



FISCAL YEARS 2025-26 & 2026-27

BIENNIAL BUDGET



Be an innovative,
inclusive, and intentional
regional leader committed
to providing exceptional
services that exceed
expectations and enhance the
quality of life of those we serve.

CosumnesCSD.gov



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

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**Cosumnes Community Services District
California**

For the Biennium Beginning

July 01, 2023

Christopher P. Morill

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Cosumnes Community Services District, for its Biennial Budget for the fiscal year beginning July 1, 2023. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

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

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COSUMNES CSD BOARD OF DIRECTORS

The Cosumnes Community Services District (District) Board of Directors (Board) is comprised of five duly-elected or appointed residents. The Directors are elected or appointed by-division in five single-member districts as defined in Government Code Section 61025 ([Exhibit A](#)). At the beginning of each year, the Board selects from its members a President and Vice-President to serve during the ensuing year.

The Board is the governing body of the District and is responsible for formulating and approving policies for the operation, control, administration, and planning of the District's facilities and activities.



Angela Spease
President
Division 5



Pete Sakaris
Vice President
Division 2



Rich Lozano
Director
Division 1



Reina Tarango
Director
Division 3



Daniella Zehnder
Director
Division 4

COSUMNES CSD EXECUTIVE STAFF



Tim Ogden
General Manager



Sigrid Asmundson
District Counsel



Traci Farris
Parks & Recreation Administrator



Felipe Rodriguez
Fire Chief



Amanda Chehrezad
Administrator of General Services

COSUMNES CSD SENIOR LEADERSHIP TEAM

Troy Bair, Deputy Fire Chief - Operations
 Matt DeMarco, Assistant Fire Chief - Support Services
 Mike Dopson, Director of Parks & Neighborhood Services
 Justin Ellermeyer, Facilities Management Director
 Josh Freeman, Assistant Fire Chief - Training
 Elenice Gomez, Board Clerk
 Scott Jones, Engineering, Development, and Design Director
 Robert Kasparian, Assistant Fire Chief - EMS
 Molly Lebed, Chief of Staff
 Christine Manitta, Landscape Architecture & Planning Director
 Dan Quiggle, Deputy Fire Chief - Administration
 Lantz Rey, Assistant Fire Chief - Fire Marshal
 Farnam Shadmani, Information Technology Director
 Nou Vang, Finance Director
 Lana Yoshimura, Director of Recreation & Community Services
 Vacant, Director of Human Resources

June 18, 2025

HONORABLE PRESIDENT AND MEMBERS OF THE DISTRICT BOARD:

I am pleased to submit the Cosumnes Community Services District's (District) proposed biennial budget for Fiscal Years 2025-26 & 2026-27, prepared in accordance with District policies and best financial practices. This budget reflects our continued commitment to fiscal responsibility, transparency, and the delivery of high-quality parks, recreation, fire protection, and emergency medical services to the residents of Elk Grove and Galt. The document outlines our strategic priorities, aligns resources with community needs, and supports the District's mission to enhance the quality of life for the community we serve.

The budget is one of the District's most important planning and policy tools. It outlines anticipated revenues and expenditures, communicates the District's priorities, guides operational decision-making, and ensures accountability to the public. As a financial roadmap, the budget aligns resources with the District's strategic goals, supports long-term sustainability, and enables the effective delivery of essential services. Through this document, we aim to provide a clear and transparent view of how public funds are managed to meet the evolving needs of our growing and diverse community.

SUMMARY OF CHANGES AFTER THE PRESENTATION OF THE PROPOSED BUDGET

On May 21, 2025, the preliminary reading of the proposed budget for Fiscal Years 2025-26 and 2026-27 was presented to the Board and public for consideration and feedback. Since then, the following changes have been made to finalize the biennial budget:

- The preliminary biennial budget proposal included a 10% administrative overhead allocation to Measure E, applied to personnel services, services and supplies, and transfers out related to equitable park maintenance expenses. This overhead, credited to the General Fund, was intended to recover administrative overhead costs associated with supporting Measure E programs. Pursuant to Board direction, the 10% administrative overhead has been eliminated from the Measure E budget, resulting in an increased fiscal burden to the General Fund of \$806,235 in Fiscal Year 2025-26 and \$847,527 in Fiscal Year 2026-27. To address this funding gap, the District has allocated \$1,665,762 from General Fund reserves over the biennium, resulting in a structurally unbalanced General Fund budget. Over the next six months, the District will work with a consultant to develop a Cost Allocation Plan (CAP), which will be implemented during the Fiscal Year 2025-26 mid-year budget update. The District anticipates implementing the CAP will restore structural balance to the General Fund budget.
- The Landscape and Lighting Fund budget for Fiscal Year 2025-26 was reduced by \$155,170. To preserve the financial sustainability in Benefit Zone 5, an irrigation replacement project is being postponed. This will ensure sufficient funds remain available for annual maintenance as staff collaborate with residents to develop additional revenue sources.
- The Capital Project Fund budget has been updated to align with the Capital Improvement Plan presented to the Board at the June 4, 2025 Board meeting.
- Administrative corrections were made to fine-tune the budget with no material impact on the District's financial position.

BUDGET PRIORITIES

Establishing budget priorities is crucial for a government agency because it directly impacts how effectively it can fulfill its mission and serve the public. The 2021 Cosumnes CSD Strategic Plan holds the mission, vision, values, objectives, and initiatives of our District, and while the District continues to rally around the five identified values within the plan, the overarching objectives identified in the current plan have largely been accomplished. Many objectives will continue to be priorities and remain driving influences for the District. However, as the District looks toward the future it will need to identify new tangible, measurable, and achievable objectives.

