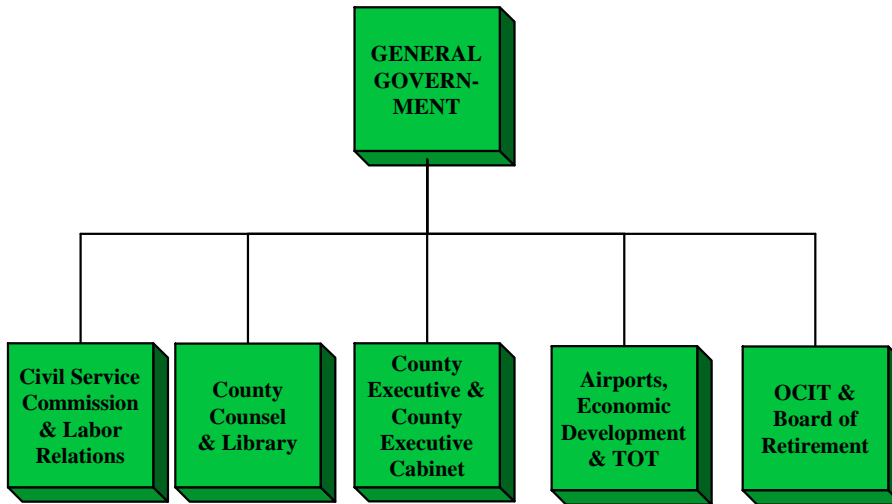


# GENERAL GOVERNMENT / ADMINISTRATION

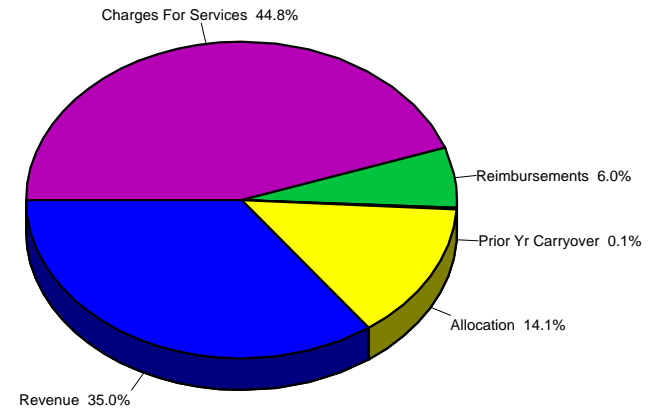
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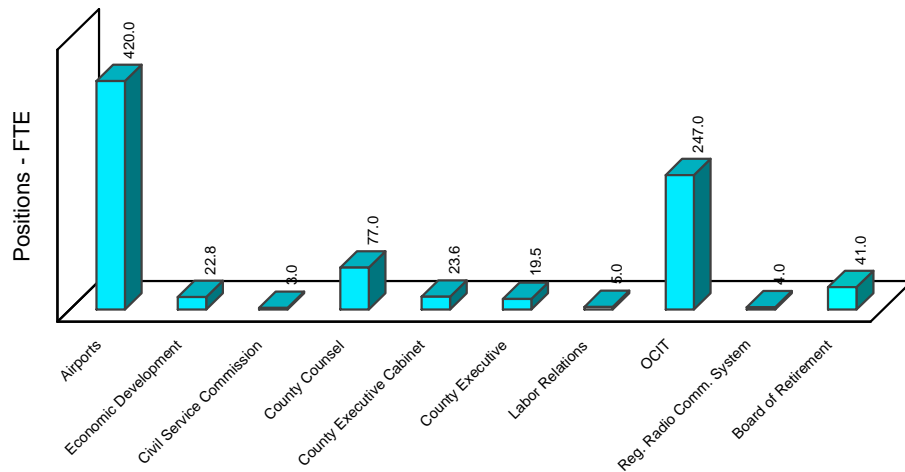
# INTRODUCTION



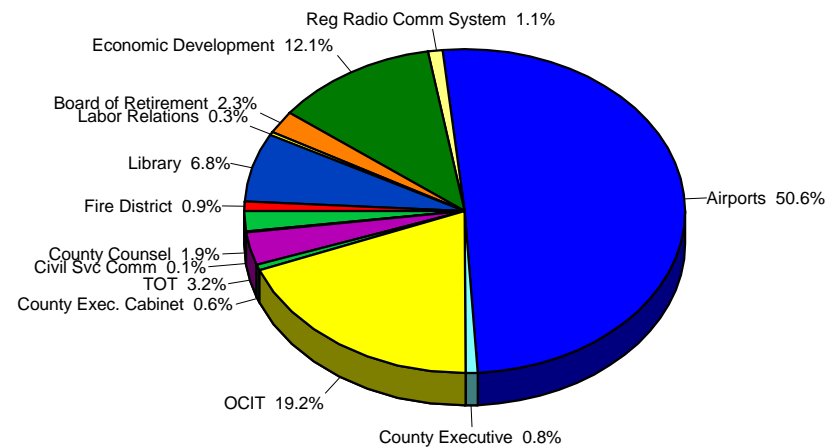
## Financing Sources



## Staffing



## Financing Uses



The County implemented an agency structure in Fiscal Year 1997-98. Effective March 25, 2004, the county reorganized the agency structure from four agencies to three agencies. Although most of the county's departments fall within one of the three agencies, there are a group of departments that report directly to the Board of Supervisors, report to the County Executive or is the responsibility of the Economic Development and Intergovernmental Affairs Director. In addition, the Executive Officer of the Civil Service Commission reports to the Civil Service Commission, the Local Agency Formation Commission (LAFCo) Board controls the utilization of the county's contribution to LAFCo, and the Sacramento County Employees' Retirement System (SCERS) controls the budget for the system's Retirement Administration. Following is a summary of the budget units that fall into these categories:

Reports to the Board of Supervisors: County Counsel and County Executive.

Reports to the County Executive: Airports, Economic Development and Intergovernmental Affairs, County Executive Cabinet, Labor Relations, and Office of Communications and Information Technology (OCIT).

Reports to/controlled by Independent Authority: Civil Service Commission, Contribution to LAFCo, County Library, Natomas Fire District, and Board of Retirement.

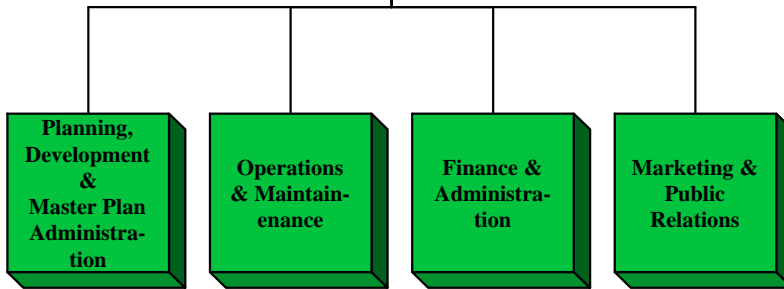
Responsibility of the Economic Development and Intergovernmental Affairs Director: Transient-Occupancy Tax.

**Fund Centers/Departments**

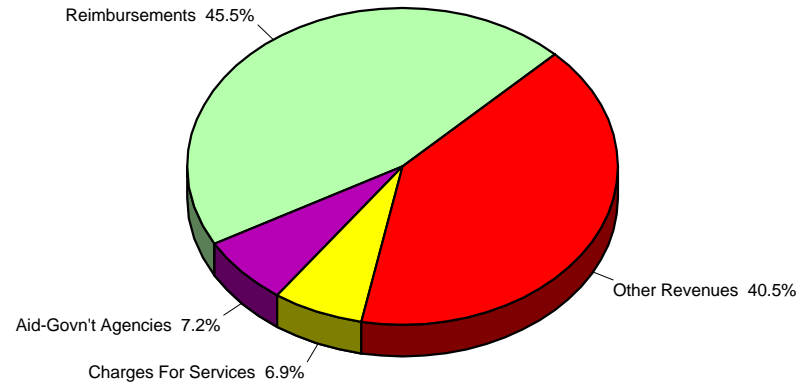
<b>Fund</b>	<b>Fund Center</b>	<b>Department</b>	<b>Appropriations</b>	<b>Financing</b>	<b>Net Cost</b>	<b>Positions</b>
001A	4210000	Civil Service Commission	\$341,982	\$57,258	\$284,724	3.0
001A	5920000	Contribution to LAFCo	195,000	0	195,000	0.0
001A	4810000	County Counsel	5,370,456	3,005,533	2,364,923	77.0
001A	5910000	County Executive	2,245,745	1,296,786	948,959	19.5
001A	5730000	County Executive Cabinet	1,597,285	1,572,285	25,000	23.6
001A	5970000	Labor Relations	893,681	178,507	715,174	5.0
		<b>GENERAL FUND TOTAL</b>	<b>\$10,644,149</b>	<b>\$6,110,369</b>	<b>\$4,533,780</b>	<b>128.1</b>
011A	6310000	County Library	\$19,635,022	\$19,635,022	\$0	0.0
015A	4060000	Transient-Occupancy Tax	8,696,895	8,696,895	0	0.0
020A	3870000	Economic Development and Intergovernmental Affairs	34,072,591	34,072,591	0	22.8
031A	7600000	Office of Communications and Information Technology (OCIT)	52,204,825	52,031,171	173,654	247.0
041A	3400000	Airports-Operations	139,085,319	141,210,473	-2,125,154	420.0
043A	3480000	Airports-Capital Outlay	36,524,538	0	36,524,538	0.0
059A	7020000	Regional Radio Communications System	2,869,129	2,868,300	829	4.0
060A	7860000	Board of Retirement	6,290,858	6,290,858	0	41.0
229A	2290000	Natomas Fire District	3,000,938	3,000,938	0	0.0
		<b>GRAND TOTAL</b>	<b>\$313,024,264</b>	<b>\$273,916,617</b>	<b>\$39,107,647</b>	<b>862.9</b>

## Departmental Structure

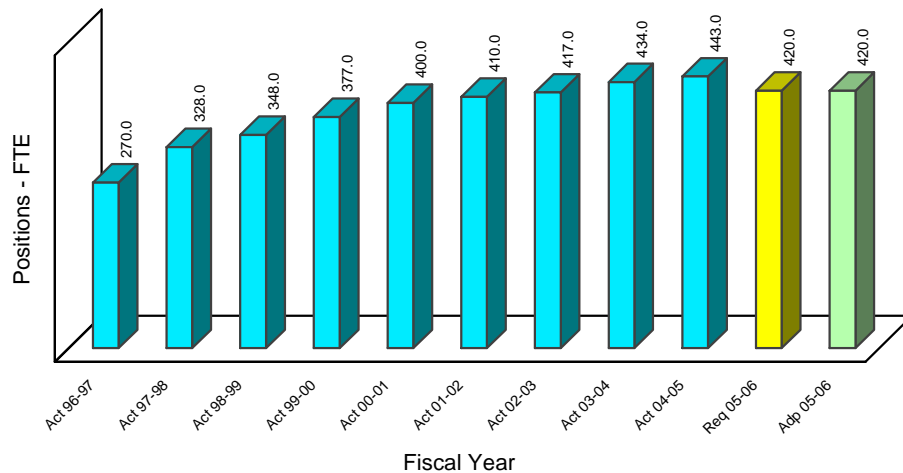
G. HARDY ACREE, Director



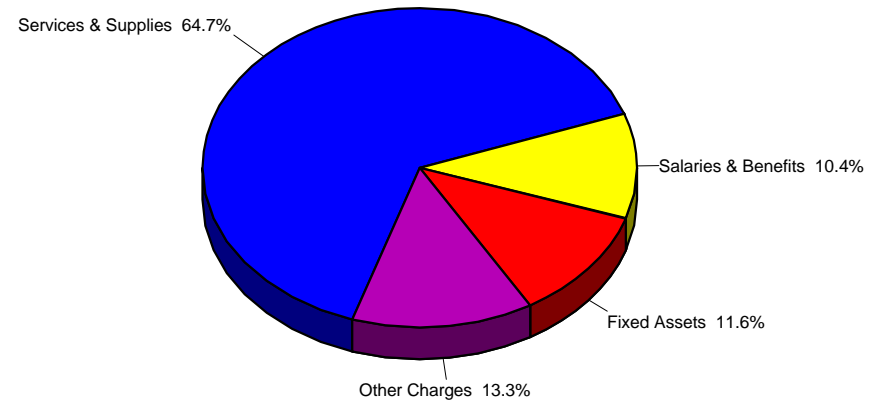
## Financing Sources



## Staffing Trend



## Financing Uses



COUNTY OF SACRAMENTO  
STATE OF CALIFORNIA  
COUNTY BUDGET ACT (1985)

FUND: Airport Enterprise (041) (042) (043) (044) (045)

ACTIVITY: Airport Operations 3400000  
and Capital Outlay 3480000

SCHEDULE 11 - OPERATIONS OF  
PUBLIC SERVICE ENTERPRISE FUND  
FISCAL YEAR: 2005-06

Financing Uses Classification	Actual 2003-04	Actual 2004-05	Adopted 2004-05	Requested 2005-06	Adopted 2005-06
<b>OPERATING REVENUES</b>					
Charges For Services	79,730,523	90,844,072	90,436,385	97,165,293	97,165,293
Total Operating Revenues	79,730,523	90,844,072	90,436,385	97,165,293	97,165,293
<b>OPERATING EXPENSES</b>					
Salaries/Benefits	25,280,428	27,007,838	29,244,597	30,521,641	30,521,641
Services & Supplies	38,773,708	36,794,673	41,881,220	55,737,787	55,737,787
Depreciation	14,102,000	16,178,135	21,944,964	23,452,143	23,452,143
Other Charges	1,246,062	1,533,165	1,407,134	1,280,964	1,280,964
Cost of Goods Sold	689,129	862,747	915,000	678,000	678,000
Total Operating Expenses	80,091,328	82,376,558	95,392,915	111,670,535	111,670,535
Net Operating Income (Loss)	-360,805	8,467,514	-4,956,530	-14,505,242	-14,505,242
<b>NONOPERATING REVENUES (EXPENSES)</b>					
Interest Income	3,316,308	3,834,186	2,270,374	3,230,094	3,230,094
Interest Expense	-14,862,282	-14,567,612	-14,082,421	-14,272,677	-14,272,677
Intergovernmental Revenue	8,668,092	26,412,868	22,270,049	18,536,086	18,536,086
Passenger Facility Charges Revenue	17,718,107	20,931,498	22,138,542	22,279,000	22,279,000
Total Nonoperating Revenues (Income)	14,840,225	36,610,940	32,596,544	29,772,503	29,772,503
NET INCOME (LOSS)	14,479,420	45,078,454	27,640,014	15,267,261	15,267,261
Positions	434.0	443.0	442.0	420.0	420.0
<b>Memo Only:</b>					
Land	210,015	8,728,309	6,250,000	500,000	500,000
Improvements	79,002,566	43,182,672	75,271,831	48,170,395	48,170,395
Equipment	3,646,516	3,328,450	2,446,400	996,250	996,250
TOTAL CAPITAL	82,859,097	55,239,431	83,968,231	49,666,645	49,666,645

COUNTY OF SACRAMENTO  
STATE OF CALIFORNIA  
COUNTY BUDGET ACT (1985)

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ACTIVITY: Airport Operations 3400000  
and Capital Outlay 3480000

SCHEDULE 11 - OPERATIONS OF  
PUBLIC SERVICE ENTERPRISE FUND  
FISCAL YEAR: 2005-06

Financing Uses Classification	Actual 2003-04	Actual 2004-05	Adopted 2004-05	Requested 2005-06	Adopted 2005-06
<b>RESERVES AT YEAR-END</b>					
Renewal and Replacement Reserve	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Imprest Cash	2,250	2,250	2,250	2,250	2,250
Maintenance/Operations Reserve	18,930,000	17,174,750	17,174,822	19,392,607	19,392,607
<b>Total Reserves</b>	<b>19,932,250</b>	<b>18,177,000</b>	<b>18,177,072</b>	<b>20,394,857</b>	<b>20,394,857</b>
<b>SOURCES OF WORKING CAPITAL</b>					
Net Income	14,479,420	45,078,454	27,640,014	15,267,261	15,267,261
Depreciation	14,102,000	16,178,135	21,944,964	23,452,143	23,452,143
<b>Total Sources</b>	<b>28,581,420</b>	<b>61,256,589</b>	<b>49,584,978</b>	<b>38,719,404</b>	<b>38,719,404</b>
<b>USES OF WORKING CAPITAL</b>					
Bond Principal Payment	6,425,000	6,705,000	6,705,000	7,000,000	7,000,000
Acquisition of Fixed Assets	82,859,097	55,239,431	83,968,231	49,666,645	49,666,645
Payment of Long Term Debt	11,839	0	12,786	0	0
<b>Total Uses</b>	<b>89,295,936</b>	<b>61,944,431</b>	<b>90,686,017</b>	<b>56,666,645</b>	<b>56,666,645</b>
Increase (Decrease) in Working Capital	-60,714,516	-687,842	-41,101,039	-17,947,241	-17,947,241
Beginning Working Capital	273,684,307	212,969,791	212,969,791	212,281,949	212,281,949
Ending Working Capital	212,969,791	212,281,949	171,868,752	194,334,708	194,334,708

COUNTY OF SACRAMENTO  
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SCHEDULE 11 - OPERATIONS OF  
 PUBLIC SERVICE ENTERPRISE FUND  
 FISCAL YEAR: 2005-06

Financing Uses Classification	Actual 2003-04	Actual 2004-05	Adopted 2004-05	Requested 2005-06	Adopted 2005-06
WORK LOAD AND STATISTICAL DATA					
Enplaned Passengers	4,563,607	4,986,171	4,805,100	5,383,000	5,383,000
Deplaned Passengers	4,551,895	4,974,239	4,825,000	5,354,000	5,354,000
<b>Total Passengers</b>	<b>9,115,502</b>	<b>9,960,410</b>	<b>9,630,100</b>	<b>10,737,000</b>	<b>10,737,000</b>
Air Mail	22,274,508	21,328,566	24,000,000	24,000,000	24,000,000
Air Freight	129,752,659	256,758,388	250,000,000	250,000,000	250,000,000
<b>Total-All Cargo (Pounds)</b>	<b>152,027,167</b>	<b>278,086,954</b>	<b>274,000,000</b>	<b>274,000,000</b>	<b>274,000,000</b>
Air Carrier Operations	104,230	107,230	108,000	111,000	111,000
Commuter Operations-International	18,339	18,035	15,000	18,700	18,700
General Aviation Operations International	35,883	33,569	32,600	32,500	32,500
General Aviation Operations- Executive	140,408	109,293	160,000	110,000	110,000
Military Operations-International	3,964	3,563	3,500	3,700	3,700
Military Operations-Executive	527	472	450	400	400
<b>Total Operations</b>	<b>303,351</b>	<b>272,162</b>	<b>319,550</b>	<b>276,300</b>	<b>276,300</b>
Aircraft Hangared	235	212	235	210	210
Aircraft Tied Down	104	90	104	90	90
<b>Total-Based Aircraft</b>	<b>339</b>	<b>302</b>	<b>339</b>	<b>300</b>	<b>300</b>
Fuel Contract Deliveries	35,808,184	0	0	0	0
Fuel Retail Sales-International	122,798	142,217	660,000	46,000	46,000
<b>Total-Fuel Sales</b>	<b>35,930,982</b>	<b>142,217</b>	<b>660,000</b>	<b>46,000</b>	<b>46,000</b>
County Employment (Including Other County Depts.)	533.0	535.0	504.0	512.0	512.0

COUNTY OF SACRAMENTO  
 STATE OF CALIFORNIA  
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SCHEDULE 11 - OPERATIONS OF  
 PUBLIC SERVICE ENTERPRISE FUND  
 FISCAL YEAR: 2005-06

Financing Uses Classification	Actual 2003-04	Actual 2004-05	Adopted 2004-05	Requested 2005-06	Adopted 2005-06
Land	\$230,280	\$8,728,309	\$6,250,000	\$500,000	\$500,000
Equipment	3,646,516	3,087,870	2,446,400	996,250	996,250
CCTV Camera & VCR Replacement	52,756	876,344	0	0	0
ALCCS Replacement	83,245	406,380	607,405	0	0
SIDA Driving Training System For SIDA Access	0	0	50,000	0	0
Taxiway A Rehabilitation	3,269,818	21,428	0	0	0
Card Access System Replacement Allowance	67,035	33,909	0	0	0
Runway 16R-34L Rehabilitation	88,115	629,112	8,075,000	0	0
Intrusion Detection & Fence Replacement Phase (AIP 31)	0	0	2,552,546	2,552,546	2,552,546
Replace Emergency Notification Program	0	25,089	25,000	0	0
Joint Replacement 16L/34R	0	0	25,000	0	0
Precision Approach Path Indicators (PAPI)	0	19,632	20,000	0	0
Satellite Irrigation System Ph III	0	0	0	120,000	120,000
AOA Access Control, Portals (AIP-XX)	0	0	105,000	0	0
Bridge Explorer Online Software	0	31,000	0	0	0
Rehab Existing Terminal Aprons	6,943,847	7,956,698	1,433,698	0	0
Terminal A Apron Expansion (Phase I,II), East	6,228,935	186,636	0	0	0
Taxiway C3 - Taxiway 'D' to Existing Apron (AIP27)	0	0	2,050,000	0	0
ILEAV Program/CNG Station (AIP 30)	0	0	3,820,098	0	0
Terminal A Loading Bridges	12,461	408,096	0	0	0
Existing Terminal Aircraft Loading Bridge - Ph I	32	0	0	0	0
Existing Terminal Aircraft Loading Bridge - Ph II	7,645	954	0	0	0
Gate 25 & 31 Jet Loading Bridge	999,670	84,308	0	0	0
Meister Rd Pump Station Relocation	1,000	0	0	0	0
Lindbergh Drive Cable Replacement	200,048	0	0	0	0
CNG Refueling Station	34,295	1,270,609	1,900,000	0	0
Waste Water Treatment Improvement Allowance	42,075	77,374	0	0	0
ARFF Remodel Phase I	142,091	1,302,870	1,550,000	0	0
CUTE Phase II	0	0	545,000	0	0
UA Cargo Building Pavement Reconstruction	261,404	27,630	0	0	0
Administration Building Remodel	723	0	0	0	0
Under Dispenser Containment at Fuel Facility	175,278	4,383	0	0	0
Prichard Lake Restoration - Mitigation	0	82,720	0	0	0
Admin Bldg Receipt/Stairs/Corridors Remodel	65,204	0	0	0	0
Propworks And Network Infrastructure	1,591,517	240,558	325,000	0	0
E-Power at Water Well # 4	99,453	1,248	0	0	0
PMCS Upgrades Allowance	35,171	27,332	110,000	0	0
System Improvement Allowance	0	0	650,000	650,000	650,000
Inspection Staff Trailer	309,384	0	0	0	0
Emergency Flow Meter Replacement	4,502	0	0	0	0



COUNTY OF SACRAMENTO  
 STATE OF CALIFORNIA  
 COUNTY BUDGET ACT (1985)

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SCHEDULE 11 - OPERATIONS OF  
 PUBLIC SERVICE ENTERPRISE FUND  
 FISCAL YEAR: 2005-06

Financing Uses Classification	Actual 2003-04	Actual 2004-05	Adopted 2004-05	Requested 2005-06	Adopted 2005-06
Automotive Car Wash Facility Allowance	306,878	-137,690	0	0	0
Water Well System Control	2,964	0	0	0	0
City Water Connection	175,215	849,395	7,509,000	0	0
Flight Inspection Field Office Heating & Central Air	0	0	112,000	0	0
Terminal Building Wireless Capability	0	16,626	0	0	0
Remodel Airport Maintenance & Equipment Facilities	0	45,265	50,000	0	0
Air Cargo 1 Heating & Central Air	0	0	42,600	0	0
Admin Annex	30,996	20,866	1,500,000	0	0
IT & T Modular Building	0	27,343	0	0	0
Emergency Generator	0	0	275,000	0	0
Building Space Reconfiguration	0	0	0	200,000	200,000
Master Plan EIR and EIS	0	0	500,000	805,636	805,636
Cargo Area Security Enhancements (AIP-31)	0	0	1,170,000	1,170,000	1,170,000
Refuse Collection & Recycle Site	0	0	0	117,500	117,500
East Terminal Roads - Phase 2B	-819	819	0	0	0
Automated Vehicle Identification System	316,613	332,412	0	0	0
Terminal B Roadway Rehabilitation	2,531,427	342,462	0	0	0
2W6 SMUD Duct (Lindberg, Flightline to W Vault)	207,027	0	0	0	0
Parking Garage	39,698,783	8,636,499	0	0	0
Remote Parking Lot PH II	637,043	81,062	50,000	0	0
Rehabilitate Roadways/Parking Lots	0	180,764	200,000	0	0
Roadway Signage Improvement and Message Sign	71,257	333,444	2,207,000	0	0
Shuttle Bus Operations Improvements	0	0	350,000	500,000	500,000
Roadways Landscape Rehabilitation Allow.	265,049	32,177	0	0	0
Parking Lot Revenue Control System Replacement Allowance	1,926,643	3,014,155	0	0	0
Terminal A Roadway Rehabilitation	596,768	78,580	0	0	0
Terminal B Rehab. Phase 2	34,313	27,744	0	0	0
Electrical Distribution System Rehab. Phase 2	0	0	1,650,000	0	0
Terminal Escalator & Elevator Replacement	32,535	1,679	0	0	0
Terminal Curb And Island Modification	-6,250	0	0	0	0
Public Art At SMF	110,000	0	0	0	0
Interim International Arrivals Facility Allowance	1,005,152	12,142	0	0	0
Paging Telephone Console Replacement	278,713	0	0	0	0
Terminal SIDA - Access Door Sensors	0	0	25,000	0	0
Terminal A Comm/Tel Dedicated HVAC/Fire Suppressant	24,000	225,690	500,000	0	0
Terminal B Chiller Discharge Dechlorination	2,858	1,165	0	0	0
Emergency TB1 & TB2 Stairs Remodel	28,682	0	0	0	0
Replace Carpeting In Terminal A	0	219,296	750,000	530,000	530,000
Metal Building Package Terminal B1 & B2	0	913,034	0	0	0
Terminal B Renovations	0	0	400,000	0	0

COUNTY OF SACRAMENTO  
 STATE OF CALIFORNIA  
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SCHEDULE 11 - OPERATIONS OF  
 PUBLIC SERVICE ENTERPRISE FUND  
 FISCAL YEAR: 2005-06

Financing Uses Classification	Actual 2003-04	Actual 2004-05	Adopted 2004-05	Requested 2005-06	Adopted 2005-06
Integrated Electronic Aviation System	4,335,435	1,752,072	225,000	0	0
Terminal A Emergency Lighting, Power & Battery Backup Lights	0	10,068	0	0	0
Terminal Lighting Control System Safety Mod.	69,017	213,686	0	0	0
Terminal A Office Remodel	241,299	27,062	0	0	0
Terminal A Shoeshine Stand	45,283	443	0	0	0
Terminal A Exterior Cementitious Fireproofing Replacement	29,982	0	0	0	0
Terminal Modernization Program, Phase II	1,204,377	293,244	2,800,000	0	0
Terminal Modernization Program, Phase III	0	0	0	3,368,000	3,368,000
Terminal Modification for Security Enhancements (AIP-XX)	1,421,027	6,405,813	13,500,000	0	0
Terminal A Remodel Phase II	39,506	0	0	0	0
Terminal B Common Use Ticket Counter and Bag Room	80,987	47,134	0	0	0
IIAB Artwork	8,000	30,136	0	0	0
Aerojet Building Purchase	333,000	0	0	0	0
Interim Rental Car Facility Improvements	0	0	0	50,000	50,000
R/W 16R/34L & Exit Taxiways Rehabilitation / Pavement System Eval (AIP-36)	0	0	0	8,407,600	8,407,600
1,400,000 Gallon Water Storage Tank - PFC fund	0	0	0	1,864,545	1,864,545
Domestic Water - City Connection - PFC fund	0	0	0	7,591,422	7,591,422
Repave CNG Station	0	0	0	250,000	250,000
Replace West Electrical Vault Emergency Generator	0	0	0	250,000	250,000
Replace Shuttle Busses	0	0	0	1,500,000	1,500,000
Terminal A Parking Garage Customer Service & Operational Enhancements	0	0	0	668,751	668,751
Replace Terminal B1 & B2 Carpeting	0	0	0	375,000	375,000
Improve Terminal B 800 MHz Radio Coverage	0	0	0	225,000	225,000
In-Terminal Cellular Service Antenna Array	0	0	0	766,000	766,000
Paging Recording System	0	0	0	125,000	125,000
Terminal Entrance Vestibules	0	0	0	200,000	200,000
Terminal B Cooling Tower	0	0	0	612,500	612,500
Operation Support Facility Evaluation/Reconfiguration Design Only, total proj > \$200K	0	0	0	110,000	110,000
TB Architectural Improvements	0	0	0	200,000	200,000
I-5/Airport Blvd. Landscape	0	0	0	468,560	468,560
<b>Total International Airport</b>	<b>\$80,676,260</b>	<b>\$49,646,936</b>	<b>\$66,355,747</b>	<b>\$35,174,310</b>	<b>\$35,174,310</b>
<b>EXECUTIVE AIRPORT:</b>					
Terminal HVAC System Including Ducts & Diffusers	536,080	327,044	1,050,000	910,000	910,000
Parking Lot Rehabilitation Allowance	139,563		0	0	0
Rebuild Restaurant Deck	28,719	121,038	250,000	235,100	235,100
Entrance Feature	39,100	0	0	0	0
Entrance Sign	1,500	7,500	0	75,000	75,000
Airfield Pavement Rehab & Electrical Improvement	246,190	2,875,010	461,663		

