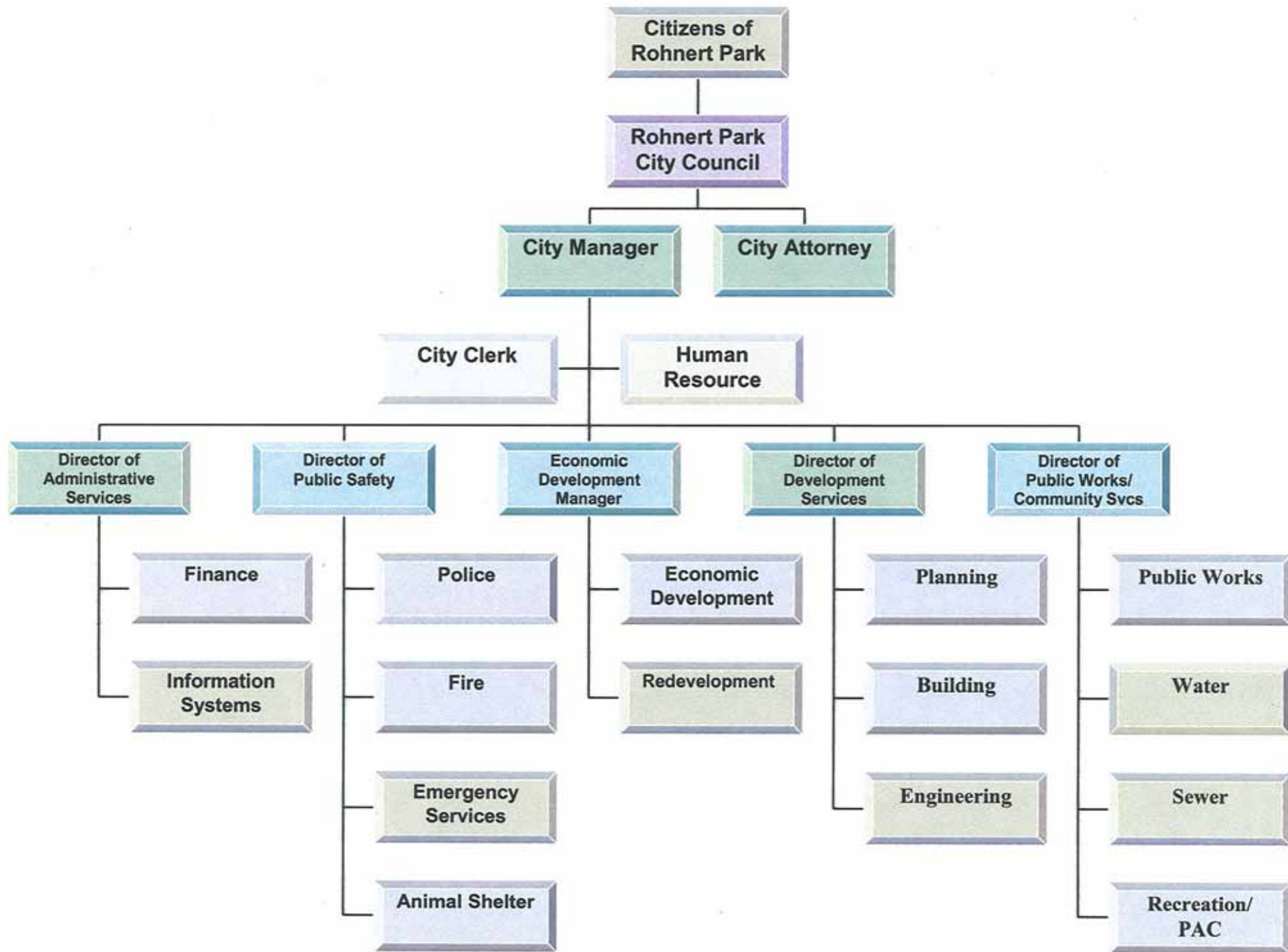
This section presents the Community Development Commission budget by fund.

## **Capital Improvement Program**

This section summarizes the Five-Year Capital Improvement Program

## **Supplemental Information**

This section includes Fiscal Policies, a glossary of financial and budget terms, the appropriation limit and the resolution adopting this budget.





THE OFFICE OF THE CITY MANAGER



City of Rohnert Park . 130 Avram Avenue . Rohnert Park, CA 94928 . [707] 588-2226 . Fax: [707] 792-1876

**TO:** Honorable City Council  
**FROM:** Gabriel A. Gonzalez, City Manager  
**DATE:** June 28, 2011  
**RE:** Proposed General Fund Annual Operating Budget FY 2011-12

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INTRODUCTION

The 2011-12 fiscal year budget for City operations is herein presented. The City is once again facing a major challenge to balance the budget – a challenge compounded by the financial impact of the recession and State takeaways of local funds.

The last few years have been difficult years for the City of Rohnert Park. The challenge today is what steps to take to create a brighter future for the City and the citizens we serve. The list of our problems and issues is long, but they are not unique.

The bursting of the housing bubble in 2007, the onset of the "great Recession" in 2008, the dramatic reduction in sales tax and other revenues, the State's fiscal crisis and State "take-aways" – these and other causes of the City's fiscal crisis are well known.

BACKGROUND

It could be said that the above factors did not so much cause the problem as they revealed an even more fundamental problem – the City had developed the bad habit of living beyond its means. In several prior years, the true state of the City's finances was obscured by the selling off of City land assets to cover annual operational expenses. Also, the City failed to recognize the long-term consequences of certain decisions, failed to engage in longer-term financial planning, and failed to reveal and address certain impending cost issues in the budgeting process.

A substantial part of the problem is that we as a City have made major future commitments, particularly to our employees, without setting up a funding mechanism to cover those commitments. In the proposed General Fund Annual Operating Budget FY 2012 we focused with two priorities in mind:

1. To quickly get to the point where we are living within our means
2. To bring in extra dollars that will allow us to address our long-term commitments.

The current recession magnified the City's already weak financial condition, dramatically impacting revenues from taxes and investment earnings. Nonetheless, the picture is not all bleak. In the past three years, in particular, we have made substantial progress in addressing some of these issues. As necessary as some of those steps were, they were also painful.

1. We have sold off valuable City property, with the Stadium Lands, with its regional commercial zoning, being the only large parcel remaining in City hands.
2. We have dramatically reduced our expenses, through budget cutbacks, employee lay-offs and attrition. Over the last two and one-half years we have reduced our annual expenditures by about \$7 million dollars. We have reduced City staff from 191 to 154 positions, or 37 positions. We have asked our employees to join with us and help us in this cost-cutting crusade.
3. We have recognized our high "unfunded liability" (future financial commitment for which there has been no money set aside) for retiree health.
4. We have recognized the true costs of our employee benefit program, both in dollars and productivity loss, and are currently engaged in discussions with our employee groups to make modifications.
5. We have recognized another major form of unfunded liability, our failure or inability to set aside money for future rehabilitation or replacement for vehicles and equipment, capital improvements (such as streets), infrastructure (utilities) bridges, sidewalks, buildings, etc. Presently, there is no money set aside for this purpose.
6. We have more recently also recognized another form of "unfunded liability," employee accumulation of paid time off such as vacation and compensatory time. Again, no money has been set aside for this impending payout.

The City, on the foregoing, has been in various stages to address each item. First it has recognized the issues and, second, is resolved to do something about them. Both of these components are a major part of this year's budget.

#### PROPOSED GENERAL FUND ANNUAL OPERATING BUDGET FY 11-12

The City's deficit for FY 2012 is approximately \$2 million dollars and the City is projected to run out of cash by the third quarter of FY 2013. To address this deficit, the City will look at new revenue opportunities, including a limited-term tax measure. It is worth noting that attempting to eliminate the deficit solely on new taxes is not the solution.

Rather, the City must shift expenses through exploration of new service delivery models and by short-term costs changes that yield long-term gains. To create a framework for these decisions, the City is committed to implementing new fiscal policies with the intent of stabilizing its situation and restoring financial vitality.

At my direction, this year we are moving a bit closer to a program or performance budget, which will give more information on what we intend to achieve with the dollars allocated to particular functions.

Also our current budget system of necessity is tied to our current accounting system. It does not reveal the total costs of any City operation because it does not include the costs of such things as administrative overhead, nor the costs for necessary specialized services such as finance, legal, human resources; nor the costs for vehicle and equipment repair and replacement, nor the costs for computers and other technological services, nor the costs for contracting out for services, and so on.

Private industry found out many years ago that they could not knowledgeably operate without an effective cost allocation system which, very simply, acknowledges the true costs of doing business.

The City, if we are to develop new habits of living within our means, purchasing only what we can afford and setting aside sufficient funds for known future obligations, will have to move to this type of full accounting in the future. To know the true costs of operating is an essential of business and government. We must move in that direction.

#### Conclusion – The Legacy of the Seed Farm

We live, of necessity, in a frugal, cost-cutting environment. Every day in our every action we must think about how we can do things at a lesser cost. In this year's budget, for example, we forecast a budget deficit of a certain amount, and by pro-active action by our operating departments, we are now projecting a less onerous budget deficit. This is good. This is progress towards the longer-term, brighter future for the City.

However, it must be recognized that there is a danger in the single focus on reduction of expenditures. Let's use a familiar analogy, particularly suitable considering the history of Rohnert Park, with its background of a seed production area. We must not eat our seed corn. In our appropriate zeal for cost cutting, we must remember, as a City, who we are, what we value, and what we hope to become.

We must still work to honor the best of our history, to provide the best services we can to our citizens, and to take these actions necessary (and occasionally spend the money) to move towards the City we hope to become. There are instances where we have to spend money today to best ensure that we spend less in the future.

There will be instances where we will have to spend money tomorrow in order to best ensure that we are moving towards the City of the future where our citizens will best thrive. The "secret," if there is one, is balance.

The beauty of the budget process is that it is an exercise of balancing one City objective against another. And while the City staff can do commendable work towards preparing and proposing a City budget, it is only the City's duly elected representatives who ultimately determine what that budget should be, what combination of opportunities sought and realities observed will best serve the City and its citizens.

To this end, I want to assure Council that staff and I are prepared to work with you and the community. Good success to all of us, as we pursue this task.

Respectfully submitted,



Gabriel A. Gonzalez  
City Manager



## PROPOSED FY 2012BUDGET ANALYSIS

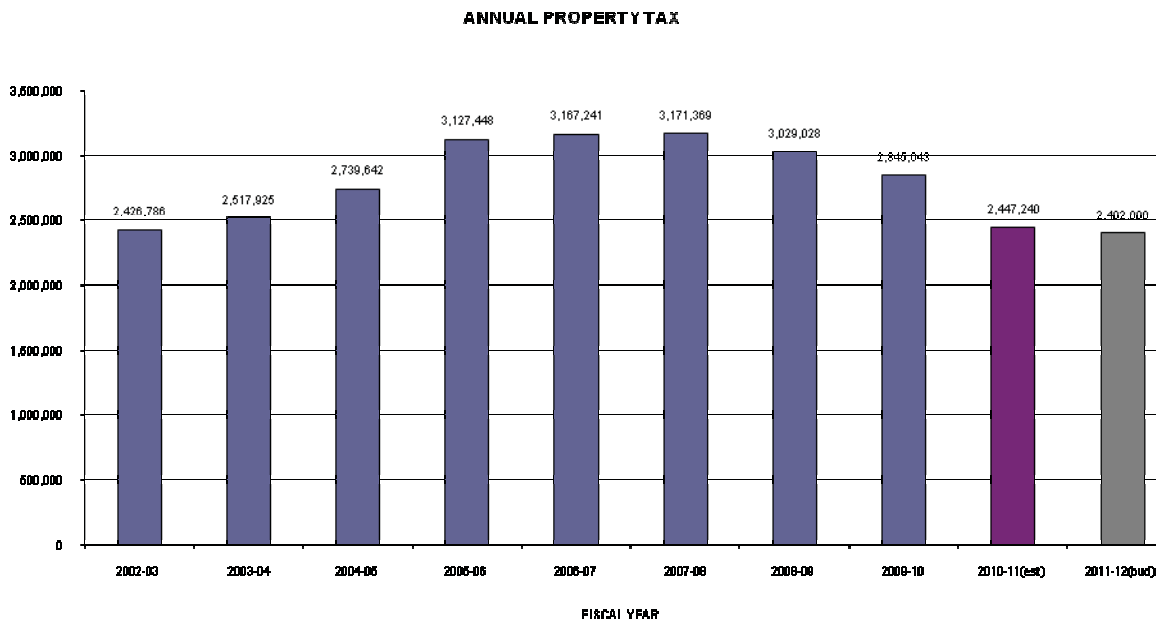
### 1. REVENUES

The economic crisis has dramatically impacted revenues over the last three to four years. Current revenue performance is estimated at approximately \$250,000 below budget, totaling \$20.7 million. Even though most revenue categories were reduced with the expectation of the financial downturn, the impact of the recession was more severe than anticipated. The only revenue that outperformed budget expectations was sales tax. The revenue categories that were hit the hardest by the recession were property tax, investment earnings, and development services fees.

In anticipation of a continued economic decline, property tax and investment earnings were further reduced; however, sales tax is expected to grow and the City will receive a full year of Measure E (the ½ sales tax) approved by the voters in June 2010. The City is also placing a concerted effort on increasing revenue from recreation services and the Performing Arts Center through various innovative programs and events, to close the operational gap even further. No new growth is projected in the revenues for the FY 2012budget. Overall, revenues are projected to increase by approximately \$670,000, or 3% from prior year budget.

#### 1.1 Property Taxes

Property tax revenue is distributed to all the County's public agencies pursuant to State law. During the past ten years the funds derived from this source of revenue were as follows:



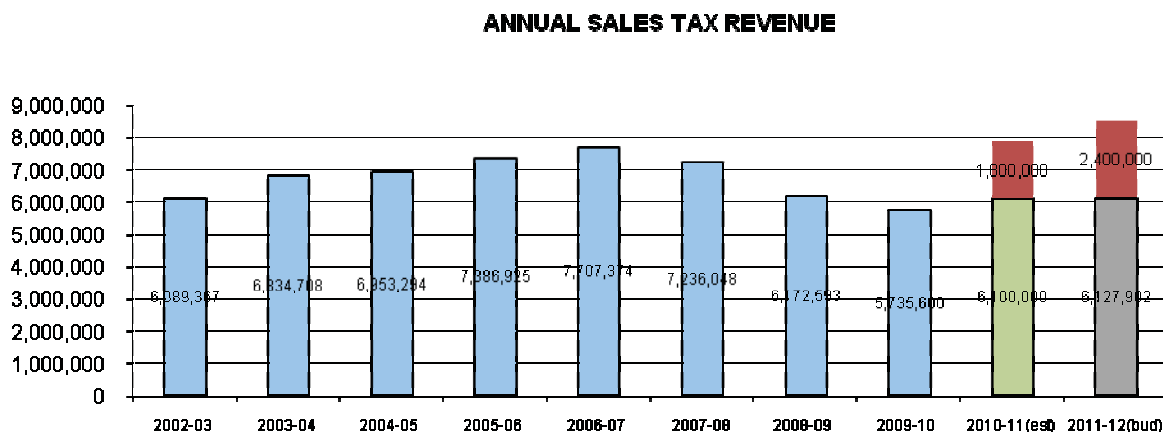
The property tax revenue projection for FY 2012 is \$2,402,000, which is 12%, or \$333,000, lower than the FY 2011 budget. This projection is based on actual receipts in the prior year and the County Assessor's Office latest valuation. The assessed valuation reflects the decline in the housing market, the increase in foreclosures and the reassessment of properties.

## 1.2 Sales Tax

Sales tax receipts for the current fiscal year are approximately \$7.9 million, approximately \$415,000 favorable to budget. Thanks to the citizens of Rohnert Park, the City was able to add a ½ cent sales tax (Measure E) to the base rate, which is estimated to generate about \$2.4 million annually. Sales for Rohnert Park have been higher than anticipated, but some of this is due to one-time use tax on the smart meter installation project.

Although the City will receive a full year of Measure E, the projection for next year is a slight decline of about 0.7%. Thus, the sales tax projection for FY 2012 is \$8.5 million, or \$600,000 higher than current year estimate; however, this includes a full year of Measure E sales tax revenue, approximately \$2.4 million. As sales tax represents about 40% of total revenues, any swings in economic conditions have a dramatic impact on the General Fund.

During the past ten years, the trend in sales tax revenue has been as follows:



As part of the Proposition 57 state fiscal recovery funding mechanism, the City receives supplemental property tax payments in lieu of the ¼-cent sales and use tax. Twice a year, the County transfers the appropriate amount to the City from ERAF. The state intends to fully compensate school agencies for the reduced ERAF with higher payments from the state general fund. This mechanism is known as the “triple flip”.

There is an impact on the City's revenue due to an administration fee charged by the County, as well as a loss on interest earnings due to the cash flow being reduced from monthly to twice a year. The property tax in lieu is adjusted by the State annually

to reflect growth in the sales tax.

### **1.3 Transient Occupancy Tax**

Receipts from Transient Occupancy Tax continue to be an important source of revenue for the City. The City receives a fixed percentage of all hotel/motel room rentals in Rohnert Park. On the November 2002 ballot, the City validated the existing TOT rate of 11% (per Proposition 62) and also increased the rate to 12% effective January 1, 2003. For FY2011, the City anticipates TOT receipts of about \$1.7M, about \$100,000 higher than budget.

Based on recent predictions that the economic recovery will begin during FY 2012, but at a very slow pace and most likely take several years, the City is conservatively estimating a flat TOT projection for FY 2012. The City has seven hotel/motel operators, which includes the Doubletree Hotel and the Hampton Inn.

An additional 2% fee is assessed on occupancy, which is used by the Sonoma County Tourism Bureau to promote tourism in County. Also, through the Community Development Commission, the City has been aggressive in leveraging resources with the Sonoma County Tourism Bureau for promoting Rohnert Park.

These efforts have led to increased bookings of conferences leading to long-term predictable TOT revenue and some return of the business travel lost during the downturn of the telecommunications industry.

### **1.4 Franchise Fees**

**1.4.1 Pacific Gas & Electric Franchise:** Fees collected in the current year are \$362,400 about \$22,000 higher than budget. The FY 2012 fee is conservatively budgeted at \$360,000 based on current year revenue. In general, Rohnert Park receives 1% of the gross gas revenues and 1% of the gross electric revenues as its franchise fee.

**1.4.2 Cable Television Franchise:** The City of Rohnert Park has a non-exclusive franchise agreement with Comcast Cable Company. For the fiscal year 2011 franchise fee revenue is estimated at \$495,582, or about \$20,000 higher than budget. The budget for FY 2012 is \$490,000 based on current year's receipts. The City receives 5% of all cable gross revenues as its franchise fee.

**1.4.3 Refuse Franchise:** The City of Rohnert Park has an exclusive franchise agreement with Rohnert Park Disposal for providing hauler service. The current contract, which expires June 30, 2025, provides for a 10% franchise fee on

refuse gross revenues and an option to increase the franchise fee by 1% to 11%. For the fiscal year 2010-11, franchise fee revenue is estimated at \$557,905, about \$42,000 less than budget.

The budget was based on the implementation of the additional 1% franchise fee at mid-year; however, the City postponed the rate study and consideration of the additional franchise fee to some time in calendar year 2012. The budget for FY 2012 is \$560,000 based on current year's receipts.

## **1.5 Licenses and Permits**

**1.5.1 Business Licenses:** Business license taxes are collected on retail, professional, semi-professional, general contractors, sub-contractors, wholesalers, and other classifications of businesses including residential rental property. Generally, business license taxes in Rohnert Park are based on a flat fee per the number of employees. The rates were last increased in January 1991 and validated per Proposition 62 on the November 2002 ballot.

For fiscal year 2011-12, the budget estimate of \$484,000 is slightly lower than the prior year and is based on the current year estimate of business license receipts.

**1.5.2 Building Permit Fees:** The 2011-12 budgeted revenues of \$150,000 are based on estimated new construction within the City. Provide permit processing and quality control and inspection services for the following: new construction for North Bay Center- 24-Hr Fitness; various tenant improvements at Sonoma Mountain Village; 101 Message Center Sign; Oxford Suites Hotel;

## **1.6 Interest and Rents**

**1.6.1 Investment Earnings** – Interest on the City's portfolio was at one-time a major source of revenues; however, the average portfolio yield has been on a steady decline since 2007. The yield is currently at about 1.0%, almost a 4% decline since 2007. The current year budget is \$500,000, but investment earnings are expected to come in at only \$385,000, \$115,000 below budget. This decline is a direct result of the recession and the banking crisis.

The FY 2012 projection is conservatively budgeted at \$400,000, anticipating a slight growth in interest rates. Included in this projection is the interest of \$186,750 on the refinanced loan between the City and Redevelopment Agency as mentioned below. The city deposits about 57% of its portfolio at the current time with the State of California Local Agency Investment Fund (LAIF).

LAIF's current rate is 0.5%, significantly below the earnings rate in 2007. The City also currently holds \$7 million in of its investment portfolio in medium term notes, which are currently earning an average rate of 1.4%. The City also invests in certificates of deposits (CD's), which are currently earning an average rate of 3.1%.

**1.6.2 CDC Loan** - In 1989 & 1990, the City and Community Development Commission entered into three (3) loan agreements for the construction of the Performing Arts Center. All loans provided for 15-year paybacks of principal and interest. As part of the 1999 Certificate of Participation (COP's) issue (to build new City Hall), these loans were renegotiated and combined into one loan and the term of repayment was extended to match the 25-year repayment schedule for the City Hall COP's. In 2000, the loan agreement was amended to reflect a prepayment of \$785,000.

For FY 2012, the Community Development Commission will pay to the City's General Fund as follows (for construction of the Performing Arts Center):

Principal				\$90,000	(to Misc. Reserve)
Interest				186,750	(to Interest Income)
Total CDC funds to GF in 2011-12				<u>\$276,750</u>	
The outstanding debt as of 6/30/11 is \$2,075,000.					

In addition, the CDC currently pays the City \$80,000 per year for the city owned land occupied by the Performing Arts Center that was a CDC project. The CDC also pays an additional \$161,000 for the land on which the Community Center and Sports Center are located. These facilities were pledged as collateral as part of the 1999 COP issue.

### **1.6.3 Golf Course Lease Agreement**

Rohnert Park entered into a new lease agreement with CourseCo to operate the City's two 18-hole golf courses. The lease term is 20 years with an optional 10-year extension. The lease also provides for an interim period of two years during course renovation. The annual base rent during the interim period was \$200,000.

In accordance with the lease agreement, the interim rent for the first two years may be reduced by a maximum of \$100,000 per year to offset the losses of the operator during renovation. For the fiscal year 2001-02, this occurred and CoursCo did not make rent payments for six months in 2002-03 to recoup \$100,000 of the net operating loss. The golf course operations for 2002-03 reflected a similar net operating loss.



In 2003-04, CourseCo hoped that the newly renovated courses would attract the golfers back for full play and achieve the round-of-golf projections; however, actual play fell far short of projection. Due to a combination of a national decline in golf, increased competition from new courses in the area, and a weak economy, CourseCo continued to experience financial difficulty in 2003, 2004, 2005 and 2006.

Understanding that the golf situation was more of a long term situation, CourseCo asked that City for a second amendment to the lease to lower the rent until their bottom line improved. In March 2005, the City Council agreed to revise the contract and reduce the rent terms retroactive to July 1, 2004.

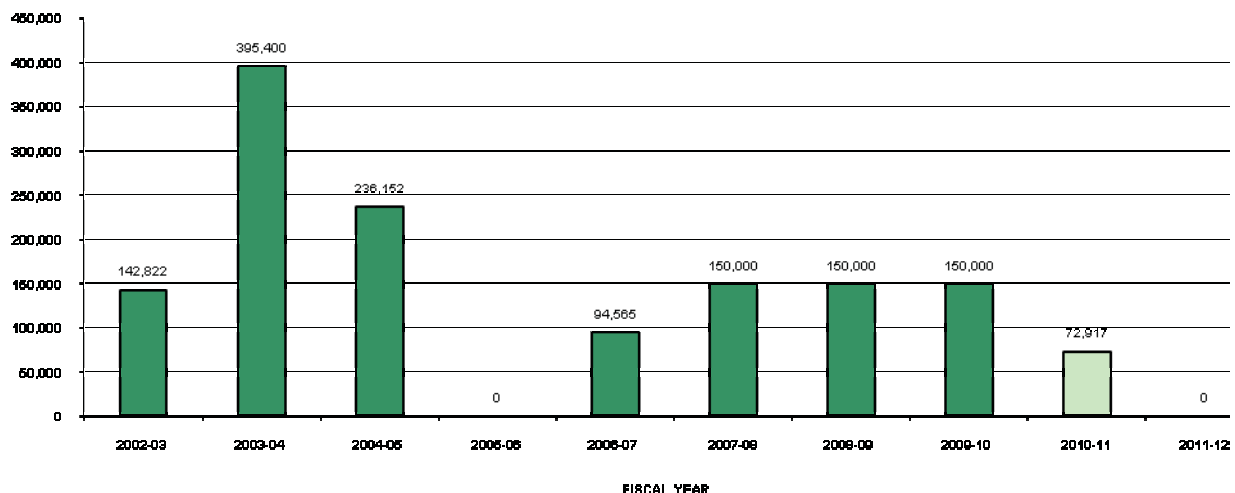
Thus, in 2005-06, the City did not receive any rent due to the prior year retroactive credit. This credit also carried over to 2006-07, so the rent received was only \$94,565. The City received \$150,000 for both FY 2009 and FY 2010 as per the agreement. \$150,000 was budgeted for FY2011; however, to date the City has only received approximately \$73,000.

The amended structure of the lease provides for a minimum annual lease payment of \$150,000 for the fiscal years 2005 through 2010, increasing by \$25,000 every five years. The revised contract also requires a percentage for food & beverage and merchandise sales beginning July 1, 2015 based on certain thresholds.

Consistent with the lease agreement, the FY 2012 budget includes \$175,000. However, CourseCo has presented the City with a proposal to restructure their current agreement due to the decrease of revenue as a result of declining golf activity. The City has not formally considered their proposal.

During the past ten years, the City has received revenues (lease payments) for the two golf courses as follows:

**ANNUAL GOLF REVENUE**



## 1.7 Revenues From Other Agencies

**1.7.1 State Motor Vehicle In-Lieu Taxes** - Under current law, cities are guaranteed to receive subventions from the State of California from Motor Vehicle License Fees (in-lieu tax). A few years ago, the State enacted a 66.67% decrease in this tax. Also enacted was a “backfill” to local agencies for the revenue loss (all VLF revenue goes to local agencies).

This tax decrease was made because of the large 1997-98 State surplus. The City received the “backfill” revenues in 2002-03. In fiscal year 2003-04, faced with a fiscal crisis and an inability to keep the cities MVLF whole, the Governor reinstated the MVLF back to the original rate. Because of timing of implementation, this did not take effect until October 1, 2003 and the cities absorbed the 66.67% loss for the first three months of the fiscal year, which equated to about \$430,000.

In November, 2003, Governor Schwarzenegger reduced the tax again by 66.67%, but kept the cities whole. Facing an even larger fiscal crisis in 2004-05 and a few years after, the State adopted a budget plan which included a permanent reduction of the MVLF rate from 2% to 0.65%, eliminating the “backfill”.

Cities, counties, special districts and redevelopment agencies were asked to make a two-year contribution of \$1.3 billion each year to aid the State with their fiscal crisis. In exchange, the Governor led a successful campaign to secure legislative and voter support for a constitutional amendment with revenue and mandate protections equivalent to or better than the League of California Cities LOCAL Initiative.

The VLF “backfill” was replaced with an equivalent amount of property tax that was shifted from ERAF. Like the sales tax swap, the schools will be made whole by the State’s General Fund. For Rohnert Park, the loss for 2004-05 and 2005-06 is \$470,889 each year. The estimate for the current fiscal year is \$2,845,685, which is slightly higher than budget. The budget for FY 2012 is conservatively projected at \$2,814,000 based on the amount received in the prior year.

**1.7.2 ERAF Shift** - The total loss in property tax from the ERAF shift in the early 1990’s is \$940,286 for 2010-11. In 2001 and 2002, because of the State’s surplus, the City received a partial reimbursement of \$100,000 for each year. Because of the State’s fiscal crisis, it is extremely unlikely that the City will receive any further reimbursements.

**1.7.3 SB 90 Mandated Claims** - The State budget for 2003-04 postponed the payment of all state mandated reimbursement claims indefinitely until the State’s budget problems were resolved. The May 2004 revised budget extended the postponement, but required that the State make payment of deferred mandate reimbursements to local governments beginning in 2006-07 for prior year claims.

In fiscal years 2007 and 2008, the City received \$59,709 and \$10,393 respectively, nothing in 2009, \$12,000 in 2010 and about \$20,000 for this current fiscal year. Due to the State's fiscal crisis, no money is budgeted for FY 2012.

**1.7.4 Other Revenue** - the budget assumes the continued receipt of P.O.S.T. reimbursements for Public Safety training, vehicle abatement revenue, and COPs grant.

The FY 2012 budget also includes \$24,000 in revenue from the Bullet-Proof Vest Grant and \$35,000 from the Energy Efficient and Conservation Block Grant (EECBG).

## **1.8 Revenues from Charges for Current Services**

The City collects zoning and subdivision fees, general plan maintenance fees, plan review fees and engineering fees for new developments. The total budget for these fees for FY 2012 is \$217,000. In addition, the Public Safety department receives reimbursement for annual fire inspections on commercial buildings and plan review fees for construction and remodeling, budgeted at \$200,000 and fees for miscellaneous services, budgeted at \$55,000.

Furthermore, the department receives funding from the State for vehicle abatement, budgeted at \$20,000, as well as the Alcohol Education Fee from local businesses, budgeted at \$25,000. The Rohnert Park animal shelter contracts with Cotati to handle their impounded animals, as well as receives fees for adoptions. The total budget for the animal shelter fees is \$65,000.

## **1.9 Recreation Income**

Recreation revenues are budgeted to increase by 12% in FY 2012 to \$1,276,400 based on the prior year revenue of \$1.1 million and a focus on enhancing programs/services, as well as introducing new programs/services to inspire greater community participation. Budget expectations fell slightly short in recreation programs and services due to a continued weak economy.

To review the current needs of the community, the City Council appointed a Parks, Recreation, and Open Space Committee to develop a parks master plan and consider the future of the area known as the "Community Fields". Over a 3-year period, after conducting community meetings, surveys, public forums, and stakeholder interviews, with the assistance of a consultant, the Committee produced the Parks and Recreation Facilities Master Plan. This plan was adopted by the City Council in May 2008.

The implementation of an EFT system for monthly memberships at the

Sports Center helped boost membership sales by providing a stable source of revenue. Also, the launching of the City's first Farmer's Market and Tasty Tuesdays brought a new source of revenue for the City and a wonderful event for the Community.

Contract Course revenue at the Community Center has increased with a number of new course offerings. The Pottery Studio has been reorganized and is now returning revenues that recover costs. Revenues were adjusted upward for FY 2012 budget for all major categories to reflect the new emphasis on programs and services that cater to the Community. The Community Center revenue, however, was adjusted downward, as rentals are falling short of expectations due to the current economic climate.

The Recreation Department operation for FY 2012 is as follows:

	Sports Center	Community Events	Comm Centers Rentals	Senior Center/Van	Pools
Revenues	\$579,400	\$76,000	\$290,000	\$128,000	\$145,500
Expenditures	489,683	96,861	380,505	199,716	309,301
Profit or (Loss) Before Administration allocation	<u>\$89,717</u>	<u>(\$20,861)</u>	<u>(\$90,505)</u>	<u>(\$71,716)</u>	<u>(\$163,801)</u>

## 2.0 Performing Arts Center Revenue

The City has a superb performing arts center which offers a variety of artistic events, such as plays, dance, musical performances and arts education. The Center is also rented out to private groups for productions and special events. The Center received a large endowment when it first opened. The Endowment Fund is to be retained with the interest earnings used for operation of the Center.

The current balance in the Endowment Fund is \$1,265,851. The Center has always operated at a deficit, with the General Fund subsidizing the loss. A few years ago, an electronic freeway sign was mounted to advertise center events as well as other private advertisement. The City's plan was that the revenue generated by the advertising would reduce the General Fund's contribution.

In FY2010, the PAC changed direction from being a production and rental facility, to primarily a rental facility. This change in direction was implemented as a cost-saving measure. The current year PAC model, while primarily a rental, has also offered some wonderful collaborative performances, which have increased the bottom line. Although the Center itself has had a strong, successful year, the sign rental revenue is far below budget.

This can be certainly attributed to a weak economy, but is also a direct result of the City's desire to transition to a new, state-of-the art message center. The City will soon be entering into an agreement with a private company to build, operate and maintain a much higher quality sign. The City will receive a fixed amount of monthly revenue, or can choose a one-time option to convert to 20% of gross revenue. The City will also receive 10% of total airtime for City advertisements.

The operating loss for FY 2012 is budgeted at \$139,526, primarily because once the new message center is operating, the sign revenue will no longer be designated for PAC operations. Taking into account the removal of sign revenue from PAC, the operating loss for FY2011-12 is estimated at \$89,295, about \$17,000 higher than last year's budgeted amount. This is attributed to expenses that, up until now, have been covered by trade agreements. However, these trade agreements are about to expire, and because of this, PAC will need increases to its printing and marketing budgets so it can continue to promote itself as a viable rental facility and center for performing arts.

## **2.5 Miscellaneous Income/Donations**

The FY 2012 budget includes \$100,000 from miscellaneous income and donations.

## **3. EXPENDITURES**

Since fiscal year 2008, in response to the lengthy recession, the City has implemented a number of cost-savings measures, including layoffs, early retirement incentives, reductions in pay and benefits, cost efficiencies and reductions in service levels. The total operating budget has been reduced by almost \$8 million through these difficult, but necessary measures. The FY 2012 budget is \$28.3 million, about \$300,000 less than the FY 2011 budget.

### **3.1 Employee Costs**

Personnel costs make up approximately 80% of the General Fund Operating Budget. All of the bargaining units' contracts, with the exception of the Public Safety Management Association, are set to expire June 30, 2011. In an effort to reduce costs in the last contract negotiations, the City was successful in negotiating furloughs for all employees, as well as creating a second tier for the Miscellaneous PERs Plan reducing the pension formula from 2.7% @ 55 to 2% @ 55 effective for all new hires after July 1, 2011.

The City also reduced the hourly rate for all part-time hourly employees by 5%. In prior negotiations, the City was successful in obtaining employee contributions towards medical plans and reducing the retiree medical benefit.

In addition, the City initiated a series of measures to reduce the workforce through an early retirement incentive, restructuring departments for greater efficiencies and reduction or elimination of non-essential City services. Through these measures, the City was able to reduce the FTE count by 37 positions to 154 FTE's, which saves significant dollars, as payroll costs are approximately 80% of the City's General Fund budget.

The FY 2012 budget includes further restructuring of departments and consolidation of services. The following is a list of the changes to the authorized positions in the FY 2012 budget:

- Froze Assistant City Manager
- Added Economic Development Manager (\$s from ACM position)
- Froze Deputy City Clerk
- Froze (1) Account Specialist
- Added Budget Analyst/Accountant (\$s from elimination of P/T accountant and 1 Account Specialist position)
- Removed Fire Commander
- Froze (1) Lieutenant
- Removed (2) Public Safety Officers
- Added (1) Community Service Officer (\$s from elimination of PSO positions)
- Removed (1) Dispatcher
- Added Customer Service Representative (\$s from elimination of P/T positions)
- Added Recreation Specialist (\$s from elimination of P/T positions)
- Added Maintenance Worker Trainee (\$s from elimination of P/T positions)

The FY 2012 budget also includes the absorption of the PERs pension rate increase, which added an additional \$386,475 to the payroll costs, as well as the 10% increase in medical premiums (\$177,000). Unfortunately, both of these costs are not within the control of the City, and it is expected that they will continue to rise in future years.

Overall, even with the increased costs for PERs pension and medical premiums, salary and benefit costs were reduced by about \$132,000 from current year budget and are projected to be about \$21.5 million for FY 2012.

### **3.2 Supplies & Other Operating Expenditures**

As mentioned above, all operational expenditures were carefully scrutinized and some major budgeted purchases for equipment and vehicles, as well as facility maintenance were deferred to FY 2012. Overall, operational costs are budgeted at \$5.8 million for FY 2012, about \$200,000 less than FY 2011 budget, with departments only budgeting the minimum amount for supplies and services and assuming tasks previously performed by contract services, such as janitorial services, at a lower cost.

### **3.3 Capital Outlay**

Due to the structural deficit, the City is only purchasing items that are critical. Total capital expenditures are budgeted at \$309,500, of which \$135,000 is for police vehicles that will be paid from the Traffic Safety Fund. The other major items are \$30,000 for police communication equipment, \$60,000 to replace the floor at the Senior Center Multi-purpose room and \$30,000 for new cardio equipment at the Sports Center.