To guide the District's future growth and development, District leaders and the Board of Directors developed budget priorities for the upcoming fiscal years, providing a roadmap for the District's immediate future. These priorities serve as a transition plan between the current Strategic Plan and a new plan that will be developed.

The development of the budget priorities started internally in January 2025, with each District Department creating priority lists for short and long-term financial goals. District leadership and key staff, including executive, administrative, and labor representatives, met to assess priorities for suitability and timeline. Priority categories were created, and each of the individual priorities were classified into these categories and sub-categories:

1. Service Delivery
 - Community Impact: Regional leader in providing high-quality services
 - Infrastructure: Investment in physical and strategic infrastructure to support ongoing services
 - Innovation: expanding service areas and delivery methods to meet our growing community needs
2. Organizational Health
 - Workforce Development: Enhancing staff recruitment and retention through training, skill development, communication, and collaboration
 - Systems: Establishing interconnectivity to bolster operational efficiencies, organizational security, and data-driven decision-making
 - Policy & Process: Standardizing internal functions for effective operational implementation of District values and priorities
3. Fiscal Stewardship
 - Budget: Allocating resources equitably to achieve District goals through transparent reporting and policy compliance
 - Planning: Establishing long-term objectives for sustainability and financial forecasting

In February 2025, the District hosted a Budget Priority workshop with the Board of Directors to share the findings of the internal work and receive Board direction on the District's budget priorities. All of this work was harmonized into the following:

The Cosumnes Community Services District is experiencing growth and increased demand for services, which places significant pressure on its budget. Key priorities, including aging infrastructure, administrative capacity, and community engagement, are directly tied to how effectively the District allocates and manages its financial resources.

1. **Infrastructure Needs** require substantial investment in maintaining existing assets and developing new facilities to support growing community demands. These capital projects have long-term budgetary implications and require strategic planning for lifecycle costs.

2. **Financial Efficiency and Transparency** are essential for maintaining public trust and ensuring that taxpayer dollars are used wisely. Clear, accountable budgeting practices help the District meet its service obligations while preparing for future needs.
3. **Community Involvement** supports budget development by aligning spending priorities with resident input, leading to more equitable and impactful resource allocation.
4. **Administrative Support** challenges highlight the need for increased investment in staffing and internal systems, crucial to maintaining operational efficiency and supporting expanded services.
5. **Growth in Programs and Staff** underscores the importance of updating procedures and workflows. Investing in process improvements ensures the District can operate effectively without overspending or duplicating efforts.

The internal framework and Board-identified priorities form a cohesive strategy to guide the District's budget development, aligning operational needs with long-term community-focused goals.

CHALLENGES

The District operates in an increasingly complex financial landscape, where long-term sustainability requires careful navigation of both immediate pressures and emerging needs. Expenses are growing faster than revenues due to rising personnel costs from recent labor agreements, inflation-driven increases in supply costs, and the added strain of administrative overhead on the General Fund budget. At the same time, deferred maintenance adds to the structural strain on the budget. As the agency looks ahead, it must also plan strategically for high-cost capital investments and ensure that financial decisions are grounded in accurate, data-driven analysis. Strengthening internal tools such as cost-center accounting will be essential to improving transparency, accountability, and resource allocation in the years ahead.

Central to these financial pressures is the District's ongoing investment in its workforce. The District remains deeply committed to supporting its employees, recognizing that a strong workforce is essential to delivering exceptional service to the community. Recent negotiations with the Cosumnes Chapter of the International Association of Firefighters (IAFF) Local 522, Cosumnes Fire Management Employees Organization, and the Non-represented Advisory Committee have resulted in meaningful increases to salaries and benefits for Fiscal Years 2025-26 and 2026-27. These agreements reflect our dedication to attracting and retaining top talent while ensuring fair compensation that honors our employees' vital contributions.

At the same time, the District acknowledges the financial challenges ahead. Property tax revenues experienced a significant, but temporary, surge in Fiscal Years 2022-23 and 2023-24 due to post-COVID inflation. As revenue projections normalize and return to more typical levels, the District must carefully manage the increasing salary and benefit costs driven by cost-of-living adjustments tied to prior inflationary pressures. We are confident that the District will continue to meet these challenges through prudent financial stewardship and strategic planning while prioritizing the well-being of our workforce and the community we serve.

Acknowledging that expenditure growth is projected to outpace revenue growth, the District has prepared a budget incorporating approximately \$1.6 million in General Fund reserves in the biennial period to close the structural budget gap. An additional \$3.2 million is allocated for one-time needs such as the 2025-01 Fire Academy and capital improvements through the life of the current budget, and the

most significant budgetary impact associated with the union agreement with Local 522. When this contract is up for renewal, the District must analyze future projections carefully to ensure financial sustainability.

The District also faces long-term funding challenges with its Landscape and Lighting (L&L) assessment revenue, due to outdated rates that have not kept pace with rising costs. The current model divides the District into multiple benefit zones, creating disparities in funding—some zones are adequately supported, while others are critically underfunded. This limits the District’s ability to maintain parks, streetscapes, and trails, and may require reductions in service or delays in park development. To address this, the District is evaluating each zone’s financial status and exploring options such as establishing new assessment districts, service level adjustments, and resource reallocation. Community outreach efforts are underway to build understanding and support, while internal reviews continue to identify efficiencies and cost-saving measures to preserve essential services.

The funding gap reflects a broader challenge in long-term planning for high-cost capital projects. As the District serves a growing population, demand for new parks, facilities, fire stations, and infrastructure rises. However, fluctuating revenues, escalating construction costs, and uncertain funding sources make strategic investment and accurate forecasting difficult. Prioritizing projects, securing funds, and delivering on time remain ongoing hurdles. To help address this, the District’s new Asset Management program will take a structured, data-driven approach to track asset conditions, lifecycles, and replacement costs. This will support more accurate forecasting, improve budget planning, and help extend the life of critical infrastructure.