COUNTY OF SACRAMENTO  
 STATE OF CALIFORNIA  
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ACTIVITY: Airport Operations 3400000  
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SCHEDULE 11 - OPERATIONS OF  
 PUBLIC SERVICE ENTERPRISE FUND  
 FISCAL YEAR: 2005-06

Financing Uses Classification	Actual 2003-04	Actual 2004-05	Adopted 2004-05	Requested 2005-06	Adopted 2005-06
South Hangars Roof Coating	0	0	0	128,700	128,700
Asphalt Pavement Rehabilitation	0	0	108,000	0	0
Tower Alert System	0	0	25,000	0	0
Building 333 Re-Roof	0	462	46,000	0	0
Rental Car Counter	0	0	0	7,500	7,500
South T-Hangar Pavement Rehabilitation (AIP-07)	0	0	0	63,282	63,282
North Commercial Ramp Pavement Improvements (Tenant)	0	0	0	289,000	289,000
<b>Total Executive Airport</b>	<b>\$991,153</b>	<b>\$3,331,054</b>	<b>\$1,940,663</b>	<b>\$1,708,582</b>	<b>\$1,708,582</b>
<b>MATHER FIELD:</b>					
GA Apron Rehab	420	0	0	0	0
Fire Sprinkler Repair & Upgrade 7015/7040 (bid by June)	245,299	0	0	0	0
Cargo Area Utilities, Phase 2	50,945	4,328	0	0	0
NPDES Wash Rack	252	0	0	0	0
MHR -Tiedowns	84	0	0	0	0
Apron Floodlighting, Phase 2	5,832	0	0	0	0
MHR - Airfield Lighting	84	0	0	0	0
Air Cargo Access Road Reconstruction	0	1,193	0	1,367,000	1,367,000
Deluge System Valve, Pump and Control Panel Repair (AIP10)	0	38,908	570,000	200,000	200,000
R/W 4R-22L Asphalt Pavement Rehab	1,270	0	0	0	0
Electrical Vault Rehab (AIP-11)	0	0	200,000	200,000	200,000
RW 22L Pavement and PCC Rehab, TW 'Z' & Alert Ramp Rehab (AIP-08,10)	169,407	79,537	4,832,623	0	0
Building Occupancy Permit Repairs	43,353	0	0	0	0
Taxiway 'D' (South) Asphalt Pave Overlay, MITL and Signs (AIP06)	86,841	768,671	779,195	0	0
Air Traffic Control Tower (ATCT) Equipment Replacement - Ph II	0	0	615,000	0	0
Replace ILS & Install DME & RVR (AIP06) Cat III Component	440,925	838,824	2,200,000	0	0
Building 7000 Roof Replacement	0	371,315	400,000	100,000	100,000
Air Traffic Control Tower (ATCT) Equipment Replacement - Ph III	138,400	0	0	415,000	415,000
Tower Alert System	0	0	25,000	0	0
7015 & 7040 Hangar Floor Drains (part 1 design)	0	0	75,000	75,000	75,000
Hangar Building 4260 Upgrade (AIP 11)	0	0	800,000	0	0
Airfield Sweeper Dump Station (Deisgn Only)	0	0	15,000	25,000	25,000
Runway 22L Centerline & Touchdown Zone Lights,CAT III (AIP-XX)	0	1,966	2,500,000	580,500	580,500
MALSR Power & Control Equipment Shelter	0	0	0	12,000	12,000
Taxiway A, A1, & G MITL (AIP-08)	0	0	400,000	400,000	400,000
Airfield Lighting Control Panel (AIP-06)	0	0	50,000	0	0
Admin Building Remodel	6,513	4,450	300,000	290,000	290,000
Master Plan EIR/EIS	0	0	500,000	500,000	500,000

COUNTY OF SACRAMENTO  
STATE OF CALIFORNIA  
COUNTY BUDGET ACT (1985)

FUND: Airport Enterprise (041 ) (042) (043) (044) (045)

SCHEDULE 11 - OPERATIONS OF  
PUBLIC SERVICE ENTERPRISE FUND  
FISCAL YEAR: 2005-06

ACTIVITY: Airport Operations 3400000  
and Capital Outlay 3480000

Financing Uses Classification	Actual 2003-04	Actual 2004-05	Adopted 2004-05	Requested 2005-06	Adopted 2005-06
Install 22L RVR's (AIP-XX)	0	0	0	575,000	575,000
Localizer and Glidescope Cable Replacement	0	0	0	110,000	110,000
Runway 4R-22L Pavement and PCC Rehab (AIP-08, 10 & 12)	0	0	0	4,120,598	4,120,598
Building 4260 Upgrades (AIP-11)	0	0	0	800,000	800,000
General Aviation Terminal Roofing & Insulation Replacement	0	0	0	268,280	268,280
MacReady Avenue Rehabilitation, Phase I Design (MAP-12)	0	0	0	1,648,000	1,648,000
Security Drainage Grates (Part I Design)	0	0	0	80,000	80,000
<b>Total Mather Field</b>	<b>\$ 1,189,625</b>	<b>\$ 2,109,192</b>	<b>\$ 14,261,818</b>	<b>\$ 11,766,378</b>	<b>\$ 11,766,378</b>
<b>FRANKLIN FIELD:</b>					
Apron Rehabilitation & Security Lights Upgrade	0	0	260,000	0	0
Runway 18-36 Pavement Rehab, include drainage, markings & signs	0	0	400,000	0	0
Taxiway 'C' Rehab, include drainage, markings & signs	0	0	140,000	0	0
Taxiway 'B' Rehab, Include Drainage, Marking & Signs (AIP03)	0	0	140,000	0	0
Runway 9-27 Pavement Overlay	2,059	152,249	470,000	0	0
Runway 9-27 , Taxiway A & Pavement Evaluation System (AIP-01)	0	0	0	377,000	377,000
Runway 18-36, Taxiways B & C, Apron Pavement Rehab	0	0	0	640,375	640,375
<b>Total Franklin Field</b>	<b>\$2,059</b>	<b>\$152,249</b>	<b>\$1,410,000</b>	<b>\$1,017,375</b>	<b>\$1,017,375</b>
<b>Department Total</b>	<b>\$ 82,859,097</b>	<b>\$ 55,239,431</b>	<b>\$83,968,228</b>	<b>\$49,666,645</b>	<b>\$ 49,666,645</b>

**PROGRAM DESCRIPTION:**

- The Sacramento County Airport System is responsible for planning, developing, operating and maintaining four public use airport facilities in Sacramento County. The Airport System is comprised of Sacramento International Airport (a commercial air carrier facility), Mather Airport (a cargo and general aviation facility), Executive Airport (a general aviation facility) and Franklin Field (a general aviation facility). The Airport System also maintains the McClellan Airport airfield under a contract with the County Department of Economic Development and Intergovernmental Affairs. Operated as an Enterprise Fund, the Airport System is financially self-supporting, with expenses paid for by revenue generated from businesses and individuals who use the airports.

- The Airport System primarily serves the Sacramento region, a six-county area consisting of Sacramento, El Dorado, Yuba, Sutter, Placer and Yolo counties, as well as a large secondary surrounding area. In addition to promoting the safe and efficient use of air transportation facilities, the Airport System is responsible for managing the environmental impacts within the Sacramento region associated with the operation and development of the Airport System facilities.

**MISSION:**

Consistent with our community's values, we will operate, maintain and develop the County Airport System in a safe, convenient and economical manner. We will be a leader in the airport industry by exceeding expectations and providing customer service second to none.

**GOALS:**

- Over the next year, complete the development of a workforce that understands and applies a shared set of values as defined by the top 20 Model-Netics models using a corporate culture transformation plan.
- Working with the County Department of Environmental Review and Assessment (DERA) and the Federal Aviation Administration (FAA) substantially complete the Environmental Impact Statement/Environmental Impact Report (EIS/EIR) for the Sacramento International Airport Master Plan (including the Terminal Modernization Program and the FAA control tower relocation) by the summer of 2006 and open the new terminal complex by 2010.
- Complete the Executive Airport and Franklin Field Master Plan process by January 2007 to help guide the future of Executive Airport and Franklin Field.
- Develop and implement independent but integrated plans for: (1) Sacramento County Airport System environmental regulatory compliance; and (2) responsible airport buffer stewardship.
- To actively reinforce the positive impacts that the Sacramento County Airport System makes on the Northern California region and to increase the level at which members of the community value each of the airports within the System.
- Produce a successful California Capital Air Show resulting in a positive perception of the Sacramento County Airport System by the public.
- Facilitate implementation of the Continuous Descent Approach (CDA) arrival procedure at Mather Airport by all regularly scheduled air carrier aircraft. When fully implemented, Mather Airport would become the first airport in the United States to regularly use the CDA approach. CDA procedures have been shown to significantly reduce aircraft noise, fuel burn, and emissions along the extent of the approach course.
- Further develop the air cargo business at Mather Airport.

**SIGNIFICANT DEVELOPMENTS DURING 2004-05:**

- **Departmentwide**
  - Maintained the financial strength of the Airport System and continued to operate all facilities in a safe and efficient manner.
  - The Government Finance Officers Association (GFOA) of the United States and Canada awarded the Airport System a Certificate of Achievement for Excellence in Financial Reporting for the 16th consecutive year.
  - A Web site for the Noise Office was developed and linked to the Sacramento County Airport System Web site to offer better information and provide better customer service.

- A community outreach program that includes a promotional video and speaking engagements at regional community events to promote the many services and benefits of the Airport System was continued by the Director and senior staff.

- **Sacramento International Airport**

- Passenger traffic reached 9.9 million, up 844,908 (9.3 percent) versus Fiscal Year 2003-04. The increase was due in part to Mexicana Airlines' additional flights to Los Cabos and Morelia/Leon. Aloha Airlines also converted its direct flight to Maui via Burbank to a nonstop flight, increasing the convenience for travelers.
- New security measures mandated by the Department of Homeland Security and the Transportation Security Administration were implemented at airports nationwide. The Sacramento International Airport remains at a heightened level of security awareness and has developed, or is in the developmental stage of, enhanced security through incentive programs, workshops, handouts and outreach programs.
- After two years of construction, the \$82.0 million parking garage was completed September 2004. The six-floor, 5,324-space structure, which is connected to Terminal A through a passenger bridge, handles about 66.0 percent of the airport's passenger traffic. This new structure has been extremely popular with customers and has reached capacity on occasion.
- Completed improvements to Terminals A and B to accommodate increasing passenger activity and provide improved customer service.
- A new print ad campaign implemented in 2005 featured ads highlighting Sacramento International Airport's convenience, customer service enhancements, and growth. Additionally, the Airport returned to television advertising with an animated spot in the secondary market areas that include Napa, Solano, Sonoma, and San Joaquin counties.
- The Terminal Modernization Plan moved forward as part of the Sacramento International Airport Master Plan. The terminal concept will include consolidated ticketing, baggage claim, food and beverage, retail services, and a hotel in one building connected via an automated people mover system to an airside building with aircraft gates and hold rooms.
- On May 5, 2005, Sacramento International Airport was acknowledged as a "Clean Air Champion" by the American Lung Association.
- To support regional air quality efforts:
  - Scheduled public bus service continued to be offered to and from Sacramento International Airport.

- The Airport System continued to increase its number of alternatively fueled vehicles, thus maintaining a fleet with one of the highest percentages of clean air vehicles in the County.

• **Sacramento Executive Airport**

- A deck was built to accommodate airport users and guests at Aviator’s Restaurant during warm weather months so that customers may experience both the sights and sounds of general aviation while enjoying food and beverage from the restaurant.
- Executive Airport celebrated its 75<sup>th</sup> anniversary with a community open house, general aviation aircraft display, and a pancake breakfast hosted by the South Sacramento Chamber of Commerce on June 18, 2005.

• **Mather Airport**

- Mather Airport celebrated its 10<sup>th</sup> anniversary with an open house featuring static displays of military, cargo, and general aviation aircraft on May 8, 2005.

**SIGNIFICANT CHANGES FOR 2005-06:**

- The Airport System’s Capital Improvement Program for Fiscal Years 2006-10 is designed to meet forecast demands for the Airport System facilities.
- The Airport System will continue to develop the International Airport concession program, focusing on diversification of offerings and the integration of local products in existing concepts. In addition, local community activities and special events will be promoted. Enhancements to the concession programs in all terminals are planned for the Fiscal Year 2005-06.
- The Airport System will continue its efforts to develop and enhance the facilities and operations at Executive and Mather Airports. The Airport System is committed to accomplishing these objectives while continuing to provide a high level of service to the public.

**SUPPLEMENTAL INFORMATION:**

• **Operating Revenues**

- Budgeted operating revenues of \$97,165,293 are up approximately \$6.7 million over prior-year budgeted operating revenues. The gain in revenues is attributable to building rents, concession revenue, parking revenues and airfield charges.

• **Operating Expenses**

- Budgeted operating expenses of \$111,670,535 are up \$16.3 million compared to budgeted operating expenses for the prior year.
- The increase in budgeted operating expenses over the prior year is due to increases in: Salaries and Benefits, up \$1.3 million (4.4 percent);

Services and Supplies, up \$13.9 million (33.0 percent); and Depreciation, up \$1.5 million (6.9 percent).

- The Salaries and Benefits increase reflects increases in workers compensation insurance, step increases, cost-of-living increases, and equity increases.
- The change in Services and Supplies is due to increases in professional services, major maintenance and repair projects, shuttle bus operations, and contracted services from other county departments.
- The increase in Depreciation is a result of incurring a full-year’s depreciation expense for capital projects completed midyear Fiscal Year 2004-05 (including the parking garage) and the anticipated completion of additional capital projects in Fiscal Year 2005-06.

• **Capital Outlay**

- Steady growth in the Sacramento Region has contributed to extraordinary increases in airport activity. In order to meet increased demands caused by this growth the Airport System must continue its endeavor to improve facilities and enhance services. Projects included in the Airport System’s capital budget will contribute to the traveling experience of airport customers and help meet the future demand of air travel.
- The following details budgeted capital projects:

• **Land Acquisition – \$500,000.**

\$500,000 To continue Sacramento International Airport's commitment to the acquisition of land located in the buffer zone.

• **Improvements – \$48,170,395.** This reflects improvements at Sacramento International Airport unless otherwise indicated. The following improvements are financed by Passenger Facility Charges, federal and state construction grants, and department retained earnings:

\$3,368,000	Terminal Modernization Program
7,591,422	Completion of the City Water Connection
2,552,546	Intrusion Detection, Perimeter Lighting
8,407,600	Runway Rehab
1,708,582	Miscellaneous Improvements at Executive Airport
11,766,378	Miscellaneous Improvements at Mather Airport
1,239,000	Miscellaneous Improvements at Franklin Field
3,612,060	Various Terminal Building improvements at International Airport
7,924,807	Miscellaneous Improvements at International Airport

• **Equipment—\$996,250**

- \$110,000 Paint Striper
- 60,000 Utility Tractor
- 60,000 Tractor Mower
- 85,000 Sweeper Low-Profile
- 50,000 Skid Steer (Bobcat)
- 70,000 Computer Equipment and Software
- 228,250 Other Equipment: Includes Chipper, Crack Seal Machine, Fod Boss, Light Plant, 11’ Mower, Riding Mower, Steam Clean System, Turf Vehicle, Walk Behind Stripers, Water Tank and Apollo 5 Universal Gym.
- 333,000 Vehicles: Replacement of two ¾Ton Pickups, two Sedans, two 4X4 Pickups, two ½Ton Pick-ups, one Work Van, one Sheriff Squad Car, one Tug, one Utility Vehicle and one Administrative Vehicle.

**2005-06 CAPITAL IMPROVEMENT PLAN (CIP) OPERATING IMPACT:**

- The adopted budget includes \$47,147,226 in capital projects anticipated to be completed this fiscal year reflecting a total operating impact of \$92,100. For more detailed information regarding operating impacts by project, please refer to the Volume III, the Five-Year Capital Improvement Plan.

**STAFFING LEVEL CHANGES 2005-06:**

- Staffing level changes of 22.0 positions (5.0 percent) decrease due to the following actions. 1.0 Fire Operations Supervisor was added and the following positions were deleted in order to reduce costs charged to Airport customers and to streamline operations: 1.0 Airport Planner, 1.0 Principal Engineering Technician, 1.0 Park Maintenance Worker I, 1.0 Automotive Service Worker, 2.0 Senior Fire Operations Worker, 2.0 Custodian Level II, 1.0 Supervising Custodian I, 1.0 Supervising Custodian II, 1.0 Office Assistant Level II, 1.0 Airfield Superintendent, 1.0 Highway Maintenance Worker, 2.0 Office Assistant Level II, 3.0 Airport Operations Worker, 1.0 Senior Airport Operations Worker, 1.0 Accounting Technician, 1.0 Secretary, 2.0 Secretary-Confidential.

**PERFORMANCE MEASURES:**

PERFORMANCE MEASURES	INDICATORS	Actual 2003	Target 2004	Actual 2004	Target 2005
1. Improved air transportation services for the community, businesses and government	Number of Airlines	14	15	15	15
	Number of flights	146	150	153	155
	Number of city-pairs	23	25	28	29
	Number of non-stops	146	150	153	155
	Number of international flights	1	2	3	4
2. Economic Development for the region	Number of new businesses beginning operations at the airports	4	4	6	4
	Pounds of cargo shipped/received	253,253,825	265,650,000	256,287,804	261,413,560
3. Customers are satisfied and want to use the facilities	Usage rate <sup>1</sup>	8,778,163	9,200,000	9,580,722	10,059,758
4. Airport facilities are safe and secure	Aviation accidents in which the airport is found at fault.	0	0	0	0
	Security incidents (terrorist events or criminal incidents) in which the airport was found by the Federal government to have been responsible.	0	0	0	0
5. The County Airports system is monetarily self-sufficient	Percent of operating revenue growth over prior year (fiscal year basis)	5.7%	11.0%	5.3%	10.0%
	Bond Rating (maintained or improved)				
	➢ Standard & Poors	A+/A	A+/A	A+/A	A+/A
	➢ Fitch (Revenue Bonds/PFC Bonds)	A+/A+	A+/A+	A+/A+	A+/A+
➢ Moody's (Revenue Bonds/PFC Bonds)	A1/A1	A1/A1	A1/A1	A1/A1	

<sup>1</sup> Passengers at Sacramento International Airport

2005-06 PROGRAM INFORMATION

Budget Unit: 3400000 Airport Enterprise Agency: General Government/Admin.

<i>Program Number and Title</i>		Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>FUNDED</b>		Program Type: <b>SELF-SUPPORTING</b>						
001	<i>Sacramento International Airport</i>	115,955,050	0	125,648,098	0	-9,693,048	401.0	184
<b>Program Description:</b> Developing, operating, and maintaining Airport System								
<b>Countywide Priority:</b> 0 Mandated Countywide/Municipal or Financial Obligations								
<b>Anticipated Results:</b> An airport system that is safe, secure and customer oriented, providing a positive travel experience for passengers. Customer service level is expected to be reflected through increase of enplaned passengers of 5%, increased concession revenue of \$750,000, and increased rental car revenue of \$1,400,000.								
002	<i>Executive Airport</i>	2,525,011	0	2,474,336	0	50,675	8.0	6
<b>Program Description:</b> Developing, operating and maintaining general aviation airport								
<b>Countywide Priority:</b> 0 Mandated Countywide/Municipal or Financial Obligations								
<b>Anticipated Results:</b> Operation of Executive Airport provides local residents with a safe and efficient general aviation facility where they can base their aircraft. It also serves to relieve International Airport of some general aviation traffic.								
003	<i>Mather Airport</i>	5,077,047	0	10,682,617	0	-5,605,570	11.0	14
<b>Program Description:</b> Developing, operating and maintaining regional cargo airport								
<b>Countywide Priority:</b> 0 Mandated Countywide/Municipal or Financial Obligations								
<b>Anticipated Results:</b> Funding provides for the safe and efficient operation of Mather Airport, a regional air cargo facility. The operation and improvement of Mather Airport will attract more businesses to the Sacramento Region and contribute to the local economy.								
004	<i>Capital Improvement Program</i>	13,363,732	0	0	0	13,363,732	0.0	0
<b>Program Description:</b> Capital improvement program developed to meet the needs of expanding srvece								
<b>Countywide Priority:</b> 0 Mandated Countywide/Municipal or Financial Obligations								
<b>Anticipated Results:</b> An airport system that meets the needs of the Sacramento Region. Success will be reflected in additional businesses beginning operations at the airports.								
<b>SELF-SUPPORTING Total:</b>		136,920,840	0	138,805,051	0	-1,884,211	420.0	204
<b>FUNDED Total:</b>		136,920,840	0	138,805,051	0	-1,884,211	420.0	204



<i>Program Number and Title</i>	Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles	
<b>CEO RECOMMENDED ADDITIONAL REQUESTS</b>	Program Type: <b>SELF-SUPPORTING</b>							
<i>AR 001 Sacramento International Airport</i>	1,275,179	0	483,939	0	<b>791,240</b>	0.0	0	
<b>Program Description:</b>	Developing, operating, and maintaining Airport System							
<b>Countywide Priority:</b>	4 General Government							
<b>Anticipated Results:</b>	This funding will assist with the planning and development that is needed in order to continue meeting the increasing demands on the Airport System. Revenue reflected here is FAA grant revenue for master plans and additional airline revenue as a result of updated airlines rates and charges calculations.							
<i>AR 002 Executive Airport</i>	679,300	0	418,921	0	<b>260,379</b>	0.0	0	
<b>Program Description:</b>	Developing. Operating and maintaining general aviation airport							
<b>Countywide Priority:</b>	4 General Government							
<b>Anticipated Results:</b>	additional funding to accomplish solid waste landfill cleanup at Franklin Field and for Executive Airport and Franklin Field master plans and is being partially offset by grant revenue from the state.							
<i>AR 003 Mather Airport</i>	210,000	0	1,502,562	0	<b>-1,292,562</b>	0.0	0	
<b>Program Description:</b>	Developing, operating and maintaining regional cargo airport							
<b>Countywide Priority:</b>	4 General Government							
<b>Anticipated Results:</b>	Funding will be used to complete hazmat remediation to prepare buildings for demolition which is anticipated to be accomplished through outside funding sources. SHRA has received grant funding for building demolition at Mather Airport. Revenue reflected here is for pavement rehab at Mather Airport which is budgeted in budget unit 3480000.							
<b>SELF-SUPPORTING Total:</b>		2,164,479	0	2,405,422	0	<b>-240,943</b>	0.0	0
<b>CEO RECOMMENDED ADDITIONAL REQUESTS Total:</b>		2,164,479	0	2,405,422	0	<b>-240,943</b>	0.0	0
<b>Funded Grand Total:</b>		139,085,319	0	141,210,473	0	<b>-2,125,154</b>	420.0	204

2005-06 PROGRAM INFORMATION

Budget Unit: 3480000 Airport-Capital Outlay

Agency: General Government/Admin.

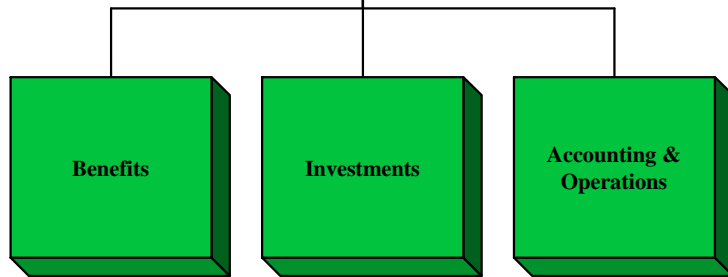
<i>Program Number and Title</i>	Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles	
<b>FUNDED</b>	Program Type: <b>SELF-SUPPORTING</b>							
004 <i>Capital Improvement Program</i>	35,214,244	0	0	0	<b>35,214,244</b>	0.0	0	
<b>Program Description:</b>	Capital improvement program developed to meet the needs of expanding service							
<b>Countywide Priority:</b>	0 Mandated Countywide/Municipal or Financial Obligations							
<b>Anticipated Results:</b>	An airport system that meets the needs of the Sacramento Region. Success will be reflected in additional businesses beginning operations at the airports.							
<b>SELF-SUPPORTING Total:</b>		35,214,244	0	0	0	<b>35,214,244</b>	0.0	0
<b>FUNDED Total:</b>		35,214,244	0	0	0	<b>35,214,244</b>	0.0	0

<i>Program Number and Title</i>	Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles	
<b>CEO RECOMMENDED ADDITIONAL REQUESTS</b>	Program Type: <b>SELF-SUPPORTING</b>							
AR 001 <i>Capital Improvement Program</i>	1,310,294	0	0	0	<b>1,310,294</b>	0.0	0	
<b>Program Description:</b>	Capital improvement program developed to meet the needs of expanding service							
<b>Countywide Priority:</b>	4 General Government							
<b>Anticipated Results:</b>	These changes to the CIP are the result of a variety of changes. Projects have been delayed, cancelled, and added in order to use Federal Grant funding to accomplish identified needs. Grant revenue for the runway rehab at Mather is reflected in budget unit 3400000.							
<b>SELF-SUPPORTING Total:</b>		1,310,294	0	0	0	<b>1,310,294</b>	0.0	0
<b>CEO RECOMMENDED ADDITIONAL REQUESTS Total:</b>		1,310,294	0	0	0	<b>1,310,294</b>	0.0	0

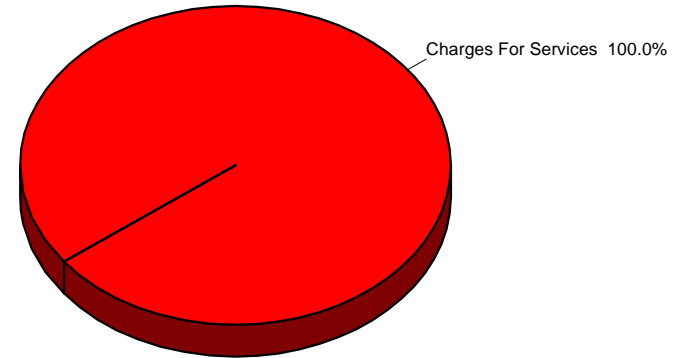
**Funded Grand Total:** 36,524,538 0 0 0 **36,524,538** 0.0 0

# Departmental Structure

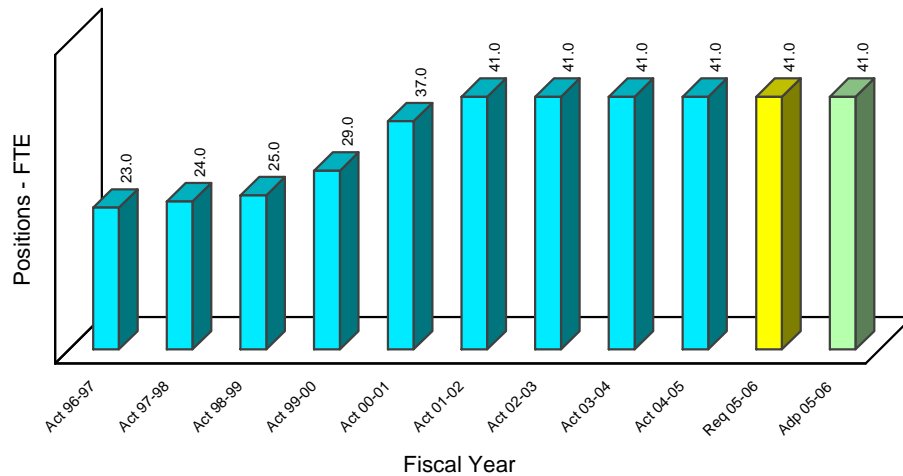
**RICHARD STENSRUD, Chief Administrator**