## **4. LONG-TERM PROJECTION**

In analyzing the City's financial and budgetary condition it is apparent that the City has been operating with a structural deficit for a number of years. Furthermore, any budget shortfalls were funded through the sale of surplus assets and dipping into reserves. This structural deficit has been compounded by the prolonged recession, which has had a dramatic impact on many of the City's major revenue sources. In total, revenues have decreased by almost \$4 million from their peak three to four years ago.

Since FY 08-09 and into FY 11-12, the City has been able to reduce expenditures by almost \$8 million dollars while still providing all mandated, core and limited discretionary services. While this is a commendable achievement, the City is still far from financial solvency or stability. The FY 2012 budget projects a structural deficit of approximately \$2 million. In addition, the City has exhausted all General Fund reserves and has no safety net for any further economic declines or catastrophic events.

In the first quarter of FY 2012, the City Council will undertake the development of a long-term strategic plan which include an element consisting of fiscal policies and fiscal plan to set a path for financial solvency. In addition, the City will be focusing on execution of its adopted economic development plan in efforts to assist our local businesses. The City will also pursue new revenue opportunities, including new tax measures and fees.

In addition to addressing the operational deficit, the City has a much larger task at hand - the mounting unfunded liabilities in retiree medical, infrastructure maintenance and replacement and equipment/vehicle replacement. The total annual obligation to fully fund these liabilities is approximately \$22.4M. As the City approaches its 50<sup>th</sup> birthday, much of the original infrastructure is aging and replacement costs could run in the millions of dollars.

The City's most recent actuarial valuation for FY 2012, shows the unfunded retiree medical liability for the General Fund at \$44.9 million, with an annual required contribution of \$2.5 million. The City has created an Other Post Employment Benefits (OPEB) Trust Fund through CalPERS and will begin funding with contributions from the

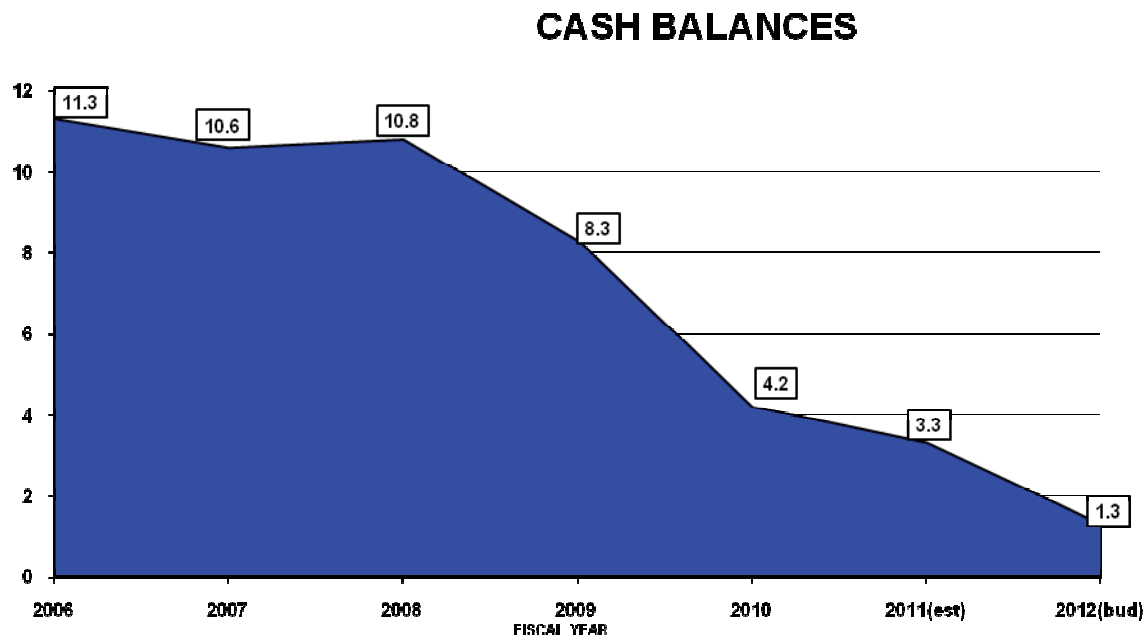
Water and Sewer Funds for the water and sewer staff.

However, the City remains on a “pay-go” basis for the existing retirees. While the City Council recently approved funding the \$44.9 million OPEB obligation through a 20-year phase in plan, this will be a difficult task to accomplish in light of the sizeable structural deficit.

The most critical issue of all, however, is the amount of unrestricted cash on hand. The deficit at year-end FY 2011 is estimated at \$1 million. Due to increased PERS and medical cost, the FY 2012 budget projects a deficit of approximately \$2 million. In terms of available cash, the City will be left with about \$1.3 million by the end of the FY 2012.

Thus, the City Manager and Executive Team immediately following formal adoption of FY 2012 Budget, will begin to develop a short-term (6 to 12 months) financial plan to maintain sufficient cash for on-going operations until a long-term plan is in place that provides an operational model that is sustainable.

The City’s history of cash balances are shown below in this graph:

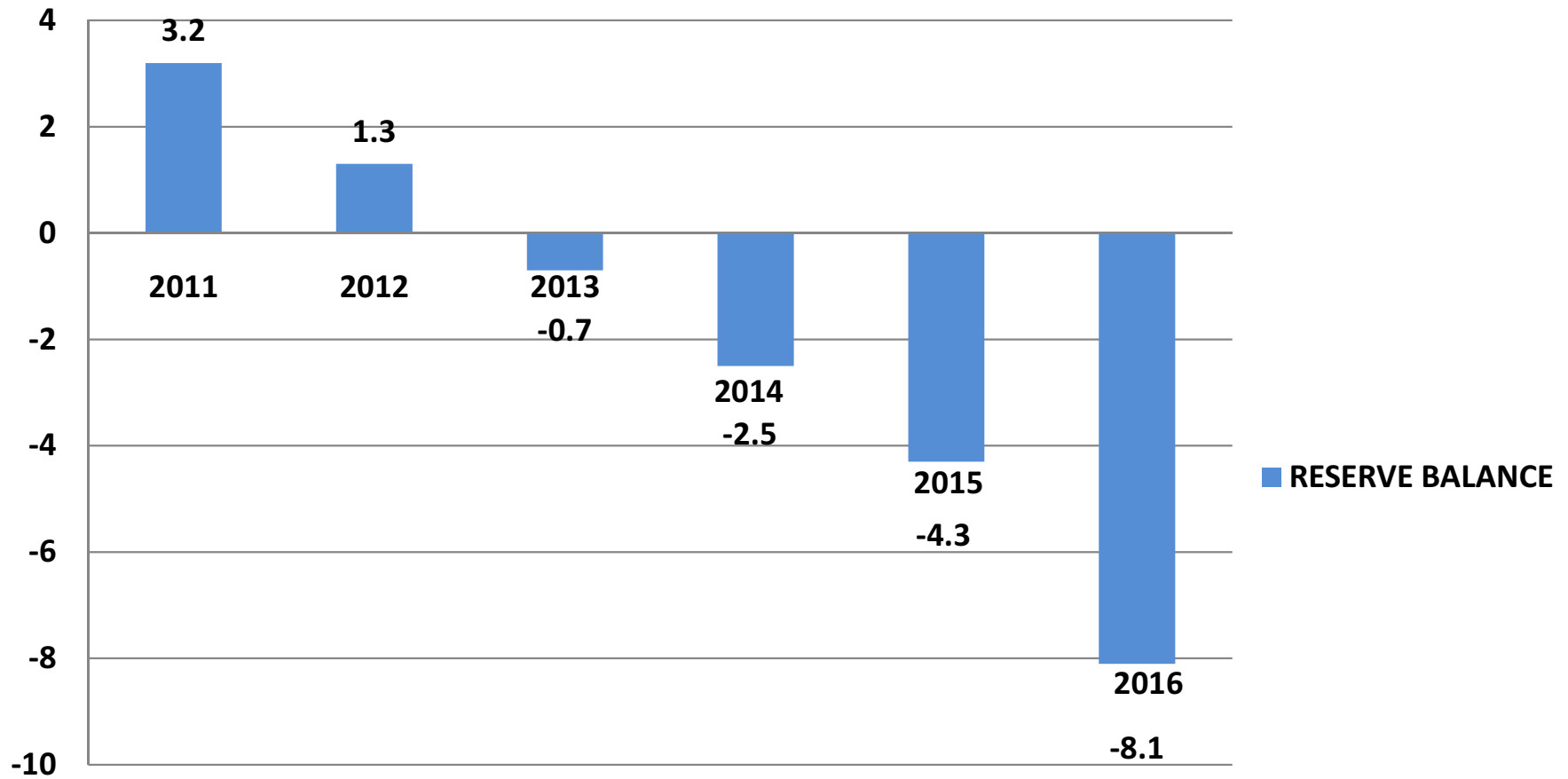


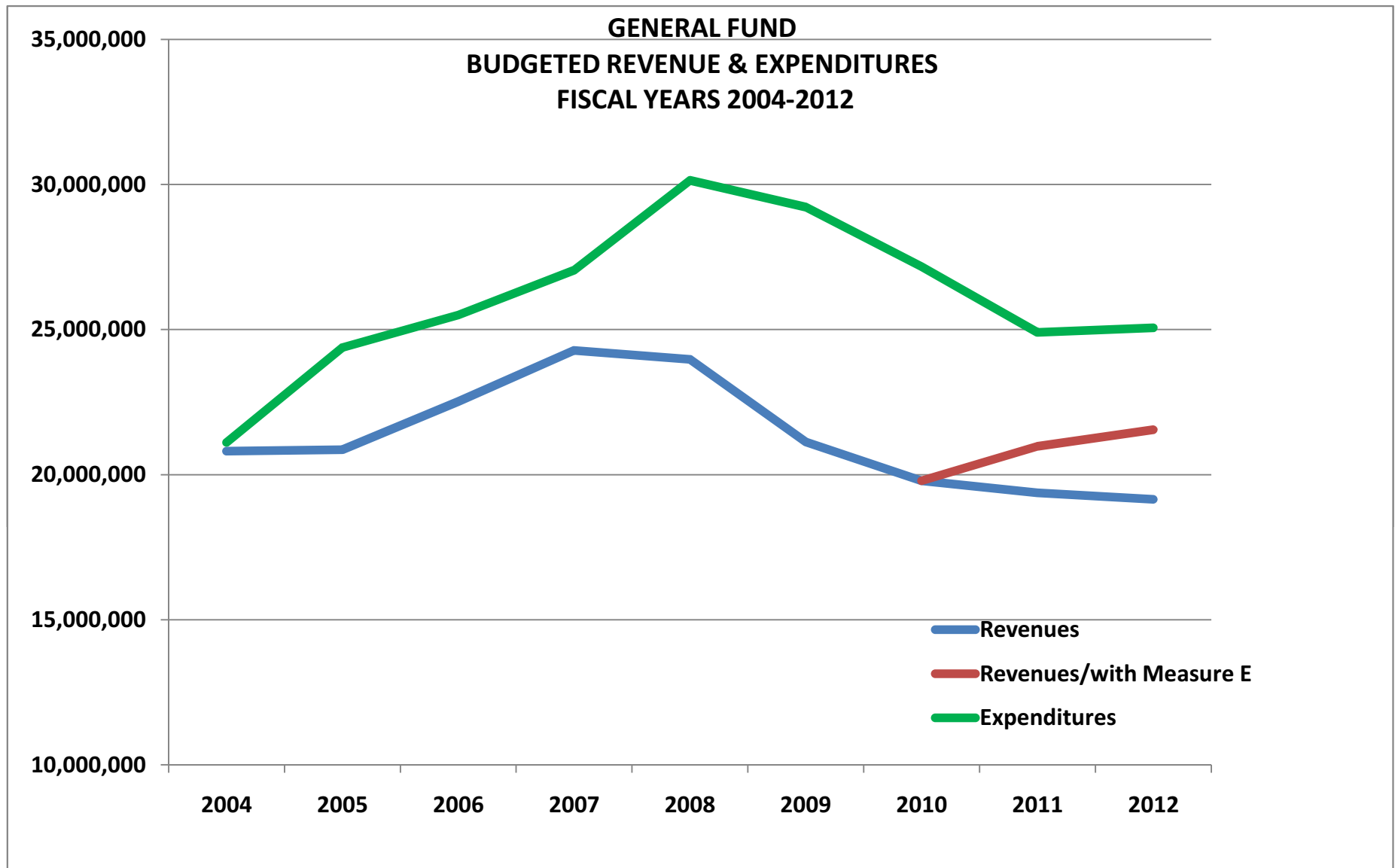


GENERAL FUND - 6 YEAR PROJECTION

REVENUES	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Property Tax	2,447,240	2,402,000	2,402,000	2,450,040	2,499,041	2,549,022
Sales Tax	7,900,000	8,527,902	8,900,000	9,167,000	9,442,010	7,675,270
TOT	1,693,702	1,700,000	1,734,000	1,768,680	1,804,054	1,840,135
MVLF	2,845,685	2,814,000	2,814,000	2,870,280	2,927,686	2,986,239
Franchise Fees	1,415,887	1,410,000	1,424,100	1,438,341	1,452,724	1,467,252
Interest/Rents	944,717	1,114,250	1,119,821	1,131,019	1,142,330	1,153,753
Charges for Services	830,607	582,950	594,609	606,501	618,631	631,004
Recreation/PAC	1,449,202	1,583,200	1,614,864	1,647,161	1,680,105	1,713,707
Other	1,450,210	1,412,870	1,426,999	1,441,269	1,455,681	1,470,238
<b>TOTAL REVENUES</b>	<b>20,977,250</b>	<b>21,547,172</b>	<b>22,030,393</b>	<b>22,520,292</b>	<b>23,022,261</b>	<b>21,486,619</b>
<b>EXPENDITURES</b>						
Salaries & Benefits	20,745,915	21,564,212	22,082,854	22,524,511	22,975,001	23,434,501
Other Operating Expenses	5,332,397	5,822,754	5,880,982	5,939,791	5,999,189	6,059,181
Capital Equipment	74,295	309,500	300,000	300,000	300,000	300,000
Debt Payments	571,462	569,992	569,992	488,386	488,386	488,386
<b>TOTAL EXPENDITURES</b>	<b>26,724,069</b>	<b>28,266,458</b>	<b>28,833,828</b>	<b>29,252,689</b>	<b>29,762,577</b>	<b>30,282,069</b>
TRANSFERS FROM OTHER FUNDS	1,018,269	1,460,686	1,460,686	1,460,686	1,460,686	1,460,686
GEN FUND RECHARGES	3,639,000	3,204,000	3,268,311	3,315,789	3,373,585	3,432,469
SHORTFALL	(1,089,550)	(2,054,600)	(2,074,437)	(1,955,922)	(1,906,045)	(3,902,294)
BEGINNING CASH (est)	4,241,566	3,235,016	1,270,416	(705,021)	(2,552,943)	(4,341,988)
CDC LOAN REPAYMENT	83,000	90,000	99,000	108,000	117,000	128,000
ENDING CASH	3,235,016	1,270,416	(705,021)	(2,552,943)	(4,341,988)	(8,116,282)

## GENERAL FUND CASH BALANCE





**NOTE: EXPENDITURE INCREASE FROM FY 2005 - 2008 ATTRIBUTABLE TO :**

- 1. INCREASED EMPLOYEE COMPENSATION**
- 2. ENHANCED PERS PLANS**
- 3. NEW HIRES**

## 22

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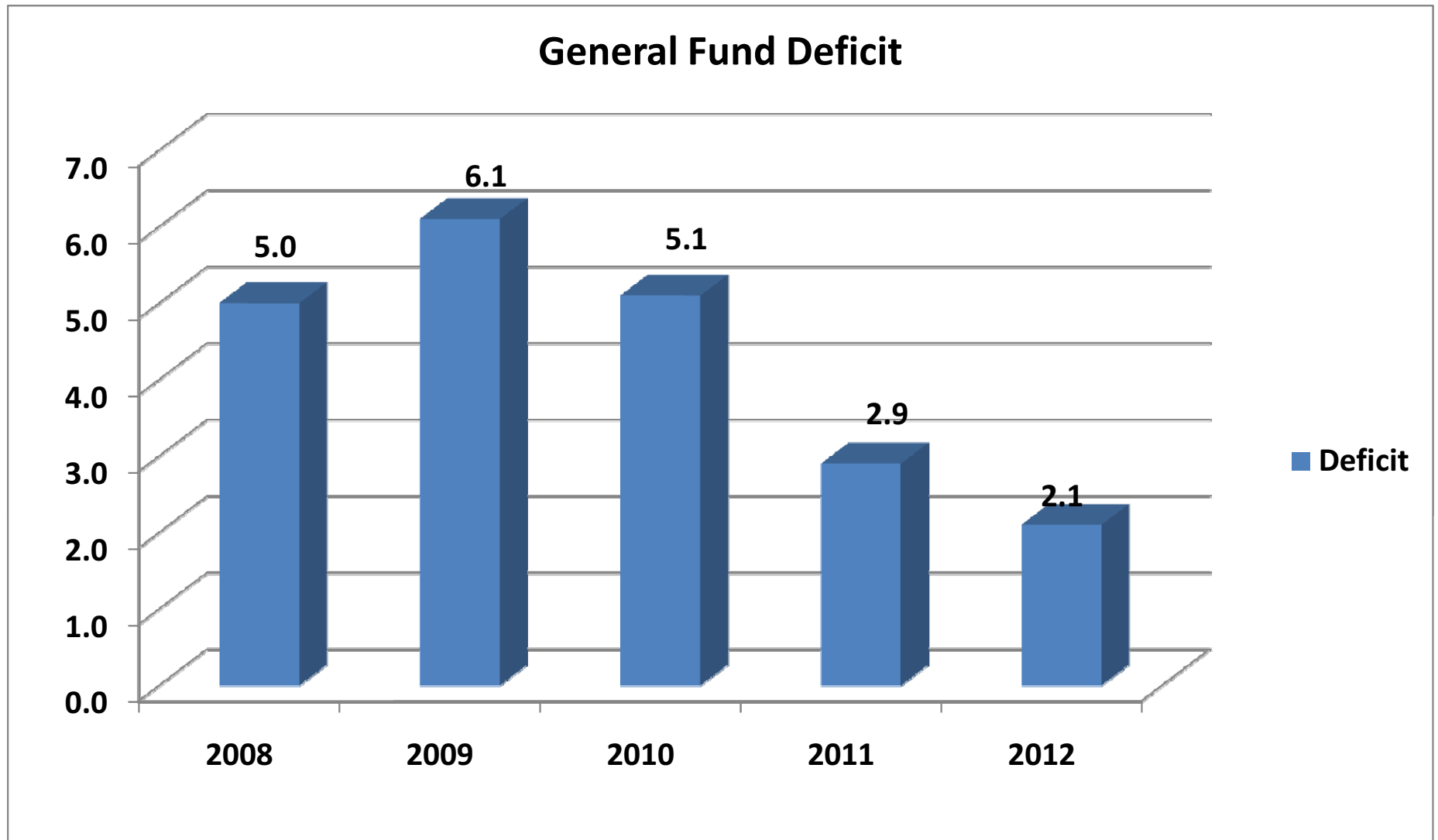
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# CITY-WIDE STRUCTURAL DEFICIT

CATEGORY	TOTAL	ANNUAL
OPERATING BUDGET DEFICIT		\$ 2.1M
UNFUNDED LIABILITIES:		
Infrastructure	\$104.9M	\$ 18.5M
Vehicles	\$ 8.5M	\$ 0.6M
Water & Sewer	\$ 167.8M	\$ 12.0M
Retiree Medical	\$ 44.9M	\$ 2.5M
Accrued Leaves <sup>1</sup>	<u>\$ 1.5M</u>	<u>\$ N/A</u>
TOTAL STRUCTURAL DEFICIT	\$327.6M	\$ 35.7M

<sup>1</sup>Accrued leave consists of vacation and compensatory time



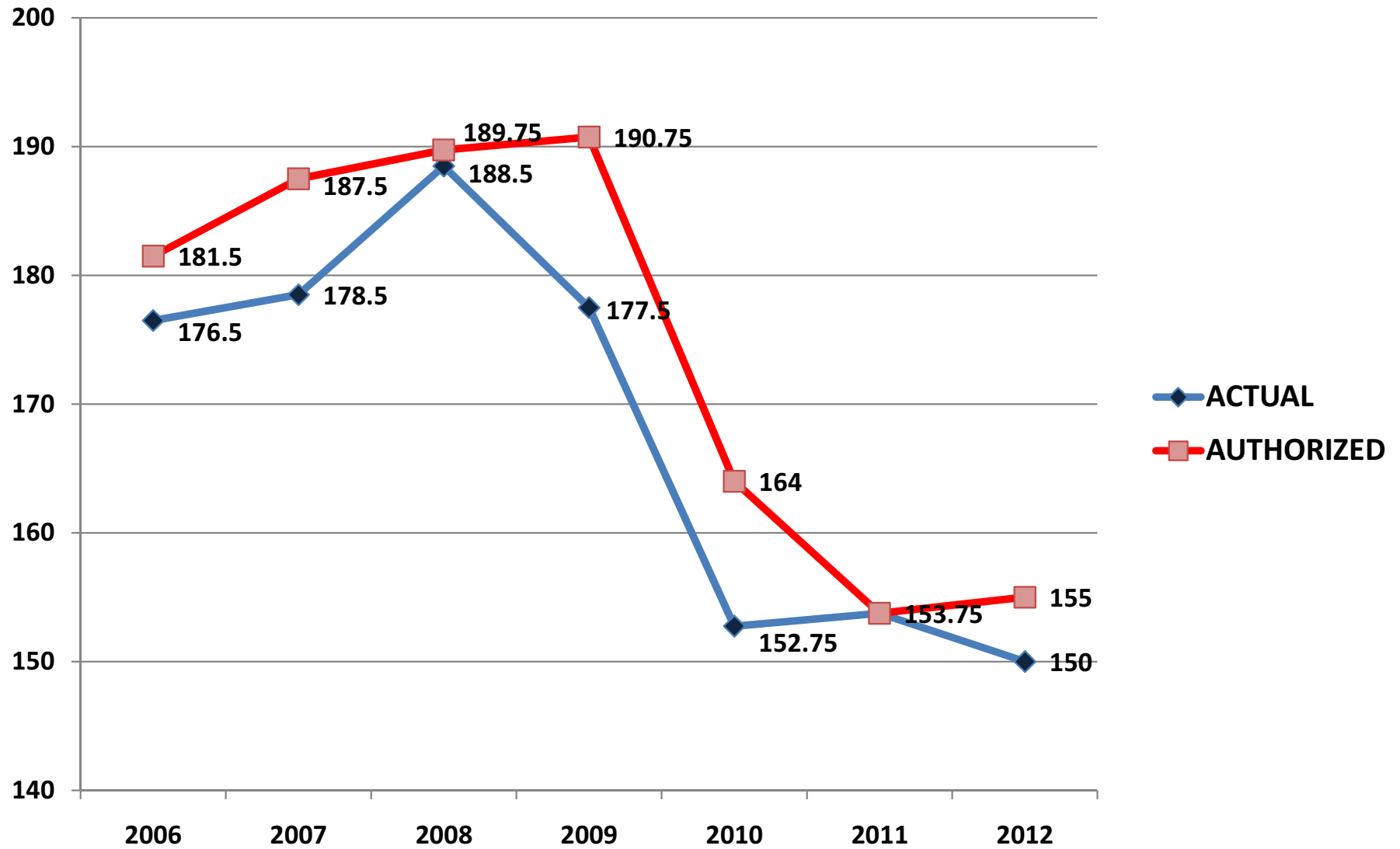
**NOTE: DOES NOT INCLUDE SALE OF SURPLUS ASSETS AND ONE-TIME TRANSFER FROM TRAFFIC SAFETY FUND**

**GENERAL FUND EXPENDITURES BY FUNCTION  
2011-12 PROPOSED BUDGET**

<b>CATEGORY</b>	<b>AMOUNT</b>	<b>PERCENT</b>	<b>NET OF RECHARGE</b>	<b>PERCENT</b>
<b>General Government</b>	<b>\$ 1,770,368</b>	<b>6.3%</b>	<b>\$ 1,191,326</b>	<b>4.7%</b>
City Council	80,178	0.3%	60,134	0.2%
City Manager	746,209	2.6%	373,105	1.5%
City Attorney	425,000	1.5%	420,750	1.7%
City Hall Building	518,981	1.8%	337,338	1.3%
<b>Support Services</b>	<b>\$ 4,326,120</b>	<b>15.3%</b>	<b>\$ 2,250,722</b>	<b>8.9%</b>
Finance	1,182,935	4.2%	354,881	1.4%
IT	600,570	2.1%	390,371	1.5%
Human Resource	429,509	1.5%	322,132	1.3%
Insurance/Other	2,113,106	7.5%	1,183,339	4.7%
<b>Retiree Medical</b>	<b>\$ 1,632,348</b>	<b>5.8%</b>	<b>1,632,348</b>	<b>6.5%</b>
<b>Development Services</b>	<b>\$ 1,009,623</b>	<b>3.6%</b>	<b>605,774</b>	<b>2.4%</b>
<b>Public Safety</b>	<b>\$ 15,504,118</b>	<b>54.8%</b>	<b>\$ 15,504,118</b>	<b>61.5%</b>
Personnel	12,879,944	45.6%	12,879,944	51.1%
Police Operations	1,414,339	5.0%	1,414,339	5.6%
Fire Operations	466,462	1.7%	466,462	1.9%
Animal Shelter	477,773	1.7%	477,773	1.9%
Buildings	265,600	0.9%	265,600	1.1%
<b>Public Works/Parks</b>	<b>\$ 2,020,578</b>	<b>7.1%</b>	<b>2,020,578</b>	<b>8.0%</b>
<b>Recreation/PAC</b>	<b>\$ 2,003,303</b>	<b>7.1%</b>	<b>2,003,303</b>	<b>7.9%</b>
<b>Total Expenditures</b>	<b>\$ 28,266,458</b>	<b>100%</b>	<b>\$ 25,208,169</b>	<b>100%</b>

\*These costs, while the largest elements of the City's budget, are substantially lower than two years ago - \$18,935,577 (18%)

## STAFFING LEVEL



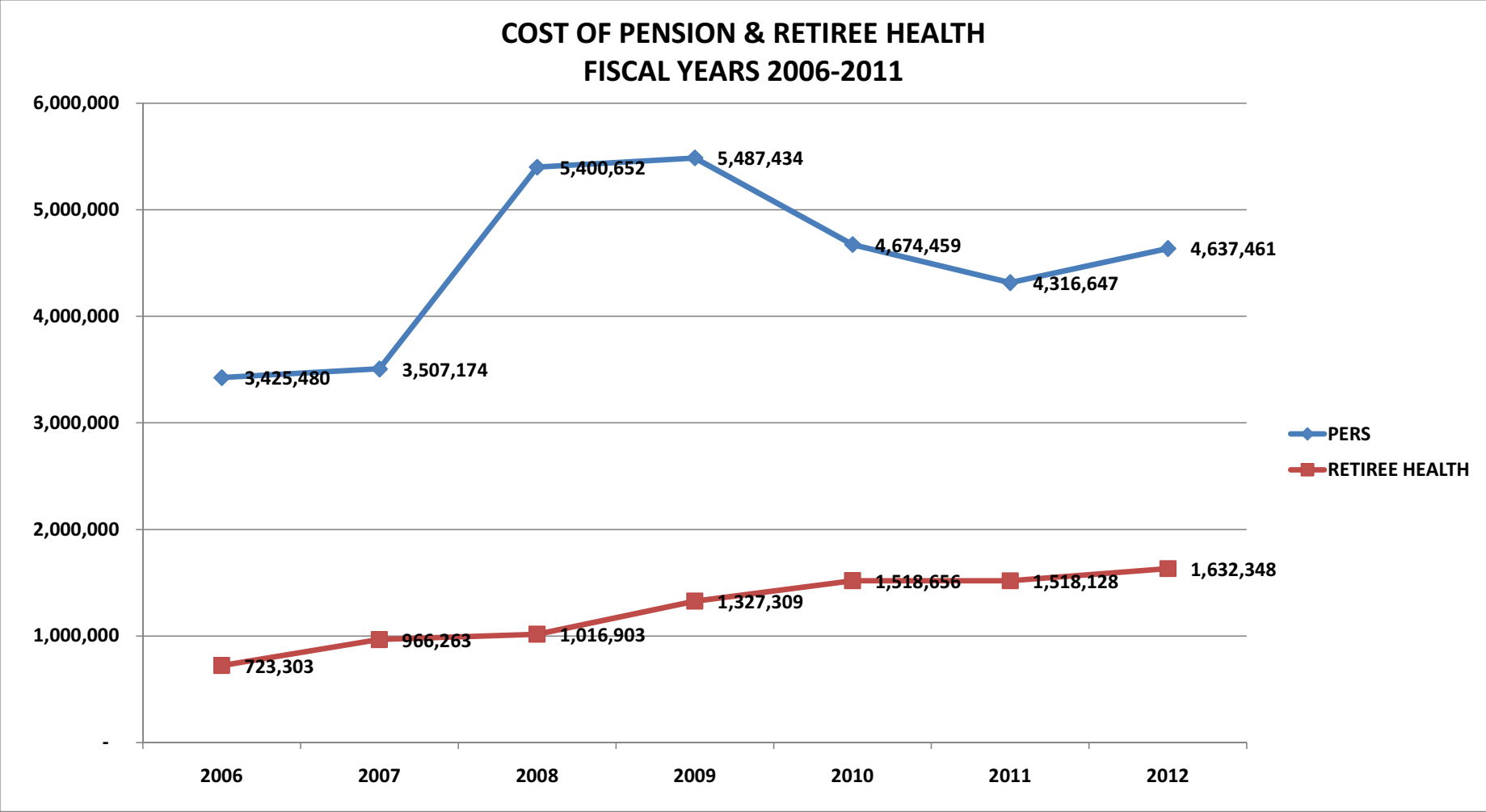




#### 2012 CHANGES -

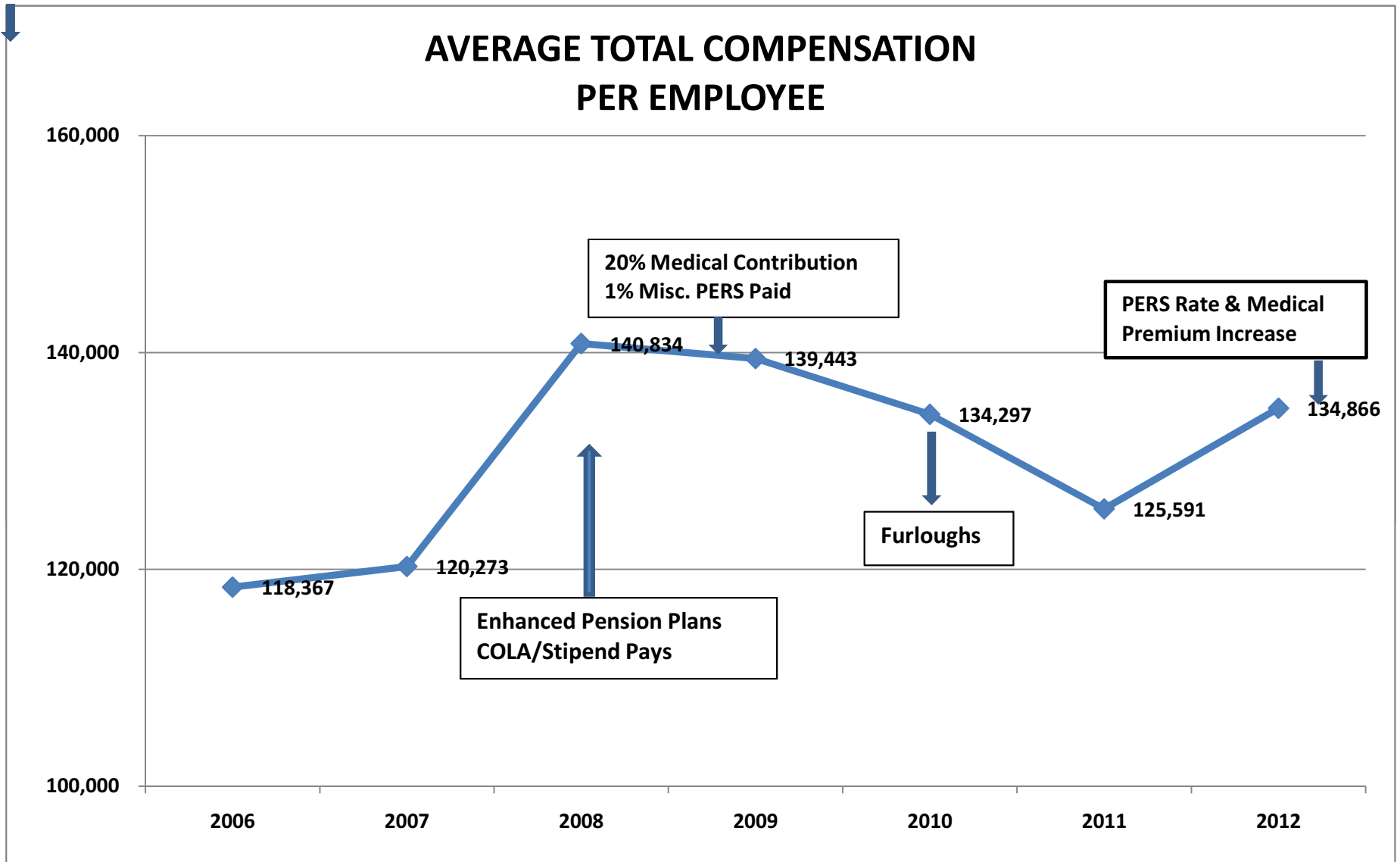
**ADDS:** ECONOMIC DEVELOPMENT MANAGER; CSO, RECREATION SPECIALIST, CUSTOMER SERVICE REP, MAINTENANCE WORKER TRAINEE