In summary, the District continues to navigate a complex financial landscape shaped by rising personnel costs, ongoing funding gaps in the Landscape and Lighting Assessment Districts, and the growing difficulty of planning for high-cost capital expenses. These challenges demand thoughtful, proactive fiscal strategies to ensure the District can continue delivering high-quality services to the community. By prioritizing long-term financial sustainability, pursuing operational efficiencies, and exploring innovative funding solutions, such as asset management and strategic partnerships, the District remains committed to meeting current needs while responsibly planning for the future.

MAJOR CHANGES & INITIATIVES

The Fiscal Years 2025-26 & 2026-27 Biennial Budget reflects several major initiatives and operational developments that underscore the District’s commitment to excellence, fiscal responsibility, and community service.

CORE Recreation Center: The District is proud to introduce the CORE Recreation Center as a new opportunity to foster health and wellness to the community. This state-of-the-art facility is anticipated to open in July 2025. It will provide expanded recreational opportunities, wellness programs, and community events, supporting the District’s mission to enhance quality of life for all residents. With its modern amenities and inclusive programming, the CORE Recreation Center is designed to serve a broad demographic, fostering health, connection, and community engagement. The addition of this center represents a strategic investment in community well-being and aligns with our long-term goals of sustainable growth and service excellence.

Emerald Lakes Golf Course Enhancements: New service enhancements at Emerald Lakes Golf Course include the recent installation of TrackMan technology on the driving range and the upcoming introduction of beer sales facilitated by the Cosumnes Legacy Foundation. TrackMan will provide golfers

with real-time data and advanced analytics to improve their performance, elevating the overall experience and positioning Emerald Lakes Golf Course as a modern, technology-enhanced facility. Additionally, the availability of new services will enhance hospitality offerings and support a more engaging and enjoyable environment for patrons. These improvements are part of the District's continued efforts to invest in recreational amenities and respond to community interests while creating new revenue generation and program support opportunities.

New ERP Project: The implementation of a new Enterprise Resource Planning (ERP) system is a transformative initiative that will significantly improve the District's internal operations and service delivery. The District will select a new software in Fall 2025 and work through implementation processes over the next two years, before going live in Fiscal Year 2027-28. The latest, modern, integrated platform will replace outdated and fragmented systems, providing a centralized solution for managing financials, human resources, procurement, payroll, and other core administrative functions. The ERP system will enhance staff efficiency and reduce department administrative burdens by automating workflows, improving data management, and increasing transparency. In addition, real-time access to financial and operational data will support more informed, strategic decision-making, allowing the District to allocate resources more effectively and respond to evolving community needs. Ultimately, the ERP project represents a foundational investment in the District's organizational capacity and long-term sustainability.

Fire Academy: The District will begin its next Fire Academy in Fall 2025, focusing on filling current vacancies and preparing for anticipated retirements and future growth. The academy will ensure that new firefighters are trained to the high standards and operational expectations of the Cosumnes Fire Department. By proactively developing a qualified workforce, the District can maintain optimal staffing levels, reduce reliance on mandatory overtime, and alleviate the strain on current personnel. This investment supports the long-term safety and well-being of the community by ensuring a reliable, well-prepared, and sustainably staffed fire service.

Expanded Fire Shift Detail Pool: As part of our ongoing commitment to enhancing public safety and ensuring timely emergency response, the District has increased service levels by adding three new firefighters to the shift detail pool. This strategic staffing enhancement strengthens our operational capacity, allowing for improved coverage, reduced response times, and greater flexibility in managing personnel resources across shifts. By bolstering our frontline workforce, we are better positioned to maintain consistent service delivery, meet growing community needs, and support the health and well-being of our existing crews through more balanced workloads.

CFAI Accreditation: The Cosumnes Fire Department is in the final stages of the Commission on Fire Accreditation International (CFAI) accreditation process. The Department's potential accreditation will significantly advance service quality and operational effectiveness. This achievement reflects the District's commitment to continuous improvement, data-driven decision-making, and industry best practices. As part of the accreditation process, the department undergoes rigorous self-assessment and third-party evaluation, which leads to identifying performance gaps, strategic priorities, and opportunities to enhance service delivery. As a result, CFAI accreditation directly impacts service levels by promoting accountability, improving response effectiveness, and ensuring that resources are aligned with community needs. This ongoing commitment to excellence enhances public trust and supports delivering high-quality emergency services across the District. The District anticipates receiving accreditation results in August 2025.

Capital Improvements: The Fiscal Years 2025-26 & 2026-27 biennial budget supports several significant capital improvements, including the development of three new parks (Unity Park, Coyote Oaks Park, and Mendes Ranch Park) as well as the Beeman Park Revitalization Project. These projects will add vibrant, accessible green spaces that support active lifestyles, community gathering, and environmental stewardship. Each park is thoughtfully designed to meet the unique needs of surrounding neighborhoods, offering a range of amenities such as playgrounds, sports areas, walking paths, and open space. The revitalization of Beeman Park adjacent to a community center will modernize and upgrade existing features, add inclusive opportunities, ensuring the park remains a valued and well-used community asset. Together, these efforts demonstrate the District's strategic investment in park infrastructure to meet the needs of a growing population and enhance quality of life for residents.