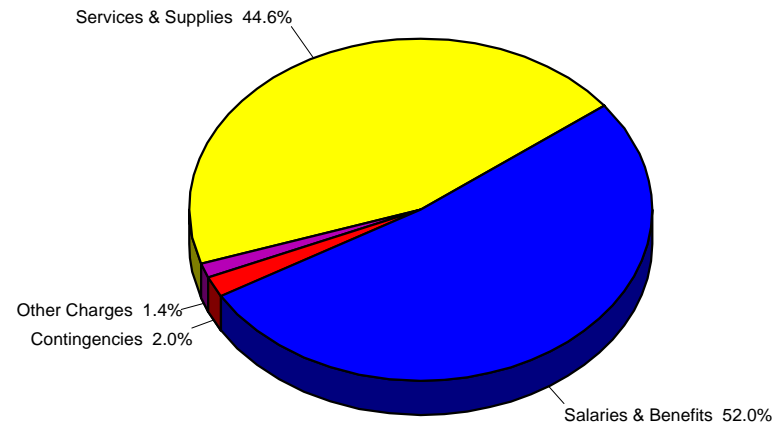
# Financing Sources



# Staffing Trend



# Financing Uses



COUNTY OF SACRAMENTO  
STATE OF CALIFORNIA  
County Budget Act (1985)

FUND: BOARD OF RETIREMENT  
060A

ACTIVITY: Administration  
UNIT: 7860000

SCHEDULE 10  
OPERATIONS OF INTERNAL SERVICE FUND  
FISCAL YEAR: 2005-06

Operating Details	Actual 2003-04	Actual 2004-05	Adopted 2004-05	Requested 2005-06	Adopted 2005-06
Charges for Service	0	0	6,076,458	6,192,937	6,290,858
Total Operating Rev	0	0	6,076,458	6,192,937	6,290,858
Salaries/Benefits	2,615,299	2,735,839	3,155,150	3,190,966	3,272,774
Service & Supplies	2,278,858	1,920,150	2,330,140	2,431,792	2,807,451
Other Charges	718,187	438,979	438,979	438,979	82,547
Depreciation/Amort	6,133	13,019	6,200	6,200	3,086
Interfund Chgs/Reimb	0	-3,454	0	0	0
Intrafund Chgs/Reimb	0	0	20,989	0	0
Total Operating Exp	5,618,477	5,104,533	5,951,458	6,067,937	6,165,858
Interest Income	-107,308	-221,760	0	0	0
Other Revenues	715	0	0	0	0
Other Financing	0	9,755	0	0	0
Total Nonoperating Rev	-106,593	-212,005	0	0	0
Equipment	0	13,626	0	0	0
Contingencies	0	0	125,000	125,000	125,000
Total Nonoperating Exp	0	13,626	125,000	125,000	125,000
Net Income (Loss)	-5,725,070	-5,330,164	0	0	0
Positions	41.0	41.0	41.0	41.0	41.0
Board Members	5.0	5.0	5.0	5.0	5.0

**PROGRAM DESCRIPTION:**

Management of the Sacramento County Employees' Retirement System (SCERS), pursuant to the provisions of the County Employees' Retirement Law of 1937 (1937 Act), is vested in the Board of Retirement which:

- Is responsible for the administration and maintenance of the records of the System in accordance with the provisions of the 1937 Act and Retirement Board Bylaws.
- Sets policy for the investment of the assets of the Retirement Fund and monitors its investments.
- Appoints a Retirement Administrator who serves as Chief Executive Officer for the System, who is not subject to County Civil Service or merit system rules but serves at the will and pleasure of the Retirement Board.
- Additionally, the Chief Investment Officer, Chief Benefits Officer and Chief Operations Officer for the System are not subject to County Civil Service or merit systems rules and are appointed by the Retirement Administrator subject to confirmation by the Board of Retirement.
- All other staff positions are also appointed by the Retirement Administrator but are selected from County Civil Service lists. These personnel are county employees subject to County Civil Service and personnel rules, and as applicable, are covered by the collective bargaining agreements that cover other county employees. All positions are included in the Salary Resolution and the Summary of Positions that are adopted by the Board of Supervisors.
- Annually adopts a budget covering the entire expense of administration of the System. This budget is not approved by the Board of Supervisors and is included in the county budget as information only.

**MISSION:**

The mission of the Sacramento County Employees' Retirement System Board and Administration is to provide high quality services and manage system assets in a prudent manner.

**CORE VALUES:**

In carrying out this mission, the Board of Retirement will:

- Act as fiduciaries for the members, retirees, and beneficiaries.
- Take responsibility for cost-effective operations and minimize employer contributions.
- Display competency, courtesy, and respect.
- Employ prudent and fair decision procedures.
- Continue professional growth through education and training.

- Plan strategically for the future.

**SIGNIFICANT DEVELOPMENTS DURING 2004-05:**

- Conducted a recruitment effort with CPS Human Resource Services for Retirement Administrator/Chief Executive Officer. Successfully recruited a new Chief Executive Officer.
- Coordinated and successfully completed Retirement Board member elections for one retiree member, one alternate retiree member, and one miscellaneous member. Nancy Wolford-Landers and William Cox were elected as retiree and alternate retiree members, respectively, for three-year terms. Keith DeVore was reelected as miscellaneous member for another three-year term.
- Participated with Department of Finance, Office of Communications and Technology, and Districts in interviewing, selecting, and implementing an automated interface for Special District payroll activity.
- Replaced SCERS' software and hardware. Migrated SCERS data and documents from stand-alone server to shared server.
- Accomplished a smooth transition of actuarial service providers to consultants.
- Reinstated retirement planning seminars for active members.
- Implemented asset allocation changes and completed restructuring of investment managers designed to improve portfolio risk and return characteristics.
- Received the Certificate of Excellence in Financial Reporting from the Government Financial Officers Association (GFOA) for the Comprehensive Annual Financial Report for the year ended June 30, 2003.
- Finalized and implemented the Settlement Agreement in Judicial Council Coordination Proceeding No. 4049, Sacramento County Case No. 97CS030403, i.e., the "Ventura" litigation.
- Implemented new state law provisions regarding registered domestic partners.
- Implemented transition in the funding mechanism for retiree health care subsidy from SCERS to participating employers.
- Created and implemented a new computer program for calculating retirement allowances.
- Contracted with outside consultant to analyze and develop recommendations for improvements to SCERS' investment accounting process.
- Adopted and implemented changes in assumptions as recommended by the actuary in the Triennial Experience Study.
- Formalized and documented the review process for domestic relations

orders and community property interests.

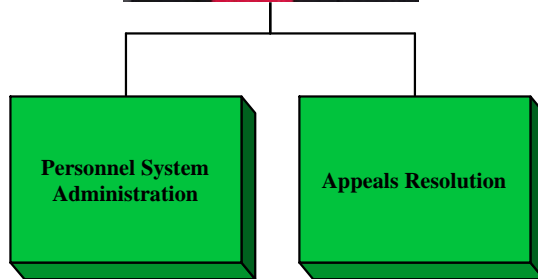
- Developed and posted Web-based instructions for the on-line benefits calculator.
- Analyzed pension reform proposals and proactively participated in educating plan stakeholders and the public.

**SIGNIFICANT CHANGES FOR 2005-06:**

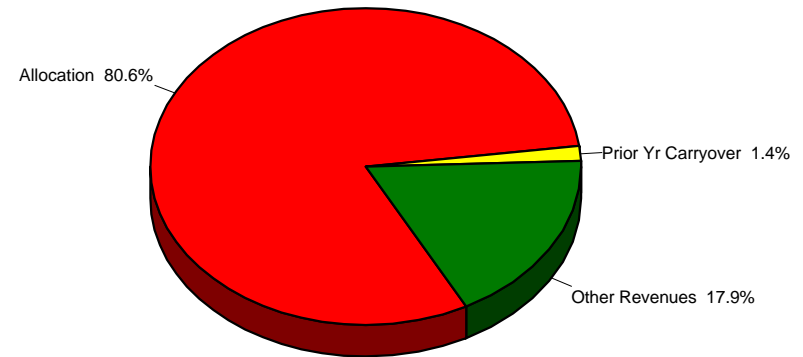
- Undertake a facilitated long-range strategic planning process culminating in development of a comprehensive five-year plan.
- Affect a review, revision, and consolidation of Board Bylaws/Regulations.
- Enhance SCERS Web site to provide more information, such as core financial and actuarial information, and more retirement materials, such as online access to applications and forms, for use by SCERS members.
- Coordinate with Department of Finance and the Office of Communications and Technology to perfect the COMPASS payroll system with respect to determining employer contributions in event of retroactive payroll system adjustments.
- Coordinate changes in the COMPASS payroll system to be in federal compliance with respect to imputed income for domestic partners dependent coverage options under the pension medical plans.
- Identify and implement optimal method for obtaining legal services.
- Analyze portable alpha investment strategies for the investment policy, and implement such strategies as necessary.
- Establish a more extensive investment manager due diligence program.
- Implement an expanded review of the records and operations of the custodian.
- Establish a business resumption plan.
- Analyze, develop, and implement measures to enhance the efficiency of the disability retirement application process.
- Revise and update the retirement handbook and retirement service packet.
- Expand the information and tools available to SCERS members to assist with retirement planning.
- Develop a methodology and process to evaluate the Board and the Retirement Administrator.
- Undertake a facilitated analysis of retirement system governance culminating in the development of governance policies.
- Develop and implement a securities class action monitoring and settlement distribution management system.

## Departmental Structure

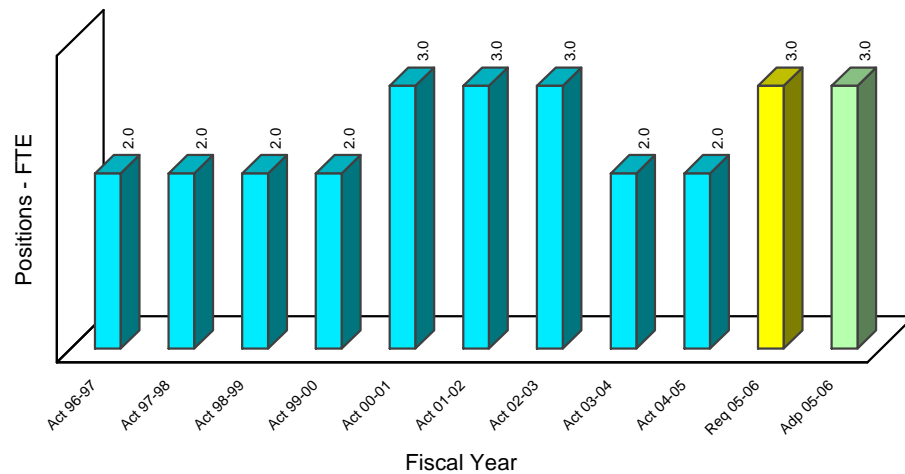
LESLIE LEAHY, Executive Officer



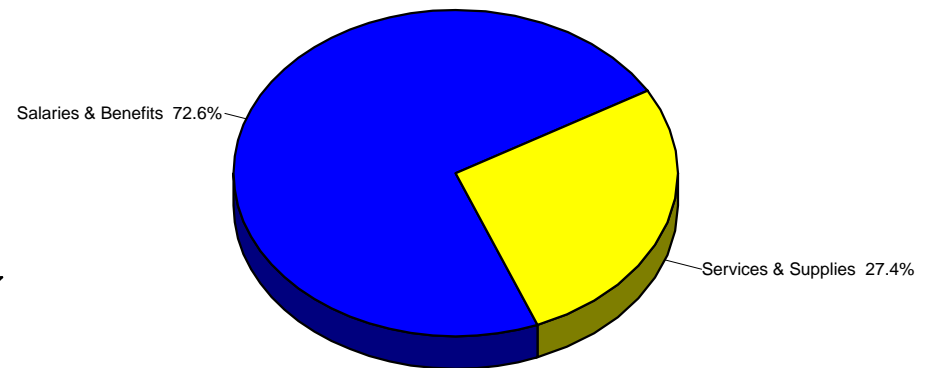
## Financing Sources



## Staffing Trend



## Financing Uses



COUNTY OF SACRAMENTO  
STATE OF CALIFORNIA  
County Budget Act (1985)

UNIT: 4210000 Civil Service Commission  
DEPARTMENT HEAD: LESLIE LEAHY  
CLASSIFICATION  
FUNCTION: GENERAL  
ACTIVITY: Personnel  
FUND: GENERAL

SCHEDULE 9  
BUDGET UNIT FINANCING USES DETAIL  
FISCAL YEAR: 2005-06

Financing Uses Classification	Actual 2003-04	Actual 2004-05	Adopted 2004-05	Requested 2005-06	Adopted 2005-06
Salaries/Benefits	169,924	205,600	187,139	248,128	248,128
Services & Supplies	95,552	72,096	96,833	90,606	90,606
Intrafund Charges	2,049	3,331	3,584	3,248	3,248
NET TOTAL	267,525	281,027	287,556	341,982	341,982
Prior Yr Carryover	60,500	53,935	53,935	4,258	4,258
Revenues	21,066	33,872	53,000	53,000	53,000
NET COST	185,959	193,220	180,621	284,724	284,724
Positions	2.0	2.0	2.0	3.0	3.0

**PROGRAM DESCRIPTION:**

- Develop policies and rules for the administration of a personnel system based upon merit.
- Review and approve county classification plan.
- Provide for resolution of appeals related to disciplinary actions and releases from probation.
- Provide for resolution of appeals related to civil service examinations and classification.
- Ensure that county personnel procedures are consistent with all federal and state laws.

**MISSION:**

To improve the quality of the delivery of county services by providing the citizens, management, and employees of Sacramento County with a responsive personnel system dedicated to the fair and impartial hiring of the most qualified employees on the basis of merit. To provide policy direction and oversight for the merit selection, promotion, retention, classification, and discipline of civil

service employees pursuant to Article XVI of the Sacramento County Charter and accepted principles of public personnel administration.

**GOALS:**

- To provide formalized training to human resources personnel countywide on a regular and as-needed basis regarding the Civil Service Rules and commission policies and procedures.

**SIGNIFICANT DEVELOPMENTS DURING 2004-05:**

- Executive Officer of the Civil Service Commission retired in October 2004.
- Appointed a new Executive Officer, effective November 1, 2004.
- Assisted Department of Employment Services and Risk Management in the development of a Civil Service Staff Assistant examination and a new Civil Service Staff Assistant was appointed in October 2004.
- Utilization of electronic messaging greatly reduced the use of paper for correspondence, publishing agendas and minutes, and for appeals and classification studies in the daily operations of the office, maximizing the



effort to conserve on services and supplies costs and reduced overhead costs.

- The Commission approved the renewal of its hearing officer’s contracts with an hourly rate increase from \$100 to \$130.
- The Grand Jury investigated the Commission and made several recommendations in its 2004-05 Final Report regarding disciplinary appeals, conflict of interests, usage of hearing officers, and changes to the Rules for conducting hearings before the Commission.

**SIGNIFICANT CHANGES 2005-06:**

- The Commission committed to conduct a review of Sections 11 and 12 of the Civil Service Rules to consider how and whether to amend the Rules to preserve or create options in how the commission might conduct hearings with or without hearing officers and will submit their findings to the Grand Jury on or before December 31, 2005.
- In less than three months (since July 1, 2005), over 88 appeals have been received indicating a significant increase in the number of discipline, release from probation, examination and medical disqualification appeals over the 84 total appeals received in Fiscal Year 2004-05.

**STAFFING LEVEL CHANGES 2005-06:**

- Staffing level increase change of 1.0 position (50.0 percent) during Final Budget Hearings; the Board of Supervisors approved the addition of 1.0 Office Specialist Level 2 position.

**PERFORMANCE MEASURES:**

PERFORMANCE MEASURES	INDICATORS	Actual 2003	Target 2004	Actual 2004	Target 2005
1. Management, employees and the public have confidence in the County’s civil service merit system.	At least two public meetings of the Civil Service Commission held each month, with additional special meetings as needed. (Minimum of 24 annually.)	20 of 24	24	17 of 24	24
	Commission action on classification study recommendations concluded at initial public hearing. (Percent)	7/15=47.0%	75.0%	7/17=41.0%	75.0%
	Commission action on appeals concluded at initial public hearing. (Percent)	21/37=57.0%	80.0%	36/56=64.0%	80.0%
2. Appeals are responded to and resolved in an effective and timely manner.	Acknowledge discipline/release from probation appeals in writing within 3 business days. (Percent)	27/34=79.0%	80.0%	15/28=54.0%	80.0%
	For selection/examination appeals, Commission staff investigation and recommendation completed within 10 days of receipt of County response.* (Percent)	9/10=90.0%	80.0%	7/10=70.0%	80.0%
	For position allocation appeals, Commission staff investigation and recommendation completed within 30 days of receipt of County response.* (Percent)	3/3=100.0%	80.0%	1/1=100.0%	80.0%
	Appeals resolved administratively, settled or withdrawn without formal hearing and/or Commission decision. (Percent)	26/63=41.0%	25.0%	26/62=42.0%	25.0%

\* Excludes untimely filed appeals and appeals withdrawn or administratively resolved.

2005-06 PROGRAM INFORMATION

Budget Unit: 4210000 Civil Service Commission Agency: General Government/Admin.

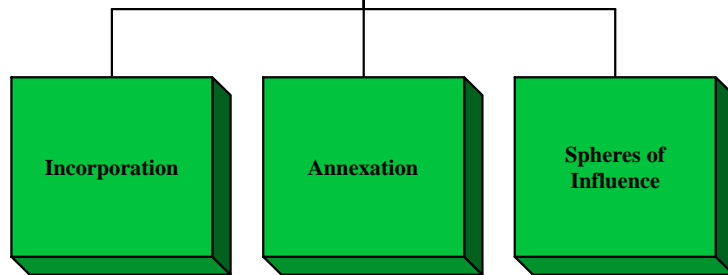
Program Number and Title	Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>FUNDED</b>	Program Type: <b>MANDATED</b>						
001-A Staff support to the Commission	296,678	0	53,000	4,258	239,420	2.0	0
<b>Program Description:</b> Administrative support to the Commission <b>Countywide Priority:</b> 4 General Government <b>Anticipated Results:</b> Timely respond to, investigate, and make recommendations on appeals from selection/exam process within 10 days of receipt of County response, provide recommendation on proposed classification changes with 5 days. Appeals from discipline and/or release from probation processed timely and effectively within 3 days of receipt. Process agenda/minutes, confirm actions for affected parties, prepare/disseminate meeting materials.							
<b>MANDATED Total:</b>	296,678	0	53,000	4,258	239,420	2.0	0
<b>FUNDED Total:</b>	296,678	0	53,000	4,258	239,420	2.0	0

<b>BOS APPROVED DURING FINAL BUDGET HEARINGS</b>	Program Type: <b>DISCRETIONARY</b>						
AR 001 Office Specialist Lv 2 conf	45,304	0	0	0	45,304	1.0	0
<b>Program Description:</b> Clerical support to the Commission <b>Countywide Priority:</b> 4 General Government <b>Anticipated Results:</b> Improved administration of all Commission activities allowing adequate time for issues of policy; appropriate review of classification studies; response to concerns of appellants, employees, and departments; conducting necessary investigations relative to classification and examination appeals; and administering the financial and personnel business of the department.							
<b>DISCRETIONARY Total:</b>	45,304	0	0	0	45,304	1.0	0
<b>BOS APPROVED DURING FINAL BUDGET HEARINGS Total:</b>	45,304	0	0	0	45,304	1.0	0

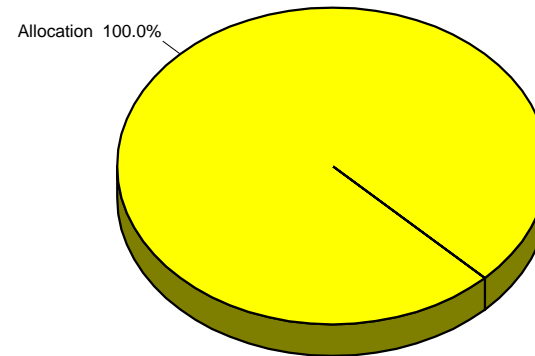
**Funded Grand Total:** 341,982 0 53,000 4,258 284,724 3.0 0

## Departmental Structure

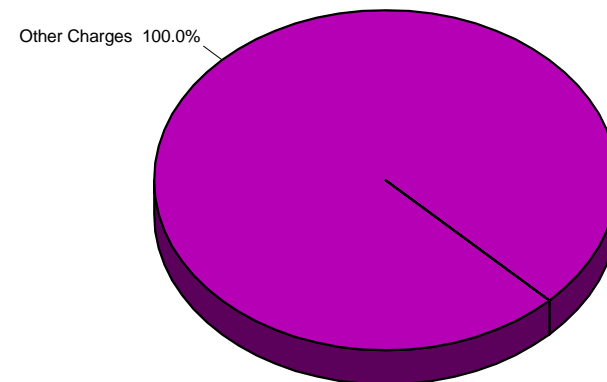
PETER BRUNDAGE, Executive Director



## Financing Sources



## Financing Uses



COUNTY OF SACRAMENTO  
 STATE OF CALIFORNIA  
 County Budget Act (1985)

UNIT: 5920000 Contribution To LAFCO

CLASSIFICATION  
 FUNCTION: PUBLIC PROTECTION

SCHEDULE 9  
 BUDGET UNIT FINANCING USES DETAIL

ACTIVITY: Other Protection  
 FUND: GENERAL

FISCAL YEAR: 2005-06

Financing Uses Classification	Actual 2003-04	Actual 2004-05	Adopted 2004-05	Requested 2005-06	Adopted 2005-06
Other Charges	165,000	181,500	195,000	195,000	195,000
NET TOTAL	165,000	181,500	195,000	195,000	195,000
Revenues	0	0	0	0	0
NET COST	165,000	181,500	195,000	195,000	195,000

**PROGRAM DESCRIPTION:**

- This budget unit accounts for the county’s annual Local Agency Formation Commission (LAFCo) assessment.
- LAFCo approves, with or without conditions, modifies, or denies proposals for:
  - Incorporation of cities.
  - Annexation, detachment, or reorganization of territory to a city or a special district.
  - Consolidation, merger, and formation or reorganization of special districts which impact the provision of public services within the County.
- Promotes the logical and reasonable development of local governmental agencies to provide for the present and future needs of the County and its communities.
- Adopts and amends Spheres of Influence, which are defined as plans for the probable ultimate physical boundaries and service area of a local governmental agency for each independent special district and city within the County.
- Protects prime agricultural farmland and open space from urban development where appropriate.

**SIGNIFICANT DEVELOPMENTS DURING 2004-05:**

- Completed Florin-Elder Creek Cemetery District Reorganization.
- Completed Fair Oaks/Sylvan Cemetery District Reorganization.
- Completed annexation of several parcels to water districts: i.e., Muschetto to Citrus Heights Water District; Towne to Rio Linda Elverta Water; Country Hill Montessori School to Citrus Heights Water District; Williams Annexation to Citrus Heights Water District.
- Completed formation of CSA No. 11.
- Completed Del Paso Manor Water District and Herald Fire District Municipal Service Reviews and Sphere of Influence updates.
- Issued Certificate of Termination for Freeport Reorganization (proposed annexation to City of Sacramento failed at election).
- City of Elk Grove detachment from CSA No. 1.
- Commenced development of Open Space and Agricultural Preservation Policies.

**SIGNIFICANT CHANGES FOR 2005-06:**

- Sacramento Municipal Utility District (SMUD) Annexation of Territory in Yolo County.

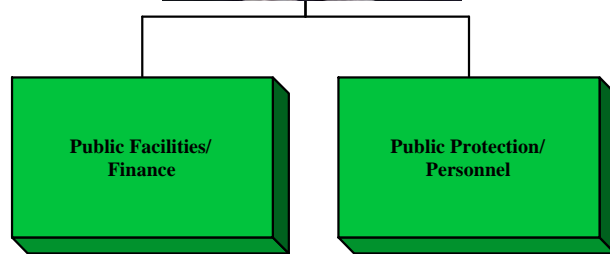
2005-06 PROGRAM INFORMATION

Budget Unit: 5920000 Contribution to LAFCO Agency: General Government/Admin.

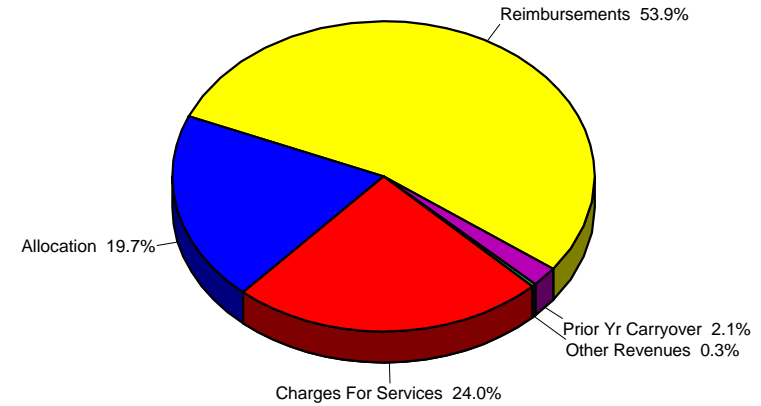
<i>Program Number and Title</i>		Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>FUNDED</b>		Program Type: <b>MANDATED</b>						
001	<i>LAFCo</i>	195,000	0	0	0	<b>195,000</b>	0.0	0
<b>Program Description:</b>		Administration of LAFCo						
<b>Countywide Priority:</b>		0 Mandated Countywide/Municipal or Financial Obligations						
<b>Anticipated Results:</b>		Efficient LAFCo Administration						
<b>MANDATED Total:</b>		195,000	0	0	0	<b>195,000</b>	0.0	0
<b>FUNDED Total:</b>		195,000	0	0	0	<b>195,000</b>	0.0	0
<b>Funded Grand Total:</b>		195,000	0	0	0	<b>195,000</b>	0.0	0

## Departmental Structure

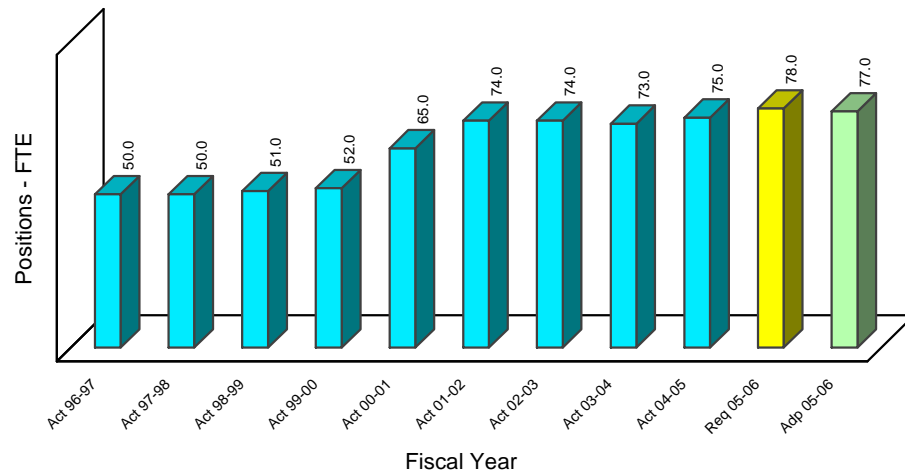
ROBERT A. RYAN, JR.--County Counsel



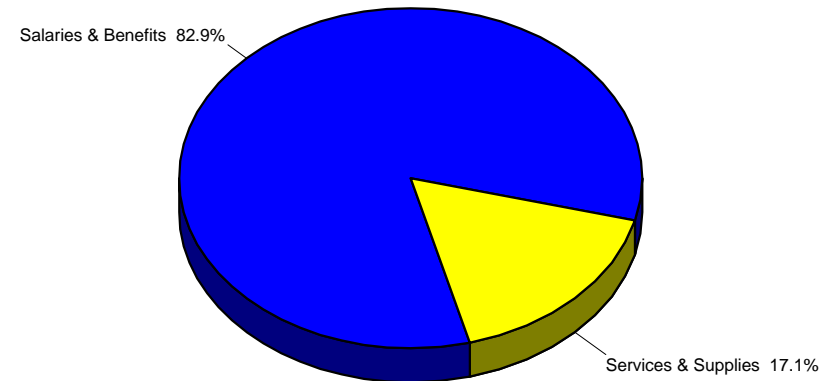
## Financing Sources



## Staffing Trend



## Financing Uses



COUNTY OF SACRAMENTO  
STATE OF CALIFORNIA  
County Budget Act (1985)

UNIT: 4810000 County Counsel  
DEPARTMENT HEAD: ROBERT A. RYAN, JR.