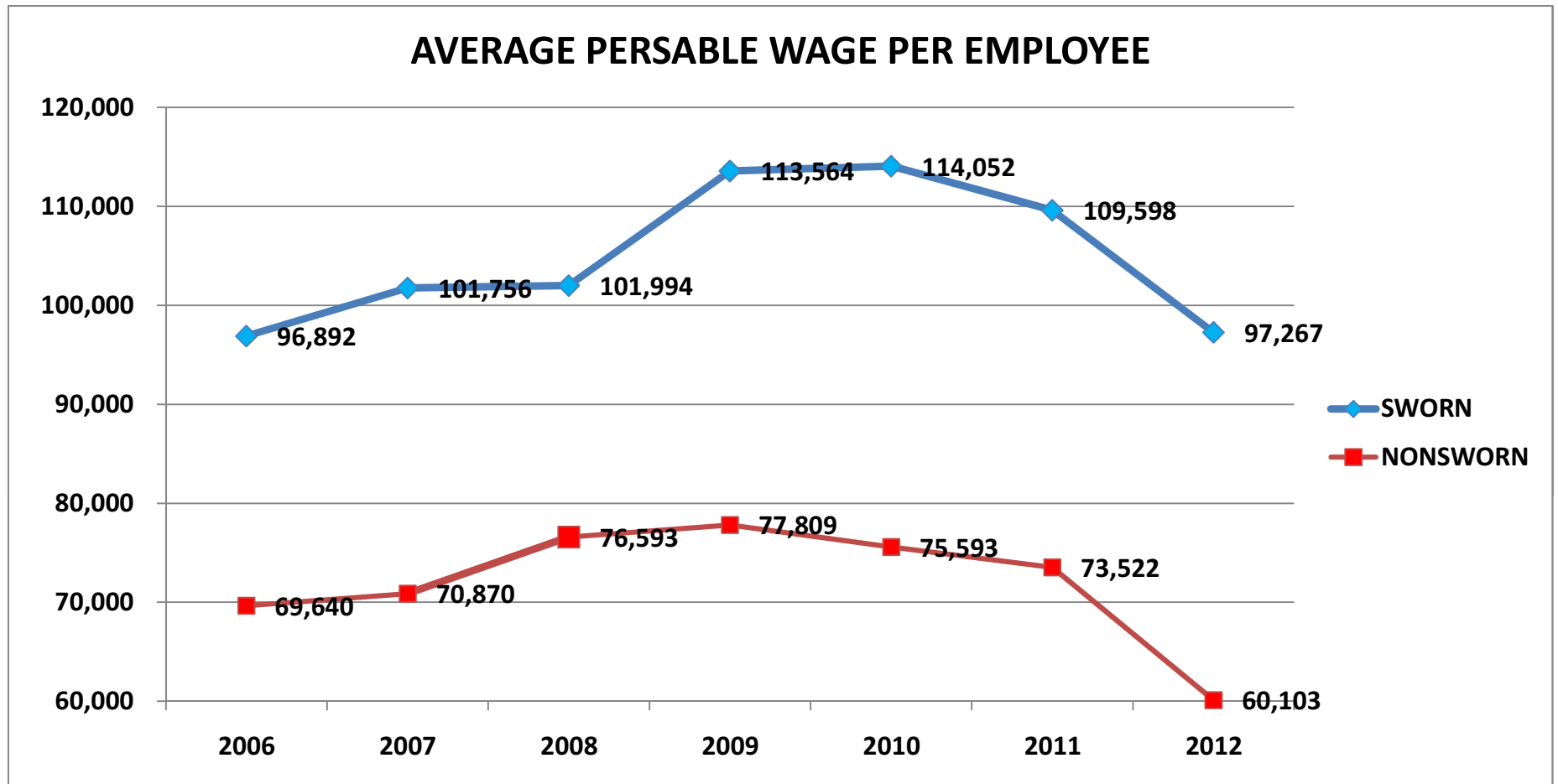
**ELIMINATES:** (1) DISPATCHER



**Note:** excludes water and sewer employees

## AVERAGE TOTAL COMPENSATION PER EMPLOYEE





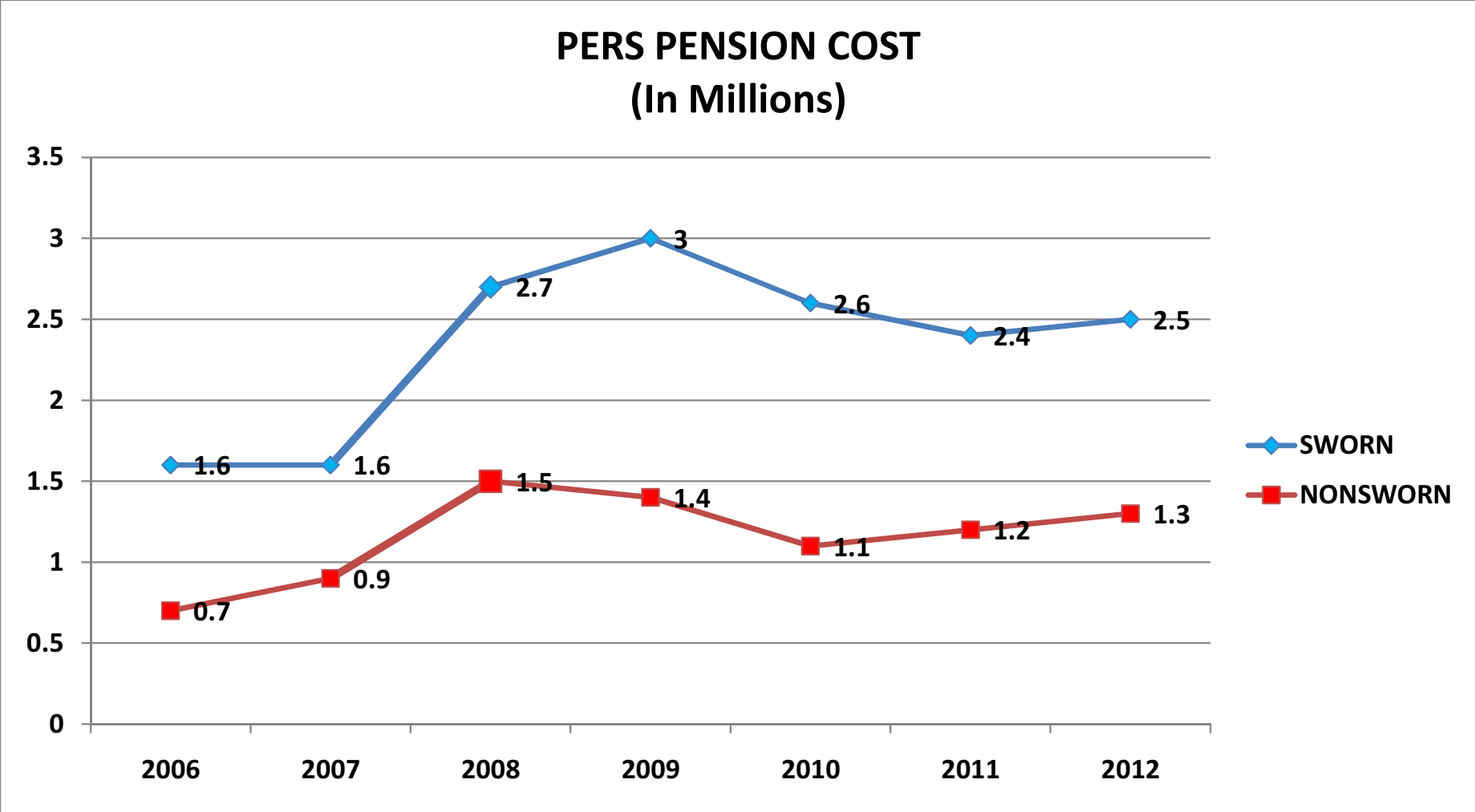
Note: Does not include overtime

**PERS ANNUAL PENSION COST  
EMPLOYER PAID COST\*  
FISCAL YEAR 2011-12**

<u>MISCELLANEOUS PLAN</u>			<u>SAFETY PLAN</u>			<u>TOTAL ANNUAL PENSION COST</u>	
		PERCENT OF <u>PERSABLE PAY</u>			PERCENT OF <u>PERSABLE PAY</u>		
Normal Cost:	\$ 895,480	12.2%	Normal Cost:	\$ 1,337,618	17.2%	Normal Cost:	\$ 2,233,098
Unfunded Cost:	681,070	9.3%	Unfunded Cost:	1,723,293	22.2%	Unfunded Cost:	2,404,363
Total Annual Cost:	<u>\$ 1,576,550</u>	<u>21.5%</u>	Total Annual Cost:	<u>\$ 3,060,911</u>	<u>39.4%</u>	Total Annual Cost:	<u>\$ 4,637,461</u>

NOTE: THE ANNUAL UNFUNDED COST OF \$2,404,363 IS INCLUDED IN THE PERS RATE.  
THE UNFUNDED COST IS ATTRIBUTABLE TO PERS LOSSES IN THE MARKET, AS WELL AS THE COST OF THE ENHANCED PLANS.  
CURRENT RATES ARE BASED ON PERS ACTUARIAL CALCULATIONS, WHICH CONSIST OF DATA FROM TWO YEARS PRIOR

\*EMPLOYER COST INCLUDES EMPLOYEE CONTRIBUTION PAID BY EMPLOYER



Note: Employer portion of pension cost only

## AUTHORIZED POSITIONS IN 2011-12 BUDGET

	<u>Regular*</u> <u>Part-time</u>	<u>Full-time</u>	<u>Changes from</u> <u>previous year</u>
CITY MANAGER			
City Manager		4	1
City Clerk		2	
CDC/Redevelopment/Housing* *		1	
Human Resources	1.25	1	
CITY ATTORNEY		Contract	
ADMINISTRATIVE SERVICES			
Accounting		6	.25
Utility Billing		4	
Data Processing		2	
DEVELOPMENT SERVICES			
Engineering		5	
Planning		3	
Building		3	
PUBLIC WORKS/COMMUNITY SERVICES			
Public Works		15.75	
Water/Sewer Maintenance**		20.25	1
Recreation		4	2
Performing Arts Center		2	
PUBLIC SAFETY			
Police Patrol/Fire Safety	.75	78	-3
Animal Shelter		2	
TOTAL	<u>2</u>	<u>153</u>	<u>1.25</u>
<b>TOTAL ALL REGULAR PART TIME AND FULL TIME POSITIONS:</b>		<b>155</b>	

\* Part-time employee with benefits

\*\* Not General Fund: *Sewer Fund, Water Fund, CDC*

City of Rohnert Park  
2011-12 Budget  
**Regular Full-time or Permanent Part-Time Employees**  
**Actual Funded Positions**

DEPT NO/ DEPARTMENT	7/1/08	2008-09	2009-10	2010-11	2011-12	6/30/12
1200 City Manager/Clerk	7.85	(1.15)		(0.85)	1.00	6.85
1300 Finance	11.00			(1.25)	0.25	10.00
1310 Data Processing	2.00					2.00
1600 Development Services	3.00		(1.30)	9.30		11.00
1700 Personnel	2.25	1.00	(1.00)			2.25
1710 Rent Control	0.15	0.15		(0.15)		0.15
2100 Public Safety Personnel	104.50		(16.75)	(7.00)	(3.00)	77.75
2310 Fire Prevention	3.00		(2.00)			1.00
2400 Animal Shelter	2.00					2.00
2800 Youth & Family Services	1.00		(1.00)			0.00
3100 Engineering	6.00	2.00		(8.00)		0.00
3200 Inspection	3.00		(0.70)	(2.30)		0.00
3300 Public Works General	6.49	0.41	(0.50)	(3.87)	(0.03)	2.50
3410 Landscape	1.60	(0.40)	(0.45)	(0.75)		0.00
3420 Streets	3.70	0.70	(2.40)	1.35	0.95	4.30
3600 Street Lighting	0.35	(0.15)	0.05	(0.05)	(0.20)	0.00
3700 Traffic Signals	0.00			0.05	(0.05)	0.00
3910 Storm Drains	0.00			0.25	0.10	0.35
4001 Park Maintenance	4.90	0.10	1.60	(4.50)	0.25	2.35
4002 Park Landscape				4.70	0.20	4.90
5100 Recreation Commission	0.20	0.05	(0.05)	(0.05)		0.15
5150 Community Events				0.13	0.27	0.40
5200 Recreation Administration	0.50	0.10	0.10	(0.40)	(0.30)	0.00
5400 Recreation Programs	1.85		(1.85)	0.05	(0.05)	0.00
5501 Senior Center	1.00		(1.00)	0.29	0.71	1.00
57XX Pools	0.30		(0.10)	0.06	0.29	0.55
5810 Sports Center	2.00	(1.10)		0.18	0.12	1.20
5830 Community Center	0.85	(0.05)	(0.80)	0.53	1.02	1.55
5840 Burton Ave Rec Center	0.22		(0.22)	0.08	0.22	0.30
5860 Ladybug Rec Center	0.08		(0.08)	0.03	0.07	0.10
6100 Golf Course	0.00			0.02	0.03	0.05
6210 Performing Arts Center	4.00	(0.26)	(0.74)	(1.00)	0.05	2.05
7100 Water	11.08	(1.20)	0.87	3.45	(0.35)	13.85
7200 Sewer	4.88	0.80	1.57	(0.55)	(0.30)	6.40
Total City	<u>189.75</u>	<u>1.00</u>	<u>(26.75)</u>	<u>(10.25)</u>	<u>1.25</u>	<u>155.00</u>
Additions		7.00	3.00	3.00	5.25	
Reductions		(6.00)	(29.75)	(13.25)	(4.00)	
Net Personnel Change		<u>1.00</u>	<u>(26.75)</u>	<u>(10.25)</u>	<u>1.25</u>	



City of Rohnert Park  
2011-12 Budget  
**Regular Full-time or Regular Part-Time Employees**  
**Authorized Positions**

<u>DEPT NO/ DEPARTMENT</u>	<u>6/30/11</u>	<u>Reclass</u>	<u>Add</u>	<u>Delete</u>	<u>6/30/12</u>
<u>1200 CITY MANAGER/CLERK</u>					
City Manager	1.00				1.00
Assistant City Manager	1.00				1.00 (B)
Economic Development Manager	0.00		1.00		1.00
City Clerk	1.00				1.00
Deputy City Clerk	1.00				1.00 (B)
Housing & Redevelopment Manager	0.85				0.85 (A)
Secretary II	1.00				1.00
Total	<u>5.85</u>	<u>0.00</u>	<u>1.00</u>	<u>0.00</u>	<u>6.85</u>
<u>1300 FINANCE</u>					
General:					
Director of Admin. Services	1.00				1.00
Accounting Manager	1.00				1.00
Accountant/Budget Analyst	0.00				0.00
Payroll:					
Payroll Specialist	1.00				1.00
Utility Billing & Collection:					
Accounting Specialist I	2.00				2.00
Accounting Technician	1.00				1.00
Utility Billing & Revenue Supv	1.00				1.00
Accts Payable/Licenses/Other:					
Accounting Specialist I/II	1.75		0.25		2.00 (B)
Purchasing:					
Purchasing Agent	1.00				1.00
Total	<u>9.75</u>	<u>0.00</u>	<u>0.25</u>	<u>0.00</u>	<u>10.00</u>
<u>1310 Information Systems</u>					
Information Systems Manager	1.00				1.00
IS Technician I/II	1.00				1.00
Total	<u>2.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>2.00</u>
<u>1600 Development Services</u>					
Dir of Development Services	1.00				1.00
Planning & Building Manager	1.00				1.00
Community Development Asst.	2.00				2.00
Deputy Chief Bldg. Inspector	1.00				1.00
Deputy City Engineer	1.00				1.00
Public Works Inspector	1.00				1.00
Sr. Engineering Tech	1.00				1.00
Management Analyst	1.00				1.00
Administrative Assistant	2.00				2.00
Total	<u>11.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>11.00</u>

1700 HUMAN RESOURCE

Human Resource Analyst	1.00				1.00
HR Technician Reg. P/T (75%)	0.75				0.75
HR Technician Reg. P/T (50%)	0.50				0.50
Total	<u>2.25</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>2.25</u>

1710 RENT CONTROL

Housing & Redevelopment Manager	0.15				0.15
Total	<u>0.15</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.15</u>

2100 PUBLIC SAFETY

Director	1.00				1.00
Division Commanders (Captains)	1.00			1.00	0.00
Supervisors (Lieutenants)	3.00				3.00
Sergeants	10.00				10.00
PS Officers	47.00			2.00	45.00 (C)
Community Services Officers	1.00		1.00		2.00
Technical Services Division Mgr	1.00				1.00
Secretary II to Director	1.00				1.00
Communications Supervisor	1.00				1.00
Public Safety Dispatcher	11.00			1.00	10.00
Office Asst. II - Main Station	1.75				1.75
Records Supervisor	1.00				1.00
Public Safety Records Clerk	1.00				1.00
Total	<u>80.75</u>	<u>0.00</u>	<u>1.00</u>	<u>4.00</u>	<u>77.75</u>

2310 FIRE PREVENTION

Fire Marshal	1.00				1.00
Total	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>

2400 ANIMAL SHELTER

Animal Shelter Supervisor	1.00				1.00
Animal Health Technician	1.00				1.00
Total	<u>2.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>2.00</u>

## Total Public Safety

<u>83.75</u>	<u>0.00</u>	<u>1.00</u>	<u>4.00</u>	<u>80.75</u>
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3300 PUBLIC WORKS/GENERAL

Director of PW & Comm. Services	0.10				0.10
Sr. Equipment Mechanic	0.65	(0.25)			0.40
Equipment Mechanic	0.90	(0.20)			0.70
Maintenance Worker I/II	0.78	0.32			1.10
Electrician	0.10	0.10			0.20
Total	<u>2.53</u>	<u>(0.03)</u>	<u>0.00</u>	<u>0.00</u>	<u>2.50</u>

3420 PUBLIC WORKS/Streets

Director of PW & Comm. Services	0.10	(0.05)			0.05
Sr. Equipment Mechanic	0.00	0.15			0.15
Arborist	0.80	(0.15)			0.65
Electrician	0.25	0.05			0.30
General Services Supervisor	0.00	0.20			0.20
Supervising Maintenance Worker	0.25	(0.10)			0.15
Maintenance Worker I/II	2.20	0.35			2.55
Maintenance Helper	0.00	0.15			0.15
Maintenance Worker Trainee	0.00		0.10		0.10
Total	3.60	0.60	0.10	0.00	4.30

3910 Public Works/Storm Drains

Director of PW & Comm. Services	0.05				0.05
General Services Supervisor	0.00	0.05			0.05
Supervising Maintenance Worker	0.05	0.05			0.10
Maintenance Worker I/II	0.15				0.15
Total	0.25	0.10	0.00	0.00	0.35

4001 PUBLIC WORKS/PARKS

Director of PW & Comm. Services	0.05				0.05
General Services Supervisor	0.00	0.15			0.15
Supervising Maintenance Worker	0.25	(0.25)			0.00
Maintenance Worker I/II	1.30	(0.05)			1.25
Maintenance Helper	0.00	0.10			0.10
Arborist	0.20	(0.05)			0.15
Electrician	0.05	0.05			0.10
Recreation Services Manager	0.10	0.05			0.15
Recreation Supervisor	0.15	0.10			0.25
Customer Service Representative	0.00		0.15		0.15
Total	2.10	0.10	0.15	0.00	2.35

4002 Public Works

Director of PW & Comm. Services	0.05	(0.05)			0.00
General Services Supervisor	0.00	0.25			0.25
Supervising Maintenance Worker	0.40	(0.40)			0.00
Maintenance Worker I/II	1.90	1.35			3.25
Maintenance Helper	2.35	(1.50)			0.85
Maintenance Worker Trainee	0.00		0.25		0.25
Sr. Equipment Mechanic	0.00	0.10			0.10
Arborist	0.00	0.20			0.20
Total	4.70	(0.05)	0.25	0.00	4.90

7100 WATER

Director of PW & Comm. Services	0.25				0.25
Utilities Services Supervisor	0.50				0.50
General Services Supervisor	0.00	0.05			0.05
Supervising Maintenance Worker	2.05	(0.15)			1.90
Electrician	0.30	(0.10)			0.20
Maintenance Worker I/II	6.85	(0.40)			6.45
Maintenance Helper	1.65	(0.80)			0.85
Administrative Analyst	0.75				0.75
Senior Equipment Mechanic	0.10				0.10
Equipment Mechanic	0.05	0.05			0.10
Meter Technician	1.00	1.00			2.00
Instrument Tech	0.70				0.70
Total Water Maintenance	<u>14.20</u>	<u>(0.35)</u>	<u>0.00</u>	<u>0.00</u>	<u>13.85</u>

7200 SEWER

Director of PW & Comm. Services	0.30	0.05			0.35
Utilities Services Supervisor	0.50	0.05			0.55
Supervising Maintenance Worker	0.90	(0.05)			0.85
Electrician	0.25	(0.10)			0.15
Maintenance Worker I/II	4.05	(0.45)			3.60
Administrative Analyst	0.25				0.25
Instrument Tech	0.30				0.30
Senior Equipment Mechanic	0.10	0.05			0.15
Equipment Mechanic	0.05	0.15			0.20
Total Sewer Maintenance	<u>6.70</u>	<u>(0.30)</u>	<u>0.00</u>	<u>0.00</u>	<u>6.40</u>

Total Public Works	<u>34.08</u>	<u>0.07</u>	<u>0.50</u>	<u>0.00</u>	<u>34.65</u>
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5100 RECREATION COMMISSION

Recreation Services Manager	<u>0.15</u>	<u>0.00</u>			<u>0.15</u>
Total	<u>0.15</u>	<u>0.00</u>			<u>0.15</u>

5150 Recreation

Recreation Services Manager	0.08	(0.03)			0.05
Recreation Supervisor	0.05	0.05			0.10
Recreation Specialist	0.00		0.10		0.10
Customer Service Representative	0.00		0.10		0.10
General Services Supervisor	0.00	0.05			0.05
Total	<u>0.13</u>	<u>0.07</u>	<u>0.20</u>	<u>0.00</u>	<u>0.40</u>

5501 CODDING CENTER (SENIOR CENTER)

Recreation Services Manager	0.04	0.01			0.05
Recreation Specialist	0.00		0.75		0.75
Maintenance Worker I/II	0.15	(0.05)			0.10
Electrician	0.00	0.05			0.05
Senior Equipment Mechanic	0.10	(0.05)			0.05
Total	<u>0.29</u>	<u>(0.04)</u>	<u>0.75</u>	<u>0.00</u>	<u>1.00</u>

57XX POOLS

Recreation Services Manager	0.11	(0.01)			0.10
Customer Service Representative	0.00		0.10		0.10
General Services Supervisor	0.00	0.10			0.10
Maintenance Worker I/II	0.15	0.10			0.25
Total Pools	0.26	0.19	0.10	0.00	0.55

5810 SPORTS CENTER

Recreation Services Manager	0.20	0.10			0.30
Recreation Supervisor	0.75	(0.40)			0.35
Customer Service Representative	0.00		0.05		0.05
General Services Supervisor	0.00	0.05			0.05
Electrician	0.05	(0.05)			0.00
Maintenance Worker I/II	0.08	0.02			0.10
Maintenance Worker Trainee	0.00		0.35		0.35
Total	1.08	(0.28)	0.40	0.00	1.20

5830 COMMUNITY CENTER

Director of PW & Comm. Services	0.10	(0.05)			0.05
General Services Supervisor	0.00	0.05			0.05
Supervising Maintenance Worker	0.10	(0.10)			0.00
Senior Equipment Mechanic	0.05				0.05
Maintenance Worker I/II	0.28	(0.18)			0.10
Maintenance Worker Helper	0.00	0.05			0.05
Maintenance Worker Trainee	0.00		0.30		0.30
Recreation Services Manager	0.30	(0.15)			0.15
Recreation Supervisor	0.05	0.15			0.20
Recreation Specialist	0.00		0.15		0.15
Customer Service Representative	0.00		0.45		0.45
Total	0.88	(0.23)	0.90	0.00	1.55

5840 BURTON AVENUE REC CENTER

Recreation Supervisor	0.00	0.05			0.05
Customer Service Representative	0.00		0.15		0.15
Maintenance Worker I/II	0.08	0.02			0.10
Total	0.08	0.07	0.15	0.00	0.30

5860 LADYBUG REC CENTER

Recreation Supervisor	0.00	0.05			0.05
Maintenance Worker I/II	0.03	0.02			0.05
Total	0.03	0.07		0.00	0.10

6100 Golf Course Oversight

Recreation Services Manager	0.02	0.03			0.05
Total	0.02	0.03	0.00	0.00	0.05

Total Recreation	2.92	(0.12)	2.50	0.00	5.30
Total PW/Community Services	37.00	(0.05)	3.00	0.00	39.95

6210 PERFORMING ARTS CENTER

Performing Arts Specialist	1.00				1.00
Technical Director	1.00				1.00
Maintenance Worker I/II	0.00	0.05			0.05
Total	<u>2.00</u>	<u>0.05</u>	<u>0.00</u>	<u>0.00</u>	<u>2.05</u>
 TOTAL ALL	 <u>153.75</u>	 <u>(0.00)</u>	 <u>5.25</u>	 <u>4.00</u>	 <u>155.00</u>

(A) Positions to be funded 85% by CDC Housing and 15% from Rent Appeals Board

(B) One position authorized, but not budgeted

(C) MAGNET officer (1) funded by SLESF AB 3229

**CITY OF ROHNERT PARK**  
**2011-12 BUDGET**  
**POSITIONS AND PAY RATES & RANGES AS OF JULY 1, 2011**

<b>ACCOUNT NUMBER.</b>	<b>DEPT.</b>	<b>POSITION</b>	<b>RANGE</b>	<b>MONTHLY SALARY</b>
1100	City Council	Councilmember	N/R	\$411.16
1200	City Manager	City Manager (By contract)	N/R	\$13,750
		Assistant City Manager	103M	\$10,657-\$12,954
		Economic Development Manager	94M	\$7,427-\$9,027
		City Clerk	88M	\$5,864-\$7,127
		Deputy City Clerk	78CF	\$4,552-\$5,534
		Secretary II	72CF	\$3,932-\$4,780
		Temp. Mgmt. Analyst	Hourly	\$25-\$40/hr.
		P/T Administrative Assistant	Hourly	\$9.50-\$28.50
1300	Finance	Director of Administrative Services	100M	\$9,350-\$11,364
		Accounting Manager	92CF	\$6,246-\$7,592
		Utility Billing & Revenue Supervisor	87X	\$5,669-\$6,890
		Accountant/Budget Analyst	80-CF	\$4,899-\$5,955
		Purchasing Agent	81X	\$4,897-\$5,952
		Payroll Specialist	76CF	\$4,336-\$5,271
		Accounting Technician	72X	\$3,919-\$4,764
		Accounting Specialist II	70X	\$3,732-\$4,537
		Accounting Specialist I	66X	\$3,385-\$4,115
		Part-Time Technical Advisor	Hourly	\$14.25-\$47.50
		P/T Office Assistant	Hourly	\$8.00-\$19.00
1310	Information Services	Info. Systems Operations Mgr.	89X	\$5,954-\$7,234
		Info. Systems Tech. I/II	74X/78X	\$4,115-\$5,515
		Administrative Intern	Hourly	\$8.00-\$19.00
1500	Legal Services	City Attorney	N/R	By contract
		Assistant City Attorney	N/R	By contract
1600	Planning & Community Development	Planning & Building Manager	94M	\$7,427-\$9,027
		Community Development Assistant	74X	\$4,115-\$5,002
1700	Human Resources	Human Resources Manager	N/A	By Contract
		Human Resources Analyst	84CF	\$5,401-\$6,566
		H.R. Technician, Reg. P/T 75%	72CF	\$22.69-\$27.58
		H.R. Technician, Reg. P/T 50%	72CF	\$22.69-\$27.58
		P/T Office Assistant	Hourly	\$8.00-\$19.00

**Positions and Pay Rates & Ranges as of July 1, 2011 (Continued)**

<b>ACCOUNT NUMBER</b>	<b>DEPT.</b>	<b>POSITION</b>	<b>RANGE</b>	<b>MONTHLY SALARY</b>
1710	Rent Control	Housing & Redevelopment Mgr.	92X	\$6,246-\$7,592
2100	Public Safety	Dir. of Public Safety (By Contract)	103M	\$11,074-\$13,460
		Public Safety Lt.	95P	\$7,653-\$9,303
		Technical Services Division Mgr.	94M	\$7,427-\$9,027
		Public Safety Sergeant	89S	\$6,357-\$7,714
		Public Safety Officer	84S	\$5,446-\$6,609
		Records Supervisor	81X	\$4,897-\$5,952
		Evidence Specialist	80X	\$4,779-\$5,809
		Property Technician	79X	\$4,663-\$5,668
		Public Safety Officer Trainee	81S	\$4,284
		Public Safety Dispatcher	68XD	\$4,235-\$5,140
		Secretary II	72CF	\$3,932-\$4,780
		Community Services Officer	69S-CSO	\$3,882-\$4,712
		Public Safety Records Clerk	64X	\$3,224-\$3,919
		Office Assistant II	64X	\$3,224-\$3,919
		P/T CSO (Code Compliance)	Hourly	\$22.40-\$27.19
		Office Assistant II Reg. P/T	64X	\$18.60-\$22.61/hr.
		Part-Time Technical Advisor	Hourly	\$14.25-\$47.50
		Part-Time Office Assistant	Hourly	\$8.00-\$19.00
2310	Fire Prevention	Fire Marshal	89S	\$6,357-\$7,714
		Fire Inspector - PSO	84S	\$5,446-\$6,609
		Part-Time Office Assistant	Hourly	\$8.00-\$19.00
2400	Animal Shelter	Animal Shelter Supervisor	81X	\$4,897-\$5,952
		Animal Health Technician	63X	\$3,157-\$3,838
		Part-Time Animal Shelter Assistant	Hourly	\$8.00-\$14.25
3100	Engineering	Director of Development Services	100M	\$9,350-\$11,364
		Deputy City Engineer	94M	\$7,427-\$9,027
		Management Analyst	87X	\$5,669-\$6,890
		Public Works Inspector	83X	\$5,141-\$6,249
		Sr. Engineering Technician	83X	\$5,141-\$6,249
		Administrative Assistant	74X	\$4,115-\$5,002
		Part-Time Administrative Intern	Hourly	\$8.00-\$19.00
3200	Building	Deputy Chief Bldg. Official	85X	\$5,399-\$6,562
		Community Development Assistant	74X	\$4,115-\$5,002
		P/T Code Compliance Officer	Hourly	\$27.50-\$33.50
		Part-Time Administrative Intern	Hourly	\$8.00-\$19.00



**Positions and Pay Rates & Ranges as of July 1, 2011 (Continued)**

<b>ACCOUNT NUMBER</b>	<b>DEPT.</b>	<b>POSITION</b>	<b>RANGE</b>	<b>MONTHLY SALARY</b>
3300	Public Works	Dir. Public Works & Com. Services	100M	\$9,350-\$11,364
		Management Analyst	87X	\$5,669-\$6,890
		Utilities Services Supervisor	83W	\$5,525-\$6,716
		General Services Supervisor	83W	\$5,525-\$6,716
		Senior Equipment Mechanic	79W	\$5,013-\$6,093
		Supervising Maintenance Worker	79W	\$5,013-\$6,093
		Arborist	79W	\$5,013-\$6,093
		Electrician	78W	\$4,889-\$5,942
		Administrative Analyst	80X	\$4,779-\$5,809
		Equipment Mechanic	74W	\$4,448-\$5,405
		Maintenance Worker II	74W	\$4,448-\$5,405
		Maintenance Worker I	70W	\$4,030-\$4,899
		Meter Technician	64W	\$3,294-\$4,005
		Maintenance Worker Trainee	52W	\$2,530-\$3,077
		Temp. Management Analyst	Hourly	\$25.00-\$40.00
		Part-Time Technical Advisor	Hourly	\$14.25-\$47.50
		Part-Time Admin. Assistant	Hourly	\$9.50-\$28.50
		Part-Time Office Assistant	Hourly	\$8.00-\$19.00
		Seasonal Maintenance Assistant	Hourly	\$8.00-\$14.25
5200	Community Services	Community Services Manager	92X	\$6,246-\$7,592
		Community Services Supervisor	81X	\$4,897-\$5,952
		Recreation Specialist	74X	\$4,115-\$5,002
		Customer Service Representative	64X	\$3,224-\$3,919
		Part-Time Technical Advisor	Hourly	\$14.25-\$47.50
		Special Instructor	Hourly	\$9.50-\$38.00
		Part-Time Office Assistant	Hourly	\$8.00-\$19.00
		Recreation Coordinator	59X	\$12.46-\$15.14/hr.
		Senior Pool Manager	59X	\$12.46-\$15.14/hr.
		Pool Manager	53X	\$11.30-\$13.73/hr.
		Senior Lifeguard	45X	\$10.00-\$12.16/hr.
		Sports Center Coordinator	45X	\$10.00-\$12.16/hr.
		P/T Sr. Community Services Leader	43X	\$9.29-\$11.30/hr.
		P/T Instructor/Lifeguard II (LGI)	41X	\$9.02-\$10.96/hr.
		P/T Instructor/Lifeguard I (WSI)	40X	\$8.86-\$10.78/hr.
		Part-Time Lifeguard/Cashier	38X	\$8.43-\$10.26/hr.
		P/T Community Services Leader II	37X	\$8.21-\$9.98/hr.
		Facility Attendant II	37X	\$8.21-\$9.98/hr.
		Facility Attendant I	34X	\$8.05-\$9.32/hr.
		P/T Community Services Leader I	34X	\$8.05-\$9.32/hr.
		Pool Cashier	34X	\$8.05-\$9.32/hr.

**Positions and Pay Rates & Ranges as of July 1, 2011 (Continued)**

<b>ACCOUNT NUMBER</b>	<b>DEPT.</b>	<b>POSITION</b>	<b>RANGE</b>	<b>MONTHLY SALARY</b>
6210	Performing Arts Center	Theatre Manager	81X	\$4,897-\$5,952
		Technical Director	70X	\$3,732-\$4,537
		Part-Time Technical Advisor	Hourly	\$14.25-\$47.50/hr.
		Theatre Technician P/T	Hourly	\$8.00-\$14.25/hr.
		Arts Center House Mgr. P/T	Hourly	\$8.00-\$11.40/hr.
		Assistant Box Office Mgr. P/T	Hourly	\$8.00-\$11.40/hr.
		Box Office Assistant P/T	Hourly	\$8.00-\$9.50/hr.

## DESCRIPTION OF FUNDS

**General Fund:** Accounts for all financial resources traditionally associated with governments, which are not required to be accounted for in another fund. The General Fund has no legal restrictions. Revenues generated are used to support city services such as police, fire, streets, parks and recreation.

**Enterprise Funds:** Consist of Water, Sewer and Refuse Funds:

- The Water Fund accounts for water production to City residents, including, but not limited to operations, maintenance, financing and related debt service, and billing and collections.
- The Sewer Fund accounts for sewage disposal to City residents, including, but not limited to, operations, maintenance, financing and related debt service, and billing and collections.
- The Refuse Fund accounts for service performed by an independent contractor, which the City performs the billing and collections function.

**Internal Service Fund:** Accounts for the activities of centralized data processing services.

**Capital Projects Funds:** Accounts for resources used for the acquisition or construction of capital facilities and infrastructure.

**Special Revenue Funds:** Accounts for revenues derived from specific revenue sources. These funds are required by statute or ordinance to finance particular functions or activities of government.

**Community Development Commission Funds:** Consist of Capital Projects Fund, Housing Projects Fund and Debt Service Fund:

- The Capital Projects Fund accounts for redevelopment of designated areas within the approved project area of the City.
- Housing Project Fund accounts for 20% of tax increment revenues, which are designated by law to increase or improve low and moderate income housing in the designated areas within the approved project area of the City.
- Debt Service Fund accumulates monies for payment of Tax Allocation Bonds, Certificates of Participation and other indebtedness. Financing is provided by a specific annual property tax increment, as well as lease revenues received from the City.