These significant changes reflect the District's ongoing commitment to innovation, service excellence, and responsible stewardship of public resources. From enhancing community amenities like the additions to the Emerald Lakes Golf Course and opening of a new state of the art wellness center at the CORE, and to strengthening internal operations through the new ERP system and investing in public safety with the Fire Academy and CFAI accreditation, each initiative supports our mission to deliver high-quality services. Together with significant capital improvement projects, these efforts position the District to meet current demands while proactively preparing for future growth and community needs.

FINANCIAL OVERVIEW

The Cosumnes Community Services District proposed districtwide budget for Fiscal Years 2025-26 & 2026-27 amounts to \$208.9 million and \$203.0 million, respectively. The budget is supported by \$192.5 million and \$198.3 million in revenue, as well as a \$16.4 million and \$4.7 million use of reserves. This represents a lean financial plan. While revenue growth has allowed for expenditure growth, most of the increased spending capacity has been utilized to offset increased salaries and benefits, resulting from labor group agreements. Non-payroll-related expenditures have been constrained to present a balanced budget, including planned use of reserves.

Districtwide revenues have increased by \$6.9 million or 3.7% in Fiscal Year 2025-26, and an additional \$5.8 million or 3% in Fiscal Year 2026-27, compared to the amended Fiscal Year 2024-25 budget.

Primary Sources of revenue include the following:

- Property Taxes: \$71.6 million in Fiscal Year 2025-26 and \$75.5 million in Fiscal Year 2026-27
- EMS Revenues: \$22.8 million in Fiscal Year 2025-26 and \$23.1 million in Fiscal Year 2026-27
- Assessments: \$21.7 million in Fiscal Year 2025-26 and \$22.4 million in Fiscal Year 2026-27
- Measure E Revenues: \$9.9 million for both Fiscal Year 2025-26 and Fiscal Year 2026-27
- Recreation Service Charges: \$9.2 million in Fiscal Year 2025-26 and \$10.0 million in Fiscal Year 2026-27
- Interfund Transfers Revenue: \$24.5 million in Fiscal Year 2025-26 and \$24.3 million in Fiscal Year 2026-27

The budget proposes a \$1.7 million decrease in expenses for Fiscal Year 2025-26 and an additional \$5.8 million decrease in expenses in Fiscal Year 2026-27, as compared to the Fiscal Year 2024-25 amended budget. The District will complete the CORE project early in the biennium, which inflated the prior year's budget. The District's major expense classifications include:

- Personnel Services: \$108.6 million in Fiscal Year 2025-26 and \$114.1 million in Fiscal Year 2026-27

- Services & Supplies: \$50.2 million in Fiscal Year 2025-26 and \$51.3 million in Fiscal Year 2026-27
- Leases & Loans: \$4.9 million in Fiscal Year 2025-26 and \$4.7 million in Fiscal Year 2026-27
- Capital Outlay & Contingency: \$20.6 million in Fiscal Year 2025-26 and \$8.5 million in Fiscal Year 2026-27
- Interfund Transfers Expenditures: \$24.5 million in Fiscal Year 2025-26 and \$24.3 million in Fiscal Year 2026-27

Fund Balances and Reserves

The District maintains a stable financial position, with projected districtwide ending fund balances of \$111,144,090 at the end of the biennial budget period. This includes reserves that meet reserve policies, ensuring fiscal resilience and operational continuity.

Capital Improvement Plan (CIP)

The Fiscal Year 2025-26 and 2026-27 biennial budget includes a robust Capital Improvement Plan with projects valued at a combined total of \$21,266,239 for both years (inclusive of Facilities Internal Service Fund major maintenance projects and the larger capital improvements accounted for within the Capital Project Fund), addressing critical infrastructure needs across the District. Key projects include:

- Unity Park (New Park)
- Coyote Oaks Park (New Park)
- Mendes Ranch Park (New Park)
- Beeman Park (Park Revitalization)
- CORE (New Recreation Center)

General Fund

The General Fund operating budget for the fiscal years 2025-26 and 2026-27 is proposed at \$116.9 million and \$121.1 million, respectively. This budget accounts for the District's primary operating expenditures, supporting core services such as parks, recreation, and fire protection/emergency services.

This budget includes a 10.7% and 4.3% increase in salaries and benefits, representing the District's significant investment through recent labor negotiations aimed at boosting morale, enhancing job satisfaction, and improving retention, as well as hiring additional part-time staff to support CORE operations. The budget also accounts for a 4.5% and 2.0% increase in services and supplies, representing an increase in rising mandatory costs and procurement to support CORE. The services and supplies budget is lean since most of the District's revenue growth has been utilized to offset employee wages and benefits. The District has committed a combined \$649,016 of the General Fund budget for capital outlay expenses and contingency over the next two years.

The General Fund budget includes a use of \$4.8 million in reserves—\$3.2 million from assigned reserves for planned one-time initiatives and \$1.6 million from unassigned reserves to close structural budget gaps. After this drawdown, the projected fund balance is estimated at \$31.7 million at the end of the biennial budget period. This reserve serves as a financial buffer, allowing the District to continue critical projects and respond to unforeseen needs.

While the Fiscal Years 2025-26 and 2026-27 General Fund budget is not structurally balanced, it represents a realistic and responsible plan under current conditions. It reflects the District's continued focus on strategic priorities and fiscal stewardship while recognizing the need for ongoing adjustments to ensure long-term financial sustainability.

Measure E Fund

The Measure E Fund was established following the approval of Measure E by voters in November 2022, reflecting strong community support for enhanced public safety and quality of life for the residents of Elk Grove. This dedicated funding source provides the District with critical resources to maintain and improve fire protection, emergency medical response, park maintenance, and recreational programming, enabling the District to address growing service demands, invest in infrastructure, and ensure a high quality of life for residents—now and in the future. The District receives 30% of Measure E proceeds, which equates to \$9.9 million in fiscal years 2025-26 and 2026-27.