SCHEDULE 9  
BUDGET UNIT FINANCING USES DETAIL  
FISCAL YEAR: 2005-06

CLASSIFICATION  
FUNCTION: GENERAL  
ACTIVITY: Counsel  
FUND: GENERAL

Financing Uses Classification	Actual 2003-04	Actual 2004-05	Adopted 2004-05	Requested 2005-06	Adopted 2005-06
Salaries/Benefits	7,729,937	8,213,059	8,573,978	9,680,130	9,530,568
Services & Supplies	1,290,974	1,163,591	1,567,688	1,938,627	1,909,702
Intrafund Charges	3,577	43,915	51,006	58,746	58,000
<b>SUBTOTAL</b>	<b>9,024,488</b>	<b>9,420,565</b>	<b>10,192,672</b>	<b>11,677,503</b>	<b>11,498,270</b>
Interfund Reimb	-180,216	-299,147	-367,700	-392,000	-392,000
Intrafund Reimb	-4,734,422	-4,955,749	-5,135,808	-5,735,814	-5,735,814
<b>NET TOTAL</b>	<b>4,109,850</b>	<b>4,165,669</b>	<b>4,689,164</b>	<b>5,549,689</b>	<b>5,370,456</b>
Prior Yr Carryover	845,468	434,025	434,025	241,123	241,123
Revenues	2,103,141	2,288,999	2,496,921	2,764,410	2,764,410
<b>NET COST</b>	<b>1,161,241</b>	<b>1,442,645</b>	<b>1,758,218</b>	<b>2,544,156</b>	<b>2,364,923</b>
Positions	73.0	75.0	74.0	78.0	77.0

**PROGRAM DESCRIPTION:**

- Acts as general legal counsel to the County, its officers, and related constituent local governmental entities.
- Provides general legal advice and prepares the legal instruments by which the County transacts business, including ordinances, resolutions, and contracts.
- Defends labor, planning, environmental, and public works litigation.
- Prosecutes major caseloads with respect to the formation and administration of: juvenile dependency proceedings; conservatorships and probate; labor relations; eminent domain; grievance arbitration and related litigation; personnel discipline; zoning, and other code enforcement.

- The services of this Office continue to be incorporated into a number of countywide committees and task forces including the Information Technology Policy Board, the Debt Utilization Advisory Committee, E-Government, Health Insurance Portability and Accountability Act (HIPAA) Steering Committee, and the Performance Measures Steering Committee.

**MISSION:**

To serve and protect the County, its treasury, and its governing body, by providing timely and accurate legal services and aggressively representing the County in litigation. Legal services shall be performed maintaining the highest professional and ethical standards while fostering high morale and productivity

in the work place through collaborative efforts dedicated to continuous improvement.

**GOALS:**

- Expand the in-service training program for the attorney staff to improve the overall quality of legal services delivered to county clients.
- Conduct management and customer training programs for other county departments.
- Implement the performance measure plan.
- Expand performance measures to general advisory workload.
- Reconfigure the juvenile dependency service model.

**SIGNIFICANT DEVELOPMENTS DURING 2004-05:**

- Continued in-service training programs for attorneys to improve the overall quality of legal services delivered to county clients. The Office maintained its certification as a continuing legal education provider.
- Provided significant litigation efforts for legal challenges to local transportation projects; land use approvals; and the Housing Element.
- Continued to provide countywide training programs on contract matters.
- Countywide training on Human Resource regulatory issues.
- Continued significant work on McClellan reuse.
- Continued strategic planning and succession planning within the Office.
- Staffed the Freeport Regional Water Authority and assisted in the development of transactions and in litigation necessary to construct the Freeport Regional Water Project.
- Continued significant legal work on property acquisition for the Department of Water Quality.
- Formal release of a comprehensive policies and procedures manual for the Office.
- Drafted ordinance framework for new methods of community governance.

**SIGNIFICANT CHANGES FOR 2005-06:**

- Expansion of new team-concept processes for juvenile dependency programs to provide systemic improvements in the dependency process. Expand team concept to other areas, as appropriate.
- Provide legal counsel and defense of challenges to the county's existing Housing Element.
- Provide legal counsel and defense to challenges to Rancho Cordova revenue neutrality.

- Public Employees' Relations Board (PERB) jurisdiction will continue to require additional attorney effort in labor matters.
- Continue strategic planning and succession planning.
- Continue to provide the bulk of the substantive, legal county training program.
- Prosecute significant eminent domain actions for acquisition of water and wastewater facilities.
- Defend significant legal challenges to county's provision of health and social services to certain populations.
- Staff new Community Councils.
- Participate in countywide efforts to develop institutional performance measures.
- Participate in countywide review of Information Technology, Administrative, and Human Resource functions.

**STAFFING LEVEL CHANGES 2005-06:**

- Staffing level increase of 3.0 positions (4.05 percent) from the prior year reflects the midyear reallocation of 1.0 Administrative Services Officer 1 to an Administrative Services Officer 2 and 1.0 Attorney IV, Range B; and the addition of 1.0 Attorney IV, Range B, and 1.0 Attorney IV, Range B.



PERFORMANCE MEASURES:

PERFORMANCE MEASURES	INDICATORS	Actual 2003	Target 2004	Actual 2004	Target 2005	
1. Disability Retirement – to oppose disability retirement applications that do not satisfy applicable legal standards	Number of filed applications that are scheduled for hearing	16	20	20	18	
	Number of contested cases that are opened in office	32	30	32	30	
	Number of contested cases that go to hearing	12	18	18	15	
	Percent of contested cases successfully defended before hearing officer	80.0%	80.0%	77.0%	80.0%	
	Percent of decisions that are challenged in court (writs)	25.0%	25.0%	0.0%	25.0%	
	Percent of successful upheld court challenges	75.0%	75.0%	--	75.0%	
2. Juvenile Dependency – To remove juveniles from dangerous family environments	Number of detention hearings	905	900	1,181	1,431	
	Number of writs with petitions granted	1	0	0	0	
	Number of writs with petitions denied	13	20	3	10	
3. Probate/Conservatorship – Assist the Public Guardian/Public Administrator (PG/PA), Sacramento County Mental Health Treatment Center (SCMHTC) and Jail Psychiatric Services (JPS) with issues relating to mentally ill, demented or vulnerable adults, and decedent estates	<b>LANTERMAN-PETRIS-SHORT (LPS)</b>					
	Number of active cases	397	397	389	389	
	Number of openings	78	78	97	97	
	Number and percent of petitions granted (court ordered)	62 (79.0%)	62 (79.0%)	78 (80.0%)	78 (80.0%)	
	Number of trials set	68	68	56	56	
	Number and percent of successful trial outcomes	42 (62.0%)	42 (62.0%)	48 (86.0%)	48 (86.0%)	
	<b>DECEDENT ESTATES</b>					
	Number of active cases (includes no Letters of Administration)	103	103	99	99	
	Number of openings	61	61	61	61	
	Amount collected by County Counsel	\$46,051	\$60,000	\$87,013	\$60,000	
	<b>PROBATE CONSERVATORSHIPS</b>					
	Number of active cases	256	256	212	212	
	Number of openings	24	24	20	20	
	Number and percent of petitions granted (court ordered)	23 (96.0%)	23 (96.0%)	19 (95.0%)	19 (95.0%)	
	Number of trials set	5	5	4	4	
	Number and percent of successful trial outcomes	4 (80.0%)	4 (80.0%)	4 (100.0%)	4 (100.0%)	
	Amount collected by County Counsel	\$95,110	\$70,000	\$103,620	\$72,000	
	<b>CAPACITY HEARINGS</b>					
	Sacramento County Mental Health Treatment Center (SCMHTC) – JAIL – Electro Convulsive Treatment (ECT) Number of capacity hearings filed	318	318	364	364	
	Number of petitions filed that went to hearing	94	94	54	54	
	Number and percent of petitions granted (out of those originally filed)	81 (86.0%)	81 (86.0%)	302 (83.0%)	302 (83.0%)	
	4. Debt Collection – To assist in the collection of debts owed to the County	Percent of cases where judgment is granted County for debt owed	89.0%	90.0%	100.0%	90.0%
		Percent of cases where obligation is secured/priority and discharge is prevented	90.0%	90.0%	100.0%	90.0%

PERFORMANCE MEASURES	INDICATORS	Actual 2003	Target 2004	Actual 2004	Target 2005
5. Code Enforcement – To assist in ensuring general compliance with the County's Building, Housing, Nuisance and Zoning Codes	<b>ADMINISTRATIVE ENFORCEMENT (Substandard Housing, Dangerous Building, and Phoenix Ordinance Cases)</b>				
	Number of code violation cases received	3	15	8	15
	Percent of cases resolved voluntarily/or receive abatement orders	95.0%	95.0%	95.0%	95.0%
	<b>COURT CASES</b>				
	Number of cases referred for action	25	25	9	35
	Percent of voluntary compliance or receive the requested injunction	95.0%	95.0%	95.0%	95.0%
	<b>Order to Show Cause (OSC) – Contempt</b>				
	Number of cases requiring an OSC	5	5	2	5
	Percent OSC is successfully obtained or owner voluntarily complies	100.0%	100.0%	100.0%	100.0%
	Average number of months to get compliance	5	5	5	5
	<b>CODE ENFORCEMENT Overall, All cases combined (Mode of Compliance)</b>				
	Percent resolved through voluntary compliance	80.0%	75.0%	75.0%	75.0%
	Percent resolved through court order	20.0%	20.0%	20.0%	20.0%
Percent resolved through administrative orders	0.0%	5.0%	1.0%	1.0%	
6. Eminent Domain – County acquires interest in property for underlying public purpose	Number of cases that are filed or referred for eminent domain action	27	80	78 referred; 45 retained in Office	20
	Number of cases where litigation expenses are awarded	0	0	1	0
	Percent of court ordered dispositions (+ \$20,000) that are 115 percent of appraisal	0	0	1	0
7. Employee Discipline – To assist County departments in evaluating appropriate disciplinary action for employee misconduct and then sustaining any discipline imposed by appointing authority	Number of appeals from disciplinary action received	50	65	83	80
	Percent of cases where proposed discipline is upheld	94.0%	95.0%	77.0%	90.0%

2005-06 PROGRAM INFORMATION

Budget Unit: 4810000 County Counsel Agency: General Government/Admin.

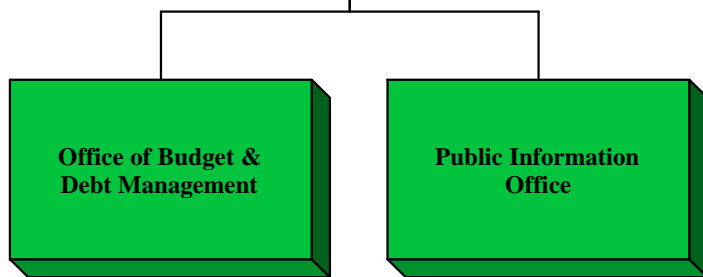
Program Number and Title		Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>FUNDED</b>		Program Type: <b>MANDATED</b>						
001-A	<b>General Fund</b>	1,698,653	0	0	0	<b>1,698,653</b>	10.0	0
<b>Program Description:</b> Legal services - General Fund agencies/departments								
<b>Countywide Priority:</b> 0 Mandated Countywide/Municipal or Financial Obligations								
<b>Anticipated Results:</b> This program is partially funded. While it is anticipated that legal services will be provided to all general fund agencies and departments, those services will be directed in a manner to give priority of service to those agencies and departments which are identified as connected with the highest priorities of the County. Most affected will be representation on personnel and labor matters for departments which do not provide direct services to the public.								
002	<b>DHHS-Juvenile Dependency</b>	4,745,314	4,745,314	0	0	<b>0</b>	35.0	0
<b>Program Description:</b> Legal services - DHHS - Juvenile Dependency								
<b>Countywide Priority:</b> 0 Mandated Countywide/Municipal or Financial Obligations								
<b>Anticipated Results:</b> This program, deeply entwined with child protection, is funded to maintain staffing at 2003-2004 levels. It is anticipated that general counsel, training and litigation support at levels required by CPS and judicial operations will be fully maintained.								
003	<b>PAPG/LPS Conservatorships</b>	895,160	37,000	130,000	241,123	<b>487,037</b>	7.0	0
<b>Program Description:</b> Legal svcs - Pub Admin & Guardian/LPS Conservatorships								
<b>Countywide Priority:</b> 0 Mandated Countywide/Municipal or Financial Obligations								
<b>Anticipated Results:</b> This program, involving adult protection, is funded to maintain staffing at 2002-2003 levels. It is anticipated that, other than personnel matters, general counsel, training and litigation support at levels required by Public Administrator/Public Guardian and judicial operations will be fully maintained.								
004	<b>Inter/Intrafund</b>	1,345,500	1,345,500	0	0	<b>0</b>	10.0	0
<b>Program Description:</b> Legal svcs - Interfund/Intrafund agencies/departments								
<b>Countywide Priority:</b> 0 Mandated Countywide/Municipal or Financial Obligations								
<b>Anticipated Results:</b> This "program" is funded outside the general fund and involves legal services provided to departments such as the Department of Finance, Health and Human Services (other than juvenile dependency), Human Assistance, Revenue Recovery, Economic Development, Environmental Management and Code Enforcement. It is anticipated that full legal services can be provided under this program.								
005	<b>Non-General Fund</b>	2,634,410	0	2,634,410	0	<b>0</b>	14.0	0
<b>Program Description:</b> Legal svcs - Non-General Fund agencies/departments								
<b>Countywide Priority:</b> 0 Mandated Countywide/Municipal or Financial Obligations								
<b>Anticipated Results:</b> This program is funded. As a result, a full range of legal services can be provided to the Public Works Agency, the Sacramento Regional County Sanitation District, the Airport System, the Retirement System and the Office of Risk Management.								
<b>MANDATED Total:</b>		11,319,037	6,127,814	2,764,410	241,123	<b>2,185,690</b>	76.0	0

<i>Program Number and Title</i>	Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>FUNDED Total:</b>	11,319,037	6,127,814	2,764,410	241,123	<b>2,185,690</b>	76.0	0
<hr/>							
<b>CEO RECOMMENDED ADDITIONAL REQUESTS</b>	Program Type: <b>MANDATED</b>						
<i>AR 001 General Fund</i>	179,233	0	0	0	<b>179,233</b>	1.0	0
<b>Program Description:</b>	Legal Svcs-Sheriff and Probation Departments						
<b>Countywide Priority:</b>	4 General Government						
<b>Anticipated Results:</b>	Legal representation of the Sheriff and Probation Department and provision of necessary services in a more efficient and cost effective manner.						
<hr/>							
<b>MANDATED Total:</b>	179,233	0	0	0	<b>179,233</b>	1.0	0
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<b>CEO RECOMMENDED ADDITIONAL REQUESTS Total:</b>	179,233	0	0	0	<b>179,233</b>	1.0	0
<hr/>							
<b>Funded Grand Total:</b>	11,498,270	6,127,814	2,764,410	241,123	<b>2,364,923</b>	77.0	0

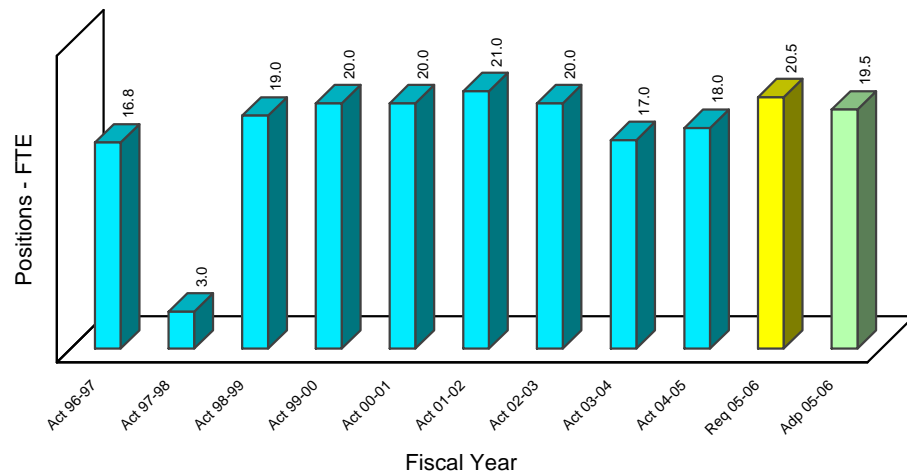
<i>Program Number and Title</i>	Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>UNFUNDED</b>	Program Type: <b>MANDATED</b>						
<i>AR 002 General Fund</i>	179,233	0	0	0	<b>179,233</b>	1.0	0
<b>Program Description:</b>	Legal Svcs-General Fund Agencies/Departments Other Than Sheriff and Probation						
<b>Countywide Priority:</b>	5 Prevention/Intervention Programs						
<b>Anticipated Results:</b>	Legal representation of the majority of County Departments (excluding Sheriff and Probation) in personnel matters and provision of necessary services in a more efficient and cost effective manner.						
<b>MANDATED Total:</b>	179,233	0	0	0	<b>179,233</b>	1.0	0
<b>UNFUNDED Total:</b>	179,233	0	0	0	<b>179,233</b>	1.0	0
<b>Unfunded Grand Total:</b>	179,233	0	0	0	<b>179,233</b>	1.0	0

# Departmental Structure

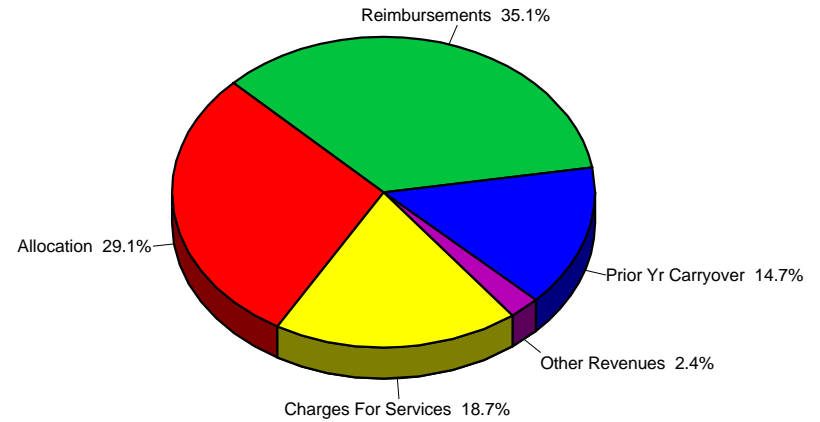
TERRY SCHUTTEN, County Executive



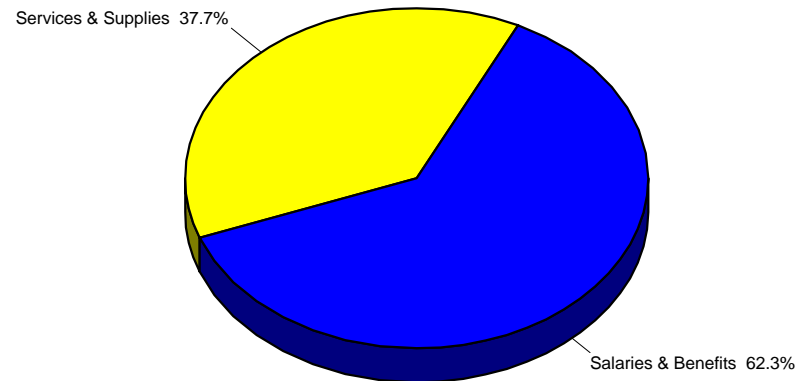
# Staffing Trend



# Financing Sources



# Financing Uses



COUNTY OF SACRAMENTO  
STATE OF CALIFORNIA  
County Budget Act (1985)

UNIT: 5910000 County Executive  
DEPARTMENT HEAD: TERRY SCHUTTEN

CLASSIFICATION  
FUNCTION: GENERAL  
ACTIVITY: Legislative & Administrative  
FUND: GENERAL

SCHEDULE 9  
BUDGET UNIT FINANCING USES DETAIL  
FISCAL YEAR: 2005-06

Financing Uses Classification	Actual 2003-04	Actual 2004-05	Adopted 2004-05	Requested 2005-06	Adopted 2005-06
Salaries/Benefits	1,608,563	1,565,341	1,706,231	2,242,294	2,193,690
Services & Supplies	569,910	705,960	951,851	1,334,654	1,324,184
Intrafund Charges	890	26,435	34,787	1,246	1,246
<b>SUBTOTAL</b>	<b>2,179,363</b>	<b>2,297,736</b>	<b>2,692,869</b>	<b>3,578,194</b>	<b>3,519,120</b>
Interfund Reimb	-72,217	-142,712	-84,487	-106,358	-106,358
Intrafund Reimb	-138,496	-658,566	-735,757	-1,101,547	-1,167,017
<b>NET TOTAL</b>	<b>1,968,650</b>	<b>1,496,458</b>	<b>1,872,625</b>	<b>2,370,289</b>	<b>2,245,745</b>
Prior Yr Carryover	465,467	489,156	489,156	531,609	531,609
Revenues	679,250	846,462	684,513	765,177	765,177
<b>NET COST</b>	<b>823,933</b>	<b>160,840</b>	<b>698,956</b>	<b>1,073,503</b>	<b>948,959</b>
Positions	17.0	18.0	18.0	20.5	19.5

**PROGRAM DESCRIPTION:**

- The County Executive is responsible to the Board of Supervisors for planning, organizing, directing, controlling, and coordinating virtually all county activities. These responsibilities include serving in an advisory capacity to the Board of Supervisors with respect to the functions of joint powers authorities, officials and boards not under the direct jurisdiction or control of the County Executive. The functions and activities of the County Executive are mandated by the County Charter. The County Executive's Office (CEO) budget unit also includes the Office of the Chief Financial/Operations, Office of Budget and Debt Management, the county's Communication and Media Office, and related analytical/support staff.

**MISSION:**

To ensure all county activities are geared toward efficiency, economy, and maximum service effectiveness. To guide the County toward this vision, it is the mission of the County Executive's Office to ensure proper, efficient, and effective administration of county business on behalf of the Board of Supervisors and their constituents.

**GOALS:**

- County Management – Continue to develop innovative and effective solutions to the problem of delivering effective and cost-efficient services to the residents of Sacramento County.

- Budget Preparation and Debt Management – Oversee a fair and impartial budget process that guides the Board of Supervisors to make difficult budget decisions; obtain lowest cost and maximum return on cash flow and capital debt financings.
- Communication and Media Office – Provide the public and county employees with better information regarding current county activities.

#### SIGNIFICANT DEVELOPMENTS DURING 2004-05:

- Sacramento County was awarded the Governmental Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the 2004-05 Final Budget document. This is the third time this award has been awarded to the County.
- Office of Budget and Debt Management:
  - Oversaw the development and production of the Fiscal Year 2005-06 Proposed and Final budgets, which involved significant changes in the county's budget process. Countywide budget priorities were reaffirmed by the Board of Supervisors. These priorities are used to guide resource allocation and budget reduction decisions throughout the budget process. The County also utilized the practice of determining early allocation of the anticipated general purpose financing, the county's local financial resources. In essence, General Fund departments were given bottom-line spending targets very early in the budget process and were instructed to develop budget requests around these allocation targets.
  - Organized and conducted budget workshops before the Board of Supervisors. In these workshops, held before the formal budget hearings, the Board of Supervisors and the public were informed of the potential budget modifications which would result from meeting the bottom line budget spending targets.
  - Continued publishing the entire county budget document and numerous budget announcements on the county's Internet Web site, and also continued updating the Intranet site for use by county departments to receive budgetary information and download budget forms.
  - Continued coordination of the Five-Year Capital Improvement Plan as a formal part of the budget document.
  - Provided for the county's cash flow needs by overseeing the issuance of \$380.0 million in 2005 Tax and Revenue Anticipation Notes (TRANS) Series A\
  - Coordinated 2005 Refunding Revenue Certificates of Participation (COPs) (Solid Waste System), a \$27,580,000 issuance, which reduced annual and overall total debt service payments.
- Issued \$426,131,120 Taxable Pension Funding Bonds, Series 2004 to finance a portion of the county's estimated unfunded actuarial accrued liability (UAAL) as of July 1, 2004, to the Sacramento County Employees' Retirement System (SCERS) and to pay the costs of the financing. The UAAL was incurred as a result of labor agreements which provided for enhanced retirement benefits for county employees and negative investment returns by SCERS' during 2000-03. The bonds were issued as Convertible Auction Rate Securities (CARS<sup>SM</sup>), Series 2004C-1 (\$324,582,426.50), 2004C-2 (\$39,147,165.75) and 2004C-3 (\$62,401,528). CARS<sup>SM</sup> are an innovative structure that combines the debt service deferral feature of Capital Appreciation Bonds (CABS) with the flexibility and low cost of Auction Rate Securities. The CARS<sup>SM</sup> pay no debt service until 2006, when they incrementally convert to conventional Auction Rate Securities. At each conversion date (July 10, 2006, 2009 and 2014) the County has the ability to call and pay down any amount of the CARS<sup>SM</sup>. The County also has the ability to direct the remarketing agents to sell the converted CARS<sup>SM</sup> in any one of several interest rate modes, providing the County considerable flexibility in terms of future debt management.
- Communication and Media Office:
  - Completed hiring process for part-time (job share) Communication and Media Director.
  - Developed new electronic format for "County News" - a monthly electronic newsletter to county employees that is distributed via Internet and Intranet.
  - Developed countywide stationery guidelines and communicated new guidelines to employees.
  - Developed and distributed a weekly Media Tip Sheet of story ideas relating to the Board agenda and other newsworthy county activities.
  - Distributed monthly catalog and summary of print media articles pertaining to the County to Board of Supervisors and CEO Cabinet.
  - Provided and coordinated media training for more than 75 people, comprising the Board of Supervisors, Board staff, County Executive, Agency Administrators, and Department Heads and designated managers.
  - Coordinated media response and internal communication regarding Hurricane Katrina.
  - Managed effort to establish Tsunami Relief fund and developed and implemented communication plan in support of relief fund.

- Developed editorial timeline and worked with departments to develop monthly articles on timely topics for use by Board offices in their district publications and monthly columns.
- Developed and distributed countywide media policies and procedures that integrated with agency and department level media policies and procedures.
- Participated in Emergency Operations Center (EOC) full-scale activation drill in January concerning a flood scenario and a similar regional drill, Golden Guardian, in November concerning terrorism scenarios.
- Assist Board offices in coordinating press conferences, media interviews and news articles as requested.

#### **SIGNIFICANT CHANGES FOR 2005-06:**

- Office of Budget and Debt Management:
  - Submit, for the sixth year, the budget documents to the GFOA for the annual Distinguished Budget Presentation Award. Approximately 1.0 percent of all eligible local agencies receive the annual award.
  - Transfer budget oversight functions for the Sheriff Department, District Attorney, Emergency Operations, and Correctional Health Services from the County Executive Cabinet - Countywide Services Agency to the County Executive Office.
  - The Board approved an additional 0.5 position for the Employee Transportation program which provides services to employees willing to choose rideshare and public transit as an alternative for their daily commutes.
  - Continue to prepare a sophisticated multiyear budget projection for the county's General Fund for use in guiding the budget process and budget decisions over the next several years.
  - Continue to actively pursue new sources of financing and identify cost reductions.
  - Provide for the county's cash flow needs by overseeing the issuance of 2006 TRANS.
  - Anticipate Refunding 2001 Tobacco Settlement Asset-Back Bond wherein the substantial savings will be taken "up-front" through a restructuring of the debt service in order to attain maximum financing efficiency by extending the maturity date of the bonds from 2041 to 2045, four additional years. It is currently estimated that the Sacramento County Tobacco Securitization Corporation could receive a one-time payment exceeding (at least) \$35.0 million. The expected use of the proceeds is to fund the additional costs of the Animal Care Shelter

Facility (\$15.0 million); and, any remaining proceeds are being recommended, if approved by the Board of Supervisors, to be used to defray the additional costs associated with the Juvenile Hall Expansion project.