## GENERAL FUND

	2009-10 ACTUAL	2010-11 ADOPTED BUDGET	2011-12 PROPOSED BUDGET	\$ INCREASE/ (DECREASE)
<b>REVENUE</b>				
Property Taxes	\$ 2,845,643	\$ 2,735,000	\$ 2,402,000	\$ (333,000)
Sales and Other Taxes	9,094,915	10,583,790	11,702,902	1,119,112
Licenses and Permits	788,745	789,415	795,000	5,585
Fines	193,392	190,000	160,500	(29,500)
Interest and Rents	975,201	1,140,995	1,114,250	(26,745)
Intergovernmental	3,454,976	3,226,000	3,098,000	(128,000)
Charges for Current Services	2,021,447	2,212,200	2,174,520	(37,680)
Sale of Property	1,255,263	-	-	0
Miscellaneous	260,088	96,000	100,000	4,000
<b>TOTAL REVENUE</b>	<b>\$ 20,889,670</b>	<b>\$ 20,973,400</b>	<b>\$ 21,547,172</b>	<b>\$ 573,772</b>
<b>EXPENSE</b>				
Administration	\$ 1,793,776	\$ 1,706,480	\$ 1,680,896	\$ (25,584)
Finance	1,240,174	1,147,900	1,182,935	35,035
Information Systems	511,982	533,804	578,506	44,702
Development Services	1,474,492	1,154,429	1,009,623	(144,806)
Rent Appeals Board	204,608	150,912	141,996	(8,916)
Non Departmental	3,713,096	4,115,668	4,144,503	28,835
Police & Fire	15,689,469	15,034,556	15,026,345	(8,211)
Animal Shelter	385,856	500,444	477,773	(22,671)
Public Works	2,032,997	2,236,786	2,020,578	(216,208)
Community Facilities	2,057,307	1,993,324	2,003,303	9,979
<b>TOTAL EXPENSE</b>	<b>\$ 29,103,757</b>	<b>\$ 28,574,303</b>	<b>\$ 28,266,458</b>	<b>\$ (307,845)</b>
Transfer In from Other Funds	\$ 8,214,087	\$ 7,720,903	\$ 4,774,186	\$ (2,946,717)
Transfers Out to Other Funds		(120,000)	(109,500)	10,500
<b>TOTAL TRANSFERS</b>	<b>\$ 8,214,087</b>	<b>\$ 7,600,903</b>	<b>\$ 4,664,686</b>	<b>\$ (2,936,217)</b>
<b>CHANGE IN FUND BALANCE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (2,054,600)</b>	<b>\$ (2,054,600)</b>

**SPECIAL REVENUE FUNDS  
2011-12 PROPOSED BUDGET**

	State Gasoline Tax	Measure M Traffic	Prop 1B	Traffic Signals Fee	Capital Outlay Fee	Public Facility Finance Fee	Supplemental Law Enforcement Services	Traffic Congestion Relief (AB2928)	Measure M Fire Benefit Assessment	Mobile Home Rent Appeals Board	F.I.G.R.	Total
<b>REVENUES</b>												
Measure M assessments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 520,000	\$ -	\$ -	\$ 520,000
Intergovernmental	1,182,164	202,000	-	-	-	-	100,000	-	-	-	-	1,484,164
Interest and rentals	2,882	1,241	6,841	18,427	2,788	9,392	392	-	-	-	-	41,963
Licenses, permits and fees	-	-	-	-	-	1,265,953	-	-	-	-	-	1,265,953
Fines, forfeitures and penalties	-	-	-	-	-	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-	-	-	-	-	-
Total revenues	1,185,046	203,241	6,841	18,427	2,788	1,275,345	100,392	-	520,000	-	-	3,312,080
<b>EXPENDITURES</b>												
Current:												
General government	30,031	-	-	-	-	-	-	-	-	-	-	30,031
EXCESS OF REVENUES OVER EXPENDITURES	1,155,015	203,241	6,841	18,427	2,788	1,275,345	100,392	-	520,000	-	-	3,282,049
<b>OTHER FINANCING SOURCES (USES)</b>												
Transfers in	-	-	-	-	-	-	-	-	-	-	-	-
Transfers out	(936,395)	(250,000)	(690,935)	(300,000)	-	(698,077)	(100,392)	-	(520,000)	(6,809)	-	(3,502,608)
Total other financing sources (uses)	(936,395)	(250,000)	(690,935)	(300,000)	-	(698,077)	(100,392)	-	(520,000)	(6,809)	-	(3,502,608)
<b>NET CHANGE IN FUND BALANCES</b>	218,620	(46,759)	(684,094)	(281,573)	2,788	577,268	-	-	-	(6,809)	-	(220,559)
<b>FUND BALANCES (DEFICIT): BEGINNING OF THE YEAR</b>	288,162	124,100	771,187	1,842,713	215,062	939,230	-	181,051	18,813	40,728	-	4,421,046
<b>END OF YEAR</b>	<u>\$ 506,782</u>	<u>\$ 77,341</u>	<u>\$ 87,093</u>	<u>\$ 1,561,140</u>	<u>\$ 217,850</u>	<u>\$ 1,516,498</u>	<u>\$ -</u>	<u>\$ 181,051</u>	<u>\$ 18,813</u>	<u>\$ 33,919</u>	<u>\$ -</u>	<u>\$ 4,200,487</u>

# **WATER OPERATIONS FUND**

	<b>2009-10 ACTUAL</b>	<b>2010-11 ADOPTED BUDGET</b>	<b>2011-12 PROPOSED BUDGET</b>	<b>\$ INCREASE/ (DECREASE)</b>
<b><u>REVENUE</u></b>				
Service Charges	\$ 6,324,287	\$ 6,356,004	\$ 6,415,000	\$ 58,996
Interest Earnings	44,327	-	42,000	42,000
Other	4,653	6,000	1,000	(5,000)
Transfers from Other Funds	65,160	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 6,438,427</b>	<b>\$ 6,362,004</b>	<b>\$ 6,458,000</b>	<b>\$ 95,996</b>
<b><u>EXPENSE</u></b>				
Compensation	\$ 734,244	\$ 1,253,463	\$ 1,345,615	\$ 92,152
Supplies	24,134	34,700	49,500	14,800
Utilities	240,724	230,000	300,000	70,000
Communications	4,389	4,500	4,700	200
Dues & Subscriptions	-	1,000	-	(1,000)
Advertising	-	-	-	-
Vehicle Fuel/Maintenance	46,854	44,000	61,000	17,000
Equipment Rental/Maintenance	307,002	364,500	371,400	6,900
Facility Maintenance	13,485	43,000	43,000	-
Contractual/Professional	2,116,659	2,042,397	2,530,852	488,455
Travel & Meetings	913	500	500	-
Miscellaneous Expense	12,553	61,000	58,000	(3,000)
Bad Debt Expense	23,666	25,000	25,000	-
Depreciation Expense	755,025	780,000	780,000	-
General Fund Recharge	1,547,219	1,533,024	1,271,200	(261,824)
Capital Outlay	-	150,000	76,500	(73,500)
Transfer to Retiree Medical Trust Fund	-	-	200,000	200,000
Transfer to Capital Projects Fund	65,198	-	2,000,000	2,000,000
Transfer to Vehicle/Eqpt Replacement Fund	-	-	50,000	50,000
Debt Service	470,670	468,284	470,918	2,634
<b>TOTAL EXPENSE</b>	<b>6,362,732</b>	<b>7,035,368</b>	<b>9,638,185</b>	<b>2,602,817</b>
<b>CHANGE IN NET ASSETS</b>	<b>75,695</b>	<b>(673,364)</b>	<b>(3,180,185)</b>	<b>(2,506,821)</b>

## SEWER OPERATIONS FUND

	2009-10 ACTUAL	2010-11 ADOPTED BUDGET	2011-12 PROPOSED BUDGET	\$ INCREASE/ (DECREASE)
<b>REVENUE</b>				
Service Charges	\$ 8,033,818	\$ 8,053,770	\$ 11,273,900	\$ 3,220,130
Miscellaneous Revenue from Other Agencies	468,242	46,000	400,000	354,000
Interest Earnings	93,728	-	37,500	37,500
Transfers In from Other Funds	1,686,812	877,000	877,000	-
<b>TOTAL REVENUE</b>	<b>\$ 10,282,600</b>	<b>\$ 8,976,770</b>	<b>\$ 12,588,400</b>	<b>\$ 3,611,630</b>
<b>EXPENSE</b>				
Compensation	\$ 508,484	\$ 713,703	\$ 756,878	\$ 43,175
Supplies	8,694	18,000	18,000	-
Utilities	55,892	50,000	75,000	25,000
Communications	8,042	8,600	6,200	(2,400)
Dues & Subscriptions	80	-	-	-
Advertising	-	-	1,000	1,000
Vehicle Fuel/Maintenance	31,903	33,500	36,000	2,500
Equipment Rental/Maintenance	14,656	128,500	96,900	(31,600)
Facility Maintenance	53,798	70,000	65,000	(5,000)
Subregional System Expense	7,972,845	8,846,114	8,139,802	(706,312)
Contractual/Professional	172,069	117,000	152,000	35,000
Miscellaneous Expense	9,302	60,000	65,000	5,000
Bad Debt Expense	26,854	25,000	25,000	-
Depreciation Expense	312,886	310,000	310,000	-
General Fund Recharge	1,038,731	991,829	829,800	(162,029)
Capital Outlay	-	168,000	128,000	(40,000)
Transfer to Retiree Medical Trust Fund	-	-	118,000	118,000
Transfer to Capital Projects Fund	785,500	200,000	500,000	300,000
Transfer to Vehicle/Eqpt Replacement Fund	-	-	50,000	50,000
Debt Service	814,602	816,129	817,074	945
<b>TOTAL EXPENSE</b>	<b>\$ 11,814,340</b>	<b>\$ 12,556,375</b>	<b>\$ 12,189,654</b>	<b>\$ (366,721)</b>
<b>CHANGE IN NET ASSETS</b>	<b>\$ (1,531,740)</b>	<b>\$ (3,579,605)</b>	<b>\$ 398,746</b>	<b>\$ 3,978,351</b>

# REFUSE OPERATIONS FUND

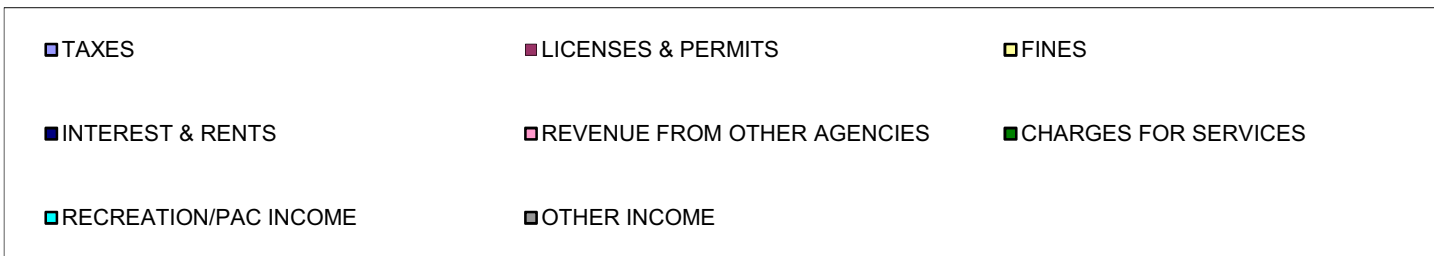
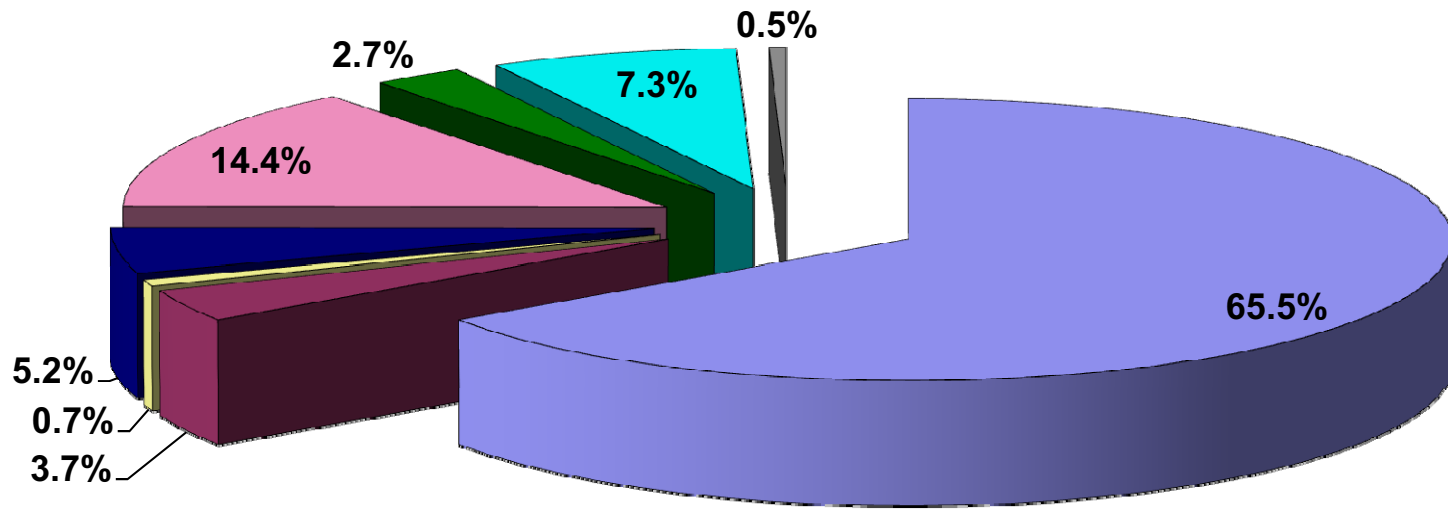
	<b><u>2009-10 ACTUAL</u></b>	<b><u>2010-11 ADOPTED BUDGET</u></b>	<b><u>2011-12 PROPOSED BUDGET</u></b>	<b><u>\$ INCREASE/ (DECREASE)</u></b>
<b><u>REVENUE</u></b>				
Service Charges	\$ 5,588,954	\$ 6,178,051	\$ 5,500,000	\$ (678,051)
Interest Earnings	-	-	-	-
Penalties	46,269	62,405	45,000	(17,405)
Transfers In	<u>5,649</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL REVENUE</b>	<b><u>\$ 5,640,872</u></b>	<b><u>\$ 6,240,456</u></b>	<b><u>\$ 5,545,000</u></b>	<b><u>\$ (695,456)</u></b>
<b><u>EXPENSE</u></b>				
Payments to Franchise Operator	4,609,348	5,026,028	4,565,000	\$ (461,028)
Waste Diversion/Public Education		93,607	97,921	4,314
Contractual Expense	2,636	-	10,000	10,000
Professional Expense	8,760	10,000	2,500	(7,500)
Miscellaneous Expense	667	-	-	-
Bad Debt Expense	13,936	20,000	15,000	(5,000)
Depreciation Expense	1,105	-	1,100	1,100
Franchise Fee	610,077	686,450	554,500	(131,950)
Transfer to General Fund for Contractual Services	<u>301,067</u>	<u>405,630</u>	<u>304,975</u>	<u>(100,655)</u>
<b>TOTAL EXPENSE</b>	<b><u>5,547,596</u></b>	<b><u>6,241,715</u></b>	<b><u>5,550,996</u></b>	<b><u>(690,719)</u></b>
<b>CHANGE IN NET ASSETS</b>	<b><u>93,276</u></b>	<b><u>(1,259)</u></b>	<b><u>(5,996)</u></b>	<b><u>(4,737)</u></b>



CITY OF ROHNERT PARK  
2011-12 Budget  
**GENERAL FUND**

	<b>Estimated Actual</b>
<b>GENERAL FUND CASH BAL 7/1/11</b>	<b>\$0</b>
<b>REVENUES:</b>	
Property Taxes	2,402,000
Taxes (Other Than Property)	11,702,902
Licenses and Permits	795,000
Fines	160,500
Interest and Rents	1,114,250
From Other Agencies	3,098,000
Charges for Current Services	2,174,520
Miscellaneous	100,000
<b>TOTAL REVENUE</b>	<b>\$21,547,172</b>
<b>OTHER SOURCES/(USES) OF CASH:</b>	
From Gas Tax Fund	306,000
<b>From Reserves</b>	<b>0</b>
From Rent Appeals Board Fund	23,500
From Vehicle Abatement Fund (Code Enforcement Officer)	15,000
To Vehicle Abatement Fund	(20,000) Budgeted revenue for FY11/12
From Refuse Fund (Code Enforcement Officer)	10,000 Per Refuse Contract
From Measure M Funds	520,000
From SLESF (AB 3229) Fund	100,000 Waiting for final State budget cuts
From Senior Center Donation Cash	60,000 Multi-purpose floor
To Senior Center Donation Cash	(8,000) Budgeted revenue for FY11/12
To General Plan Maintenance Fee	(1,500) Budgeted revenue for FY11/12
`	65,000 Per Development Services
From CDC Housing/Project Fund	111,686 85% of Staff's S&B
From Water Operating Fund	145,000 Retiree medical cost share
From Sewer Operating Fund	79,000 Retiree medical cost share
From Traffic Safety Fund	135,000 3 Police SUV's
To Traffic Safety Fund	(80,000) Vehicle Fines only
<b>TOTAL NET SOURCES OF CASH</b>	<b>\$23,007,858</b>
<b>EXPENDITURES:</b>	
General Government	8,738,459
Public Safety	15,504,118
Public Works & Parks	2,020,578
Recreation and Performing Arts Center	2,003,303
Sub-total	\$28,266,458
Exp. Charged To Water Operation	(1,126,200)
Exp. Charged To Sewer Operation	(750,800)
Exp. Charged To Community Dev. Commission/Housing	(453,000)
Exp. Charged To Community Dev. Commission/Projects	(574,000)
Exp. Charged to Refuse Enterprise Fund	(300,000)
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$25,062,458</b>
<b>GENERAL FUND CASH BAL 6/30/12 - ESTIMATE</b>	<b>(\$2,054,600)</b>

## REVENUES BY MAJOR CATEGORY



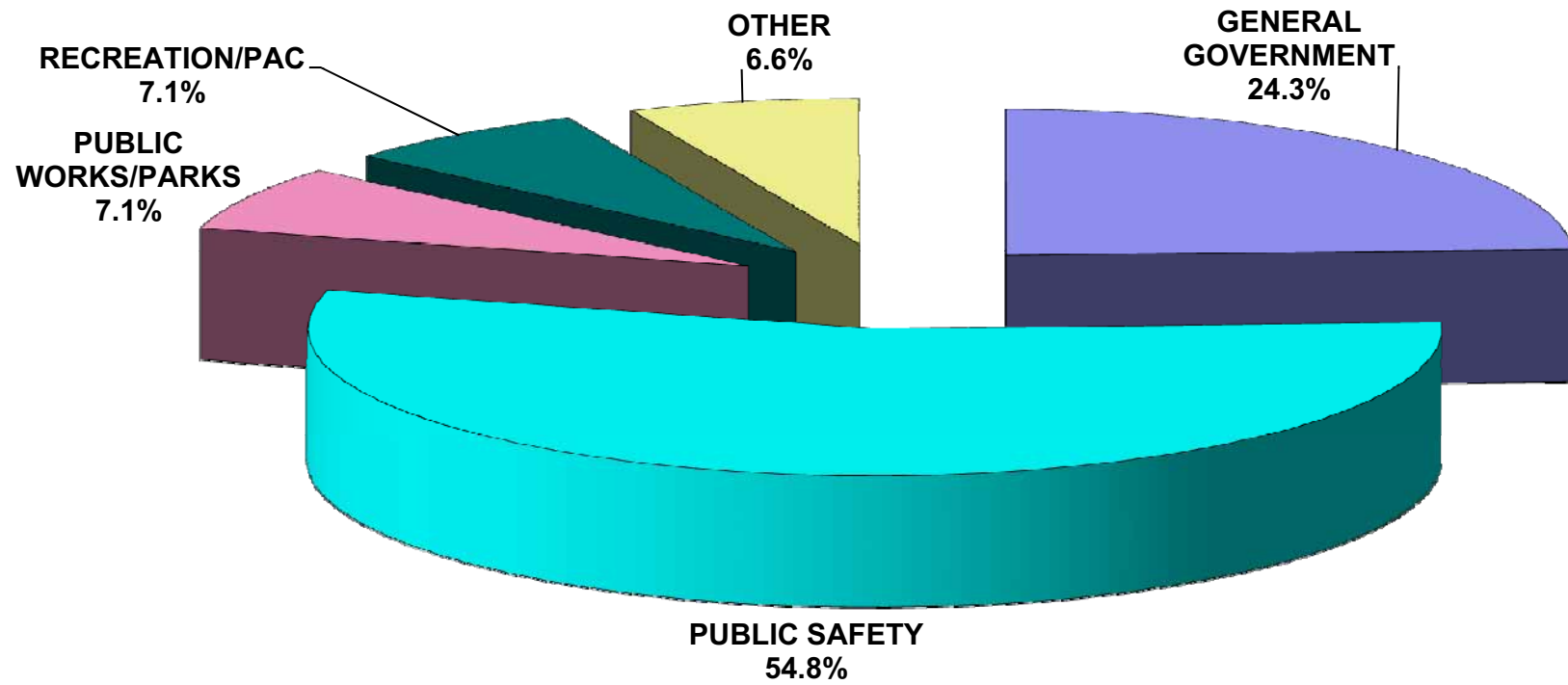
2011-2012 Budget  
**GENERAL FUND REVENUES**

REVENUES	Est. Actual 2010-11	Budget 2010-11	Budget 2011-12	\$ INCREASE (DECREASE)	% INCR/ (DECR)
Property Taxes					
Property Taxes-Secured	\$2,260,240	\$2,537,000	\$2,215,000	(\$322,000)	-13%
Property Taxes-Unsecured	145,000	155,000	145,000	(10,000)	-6%
H.O.P.T.R.	42,000	43,000	42,000	(1,000)	-2%
Total Property Taxes	<u>\$2,447,240</u>	<u>\$2,735,000</u>	<u>\$2,402,000</u>	<u>(\$333,000)</u>	<u>-12%</u>
Other Taxes					
Real Property Transfer Tax	64,310	\$84,000	\$65,000	(\$19,000)	-23%
Sales and Use Tax	6,356,500	5,586,514	6,948,233	1,361,719	24%
Sales Tax Compensation Fund	1,543,500	1,898,276	1,579,669	(318,607)	-17%
Transient Occupancy Tax	1,693,702	1,600,000	1,700,000	100,000	6%
Franchises					
P.G. & E.	362,400	340,000	360,000	20,000	6%
Comcast Cable TV	495,582	475,000	490,000	15,000	3%
Refuse Franchise Fee	557,905	600,000	560,000	(40,000)	-7%
Total Other Taxes	<u>\$11,073,899</u>	<u>\$10,583,790</u>	<u>\$11,702,902</u>	<u>\$1,119,112</u>	<u>11%</u>
Licenses and Permits					
Business Licenses	480,000	\$486,000	\$484,000	(\$2,000)	0%
Animal Licenses	67,000	60,000	65,000	5,000	8%
Building Permits	138,000	140,415	150,000	9,585	7%
Plan Check Fees	75,000	103,000	96,000	(7,000)	-7%
Total License & Permits	<u>\$760,000</u>	<u>\$789,415</u>	<u>\$795,000</u>	<u>\$5,585</u>	<u>1%</u>
Fines, Forfeits & Penalties					
Vehicle Code Fines	77,000	\$100,000	\$80,000	(\$20,000)	-20%
Parking Fines	58,000	50,000	60,000	10,000	20%
Impound Fees	17,000	20,000	17,000	(3,000)	-15%
Other Court Fines	3,500	20,000	3,500	(16,500)	-83%
Total Fines, Forfeits & Pen.	<u>\$155,500</u>	<u>\$190,000</u>	<u>\$160,500</u>	<u>(\$29,500)</u>	<u>-16%</u>

REVENUES	Est. Actual 2010-11	Budget 2010-11	Budget 2011-12	\$ INCREASE (DECREASE)	% INCR/ (DECR)
Rev from Use of Money & Property					
Investment Earnings	385,000	\$500,000	\$400,000	(\$100,000)	-20%
Rent: Golf Courses	72,917	150,000	175,000	25,000	17%
Message Center Lease	0	0	48,000	48,000	100%
Rent: Billboard Land Lease	10,000	10,000	10,000	0	0%
Rent: Land N. of Big 4 Rents	4,350	4,295	4,350	55	1%
Lease: Main Station Cell Towers	191,000	200,000	193,000	(7,000)	-4%
CDC Land Leases	241,000	241,000	241,000	0	0%
Rent: Royal Coach Chevron	9,700	9,600	9,700	100	1%
Rent: OADS Community Center	4,800	800	500	(300)	-38%
Rent: OADS Annex	22,650	22,000	29,400	7,400	34%
Rent: Alternative Ed. School	3,300	3,300	3,300	0	0%
Total Rev Use of Money & Prop.	<u>\$944,717</u>	<u>\$1,140,995</u>	<u>\$1,114,250</u>	<u>(\$26,745)</u>	<u>-2%</u>
Rev from Other Agencies					
State Motor Veh In Lieu	135,000	\$114,000	\$114,000	\$0	0%
Property Tax in-lieu of VLF	2,710,685	2,728,000	2,700,000	(28,000)	-1%
Public Safety Augment. Fund	185,000	185,000	185,000	0	0%
Grants: General Fund	100,000	159,000	59,000	(100,000)	-63%
P.O.S.T. Reimbursements	47,000	40,000	40,000	0	0%
SB 90 Mand Costs Reimb.	20,000	0	0	0	0%
Total Rev Other Agencies	<u>\$3,197,685</u>	<u>\$3,226,000</u>	<u>\$3,098,000</u>	<u>(\$128,000)</u>	<u>-4%</u>
Charges for Current Services					
Zoning & Subdivision Fees	87,212	\$160,000	\$93,000	(\$67,000)	-42%
General Plan Maintenance Fee	1,000	20,000	1,500	(18,500)	-93%
Plan Review Fee	9,095	0	12,500	12,500	100%
Sale of Maps, Etc.	1,100	1,200	950	(250)	-21%
Special Public Safety Serv.	55,000	55,000	55,000	0	0%
Fire Company Inspection Fee	205,000	195,000	200,000	5,000	3%
Vehicle Abatement Revenue	20,000	20,000	20,000	0	0%
Animal Shelter Fees	65,000	70,000	65,000	(5,000)	-7%
Alcohol Education Fee	27,200	25,000	25,000	0	0%
Engineering Fees	110,000	200,000	110,000	(90,000)	-45%
Sub-Total Chgs. For Curr Svc.	<u>580,607</u>	<u>746,200</u>	<u>582,950</u>	<u>(163,250)</u>	<u>-22%</u>

REVENUES	Est. Actual 2010-11	Budget 5/18/1927	Budget 5/18/1927	48000.00 0.00	% INCR/ (DECR)
Recreation Related Income					
Sports Center	540,554	517,900	579,400	61,500	12%
Swimming Pools	164,000	144,300	145,500	1,200	1%
Community Events	28,773	32,000	76,000	44,000	138%
R.P. Comm Cntr Rentals	293,345	353,500	290,000	(63,500)	-18%
Burton Ave Center Rentals	24,000	20,000	28,000	8,000	40%
Ladybug Rec Building	8,500	7,000	8,500	1,500	21%
Senior Center	80,000	66,500	128,000	61,500	92%
Field Rentals	0	0	21,000	21,000	100%
Scout Hut	30	800	0	(800)	-100%
Total Recreation Income	1,139,202	1,142,000	1,276,400	134,400	12%
Performing Arts Center	251,000	199,000	282,800	83,800	42%
PAC Sign Rental Revenue	59,000	125,000	24,000	(101,000)	-81%
Library Landscape Maint.	8,400	9,000	8,370	(630)	-7%
Total Charges Current Services	\$2,038,209	\$2,221,200	\$2,174,520	\$54,320	2%
Miscellaneous Income/Donations	110,000	\$87,000	\$100,000	\$13,000	15%
Total General Fund Revenues	<u>\$20,727,250</u>	<u>\$20,973,400</u>	<u>\$21,547,172</u>	<u>\$674,772</u>	<u>3%</u>

## EXPENDITURES BY CATEGORY



CITY OF ROHNERT PARK  
2011-2012 BUDGET  
**GENERAL FUND EXPENDITURES**

CATEGORY/DEPT.	2010-11 EST. ACTUAL	2010-11 BUDGET	2011-12 BUDGET	\$ INCREASE (DECREASE)	% CHANGE
<b>GENERAL GOVERNMENT</b>					
City Council	\$ 75,125	\$90,818	\$80,178	(\$10,640)	(11.72%)
City Administration	731,911	770,162	746,209	(23,953)	(3.11%)
Finance & Accounting	1,104,160	1,147,900	1,182,935	35,035	3.05%
Information Systems	518,127	533,804	578,506	44,702	8.37%
Legal Services	318,128	425,000	425,000	0	0.00%
Development Services	963,626	1,154,429	1,009,623	(144,806)	(12.54%)
Human Resource	410,714	420,500	429,509	9,009	2.14%
Rent Appeals Board	123,938	150,912	141,996	(8,916)	(5.91%)
City Office Building	512,886	506,996	518,981	11,985	2.36%
City Office Annex	22,586	23,580	22,064	(1,516)	(6.43%)
General Gov't-Non Dept.	1,482,311	1,698,674	1,746,053	47,379	2.79%
Retired Empl. Benefits	1,581,986	1,518,128	1,632,348	114,220	7.52%
General Gov't-Non Dept.(T/O)	216,778	258,290	225,057	(33,233)	(12.87%)
<b>TOTAL GENERAL GOVERNMENT</b>	<b>\$8,062,277</b>	<b>\$8,699,193</b>	<b>\$8,738,459</b>	<b>\$39,266</b>	<b>0.45%</b>
<b>PUBLIC SAFETY</b>					
Police/Fire Personnel	\$ 12,845,532	\$13,067,346	\$12,879,944	(\$187,402)	(1.43%)
Police Protection	917,565	1,255,100	1,414,339	159,239	12.69%
Fire Protection	135,521	198,700	227,710	29,010	14.60%
Fire Prevention	174,730	224,810	238,752	13,942	6.20%
Animal Control	351,868	455,504	429,099	(26,405)	(5.80%)
Animal Shelter	41,482	44,940	48,674	3,734	8.31%
Public Safety Bldg. Main	192,272	216,100	228,100	12,000	5.55%
Public Safety Bldg. North	20,420	23,000	23,000	0	0.00%
Public Safety Bldg. South	5,204	10,500	10,500	0	0.00%
Civil Preparedness/Haz Mat	-	4,000	4,000	0	0.00%
<b>TOTAL PUBLIC SAFETY</b>	<b>\$14,684,593</b>	<b>\$15,500,000</b>	<b>\$15,504,118</b>	<b>\$4,118</b>	<b>0.03%</b>

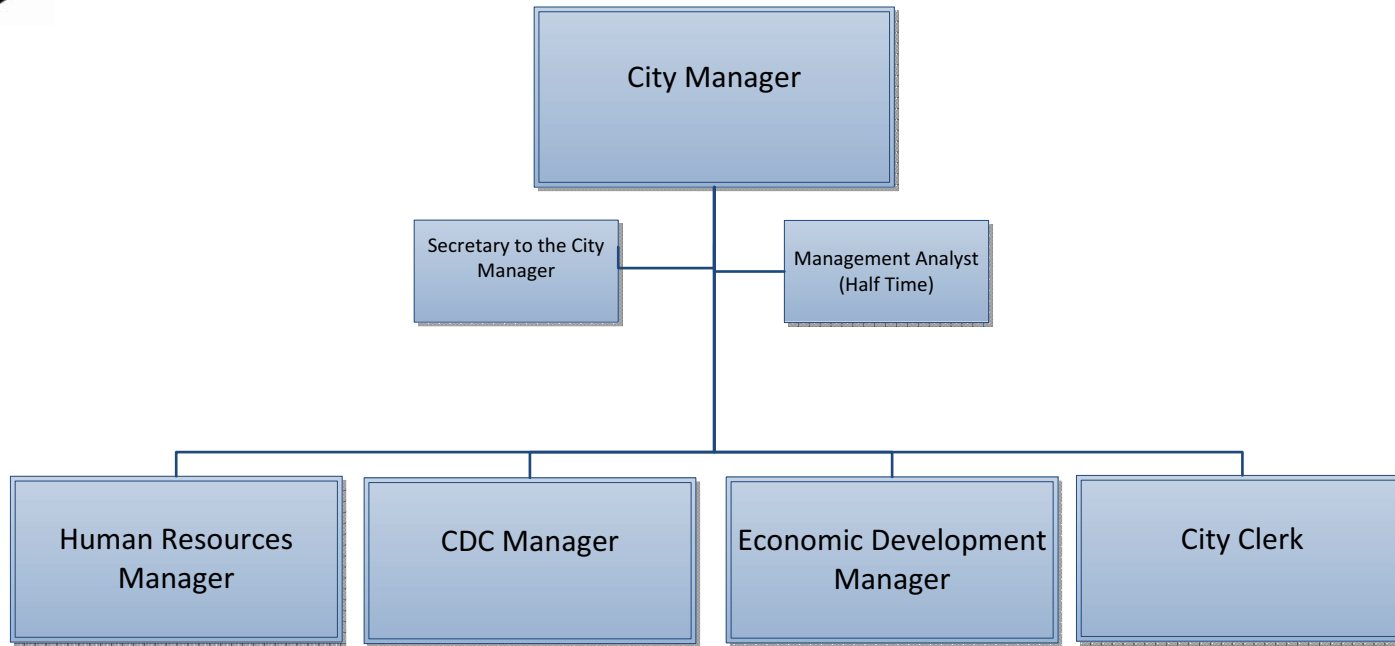
CATEGORY/DEPT.	2010-11 EST. ACTUAL	2010-11 BUDGET	2011-12 BUDGET	\$ INCREASE (DECREASE)	% CHANGE
<b>PUBLIC WORKS/PARKS</b>					
General	\$ 528,263	\$ 332,421	\$ 339,187	\$ 6,766	2.04%
Maintenance of Streets & Bikeways	684,961	786,083	745,162	(40,921)	(5.21%)
Storm Drains & Drainage	81,063	124,187	94,539	(29,648)	(23.87%)
School Grounds	489	5,000	0	(5,000)	(100.00%)
Park Maintenance	372,281	502,832	412,786	(90,046)	(17.91%)
Park Landscape	342,875	476,263	428,904	(47,359)	(9.94%)
<b>TOTAL PUBLIC WORKS/PARKS</b>	<b>\$2,009,932</b>	<b>\$2,226,786</b>	<b>\$2,020,578</b>	<b>(\$206,208)</b>	<b>(9.26%)</b>
<b>RECREATION</b>					
Recreation Commission	\$ 20,476	\$ 27,000	\$ 21,905	\$ (5,095)	(18.87%)
Community Events	53,163	44,000	96,861	52,861	
Senior Citizen Center	174,516	121,093	199,714	78,621	64.93%
Benecia Pool	64,165	151,715	85,699	(66,016)	(43.51%)
Honeybee Pool	198,200	212,159	198,395	(13,764)	(6.49%)
Magnolia Pool	18,482	17,607	25,207	7,600	43.16%
Sports Center	412,855	509,152	489,653	(19,499)	(3.83%)
Comm. Center Compl. Gr.	8,451	1,500	0	(1,500)	(100.00%)
R.P. Community Center	422,351	456,407	380,505	(75,902)	(16.63%)
Burton Ave. Rec. Center	32,240	39,587	39,157	(430)	(1.09%)
Benecia Youth Center	2,919	1,500	1,500	0	0.00%
Ladybug Rec. Bldg.	5,044	11,851	11,154	(697)	(5.88%)
Scout Hut	36	500	0	(500)	(100.00%)
Golf Course	2,724	2,740	7,227	4,487	100.00%
Performing Arts Center	399,295	396,513	446,326	49,813	12.56%
<b>TOTAL RECREATION</b>	<b>\$ 1,814,917</b>	<b>\$ 1,993,324</b>	<b>\$ 2,003,303</b>	<b>\$ 9,979</b>	<b>0.50%</b>
<b>OTHER</b>					
Library*	\$ 2,000	\$ 10,000	\$0.00	(10,000)	(100.00%)
Booking Fees/County**	25,250	20,000	0.00	(20,000)	(100.00%)
Prop Tax Admin Fee/County***	112,500	110,000	0.00	(110,000)	(100.00%)
Sexual Assault Examinations**	12,600	15,000	0.00	(15,000)	(100.00%)
	<b>\$ 152,350</b>	<b>\$ 155,000</b>	<b>\$ -</b>	<b>\$ (155,000)</b>	<b>\$ (4.00)</b>
<b>TOTAL ALL DEPARTMENTS</b>	<b>\$26,724,069</b>	<b>\$28,574,303</b>	<b>\$28,266,458</b>	<b>(307,845)</b>	<b>(1.08%)</b>

\*Budget 2012 included in Park Maintenance

\*\*Budget 2012 included in Public Safety

\*\*\*Budget 2012 included in General Gov't





# CITY COUNCIL

<u>EXPENSE</u>	<u>2009-10 ACTUAL</u>	<u>2010-11 ADOPTED BUDGET</u>	<u>2011-12 PROPOSED BUDGET</u>	<u>\$ INCREASE/ (DECREASE)</u>
<b>Compensation</b>				
Salary and Benefits	\$ 73,559	\$ 80,893	\$ 71,628	\$ (9,265)
<b>Supplies</b>	277	500	500	-
<b>Miscellaneous Expense</b>	<u>4,780</u>	<u>9,425</u>	<u>8,050</u>	<u>(1,375)</u>
 TOTAL EXPENSE	 <u>\$ 78,616</u>	 <u>\$ 90,818</u>	 <u>\$ 80,178</u>	 <u>\$ (10,640)</u>

# ADMINISTRATION

<b>EXPENSE</b>	<b>2009-10 ACTUAL</b>	<b>2010-11 ADOPTED BUDGET</b>	<b>2011-12 PROPOSED BUDGET</b>	<b>\$ INCREASE/ (DECREASE)</b>
<b>Compensation</b>				
Salary and Benefits	\$ 717,457	\$ 757,162	\$ 672,379	\$ (84,783)
Training	-	-	-	-
<b>Supplies</b>	-	-	7,000	7,000
<b>Communications</b>	877	1,000	2,330	1,330
<b>Dues &amp; Subscriptions</b>	565	1,000	3,700	2,700
<b>Advertising</b>	-	-	20,500	20,500
<b>Vehicle</b>				-
Fuel/Auto Allowance	7,318	8,000	8,000	-
<b>Equipment</b>				-
<b>Contractual/Professional</b>	31,325	-	20,000	20,000
<b>Legal</b>	449,161	425,000	425,000	-
<b>Travel &amp; Meetings</b>	3,226	3,000	7,500	4,500
<b>Miscellaneous Expense</b>	-	-	4,800	4,800
<b>Capital Outlay</b>	-	-	-	-
<b>TOTAL EXPENSE</b>	<b>\$ 1,209,929</b>	<b>\$ 1,195,162</b>	<b>\$ 1,171,209</b>	<b>\$ (23,953)</b>

## HUMAN RESOURCES

<b>EXPENSE</b>	<b>2009-10 ACTUAL</b>	<b>2010-11 ADOPTED BUDGET</b>	<b>2011-12 PROPOSED BUDGET</b>	<b>\$ INCREASE/ (DECREASE)</b>
<b>Compensation</b>				
Salary and Benefits	\$ 262,320	\$ 247,500	\$ 251,009	\$ 3,509
Training	-	-	-	-
<b>Supplies</b>	35	500	-	(500)
<b>Advertising</b>	1,152	500	500	-
<b>Contractual/Professional</b>	42,249	160,000	160,000	-
<b>Legal</b>				-
<b>Recruitment</b>	46,158	12,000	18,000	6,000
<b>Miscellaneous Expense</b>				-
<b>TOTAL EXPENSE</b>	<b>\$ 351,914</b>	<b>\$ 420,500</b>	<b>\$ 429,509</b>	<b>\$ 9,009</b>

**CITY OF ROHNERT PARK  
CITY ADMINISTRATION DIVISION**

**DEPARTMENT SERVICES MODEL**

**CITY MANAGER**

◆ **MANDATED**

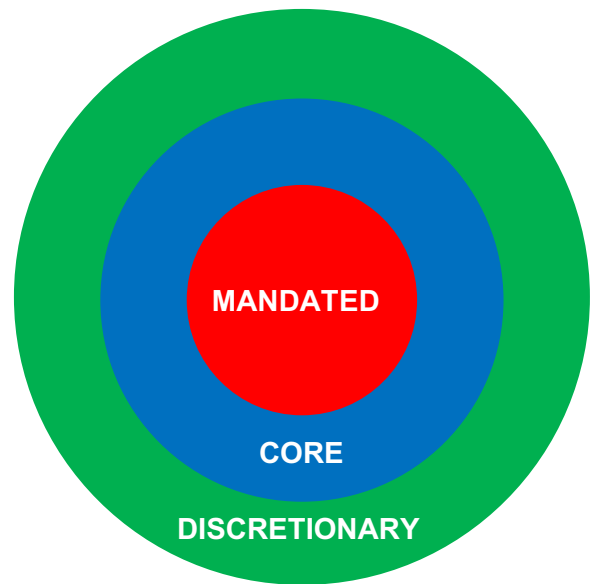
- Serve as administrative head of the City under the direction and control of the City Council
- Implement all policy decisions and directives of the City Council
- Enforce all laws and ordinances of the City
- Ensure all franchises, contracts, permits and privileges granted by the city council are faithfully observed
- Appoint and oversee all executive management positions

◆ **CORE**

- Coordinate the preparation of agenda for City Council meetings
- In consultation with City Council, develop City's annual budget
- Oversee preparation of City's long term capital improvement plans and financing strategy
- Develop and manage programs to assure economic development and financial vitality of City
- Represent City Council with employees, community groups, individual members of the public, and other governmental agencies
- Manage all aspects of City's personnel function
- Oversee negotiation and management of service contracts and leasing agreements
- Serve as City's representative on a variety of boards and commissions

◆ **DISCRETIONARY**

- City Manager is not performing discretionary functions



**ALTERNATIVE SERVICES DELIVERY OPTIONS**

- Freeze Assistant City Manager (ACM) position.
- Hire dedicated economic development professional utilizing savings from frozen ACM position.
- Reorganize administrative support to City Manager through creation of temporary Management Analyst.
- Continue to explore opportunities for shared services among municipalities.
- Establish partnerships with non-profits to provide alternatives for delivery of social services.
- Evaluate City operations to maximize delivery of City services.