The Fire Department receives two-thirds of the District's share of Measure E revenue (\$6.6 million) and utilizes these funds to improve response time to emergency events. The Fiscal Year 2025-26 and 2026-27 budget includes salaries and benefits for 15 pre-existing safety FTE, 3 new safety FTE, and their applicable academy costs, 2 non-safety FTE, technology and software enhancements, facility, apparatus, and equipment upgrades, staff training enhancements, and Fire Explorer Program expenses.

The Parks & Recreation Department receives one-third of the District's Measure E revenue (\$3.3 million). These funds are used to maintain clean and safe public areas and to offer At-Promise youth programs and services. The Fiscal Year 2025-26 and 2026-27 budget includes funding for five FTE to support the Park Ranger Program (1), Urban Forestry Program (3), and Youth Prevention and Outreach Program (1). Additionally, this budget supports youth programs, events, trips, outings, and scholarships to create positive environments for youth, while also providing resources to maintain parks and park infrastructure to mitigate safety risks and provide equitable park maintenance services to all benefit zones.

The Measure E Fund represents a vital investment in the Elk Grove community's safety, well-being, and livability. The strategic allocation of these funds allows the District to expand its capacity to meet the growing population's evolving needs while reinforcing the community's priorities of public safety, youth engagement, and park maintenance. Through the careful stewardship of Measure E revenue in this biennial budget, the District is addressing immediate service demands and laying a strong foundation for long-term community resilience and quality of life.

Capital Projects Fund

The Capital Projects Fund budget for Fiscal Years 2025-26 and 2026-27 outlines combined projected expenditures of \$23.5 million, which reflects our continued investment in parks, facilities, and infrastructure to serve our community's growing needs. The capital program prioritizes new development and reinvestment in existing assets, supported through impact fees, grant funding, and other District resources.

Key projects include:

- **Development of Three New Parks:** The District is advancing the design and construction of Coyote Oaks Park, Mendes Ranch Park, and Unity Park, with an estimated investment of \$10.5

million over the biennium. These parks are thoughtfully designed to enhance access to open space, promote inclusive recreation, and serve the needs of new residential communities.

- **Beeman Park Revitalization:** A \$1.3 million renovation project will breathe new life into one of the District's established parks. The project will include upgraded play equipment, improved landscaping, ADA-accessible pathways, and refreshed community amenities.
- **Completion of CORE:** The District will open the CORE Recreation Center, a \$37.9 million, 59,000-square-foot facility located in Morse Community Park. Designed to foster health, wellness, and social connection, CORE will offer modern fitness amenities, multipurpose spaces, and inclusive programming for all ages—establishing a vibrant hub for community enrichment and active living.
- **Major Maintenance Initiatives:** With a combined biennial allocation of \$1.7 million within the Internal Service Fund, the District will continue to address critical maintenance needs across multiple sites, including interior and exterior painting, HVAC replacements, roof repairs, flooring replacements, asphalt repairs, and facility remodels.

These projects demonstrate the District's commitment to responsible stewardship, community enrichment, and long-term sustainability. We remain focused on delivering capital improvements that enhance the quality of life for residents today and position the District to meet the demands of tomorrow.

Landscape and Lighting Fund

The Landscape and Lighting Assessment Fund is critical in maintaining the quality and safety of the parks, streetscapes, medians, trails, and open spaces across the District. For the upcoming biennium, the fund will support operations across 13 benefit zones and six overlay assessment zones within the District, each uniquely funded based on service levels and property assessments. The fund continues to be guided by the principles of financial sustainability, equitable service delivery, and transparency.

The Landscape and Lighting Assessment Fund budget for Fiscal Year 2025-26 and 2026-27 is proposed at \$41.0 million and \$43.0 million, respectively. Revenues are projected at \$40.2 million and \$42.3 million, resulting in a \$1.6 million decrease in the fund balance over the biennial budget period, reflecting the District's investment in capital infrastructure and budget stabilization in underfunded benefit zones. The Landscape and Lighting Fund balance at the end of Fiscal Year 2026-27 is estimated at \$43.7 million, which includes an accumulated fund balance in alignment with a Park Maintenance Management Plan.

The Landscape and Lighting Fund maintains an adequate reserve despite a decrease in fund balance. This budget proposes ongoing operating expenses and necessary one-time expenses for equipment, Asset Life Cycle Plan (ALCP), and CIP projects to ensure the community's public health and safety and improve the landscape in benefit zones with sufficient funding.

CONCLUSION

Together, we have crafted a budget that reflects fiscal responsibility and positions the District for continued success in serving our community. This document represents more than just numbers. It embodies our shared vision, thoughtful planning, and unwavering commitment to excellence. It outlines our priorities and provides a roadmap for the next two years, ensuring we remain focused on delivering high-quality services and meaningful outcomes for those we serve. We are proud of our accomplishments and optimistic about the opportunities ahead.

This achievement would not have been possible without the dedication and expertise of our staff. Your hard work, attention to detail, and collaborative spirit played a critical role in shaping this biennial budget. We sincerely appreciate the time, energy, and thoughtful input each of you contributed throughout this process. Thank you for your ongoing support and partnership. It is through our collective efforts that we continue to move the District forward.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'T. Ogden', written in a cursive style.

Tim Ogden
General Manager

COSUMNES CSD PROFILE

Cosumnes Community Services District (District) is a regional leader dedicated to providing superior emergency medical, fire protection, parks and recreation services to over 205,000 residents in a 157-square-mile area of south Sacramento County.