- Anticipate a 2006 COPs issuance of approximately \$58.0 million, due to attractive current tax-exempt interest rates, to finance the purchase of the Voter Registration and Elections/Sheriff's Substation facility located at 7000 65<sup>th</sup> Street (\$10,359,000), and any remaining proceeds to cover construction costs of Phases II and III of the Juvenile Hall Expansion project (\$14,400,000 and \$32,800,000, respectively).
- Communications and Media Office:
  - Assist in implementation of the single point of contact project for constituent inquiries and response.
  - Participate in development and implementation of customer service training.
  - Develop policy regarding requests from Board Members to distribute countywide e-mail messages and the types of messages that are permissible for countywide distribution.
  - Develop protocol for internal distribution on the standards for e-mail formats, Board memos, and agenda item memos.
  - Coordinate and conduct additional media training for employees.
  - Implement improvements to Web site.

#### **STAFFING LEVEL CHANGES 2005-06:**

- Staffing level changes of 1.5 positions (8.3 percent) from the prior year reflect the addition of 0.5 Executive Secretary for the Employee Transportation Program, 1.0 Senior Administrative Analyst position due to the reorganization between the County Executive Office and County Executive Cabinet, and the reallocation of the following positions: 1.0 Principal Administrative Analyst to 1.0 County Budget Officer; 1.0 Senior Administrative Analyst to 1.0 County Debt Officer; 1.0 Administrative Services Officer 1 to Secretary to the County Executive.



2005-06 PROGRAM INFORMATION

Budget Unit: 5910000 County Executive

Agency: General Government/Admin.

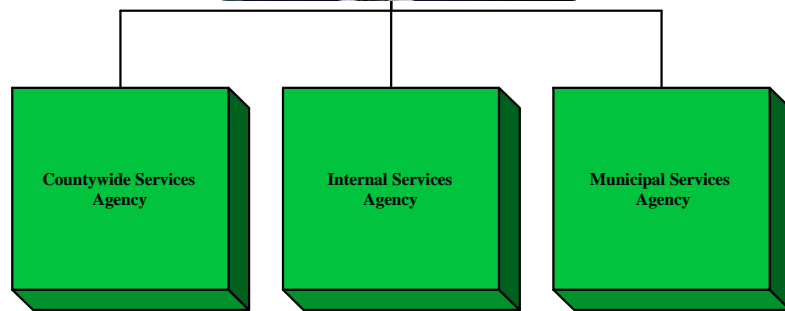
<i>Program Number and Title</i>		Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>FUNDED</b>		Program Type: <b>MANDATED</b>						
001	<i>Countywide Admin &amp; Budget</i>	1,665,986	980,221	345,305	340,460	0	8.0	0
<b>Program Description:</b> Countywide central budget review/budget recommendations-program/policy/agenda oversight								
<b>Countywide Priority:</b> 0 Mandated Countywide/Municipal or Financial Obligations								
<b>Anticipated Results:</b> System coordination and compliance with County budget act and State mandates via budgetary, financial and administrative services. Budget deadlines are met 100% of the time. Department funding is sufficient to meet mandates 100% of the time.								
003	<i>Debt Management</i>	178,176	0	178,176	0	0	1.0	0
<b>Program Description:</b> Capital & cash-flow borrowing, covenant compliance								
<b>Countywide Priority:</b> 0 Mandated Countywide/Municipal or Financial Obligations								
<b>Anticipated Results:</b> System coordination and compliance with County budget act and State mandates debt issuance and related administrative services. Cash Flow/Financing needs are met 100% of the time. Department funding is sufficient to meet cash flow/financing requirements 100% of the time.								
004	<i>Agency/Co. Executive Admin</i>	767,721	0	0	191,149	576,572	4.0	0
<b>Program Description:</b> County Executive and related direct staff support								
<b>Countywide Priority:</b> 0 Mandated Countywide/Municipal or Financial Obligations								
<b>Anticipated Results:</b> To provide leadership, meet mandates and assure Board policy directives are implemented. Compliance with mandates and Board's policy high priority directives 100% of the time.								
006	<i>Communication &amp; Media</i>	233,105	0	0	0	233,105	1.0	0
<b>Program Description:</b> Centralized public info to media/public of countywide info								
<b>Countywide Priority:</b> 0 Mandated Countywide/Municipal or Financial Obligations								
<b>Anticipated Results:</b> Countywide Communications and Media Director responds to critical demands for information from Board members, CEO, Cabinet, media, public and other agencies. Dept funding provides sufficient staffing level to respond only to critical information requests								
007	<i>LAFCO</i>	233,196	0	233,196	0	0	2.0	0
<b>Program Description:</b> Staff support to LAFCO								
<b>Countywide Priority:</b> 0 Mandated Countywide/Municipal or Financial Obligations								
<b>Anticipated Results:</b> Compliance with the Cortese-Knox Act and other State mandates regarding local government governance changes and related matters. Legal deadlines are met 100% of the time. Department funding is sufficient to meet mandates 100% of the time.								
<b>MANDATED Total:</b>		3,078,184	980,221	756,677	531,609	809,677	16.0	0

<i>Program Number and Title</i>		Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>FUNDED</b>		Program Type: <b>DISCRETIONARY</b>						
008	<i>County Hearing Officer</i>	236,184	227,684	8,500	0	0	1.0	0
<b>Program Description:</b> Serves in a quasi-judicial capacity hearing cases involving violations of County Code								
<b>Countywide Priority:</b> 4 General Government								
<b>Anticipated Results:</b> Approx. 800 parking citation appeals will be resolved annually allowing the Sheriff's Department to collect outstanding fines owed. County depts. will not be charged for hearing dates cancelled at the last minute thus realizing a cost savings over using outside contract hearing officers.								
012	<i>CEO/Cabinet Clerical Support</i>	139,282	0	0	0	139,282	2.0	0
<b>Program Description:</b> Clerical support to CEO and Co. Executive Cabinet								
<b>Countywide Priority:</b> 4 General Government								
<b>Anticipated Results:</b> Provide for public reception/counter function for County Executive's Office, including centralized telephone reception. Provide high level of public responsiveness 100% of the time.								
<b>DISCRETIONARY Total:</b>		375,466	227,684	8,500	0	139,282	3.0	0
<b>FUNDED Total:</b>		3,453,650	1,207,905	765,177	531,609	948,959	19.0	0
<b>CEO RECOMMENDED ADDITIONAL REQUESTS</b>		Program Type: <b>DISCRETIONARY</b>						
AR 002	<i>Employee Transportation Program</i>	65,470	65,470	0	0	0	0.5	0
<b>Program Description:</b> Provides services to employees willing to choose a rideshare alternative for their commute including administration of the transit subsidy program.								
<b>Countywide Priority:</b> 3 Quality of Life								
<b>Anticipated Results:</b> The additional 0.5 Executive Secretary will reduce single-occupant vehicle travel, improved air quality; fewer Sacramento Metropolitan Air Quality Management District (SMAQMD) nonattainment days; reduce traffic congestion; and improve recruitment tools.								
<b>DISCRETIONARY Total:</b>		65,470	65,470	0	0	0	0.5	0
<b>CEO RECOMMENDED ADDITIONAL REQUESTS Total:</b>		65,470	65,470	0	0	0	0.5	0
<b>Funded Grand Total:</b>		3,519,120	1,273,375	765,177	531,609	948,959	19.5	0

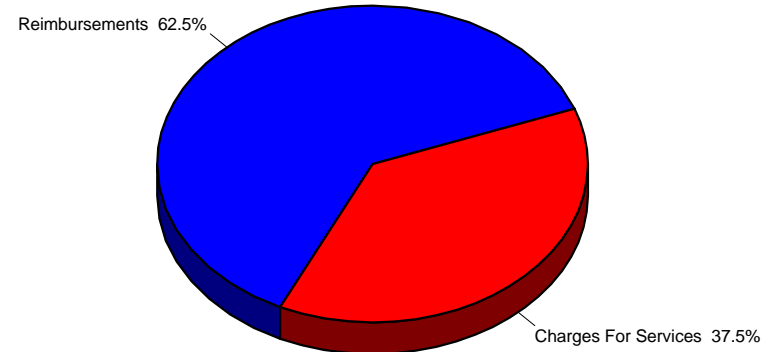
<i>Program Number and Title</i>	Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>UNFUNDED</b>	Program Type: <b>DISCRETIONARY</b>						
<i>AR 003 CEO/Cabinet Clerical Support</i>	59,074	29,537	0	0	<b>29,537</b>	1.0	0
<b>Program Description:</b>	Restore 1.0 Office Assistant Level 2-Confidential position to provide central countywide office support associated with increased additional administrative responsibilities related to the County Executive's Office, County Executive Cabinet, Labor Relations Office, Economic Development and Intergovernmental Affairs Department and various other entities.						
<b>Countywide Priority:</b>	4 General Government						
<b>Anticipated Results:</b>	Provide consistently reliable clerical support for countywide administrative functions associated with the County Executive's Office, County Executive Cabinet, Labor Relations Office, Economic Development and Intergovernmental Affairs department and various other entities. Provide accurate and consistent level of countywide public information to the public and other governmental entities.						
<b>DISCRETIONARY Total:</b>	59,074	29,537	0	0	<b>29,537</b>	1.0	0
<b>UNFUNDED Total:</b>	59,074	29,537	0	0	<b>29,537</b>	1.0	0
<b>Unfunded Grand Total:</b>	59,074	29,537	0	0	<b>29,537</b>	1.0	0

# Departmental Structure

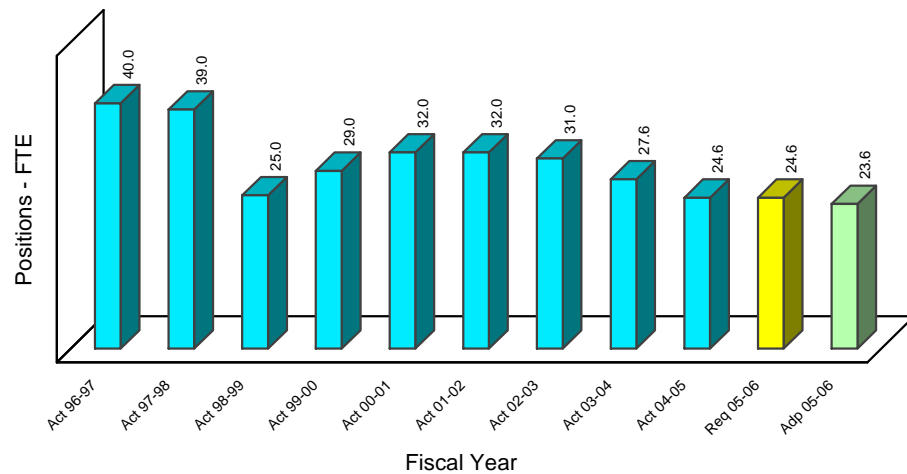
TERRY SCHUTTEN, County Executive



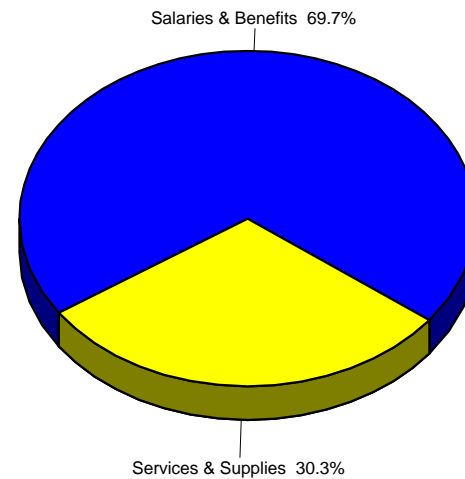
# Financing Sources



# Staffing Trend



# Financing Uses



COUNTY OF SACRAMENTO  
STATE OF CALIFORNIA  
County Budget Act (1985)

UNIT: 5730000 County Executive Cabinet

SCHEDULE 9  
BUDGET UNIT FINANCING USES DETAIL  
FISCAL YEAR: 2005-06

CLASSIFICATION  
FUNCTION: GENERAL  
ACTIVITY: Legislative & Administrative  
FUND: GENERAL

Financing Uses Classification	Actual 2003-04	Actual 2004-05	Adopted 2004-05	Requested 2005-06	Adopted 2005-06
Salaries/Benefits	3,146,943	2,348,602	2,664,282	3,079,016	2,938,566
Services & Supplies	570,019	372,317	422,564	581,840	566,290
Intrafund Charges	200,740	929,739	1,013,884	662,005	712,005
<b>SUBTOTAL</b>	<b>3,917,702</b>	<b>3,650,658</b>	<b>4,100,730</b>	<b>4,322,861</b>	<b>4,216,861</b>
Interfund Reimb	-531,417	-89,456	-45,064	-63,071	-63,071
Intrafund Reimb	-1,992,276	-1,967,387	-2,274,613	-2,609,505	-2,556,505
<b>NET TOTAL</b>	<b>1,394,009</b>	<b>1,593,815</b>	<b>1,781,053</b>	<b>1,650,285</b>	<b>1,597,285</b>
Prior Yr Carryover	306,914	369,728	369,728	0	0
Revenues	1,534,520	1,265,763	1,411,325	1,572,285	1,572,285
<b>NET COST</b>	<b>-447,425</b>	<b>-41,676</b>	<b>0</b>	<b>78,000</b>	<b>25,000</b>
Positions	27.6	24.6	22.6	24.6	23.6

**PROGRAM DESCRIPTION:**

- The County Executive Cabinet is responsible to the County Executive for: program oversight; monitoring and reporting of major systems indicators; coordinated policy development and implementation; analysis of proposed legislation and state/federal initiatives; development of agency-related legislative platforms; analysis of agency-related departmental budgets; and coordination with elected officials. The County Executive Cabinet consists of the following agencies, agency administrators and their respective analytical and support staff: Countywide Services Agency, Internal Services Agency, and Municipal Services Agency. The assignment of departments within each agency, and the functions and activities of the agencies are enacted by county ordinance. The agency administrators report directly to the County Executive.

**SIGNIFICANT DEVELOPMENTS DURING 2004-05:**

- Countywide Services Agency (CSA)
  - In March 2005 the County implemented the Statewide CalWORKs Information Network (CalWIN), the integrated system that automatically determines eligibility for various assistance programs administered through the Department of Human Assistance. Approximately 136,000 cases were converted to the new system. Sacramento County was the large pilot county for an eighteen county consortium.
  - Voter Registration and Elections introduced a new optical scan voting system in the November 2004 General Election. The new voting system was designed to improve the efficiency and security of the

- election process in the County. Optical Scan Ballot Voting allows a voter's ballot to be cast, counted and tabulated at the polling place using a scanable voting system. The new system ensures voter intent and ballot integrity by returning ballots to voters to verify any under or over votes.
- On November 2, 2004, the voters of California passed Proposition 63, the Mental Health Services Act (MHSA) which provides additional funding for mental health services by imposing a 1.0 percent tax on personal income over \$1.0 million. The Act defines five program areas eligible for funding that include prevention and early intervention, services to children, adults and older adults, education and training, capital facilities and technology, and innovative programs. The Department of Health and Human Services, Mental Health Division, provided the leadership and management for the county's planning process that included consumers, family members, providers, law enforcement, education, and social service agencies. Funds available for Fiscal Year 2004-05 are to be used for education and training (45%); Capital Facilities and Technological needs (45.0 percent); Local Planning (5.0 percent) and state implementation (5.0 percent).
- On November 18, 2004, the Environmental Management Department (EMD) was honored by the California State Association of Counties (CSAC) at their annual statewide competition highlighting excellence in county government. EMD earned a Challenge Award for the entry "Food Safety Education (FSE) for Restaurants". Challenge Awards are earned by programs that demonstrate leadership, innovation, collaboration, creativity, resourcefulness, effectiveness, and show potential for the program to be replicated in other jurisdictions. FSE are classes that cover the basic principles of food safety. These classes are mandatory for food facilities with major violations, although voluntary requests are also accommodated.
- In May 2005, the Department of Compliance was established which incorporated the functions of the Office of Health Insurance Portability and Accountability Act (HIPAA) with the additional requirements of the county's mandated Compliance Officer for Title 42, Code of Federal Regulations [*Medicare and Medicaid Services*]. The new department will also provide project manager services for departmental audits and investigations.
- Internal Services Agency (ISA)
  - Board of Supervisors approved the creation of the County Clerk/Recorder Department on June 21, 2005, effective July 24, 2005.
- Department of Finance (DOF) developed the means to accept Business License Applications via the Internet to assist with the volume of previously exempt businesses.
- DOF redesigned the annual secured tax bill and notices to provide additional information and improve customer service.
- DOF enhanced the Web-based E-Prop Tax (on-line property tax information) applications to pass data to a credit card vendor for electronic payments and accept E-checks.
- Department of Revenue Recovery (DRR) assumed the full billing and collection function for three Code Enforcement programs in March 2005. By using DRR, Code Enforcement did not have to replace their obsolete billing database, were able to transfer staff to other program tasks, and saw a significant increase in fee collections in the few months since DRR assumed the billing function.
- DRR established a pilot project to implement an automated process to easily and cost effectively access multiple data sources in order to locate debtors and aid in collection efforts. Departments and data sources will be linked to the system as security and funding issues are resolved, and technical work with other departments to implement access is completed. This automation allows staff to log on to one system and enter one search query to obtain data from multiple sources, rather than staff having to log on to various systems to perform multiple searches.
- Department of General Services (DGS) revised and improved the "Purchasing 101" training course.
- DGS received the 2004 Achievement of Excellence in Procurement (AEP) Award.
- DGS was awarded contract to outsource payroll services for all county Special Districts.
- DGS continued major ongoing work in cooperation with several government agencies on the light rail extension into downtown.
- DGS developed a new Light Vehicle Acquisition Policy, placing emphasis on low-emission vehicle usage, and the reduction of larger, less efficient vehicles.
- DGS replaced various roofs including the Mental Health Treatment Center, Sheriff's Work Release, and Clerk/Recorder's Buildings, and several buildings at the Boys Ranch facility.
- Completed a comprehensive, third-party audit of the DGS.
- DGS established teams for tracking implementation of audit recommendations.

- DGS, Real Estate Division, negotiated the acquisition of 320 acres for \$9.0 million for the Sacramento County Airport System.
- DGS, Real Estate Division, sold County Sanitation District Number 1 Bond Waterman property for \$50.0 million.
- Municipal Services Agency (MSA)
  - Water Quality completed a mercury offset feasibility study due to concentrations of mercury in fish tissue in excess of federal standards in the area of the Sacramento Regional Wastewater Treatment Plant Sacramento River outfall. The feasibility study concluded that a bioaccumulation study in the affected area would need to be conducted to determine whether effluent from the outfall contributes to a higher bioaccumulation of mercury in the food chain present in the Sacramento River.
  - Sacramento County Water Agency received a Record of Decision from the United States Bureau of Reclamation to approve the Freeport Regional Water Project and its Environmental Impact Statement, and initiated the final design for the project.
  - Department of Waste Management and Recycling discontinued collection services under contract to the City of Rancho Cordova; transition was smooth and efficient.
  - Appointed a new Deputy Administrator.
  - Completed major county construction projects including the Juvenile Courthouse, Sacramento International Airport Parking Garage Structure, Folsom East 1B Interceptor and Road Widening, and the Arden Pump Station.
  - Registered Ancil Hoffman and Cherry Island Golf Courses with the Audubon Sanctuary Program and established a three-year work plan for certification.
  - The Department of Regional Parks, Recreation and Open Space launched an inaugural annual pass promotion, including the sale of annual passes online in an effort to increase the sales and bring in additional revenue.

#### **SIGNIFICANT CHANGES FOR 2005-06:**

- Countywide Services Agency (CSA)
  - Hire Deputy Agency Administrator to oversee the Office of Agency Administration during Fiscal Year 2005-06. Position will be responsible for the day-to-day oversight of Agency operations; initial development and preparation of the Agency budget; and other specific projects as may be delegated by the County Executive or Agency Administrator. The position will assist the Agency Administrator in

providing policy guidance and developing strategic plans and tactical goals; coordinate activities of the department directors and work in partnership with other county directors to solve both major and minor systemic issues; identify opportunities for efficiency improvements; and, serve as a liaison between various regional organizations and state and federal agencies.

- The 2005 Strategic Plan for the Sacramento Community System of Protection for Senior and Dependent Adults was presented to the Board of Supervisors in May 2005. The report contained recommendations for improving or expanding several county services including training for law enforcement and Adult Protective Services caseload management. Community outreach and education was also emphasized. The intention of the Senior and Dependent Adult System of Protections is to return to the Board during Fiscal Year 2005-06 with requests for match funding and staff to incrementally implement the recommendations.
- Voter Registration and Elections will implement Phase II of their new voting system by introducing AutoMARK which will allow voters with disabilities, including the blind and visually impaired to vote unassisted. Voters insert a blank ballot and make their selections on a touch screen display. A marked ballot is then printed and returned to the voter. AutoMARK permits voters to verify their selections on the ballot, notifies them of over votes, and permits them to change their votes or correct an error before casting the ballot. The AutoMARK supports multiple languages and can provide audio voting instructions for those with visual impairments. The Registrar of Voters plans to use the new AutoMARK at polling places throughout the County during the Special Statewide Election on November 8, 2005.
- Environmental Management Department (EMD) is proposing a new restaurant program utilizing food safety placards. After each full inspection of a restaurant or food facility, a Green, Yellow or Red placard will be issued and posted at the facility's entrance. Green will indicate a pass with no major violations; yellow indicates a conditional pass, major violations with reinspection required; and, red indicates closure due to immediate danger to public health or safety. The Board of Supervisors will hear the proposal during November 2005 and if adopted, there will be a phased roll-out of the new system beginning in July 2006.
- Internal Services Agency (ISA)
  - MSA Architectural Services Division and the Building Construction Management Division will transfer to the DGS from MSA Department of Engineering.

- DRR received Board approval to replace its obsolete automation system in May 2005. This project is a major undertaking and is scheduled for completion in August 2007. Information Technology (IT) staff time will be devoted to development of the new system, therefore, automation enhancements or repairs to the existing system will be limited to changes needed to remain in compliance with laws and regulations, to meet new service requirements, or to maintain the system in working order. A tremendous amount of time will also be required of line supervisors and managers to review design documents, participate in application review sessions, and to perform testing of completed system components.
- In November of 2004, the Board of Supervisors approved a contract with a consulting firm to conduct an operational audit of DGS and facility-related activities. In May 2005, the consultant presented recommendations, including the creation of an Ombudsman position. This position would provide assistance and facilitate resolution of customer service problems when required. During Final Budget Hearings the Board authorized funding for ISA to pilot an Ombudsman function for the entire Internal Services Agency. Department of Compliance Director will work with the ISA Agency Administrator to implement such a program.
- Several ISA departments will participate in the recently commissioned study of how centralized services are provided and charged to county departments. Employment Services and Risk Management and the Department of Employment Records and Training are the primary participants in the review of providing personnel/human resources services. The other two components of the study are IT and general administrative overhead. All ISA departments, with the exception of DGS and DRR will also be included in these two reviews.
- Municipal Services Agency (MSA)
  - Complete the transfer of the potable water supply and drainage maintenance programs and associated staff from the Department of Water Quality to the Department of Water Resources.
  - Appointment of new Director of County Engineering in September.
  - Participate in implementing the reorganization of the Capital Construction Fund Project Delivery Group through integration of a portion of the Building Construction Management Section of the Construction Management Inspection Division.
  - Continue the Department of Waste Management and Recycling participation in the GreenCycle Project consisting of the development of a local facility to process garden refuse through a public-private

partnership. Activities include environmental review of site alternatives, final site selection and purchase, and operations vendor selection.

- Continue to provide exceptional customer service until termination of the solid waste collection contract between the Department of Waste Management and Recycling and the City of Citrus Heights effective January 1, 2006.
- Finalize and implement the Board of Supervisors conceptually approved transfer of Architectural Services to the Department of General Services.
- Restore maintenance levels and public safety in the American River Parkway utilizing 5.0 newly approved positions.
- Department of Regional Parks, Recreation and Open Space will present a comprehensive report on the status of the Golf Fund to the Board of Supervisors, including several alternatives to improve the financial outlook of the Fund.
- Collaborate with other agencies to implement a “one-call shopping” center in the form of a countywide 311 call center to enhance customer service and service delivery.
- Reinstatement of approximately \$5.0 million in Proposition 42, Transportation Congestion Improvement Act, funding will enable the Department of Transportation Road Fund to schedule additional road maintenance and rehabilitation projects for county roadways. Of this total, \$2,765,250 has been budgeted this fiscal year.
- Establish Community Planning Councils in Fair Oaks, Carmichael/Old Foothill Farms, Arden-Arcade and Rio Linda/Elverta. These councils will replace the Planning Commission, Zoning Administrator and Subdivision Review Committee for these communities and will address land use issues and other related topics.

#### STAFFING LEVEL CHANGES 2005-06:

- Staffing level changes of 1.0 positions (4.4 percent) from the prior year reflect the deletion of 1.0 Senior Administrative Analyst position due to reorganization between County Executive Office and County Executive Cabinet; midyear transfers of 1.0 Health Program Manager and 1.0 Senior Office Assistant from Department of Health and Human Services; reallocated 1.0 Health Program Manager position to 1.0 Deputy Agency Administrator-Countywide Services Agency; and reallocated 0.8 and 0.2 Senior Administrative Analyst positions to 1.0 Senior Administrative Analyst.



2005-06 PROGRAM INFORMATION

Budget Unit: 5730000 County Executive Cabinet Agency: General Government/Admin.