**MAJOR TASKS COMPLETED IN FISCAL YEAR 2010/2011**

- ✓ Restructured City Administration Division
- ✓ Established Economic Development Plan
- ✓ Recruitment for Economic Development Manager
- ✓ Formation of City of Rohnert Park Foundation
- ✓ Initiated dialogue with City Manager's group regarding shared services
- ✓ Issued Request for Proposals for Strategic Plan
- ✓ Established Social Media Policy
- ✓ Launched social media presence

- ✓ Improved communication with community (i.e., social media)
- ✓ Established Sewer Rate Fund Stakeholder Group to conduct community outreach on sewer issue
- ✓ Developed Sewer Rate Plan
- ✓ Adopted budget by July 1<sup>st</sup> that further reduces expenditures

## **MAJOR GOALS FOR FISCAL YEAR 2011/2012**

### Goal 1: Implement Newly Adopted Budget

City Manager will implement newly adopted budget, including a restored Capital Improvement Program to address the City's needs for public facilities and infrastructure repair and rehabilitation.

### Goal 2: Develop and Implement Long-term Strategic Plan

City Manager will work with qualified consultant to develop a long-term Strategic Plan. City Manager will implement and follow-up on the decisions coming out of the City's Strategic Plan exercise.

### Goal 3: Develop Long -Term Fiscal Policies

City Manager will develop long-term fiscal policies, identify cost-saving measures to reduce/repair structural deficit, and will develop financial plan to fund unfunded liabilities.

### Goal 4: Develop City Marketing Program

The City Manager will work with the Economic Development and Redevelopment Managers to develop a City marketing program.

### Goal 5: Pursue sustainable new revenue sources and continue to reduce costs

### Goal 6: Execute Economic Development Plan objectives

### Goal 7: Evaluate City operations for improved efficiencies and cost savings that still maintain maximum level of services.

### Goal 8: Develop and Implement Cost Allocation System

City Manager will work with relevant staff to create a cost allocation system for accurately tracking costs associated with the provision of services to citizens and among City departments/divisions.

### Goal 9: Address Unfunded Liabilities

City Manager will take steps to address the issue of the City's unfunded liabilities, particularly Retiree Health Care.

### Goal 10: Implement Labor Agreements

City Manager will implement the agreements reached with the City's labor groups.

### Goal 11: Pursue Cooperative Service Agreements

City Manager will continue to pursue cooperative agreements with other agencies to control City costs.

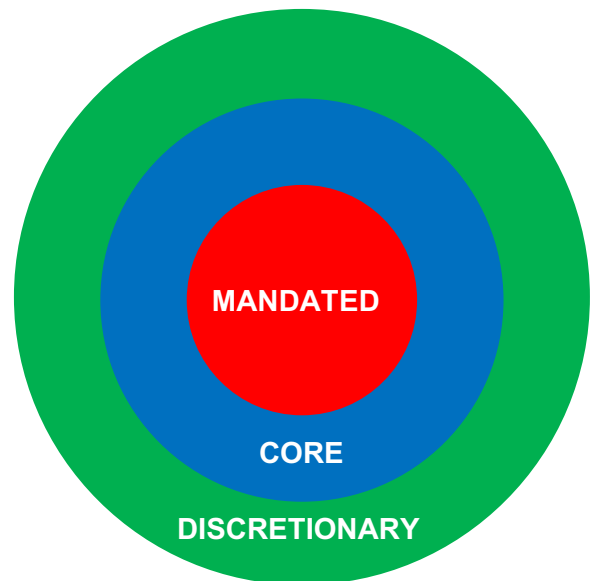
### Goal 12: Enhance Communication with Community

City Manager will develop City/Budget newsletter

## CITY CLERK

### ♦ MANDATED

- Serve as Clerk of the Council and Secretary to the Community Development Commission and Rohnert Park Financing Authority
- Record and maintain proceedings of Council meetings
- Attest, index, and file resolutions/ordinances
- Post and publish legal notices
- Act as custodian of city records and provide certification of copies
- Administer Oaths of Office
- Act as local elections official
- Serve as filing officer and filing official under the Political Reform Act
- Maintain Local Appointments List under the Maddy Act (boards and commissions)
- Serve as Secretary to the City of Rohnert Park Foundation



### ♦ CORE

- Assist City Manager with preparation and posting of City Council, Community and Rohnert Park Financing Authority agendas in compliance with the Brown Act
- Prepare Council Chamber and coordinate presentations for meetings
- Develop and maintain records management program
- Notarize city documents
- Respond to staff and citizen inquiries
- Coordinate and log responses to requests for public records under Public Records Act
- Maintain and distribute updates to the Municipal Code
- Open competitive bids
- Accept tort claims, subpoenas, and other legal documents for service
- Provide administrative support to City Attorney's Office

### ♦ DISCRETIONARY

- Oversee and maintain city website
- Serve as public information officer
- Serve as secretary to the Mobile Home Parks Rent Appeals Board
- Process film permit applications

## ALTERNATIVE SERVICES DELIVERY OPTIONS

- Freeze Deputy City Clerk position and reorganize administrative support to the City Clerk through creation of a part-time Administrative Assistant and a part-time Technical Advisor
- Coordinate with another agency to operate records management center
- Utilize interns to develop and maintain electronic recordkeeping and document imaging systems
- Utilize volunteers to perform routine clerical duties

## REVENUE OPPORTUNITIES

- Provide notary services to the public at statutory fee of \$10/signature
- Review current fee schedule for potential increases to miscellaneous fees and costs such as copy charges and taxicab application fees

## **MAJOR TASKS COMPLETED IN FISCAL YEAR 2010/2011**

- ✓ Conducted November 2010 Election
- ✓ Amended Conflict of Interest Code
- ✓ Amended City Council Protocols

## **MAJOR GOALS FOR FISCAL YEAR 2011/2012**

### Goal 1: Revise Agenda Process and Templates

The City Clerk's Office will develop a more efficient workflow for agenda items and create electronic templates for greater ease of use and consistency among departments.

### Goal 2: Develop and Implement Agreement Routing and Approval Process

The City Clerk's Office will develop an efficient agreement routing and approval process, which will include review of all agreements by the City Manager, City Attorney, City Clerk, and Purchasing Agent prior to their approval.

### Goal 3: Develop City Council and Administrative Policy Manuals

The City Clerk's Office will develop a current and comprehensive City Council Policy Manual, which will be made available online to staff and members of the public. The City Clerk will also develop an Administrative Policy Manual, which will be made available to City staff via the citywide Intranet.

### Goal 4: Develop Citywide Fee Schedule

The City Clerk's Office in collaboration with the Finance Department will update the comprehensive Citywide Fee Schedule, which will be made available online to staff and members of the public.



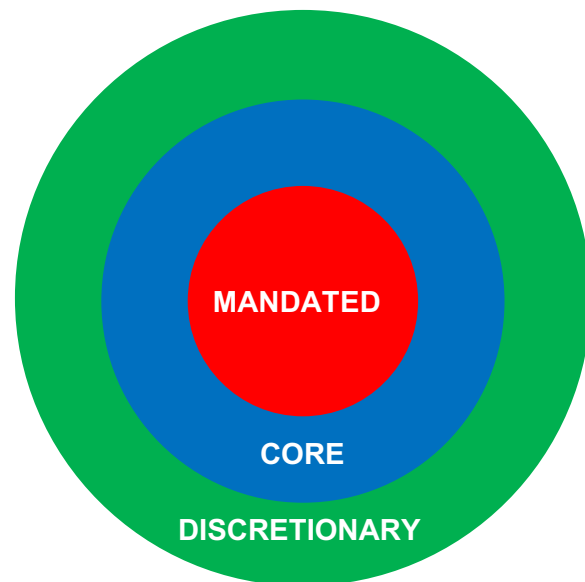
## ECONOMIC DEVELOPMENT

### ♦ MANDATED

- Achieve objectives of the Economic Development/Action Plan, as authorized by City Council

### ♦ CORE

- Address overall objective – Improve local economy and create jobs for community residents
- Retain existing businesses – Work with and assist business owners to achieve their business growth and expansion objectives
- Attract new businesses – Work with business owners to locate new businesses to City
- Work cooperatively with Chamber, Sonoma Mountain Business Cluster, Sonoma State University, Sonoma County Community Development Commission representatives and others to achieve program goals.
- Work with commercial real estate brokers to fill business vacancies
- Increase City revenue through achievement of Economic Development Action Plan objectives
- Promote Rohnert Park as a desired destination in the County by showcasing our community's special qualities and amenities: the new Green Center, Sonoma State University, the Performing Arts Center, commercial recreation facilities, City sports and recreational facilities, Farmer's Market, community events, and other attractions.



## MAJOR GOALS FOR FISCAL YEAR 2011/2012

Goal 1: Develop and implement focused plan objectives and specific work programs.

Goal 2: Implement new Façade Improvement and Commercial Loan Program.

Goal 3: Work with State Farm on creative reuse of property.

Goal 4: Work with Sonoma Mountain Business Cluster to locate company “graduates” in City.

Goal 5: Reduce vacancy rates for commercial properties.

Goal 6: Create or bring new jobs into City.

Goal 7: Meet and work with property owners to facilitate business retention and attraction.

Goal 8: Establish partnership with SSU and local businesses to create an economic partnership.

## HUMAN RESOURCES

### ◆ MANDATED

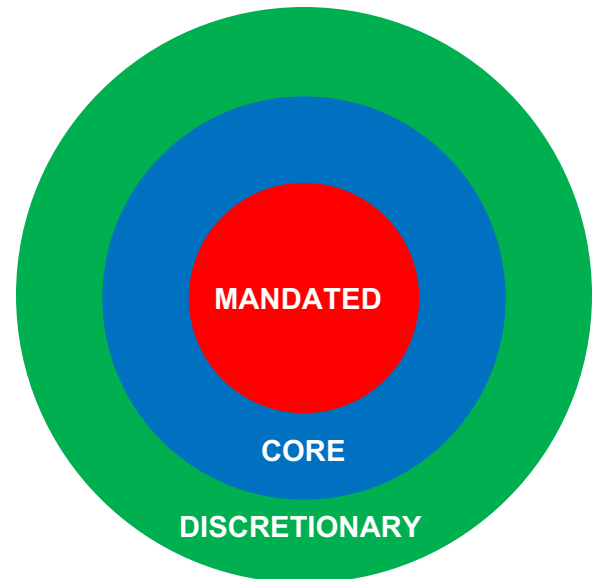
- Ensure compliance with state-mandated requirements
- Administer City's labor and employee relations program
- Administer employee leaves
- Administer compensation and benefits
- Administer hiring processes

### ◆ CORE

- Design and conduct recruitment and selection procedures
- Provide notice to employees of leave and benefits rights under law
- Resolve return to work, risk management, and safety issues with supervisors and managers
- Coordinate with oversight and benefit administration organizations
- Design and maintain classification and compensation structures
- Provide direction to payroll staff
- Coordinate the provision of mandatory supervisory training, and of non-mandatory supervisory and managerial training related to legal compliance in employment practices
- Confer with and coach employees at all levels to identify and resolve workplace concerns
- Conduct formal investigations into alleged violations of employee rights, report findings, recommend and implement resolutions
- Coordinate activities and communications related to formal grievance or discipline processing
- Compile and maintain official personnel records for all employees
- Maintain, update and disseminate employment-related City policies and procedures
- Administer and maintain records for health and safety programs

### ◆ DISCRETIONARY

- Administer fringe benefits programs for employees
- General risk management policy formulation, training and medical exam notification
- Act as the City's California Public Employees' Retirement System elections official
- Perform a variety of HR and compensation administration services for Redwood Empire Municipal Insurance Fund (REMIF)



## ALTERNATIVE SERVICES DELIVERY OPTIONS

- Contract with a third-party administrator for fringe benefits administration
- Outsource recruitment and selection processes to consultants on an individual, as-needed basis
- Outsource classification and compensation structure studies to consultants on an individual, as-needed basis
- Contract for Family Medical Leave Act and California Family Rights Act leave administration services
- Outsource personnel investigations to consultants on an as-needed basis

## **MAJOR TASKS COMPLETED IN FISCAL YEAR 2010/2011**

- ✓ Finalized, adopted and published language for all MOA's and Outlines for 2009-2011
- ✓ Consolidated supervision and management positions in Finance and Performing Arts Center, resulting in reduction of personnel costs
- ✓ Established new code enforcement positions per City Council request
- ✓ Communicated and implemented the City's "Fraud in the Workplace" policy (Resolution 2009-135)
- ✓ Established city-wide "acting pay" policies
- ✓ Initiated grievance procedure review and update with bargaining units
- ✓ Issued Request for Proposal for a Chief Labor Negotiator; successfully obtained these services
- ✓ Established an internship program, and filled several intern positions
- ✓ Developed and disseminated an Injury and Illness Prevention Program (IIPP) for the City
- ✓ Provided guidance and documentation for the adoption of an amendment to the City's Public Employees Retirement System contract, implementing a negotiated change in retirement benefits for new hires effective July 1, 2011

## **MAJOR GOALS FOR FISCAL YEAR 2011/2012**

### Goal 1: Deploy FLSA-Compliant Timesheet System

Human Resources will work with City staff to develop and deploy FLSA-compliant timesheet system to improve tracking of employee hours and accrued/paid leave.

### Goal 2: Update and Automate Performance Evaluation System

Human Resources will work with City staff to develop and deploy an automated performance evaluation module from current HRIS vendor NeoGOV to improve tracking of employee performance evaluations, increase supervisory efficiency in producing evaluations, and ensure proper administration of merit increases.

### Goal 3: Develop and Implement a Comprehensive Medical Leave Management Policy

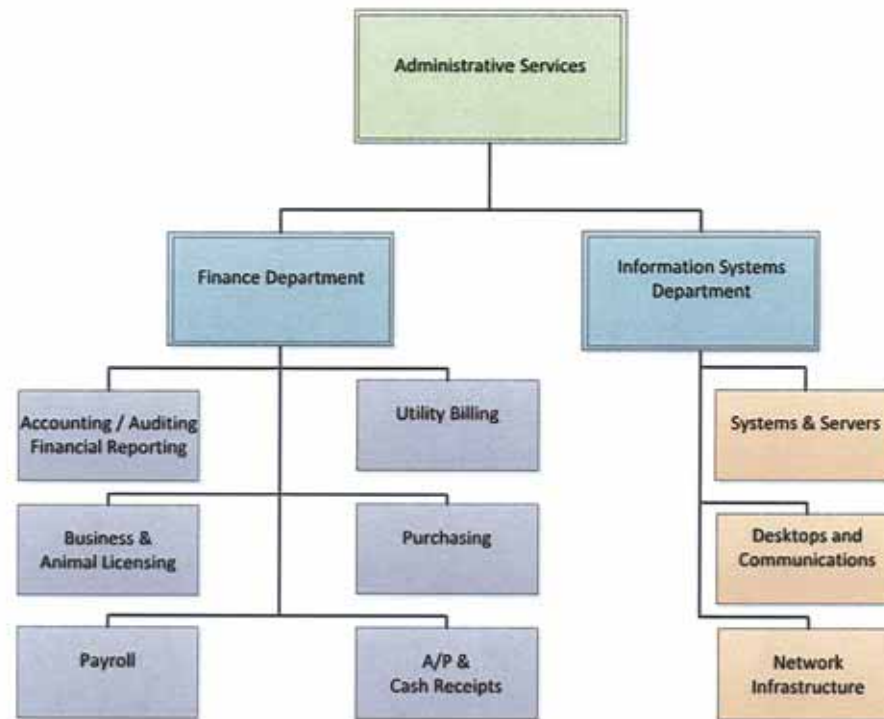
Human Resources will work with City staff to develop and implement a medical leave management policy that is consistent citywide, compliant with current legal requirements, and user-friendly to supervisors and employees.

### Goal 4: Decentralize Some Hiring Procedures

Human Resources will work with City staff to develop and deploy streamlined, collaboratively-administered hiring procedures that meet both legal guidelines and hiring time frames.

### Goal 5: Establish Policy and Procedure for the Use of Temporary Employees

Human Resources will work with City staff to develop and implement policies for the appropriate hiring, use, and retention of temporary employees.



## FINANCE

<b>EXPENSE</b>	<b>2009-10 ACTUAL</b>	<b>2010-11 ADOPTED BUDGET</b>	<b>2011-12 PROPOSED BUDGET</b>	<b>\$ INCREASE/ (DECREASE)</b>
<b>Compensation</b>				
Salary and Benefits	\$ 1,117,708	\$ 1,027,780	\$ 1,063,235	\$ 35,455
Training	1,942	2,000	2,000	-
<b>Supplies</b>				
Office Supplies	5,597	6,320	5,000	(1,320)
Special Departmental Equipment	-	-	-	-
<b>Communications</b>	2,622	2,500	2,000	(500)
<b>Dues &amp; Subscriptions</b>	800	1,200	800	(400)
<b>Vehicle</b>	4,005	4,100	4,100	-
<b>Equipment</b>	3,807	3,000	3,800	800
<b>Contractual/Professional</b>	103,493	100,000	100,000	-
<b>Travel &amp; Meetings</b>	201	1,000	2,000	1,000
<b>Miscellaneous Expense</b>	-	-	-	-
<b>Capital Outlay</b>	-	-	-	-
 TOTAL EXPENSE	 <u><u>\$ 1,240,174</u></u>	 <u><u>\$ 1,147,900</u></u>	 <u><u>\$ 1,182,935</u></u>	 <u><u>\$ 35,035</u></u>

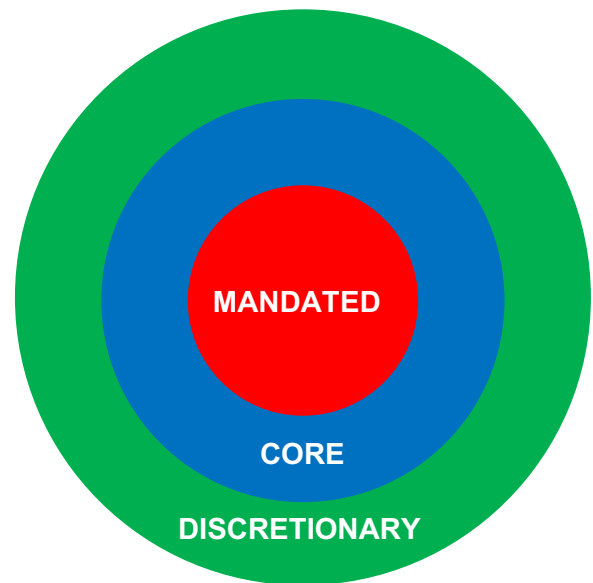
## INFORMATION SYSTEMS

<b>EXPENSE</b>	<b>2009-10 ACTUAL</b>	<b>2010-11 ADOPTED BUDGET</b>	<b>2011-12 PROPOSED BUDGET</b>	<b>\$ INCREASE/ (DECREASE)</b>
<b>Compensation</b>				
Salary and Benefits	\$ 210,185	\$ 213,304	\$ 228,506	\$ 15,202
Training	3,428	5,000	1,000	(4,000)
<b>Supplies</b>				
Special Departmental Equipment	11,018	11,000	13,000	2,000
<b>Communications</b>	89,326	93,000	90,000	(3,000)
<b>Dues &amp; Subscriptions</b>	343	2,500	2,500	-
<b>Vehicle</b>	555	1,500	1,000	(500)
<b>Equipment</b>				
Maintenance	128,297	138,000	156,000	18,000
Rental	46,001	50,000	60,000	10,000
<b>Contractual/Professional</b>	22,681	18,000	26,000	8,000
<b>Travel &amp; Meetings</b>	149	1,500	500	(1,000)
<b>Miscellaneous Expense</b>	-	-	-	-
<b>Capital Outlay</b>	-	-	-	-
 TOTAL EXPENSE	 \$ 511,982	 \$ 533,804	 \$ 578,506	 \$ 44,702

# FINANCE DEPARTMENT

## DEPARTMENT SERVICES MODEL

- ◆ **MANDATED**
  - Prepare Annual City Budget
  - Prepare Audited Financial Reports
  - Respond to Public Records Requests
  - Prepare Federal, State & County Reports
  - Prepare Semi-monthly Payroll
  - Administer Bond Requirements
  - Administer Animal & Business Licensing
  - Administer Grant Requirements
- ◆ **CORE**
  - Administer Utility Billing Operation
  - Process Accounts Payable/Receivable
  - Administer Centralized Purchasing
  - Process Cash Receipts
  - Perform Treasury Management
- ◆ **DISCRETIONARY**
  - Perform Financial Analysis
  - Perform Internal/External Audits
  - Write Grant Applications
  - Review Contractual and Lease Agreements
  - Perform Feasibility and Cost-Benefit Studies



## ALTERNATIVE SERVICES DELIVERY OPTIONS

- Restructure and consolidate functions
- Contract out or partner with another agency or firm
- Hire consultants
- Use part-time staff or unpaid interns

## REVENUE OPPORTUNITIES

- Review animal license fees
- Review business license fees
- Research admissions tax as a potential source of revenue
- Enhance treasury management function to track cash flows and move investments daily
- Perform external audits to capture all revenue.
- Perform internal audits to improve efficiencies, reduce expenditures and increase revenues
- Apply for grant funding
- Perform feasibility and cost-benefit studies on existing and potential benefits/programs/services

## MAJOR TASKS COMPLETED IN FISCAL YEAR 2010/2011

- ✓ Worked with “team” to finalize rate study and report, prepare communication materials, prepare legal notices and provide information to the Citizen’s Stakeholder Group
- ✓ Prepared and presented quarterly and mid-year budget updates
- ✓ Prepared the Comprehensive Annual Financial Report (CAFR) and other annual financial reports; received the GFOA Certificate of Excellence award for the twenty-eighth consecutive year
- ✓ Prepared and presented the annual City budget
- ✓ Worked with consultant to prepare the actuarial report for Other Post Employment Benefits (OPEB) and review funding options
- ✓ Conducted a Request for Proposal (RFP) for audit services
- ✓ Conducted an RFP for a new electronic digital display vendor and negotiated a lease agreement
- ✓ Performed calculations for labor negotiations
- ✓ Established an OPEB Trust Fund and started pre-funding a portion of the annual required contribution
- ✓ Assisted with tax filings to establish a 501(c)3 foundation for fundraising efforts to support City operations
- ✓ Began rollout of electronic timecard reporting system
- ✓ Restructured Finance Department to consolidate functions and reduce full-time positions by one position
- ✓ Conducted an RFP for Public Works replacement dump truck
- ✓ Prepared an RFP for a new radio system for Public Safety

## MAJOR GOALS FOR FISCAL YEAR 2011/2012

1. Goal Update the City budget document and apply for the CSMFO budget award
  - a. Create Departmental Budget Documents outlining service model, delivery options, revenue opportunities, tasks accomplished and goals. Create departmental org charts.
  - b. Include Enterprise Funds, Redevelopment Funds and Special Revenue Funds
  - c. Include Five-Year Capital Improvement Project Budget and CDC Budget
  - d. Create a glossary of financial and budgetary terms
  - e. Include all required criteria for CSMFO budget award and submit for award
2. Goal Prepare the CAFR and annual reports
  - a. Work with new auditing firm to review internal controls and management concerns
  - b. Attend training on implementation of GASB 54 on fund balance presentation
  - c. Submit all reports within prior to December 31<sup>st</sup> and apply for GFOA award
3. Goal Present Admissions Tax Study to City Council for consideration
  - a. Conduct survey of cities that have admissions tax
  - b. Analyze survey and present to council for consideration
  - c. Meet with business community impacted by tax
  - d. Place measure on ballot
4. Goal Implement full roll-out of electronic time card reporting system
  - a. Change pay period from semi-monthly to bi-weekly
  - b. Train departments on time card input
  - c. Meets FLSA requirements for recording all time worked



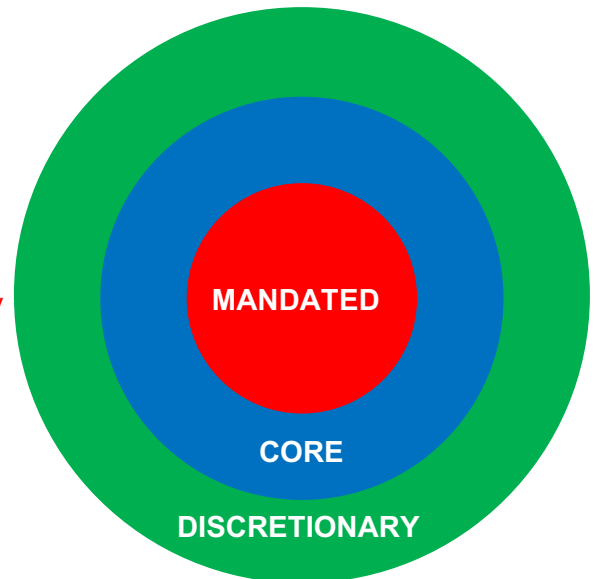
5. Goal Conduct an RFP for temporary debris box service
  - a. The current contract with two haulers expires June 30, 2011
  - b. Review terms of new contract, i.e. exclusive vs. non-exclusive, franchise fee, term, etc.
  - c. Consultant prepares RFP, evaluates proposals and recommends vendor to award contract
6. Goal Review the current refuse rates to determine if rates are sufficient to cover cost of service
  - a. Consultant updates the refuse rate model and staff reviews proposed rates
  - b. Staff/Consultant presentation to Council (only if rate change required)
  - c. Proposition 218 process followed to implement rate change
7. Goal Replace part-time Accountant position with full-time Budget Analyst/Accountant to perform the following additional duties:
  - a. Prepare new budget book, perform financial analysis and reporting, create presentation materials, perform feasibility and cost-benefit studies and assist with negotiation calculations
  - b. Create Cash Flow model to more manage investment portfolio on a daily basis.
  - c. Perform internal and external audits to find efficiencies, errors in payments for revenues & expenditures and identify potential compliance/fraud issues.
8. Goal Assist with implementation of City non-profit foundation
  - a. File all tax forms with Internal Revenue Service and Franchise Tax Board
  - b. Participate as the Treasurer on the Board of Directors
  - c. Prepare Donation Policy
  - d. Develop a Fundraising Plan document and engage community members
9. Goal Update Purchasing Ordinance
  - a. Research and review current laws and dollar limits
  - b. Update and submit to City Manager for review and Council for approval
10. Goal Establish Purchasing Policy and provide training to employees
  - a. Research and develop a policy that follows updated Ordinance
  - b. Submit draft policy to City Manager for approval
  - c. Implement policy and train staff
11. Goal Establish a Cell Phone Policy
  - a. Research and develop a Cell Phone Policy that provides guidelines on:
    - i. Types of phones issued
    - ii. Optional cell phone stipends and amounts
    - iii. Who is given a cell phone
    - iv. Guides for usage and liabilities for misuse
    - v. Submit draft to City Manger for Approval
    - vi. Implement Policy and inform users
12. Goal Establish City Credit Card Use Policy
  - a. Research and develop a Credit Card Policy that coincides with Purchasing Policy
  - b. Establish who receives credit cards, what the limits are and how to use
  - c. Submit to City Manager for approval
  - d. Implement Policy and inform users

13. Goal Conduct RFP for Generator Maintenance
  - a. Current contract expires 9-30-2011
  - b. Meet with staff to determine services needed
  - c. Prepare RFP, submit for approval
  - d. Initiate new contract
14. Goal RFP for Janitorial Services
  - a. Current contract expires 5-31-2012
  - b. Meet with staff to determine service levels needed
  - c. Prepare and Issue RFP
  - d. Review RFP's and submit recommendation to Council for approval
  - e. Implement New Contract
15. Goal RFP for Printing and Mailing Services for Utility Billing, Animal License and Business License
  - a. Current contract expires 11-30-2011
  - b. Meet with staff to write scope of work
  - c. Issue RFP
  - d. Review RFP and submit recommendation to Council for approval
16. Goal Update contracts set to expire, OADS, Postage Machine, etc.
  - a. Review contracts, meet with vendors and establish service levels
  - b. Approve any new contracts and implement

# INFORMATION SYSTEMS DEPARTMENT

## DEPARTMENT SERVICES MODEL

- ◆ **MANDATED**
  - Ensure that City complies with State Federal and Local Laws regarding the Privacy, Security and reliability of its data.
  - Ensure data systems meet the Cities Records retention policy and Electronic Media Use Policy
- ◆ **CORE**
  - Maintain City Network Infrastructure
  - Maintain Phone Network
  - Maintain all City Computers and Servers
  - Maintain Applications(Email, Springbrook etc)
  - Control all Technology Costs and Purchases
- ◆ **DISCRETIONARY**
  - Run PEG Channel
  - Participate in SCPSC Meetings for Public Safety
  - Assist in maintaining SCADA System
  - Review of contractual agreements
  - Feasibility Studies
  - Assist departments with hosted services
  - Employee intranet



## ALTERNATIVE SERVICES DELIVERY OPTIONS

- Contract out or partner with another agency or firm
  - The cities current Model for IT is very cost effective and could be used elsewhere.
  - We can research outsourcing areas where it is cost effective or for needed expertise.
- Hire consultants
  - They are usually expensive; however, we are looking at three companies to help us in areas we are not proficient at.
- Use part-time staff or unpaid interns
  - We already use part- time staff. We are investigating IT staffing companies.
  - Simplify the delivery method to reduce the need of part timers.

## REVENUE OR COST REDUCTION OPPORTUNITIES

- Consider offering IT services to non profits and smaller agencies.
- Perform feasibility and cost-benefit studies on existing and potential services
- Review all current contracts.

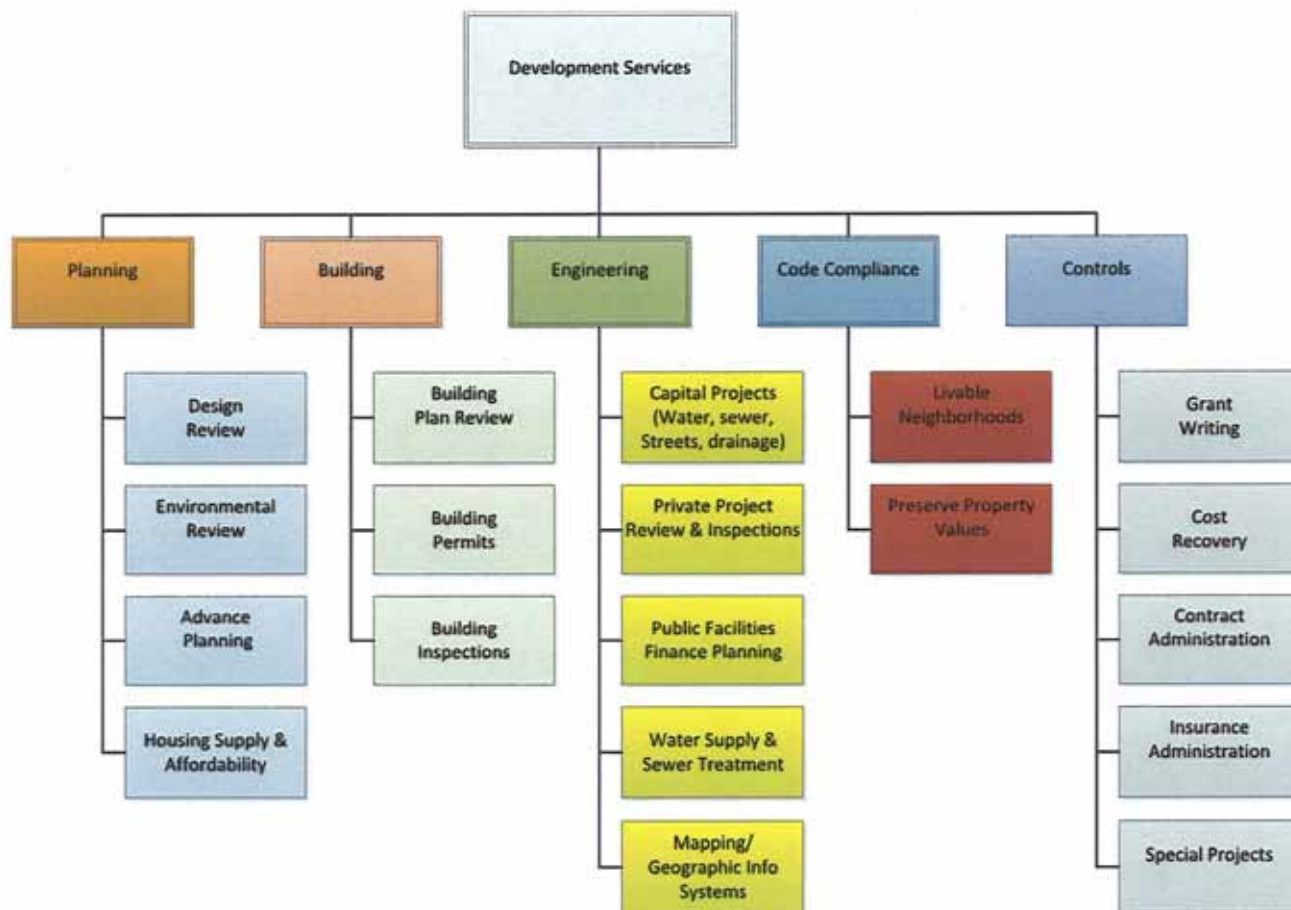
## MAJOR TASKS COMPLETED IN FISCAL YEAR 2010/2011

- ✓ Replaced a third of Public Safety PC's along with updating all other computers. Encrypted 45 car-based laptops, securing the data on these mobile devices.
- ✓ Upgraded the PC's at the Animal Shelter and assisted deploying Pawtrax. The new Animal Shelter software management tool should help streamline the workflow for the staff; new desktops should improve the process and staff productivity.

- ✓ Responded to over 1600 requests from city employees 90 percent within 24 hours. IS is in the second year of using the new help desk software. As users begin utilizing this software more and more frequently, IS is able to respond quickly and follow up effectively to employee requests in a timely manner.
- ✓ Negotiated a 25% reduction in Microsoft software cost for the next three years.
- ✓ Server Optimization 90 percent completed. We have converted our servers to software (Virtualized) and move them to a central site to better manage the city resources. Increasing efficiency while saving energy.
- ✓ Deploy hosted Citizen Request Management solution to help Public Works manage customer requests.
- ✓ Setup a low cost employee intranet

## **MAJOR GOALS FOR FISCAL YEAR 2011/2012**

1. Goal Research and come up with possible solutions to reduce the lease cost of our current desktop fleet.
  - a. By reducing the number of leased PC's we can lower cost and reduce the overall cost of supporting them. We plan on using new technologies.
2. Goal Streamline or outsource PEG channel operation.
  - a. A large part of staff time is spent on operating the PEG channel. This is taking key personnel away from other more important duties.
3. Goal Look into replacing options for our current AT&T OPT-E-MAN fiber contract which expires in FY 2012-2013. The goal is a 50 percent cost reduction.
  - a. We currently spend \$ 68,000 a year on network and internet connectivity. The plan is to research a more cost effective solution while maintaining or enhancing current performance.
4. Goal Cost effectively increase data storage overall by 100 percent.
  - a. We are closer to running out of data storage room. We have been curtailing employees' space needs for several years. Recently the cost of hard disk storage has dropped opening up the way to increase the networks capacity at a reasonable cost.
5. Goal Create a new disaster recovery plan for the new storage capacity and virtualized network.
  - a. Ascertain from each department how long they could go without their data and how much they could afford to lose and develop a plan to meet these needs and present it to them.
6. Goal Upgrade email system to Exchange 2010 and implement a new email archiving system.
  - a. Bring email archiving in harmony with Public Records Act requirements.
7. Goal Upgrade the Sports Center Class and the Performing Arts Center ticketing servers.
8. Goal Assist Public Works with their Water and Sewer control system Server replacement.
9. Goal Maintain high level of customer service by promptly responding to Helpdesk requests.