MISSION

The Cosumnes CSD is dedicated to enhancing the quality of life of the residents, businesses, visitors, and employees within our diverse community by protecting lives, property, and the environment through superior fire suppression, emergency medical services, fire prevention, and special operations response; and by providing parks and recreation services through well maintained parks and recreational opportunities for health, wellness, and social interactions.

VISION

Be an innovative, inclusive, and intentional regional leader committed to providing exceptional services that exceed expectations and enhance the quality of life of those we serve.

The Board of Directors initiated the strategic planning process in the second quarter of 2019 in order to provide clear direction on prioritization of District resources and initiatives. Through the process the Board of Directors identified five core values, which intend to drive future objectives, initiatives, and most importantly day-to-day decision making throughout all aspects of the organization.

A copy of the District's Strategic Plan which includes a more detailed description of it's development can be found at <https://cosumnescsd.gov/1261/Cosumnes-CSD-Strategic-Plan>

OUR VALUES	
Safety & Mitigating Risk	We protect District employees, as well as mitigate risk and exposure of the District and public.
Financial Responsibility	We are an accountable, transparent, and stable Agency as we provide quality services through progressive innovations.
High-Quality Workforce	We develop and train a high-quality workforce with emphasis on professionalism, diversity, equity, and inclusion, succession planning, competency, and organizational growth.
Service to the Community	We deliver the highest levels of service to the residents, visitors, and businesses within the District.
Diversity, Equity, and Access	We ensure diversity, equity, and inclusion in all aspects of District work.

STRATEGIC OBJECTIVES

The District operates under the guidance of fifteen value-driven, strategic objectives, detailed in [Exhibit B](#). Each value has three defined objectives. All divisions within the District establish biennial cycle goals and list their previous cycle accomplishments that align with the strategic objectives.

CORE SERVICES

Adaptive & Inclusive Recreation
Aquatics
Emergency Medical Services
Fire Prevention
Fire Suppression

Park & Golf Operations
Rescue & Special Operations
Special Events
Sports & Fitness
Youth Development

GOVERNMENT

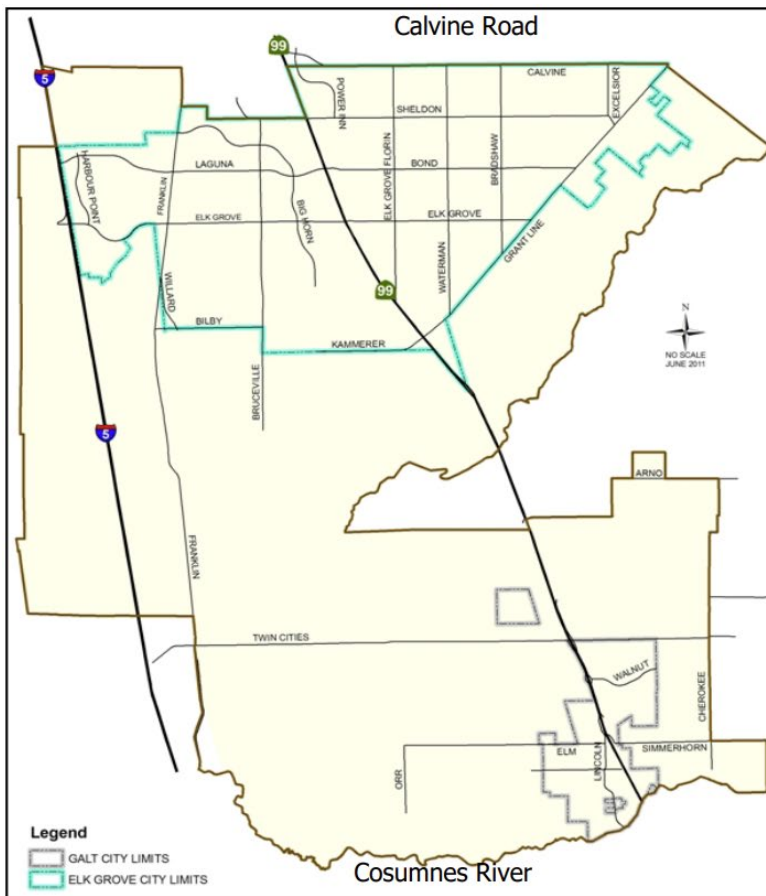
The District is a political subdivision of the State of California guided by a five-member elected Board of Directors. Its jurisdiction lies in the 3rd, 7th, and 9th Congressional Districts, the 8th and 9th State Assembly Districts, and the 3rd, 5th, 6th, and 8th State Senate Districts. As an independent special district, the District focuses on essential quality of life services including fire protection, emergency medical services and parks and recreation services.

HISTORY

The Cosumnes Community Services District dates back to 1985 with the merger of the Elk Grove Park and Recreation District (established in 1936) and the Elk Grove Fire Protection District (established in 1925 after serving the Elk Grove community since 1893), resulting in the formation of the Elk Grove Community Services District, focusing on providing essential quality-of-life services including fire protection, emergency medical services and parks and recreation services. In 2006, a reorganization of the Elk Grove CSD and the Galt Fire Protection District (established in 1921) created the Cosumnes Community Services District, expanding its capacity and enhancing its ability to meet the diverse needs of the community.

LOCATION

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



POPULATION

The District serves 209,386 residents in a 157-square-mile area of south Sacramento County, with 182,797 from Elk Grove and 26,589 from Galt.¹

DIVERSITY

The community's diverse population mirrors California's diversity. The rich cultural diversity adds a vibrant quality to the community. The racial makeup of the two cities within the jurisdiction is shown below.¹

Race and Ethnicity	Elk Grove, CA	Galt, CA
White alone, percent	34.90%	58.10%
Black alone, percent ^(a)	10.90%	2.10%
American Indian and Alaska Native alone, percent ^(a)	0.50%	1.20%
Asian alone, percent ^(a)	31.80%	4.70%
Native Hawaiian and Other Pacific Islander alone, percent ^(a)	1.20%	0.20%
Two or More Races, percent	14.10%	13.90%
Hispanic or Latino, percent ^(b)	18.00%	44.10%
White alone, not Hispanic or Latino, percent	31.20%	45.30%

(a) Includes persons reporting only one race

(b) According to the U.S. Census Bureau, Hispanics may be of any race and are included in applicable race categories.