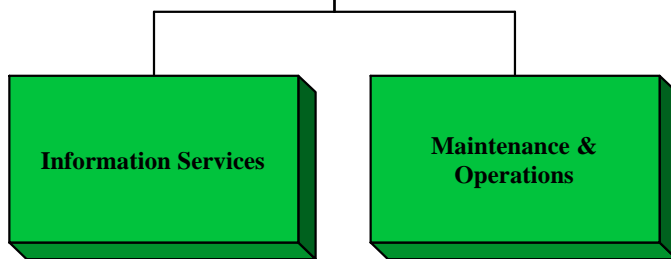
Program Number and Title	Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>FUNDED</b>	Program Type: <b>MANDATED</b>						
001-A Countywide Admin & Budget-ISA	757,657	415,711	341,946	0	0	4.0	0
<b>Program Description:</b> Agency leadership incl. program/policy/budget/community relations <b>Countywide Priority:</b> 0 Mandated Countywide/Municipal or Financial Obligations <b>Anticipated Results:</b> To provide leadership, meet mandates and assure Board policy is implemented. Zero exposure from lack of oversight on health and quality of life issues. 97% of the time: Dept funding is prioritized toward mandates/Board approves recommendations.							
001-C Countywide Admin & Budget-CSA	1,524,000	1,524,000	0	0	0	6.0	0
<b>Program Description:</b> Agency leadership incl. program/policy/budget/community relations <b>Countywide Priority:</b> 0 Mandated Countywide/Municipal or Financial Obligations <b>Anticipated Results:</b> To provide leadership, meet mandates and assure Board policy is implemented. Zero exposure from lack of oversight on health and quality of life issues. 97% of the time: Dept funding is prioritized toward mandates/Board approves recommendations.							
001-E Countywide Admin & Budget-MSA	983,343	0	983,343	0	0	6.0	0
<b>Program Description:</b> Agency leadership incl. program/policy/budget/community relations <b>Countywide Priority:</b> 0 Mandated Countywide/Municipal or Financial Obligations <b>Anticipated Results:</b> To provide leadership, meet mandates and assure Board policy is implemented. Zero exposure from lack of oversight on health and quality of life issues. 97% of the time: Dept funding is prioritized toward mandates/Board approves recommendations.							
<b>MANDATED Total:</b>	<b>3,265,000</b>	<b>1,939,711</b>	<b>1,325,289</b>	<b>0</b>	<b>0</b>	<b>16.0</b>	<b>0</b>

Program Number and Title		Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>FUNDED</b>		Program Type: <b>DISCRETIONARY</b>						
001-B	Countywide Admin & Budget-ISA	69,242	37,979	31,263	0	0	1.0	0
<b>Program Description:</b>		Agency leadership incl. program/policy/budget/community relations						
<b>Countywide Priority:</b>		4 General Government						
<b>Anticipated Results:</b>		To provide leadership, meet mandates and assure Board policy is implemented. Zero exposure from lack of oversight on health and quality of life issues. 97% of the time: Dept funding is prioritized toward mandates/Board approves recommendations.						
001-D	Countywide Admin & Budget-CSA	616,886	616,886	0	0	0	4.0	0
<b>Program Description:</b>		To staff boards/commissions, agency-wide coordination, and community outreach						
<b>Countywide Priority:</b>		4 General Government						
<b>Anticipated Results:</b>		To facilitate system coordination, communication and community interaction. All decision makers within a system meet to discuss issues at least four times a year. Community outreach efforts occur at least once per month.						
001-F	Countywide Admin & Budget-MSA	215,733	0	215,733	0	0	2.6	0
<b>Program Description:</b>		To staff boards/commissions, agency-wide coordination, and community outreach						
<b>Countywide Priority:</b>		4 General Government						
<b>Anticipated Results:</b>		System coordination and compliance with County Budget Act and State mandates via budgetary, financial, and administrative services. Budget deadlines are met 100% of the time. Department funding is sufficient to meet mandates 100% of the time						
<b>DISCRETIONARY Total:</b>		901,861	654,865	246,996	0	0	7.6	0
<b>FUNDED Total:</b>		4,166,861	2,594,576	1,572,285	0	0	23.6	0
<b>CEO RECOMMENDED ADDITIONAL REQUESTS</b>		Program Type: <b>DISCRETIONARY</b>						
AR 001-A	Ombudsman	50,000	25,000	0	0	25,000	0.0	0
<b>Program Description:</b>		Provide assistance and support to customers of the Department of General Services when problems occur, and all departments in the Internal Services Agency. Maintain an on-going quality control program.						
<b>Countywide Priority:</b>		4 General Government						
<b>Anticipated Results:</b>		Increased satisfaction with the customer service provided by departments in the Internal Services Agency.						
<b>DISCRETIONARY Total:</b>		50,000	25,000	0	0	25,000	0.0	0
<b>CEO RECOMMENDED ADDITIONAL REQUESTS Total:</b>		50,000	25,000	0	0	25,000	0.0	0

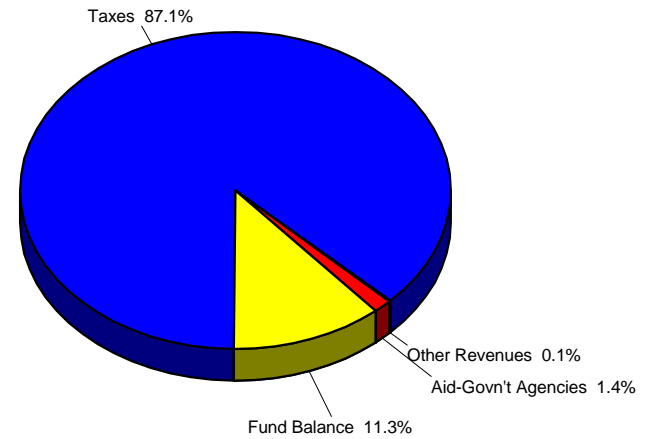
<i>Program Number and Title</i>	Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>Funded Grand Total:</b>		4,216,861	2,619,576	1,572,285	0	25,000	23.6 0
<b>UNFUNDED</b>		Program Type: <b>DISCRETIONARY</b>					
<i>AR 001-B Ombudsman</i>	106,000	53,000	0	0	53,000	1.0	0
<b>Program Description:</b>	Provide assistance and support to customers of the Department of General Services when problems occur, and all departments in the Internal Services Agency. Maintain an on-going quality control program.						
<b>Countywide Priority:</b>	4 General Government						
<b>Anticipated Results:</b>	Decreased satisfaction with the customer service provided by departments in the Internal Services Agency.						
<b>DISCRETIONARY Total:</b>		106,000	53,000	0	0	53,000	1.0 0
<b>UNFUNDED Total:</b>		106,000	53,000	0	0	53,000	1.0 0
<b>Unfunded Grand Total:</b>		106,000	53,000	0	0	53,000	1.0 0

## Departmental Structure

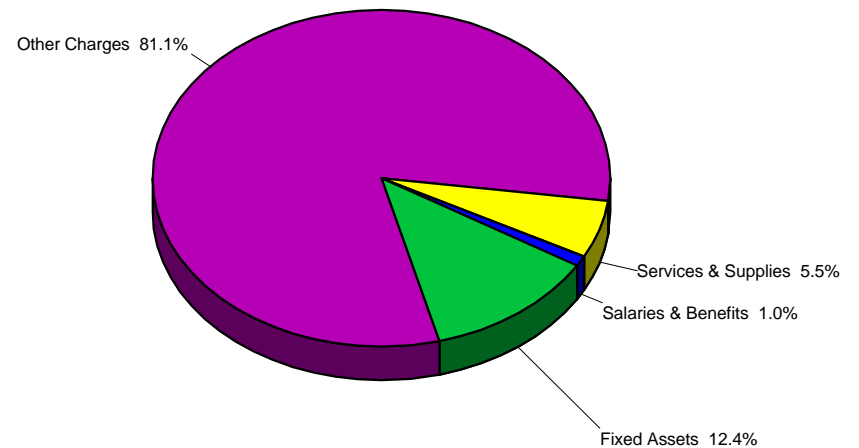
ANNE MARIE GOLD, Director



## Financing Sources



## Financing Uses



COUNTY OF SACRAMENTO  
STATE OF CALIFORNIA  
County Budget Act (1985)

UNIT: 6310000 County Library  
DEPARTMENT HEAD: ANN MARIE GOLD

SCHEDULE 9  
BUDGET UNIT FINANCING USES DETAIL  
FISCAL YEAR: 2005-06

CLASSIFICATION  
FUNCTION: EDUCATION  
ACTIVITY: Library Services  
FUND: LIBRARY

Financing Uses Classification	Actual 2003-04	Actual 2004-05	Adopted 2004-05	Requested 2005-06	Adopted 2005-06
Salaries/Benefits	109,103	7,524	207,524	200,000	200,000
Services & Supplies	962,353	967,175	998,195	1,082,268	1,082,268
Other Charges	13,204,470	14,121,282	13,199,570	15,914,961	15,914,961
Improvements	169,155	0	1,332,494	2,437,493	2,437,493
Interfund Charges	285	236	236	300	300
<b>Total Finance Uses</b>	<b>14,445,366</b>	<b>15,096,217</b>	<b>15,738,019</b>	<b>19,635,022</b>	<b>19,635,022</b>
<b>Means of Financing</b>					
Fund Balance	902,559	967,890	967,890	2,228,522	2,228,522
Taxes	14,224,787	16,063,009	14,470,129	17,106,500	17,106,500
Use Of Money/Prop	-1,359	7,856	20,000	20,000	20,000
Aid-Gov'n't Agencies	284,882	281,413	280,000	280,000	280,000
<b>Total Financing</b>	<b>15,410,869</b>	<b>17,320,168</b>	<b>15,738,019</b>	<b>19,635,022</b>	<b>19,635,022</b>

**PROGRAM DESCRIPTION:**

- The Sacramento Public Library Authority (SPLA) provides all public library services in Sacramento County, except the City of Folsom. The County and City of Sacramento established the SPLA as a Joint Powers Authority (JPA) in 1993. The governing board currently consists of five members of the County Board of Supervisors and four members of the Sacramento City Council. Funding is provided by a variety of sources.
- This budget unit provides funding for the provision of services to all areas of the County not covered directly by the City of Sacramento library service area and the City of Folsom Library. Additional funding for supplemental hours and services is provided by the City of Citrus Heights for the Sylvan Oaks Library and the City of Elk Grove for the Elk Grove Library.
- The County Library budget provides operating funds for 16 branches. Eleven branches are strategically located throughout the Unincorporated Area of Sacramento County and the remaining five branches are in the cities of Citrus Heights, Elk Grove, Galt, and Isleton and there are two branches in the City of Elk Grove. City of Sacramento library services consist of eleven branches, supported by separate City of Sacramento funding sources and a voter approved Special Assessment.
- SPLA provides public library services to all citizens of the County. A broad range of services includes: reference and information services, programming for children, teens and adults, inter-branch and inter-library loans, youth and adult literacy, books-by-mail, and ethno-cultural services. Materials in the

- collection are available in a number of languages and in several different media such as print and electronic. The Web site at [www.saclibrary.org](http://www.saclibrary.org) provides access to the Library's catalog and other electronic resources 24 hours a day. Reservation and renewal of materials can be done on-line.
- As a benefit to SPLA and the community, the Sacramento Public Library Foundation and the various Friends of the Sacramento Public Library provide additional funding for various pre-approved programs, projects and materials.
- Under terms of the JPA, funding for construction and maintenance of the county facilities is the responsibility of the County of Sacramento. Capital funding collected through developer fees are accumulated in separate county funds and are only available for construction and renovation of Library facilities and cannot be used for operations.

#### MISSION:

To provide open access to diverse resources and ideas that inspire learning, promote reading, and enhance community life.

#### GOAL:

To be the best source of knowledge and information that enriches and empowers all the people of the Sacramento Area community.

#### SIGNIFICANT DEVELOPMENTS FOR 2004-05:

- Reopening of a remodeled and expanded Arcade Library which has become the Arcade Learning Library, housing a technology lab and a Community Learning Center.
- Expanded hours at Arden, North Highlands, Southgate and Fair Oaks libraries.
- Submission of Proposition 14 Library Bond Act applications for new libraries in Elk Grove and Orangevale, originally submitted in January 2004. Successful recipients of these competitive awards would have received approximately 65.0 percent state matching funds for library construction projects. The two county branches were not awarded funding for that round of projects, but will be at the top of the funding list if a new voter approved bond act is successful in the June 2006 election.
- Receipt of additional funds from local sources to expand hours at the Sylvan Oaks branch (\$130,000 – City of Citrus Heights), the Elk Grove branch (\$91,281 – City of Elk Grove), and the Courtland branch (\$5,137 – River Delta Unified School District) libraries. Received additional funding for enhanced technology and additions to the materials collection for the Elk Grove branch (\$24,000 – City of Elk Grove).
- Closure of the Carmichael branch for a complete remodel.

#### SIGNIFICANT CHANGES FOR 2005-06:

- Receipt of additional funds from local sources to expand hours at the Sylvan Oaks branch (\$130,000 – City of Citrus Heights) and the Courtland branch (\$5,137 – River Delta Unified School District).
- Reopening of the Carmichael branch expected in spring 2006.

#### FUND BALANCE CHANGES FOR 2005-06:

- Fund balance increased by \$1,291,029 due to higher than anticipated prior-year tax collections.

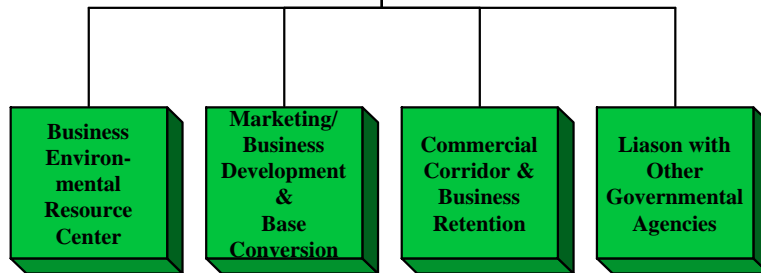
2005-06 PROGRAM INFORMATION

Budget Unit: 6310000 County Library Agency: General Government/Admin.

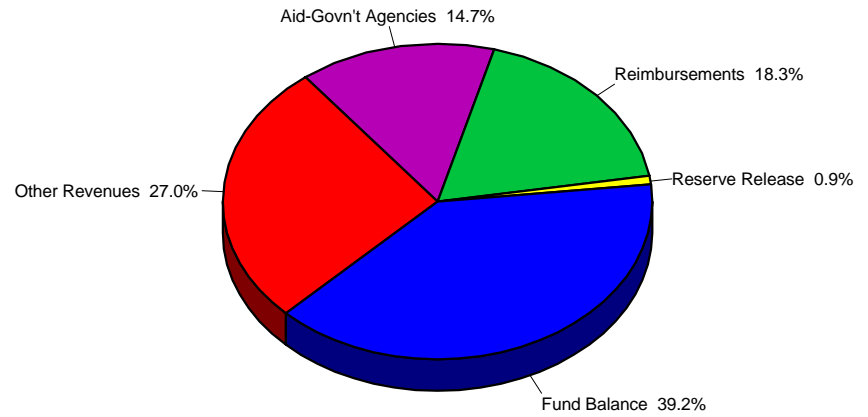
<i>Program Number and Title</i>		Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>FUNDED</b>		Program Type: <b>MANDATED</b>						
001	<i>Library</i>	19,635,022	0	17,406,500	2,228,522	0	0.0	0
<b>Program Description:</b> Funding for Library Services								
<b>Countywide Priority:</b> 3 Quality of Life								
<b>Anticipated Results:</b> Status Quo library services in the unincorporated area								
<b>MANDATED Total:</b>		19,635,022	0	17,406,500	2,228,522	0	0.0	0
<b>FUNDED Total:</b>		19,635,022	0	17,406,500	2,228,522	0	0.0	0
<b>Funded Grand Total:</b>		19,635,022	0	17,406,500	2,228,522	0	0.0	0

## Departmental Structure

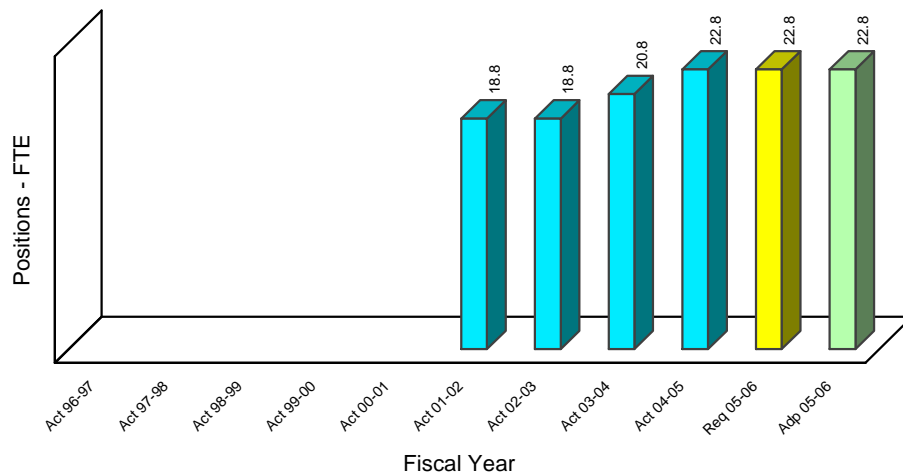
PAUL HAHN, Director



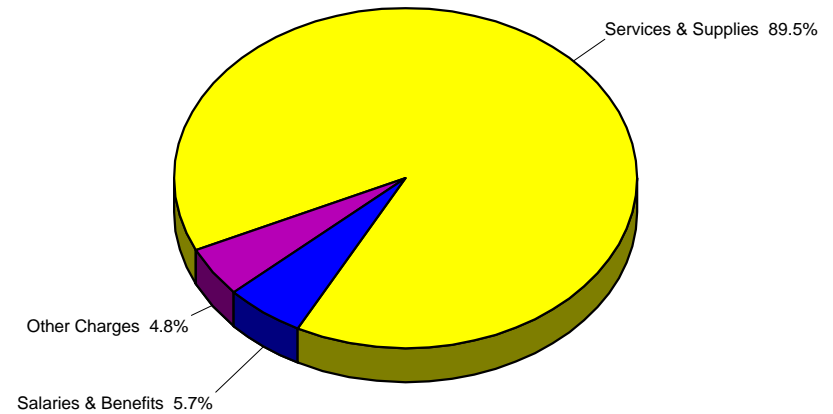
## Financing Sources



## Staffing Trend



## Financing Uses





COUNTY OF SACRAMENTO  
STATE OF CALIFORNIA  
County Budget Act (1985)

UNIT: 3870000 Economic Development & Intergovernmental Affairs  
DEPARTMENT HEAD: PAUL HAHN

CLASSIFICATION  
FUNCTION: GENERAL  
ACTIVITY: Promotion  
FUND: ECONOMIC DEVELOPMENT

SCHEDULE 9  
BUDGET UNIT FINANCING USES DETAIL  
FISCAL YEAR: 2005-06

Financing Uses Classification	Actual 2003-04	Actual 2004-05	Adopted 2004-05	Requested 2005-06	Adopted 2005-06
Salaries/Benefits	1,619,419	1,702,957	2,052,575	2,379,017	2,379,017
Services & Supplies	7,166,525	9,853,605	59,919,795	30,024,060	30,024,060
Other Charges	0	266,122	1,371,557	2,322,393	2,013,643
Interfund Charges	385,356	576,439	845,496	1,054,591	1,054,591
Interfund Reimb	-438,990	-414,400	-500,783	-707,470	-1,398,720
Intrafund Charges	3,640,081	1,738,765	5,176,296	6,246,963	6,246,963
Intrafund Reimb	-3,585,060	-1,738,764	-5,176,295	-6,246,963	-6,246,963
<b>Total Finance Uses</b>	<b>8,787,331</b>	<b>11,984,724</b>	<b>63,688,641</b>	<b>35,072,591</b>	<b>34,072,591</b>
Reserve Provision	719,000	0	0	0	0
<b>Total Requirements</b>	<b>9,506,331</b>	<b>11,984,724</b>	<b>63,688,641</b>	<b>35,072,591</b>	<b>34,072,591</b>
<b>Means of Financing</b>					
Fund Balance	10,615,488	17,251,677	17,251,677	16,335,347	16,335,347
Reserve Release	0	359,500	359,500	359,500	359,500
Licenses/Permits	49,153	68,410	42,500	51,400	51,400
Use Of Money/Prop	3,471,884	2,443,024	2,987,690	3,256,673	3,256,673
Aid-Gov'n't Agencies	733,523	2,808,277	35,010,000	6,123,326	6,123,326
Charges for Service	0	31,323	0	0	0
Other Revenues	5,189,004	3,219,543	4,977,274	5,946,345	5,946,345
Other Financing	6,420,239	1,967,130	3,060,000	2,000,000	2,000,000
Residual Eq Trm In	0	4,097	0	0	0
<b>Total Financing</b>	<b>26,479,291</b>	<b>28,152,981</b>	<b>63,688,641</b>	<b>34,072,591</b>	<b>34,072,591</b>
Positions	20.8	22.8	21.8	22.8	22.8

**PROGRAM DESCRIPTION:**

The Department of Economic Development and Intergovernmental Affairs provides assistance to employers to help attract and retain jobs in the county and region. In addition, the Department acts as the County's main liaison with outside community groups and other governmental entities. This budget unit reflects all the county's business development activities that fall into three broad areas.

- General economic development through:
  - Business attraction, business retention and business development
  - Revitalization of commercial corridors
  - Sports attraction, tourism and the Arts
  - Attraction of key regional sales tax producers to increase county's sales tax revenues
  - Business regulatory and compliance assistance service
  - Regulatory coordination and employment training
  - Liaison activities with various joint power authorities, boards, commissions, cities and special districts within the County
  - Special projects as appropriate
  - Administration of the Sewer Credit incentive program
  - Administration of the Transient-Occupancy Tax Fund
- Redevelopment of two former federal military facilities (Mather and McClellan Air Force Bases) into vibrant, multiuse, job producing sectors of the economy and integral parts of their surrounding communities.
- Oversight of the Business Environmental Resource Center (BERC). BERC is a one-stop, nonregulatory joint service provider set up to assist businesses in understanding and complying with environmental and nonenvironmental regulations and permits that apply to their operations. BERC's overall objective is to work cooperatively with the business community and regulatory agencies to encourage and promote regulatory compliance and pollution prevention. This is accomplished through (a) direct client consultation; (b) education and outreach activities targeting multiple business sectors; (c) program administration for a number of business recognition activities and (d) advocacy for businesses in regulation creation.

**MISSION:**

Maintain and promote economic prosperity and improve the quality of life in the County and the region.

**GOALS:**

- Continuously support economic growth and prosperity in a changing region through cooperative relationships with local community groups, private businesses and other governmental agencies.
- Continue the successful reuse activities of Mather and McClellan.
- Continue to provide environmental assistance to hundreds of businesses.
- Revitalize the county's Commercial Corridors.
- Promote tourism, arts and amateur sports development in the County.

**SIGNIFICANT DEVELOPMENTS DURING 2004-05:**

- **General Economic Development:**
  - Continued work with the Florin Road Partnership, Fulton Avenue Association, Franklin Boulevard Merchants Association and Stockton Boulevard Merchants Association.
  - Participated in Community Service Teams located in Arden-Arcade, Carmichael, Orangevale-Fair Oaks and South Sacramento, and led the North Highlands project.
  - Continued coleadership of the Sacramento Training and Response Team (START).
  - Continued participation with Workforce Investment Board.
  - Served as a catalyst for the creation of the Arden-Arcade Business Council.
  - Coordinated relocation of Golden One headquarters.
  - Led efforts to create an Economic Development Element for county's updated General Plan.
  - Coordinated expansion/relocation of three automobile dealerships.
  - Assumed responsibility for the Transient-Occupancy Tax program Administration.
  - Completed major revision of the Sewer Credit incentive program.
- **Economic Redevelopment of former Air Force Bases into Job Producing Commercial Business Parks and Other Uses**
  - **Mather:**
    - Continued planning, design and construction of roadway, utility and landscape improvements.
    - Continued working on overall reuse and planning activities consistent with development plans for Mather.
    - Continued marketing Economic Development Conveyance (EDC) property for private sector development and job creation.

- Completed sale of a building to a vocational school.
- Initiated overall South Mather development and ecological resources planning efforts and environmental coordination with regulatory agencies.
- Accepted title from Air Force to Emission Reduction Credits (ERCs) at Mather under Mather EOC Agreement.
- **McClellan:**
  - Retained the Coast Guard as an anchor tenant for another year despite fierce competition to relocate the Guard elsewhere.
  - Executed agreements with the Sacramento Municipal Utility District (SMUD) and Western Area Power Authority for discounted electrical commodity for commercial and public tenants' post 2004.
  - Continued to work with Air Force, Master Developer, and community on overall reuse and planning activities consistent with development plans for McClellan.
  - Continued contract negotiations with Sacramento Metropolitan Fire District for McClellan Airport Services post 2004.
  - Approved projects authorizing use of Qualified Draw Down/Credit Line Investments for McClellan Park.
  - Oversaw Air Force environmental remedial activities supporting the clean up, land transfer, and overall reuse of the former base.
  - Continued assisting in the radiological clearance of buildings to enable successful leasing and reuse.
  - Completed Phase 1 (planning and design) of the Sanitary Sewer Replacement Project; executed a second Environmental Services Cooperative Agreement with the Air Force for Phase 2 (\$22.0 million); obtained \$6.9 million in Congressional appropriations to support environmental remediation associated with Phase 2.
  - Transferred the entire sanitary sewer system from the Air Force to McClellan Business Park, thereby protecting the Department from owning, operating or maintaining the system.
  - Continued to operate the McClellan airfield as a public airfield with the assistance of the Department of Airports.
  - Completed transfer of real property from Air Force to County under Finding of Suitability to Transfer (FOST) and Finding of Suitability for Early Transfer (FOSET) authorities.
- **BERC:**
  - Created new outreach materials, further building on the synergy of continued media outreach and marketing campaign.
  - Provided compliance assistance to over 1,000 businesses in sectors such as manufacturing, real estate, retail, construction, plant nurseries, landscapers, mobile pressure washers, and automotive industries.
  - Assisted with the Mather Field Reuse, and natural resource issues at Mather Field, including facilitating cleanup of perchlorate groundwater contamination.
  - Prepared and completed the Mather Air Quality and Transportation Systems Management Plan.
  - Programmatically increased participation in numerous agencies' activities, including focus on increasing storm water programs, air quality issues, water quality issues, environmental health, and pollution prevention.
  - Coordinated and hosted the 10<sup>th</sup> Annual Pollution Prevention awards, significantly expanding the event to include better media coverage, workshops, and vendor participation.
  - Conducted significant training for businesses on numerous compliance programs and regulatory issues, including workshops with SMUD and other agencies.
  - Coordinated and hosted the 2005 Central California Brownfields Seminar.
  - Continued the Sacramento Area Green Business Program, and expanded the pilot program to focus on any business adopting environmentally-friendly practices.
  - Expanded and continued to manage the Sacramento Recycling Management Development Zone (RMDZ), in association with the City of Sacramento and the California State Integrated Waste Management Board.
  - Established Internship program in collaboration with California State University, Sacramento (CSUS), University of San Diego (USD) and Community Programs and Partnerships Office of Community Collaboration.
  - Participated on the US Environmental Protection Agency (EPA) Small Business Division's National Steering Committee and National Compliance Advisory Panel as the Region 9 representative.
  - Launched Food Safety and Certification Training and exam administration Program.

**SIGNIFICANT CHANGES FOR 2005-06:**

- **General Economic Development:**

- Finalize Economic Development Element for approval by Board of Supervisors.
- Create specific overall economic development strategies for the County.
- Facilitate the undergrounding of utilities on Fulton Avenue.
- Forge an auto dealer partnership for Arden Way, Auburn Boulevard and Fulton Avenue.
- Work with County Planning staff to develop flexible zoning on all commercial corridors.
- Participate in Partners for Prosperity, a regional economic development strategy led by Sacramento Area Commerce and Trade Organization (SACTO) and the Metro Chamber.
- Develop strategies that will guide implementation of policies approved in Arden-Arcade and Carmichael Community Plan updates.
- Manage Board approved \$691,250 Economic Development Fund for new projects promoting job attraction, retention and expansion.

- **Economic Redevelopment of former Air Force Bases into Job Producing Commercial Business Parks and Other Uses**

**Mather:**

- Continue to sell property for private sector development and job creation.
- Continue working on overall reuse and planning activities on both the previously developed and undeveloped portions of the base.
- Continue planning, design and construction of roadway, utility and landscape improvements to further the economic redevelopment properties conveyed to private developers.
- Complete official transfer at Sacramento Metropolitan Air Quality Management District of ownership of Mather Emission Reduction Credits from the Air Force to the Department.
- Complete development and ecological resources management plans for South Mather properties.

**McClellan:**

- Finalize policies for allocation of funds generated due to agreements with Sacramento Municipal Utilities District and Western Area Power Authority.

- Resume contract negotiations with the United States Coast Guard to retain the Guard as an anchor tenant for the next four years and Sacramento Metropolitan Fire District for McClellan Airport Services post 2004.
- Execute property tax sharing and facility conveyance agreements to annex McClellan Park into Sacramento Metropolitan Fire District.
- Continue replacement of sanitary sewer system and removal of environmental contamination years ahead of Air Force schedules.
- Obtain \$2.9 million in Congressional appropriations to complete fiscal support of the Sanitary Sewer Replacement Project.
- Execute an Environmental Services Cooperative Agreement with the Air Force to expedite property transfer of specific parcel(s), using privatized remediation and other federal legislative initiatives. This would be nationally precedent-setting as this type of privatized remediation and land transfer has not occurred at a Superfund site.
- Continue participating in local community groups, advisory boards, and Local Reuse Authority roundtable discussions focusing on the economic impacts of delayed reuse and promoting the reuse of McClellan.
- Negotiate the first land use covenants, deed restrictions, and institutional control agreements with the Air Force.

**BERC:**

- Identify new funding opportunities, grants and partnerships.
- Increase program activities by adding service areas, including small Brownfields owner -assistance and pollution prevention coordinator.
- Add fund sharing from local jurisdictions and from adjacent air districts.
- Establish a BERC Foundation for education and outreach.
- Develop industry-specific fact sheets and guidance documents, and advocate for performance-based environmental compliance, including Pollution Prevention.
- Coordinate and cosponsor the 11th Annual Pollution Prevention Awards, including new partnerships and sponsorships and possibly a day-long conference. Increase local agency participation and business attendance.
- Identify and create pilot program for compliance education school, potentially for storm water and in association with the local agencies regulating storm water.

- **Intergovernmental Affairs:**
  - Expand outreach efforts to joint powers agencies, communities groups, other cities, and special districts to aid in more cooperative ventures with these groups and agencies.

**PERFORMANCE MEASURES:**

PERFORMANCE MEASURES	INDICATORS	Actual 2003	Target 2004*	Actual 2004	Target 2005
1. New and existing businesses are attracted, relocated, retained, and expanded	Number of new jobs created or recruited	4,320	3,500	1,850	2,500
	Number of new businesses attracted with economic development assistance/ incentives	60	50	59	50
2. Business community educated on how to comply with regulations	Number of fact sheets/ compliance tools developed	15	10	24	20
	Number of seminars posted	28	18	17	15
	Number of brochures and mailings distributed	--	--	46,853	50,000
	Number of attendees at seminars	617	500	637	650
3. Dialogue among businesses, communities, and governmental entities is facilitated	Number of businesses assisted/interacted with	660	500	727	650
	Number of policy issues reviewed and commented	5	10	45	30

\* Targets for Measures No. 1 and No. 2 have been adjusted to reflect a decrease in the size of the unincorporated area of t County due to recent incorporations.

2005-06 PROGRAM INFORMATION

Budget Unit: 3870000 Economic Development & Intergovernmental Affairs Agency: General Government/Admin.