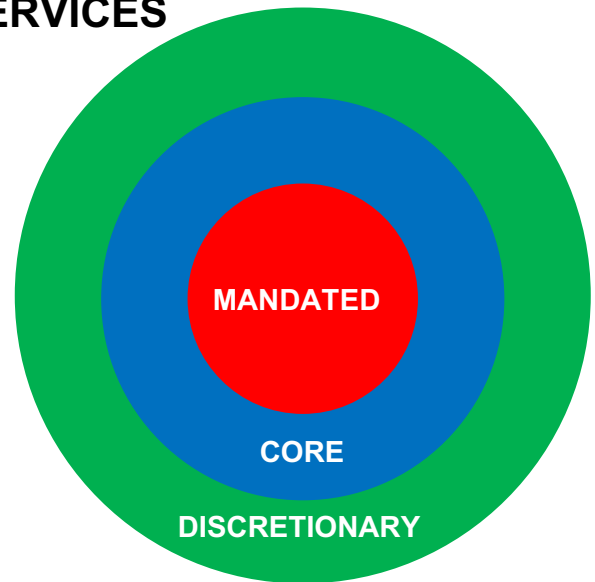


## DEVELOPMENT SERVICES

EXPENSE	2009-10 ACTUAL	2010-11 ADOPTED BUDGET	2011-12 PROPOSED BUDGET	\$ INCREASE/ (DECREASE)
<b>Compensation</b>				
Salary and Benefits	\$ 1,725,165	\$ 1,308,779	\$ 1,372,923	\$ 64,144
Training	5,677	10,200	6,500	(3,700)
Project Recharge	(525,664)	(415,000)	(540,000)	(125,000)
<b>Supplies</b>				
Office Supplies	1,490	5,900	3,000	(2,900)
Special Departmental Equipment	6,196	4,250	4,700	450
Clothing/Uniform Allowance	-	200	500	300
<b>Utilities</b>				-
<b>Communications</b>	4,448	4,300	3,000	(1,300)
<b>Dues &amp; Subscriptions</b>	4,359	3,300	3,000	(300)
<b>Advertising</b>	5,521	3,000	7,000	4,000
<b>Vehicle</b>				
Fuel/Auto Allowance	-	15,400	13,400	(2,000)
Maintenance	2,761	800	800	-
<b>Equipment</b>	3,349	2,500	2,500	-
<b>Contractual/Professional</b>	240,344	209,500	130,000	(79,500)
<b>Travel &amp; Meetings</b>	847	1,300	800	(500)
<b>Miscellaneous Expense</b>	-	-	-	-
<b>Transfers out</b>	-	-	1,500	
<b>Capital Outlay</b>	-	-	-	-
 TOTAL EXPENSE	 <u>\$ 1,474,492</u>	 <u>\$ 1,154,429</u>	 <u>\$ 1,009,623</u>	 <u>\$ (146,306)</u>

# DEPARTMENT OF DEVELOPMENT SERVICES

## DEPARTMENT SERVICES MODEL



### ♦ **MANDATED**

- Comply with state and federal laws
- Ensure safe buildings
- Build safe and usable streets
- Keep water and sewer systems working
- Keep traffic moving
- Ensure adequate water supply
- Ensure adequate sewer treatment
- Prevent future flooding

### ♦ **CORE**

- Create and maintain attractive neighborhoods
- Assist in the creation of economically vibrant development
- Protect property rights & enhance property values
- Keep city financially viable
- Respond to community
- Bring amenities to benefit citizens and businesses
- Participate in broader regional community
- Customer service

### ♦ **DISCRETIONARY**

- Extra assistance to help with incomplete permit applications
- Extra research and response to informal developer inquiries
- Response to public inquiries and requests beyond core and mandated services
- Other regional coordination

## ALTERNATIVE SERVICES DELIVERY OPTIONS

- ♦ In-house Delivery
- ♦ Outside professional delivery
- ♦ Other Municipality Delivery

## REVENUE OPPORTUNITIES

- ♦ Code Compliance
- ♦ Deliver capital projects from water, sewer, roads funding and grants – in house if possible

## MAJOR TASKS COMPLETED IN FISCAL YEAR 2010/2011

- ✓ Completed the Sonoma Mountain Village project entitlement process and certification of its environmental document
- ✓ Amended the Zoning Ordinance to incorporate the SMV – Planned Development

- ✓ Completed the Southeast Specific Plan project entitlement process and certification of the environmental document.
- ✓ Completed the Southeast Specific Plan annexation process and received approval for annexation by the Sonoma County LAFCO
- ✓ Completed the entitlement process for the WalMart Expansion
- ✓ Completed the entitlement process for the North Bay Centre rehabilitation and refurbishment
- ✓ Completed the General Plan Amendment for the Transportation Element
- ✓ Completed the adoption of the Planning Fees Update
- ✓ Completed the adoption of the Building Fees Update
- ✓ Rescinded the Public Art Fee
- ✓ Completed and Adopted the 2010 Building Standards Code
- ✓ Completed road resurfacing project funded by Federal Stimulus money
- ✓ Completed Roads and Water Standard Updates
- ✓ Secured grant funding and started preliminary design of Copeland Creek Bike path
- ✓ Completed design of Eastside Trunk Sewer
- ✓ Rewrote Sewer Ordinance to pave way for new development
- ✓ Designed two street re-paving projects
- ✓ Completed demolition of Southwest Fire Station

## **MAJOR GOALS FOR FISCAL YEAR 2011/2012**

### **GOAL 1: Conduct Building Permitting Needs Assessment**

- An essential first step toward electronic and online permitting

### **GOAL 2: Amend/Adopt Citywide Design Guidelines**

- Assist implementation of Façade and Commercial Rehabilitation Program

### **GOAL 3: Amend the Zoning Ordinance**

- To comply with Housing Element update requirements

### **GOAL 4: Secure Multiple Plan Check Services Contracts to Reduce Costs and Streamline Permitting**

- Lowers costs and increases competition among plan check firms

### **GOAL 5: Update Code Compliance Program**

- Revise forms, create process for complaint intake and resolution. Review and make recommendations for administrative process within the Municipal Code

### **GOAL 6: Complete Traffic and Street Lighting Standards**

- To meet State law, prevent unnecessary costs for incoming development, and ensure low-cost maintenance

### **GOAL 7: Streamline the encroachment permit process**

### **GOAL 8: Undertake \$1.5 million of Sewer Construction Projects**

- Replace aging sewer collection system

### **GOAL 9: Undertake \$2 million in Water Construction Projects**

- Preserve and replace aging water distribution system

### **GOAL 10: Undertake \$1.5 million in Streets and Pathway Projects**

- Preserve streets and existing bike path
- Meets requirements for future regional funding for streets

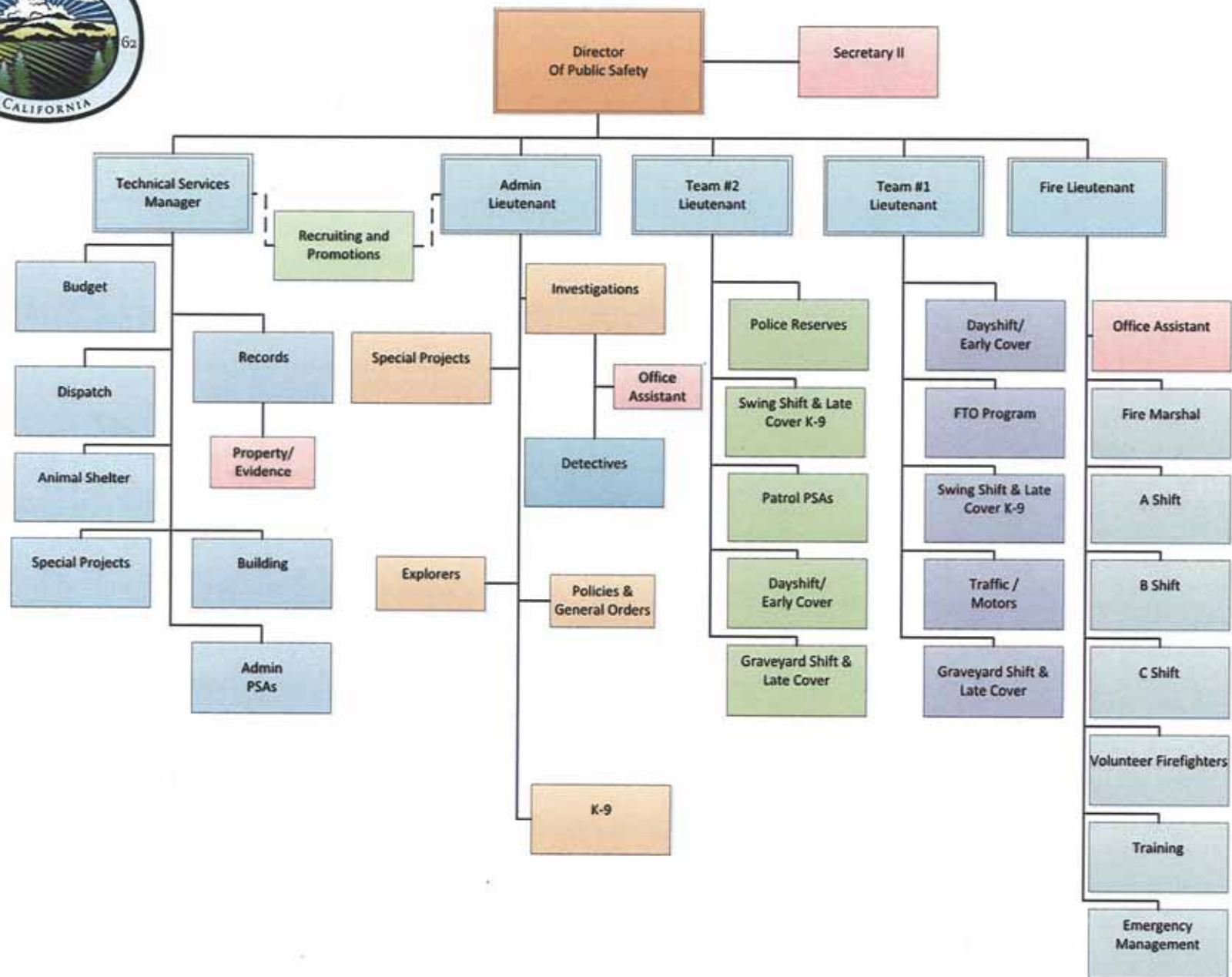


## RENT APPEALS BOARD

<u>EXPENSE</u>	<u>2009-10 ACTUAL</u>	<u>2010-11 ADOPTED BUDGET</u>	<u>2011-12 PROPOSED BUDGET</u>	<u>\$ INCREASE/ (DECREASE)</u>
<b>Compensation</b>				
Salary and Benefits	\$ 190,847	\$ 126,592	\$ 131,396	\$ 4,804
Training	-	-	-	-
<b>Supplies</b>	474	1,500	500	(1,000)
<b>Dues &amp; Subscriptions</b>	-	250	-	(250)
<b>Contractual/Professional</b>	13,287	22,500	10,000	(12,500)
<b>Travel &amp; Meetings</b>	-	70	100	30
<b>Miscellaneous Expense</b>	-	-	-	-
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
TOTAL EXPENSE	<u>\$ 204,608</u>	<u>\$ 150,912</u>	<u>\$ 141,996</u>	<u>\$ (8,916)</u>

# NON DEPARTMENTAL

EXPENSE	2009-10 ACTUAL	2010-11 ADOPTED BUDGET	2011-12 PROPOSED BUDGET	\$ INCREASE/ (DECREASE)
<b>Compensation</b>				
Salary and Benefits	\$ 1,618,026	\$ 1,652,428	\$ 1,807,348	\$ 154,920
PW Recharge	3,996	4,146	7,410	3,264
<b>Insurance</b>				
Workers' Comp	523,848	487,661	444,318	(43,343)
Liability/Property	442,828	699,713	694,935	(4,778)
<b>Supplies</b>				
Office Supplies	32,678	45,300	26,300	(19,000)
Special Departmental Equipment	3,586	6,500	5,500	(1,000)
<b>Utilities</b>	52,644	28,200	55,500	27,300
<b>Communications</b>	19,105	25,500	20,000	(5,500)
<b>Dues &amp; Subscriptions</b>	37,576	38,500	32,000	(6,500)
<b>Advertising</b>	3,665	7,000	8,000	1,000
<b>Vehicle</b>	1,298	1,000	-	(1,000)
<b>Equipment</b>				
Maintenance	208	-	200	200
Rental	41,198	44,450	50,000	5,550
<b>Facility Maintenance</b>	31,493	33,500	33,000	(500)
<b>Contractual/Professional</b>	231,223	237,000	263,000	26,000
<b>Auditing</b>	88,212	86,000	75,000	(11,000)
<b>Travel &amp; Meetings</b>	8,367	8,000	9,000	1,000
<b>Miscellaneous Expense</b>	21,929	25,000	43,000	18,000
<b>Bad Debt Expense</b>	32,414	30,000	-	(30,000)
<b>Election Expense</b>	160	50,000	-	(50,000)
<b>Capital Outlay</b>	-	-	-	-
<b>Debt Expense</b>	518,644	605,770	569,992	(35,778)
<b>TOTAL EXPENSE</b>	<u>\$ 3,713,096</u>	<u>\$ 4,115,668</u>	<u>\$ 4,144,503</u>	<u>\$ 64,613</u>



# POLICE & FIRE

EXPENSE	2009-10 ACTUAL	2010-11 ADOPTED BUDGET	2011-12 PROPOSED BUDGET	\$ INCREASE/ (DECREASE)
<b>Compensation</b>				
Salary and Benefits	\$ 13,687,314	\$ 12,480,656	\$ 12,192,596	\$ (288,060)
Overtime/Stand By Pay	550,997	825,000	910,000	85,000
Training	38,378	72,000	92,000	20,000
PW Recharge	148,821	142,500	138,660	(3,840)
<b>Supplies</b>				
Office Supplies	72,563	112,000	113,500	1,500
Special Departmental Equipment	55,330	49,000	49,000	-
Small Tools	392	1,000	1,000	-
Clothing/Uniform Allowance	18,505	75,000	75,000	-
<b>Utilities</b>	106,486	133,000	133,000	-
<b>Communications</b>	57,105	66,000	48,000	(18,000)
<b>Dues &amp; Subscriptions</b>	1,329	5,500	6,250	750
<b>Advertising</b>	125	500	500	-
<b>Vehicle</b>				
Fuel/Auto Allowance	158,825	180,000	174,100	(5,900)
Maintenance	122,372	100,500	120,500	20,000
<b>Equipment</b>				
Maintenance	9,093	11,000	12,000	1,000
Rental	50,884	58,000	64,000	6,000
<b>Facility Maintenance</b>	57,263	76,500	96,500	20,000
<b>Contractual/Professional*</b>	488,490	573,600	588,500	14,900
<b>Travel &amp; Meetings</b>	4,251	6,000	8,239	2,239
<b>Miscellaneous Expense</b>	1,122	4,300	5,500	1,200
<b>Capital Outlay</b>	59,824	62,500	197,500	135,000
<b>TOTAL EXPENSE</b>	<u>\$ 15,689,469</u>	<u>\$ 15,034,556</u>	<u>\$ 15,026,345</u>	<u>\$ (8,211)</u>

\* Includes Booking Fees & S.A. Exam

# ANIMAL SHELTER

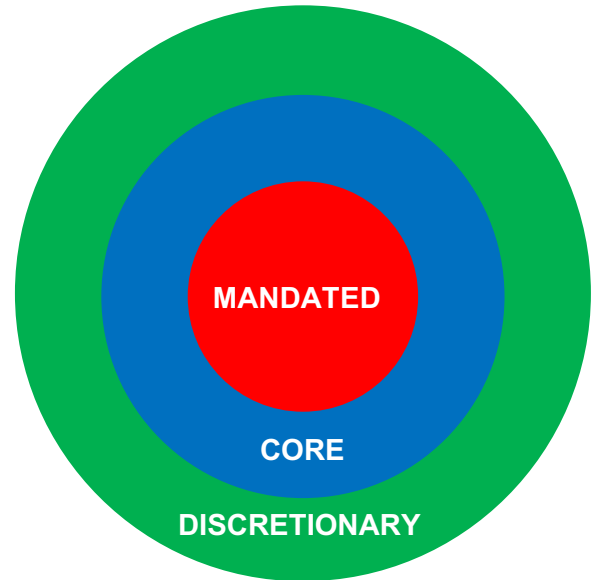
<b>EXPENSE</b>	<b>2009-10 ACTUAL</b>	<b>2010-11 ADOPTED BUDGET</b>	<b>2011-12 PROPOSED BUDGET</b>	<b>\$ INCREASE/ (DECREASE)</b>
<b>Compensation</b>				
Salary and Benefits	\$ 279,294	\$ 331,604	\$ 317,299	\$ (14,305)
Overtime/Stand By Pay	801	1,000	500	(500)
Training	-	200	200	-
PW Recharge	13,941	11,740	11,224	(516)
<b>Supplies</b>				
Office Supplies	42,356	43,300	38,700	(4,600)
Special Departmental Equipment*	(12,138)	18,000	12,000	(6,000)
<b>Utilities</b>	13,471	15,000	15,000	-
<b>Communications</b>	727	2,000	2,000	-
<b>Dues &amp; Subscriptions</b>	100	100	100	-
<b>Advertising</b>	6,300	6,000	7,000	1,000
<b>Vehicle</b>	190	2,000	1,250	(750)
<b>Equipment</b>				
Maintenance	-	1,000	500	(500)
Rental	1,943	1,000	2,000	1,000
<b>Facility Maintenance</b>	18,052	16,000	19,000	3,000
<b>Contractual/Professional</b>	20,817	50,500	50,000	(500)
<b>Miscellaneous Expense</b>	-	-	-	-
<b>Capital Outlay</b>	-	1,000	1,000	-
<b>TOTAL EXPENSE</b>	<b>\$ 385,856</b>	<b>\$ 500,444</b>	<b>\$ 477,773</b>	<b>\$ (22,671)</b>

\* Animal board reimbursed

# ROHNERT PARK DEPARTMENT OF PUBLIC SAFETY

## DEPARTMENT SERVICES MODEL

- ◆ **MANDATED-POLICE**
  - Patrol Services
  - Property/Evidence
  - Records
  - Dispatch
  - POST Training-Reporting
- ◆ **MANDATED-FIRE**
  - Fire Response/Suppression
  - Fire Prevention
  - Training
  - Dispatch
  - Records
  - Auto-Aid
- ◆ **MANDATED-ANIMAL CONTROL**
  - Animal Control-Sick/Injured Animals
- ◆ **CORE-POLICE**
  - Investigations
  - Community Service Officers
  - Traffic/Motors
  - K-9
  - Volunteers-PSA
  - Reserve Police Officers
- ◆ **CORE-FIRE**
  - Emergency Medical Services
  - Public Education
  - Volunteer Firefighters
  - Urban Search and Rescue Team (USAR)
  - HAZ-MAT
- ◆ **CORE-ANIMAL CONTROL**
  - Animal Shelter Facility
- ◆ **DISCRETIONARY-POLICE**
  - Explorers
- ◆ **DISCRETIONARY-FIRE**
  - Mutual Aid-Out of County Wild land Response
- ◆ **DISCRETIONARY- ANIMAL SHELTER**



## **ALTERNATIVE SERVICES DELIVERY OPTIONS**

### **POLICE**

- Explosives Ordinance Disposal Contract
- Grant Opportunities
  - Sonoma County Homeland Security
    -
  - Ballistic Vests
  - ABC Grant
  - Computer Task Force
- Shared Services
  - Dispatch for Public Works
  - Contract w/Cotati for Animal Shelter
- Full Time to Part Time Positions
  - Evidence Specialist
  - Investigations Office Assistant
  - Community Service Officer
- Volunteers
  - PSA
  - Interns
- Alternative Services
  - Collateral Duties
    - Training
    - Admin Sergeant
    - Special Enforcement Unit
    - School Resource Officers
    - Property/Evidence
    - Community Service Officer
      - Animal Control
      - Neighborhood Blight

### **FIRE**

- Auto-Aid
  - Rancho Adobe
- Grant Opportunities
  - Swiss Pagers
- Full Time to Part Time Positions
  - Fire Division Office Assistant
- Volunteer Firefighters
- Alternative Services
  - Collateral Duties
    - Training
    - Admin Sergeant

### **ANIMAL CONTROL**

- Alternative Services
  - Collateral Duties
    - Community Service Officer
      - Animal Control

## **REVENUE OPPORTUNITIES**

### **POLICE**

- Parking Traffic Fines

### **FIRE**

- Fire Inspections
- Plan Checks

### **ANIMAL SHELTER**

- Animal Licenses
- Pet Adoptions
- Donations

## **MAJOR TASKS COMPLETED IN FISCAL YEAR 2010/2011**

### **POLICE**

- ✓ Business Contacts
- ✓ Implementation Tracking/Accounting of Sex Offenders
- ✓ Hotel/Motel Crime Reduction Project
- ✓ POST Team Building Workshop
- ✓ Audit Inventory of Narcotics and Money in Property/Evidence
- ✓ Investigation, Apprehension, and Conviction of Taku Sakashita Homicide
- ✓ Apprehension of Santa Rosa Stabbing Suspect in Rohnert Park
- ✓ Investigation and Arrest of a Sexual Predator Targeting RP Schools
  - Case pending trial
- ✓ Updated and Distribution of Department Rules and Regulations
- ✓ Investigation, Apprehension, and Conviction of Taku Sakashita Homicide

### **FIRE**

- ✓ Personal Protective Equipment Inventory and Inspection
- ✓ Update Self-Contained Breathing Apparatus (SCBA) and Safety Equipment
- ✓ Develop Fire Engineer Certification Program
- ✓ Adopted 2010 Fire Code w/ local amendments
- ✓ Partnership with AMR (Medics) at Station 2
- ✓ USAR Team Certification Process

### **ANIMAL SHELTER**

- ✓ Mobile Animal Care
- ✓ Increased Community Education and Outreach with Media
  - The Patch
  - Community Voice
- ✓ Implemented Animal Control Functions
  - Pick up
  - Welfare Calls



## **MAJOR GOALS FOR FISCAL YEAR 2011/2012**

### **POLICE**

Goal 1: Policy Update and Distribution

Goal 2: Citizen Survey of Public Safety (Both Fire and Police)

Goal 3: Complete Inventory of All Property/Evidence

Goal 4: Continue Grant Funding Opportunities

Goal 5: Continue and Enhance Intern Program with Sonoma State University

Goal 6: Continue Community Oriented Policing Efforts

Goal 7: Reduction of Fleet and Creation of the Vehicle Budget Replacement Program (Both Fire and Police)

Goal 8: Case Closure and Conviction of Shooting Death of Kevin Craft

Goal 9: Bring back our Citizen Academy

### **FIRE**

Goal 1: Develop Fire Captain Certification

Goal 2: Develop Annual Training Plan (Both Fire and Police)

Goal 3: Develop Personal Protection Equipment and Database

Goal 4: Enhancement of Current Volunteer Firefighter Program

Goal 5: Review and Update Fire Division Fine Schedule with City Building and Planning

Goal 6: Enhancement of Notification and Callback Program

Goal 7: Conduct Joint EOC Tabletop Exercise

### **ANIMAL CONTROL**

Goal 1: Advertise in Utility Bills

Goal 2: Update and Computerize Shelter Operations

Goal 3: Increase Licensed Animals in Rohnert Park with Outreach Programs

Goal 4: Increase Summer Camp Program to Six Sessions

## **PUBLIC SAFETY**

### **POLICE and FIRE**

The City of Rohnert Park Department of Public Safety is responsible for the protection of life and property through a unique Public Safety model that cross trains our officers to be proficient as both police officers and fire fighters. This Public Safety model provides for a reduced cost to citizens by consolidating police and fire into one integrated Public Safety Department. Most municipalities have a separate fire and a separate police department that duplicate many of the same management responsibilities. Rohnert Park has used these economies of scale approach to Public Safety since its inception as a City in 1962 and the Director of Public safety is both the police and fire chief.

### **PATROL SERVICES**

The Patrol Division of Public Safety operates as a typical police department and provides police services 24 hour a day, seven days a week. Patrol responds to calls for service, provides general law enforcement activities, including traffic investigation, reports of criminal activity, crime scene investigation and apprehension of criminals. Our patrol officers are committed to ensuring a high quality of life for our citizens through the use of problem solving strategies and proactive patrol. Rohnert Park enjoys an extremely low part 1 crime index due to the partnering with our citizens to reduce crime and the fear of crime. Some of the activities we actively participate in are the Every 15 Minutes, Special Olympics, Alive at 25 and our Alcohol Beverage Service Ordinance. The Department of Public Safety also attends various meetings throughout the year with community based organizations.

### **INVESTIGATIONS**

Investigations are responsible for following up on criminal reports from the officers assigned to the patrol function. They investigate major crime scenes, collect evidence, interview witnesses, and victims of crime to arrest individuals responsible for violating society's laws. Investigations works closely with the District Attorney's Office to assist with building strong case that uphold our system of due process and hold those responsible for their criminal behavior. Additionally, investigations works with the patrol division to track and monitor sex offenders who live in our community and those individuals who are on probation and parole.

### **COMMUNICATIONS**

The communications/dispatch unit is responsible for handling all 911 calls for both police and fire services. These calls from citizens come into our communications center both from land line and cells phones. Our dispatchers receive and process all calls for service and maintain communications with officers in the field through their car radio s or the mobile data terminals inside the patrol vehicles. Dispatchers assist officers by conducting inquiries such as warrant checks, criminal histories, drivers' license status, vehicle registration and restraining orders to name a few the dispatchers also maintain communications with our fire division through their radios or the mobile data terminals mounted inside our fire vehicles. Again our Public Safety model for dispatching is cost effective because we dispatch from one central location, both police and fire service calls. We also take calls from our citizens regarding animal calls for stray animals to animals that are aggressive and pose a danger to the public.

## RECORDS

The records unit is responsible for processing all police and fire reports along with parking and traffic citations. Citizens who come to our main station at 500 City Center Drive make contact with our records personnel who try to assist them with receiving a copy of a police report or answering questions they may have about our Public Safety Department. The records section also makes copies of reports that are used by the District Attorney's Office for criminal prosecutions.

## FIRE DIVISION

Our Public Safety Officers who are assigned to the Fire Division function as a typical municipal Fire Agency and are responsible for protecting life and property. All persons assigned to the Fire Division are equipped with police equipment as well. They are available 24/7 to respond to police incidents when needed. Fire departments carry out their mission by providing assistance in putting out fires and providing first aid response. Our Fire Division responds to medical emergencies and vehicle accidents in the City limits and on occasion on the 101 highway. We also provide fire prevention, disaster preparedness through the City Emergency Operations Center and conducting fire inspections of new and existing buildings.

## FIRE EDUCATION

Fire education is a key element to being proactive and keeping the community safe from fires. Through public education, we hope to prevent the loss of life and or property by emphasizing fire prevention and risk mitigation in the components that could potentially cause unsafe fires.

## FIRE PREVENTION

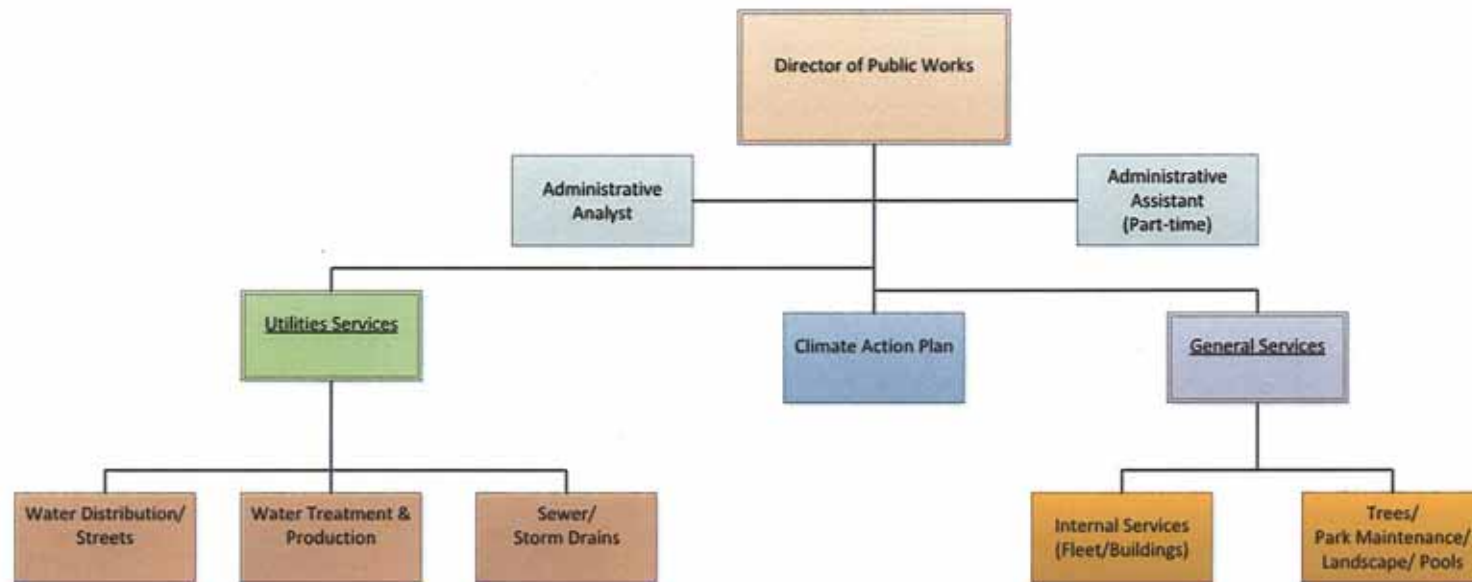
The Fire Prevention unit is overseen by the Fire Marshal. This unit had two other full time positions to assist the Fire Marshal but they have been cut from the current budget. The Fire Marshal is responsible for enforcing the Fire Code and portions of the State Health and safety Code. Other responsibilities of the Fire Marshal include project reviews, conducting plan checks and inspection of new construction and fire protection systems. The Fire Marshal is also responsible for conducting fire investigations of all unknown caused fires.

## EMERGENCY MEDICAL SERVICES (EMS)

The Fire Department performs rescue work and provides emergency medical services to ill and injured persons. Fire personnel are dispatched to all potentially life threatening emergencies and many of our staff is certified as Emergency Medical Technicians or Paramedics to provide essential medical services.

## DISASTER PLANNING

The Department is responsible for developing comprehensive disaster response plans for Rohnert Park and for coordinating all public and private services that may be needed to respond to manmade or natural disasters. The Fire department also coordinate's disasters planning drills and tabletop exercises to prepare for critical incidents.

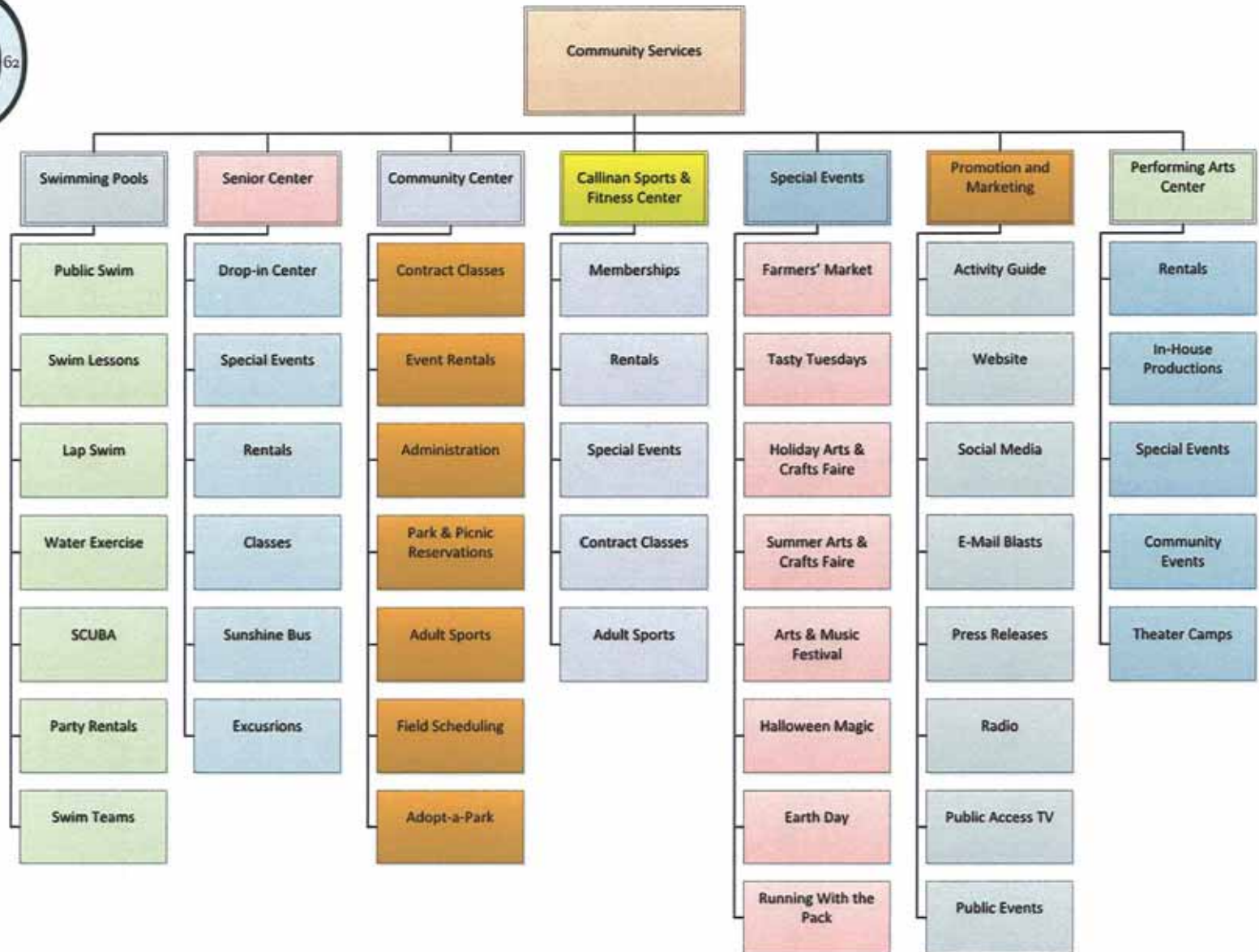


# **PUBLIC WORKS**

<b>EXPENSE</b>	<b>2009-10 ACTUAL</b>	<b>2010-11 ADOPTED BUDGET</b>	<b>2011-12 PROPOSED BUDGET</b>	<b>\$ INCREASE/ (DECREASE)</b>
<b>Compensation</b>				
Salary and Benefits	\$ 1,599,801	\$ 1,313,675	\$ 1,334,114	\$ 20,439
Overtime/Stand By Pay	15,770	22,900	22,500	(400)
Training	5,545	13,500	11,000	(2,500)
PW Recharge	(316,619)	(196,826)	(157,294)	39,532
<b>Supplies</b>				
Office Supplies	7,278	18,100	17,200	(900)
Special Departmental Equipment	101,034	205,737	151,508	(54,229)
Small Tools	2,604	12,000	10,000	(2,000)
Clothing/Uniform Allowance	8,237	7,500	6,000	(1,500)
<b>Utilities</b>	174,017	189,000	30,000	(159,000)
<b>Communications</b>	6,354	61,800	243,200	181,400
<b>Dues &amp; Subscriptions</b>	-	300	-	(300)
<b>Vehicle</b>				
Fuel/Auto Allowance	50,201	49,300	61,400	12,100
Maintenance	33,635	30,000	25,000	(5,000)
<b>Equipment</b>				
Maintenance	730	37,000	4,600	(32,400)
Rental	5,918	21,200	14,200	(7,000)
<b>Facility Maintenance</b>	70,184	114,000	38,000	(76,000)
<b>Contractual/Professional</b>	187,223	213,600	158,950	(54,650)
<b>Travel &amp; Meetings</b>	4	200	200	-
<b>Miscellaneous Expense</b>	1,343	38,300	28,500	(9,800)
<b>Capital Outlay</b>	79,736	85,500	21,500	(64,000)
<b>TOTAL EXPENSE</b>	<u>\$ 2,032,997</u>	<u>\$ 2,236,786</u>	<u>\$ 2,020,578</u>	<u>\$ (216,208)</u>