INCOME

Elk Grove's median household income is \$122,229. The Galt median household income is \$86,327.¹

HOUSING

Elk Grove has 54,707 households, averaging 3.22 people per household. The median owner-occupied home value is \$603,400. Galt has 8,195 households with an average of 3.11 people per household. The median owner-occupied home value is \$465,700.¹

EDUCATION

The Elk Grove Unified School District, Galt Joint Union Elementary School District, and Galt Joint Union High School District serve the jurisdiction. Together, the Districts have 50 elementary schools, 10 middle schools, 11 high schools, and six alternative high schools.

Level of Education (Age 25+) ¹		
	Elk Grove	Galt
High School Diplomas	90.8%	84.0%
Bachelor's Degrees	38.0%	21.1%

The District boundaries also include several private and charter schools. Cosumnes River College is just north of the jurisdiction's boundaries. California State University, Sacramento, and the University of California, Davis, are both within commuting distance.

MAJOR INDUSTRIES

The City of Elk Grove's economy is anchored by several key industries. Education stands out prominently, with the Elk Grove Unified School District ranking as the fifth largest in California and the largest in Northern California. Healthcare is another significant sector, with major employers like Kaiser Permanente and CA Correctional Health Care Services contributing to the local economy. The retail

¹ "QuickFacts: Elk Grove City, California; Galt City, California," United States Census Bureau, accessed May 1, 2025, <https://www.census.gov/quickfacts/fact/table/elkgrovecitycalifornia,galtcitycalifornia/PST045222>.

industry also plays a vital role, supported by large retailers such as Walmart, Costco, and Apple Inc., which operate a significant presence in the city.

In contrast, the City of Galt's economy is characterized by a blend of traditional and emerging industries. Agriculture remains a foundational sector, reflecting the city's historical roots. Manufacturing has a strong presence, with companies like Cardinal Glass and Consolidated Fabricators operating in the area. Retail and transportation are also significant, with the city hosting a 400+ acre industrial park that offers ample space for development. Additionally, the Galt Market, a 10-acre open-air market attracting over 500,000 visitors annually, serves as both a cultural and economic hub for the community.

PRINCIPAL PROPERTY TAXPAYERS

Property tax revenue is the largest funding source for the District. Most of the principal taxpayers are development corporations.

Principal Property Taxpayers ²	% of Total District Taxable Assessed Value
Apple Computer, Inc.	0.45%
Apple, Inc.	0.37%
PF Portfolio 1 LP	0.36%
Taylor Morrison of California LLC	0.34%
KB Home Sacramento Inc.	0.28%
Oakmont Properties II LP	0.26%
DS Properties 18 LP	0.25%
CD Lake Point LLC/JD Lake Point LLC	0.24%
Kubota Tractor Corporation	0.23%
MG Somerfield at Lakeside Apartments	0.23%

² Cosumnes Community Services District, 2024 Annual Comprehensive Financial Report, June 30, 2024, <https://www.cosumnescsd.gov/DocumentCenter/View/29223/2024-Annual-Comprehensive-Financial-Report-PDF>.

DISTRICT ORGANIZATION

The Cosumnes Community Services District employs 393 full-time staff and 400+ part-time and seasonal employees. To manage our operations effectively, the District is divided into three departments under the leadership of the Office of the General Manager. The three departments include the Administrative Services Department, the Fire Department, and the Parks & Recreation Department. Each department is vital in upholding the District's mission and the highest service standards.