Program Number and Title		Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles	
<b>FUNDED</b>		Program Type: <b>MANDATED</b>							
003	<i>McClellan</i>	19,860,076	3,620,846	13,670,112	2,209,618	<b>359,500</b>	6.0	0	
<b>Program Description:</b>		Conversion of McClellan Air Force Base							
<b>Countywide Priority:</b>		0 Mandated Countywide/Municipal or Financial Obligations							
<b>Anticipated Results:</b>		The efficient transfer of infrastructure and properties for reuse and coordination in redevelopment efforts for Economic Development.							
004	<i>BERC</i>	1,167,703	93,360	1,330,381	-256,038	<b>0</b>	7.8	0	
<b>Program Description:</b>		Small business environment permit assistance							
<b>Countywide Priority:</b>		0 Mandated Countywide/Municipal or Financial Obligations							
<b>Anticipated Results:</b>		Business community incurs economic growth through assistance with permitting and regulations.							
005	<i>Mather</i>	16,804,415	93,040	2,348,921	14,362,454	<b>0</b>	5.0	0	
<b>Program Description:</b>		Mather Reuse							
<b>Countywide Priority:</b>		0 Mandated Countywide/Municipal or Financial Obligations							
<b>Anticipated Results:</b>		Increase business and jobs in Sacramento and improvements on commercial corridors.							
006	<i>Reserve Release</i>	0	0	359,500	0	<b>-359,500</b>	0.0	0	
<b>Program Description:</b>		McClellan							
<b>Countywide Priority:</b>		0 Mandated Countywide/Municipal or Financial Obligations							
<b>Anticipated Results:</b>		The efficient transfer of infrastructure and properties for reuse and coordination in redevelopment efforts for Economic Development.							
<b>MANDATED Total:</b>		37,832,194	3,807,246	17,708,914	16,316,034	<b>0</b>	18.8	0	

<i>Program Number and Title</i>		Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>FUNDED</b>		Program Type: <b>DISCRETIONARY</b>						
001	<i>Administration</i>	2,469,694	2,481,254	18,330	-29,890	0	2.0	1
<b>Program Description:</b> Department Administration (not General Fund)								
<b>Countywide Priority:</b> 3 Quality of Life								
<b>Anticipated Results:</b> Oversight, management and coordination with business organizations, thus improving the economy of Sacramento County.								
002-A-2	<i>Economic Development</i>	725,136	665,933	10,000	49,203	0	2.0	0
<b>Program Description:</b> General Economic Development								
<b>Countywide Priority:</b> 3 Quality of Life								
<b>Anticipated Results:</b> Staff support for General Economic Development, including activities related to business attraction and retention; commercial corridor revitalization; marketing and attraction; promotion of the arts, sports, and entertainment; and coordination with other business groups (e.g. SACTO, Metro Chamber).								
<b>DISCRETIONARY Total:</b>		3,194,830	3,147,187	28,330	19,313	0	4.0	1
<b>FUNDED Total:</b>		41,027,024	6,954,433	17,737,244	16,335,347	0	22.8	1
<b>CEO RECOMMENDED ADDITIONAL REQUESTS</b>		Program Type: <b>DISCRETIONARY</b>						
AR 001-A	<i>Economic Development Fund</i>	691,250	691,250	0	0	0	0.0	0
<b>Program Description:</b> Financing for Economic Development Programs								
<b>Countywide Priority:</b> 3 Quality of Life								
<b>Anticipated Results:</b> Job Attraction, Retention and Expansion funded by a transfer from General Fund.								
<b>DISCRETIONARY Total:</b>		691,250	691,250	0	0	0	0.0	0
<b>CEO RECOMMENDED ADDITIONAL REQUESTS Total:</b>		691,250	691,250	0	0	0	0.0	0
<b>Funded Grand Total:</b>		41,718,274	7,645,683	17,737,244	16,335,347	0	22.8	1

<i>Program Number and Title</i>	Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>UNFUNDED</b>	Program Type: <b>DISCRETIONARY</b>						
<i>AR 001-B Economic Development Fund</i>	308,750	0	0	0	<b>308,750</b>	0.0	0
<b>Program Description:</b>	Financing for Economic Development Programs						
<b>Countywide Priority:</b>	3 Quality of Life						
<b>Anticipated Results:</b>	Job Attraction, Retention and Expansion						
<b>DISCRETIONARY Total:</b>	308,750	0	0	0	<b>308,750</b>	0.0	0
<b>UNFUNDED Total:</b>	308,750	0	0	0	<b>308,750</b>	0.0	0
<hr style="border-top: 1px dashed black;"/>							
<b>Unfunded Grand Total:</b>	308,750	0	0	0	<b>308,750</b>	0.0	0



COUNTY OF SACRAMENTO  
STATE OF CALIFORNIA  
County Budget Act (1985)

UNIT: Natomas Fire District  
2290000

FUND: NATOMAS FIRE DISTRICT  
229A

SCHEDULE 16C  
BUDGET UNIT FINANCING USES DETAIL  
FISCAL YEAR: 2005-06

Financing Uses Classification	Actual 2003-04	Actual 2004-05	Adopted 2004-05	Requested 2005-06	Adopted 2005-06
Services & Supplies	1,359,886	623,965	2,094,060	2,985,938	2,985,938
Interfund Charges	13,500	0	10,000	15,000	15,000
<b>Total Finance Uses</b>	<b>1,373,386</b>	<b>623,965</b>	<b>2,104,060</b>	<b>3,000,938</b>	<b>3,000,938</b>
<b>Means of Financing</b>					
Fund Balance	609,016	649,560	649,560	1,529,766	1,529,766
Taxes	1,379,184	1,461,390	1,415,500	1,430,390	1,430,390
Use Of Money/Prop	6,956	17,062	10,000	17,062	17,062
Aid-Gov'n't Agencies	27,790	25,720	29,000	23,720	23,720
<b>Total Financing</b>	<b>2,022,946</b>	<b>2,153,732</b>	<b>2,104,060</b>	<b>3,000,938</b>	<b>3,000,938</b>

**PROGRAM DESCRIPTION:**

- Natomas Fire District funds the provision of fire protection services to approximately 40 square miles of the Unincorporated Area in the northwestern portion of Sacramento County. Natomas Fire District is a dependent special district; and the Board of Supervisors serves as the Board of Directors for the District.
- Fire protection service is actually provided by the Fire Department of the City of Sacramento. The District and the City entered into the contract in Fiscal Year 1984-85. All district assets, including equipment and real property, were turned over to the City. The City absorbed all district employees who did not retire at the time.
- The contract calls for the annual payment to the City for the fire protection service to amount to all available financing, less administrative expenditures such as biannual audits, property tax administration fees, and administrative service charges.

- District financing consists of property taxes (including the homeowners' subvention), interest earnings, and fund balances.
- The Department of Economic Development and Intergovernmental Affairs is responsible for monitoring the contract with the City, making payments and preparing the district budget.

**MISSION:**

To provide fire protection to a special district in the Unincorporated Area in the northwestern part of Sacramento County through the City of Sacramento.

**GOAL:**

- To provide timely and effective fire protection services to the special district area.

**SIGNIFICANT CHANGES FOR 2005-06:**

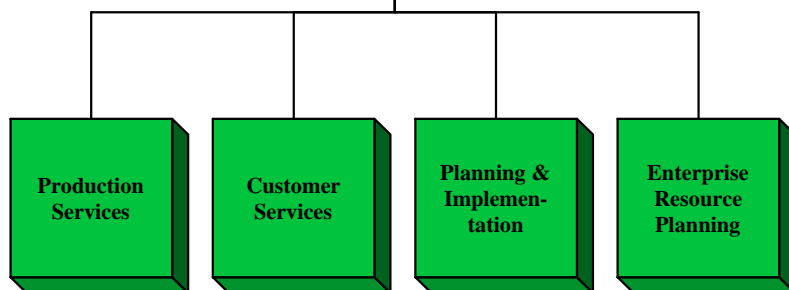
- Contract with City of Sacramento to expire June 30, 2006. Staff to develop new contract for services.

**FUND BALANCE CHANGES FOR 2005-06:**

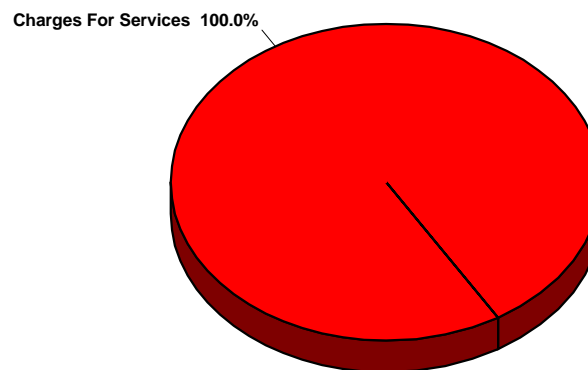
- The fund balance increased by \$880,206 due to no contract payment to the City of Sacramento in Fiscal year 2004-05.

## Departmental Structure

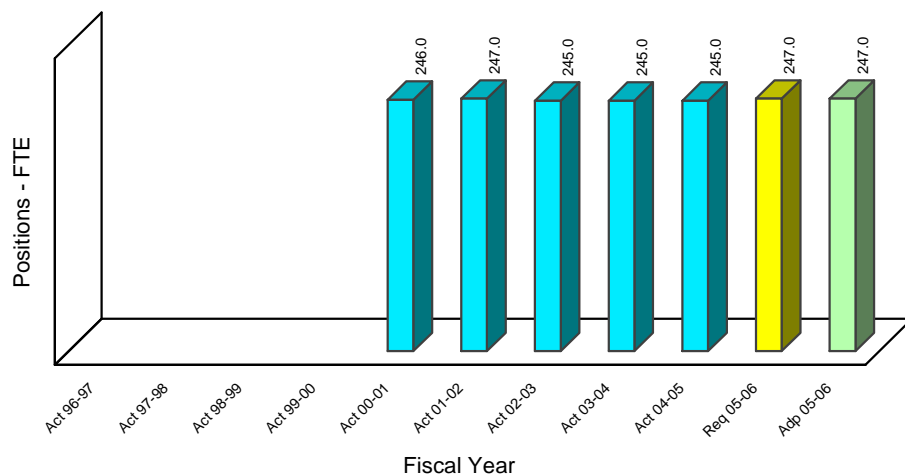
PATRICK GROFF, Chief Information Officer



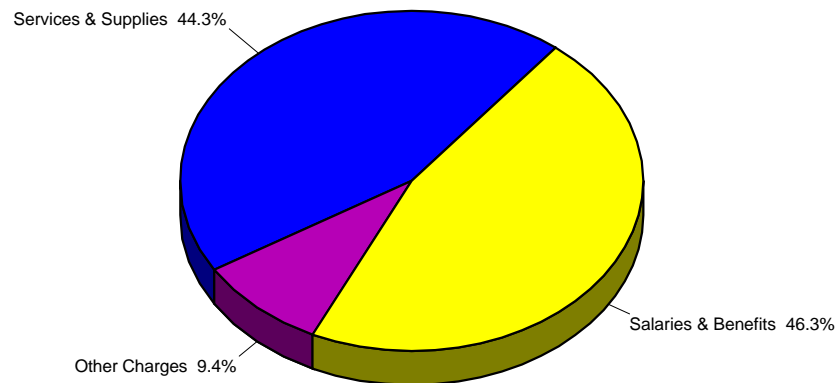
## Financing Sources



## Staffing Trend



## Financing Uses



COUNTY OF SACRAMENTO  
 STATE OF CALIFORNIA  
 County Budget Act (1985)

FUND: OCIT  
 031A

ACTIVITY: OCIT  
 UNIT: 7600000

SCHEDULE 10  
 OPERATIONS OF INTERNAL SERVICE FUND  
 FISCAL YEAR: 2005-06

Operating Details	Actual 2003-04	Actual 2004-05	Adopted 2004-05	Requested 2005-06	Adopted 2005-06
Use Of Money/Prop Charges for Service	7,601 54,124,388	5,073 47,574,032	0 53,137,659	0 52,031,171	0 52,031,171
Total Operating Rev	54,131,989	47,579,105	53,137,659	52,031,171	52,031,171
Salaries/Benefits	20,486,090	20,773,090	22,630,272	24,169,826	24,169,826
Service & Supplies	21,156,673	21,359,810	24,803,876	23,126,050	23,126,050
Other Charges	714,721	446,671	446,947	310,000	310,000
Depreciation/Amort	5,324,874	1,339,286	1,611,007	1,437,276	1,437,276
Interfund Chgs/Reimb	0	-107,122	0	0	0
Total Operating Exp	47,682,358	43,811,735	49,492,102	49,043,152	49,043,152
Gain/Sale/Property	0	319	0	0	0
Other Revenues	39,668	1,262	0	0	0
Other Financing	0	59,810	0	0	0
Total Nonoperating Rev	39,668	61,391	0	0	0
Interest Expense	105,499	17,438	63,000	0	0
Debt Retirement	3,533,107	3,582,557	3,582,557	3,161,673	3,161,673
Loss/Disposition-Asset	0	301	0	0	0
Total Nonoperating Exp	3,638,606	3,600,296	3,645,557	3,161,673	3,161,673
Net Income (Loss)	2,850,693	228,465	0	-173,654	-173,654
Positions	245.0	245.0	246.0	247.0	247.0

**PROGRAM DESCRIPTION:**

- The Office of Communications and Information Technology (OCIT) provides central telecommunications and data processing support to county departments and other authorized agencies. Primary areas of focus include the following:
  - Enterprise Information Technology (IT) Business services including E-Government, Comprehensive On-line Management Personnel and Accounting System for Sacramento County (COMPASS), E-mail, Networking, wireless, and Voice Over Internet Protocol (IP).
  - Mainframe data processing.
  - Mainframe, Client Server and Enterprise Content Management applications development and support.
  - Enterprise server maintenance and support.
  - Telephone, two-way radios, paging, electronic security and voice processing services.
  - Centralized computer help-desk support and technical computer training.

**MISSION:**

To provide efficient, reliable, high-quality telecommunications and information technology services to employees, departments, businesses, and the community.

**GOALS:**

- **Enhance Customer Services** - Build relationships with customers and determine key factors that lead to customer satisfaction, retention, and business expansion/innovation.
  - Achieve and maintain at least an 80.0 percent overall customer satisfaction rating (from annual customer satisfaction assessment).
- **Invest in the Workforce** - Enable employees to develop and utilize their full potential in alignment with the overall goals and objectives of OCIT. Build and maintain a quality of work life that is conducive to performance excellence, customer service, and personal and organizational growth.
  - Maintain at least 80.0 percent favorable rating on employee quality of work life survey.
  - Ensure that all identified permanent work is being accomplished by county employees.
  - Commit the time and funding for employees to develop their skills and knowledge such that at least 60.0 percent of vacancies/promotions are filled with OCIT employees as the most qualified candidates for nonentry-level positions.

- **Enhance and Promote Services and Products** - Provide effective performance management systems for measuring, aligning, communicating and improving performance. Ensure the continuing relevance of our services and develop new business opportunities.
  - Establish a customer-focused performance measurement, evaluation, and improvement process for all services.
  - Implement communication processes that promote the accomplishments and value of OCIT services.
  - Ensure the continuing relevance of our services by evaluating and enhancing the value, cost effectiveness and efficiency of provided services.
- **Enable County Business** - Partner with departments in applying IT solutions that support and enable county business.
  - Partner with departments and vendors to accomplish at least two countywide projects per calendar year.
  - Position COMPASS for new business opportunities.
  - Support Enterprisewide E-government Initiatives.
  - Ensure continuity of operations.

**SIGNIFICANT DEVELOPMENTS DURING 2004-05:**

- Upgraded mainframe operating software to 64-bit versions that allow for continued support by software vendors.
- Provided customizable electronic telephony call detail to departments.
- Assisted the Department of Finance (DOF) in replacing the Special District Payroll application with a vendor supplied application.
- Upgraded the five year old core Wide Area Network (WAN) Infrastructure in preparation for higher bandwidth usage and Voice Over Internet Protocol (IP) communications.
- Completed and implemented COMPASS 24-hour work schedule for Department of Airports.
- Implemented Internet-based subscription service for automated e-mail customer notification.
- Revise and enhance COMPASS end-user training to include county business processes.
- Implement 'text only' and 'printer friendly' versions for the Internet portal.
- Continued to support the implementation of the 2004 and 2005 Countywide Information Technology Plan.
- Implemented an improved desktop software patch management process in coordination with the Technology Review Group (TRG).

- Implemented Radio Data Link Access Procedure (RDLAP) Mobile Data Terminal Infrastructure upgrade for the Sheriff Department and Sacramento Metropolitan Fire District.
- Implemented a warrant printing service for DOF, Department of Human Assistance, and Department of Child Support Services.
- Implemented an enhanced countywide public safety paging system.
- Assisted the Board of Supervisors in replacing the Sacramento County Agenda and Record Processing Application (SCARPA) with a Web-based Agenda Management solution that includes video streaming, archiving and on-demand video retrieval.
- Implemented public wireless capability within the Board of Supervisors Chambers.

**SIGNIFICANT CHANGES FOR 2005-06:**

- Expand regional paging service within Sacramento and Yolo Counties.
- Continue implementing Voice over IP infrastructure and migrating departments to the new infrastructure.
- Replace the telephone work scheduling and inventory management application Telephony On-line Management System (TOMS).
- Complete the implementation of California Law Enforcement Telecommunications System (CLETS) switch replacement project and provide on-going support.
- Implement an on-line forms pilot project.
- Develop a “shopping cart” (credit card payment) pilot project for the Internet.
- Develop a Web content management pilot project on the Intranet.
- Complete a pilot project for electronic time entry and pay stub viewing within COMPASS.
- Redesign the county’s employee Intranet site and provide templates for county departments and agencies.
- Support new multimedia applications.
- Support the development of a database for the single point of contact in Municipal Services Agency (MSA).
- Support expansion of regional Geographic Information System (GIS) and collaboration between regional business partners.
- Continue to support the implementation of the 2005 Countywide Information Technology Plan.

**STAFFING LEVEL CHANGES 2005-06:**

- Staffing level increase of 2.0 positions (0.8 percent) from the prior year reflects the midyear addition of 1.0 Senior Information Technology Analyst position transferred from MSA, Management Information System Section to complete the transfer of the Voice Over IP Unified Messaging and Enterprise Fax Services applications to OCIT and the addition of 1.0 Information Technology Analyst II position through the elimination of IT contractor funds to provide additional E-Government support.
- The following 2.0 positions were reallocated to better reflect skills and knowledge required: 1.0 Information Technology Division Chief position to Chief E-Government & Business Services, 1.0 Senior Accounting Manager position to Principal Administrative Analyst position.

**PERFORMANCE MEASURES:**

PERFORMANCE MEASURES	INDICATORS	Actual 2003	Target 2004	Actual 2004	Target 2005
1. Implementation of technologies in a timely and competitive manner	Completion of countywide IT projects as identified by the IT community within the County	5	5	8	5
	Projects progressing within the time and budget agreed upon by the parties	86.0%	95.0%	93.0%	95.0%
2. Services delivered and supported in line with customer expectations	Percentage of customers who rate overall OCIT services as satisfactory or above based upon a survey scale of 1 – 5	82.5%	85.0%	82.5%	85.0%
	Percent of Customer Education “Course Critique” evaluations where the course rating was average or above	95.5%	95.0%	98.0%	95.0%
	Percent of Desktop services “Record of Field Service” surveys with a rating of satisfactory or better on how well the service met customer needs	97.0%	90.0%	98.0%	90.5%
	Average number of page views on the County web portal per month	412,479	450,000	479,367	450,000
3. Reliable and stable delivery of service in line with Service Level Agreements	Percent of time voice network available to customers	99.9%	99.0%	99.9%	99.0%
	Percent of time data network available to customers	99.9%	99.0%	99.9%	99.0%
	Percent of Telecom service requests completed within 15 working days	90.4%	90.0%	90.0%	90.0%
	Percent of Network service requests completed within 15 working days	87.0%	90.0%	86.0%	90.0%
	Number of priority 1 trouble calls assigned to OCIT received at the Help Desk per month	38	35	20	11
	Percent of priority 1 Help Desk calls assigned to OCIT responded to within the allotted time. (20 minutes)	80.0%	80.0%	84.0%	90.0%

2005-06 PROGRAM INFORMATION

Budget Unit: 7600000      Communications & Information Technology      Agency: General Government/Admin.

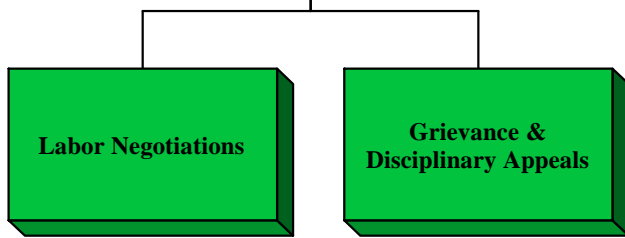
<i>Program Number and Title</i>		Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>FUNDED</b>		Program Type: <b>MANDATED</b>						
001	<i>Application Support</i>	4,859,282	0	4,859,282	0	0	25.0	0
<b>Program Description:</b>		Develop, implement & maintain software applications such as law & justice, tax collection & payroll						
<b>Countywide Priority:</b>		0 Mandated Countywide/Municipal or Financial Obligations						
<b>Anticipated Results:</b>		Applications built, implemented and maintained within time, scope and budget approved by the customer						
002	<i>Equipment Support</i>	3,577,090	0	3,577,090	0	0	10.0	0
<b>Program Description:</b>		Equip. maint. & admin for countywide services such as E-mail, computer equipment & central servers						
<b>Countywide Priority:</b>		0 Mandated Countywide/Municipal or Financial Obligations						
<b>Anticipated Results:</b>		Respond to problem calls and restore services within established guidelines 90% of the time.						
003	<i>County Data Center</i>	11,182,688	0	11,182,688	0	0	71.0	0
<b>Program Description:</b>		Operates a 24/7/365 data center for centralized hardware, software, databases & high volume printers						
<b>Countywide Priority:</b>		0 Mandated Countywide/Municipal or Financial Obligations						
<b>Anticipated Results:</b>		Computer applications will be available to customers 99.9% of the time except during scheduled maintenance periods for each application. Problems are repaired within the service specifications of each application 90% of the time.						
004	<i>COMPASS</i>	7,553,126	0	7,553,126	0	0	41.0	0
<b>Program Description:</b>		Enhance and support the Human Resources, Financial and Materials Management application (COMPASS)						
<b>Countywide Priority:</b>		0 Mandated Countywide/Municipal or Financial Obligations						
<b>Anticipated Results:</b>		Service requests are completed within the time, scope and budget approved by the customers.						
006	<i>Communication Networks</i>	24,284,451	0	24,284,451	0	0	94.0	20
<b>Program Description:</b>		Voice and data communication connectivity between county staff, their contacts & information storage						
<b>Countywide Priority:</b>		0 Mandated Countywide/Municipal or Financial Obligations						
<b>Anticipated Results:</b>		Communications Networks are available 99.95% of the time. Equipment or service changes are made within 15 days of request 90% of the time.						
<b>MANDATED Total:</b>		51,456,637	0	51,456,637	0	0	241.0	20

<i>Program Number and Title</i>	Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>FUNDED</b>	Program Type: <b>DISCRETIONARY</b>						
005 <i>Customer Education</i>	748,188	0	574,534	0	<b>173,654</b>	6.0	0
<b>Program Description:</b>	Computer software training on PC automation software, COMPASS, SCARPA & other countywide applications						
<b>Countywide Priority:</b>	4 General Government						
<b>Anticipated Results:</b>	Prepare and deliver hands on training courses for countywide applications and office automation software. Courses delivered within 30 days of request unless later schedule date requested and receive an average satisfaction rating of 95% favorable						
<b>DISCRETIONARY Total:</b>	748,188	0	574,534	0	<b>173,654</b>	6.0	0
<b>FUNDED Total:</b>	52,204,825	0	52,031,171	0	<b>173,654</b>	247.0	20
<b>Funded Grand Total:</b>	52,204,825	0	52,031,171	0	<b>173,654</b>	247.0	20

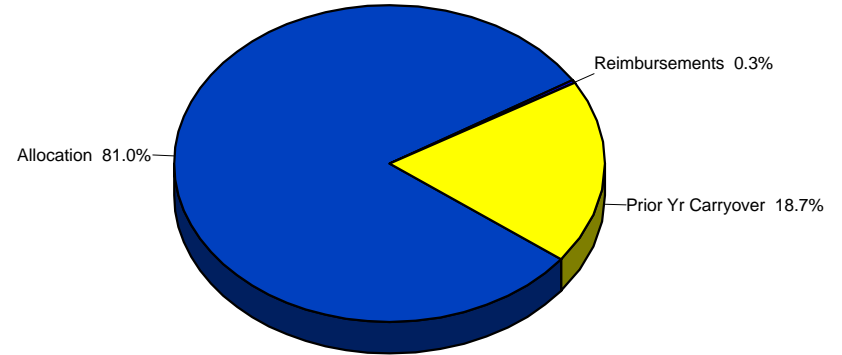


## Departmental Structure

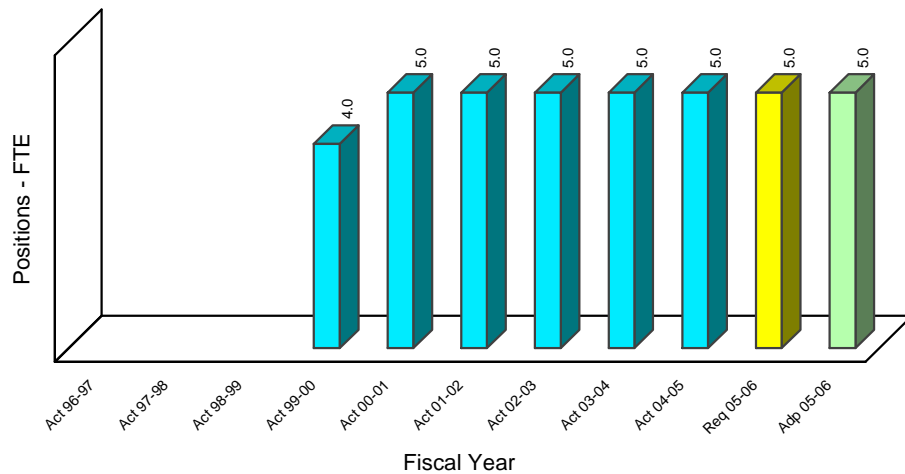
STEVE LAKICH, Employee Relations Officer



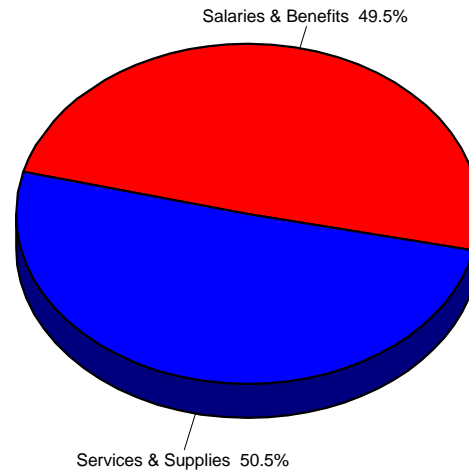
## Financing Sources



## Staffing Trend



## Financing Uses



COUNTY OF SACRAMENTO  
STATE OF CALIFORNIA  
County Budget Act (1985)

UNIT: 5970000 Office of Labor Relations  
DEPARTMENT HEAD: STEVE LAKICH  
CLASSIFICATION  
FUNCTION: GENERAL  
ACTIVITY: Personnel  
FUND: GENERAL

SCHEDULE 9  
BUDGET UNIT FINANCING USES DETAIL  
FISCAL YEAR: 2005-06

Financing Uses Classification	Actual 2003-04	Actual 2004-05	Adopted 2004-05	Requested 2005-06	Adopted 2005-06
Salaries/Benefits	537,351	349,876	441,374	560,016	443,603
Services & Supplies	168,635	146,390	234,639	291,867	283,415
Interfund Charges	0	0	832	0	0
Intrafund Charges	128,081	121,119	125,000	204,587	169,663
SUBTOTAL	834,067	617,385	801,845	1,056,470	896,681
Interfund Reimb	-4,300	-9,227	-15,000	-3,000	-3,000
Intrafund Reimb	-12,682	-56,976	-56,976	0	0
NET TOTAL	817,085	551,182	729,869	1,053,470	893,681
Prior Yr Carryover Revenues	0	0	0	178,507	178,507
	0	1,304	0	0	0
NET COST	817,085	549,878	729,869	874,963	715,174
Positions	5.0	5.0	5.0	5.0	5.0

**PROGRAM DESCRIPTION:**

- The Office of Labor Relations is responsible for preparing for and conducting labor negotiations; advising upon and hearing grievance and disciplinary appeals; and administering employee relations statutes, ordinances, and policies.