## COMMUNITY FACILITIES

REVENUE	2009-10 ACTUAL	2010-11 ADOPTED BUDGET	2011-12 PROPOSED BUDGET	\$ INCREASE/ (DECREASE)
Sports Center	\$ 502,607	\$ 517,900	\$ 579,400	\$ 61,500
Swimming Pools	147,517	144,300	145,500	1,200
Community Events	-	32,000	76,000	44,000
R.P. Comm Center Rentals	273,000	353,500	290,000	(63,500)
Burton Avenue Center Rentals	-	20,000	28,000	8,000
Ladybug Rec Building	7,110	7,000	8,500	1,500
Senior Center	55,885	66,500	128,000	61,500
Field Rentals	-	-	21,000	21,000
Scout Hut	780	800	-	(800)
Performing Art Center	288,239	199,000	282,800	83,800
Performing Art Center Sign Rental	116,936	125,000	24,000	(101,000)
<b>TOTAL REVENUE</b>	<b>1,392,074</b>	<b>1,466,000</b>	<b>1,583,200</b>	<b>117,200</b>
<b>EXPENSE</b>				
<b>Compensation</b>				
Salary and Benefits	\$ 1,130,631	\$ 1,084,589	\$ 1,126,453	\$ 41,864
Overtime/Stand By Pay	10,500	1,500	1,500	-
Training	-	-	-	-
PW Recharge	135,164	4,840	-	(4,840)
<b>Supplies</b>				
Office Supplies	15,736	20,700	51,350	30,650
Special Departmental Equipment	9,588	72,795	46,100	(26,695)
Clothing/Uniform Allowance	-	500	-	(500)
<b>Utilities</b>	186,709	210,900	192,000	(18,900)
<b>Communications</b>	8,050	10,400	9,300	(1,100)
<b>Dues &amp; Subscriptions</b>				
<b>Advertising</b>	-	-	-	-
<b>Concessions</b>	67,105	18,800	48,500	29,700
<b>Vehicle Expense</b>	939	4,100	3,300	(800)
<b>Equipment</b>				
Maintenance	18,707	23,500	21,100	(2,400)
<b>Facility Maintenance</b>	235,452	205,000	160,000	(45,000)
<b>Contractual/Professional</b>	108,521	193,250	216,000	22,750
<b>Travel &amp; Meetings</b>	98	1,000	200	(800)
<b>Miscellaneous Expense</b>	59,704	4,300	16,500	12,200
<b>Rents</b>	12,569	10,000	13,000	3,000
<b>Traansfers out</b>	-	-	8,000	8,000
<b>Capital Outlay</b>	57,833	127,150	90,000	(37,150)
<b>TOTAL EXPENSE</b>	<b>2,057,307</b>	<b>1,993,324</b>	<b>2,003,303</b>	<b>9,979</b>
<b>Gain (Loss)</b>	<b>\$ (665,233)</b>	<b>\$ (527,324)</b>	<b>\$ (420,103)</b>	<b>107,221</b>

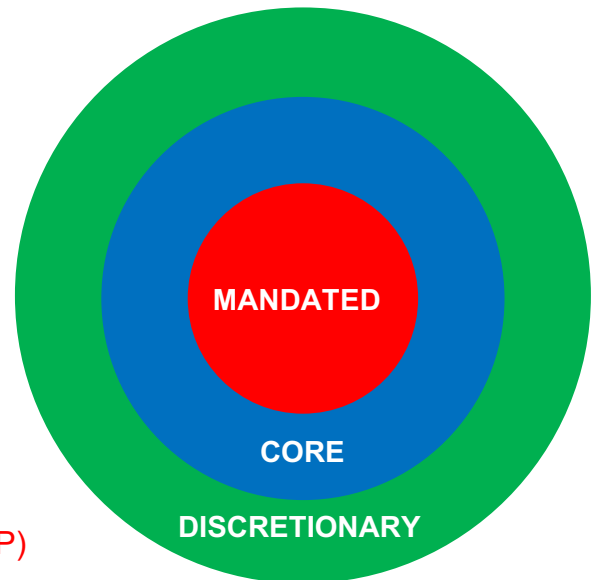


# DEPARTMENT OF PUBLIC WORKS & COMMUNITY SERVICES

## DEPARTMENT SERVICES MODEL

### ♦ MANDATED SERVICES

- ❖ Water Utility Services
  - Water Production
  - Water Treatment
  - Water Distribution
  - Quality Control
  - Reporting & Records Management
- ❖ Wastewater Utility Services
  - Sewer System Management Plan (SSMP)
  - Preventative Maintenance Program
  - Emergency Response
  - Records
- ❖ Drainage
  - Storm Drain Management Plan
  - Best Management Practices (BMP's)
  - Storm drain system repair and maintenance
- ❖ Streets
  - Traffic Signals
  - Street Lighting
  - Sidewalks
  - Asphalt
  - Signage
  - Striping
  - Streetscape (including medians & trees)
- ❖ Administration
  - Customer service response/tracking/follow-up
  - Cash handling
  - Injury & Illness Prevention Program
  - Records
  - Supplies/materials
  - Service agreements
  - Expense allocation and tracking
- ❖ Buildings
  - Preventative maintenance
  - HVAC
  - Electrical





- Plumbing
- ❖ City Fleet & Equipment
  - BACT/BIT Program
  - Specifications
  - Repair
  - Preventative Maintenance Program
- ❖ Parks/Pools
  - Tree Maintenance
  - Reclaimed Water Control
  - Chemical Treatment
  - Pool Safety
  - Playgrounds
  - Pedestrian Bridges
- ◆ CORE SERVICES
  - ❖ Recreation Centers
    - Sports Center
    - Public Pools
    - Community Center
    - Senior Center
    - Burton and Ladybug Recreation Centers
    - Performing Arts Center
    - Programs, Classes, and Services
  - ❖ Parks
    - Landscape
    - Athletic Amenities
    - Programs/Services
    - Lighting
    - Bike paths
    - Irrigation
    - Courts
  - ❖ Citywide
    - Graffiti Abatement
    - Weed Abatement
    - Vandalism Repair

◆ DISCRETIONARY SERVICES

- ❖ Community Events
- ❖ Dog Parks
- ❖ Community Gardens
- ❖ Youth and Adult Sports and Programs
- ❖ Various Recreation Classes
- ❖ Senior Center Excursions
- ❖ Some Street/Curb Markings and Signage

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**UTILITIES**

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The Public Works Department is responsible for the operation, maintenance, inspection, and repair of most of the City’s infrastructure including the potable water and wastewater utilities. In addition to performing regularly assigned duties, staff responds to over 5,000 citizen requests each year and responds to a variety of system problems and emergencies 24 hours per day, 7 days per week.

Most functions in potable water and sewer operation and maintenance are mandated and non-discretionary in nature – meaning that they directly affect public health, could have an adverse affect on the environment and are strictly enforced by multiple regulatory agencies. This division is staffed at a minimum of five days a week but is also monitored 24-7 through the City’s computer controlled wireless network: *Supervisory Control and Data Acquisition (SCADA)* system. The Utilities Division is comprised of four primary subdivisions as follows:

**Water Production & Treatment**

The potable water production and treatment group is staffed by seven FTE’s and is responsible for the operations, maintenance and repair of the City’s potable water system. This includes 29 groundwater production wells, 7 potable water storage tanks, and multiple chemical treatment systems. Daily activities include: routine water sampling, pump operation, preventative maintenance, customer service, and overall system operations. Staff members also perform water meter reading, meter replacement, and meter calibration.

**Water Distribution**

The water distribution group is staffed with four FTE’s and is responsible for the repair and maintenance of the City’s vast network of underground water piping – nearly 100 miles of water mains, and over 8,900 water service connections. On an almost daily basis, this group is dedicated to replacing failed water services. This labor-intensive activity involves cutting the street, excavation, installation of a new water service, and reconstructing the street. Staff currently replaces 200 failed water services per year. This group also performs other mandated functions including: water main flushing, backflow installation and repair, water leak detection and monitoring services, and maintenance of 1200 fire hydrants.

**Utility Administration**

The utilities administration group is staffed by one FTE who is responsible for the general administration of a variety of mandated water and wastewater programs including: the Cross Connection Control Program, Sewer System Management Plan (SSMP), and the Water Quality Sampling and Monitoring Program. This position also prepares a variety of mandated reports to regulatory agencies as well as correspondence to neighboring and adjoining utility districts.

**Wastewater**

The wastewater group is staffed with four FTE’s and is responsible for the operation, maintenance, and repair of the City’s sewer collection system. The sewer collection system is comprised of 90 miles of gravity sewer mains and three large sewer pump stations. On a daily basis, this group performs sewer main cleaning – this activity now falls within a State mandated program – the Sewer System Management Plan (SSMP). Typically, sewer staff maintains (flushing and debris removal) 3 miles of sewer main per week.

## GENERAL SERVICES

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This Division operates and maintains the City's parks, streets, pools, buildings, and fleet. Shared functions by all divisions include vandalism repair, graffiti abatement, underground mark and locate services, and other miscellaneous service functions. Employees work with a philosophy of taking ownership of problems and routinely work outside their core areas to provide effective and efficient service.

For effectiveness and efficiency purposes, the Department currently augments its staff with external contractors for trip hazard abatement and new sidewalk installation, SCADA system maintenance, striping maintenance, trash and recycling services, traffic signal and street lighting repair and maintenance, and laboratory analysis. Opportunities to improve work methods and enhance efficiency are currently being implemented with the hope to maintain or even improve service levels while reducing operating costs.

### **Landscape, Parks, and Tree Maintenance**

The Parks Division is responsible for the maintenance of City parks, mini-parks, parkways, athletic fields, and associated buildings and structures. These facilities include 12 parks and 22 mini-parks encompassing 34 athletic fields, 19 playgrounds, 25 tennis courts, and 20 basketball courts. The Parks Division also performs landscape maintenance for the entire City. The City also employs a Certified Arborist to oversee public tree-related maintenance and conduct routine tree planting and other maintenance activities. The Arborist maintains approximately 16,000 trees situated along city streets and within its many parks and facilities.

### **Internal Services**

This division was recently consolidated and is now under the oversight of the Senior Mechanic. This recent reorganization has lowered costs, and improved responsiveness through a new comprehensive "internal service" approach.

**Buildings** - Public Works staff is responsible for the repair and maintenance for the City's several public buildings. Basic services included roof repair, plumbing, lighting, heating, air conditioning, and other routine building maintenance functions.

**Fleet** - The City's fleet mechanics perform preventative maintenance services and conduct general repairs for City vehicles and miscellaneous equipment.

### **Streets**

The Streets Division maintains asphalt, sidewalks, traffic signals, street lights, striping and signage. The Streets Division collaborates with the City Arborist in resolving damage to streets and sidewalk infrastructure caused by tree root growth and obstruction of traffic signs by tree limbs.

## COMMUNITY SERVICES

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The Community Services Department, formerly known as the Recreation Department, is responsible for the operations of multiple city facilities including the Callinan Sports & Fitness Center, the Community Center, the Senior Center, Honeybee Pool, Benicia Pool, and the city's sports fields and group picnic areas. In addition to operating these facilities, the department is also responsible for creating and implementing high quality, affordable programs, classes, and special events such as the Farmers' Market, Arts and Craft Faires, and Tasty Tuesdays to the local community and surrounding areas.

### **Callinan Sports & Fitness Center**

The Callinan Sports and Fitness Center is one of only a handful of public fitness facilities in Northern California. The center features a full-size basketball/volleyball court,

racquetball courts, extensive cardio center, weight machines, free weights, activity areas, childcare room, and locker rooms. A large variety of fitness classes is available to members and non-members alike. The gymnasium is rented out to a variety of local athletic groups and Rancho Cotate High School. The center is operated on a fee basis with teen, adult, and senior memberships available as well as drop-in fees. Following the model found in the private sector, membership fees are automatically debited from the members' bank accounts on a monthly basis. Pay-in-advance memberships are also available. The Sports Center currently has 2,600 members. The membership and rental fees completely offset the operational costs of the facility.

### **Community Center**

Our Community Center serves as the hub of our Community Services operations. Here the Community Services staff is responsible for the whole gamut of facilities such as the Burton Avenue Recreation Center, Ladybug Recreation Center, picnic facilities, and sports fields. All facility inquiries and reservations, including group picnics and sports field reservations, are done at the Community Center. The Community Center as a rental facility, is typically booked full every Saturday from year to year and holds a number of special events run by the Community Services department, such as the Arts & Crafts Faire, Spooktacular Magic Show, new Arts & Music Festival, Veteran's Day Event and Tasty Tuesday's. The Community Services department offers a wide variety of recreational & enrichment classes for the community at the Community Center including aerobics & fitness classes, summer day camps, preschool, ballet, adult & children's cooking, and guitar classes. The Community Center is also the location of the City's very own full-functioning pottery studio. The studio offers 7 pottery wheels, 2 ceramic kilns, 1 glass kiln, multiple pottery and glass classes and 3 open studio sessions each week.

### **Senior Center**

The Senior Center provides a supportive environment for many seniors in our community by offering them a meeting place that features a range of activities designed to promote emotional and physical well-being. Some of the core activities and services include: Sunshine Bus Program, field trips to various local bay area places of interest, bridge, scrabble, Mah Jong, pinochle, Friday night bingo, Educational Programs - ESL, Spanish, writing, art, and computer classes, health-related services such as blood pressure readings, hearing screenings, and HICAP services (health insurance, counseling, and advocacy services to Medicare beneficiaries), Physical Fitness - Active Fitness, stretching, Tai Chi, dance and walking classes; and Misc. - legal aide, and income tax return assistance. The Senior Center also serves as a rental facility by providing space for outside community groups that host functions such as birthdays, memorials, anniversaries, baptisms, and business meetings. The center also rents to groups on an on-going basis that provide fun and healthy activities to our senior members such as: Kitchen Kutups, Fun After Fifty Club, Chess for Kids, and Alanon. The Senior Center serves approximately 800-1,000 seniors each week.

### **Sports Fields & Picnic Areas**

Rohnert Park offers a number of sports fields that are used by many local sports leagues and teams. Our fields are used for practice, games, and tournaments by sports such as: soccer, softball, baseball, youth football and lacrosse. In addition to our sports fields we have a number of tennis courts throughout the city that are used by local tennis clubs and organizations. The community services department handles the reservation requests and booking of these sports fields and tennis courts.

The City of Rohnert Park has approximately 8 individual and group picnic areas available for reservation throughout the city. These picnic areas range in size with some able to accommodate groups over 300 people.

### **Honeybee & Benicia Pools**

The city currently offer's two pools open to the public. Honeybee Pool is equipped with a one-meter diving board and has a child's wading pool. Lap swim sessions are offered year-round as well as water exercise classes. Benicia Pool is open June-August and is one of our more active pools, often filled to capacity on hot summer days. The centerpiece is the 18-foot waterslide, which attracts users young and old, and a one-meter diving board. Both pools offer swim lessons in the summer for all ages and all levels.

### **Dorothy Rohnert Spreckels Performing Arts Center**

The Dorothy Rohnert Spreckels Performing Arts Center is a city-owned and operated facility dedicated to providing access to the finest and most comprehensive performing arts programming possible for the residents of Rohnert Park, Sonoma County and the surrounding regions, while ensuring access to Center facilities for presentations by local arts and civic organizations.

Included in the City's master plan in the 1970's, Spreckels Performing Arts Center joined the Community Center and Sports Center as components of the Rohnert Park Community Complex. The Community Center opened in 1979, the Sports Center in 1986 and the Performing Arts Center's grand opening was April 20-22, 1990.

The Construction of this \$8 million model Performing Arts Center was fully paid for through a bequest by Fred Rohnert, community development agency funds, annexation fees, a Pacific Gas & Electric Co. contribution, Federal Revenue Sharing Funds and City funds. The facility totals 37,400 square feet and serves nearly half a million people in Northern California, including the communities of Rohnert Park, Petaluma, Sebastopol, Santa Rosa, Healdsburg, Sonoma, Windsor and the counties of Marin and Mendocino.

## **CURRENT ISSUES - ORGANIZATIONAL CONSTRAINTS AND PROBLEMS:**

The Department is heavily reliant upon part-time staff and volunteers to provide a wide variety of services. In most cases, utilizing part time staff is appropriate and is the most cost-effective approach of service deliverability –particularly with seasonal functions such as landscape service, pool staffing, and various short-term programs. However, in recent years, the use of part-time staff has expanded to fill ongoing service or major facility needs including the Senior Center, the Community Centers and corresponding field programs. These facilities and functions were previously staffed (operated) by multiple full-time staff and have since been shifted to 100% part-time staff.

Over the past two years we have evaluated the current staffing model and have determined that the existing approach is not sustainable. The following constraints and problems related to staffing have threatened the service delivery of many ongoing functions within both departments but more so in Community Services:

- ◆ **Service deliverability – sustainability** – Some programs and events have been cancelled due to staffing shortfalls or oversight issues
- ◆ **Span of control** – The ratio of permanent staff to part time staff in the Community Services Department is out of balance and not sustainable. Currently two full time positions oversee 97 part-time staff and as many as 150 volunteers.
- ◆ **High administrative overhead** – A significant effort and cost related to the cycles of hiring, training, dismissing, rehiring, training...

- ◆ **Inability to meet certain mandates** – Current vacancies in the Utilities Division have compromised our ability to implement multiple mandated programs
- ◆ **Lost revenue opportunities** – Several revenue generating classes and programs have been cancelled or postponed due to our inability to delivery services
- ◆ **Reliability and vested interest** – Institutional knowledge has been diluted and is in danger of being completely lost. Staffing for several core services is provided by a transient workforce whose limited knowledge is lost every six months.

***(Additionally – two retired annuitants will depart in 2011)***

- ◆ **Major loss of institutional knowledge** – Two retired annuitant with over 40-years of combined experience and vested interest will depart in 2011

## **ALTERNATIVE SERVICE DELIVERY OPTIONS**

- ◆ Volunteers (currently utilize 150 to 200 volunteers)
- ◆ Community groups and non-profit organizations
- ◆ Intern programs
- ◆ Service contracts
- ◆ Resource sharing with neighboring communities
- ◆ Inter-departmental cross training
- ◆ Consolidation of “like” functions
- ◆ Succession plan – Maintenance Worker Trainee Program
- ◆ In-house production of PAC-sponsored events

## **REVENUE OPPORTUNITIES**

- ❖ **Various new programs and events**
  - Moonlight Movies
  - Family Campout
  - Winter Break Camp
  - Annual Pasta Feed
  - Annual Kick-off Summer Ice Cream Social
  - Spring Break Camp
  - Cupcake Challenge
  - Create a group picnic area for rentals
  - Beerfest
- ❖ **Community Center Complex**
  - Adjusted rental-rate for off-peak hours at recreation centers
  - Pursue new electronic message board
  - Enhanced marketing and promotion
  - Signage and lighting
  - Art & Music Festival
  - Social media
- ❖ **Performing Arts Center**
  - Increase usage of theatrical space - create a “Season of Events” and sell subscription packages
  - Design a seasonal brochure and sell ads to off-set the printing costs
  - Increase Trade Agreements with service businesses
  - Develop more limited partnerships with arts groups in the North Bay
  - Explore the possibilities of expanding concession services to the public

## **MAJOR DEPARTMENTAL TASKS COMPLETED FY 2010/2011**

### ***PUBLIC WORKS:***

- ☑ **Responded to over 5,000 service requests**
- ☑ **Leased Hunter Drive Building (Annex) to OADS** - The City received approximately \$45,000 in building improvements and will receive \$26,000/year in General Fund revenue.
- ☑ **Installed new LED park lights** - this project was funded by the Department of Energy’s Energy Efficiency and Conservation Block Grant (EECBG) program. High



pressure sodium fixtures, along with failing wood poles, were replaced with new LED fixtures and fiberglass poles.

- ☑ **Completed the Community Center Complex Fountain Demolition and Courtyard Restoration Project** - the leaking fountain was removed, and through a community volunteer project, the area was replanted with new landscape features. Benches and trash receptacles that were funded through a grant were installed. This project transformed a blighted area that posed a liability to the city into an active courtyard with enormous revenue potential.
- ☑ **Significantly reduced operating expenses and increased revenue -**
- ☑ **Completed several Senior Center capital improvements** - through a combination of innovative fund raising efforts, donations, capital reserves, and volunteer contributions, the following major facility improvements were completed including: carpet replacement, painting, kitchen floor replacement, and fire suppression system upgrades.
- ☑ **Implemented the Sewer System Management Plan (SSMP)** – A comprehensive sewer system maintenance plan, and an emergency response plan with contingency procedures, have been implemented and are in full compliance with all State mandates.
- ☑ **Completed initial succession planning/staff development/performance management plan**
- ☑ **Implemented a Drainage System “Early Warning” procedure** - staff has configured an early warning system where fixed stream gauges in the Laguna communicate levels and alarms via cellular networks to on-call Public Works staff. Staff can now respond in advance (proactively) to areas such as Martin Avenue that are prone to flooding from the Laguna backing up in advance of the actual flood. Earlier this year, staff utilized this advanced warning system and averted a major flooding event on Martin Avenue by mobilizing large portable pumps in advance of the high Laguna level.
- ☑ **Completed and adopted the Injury and Illness Prevention Program (IIPP)** – completed and adopted a City health and safety program and formed a Citywide Health and Safety Committee.
- ☑ **Completed various energy efficiency upgrades at H-pool -**
- ☑ **Further reduced Landscape Services Expenses** - reduced the City’s net landscaping expenses by over \$700,000.
- ☑ **Replaced several severely uplifted sidewalk squares along Southwest Blvd**
- ☑ **Achieved full compliance with mandated Cross Connection Control Program**
- ☑ **Replaced approximately 200 failed water services**
- ☑ **Water System achieved 100% grade on State inspection**
- ☑ **Installed and implemented Corp. Yard/Warehouse security**
- ☑ **Implemented fuel accounting system**
- ☑ **Implemented Multiple Departmental Programs Including:**
  1. Hazardous Sidewalk Abatement – minimizes City’s exposure to trip and fall hazard injury claims related to sidewalk defects.
  2. Street Light Maintenance – assumed street light maintenance responsibilities with City staff.
  3. Street Striping Maintenance – Cost-effectively augmented City staff with external specialty contractor to meet minimum street-marking standards.

## **COMMUNITY SERVICES:**

- ☑ **Launched the City's first annual Farmer's Market** - the Rohnert Park Farmers' Market helped provide an identity to the City and created a needed outlet for Rohnert Park families while instilling a sense of community pride. With the help of several community volunteers, the Farmers' Market also proved to be a profitable venture for the City.
- ☑ **Significantly reduced operating expenses and increased revenue**
- ☑ **Eliminated the General Fund subsidy of the Sports Center** – achieved an all-time high in revenue for the Sports Center; began partially funding building and equipment depreciation.
- ☑ **Implemented the Senior Center Club Membership Program** – this voluntary program provides discounts for seniors who join the Senior Club. This program provides needed discounts to our seniors, encourages local spending, and provides additional revenue and a reliable cash flow to the Senior Center.
- ☑ **Hosted the 31st Annual Holiday Arts & Crafts Faire** – over 90 vendors and hundreds of shoppers participated making this the most successful faire yet.
- ☑ **Reorganized the Ceramics Studio** – changed the business model and have transformed the Ceramic Studio into a profitable Enterprise.
- ☑ **Hosted the “Waves to Wine Bike Tour”** – A major Northern California event which sparked our local economy with over as 2,000 participants and 350 hotel rooms reserved.
- ☑ **Launched Tasty Tuesdays** – this new Community Services event utilizes the newly created Community Center Complex Courtyard as a local destination for an afternoon getaway for citizens and visitors. This community building and profitable event offers a small-scale farmer's market as well as a variety of high quality mobile food vendors for the event was an even bigger success than expected – a great alternative for afternoon lunches.
- ☑ **Launched the Adopt-A-Park Program** - this community building program saves the City money and encourages resident participation and ownership of the City's neighborhoods and parks. So far, six groups (including non-profits, clubs, SSU, and citizens at large) are participating in this program.
- ☑ **Expanded Social Networking** – established social networking pages for Community Services functions on Facebook and Twitter. This cost-effective and powerful networking tool will enhance marketing and promotion efforts as well as provide a means for public interaction and feedback.
- ☑ **Introduced Summer Theater Workshop**
- ☑ **Introduced Winter Theater Workshop**
- ☑ **Increased PAC Rental Income**
- ☑ **Created working partnerships with other Performing Arts Organizations**

## **MAJOR DEPARTMENTAL GOALS FOR FISCAL YEAR 2011/2012**

### **PUBLIC WORKS –**

- ❖ **Implement Customer Service Request Tracking Program** –A tracking program to ensure that every service request is addressed promptly.
- ❖ **Implement City-wide Injury and Illness Prevention Program (IIPP) – Training Phase** - Launch a comprehensive City-wide employee health and safety training program to improve employee safety, satisfy State and Federal mandates, and reduce the City's risk to workplace injury claims.

- ❖ **Centralize daily service requests with Public Safety Dispatch -**
- ❖ **Create a Climate Action Program and sustainable funding mechanism** – convert the previously adopted Climate Action Plan into a program where future projects are funded through cumulative cash from energy savings realized through previous projects.
- ❖ **Make progress towards reuse of the previous A and L pool sites** – Select, fund, plan, and construct new financially sustainable recreation amenities at these two sites.
- ❖ **Develop new green street lighting standards** – LED street lights.
- ❖ **Pursue Green Technology funding** – work with PG&E and other agencies to fund and incorporate energy (and cost) reduction alternatives including LED street lights, electric vehicles/hybrid vehicles, solar power, and other technologies currently not in use.
- ❖ **Complete Succession planning/staff development/performance management plan** – revise job descriptions to accurately meet current service needs while strategically fulfilling staff development and long-term succession planning needs.
- ❖ **Install Martin Avenue Drainage Booster Pump -**
- ❖ **Upgrade Motor Control Centers at City Potable Water Well Sites -**
- ❖ **Implement Central Stores -**
- ❖ **Incorporate City Pools and Park lighting into SCADA system -**
- ❖ **Implement Vehicle Replacement Fund** – transition from large purchases through annual appropriation to an annualized depreciation schedule.
- ❖ **Complete various Water System Capital Improvements** – complete several water system improvements including pump replacements, well rehabilitation, building improvements, tank improvements, and electrical panel upgrades.
- ❖ **Start Energy Conservation Capital Improvements at Community Center/PAC/Sports Center** – plan, fund, and commence energy improvement projects at three major facilities that will lower operating expenses and attract new members/patrons.
- ❖ **Continue to seek and implement other cost savings and efficiency measures** - including inventory and consumable supplies controls, work prioritization strategies, outsourcing specialized activities, eliminating ineffective contracts, and developing various operating programs; seek new grant funding opportunities to finance current infrastructure needs.

## **COMMUNITY SERVICES –**

- ❖ **Host additional joint-facility events**
- ❖ **Host 1<sup>st</sup> Annual Arts & Music Festival**
- ❖ **Replace Sports Center exercise equipment** - explore Lease options.
- ❖ **Continue to seek and implement other cost savings and efficiency measures**
- ❖ **Minimize Senior Center General Fund subsidy** – further increase revenue and reduce expenses to stabilize the Senior Center operation and completely eliminate the General Fund subsidy.
- ❖ **Resurrect profitable youth summer camp programs** – cost-effectively provide identified vital community service needs.
- ❖ **Complete Succession planning/staff development/performance management plan** – revise job descriptions to accurately meet current service needs while strategically fulfilling staff development and long-term succession planning needs.

- ❖ **Explore Cost Sharing Opportunities with other Performing Groups**
- ❖ **Expand Theater Entertainment**
- ❖ **Expand Youth Theater Programs**
- ❖ **Expand Inter-Departmental Programs – PAC, Sport, Senior, and Community Centers**
- ❖ **Continue lowering operating expenses**
- ❖ **Develop additional Theater Trade Agreements**

# REDEVELOPMENT FUND

	<b>2009-10 ACTUAL</b>	<b>2010-11 ADOPTED BUDGET</b>	<b>2011-12 PROPOSED BUDGET</b>	<b>\$ INCREASE/ (DECREASE)</b>
<b>REVENUE</b>				
Property Taxes	\$ 7,680,271	\$ 7,357,920	\$ 6,808,828	\$ (549,092)
Housing set-aside	(2,329,705)	(2,225,384)	(1,361,766)	863,618
Interest earnings	43,731	973,918	226,082	(747,836)
<b>TOTAL REVENUE</b>	<b>\$ 5,394,297</b>	<b>\$ 6,106,454</b>	<b>\$ 5,673,144</b>	<b>\$ (433,310)</b>
<b>EXPENSE</b>				
Dues & Subscriptions	\$ 3,670	\$ 3,600	\$ 3,600	\$ -
Advertising/Publications	-	5,000	5,000	-
Travel & Meetings	1,091	1,000	1,000	-
Utilities	291	-	688	688
Contract Services	269,214	229,000	289,000	60,000
Payments to City of Rohnert Park	1,252,060	1,247,021	1,147,426	(99,595)
Debt Service	3,545,267	2,585,868	3,052,402	466,534
ERAF Shift to State	4,108,698	894,000	-	(894,000)
<b>TOTAL EXPENSE</b>	<b>\$ 9,180,291</b>	<b>\$ 4,965,489</b>	<b>\$ 4,499,116</b>	<b>\$ (466,373)</b>
<b>CHANGE IN FUND BALANCE</b>	<b>\$ (3,785,994)</b>	<b>\$ 1,140,965</b>	<b>\$ 1,174,028</b>	<b>\$ 33,063</b>

# **LOW & MODERATE HOUSING FUND**

	<b>2009-10 ACTUAL</b>	<b>2010-11 ADOPTED BUDGET</b>	<b>2011-12 PROPOSED BUDGET</b>	<b>\$ INCREASE/ (DECREASE)</b>
<b>REVENUE</b>				
Housing set-aside	2,329,705	2,225,384	1,361,766	(863,618)
Interest earnings	825,299	100,000	-	(100,000)
Housing Trust Fund (Transfer In)	-	-	374,281	374,281
<b>TOTAL REVENUE</b>	<b>\$ 3,155,004</b>	<b>\$ 2,325,384</b>	<b>\$ 1,361,766</b>	<b>\$ (963,618)</b>
<b>EXPENSE</b>				
Dues & Subscriptions	\$ 3,430	\$ 4,500	\$ 4,500	\$ -
Advertising/Publications	-	-	-	-
Travel & Meetings	155	5,000	5,000	-
Utilities	12,698	-	9,992	9,992
Contract Services	537,215	139,194	503,475	364,281
Payments to City of Rohnert Park	576,000	579,801	508,994	(70,807)
Debt Service	922,492	1,049,428	1,166,476	117,048
<b>TOTAL EXPENSE</b>	<b>\$ 2,051,990</b>	<b>\$ 1,777,923</b>	<b>\$ 2,198,437</b>	<b>\$ 420,514</b>
<b>CHANGE IN FUND BALANCE</b>	<b>\$ 1,103,014</b>	<b>\$ 547,461</b>	<b>\$ (836,671)</b>	<b>\$ (1,384,132)</b>

COMMUNITY DEVELOPMENT COMMISSION OF THE CITY OF ROHNERT PARK						
CASH FLOW STATEMENT						
	Redevelopment Fund			Low and Moderate Housing Fund		
	FY 2010/11	FY 2011/12	\$ Increase/	FY 2010/11	FY 2011/12	\$ Increase/
	Redevelopment	Redevelopment	(Decrease)	Low & Moderate	Low & Moderate	(Decrease)
	Fund	Fund		Housing Fund	Housing Fund	
	(Adopted)	(Proposed)		(Adopted)	(Proposed)	
<b>Cash Balance, July 1</b>						
Cash from tax increment	\$1,831,596	\$930,862	(\$900,734)	\$91,218		(\$91,218)
Interest earned cash - tax increment	\$568,134		(\$568,134)			
Housing Trust Fund (Transfer In)					\$374,281	\$374,281
<b>ANTICIPATED SOURCES OF CASH</b>						
Property Tax Increment	\$7,357,920	6,808,828	(\$549,092)			
Housing set-aside	(\$2,225,384)	(1,361,766)	(863,618)	\$2,225,384	1,361,766	(\$863,618)
Operating Reserve (5%)	(\$379,000)		(379,000)			
Interest from investments						
Interest from loan repayments						
2007R TABs interest earnings for debt service	\$973,918	226,082	(\$747,836)			
2007H TABs interest earnings for debt service				\$100,000	\$0	(\$100,000)
Loan payoffs						
Principal payments						
Total Anticipated Sources of Cash	\$8,127,184	\$6,604,006	(\$1,523,178)	\$2,416,602	\$1,736,047	(\$680,555)
<b>ANTICIPATED USES OF CASH</b>						
Dues & Subscriptions	\$3,600	3,600	\$0	\$4,500	4,500	\$0
Advertising/Publications	\$5,000	5,000	\$0			
Travel & Meetings	\$1,000	1,000	\$0	\$5,000	5,000	\$0
Utilities		688	\$688	\$0	9,992	\$9,992
<b>Contractual services:</b>						
Trustee fees/bond issues	\$5,000	5,000	\$0	\$3,000	3,000	\$0
County property tax admin fee	\$130,000	130,000	\$0	\$30,000	30,000	\$0
Auditing Fees	\$4,000	4,000	\$0	\$4,000	4,000	\$0
Legal expense	\$20,000	20,000	\$0	\$40,000	40,000	\$0
Chamber of Commerce		10,000	\$10,000			
Consultant Fees	\$50,000	50,000	\$0	\$50,000	50,000	\$0
Sonoma County Tourism Bureau	\$0	50,000	\$50,000			
<b>Homeless Services</b>						
SCAYD				\$0	130,000	\$130,000
SCCDC - Homless Count				\$2,194	2,194	\$0
<b>Preservation of Housing</b>						
Rebuilding Together				\$0	70,000	\$70,000
<b>Shared Living Homes</b>						
COTS Support Services Shared Living Homes				\$0	85,281	\$85,281
COTS HUD-Funded Shared House				\$0	4,000	\$4,000
COTS Vida Nueva				\$0	75,000	\$75,000
COTS Emergency Repairs/Maintenance				\$10,000	10,000	\$0
<b>Proposed Housing Programs (non-bond)</b>						
<b>Proposed Capital Improvement Projects (non-bond)</b>						
<b>Golf Course CIP Fund Contribution</b>	\$20,000	20,000	\$0			
<b>Payments to City of Rohnert Park:</b>						
Administration fee-City general fund	\$675,000	574,000	(\$101,000)	\$526,000	453,318	(\$72,682)
Allocation for Housing & Redevelopment Salaries	\$53,801	55,676	\$1,875	\$53,801	55,676	\$1,875
<b>Debt Service Payments:</b>						
GF loan interest payments	\$194,220	186,750	(\$7,470)			
GF loan principal payments	\$83,000	90,000	\$7,000			
Land lease payments (Community Ctr Complex)	\$241,000	241,000	\$0			
1991 TARs	\$464,000	464,000	\$0	\$116,000	116,000	\$0
1999 TABs	\$395,000	395,000	\$0			
2001 TARs	\$310,934	775,574	\$464,640	\$77,734	193,894	\$116,160
2003 LRBs	\$442,016	443,910	\$1,894			
2007R TABs	\$973,918	973,918	\$0			
2007H TABs				\$855,694	856,582	\$888
<b>Shift of RDA Funds to ERAF</b>	\$894,000	\$0	(\$894,000)			
Total Anticipated Uses of Cash	\$4,965,489	4,499,116	(\$466,373)	\$1,777,923	2,198,437	\$420,514
<b>Cash Balance, June 30</b>	\$3,161,695	\$2,104,890	(\$1,056,805)	\$638,679	(\$462,390)	(\$1,101,069)

## COMMUNITY DEVELOPMENT COMMISSION HOUSING & REDEVELOPMENT

### DIVISION SERVICES MODEL

#### ◆ MANDATED

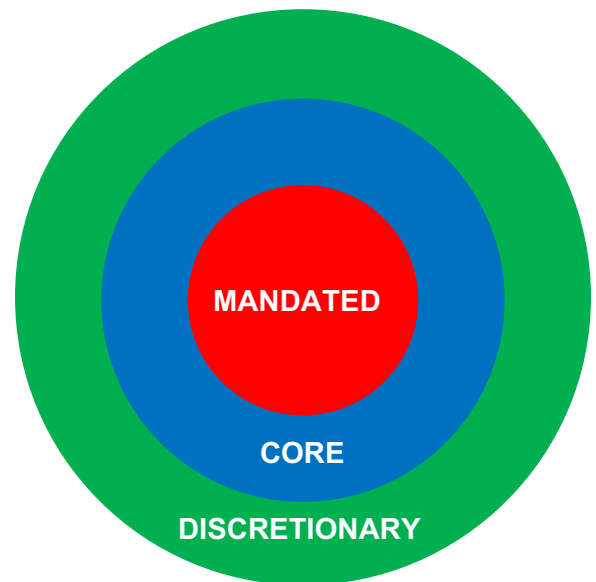
- Prepare annual California Department of Housing & Community Development Report
- Prepare & implement Community Development Commission Five Year Implementation Plan
- Maintain affordable housing database
- Submit annual reports for programs funded through state and federal resources
- Staff Rohnert Park Rent Appeals Board

#### ◆ CORE

- Assist organizations that promote economic development
- Act as Project Manager on Housing and Redevelopment projects
- Work with community service organizations serving Rohnert Park's low income residents
- Make affordable housing rehabilitation loans available to income qualified residents
- Work with potential buyers and real estate agents to preserve affordable units
- Monitor compliance with contractual obligations to provide affordable units
- Staff Sonoma County Community Development Commission Technical Advisory Committee
- Provide referrals for housing, food and shelter
- Administer budget and bond portfolio
- Search for and obtain grant funding
- Produce annual affordable housing income and maximum rent guidelines

#### ◆ DISCRETIONARY

- Facilitate acquisition of properties for redevelopment and the creation of affordable housing
- Assist underwriter and bond counsel with issuing bonds to fund projects and programs
- Provide financial assistance to assist in the development of affordable housing
- Develop & launch new programs that promote economic development and affordable housing
- Participate in annual homeless count administered by the Sonoma County Community Development Commission



### ALTERNATIVE SERVICES DELIVERY OPTIONS

- Enter into a service agreement with the County of Sonoma to administer a new Façade Improvement and Commercial Rehabilitation Loan Program
- Look for opportunities to partner with other jurisdictions to provide for other CDC programs and services
- Outsource low-moderate income housing monitoring

### REVENUE OPPORTUNITIES

- Implementation of a Façade Improvement and Commercial Rehabilitation Loan Program will generate sales tax and other City revenues



## **MAJOR TASKS COMPLETED IN FISCAL YEAR 2010/2011**

- ✓ Commercial Area Improvement Pilot Project
- ✓ Grant for \$888,000 to the Sonoma Mountain Business Cluster
- ✓ Agreement with the Sonoma County Tourism Bureau for exclusive marketing services
- ✓ Agreement with the Rohnert Park Chamber of Commerce for Professional Services associated with Chamber operations
- ✓ Initiated Feasibility Study for Avram/Southwest properties
- ✓ Amended and Restated Lease with the City of Rohnert Park for 6800 Hunter Drive
- ✓ Public Improvements and Affordable Housing Reimbursement Agreement with City of Rohnert Park
- ✓ Real Property Transfer and Cooperative Agreement with City of Rohnert Park for certain real property owned by the CDC

## **MAJOR GOALS FOR FISCAL YEAR 2011/2012**

### Goal 1: Promote Economic Development and Create Jobs through Implementation of CDC Programs

A) Assist the City Manager and Economic Development Manager in the implementation of the City/CDC Economic Development/Job Creation Action Plan.

- Determine creative ways for CDC programs and funding to assist in these efforts.
- Use elements of the CDC Five Year Implementation Plan to strengthen City's economic development.

B) Administration of the Façade Improvement and Commercial Rehabilitation Loan Program.

The CDC will offer below market interest rate loans to business and commercial property owners in the Redevelopment Project Area in order to:

- Increase business retention, expansion or attraction efforts
- Decrease vacancies or increase jobs
- Eliminate physical blight or improve economic conditions in the Redevelopment Project Area

### Goal 2: Complete Redevelopment Feasibility Study of Avram and Southwest Sites

The CDC is exploring options to develop two sites. The first site is comprised of the former City Hall (6750 Commerce Boulevard) and 100 and 120 Avram Avenue. The second site is located at 435 Southwest Boulevard, the former Southwest fire station.

### Goal 3: Engage in Competitive Bid Process and Award Contract to Redevelop Avram and Southwest Sites

Following completion of the Redevelopment Feasibility Study, staff will develop a Request for Proposals and initiate a competitive bid process for the purpose of selecting a qualified developer and awarding a contract to develop the aforementioned sites.

### Goal 4: Initiate & Complete Recreational and Community Facilities Feasibility Study

The CDC wishes to explore opportunities to improve recreational and community facilities serving the Rohnert Park Redevelopment Project Area.

### Goal 5: Initiate Request for Qualifications to solicit qualified developers for Recreational & Community Facility Improvements

The CDC will seek qualified developers to develop recreational and community facility improvements.

## **PROPOSED FY 2012 BUDGET ANALYSIS**

### **1. REVENUES**

The economic crisis has led to a record number of foreclosures and reassessments which has negatively impacted tax increment revenues. In FY 2010/11, tax increment revenues decreased by 2%. The latest prediction by the Sonoma County Auditor-Controller indicates that tax increment revenues are expected to continue their downward spiral and fall another 2% in FY 2011/12.

#### **1.1 State Take of Redevelopment Funds**

The effect of the loss of revenues has been intensified by the state take of redevelopment funds that was mandated by legislation (AB 26 4x) and passed as part of the 2009/10 State budget. This legislation called for a state take of redevelopment funds over the course of two fiscal years. In FY 2009/10, the Community Development Commission paid \$4,108,698 to the State and in FY 2010/11 paid another \$845,908 for a total of \$4,954,606. The state take eliminated a large portion of unexpended tax increment revenues (i.e., reserves) that could otherwise have been utilized to promote economic growth, create jobs, facilitate critical revitalization projects, and provide affordable housing.

#### **1.2 Tax Allocation Bonds**

The Community Development Commission is required, through bond covenants (i.e., agreements), to fund its annual bond debt obligation in advance of scheduled debt service payments which occur in February and August of each year. The State take of \$4.1 million in redevelopment funds in FY 2009/10 created a serious cash flow problem which forced the Commission to delay funding its August 2010 debt service payment. As a result, the Commission funded the August 2010, February 2011 and August 2011 debt service payments in FY 2010/11.

#### **1.3 Interest**

The amount of interest earnings on invested tax increment revenues and unexpended bond proceeds will abruptly decline in FY 2011/12. This is the result of four contributing factors;

- The ongoing deterioration of tax increment revenues;
- The necessity of making an additional debt service payment while setting aside funds for the Commission's annual bond debt obligation;
- The State take of redevelopment funds for two consecutive years; and
- The defeasance of \$12.4 million dollars in bond proceeds in the later part of FY 2009/10 to reduce debt service payments and generate cash flow.

## **2. EXPENDITURES**

In FY 2010/11, the Commission utilized a portion of its 2007 Tax Allocation Bond proceeds to fund a number of expenditures. This was a temporary, albeit necessary measure that was taken in order to preserve tax increment revenues for approaching debt service payments and other mandatory obligations. The bond proceeds were used to fund Rohnert Park's community service organizations, the Chamber of Commerce, the Sonoma County Tourism Bureau; a portion of the Commission's debt, and its funding commitment to the Sonoma Mountain Business Cluster.

### **1.1 Contractual Services and Obligations**

In FY 2011/12, the Commission will fund the Chamber of Commerce and Sonoma County Tourism Bureau from tax increment revenues. Funding for Rohnert Park's community service organizations will come from the use of the City's Housing Trust Fund monies. The use of these funds for this purpose is consistent with the ordinance that established the Housing Trust Fund (Ordinance No. 695) and its amendment (Ordinance No. 826). Utilizing these funds in FY 2011/12 will preserve tax increment revenues for other purposes such as rebuilding the Commission's reserves. The Commission's funding commitment to the Sonoma Mountain Business Cluster will be funded from the 2007 tax allocation bond proceeds.

### **1.2 Administration Fee**

The Commission makes certain payments to the City of Rohnert Park. One such payment is the Administration Fee. This fee represents the cost to the General Fund for support of redevelopment activities/functions. Given the significant reduction in General Fund costs, the FY 2011/12 Administration Fee has been reduced.

### **1.3 State Take of Redevelopment Funds**

The Commission's obligation to remit funds to the State under AB 26 4X is complete. State take of redevelopment funds that was mandated by legislation (AB 26 4x) and passed as part of the 2009/10 State budget, has been fulfilled.

### **1.4 Debt Service Payments**

In FY 2011/12, the annual debt service for the 2001 Tax Allocation Refunding Bonds ("2001 TARBS") is increasing by \$464,640 over the prior fiscal year. The FY 2012/13 annual debt service for the 2001 TARBS is approximately 2 ½ times greater than the prior fiscal year. The debt service payments are structured so that as bonds mature, principal payments on the remaining outstanding bonds accelerate. The August 2012 debt service payment is funded in advance, per the bond covenants, and included in the FY 2011/12 budget.

**FIVE-YEAR CAPITAL IMPROVEMENTS PROGRAM BUDGET (FY 2011-12 through 2015-16)**  
**FUNDED PROJECTS**

					DESIGN / CONSTRUCTION COSTS								
CIP #	Project #	Project Title	Funding Source	Project manager	Project Costs through 2010-11 (est/actual)	2011-12		2012-13	2013-14	2014-15	2015-16	5-year Total (FY 2011-12 through FY 2015-16)	TOTAL PROJECT COST (Des. & Const.)
CITY FACILITIES													
OF-33		Southside Fire Station	Public Facilities Fee	TBD	0	0		0	0	3,640,262	0	\$3,640,262	\$3,640,262
OF-39	2006-04	Copeland Creek Detention Basin & Steelhead Refugia	Developer; Copeland Creek Drainage Fund. Applications for Prop. 84 grant Prop. 1B grant submitted by SCWA.	P. Barnes	9,440	0		0	738,604	4,311,298	0	\$5,049,902	\$5,059,342
OF-48	2010-12	Energy Management System for Public Safety Building	EECBG Grant (BAAQMD)	J. Chung	5,000	72,690		0	0	0	0	\$72,690	\$77,690
OF-49	2010-13	Demolition of Building & Site Improvements, 435 Southwest Blvd.	Redevelopment Fund (2007 H Bond)	R. Pedroncelli	101,000	49,000		0	0	0	0	\$49,000	\$150,000
OF-50		Northeast Drainage Basin	Public Facilities Fee	TBD	0	0		0	0	0	4,010,166	\$4,010,166	\$4,010,166
Total City Facilities Projects					\$115,440	\$121,690		\$0	\$738,604	\$7,951,560	\$4,010,166	\$12,822,020	\$12,937,460
PARKS AND RECREATION													
PR-49	2007-19	Trail to Crane Creek Regional Park	Open Space District matching grant	P. Barnes	900	0		710,000	0	0	0	\$710,000	\$710,900
Total Parks and Recreation Projects					\$900	\$0		\$710,000	\$0	\$0	\$0	\$710,000	\$710,900
TRANSPORTATION PROJECTS													
TR-24	2010-05	Golf Course Drive West Widening (between 1999 City Limits & Dowdell Ave)	Public Facilities Fee (Developer project / City staff support)	TBD	4,197	30,000		0	0	0	0	\$30,000	\$34,197
TR-26	2007-03	Snyder Lane Widening - Phase 1 (Southwest Blvd. to Medical Cntr Dr.)	Public Facilities Fee, Gas Tax	TBD	52,177	0		3,084,399	0	0	0	\$3,084,399	\$3,136,576
TR-27		Snyder Lane Widening - Phase 2	Public Facilities Fee, Gas Tax	TBD	0	0		0	0	6,649,754	0	\$6,649,754	\$6,649,754
TR-28		Snyder Lane Widening - Phase 3	Public Facilities Fee, Gas Tax	TBD	0	0		0	0	0	1,604,026	\$1,604,026	\$1,604,026
TR-29	2005-10	Rohnert Park Expressway Widening - East	Public Facilities Fee	TBD	35,045	0		760,123	0	7,722,380	0	\$8,482,503	\$8,517,548
TR-30		Dowdell Avenue (375' N to 750' S of Wilfred Ave)	Public Facilities Fee (Developer project / City staff support)	TBD	0	10,000		0	0	0	0	\$10,000	\$10,000
TR-32		Dowdell Avenue (Business Park Dr to Martin Ave)	Public Facilities Fee	TBD	0	0		0	1,958,512	0	0	\$1,958,512	\$1,958,512

\*\* NOTE: For detailed breakdown of project preconstruction / construction costs for each project, refer to the individual Project Descriptions.

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**FIVE-YEAR CAPITAL IMPROVEMENTS PROGRAM BUDGET (FY 2011-12 through 2015-16)**  
**FUNDED PROJECTS**

CIP #	Project #	Project Title	Funding Source	Project manager	DESIGN / CONSTRUCTION COSTS						5-year Total (FY 2011-12 through FY 2015-16)	TOTAL PROJECT COST (Des. & Const.)
					Project Costs through 2010- 11 (est/actual)	2011-12	2012-13	2013-14	2014-15	2015-16		
TR-75	2010-09	2011 Various Streets Overlays	Prop. 1B	P. Barnes	80,000	691,180	0	0	0	0	\$691,180	\$771,180
TR-78	2010-07	Arlen Drive and East Cotati Avenue Overlays	Measure M, Federal (STP/CMAQ), Prop. 42, Gas Tax	P. Barnes	70,250	150,000	894,500	0	0	0	\$1,044,500	\$1,114,750
TR-79	2010-08	Copeland Creek Bike Path Reconstruction	Gas Tax, Measure M, Federal (Transportation Enhancement program)	T. Bertolero	80,000	120,000	600,000	0	0	0	\$720,000	\$800,000
TR-80	2011-02	Pedestrian Safety Improvement Project	Traffic Safety Fund, Traffic Signalization Fund, Gas Tax	P. Barnes	30,000	510,000	0	0	0	0	\$510,000	\$540,000
TR-81		2013 Various Streets Preventive Maintenance	Measure M, Gas Tax	P. Barnes	0	0	550,000	0	0	0	\$550,000	\$550,000
TR-82		2014 Street Maintenance Project	Gas Tax, Measure M, Gas Excise Tax ("Prop. 42 swap")	P. Barnes	0	0	70,000	940,000	0	0	\$1,010,000	\$1,010,000
<b>Total Transportation Projects</b>					<b>\$351,669</b>	<b>\$1,511,180</b>	<b>\$5,959,022</b>	<b>\$2,898,512</b>	<b>\$14,372,134</b>	<b>\$1,604,026</b>	<b>\$26,344,875</b>	<b>\$26,696,544</b>
<b>WATER SYSTEM</b>												
WA-04	2004-08	Water Main Improvement Project	Public Facilities Fee	P. Barnes	161,672	0	83,523	2,206,756	0	0	\$2,290,279	\$2,451,951
WA-20	2005-03	Recycled Water System Expansion	SCWA LRT2	TBD	11,415	0	50,000	600,000	0	0	\$650,000	\$661,415
WA-23	2008-03	Water Storage Tanks Exterior Painting Project	2005 CSCDA Water Revenue Bond	P. Barnes	1,200	1,200,000	0	0	0	0	\$1,200,000	\$1,201,200
WA-27		Commerce Water Line Replacement	Water service charges	P. Barnes	0	0	340,000	0	0	0	\$340,000	\$340,000
WA-28	2011-03	2011 Water Meter Installation Project	Water service charges (water utility fund), water capital projects reserve	J. Chung	0	300,000	300,000	0	0	0	\$600,000	\$600,000
WA-30		Bruce Avenue & Bridgit Drive Water System Replacement	Water service charges (water utility fund), water meter replacement reserve, 2005 CSCDA water revenue bond	P. Barnes	0	1,600,000	400,000	0	0	0	\$2,000,000	\$2,000,000
WA-31		Well Rehabilitation Program	Water service charges	TBD	0	0	100,000	100,000	100,000	100,000	\$400,000	\$400,000
WA-32		Dry Barrel Fire Hydrant and Hydrant Valve Replacement	Water service charges	TBD	0	0	180,000	180,000	180,000	180,000	\$720,000	\$720,000

\*\* NOTE: For detailed breakdown of project preconstruction / construction costs for each project, refer to the individual Project Descriptions.

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**FIVE-YEAR CAPITAL IMPROVEMENTS PROGRAM BUDGET (FY 2011-12 through 2015-16)**  
**FUNDED PROJECTS**

CIP #	Project #	Project Title	Funding Source	Project manager	DESIGN / CONSTRUCTION COSTS						5-year Total (FY 2011-12 through FY 2015-16)	TOTAL PROJECT COST (Des. & Const.)
					Project Costs through 2010- 11 (est/actual)	2011-12	2012-13	2013-14	2014-15	2015-16		
WA-33		Well and Tank Site Electrical Upgrades	Water service charges	TBD	0	0	200,000	200,000	200,000	200,000	\$800,000	\$800,000
WA-34		Water Service Laterals along East Side Trunk Sewer route	Water service charges	TBD	0	0	400,000	0	0	0	\$400,000	\$400,000
WA-35		Water Distribution System Improvements: Circle Drive	Water service charges.	TBD	0	0	3,025,000	2,475,000	0	0	\$5,500,000	\$5,500,000
WA-36		Water Tanks 1 & 2 Ladders and Interior Cleaning	Water service charges	J. Chung	0	100,000	0	0	0	0	\$100,000	\$100,000
<b>Total Water Projects</b>					<b>\$174,287</b>	<b>\$3,200,000</b>	<b>\$5,078,523</b>	<b>\$5,761,756</b>	<b>\$480,000</b>	<b>\$480,000</b>	<b>\$15,000,279</b>	<b>\$15,174,566</b>
<b>WASTEWATER SYSTEM</b>												
WW-08	2011-04	Interceptor Outfall Rehabilitation	Sewer service charges, Public Facilities Fee	P. Barnes	0	150,000	0	0	0	6,503,075	\$6,653,075	\$6,653,075
WW-10		Sewer Pipeline Replacement	Sewer service charges	P. Barnes	0	0	0	1,200,000	1,200,000	1,200,000	\$3,600,000	\$3,600,000
WW-11	2007-02	Eastside Trunk Sewer - Phase 2 (Main Reach)	Public Facilities Fee / Developer advance, Canon Manor Fee	P. Barnes	38,170	400,000	10,351,723	0	0	0	\$10,751,723	\$10,789,893
WW-12		Eastside Trunk Sewer - Phase 2 (South Reach)	Public Facilities Fee / Developer advance, Canon Manor Fees	P. Barnes	0	188,907	1,700,159	0	0	0	\$1,889,066	\$1,889,066
WW-15		Inflow and Infiltration Reduction Program	Sewer service charges	TBD	0	0	0	100,000	100,000	100,000	\$300,000	\$300,000
WW-20		Bruce Avenue & Bridgit Drive Sewer Replacement	Sewer service charges (sewer utility fund), 2005 sewer revenue bond	P. Barnes	0	1,900,000	1,300,000	0	0	0	\$3,200,000	\$3,200,000
WW-21		Replacement of Sewer Pipe Under Hwy 101 @ RPX overcrossing	Sewer service charges.	P. Barnes	0	0	0	0	0	1,500,000	\$1,500,000	\$1,500,000
<b>Total Wastewater System Projects</b>					<b>\$38,170</b>	<b>\$2,638,907</b>	<b>\$13,351,882</b>	<b>\$1,300,000</b>	<b>\$1,300,000</b>	<b>\$9,303,075</b>	<b>\$27,893,864</b>	<b>\$27,932,034</b>
<b>TOTAL ALL PROJECTS</b>					<b>\$680,466</b>	<b>\$7,471,777</b>	<b>\$25,099,427</b>	<b>\$10,698,872</b>	<b>\$24,103,694</b>	<b>\$15,397,267</b>	<b>\$82,771,038</b>	<b>\$83,451,504</b>

\*\* NOTE: For detailed breakdown of project preconstruction / construction costs for each project, refer to the individual Project Descriptions.

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**CITY OF ROHNERT PARK**  
**CITY COUNCIL POLICY**



SUBJECT	POLICY NO.	RESO. NO.	EFF. DATE	PAGE
<b>FISCAL POLICY:</b> <b>USE OF RESTRICTED RESERVE FUNDS</b>				1 OF 1

**PURPOSE**

The City of Rohnert Park has established a number of Restricted Reserve Funds enabling carryover of funds from year to year, to help meet long-term financial goals. The below policy establishes criteria for use of these Funds, to help ensure consistency in fund allocation and long-term financial sustainability.

**POLICY**

Effective with the 2011-2012 fiscal year, the City shall establish the following Restricted Reserve Funds:

1. General Fund Reserve
2. Capital Vehicle Replacement
3. Facility Improvements
4. Capital Improvement Infrastructure

Restricted Reserve Funds may be accessed for purposes other than those for which they were established only under extraordinary circumstances, which include:

- Costs related to natural or human-made disasters;
- Costs associated with major and extended economic downturns;
- Needs resulting from significant reductions in State budget allocations; and
- Significant unexpected and unbudgeted operational costs that cannot be met with current General Fund allocations.

The City Manager will first evaluate the City's financial condition and circumstances indicating a possible need to access Restricted Reserve Funds, and make a recommendation to City Council. A four-fifths affirmative vote by City Council is then required prior to use of Restricted Reserve Funds for any purpose other than those for which they were established. Funds shall be replenished at the rate of 50% the following fiscal year and 50% the subsequent fiscal year, unless otherwise determined by City Council.

**CITY OF ROHNERT PARK**  
**CITY COUNCIL POLICY**



SUBJECT	POLICY NO.	RESO. NO.	EFF. DATE	PAGE
<b>FISCAL POLICY: USE OF RESTRICTED CAPITAL RESERVE FUNDS FOR INFRASTRUCTURE, FACILITIES AND EQUIPMENT, AND USE OF GENERAL FUND SURPLUS</b>				1 OF 2

**PURPOSE**

*Capital Reserve:* Restricted Capital Reserve Fund accounts can be established to accumulate resources for ongoing or future capital expenditures. Capital costs include, e.g., deferred maintenance, streets and landscaping, vehicles, and complex facility projects generally taking more than one fiscal year to complete and/or not part of the City's recurring operations and expenditures.

Reserve accounts help to ensure appropriate infrastructure is in place, costly equipment can be purchased and replaced, and facility construction and rehabilitation completed when needed. Through annual budgeting, capital costs can be managed according to a predetermined priority system that facilitates better planning and integration with the City's operating budget. Project interrelationships can be better recognized, and the timing of projects coordinated to minimize expenditures.

*General Fund Surplus:* The City at times realizes an operating (General Fund) surplus at fiscal year end, due to cost-cutting measures, revenue in excess of projections, and/or operational modifications. Inconsistent criteria have been applied regarding use of these surpluses.

**POLICY**

Restricted Capital Reserve Fund accounts may be established for either governmental or enterprise capital purposes; however, the purpose must be stated when the fund is created. Restricted Capital Reserve Fund accounts must originate through a City Council-adopted resolution or ordinance.

Capital projects identified for funding through Restricted Capital Reserve Fund accounts may be financed in whole or part by bond proceeds, notes, or other debt instruments as approved by the City Council, individually by project or through the annual budget process. Restricted Capital Reserve Fund accounts may also be funded through appropriations from any other fund, when consistent with limitations imposed by this and other applicable governmental fiscal policies and procedures, and the City's Municipal Code.

Budgets for projects or equipment identified for funding through Restricted Capital Reserve Fund accounts will be adopted one time, and should include all necessary expenditures. Projects and expenditures will be reviewed on an annual basis in conjunction with the City's regular budget



# CITY OF ROHNERT PARK

## CITY COUNCIL POLICY



SUBJECT	POLICY NO.	RESO. NO.	EFF. DATE	PAGE
<b>FISCAL POLICY: USE OF RESTRICTED CAPITAL RESERVE FUNDS FOR INFRASTRUCTURE, FACILITIES AND EQUIPMENT, AND USE OF GENERAL FUND SURPLUS</b>				2 OF 2

process. At that time, new projects may be added, and projects determined to be less critical or unnecessary may be postponed or deleted, subject to City Council approval.

City Council may authorize use of Restricted Capital Reserve funds for a different purpose at a later date by amending the appropriate resolution or ordinance; however, the funds must still be used for capital purposes.

Transfers from a Restricted Capital Reserve Fund account must be authorized by the City Council through an ordinance or resolution. City Council authorizes a transfer only for a purpose specified in the original resolution or ordinance establishing the fund, or in an amendment to the original resolution or ordinance. The resolution or ordinance should authorize the withdrawal in the form of an appropriation from the reserve fund to another capital fund. Transfers to other funds are the only types of appropriations that may be made to a restricted capital reserve fund, and cannot exceed the amount of available funds in the reserve fund.

The cash balance of Restricted Capital Reserve Fund accounts may be deposited or invested as consistent with the City's Municipal Code and other applicable governmental fiscal policies and procedures.

If, at the close of any fiscal year, an operating (General Fund) surplus exceeds \$500,000, surplus funds are to be allocated as follows:

- 50% to the City's Contingency Fund
- 50% to the City's Restricted Reserve Funds, apportioned as indicated below
  - 20% General Fund
  - 10% Capital Replacement
  - 10% Facility Maintenance
  - 10% Infrastructure

General Fund surpluses below \$500,000 may be distributed to other City funds and accounts at the discretion of the City Manager, in accordance with other financial policies and procedures.

**CITY OF ROHNERT PARK**  
**CITY COUNCIL POLICY**



SUBJECT	POLICY NO.	RESO. NO.	EFF. DATE	PAGE
<b>FISCAL POLICY: VEHICLE REPLACEMENT</b>				1 OF 2

**PURPOSE**

The purpose of the Vehicle Replacement Policy is to establish a Vehicle Replacement Fund and criteria for a Vehicle Replacement Schedule, which will ensure vehicles are funded and replaced according to their anticipated lifecycle, reduce maintenance costs, and eliminate reliance on the operating budget and large cash outlays for vehicle purchases.

**DEFINITIONS**

**Depreciation:** means the decrease in value due to wear and tear, decay, decline in price, etc.

**Capital Replacement Fund:** means a plan for capital expenditures and the means of financing them, to be incurred each year over a fixed period of years, to meet capital needs arising from long-term work program.

**Fleet Manager:** means the staff person responsible for managing the repair, replacement and maintenance of the City's vehicle fleet and equipment inventory.

**Operating Fund:** means a programmatic, financial, and organizational plan for furthering the goals of the City Council through departments of the City, which does not include capital improvement projects.

**Straight-Line Depreciation:** means the depreciation of an asset by a fixed percentage of its original cost based on its estimated life

**Vehicle Depreciation Schedule:** means the programmatic plan used to calculate the replacement of City vehicles and equipment.

**POLICY**

The City of Rohnert Park's vehicle replacement and depreciation schedule is maintained by the Department of Public Works and specifically managed by the Director and Fleet Manager.

Vehicle Replacement criteria are determined by anticipated useful service life. Typically, this is based upon the type of vehicle and its usage. A vehicle will be replaced according to these established criteria unless the Department Head(s) and Fleet Manager determine that: 1) mechanical failure or vehicle damage warrants earlier replacement, or 2) the vehicle is still serviceable and may serve additional years beyond its original anticipated service life.

Funding for vehicle replacement shall be incrementally allocated from department operating funds to a restricted capital replacement fund – the Vehicle and Equipment Replacement Fund. Future vehicle replacements will be funded from the Vehicle Replacement Fund, which receives accumulated operating fund transfers based on the Vehicle Depreciation Schedule.

**CITY OF ROHNERT PARK**  
**CITY COUNCIL POLICY**



SUBJECT

POLICY NO.

RESO. NO.

EFF. DATE

PAGE

**FISCAL POLICY:**

2 OF 2

**VEHICLE REPLACEMENT**

Funding will consist of an annual set-aside based upon a straight-line depreciation for each vehicle over the course of its lifecycle and budgeted as part of the annual budget development process.

Depreciation fees shall commence the same fiscal year of each new and replacement vehicle purchase. Depreciation expenses shall be expensed from the respective department operating budget and deposited into the Vehicle Replacement Fund. Depreciation expenses shall continue through the service life of the new vehicle and shall cease upon retirement of said vehicle.

**Calculating the Annual Set-aside**

The annual set-aside is calculated by determining the future value of a vehicle and using straight-line depreciation. This method determines the dollar amount that will be set aside each year throughout the vehicle's lifecycle.

For example, a Crown Victoria costing \$26,000 in 2003 has a useful life of 10 years. It is scheduled to be replaced in 2013 and is estimated to cost approximately \$35,000. The annual set-aside amount for this vehicle would be \$3,500. Funding will be allocated to the Vehicle Replacement Fund each year and will be used to purchase the new vehicle when it reaches the end of its lifecycle.

**Retired Vehicles**

All replaced vehicles shall be removed from the Vehicle Depreciation Schedule and removed from the active City Fleet. Retired Vehicles shall be disposed of through surplus sale by Resolution of the City Council of the City of Rohnert Park

**Surplus Property**

Funds received through the resale of any vehicle removed from City services will be deposited in the Vehicle Replacement Fund to help defray unanticipated new vehicle cost increases.

**CITY OF ROHNERT PARK**  
**2011-12 Budget**  
**Summary of Lease Payments**  
**Department 1930**

	<u>Original</u> <u>Dept.</u>	<u>Description</u>	<u>7100</u> <u>Principal</u>	<u>7200</u> <u>Interest</u>	<u>Total</u>	<u>Fiscal Year</u> <u>of Final</u> <u>Maturity Date</u>	
<b>General Govt</b>	1900	Teleworks/website				2024-25	
<b>Public Safety</b>	2200	Police Cars				2024-25	
<b>Public Safety</b>	2200	CAD/RMS System				2024-25	
<b>Public Works</b>	3300	Vehicles				2024-25	
<b>Comm Center Grounds</b>	5815	Lift				2024-25	
		Subtotal	26,500	22,770	49,270		2003 LRRB (10%)
<b>Fund 310</b>	2004-34	Energy Efficiency Program	63,195	30,986	94,181	2020-21	
	2200	PS Vehicles	10,978	445	11,423	2012-13	
	2300	Fire Vehicles	6,274	254	6,528	2012-13	
	2300	Fire Engine	61,173	2,482	63,655	2012-13	
<b>Grand Total</b>			<u>\$168,120</u>	<u>\$56,937</u>	<u>\$225,057</u>		

CITY OF ROHNERT PARK  
2011-12 Budget

**COMPUTATION OF GENERAL FUND  
ALLOCATION TO UTILITY FUND**

	2011-2012 Budget	Estimated % Applied to Utility Operations	Amount
General Government:			
City Council	80,178	5%	\$4,009
City Manager	746,209	15%	111,931
Finance & Accounting	1,182,935	50%	591,468
Information Services	578,506	25%	144,627
Legal Services	425,000	1%	4,250
Development Services	1,009,623	28%	282,694
Human Resource	429,509	15%	64,426
City Offices Building	518,981	20%	103,796
City Offices Annex	22,064	50%	11,032
Non-Departmental	1,746,053	32%	558,737
			<u>1,876,970</u>

\*\* Used \$1,877,000 divided as follows:

Fund	Percent	Total Dollars	Monthly Recharge
Water	60%	\$1,126,200	\$93,850
Sewer	40%	750,800	62,567
	<u>100%</u>	<u>\$1,877,000</u>	<u>\$156,417</u>

COMMUNITY DEVELOPMENT COMMISSION  
OF THE CITY OF ROHNERT PARK  
2011-12 Budget

**COMPUTATION OF GENERAL FUND  
ALLOCATION TO CDC PROJECT FUND**

	2011-12 Budget	Estimated % Applied to Redevelopment Operations	Amount
General Government:	-----	-----	-----
City Council	80,178	10%	\$8,018
City Manager	746,209	25%	186,552
Finance & Accounting	1,182,935	10%	118,294
Information Systems	578,506	5%	28,925
Development Services	1,009,623	6%	60,577
Human Resource	429,509	5%	21,475
City Offices Building	518,981	5%	25,949
City Offices Annex	22,064	10%	2,206
Non-Departmental	1,746,053	7%	122,224
Total			<u><u>\$574,221</u></u> **

\*\* Rounded amt used in 2011-12 budget

\$574,000

COMMUNITY DEVELOPMENT COMMISSION  
OF THE CITY OF ROHNERT PARK  
2011-12 Budget

**COMPUTATION OF GENERAL FUND  
ALLOCATION TO CDC HOUSING FUND**

	2011-12 Budget	Estimated % Applied to Housing Operations	Amount
General Government:	-----	-----	-----
City Council	80,178	10%	\$8,018
City Manager	746,209	10%	74,621
Finance & Accounting	1,182,935	10%	118,294
Information Systems	578,506	5%	28,925
Development Services	1,009,623	6%	60,577
Human Resource	429,509	5%	21,475
City Offices Building	518,981	10%	51,898
City Offices Annex	22,064	10%	2,206
Non-Departmental	1,746,053	5%	87,303
Total			<u><u>\$453,317</u></u> **

\*\* Rounded amt used in 2011-12 budget=

\$453,000

## **GLOSSARY OF FINANCIAL AND BUDGET TERMS**

### **Adopted Budget**

Appropriations adopted by the City Council.

### **Adoption**

Formal action by the City Council, which sets the spending path for the fiscal year.

**Ad Valorem** – a tax based on the value of real estate or personal property. Property ad valorem taxes are the major source of revenue for state and municipal governments.

**Appropriation** – legal authorization given by the County Commission to make expenditures and incur obligations using County funds.

**Assessed Value** – the valuation of real property established by the Property Appraiser as a basis for levying taxes.

**Bond** – a special type of “loan” that provides funding for capital projects. Local governments are prohibited from borrowing funds to cover standard operating expenses.

### **Core Service**

Any service, program, activity or facility that provides value to the community and quality of life to the citizens’ of the City. This includes the maintenance current facilities and existing infrastructure.

### **Discretionary Service**

Services, activities, programs above and beyond mandated and core services that are self-sustained and /or partially subsidized by City funds.

**Debt Service Budget** –The debt service budget is money used to repay bond issues.

**Enterprise Fund** – the funding source for county agencies that are self-supporting, such as Port Everglades, Fort Lauderdale-Hollywood International Airport, Broward County’s resource recovery facilities and water and wastewater facilities.

**Fiscal Year** – the 12-month financial period in which funds are appropriated and accounted for by the County, which begins October 1 and ends September 30 of the following year. A fiscal year is identified by the year in which it ends.

**Fund** - monies set aside and accounted for separately in order to ensure that the monies are spent for a specific purpose.



**Fund Balance** - the balance remaining after accounting for all liabilities and revenue incurred during that year, plus the previous year's fund balance. It is calculated at the end of each fiscal year.

**Mandated Service**

Required by State, Federal, County law, health and safety code of California, contractual obligations, legal and tort liabilities.

**MOU**

Memorandum of Understanding. A labor contract pursuant to state, law, the Meyers, Millias and Brown Act, between the City and a labor union or organized group of employees under which all conditions of employment are negotiated.

**Operating Budget**

A plan of financial operations that provides a basis for the planning, controlling, and evaluating the operational portion of governmental activities. The operating budget supports ongoing services and programs.

**Performance Measure** – a means used for evaluating programs, for improving decision-making, and for communicating program accomplishments.

**Property Tax base** – total value of land and property upon which a taxing authority can levy taxes. The tax base is often different from the total property value in any area because some types of property, like schools and government facilities, are exempted from property taxes.

City of Rohnert Park  
Appropriations Limit Worksheet  
Fiscal Year 2012

Fiscal 2010 Appropriations Limit	\$	39,339,199
Inflation Factor	1.0251	
Population Factor	1.0087	
Adjustment Factor		1.03401837
Fiscal 2012 Appropriations Limit	<u>\$</u>	<u>40,677,454</u>

## RESOLUTION NO. 2011-37

### A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF ROHNERT PARK ESTABLISHING THE APPROPRIATIONS LIMIT FOR THE CITY OF ROHNERT PARK FOR THE 2011-12 FISCAL YEAR PURSUANT TO ARTICLE XIII B OF THE CALIFORNIA CONSTITUTION

**WHEREAS**, Article XIII B of the California Constitution (Proposition 4) provides for an annual appropriations limit for state and local governments beginning with the 1980-81 fiscal year, based on the 1978-79 appropriations, as adjusted for the changes in the cost of living or per capita personal income, population, and other specified factors; and

**WHEREAS**, implementing legislation, which became effective January 1, 1981, provides that each year the governing body of each local jurisdiction shall, by resolution, establish its appropriations limit for the year pursuant to Article III B at a regularly scheduled meeting or noticed special meeting.

**NOW, THEREFORE, BE IT RESOLVED**, by the Council of the City of Rohnert Park that:

1. For fiscal year 2011-12, the City of Rohnert Park hereby (a) elects the change in the California Per Capita Income for calculating the inflation factor, and (b) elects the change in the County's population for calculating the population factor, necessary to determine the City's appropriation limit.

2. For fiscal year 2011-12, the total annual appropriations subject to limitation are \$14,765,000 and the appropriations limit is \$40,677,455.

**DULY AND REGULARLY ADOPTED** this 24<sup>th</sup> day of May, 2011.

**CITY OF ROHNERT PARK**

  
\_\_\_\_\_  
Mayor

**ATTEST**

  
\_\_\_\_\_  
City Clerk



AHANOTU: <u>AYE</u>	CALLINAN: <u>AYE</u>	MACKENZIE: <u>ABSENT</u>	STAFFORD: <u>AYE</u>	BELFORTE: <u>AYE</u>
AYES: (4)		NOES: (0)	ABSENT: (1) ABSTAIN: (0)	