**MISSION:**

Support the County and its Departments by:

- Negotiating labor agreements within authorized parameters.
- Protecting the County's ability to effectively manage its workforce.
- Administering labor agreements, seeking to resolve interest and rights disputes through mediation, arbitration, and administrative hearings.

- Designing and presenting training services in support of new employee orientation, discipline processes, contract interpretation, grievance processing, labor-management problem solving.
- Representing county interests in meet and confer processes.
- Promoting greater efficiency through the development of more harmonious relationships with employee organizations.

**GOAL:**

- Successful negotiation of all county labor agreements which expire on June 30, 2006.

**SIGNIFICANT DEVELOPMENTS DURING 2004-05:**

- Concluded negotiations for an initial labor agreement covering employees in the recently established Fire Operations Workers Unit. Agreement is for two-year term expiring June 30, 2006.
- Formal proposals were developed on matters within the scope of bargaining in preparation for 2006 contract negotiations.
- Commenced joint informal bargaining discussions with recognized employee organizations on health plan restructuring as a prelude to 2005-06 contract negotiations.
- Developed retirement health options for presentation to the Board of Supervisors.
- Resolved a unit modification petition for a separate Pharmacists Unit through mediation with the Public Employment Relations Board after lengthy and protracted settlement efforts.
- Conducted training covering management responsibilities to protect the County from unfair labor practices.

**SIGNIFICANT CHANGES FOR 2005-06:**

- Commence negotiations with 18 unions for 20 successor labor agreements which expire June 30, 2006, covering 12,000 represented county employees.
- Negotiations are planned for wage and health reopener to the labor agreement for the In-Home Supportive Services Public Authority.
- Conduct ongoing, updated supervisory training relating to responsibilities to protect the County from unfair labor practices.

**PERFORMANCE MEASURES:**

PERFORMANCE MEASURES	INDICATORS	Actual 2003	Target 2004	Actual 2004	Target 2005
1. Unions & management have written labor agreements covering employees for employment conditions	Percent of labor agreements in place	89.0%	100.0%	100.0%	100.0%
	Number of grievances	124	100	137	125
2. A cooperative and harmonious work relationship exists with bargaining agents	Number of grievance settlements	123	95	95	100
	Number of Unfair Labor Practices with Public Employment Relations Board	5	8	2	5
	Number of adverse arbitration decisions (contract administration)	2	2	5	2
	Number of clarifications/ addenda to labor agreements	28	35	9	10
	Number of participants that go through labor relations training	120	300	687	350
3. There is consistent and uniform application of labor agreements	Percent of participants that say the labor relations training has been helpful back at the job	90.0%	95.0%	95.0%	95.0%

2005-06 PROGRAM INFORMATION

Budget Unit: 5970000 Labor Relations Agency: General Government/Admin.

<i>Program Number and Title</i>	Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>FUNDED</b>	Program Type: <b>MANDATED</b>						
<i>001-A Labor Relations</i>	178,324	0	0	36,000	<b>142,324</b>	0.0	0
<b>Program Description:</b>	Contract administration						
<b>Countywide Priority:</b>	0 Mandated Countywide/Municipal or Financial Obligations						
<b>Anticipated Results:</b>	Resolution of grievances and labor disputes						
<i>001-B Labor Relations</i>	89,162	0	0	17,000	<b>72,162</b>	0.0	0
<b>Program Description:</b>	Administration of Employee Relations Ordinance						
<b>Countywide Priority:</b>	0 Mandated Countywide/Municipal or Financial Obligations						
<b>Anticipated Results:</b>	Stabilization of labor relations and resolution of disputes						
<i>001-C Labor Relations</i>	314,127	0	0	94,507	<b>219,620</b>	5.0	0
<b>Program Description:</b>	Negotiate 20 successor labor agreements						
<b>Countywide Priority:</b>	0 Mandated Countywide/Municipal or Financial Obligations						
<b>Anticipated Results:</b>	Reach agreement						
<i>001-D Labor Relations</i>	267,486	0	0	24,000	<b>243,486</b>	0.0	0
<b>Program Description:</b>	Conduct joint bargaining with recognized employee organizations in the Health and Welfare Review						
<b>Countywide Priority:</b>	0 Mandated Countywide/Municipal or Financial Obligations						
<b>Anticipated Results:</b>	Reach agreement						
<i>001-E Labor Relations</i>	44,582	0	0	7,000	<b>37,582</b>	0.0	0
<b>Program Description:</b>	Continue labor-management leadership coalition						
<b>Countywide Priority:</b>	0 Mandated Countywide/Municipal or Financial Obligations						
<b>Anticipated Results:</b>	Improve and stabilize labor-management relationship						
<b>MANDATED Total:</b>	893,681	0	0	178,507	<b>715,174</b>	5.0	0

<i>Program Number and Title</i>		Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>FUNDED</b>		Program Type: <b>SELF-SUPPORTING</b>						
<i>001-F</i>	<i>Labor Relations</i>	3,000	3,000	0	0	0	0.0	0
<b>Program Description:</b>	Administer labor agreement in the In-Home Support Services Public Authority							
<b>Countywide Priority:</b>	0 Mandated Countywide/Municipal or Financial Obligations							
<b>Anticipated Results:</b>	Stable labor-management relationship							
<b>SELF-SUPPORTING Total:</b>		3,000	3,000	0	0	0	0.0	0
<b>FUNDED Total:</b>		896,681	3,000	0	178,507	715,174	5.0	0

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<b>Funded Grand Total:</b>		896,681	3,000	0	178,507	715,174	5.0	0
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<b>UNFUNDED</b>		Program Type: <b>MANDATED</b>						
<i>AR 001</i>	<i>Labor Relations</i>	159,809	0	0	0	159,809	1.0	0
<b>Program Description:</b>	Bring staffing level more in line with increase in workload							
<b>Countywide Priority:</b>	0 Mandated Countywide/Municipal or Financial Obligations							
<b>Anticipated Results:</b>	Appropriate staffing level to handle issues more proactively rather than reacting to departmental and employee organization problems. Fewer grievances and unfair labor practice charges. A more harmonious working relationship with employee and employee organizations. Support for achieving CEO Cabinet Goal #3 -successful/timely labor negotiations							
<b>MANDATED Total:</b>		159,809	0	0	0	159,809	1.0	0
<b>UNFUNDED Total:</b>		159,809	0	0	0	159,809	1.0	0

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<b>Unfunded Grand Total:</b>		159,809	0	0	0	159,809	1.0	0
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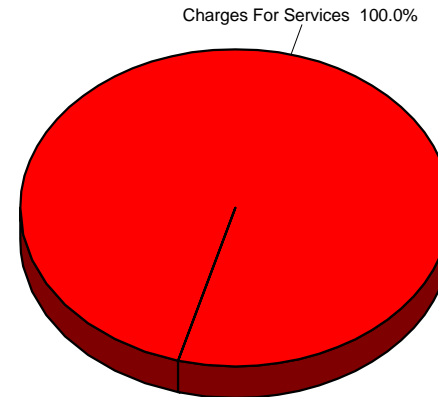
## Departmental Structure

PATRICK GROFF, Chief Information Officer

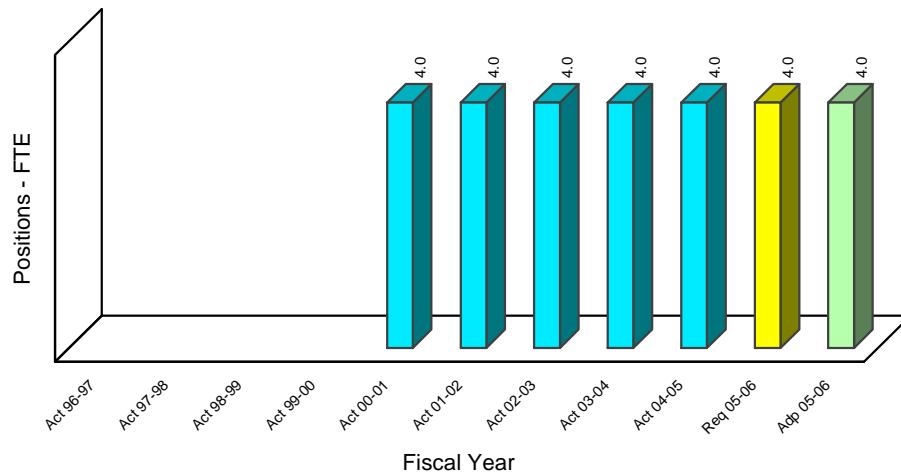


Emergency & Public Safety Communications

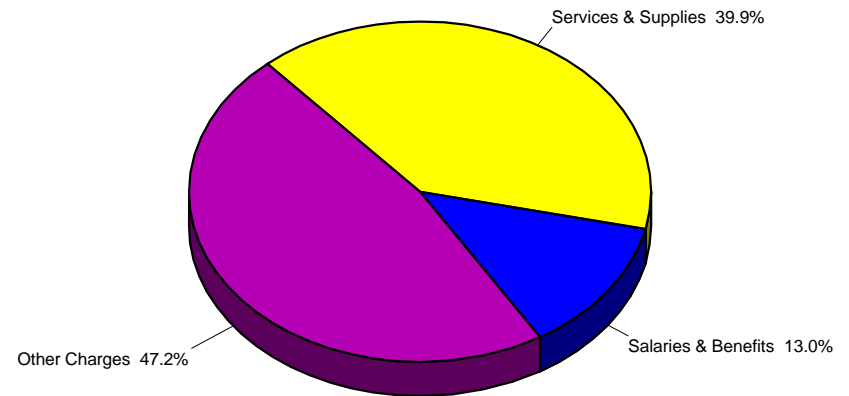
## Financing Sources



## Staffing Trend



## Financing Uses



COUNTY OF SACRAMENTO  
STATE OF CALIFORNIA  
County Budget Act (1985)

FUND: REGIONAL RADIO COMMUNICATIONS SYSTEM  
059A

ACTIVITY: Communications System  
UNIT: 7020000

SCHEDULE 10  
OPERATIONS OF INTERNAL SERVICE FUND  
FISCAL YEAR: 2005-06

Operating Details	Actual 2003-04	Actual 2004-05	Adopted 2004-05	Requested 2005-06	Adopted 2005-06
Use Of Money/Prop Charges for Service	3,860 2,893,428	0 2,874,877	0 2,777,380	0 2,868,300	0 2,868,300
<b>Total Operating Rev</b>	<b>2,897,288</b>	<b>2,874,877</b>	<b>2,777,380</b>	<b>2,868,300</b>	<b>2,868,300</b>
Salaries/Benefits	356,473	356,528	351,937	372,264	372,264
Service & Supplies	858,904	845,962	1,028,800	1,143,865	1,143,865
Other Charges	363,731	139,833	425,000	370,000	370,000
Depreciation/Amort	794,721	834,582	680,000	983,000	983,000
<b>Total Operating Exp</b>	<b>2,373,829</b>	<b>2,176,905</b>	<b>2,485,737</b>	<b>2,869,129</b>	<b>2,869,129</b>
Interest Income	73,292	120,739	0	0	0
Other Revenues	63,651	0	0	0	0
Other Financing	0	849	0	0	0
<b>Total Nonoperating Rev</b>	<b>136,943</b>	<b>121,588</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Income (Loss)</b>	<b>660,402</b>	<b>819,560</b>	<b>291,643</b>	<b>-829</b>	<b>-829</b>
Positions	4.0	4.0	4.0	4.0	4.0

**PROGRAM DESCRIPTION:**

- The Sacramento Regional Radio Communications System (SRRCS) operates and maintains two-way mobile communications for Sacramento County, the Cities of Sacramento, West Sacramento and Folsom, the Sacramento Regional Transit District, and the Grant Joint Union High School District Police Department, and all fire districts. The majority of the communication activities involve emergency response and other public safety activities. These activities include regional law enforcement and fire suppression, emergency medical response, and hazardous material responses. The Office of Communications and Information Technology (OCIT) is the lead agency in the maintenance of the system.
- The Radio and Electronics Division of OCIT provides management and administrative oversight, technical support, preventative and corrective maintenance of the system.
- All expenses incurred by the division in managing and maintaining the systems are fully reimbursed by the system participants.

**SIGNIFICANT DEVELOPMENTS DURING 2003-04:**

- Worked with participating agencies toward the development of the long-range strategic plan for the future of regional communications (includes wireless voice, data, and paging services).
- Completed the preliminary design of a new digital wireless infrastructure which includes the towers, microwaves, and transmitters (referred to as digital backbone).

**SIGNIFICANT CHANGES FOR 2004-05:**

- Contract to upgrade from a SmartNet system to a SmartZone 4.1 system.
- Replace the tower at the central control site.

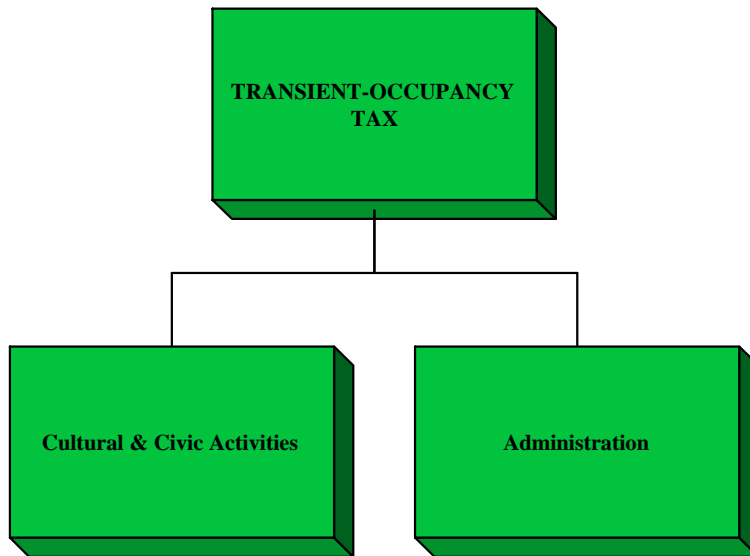
**2005-06 PROGRAM INFORMATION**

Budget Unit: 7020000 OCIT-Reg Radio Communications System Agency: General Government/Admin.

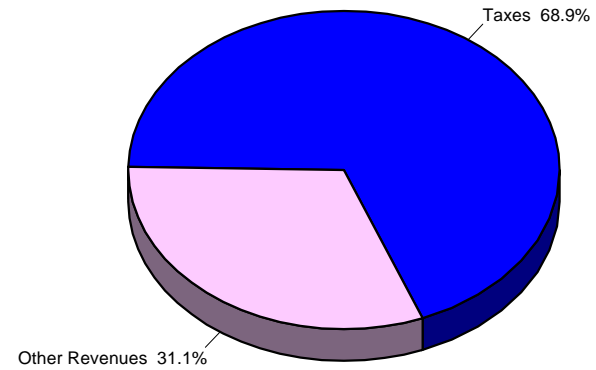
<i>Program Number and Title</i>		Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>FUNDED</b>		Program Type: <b>SELF-SUPPORTING</b>						
001	<b>SRRCS 800 Mhz Backbone</b>	2,869,129	0	2,868,300	0	829	4.0	2
<b>Program Description:</b>	800 Mhz trunked radio backbone services							
<b>Countywide Priority:</b>	1 Discretionary Law Enforcement							
<b>Anticipated Results:</b>	Provide for routing and emergency, mobile and portable radio communications capability over 95% of the County's geographical area with 99.99% reliability. The system will operate with a probability that at least 98% of the calls will get a connection on the first try over its expected 15 year life.							
<b>SELF-SUPPORTING Total:</b>		2,869,129	0	2,868,300	0	829	4.0	2
<b>FUNDED Total:</b>		2,869,129	0	2,868,300	0	829	4.0	2
<b>Funded Grand Total:</b>		2,869,129	0	2,868,300	0	829	4.0	2



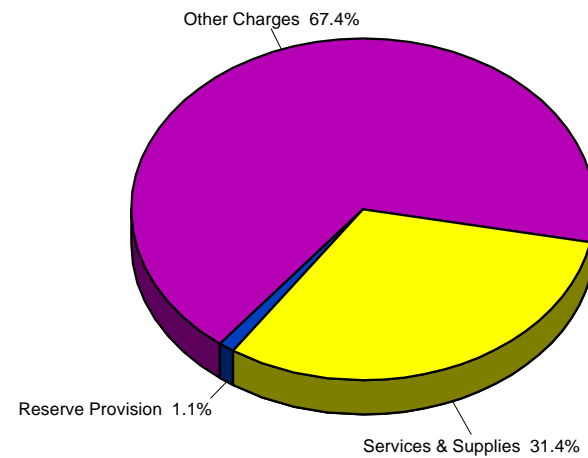
## Departmental Structure



## Financing Sources



## Financing Uses



COUNTY OF SACRAMENTO  
STATE OF CALIFORNIA  
County Budget Act (1985)

UNIT: 4060000 Transient-Occupancy Tax

SCHEDULE 9  
BUDGET UNIT FINANCING USES DETAIL  
FISCAL YEAR: 2005-06

CLASSIFICATION  
FUNCTION: RECREATION & CULTURAL SERVICES  
ACTIVITY: Cultural Services  
FUND: TRANSIENT OCCUPANCY

Financing Uses Classification	Actual 2003-04	Actual 2004-05	Adopted 2004-05	Requested 2005-06	Adopted 2005-06
Services & Supplies	0	0	25,000	0	0
Other Charges	3,364,700	3,210,259	5,304,995	5,569,994	5,862,495
Interfund Charges	2,959,763	3,968,410	3,956,610	3,026,901	2,734,400
<b>Total Finance Uses</b>	<b>6,324,463</b>	<b>7,178,669</b>	<b>9,286,605</b>	<b>8,596,895</b>	<b>8,596,895</b>
Reserve Provision	0	100,000	100,000	100,000	100,000
<b>Total Requirements</b>	<b>6,324,463</b>	<b>7,278,669</b>	<b>9,386,605</b>	<b>8,696,895</b>	<b>8,696,895</b>
<b>Means of Financing</b>					
Fund Balance	-1,004,227	394,030	394,030	-272,928	-272,928
Reserve Release	894,477	0	0	0	0
Taxes	6,043,109	6,086,612	6,228,879	6,177,911	6,177,911
Use Of Money/Prop	35,202	52,430	25,000	53,216	53,216
Other Revenues	383,734	309,394	350,000	350,000	350,000
Other Financing	0	400,000	2,388,696	2,388,696	2,388,696
<b>Total Financing</b>	<b>6,352,295</b>	<b>7,242,466</b>	<b>9,386,605</b>	<b>8,696,895</b>	<b>8,696,895</b>

**PROGRAM DESCRIPTION:**

- Sacramento County imposes a Transient-Occupancy Tax (TOT) in the amount of 12.0 percent of the rent charged at hotels, motels, and similar structures for short-term lodging.
- The Board of Supervisors makes allocations from this budget for artistic, cultural, civic, economic development and other activities which enhance the image of the community or promote economic and/or community development.

**MISSION:**

To provide funding for artistic, cultural, civic, economic development and other activities which enhance the image of the community or promote economic and/or community development.

**SIGNIFICANT DEVELOPMENTS DURING 2004-05:**

- Negative year-end fund balance of \$272,928 is due to less than anticipated tax collections in Fiscal Year 2004-05 and an error in year-end encumbrance rollover. Actual tax collections for Fiscal Year 2004-05 were \$43,503 higher than 2003-04 collections.

- A midyear loan of \$400,000 was made from the Treasury Pool to the TOT Fund, and from the TOT Fund to the River Cats Foundation, Inc. for the financing of River Cats Independence Field. As the River Cats make scheduled payments to the TOT Fund, the TOT Fund will make payments to the Treasury Pool.

**SIGNIFICANT CHANGES FOR 2005-06:**

- Due to the negative Fund Balance of \$272,928 and the Board's desire to fund all previous year's organizations, the Board of Supervisors approved a transfer of \$2,819,400 to the county's General Fund, which reflects a \$399,654 decrease from the Fiscal Year 2004-05 transfer.
- After two years of not requesting funds, the Florin Road Partnership requested, and was awarded, \$250,000.
- Funding includes a \$2,388,696 pass-through to finance Raley Field debt service, as necessary.
- Total available financing is \$689,710 less than the Fiscal Year 2004-05 budget due to a decrease in Fund Balance and an increase in project proposals.

**FUND BALANCE CHANGES FOR 2005-06:**

- The significant reduction in available fund balance of \$666,958 from the prior year's level is due to less than anticipated tax collections in Fiscal Year 2004-05 and an error in year-end encumbrance rollover.

**TRANSIENT-OCCUPANCY TAX FUND - ADOPTED 2005-06 FINAL**

	ADOPTED 2004-05	ADOPTED PROPOSED 2005-06	ADOPTED FINAL 2005-06
<b>Economic Development</b>			
Sacramento Area Regional Technology Alliance	0	0	20,000
Department of Economic Development	90,000	0	0
Federal Technology Center	19,500	0	19,500
Florin Road Improvement District	10,000	0	250,000
Fulton Avenue Improvement District	292,500	0	292,500
Northern California World Trade Center	35,100	0	35,100
Sacramento Area Commerce and Trade Organization	49,140	0	49,140
Sacramento Convention and Visitors Bureau	699,975	0	704,975
Sacramento Sports Commission	214,750	0	214,750
Stockton Boulevard Merchants/Property Owners Association	148,750	0	148,750
Delta Loop Association	0	0	15,000
<b>Subtotal Economic Development</b>	<b>1,559,715</b>	<b>0</b>	<b>1,749,715</b>
<b>Parks-Related</b>			
American River Parkway Financing (ARPF) - In My Back Yard	54,000	54,000	54,000
ARP Cleanup, Adopt the Parkway			
California Youth Soccer Assoc.-Cherry Island Soccer Complex	31,590		31,590
<b>Subtotal Parks - Related</b>	<b>85,590</b>	<b>54,000</b>	<b>85,590</b>

**TRANSIENT-OCCUPANCY TAX FUND - ADOPTED 2005-06 FINAL**

	ADOPTED 2004-05	ADOPTED PROPOSED 2005-06	ADOPTED FINAL 2005-06
<b>Administrative</b>			
County Executive Administration	25,000	0	0
Economic Development Administration	0	25,000	25,000
Dept. of Finance -- Hotel Audits	10,000	10,000	10,000
Dept. of Finance -- Contract Audits	10,000	10,000	10,000
Dept. of Finance -- Revenue Estimates/Monitoring	25,000	25,000	25,000
<b>Subtotal Administrative</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>
<b>Other General Fund</b>			
Department of Neighborhood Services	465,056	0	0
Board of Supervisors - Neighborhood Programs	80,000	0	85,000
Transfer to General Fund	3,064,054	3,064,054	2,664,400
<b>Subtotal Other General Fund</b>	<b>3,609,110</b>	<b>3,064,054</b>	<b>2,749,400</b>
<b>Jointly Funded with City of Sacramento</b>			
Sacramento Archives and Museum Collection Center			
Archives/Collections	80,000	0	80,000
Sacramento Metropolitan Arts Commission			
Operations	326,423	0	326,423
Cultural Awards Program--County Contribution	350,000	0	350,000
Cultural Awards Program--City Pass-Through	350,000	0	350,000
Neighborhood Arts/Arts in Schools Programs	99,121	0	99,121
Sacramento Museum of History, Science and Technology (Discovery Museum)	0	0	0
Operations	211,750	0	211,750
Gold Rush Attraction Study	20,000	0	0
Sacramento Theatre Company/Music Circus	66,000	66,000	66,000
Sacramento Tree Foundation	70,200	0	70,200
<b>Subtotal Jointly Funded With City of Sacramento</b>	<b>1,573,494</b>	<b>66,000</b>	<b>1,553,494</b>
<b>Loan Financing</b>			
Raley Field Bond Financing	2,388,696	2,388,696	2,388,696
<b>Subtotal Loan Financing</b>	<b>2,388,696</b>	<b>2,388,696</b>	<b>2,388,696</b>
<b>Reserves and Contingencies</b>			
Raley Field Reserve Buildup	100,000		100,000
<b>Subtotal Reserves and Contingencies</b>	<b>100,000</b>	<b>0</b>	<b>100,000</b>
<b>Unallocated Funds</b>			
	0	0	0
<b>TOTAL ALLOCATION</b>	<b>9,386,605</b>	<b>5,642,750</b>	<b>8,696,895</b>
<b>FINANCING</b>			
Fund Balance	394,030	-253,854	-272,928
City Pass-Through	350,000	350,000	350,000
Raley Field Bond Financing	2,388,696	2,388,696	2,388,696
<b>Subtotal One-Time/Earmarked</b>	<b>3,132,726</b>	<b>2,484,842</b>	<b>2,465,768</b>
Tax Collections	6,228,879	6,164,254	6,177,911
Interest Income	25,000	30,000	53,216
<b>Subtotal Ongoing/Discretionary</b>	<b>6,253,879</b>	<b>6,194,254</b>	<b>6,231,127</b>
<b>TOTAL AVAILABLE FINANCING</b>	<b>9,386,605</b>	<b>8,679,096</b>	<b>8,696,895</b>
<b>ESTIMATED FINANCING SHORTFALL/SURPLUS</b>	<b>0</b>	<b>3,036,346</b>	<b>0</b>

2005-06 PROGRAM INFORMATION

Budget Unit: 4060000 Transient-Occupancy Tax Agency: General Government/Admin.

<i>Program Number and Title</i>		Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>FUNDED</b>		Program Type: <b>DISCRETIONARY</b>						
001	<i>Multi-Year/Jointly Funded</i>	1,553,494	0	1,553,494	0	0	0.0	0
<b>Program Description:</b> Financing for arts <b>Countywide Priority:</b> 3 Quality of Life <b>Anticipated Results:</b> Advancement of the Arts								
002	<i>Other County Departments</i>	2,834,400	0	3,107,328	-272,928	0	0.0	0
<b>Program Description:</b> Transfer to General Fund <b>Countywide Priority:</b> 3 Quality of Life <b>Anticipated Results:</b> Support of General Fund Programs								
004	<i>Transfer to Reserves</i>	100,000	0	100,000	0	0	0.0	0
<b>Program Description:</b> Raley Field Reserve Buildup <b>Countywide Priority:</b> 3 Quality of Life <b>Anticipated Results:</b> Security for future Raley Field financing								
007	<i>Raley Field Financing</i>	2,388,696	0	2,388,696	0	0	0.0	0
<b>Program Description:</b> Raley Field Financing <b>Countywide Priority:</b> 3 Quality of Life <b>Anticipated Results:</b> Financing for Sacramento River Cats								
008	<i>Economic Development</i>	1,734,715	0	1,734,715	0	0	0.0	0
<b>Program Description:</b> Financing for Economic Development Programs <b>Countywide Priority:</b> 3 Quality of Life <b>Anticipated Results:</b> Job and business development								

<i>Program Number and Title</i>		Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>FUNDED</b>		Program Type: <b>DISCRETIONARY</b>						
009	<i>Parks</i>	85,590	0	85,590	0	0	0.0	0
<b>Program Description:</b> Park Facilities and Programs								
<b>Countywide Priority:</b> 3 Quality of Life								
<b>Anticipated Results:</b> Support of Park related programs								
<b>DISCRETIONARY Total:</b>		8,696,895	0	8,969,823	-272,928	0	0.0	0
<b>FUNDED Total:</b>		8,696,895	0	8,969,823	-272,928	0	0.0	0
<b>BOS APPROVED DURING FINAL BUDGET HEARINGS</b>		Program Type: <b>DISCRETIONARY</b>						
002	<i>Other County Departments</i>	-15,000	0	-15,000	0	0	0.0	0
<b>Program Description:</b> Transfer to General Fund								
<b>Countywide Priority:</b> 3 Quality of Life								
<b>Anticipated Results:</b> Support of General Fund Programs								
008	<i>Economic Development</i>	15,000	0	15,000	0	0	0.0	0
<b>Program Description:</b> Financing for Economic Development Programs								
<b>Countywide Priority:</b> 3 Quality of Life								
<b>Anticipated Results:</b> Job and business development								
<b>DISCRETIONARY Total:</b>		0	0	0	0	0	0.0	0
<b>BOS APPROVED DURING FINAL BUDGET HEARINGS Total:</b>		0	0	0	0	0	0.0	0
<b>Funded Grand Total:</b>		8,696,895	0	8,969,823	-272,928	0	0.0	0