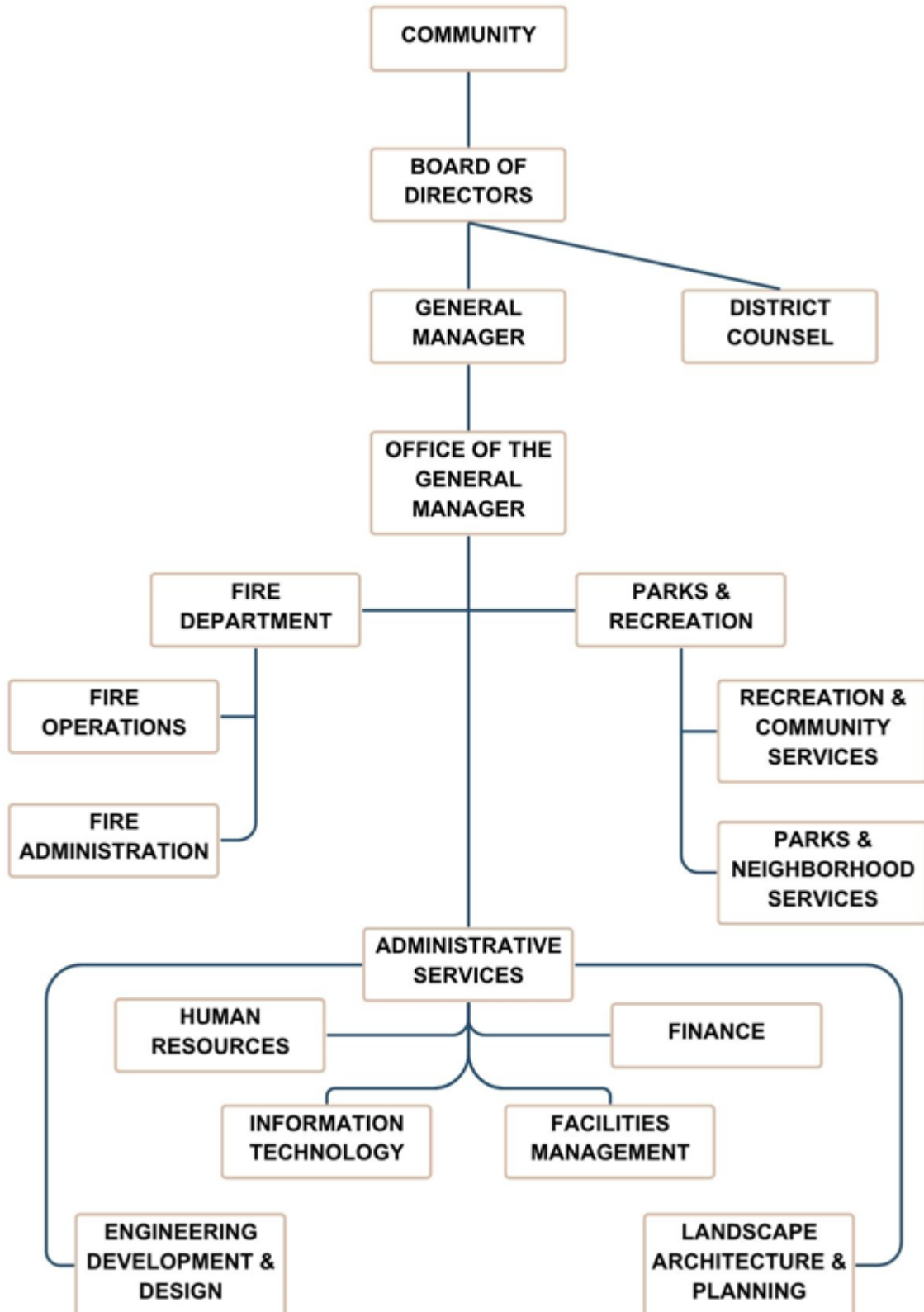
The **Office of the General Manager** plays a pivotal role as a liaison between District staff and Board Members, the media, community members, and community partners. The department's primary function is to implement District and board policies and provide leadership and legal counsel to all District Departments. The Office of the General Manager also oversees the Communications section, which manages a range of external communication and marketing efforts.

The **Administrative Services Department** supports the day-to-day business operations of the District. The Department includes the Finance, Human Resources (HR), Information Technology (IT), Facilities Management, Landscape Architecture and Planning, and Engineering, Development and Design divisions. These essential support functions ensure smooth operations and efficient resource management by acting as an internal customer service provider of integrated administrative services. The Finance Division is responsible for financial matters such as accounting, payroll, and budgeting, ensuring the District's fiscal health. The HR Division manages recruitment, employee onboarding, benefits and compensation, training and development, performance management, and employee relations. IT handles technology infrastructure and systems, including Geographic Information Systems (GIS), ensuring smooth operation and efficient data management across the District. Facilities Management, Landscape Architecture and Planning, and Engineering, Development and Design each play a critical role in guaranteeing the District's infrastructure is sufficient in measure and condition.

The **Fire Department** consists of two distinctive branches, the Operations Branch and the Administration Branch, which work together in providing fire suppression, emergency medical services, rescue operations, fire prevention and inspections, community education, and disaster response within the City of Elk Grove and the City of Galt. The Fire Department also actively participates in mutual aid with our neighboring agencies and is called on by the California Office of Emergency Services to assist in larger incident events. The Department is committed to protecting lives, property, and the environment through fire prevention, emergency response, public education, and community service.

The **Parks & Recreation Department** consists of two integral divisions, the Recreation & Community Services Division and the Park & Golf Operations Division. The Recreation and Community Services Division is responsible for offering diverse programs designed to meet the varied interests and needs of the community. These programs include special events, preschools, summer camps, teen programs, special interest classes, before- and after-school recreation, non-traditional sports, therapeutic recreation, youth and adult sports, and aquatic programming. The Park and Golf Operations Division maintains approximately 1,000 acres of parks, corridors, and trails and carries out all land management activities at parks, streetscapes, trails, Emerald Lakes Golf Course, and other owned open spaces. The coordinated efforts of these two Divisions provide parks and recreation services to the Elk Grove Community.

COSUMNES CSD ORGANIZATIONAL CHART



BUDGET PHILOSOPHY

The District's budgeting philosophy emphasizes financial sustainability, fiscal transparency, and long-term financial planning. This approach enables us to allocate resources effectively, maintain fiscal stability, and achieve our strategic goals.

Financial Sustainability ensures that we can continue to provide essential services in the short term without compromising our ability to meet future needs. This is accomplished through prioritizing:

- Increases in the General Fund reserves to meet established targets. The budget includes provisions for building and maintaining reserves, ensuring that the reserves are sufficient to cover potential risks and contingencies.
- Aligning revenues and expenditures so that one-time revenues are used for one-time expenditures to avoid creating ongoing expenses that the District cannot sustain.
- Excess revenues, net of any obligated expenses, are directly applied towards decreasing property tax support and ensuring the General Fund remains healthy.
- Identifying opportunities to reduce costs without compromising the quality of services or products. This includes streamlining processes, reducing waste, and implementing more efficient technologies.

Fiscal Transparency is necessary to ensure that we are accountable to the community and allow citizens to monitor how their tax dollars are spent. Creating trust and confidence in the budget process helps encourage greater engagement and participation from the community. We are committed to:

- Providing regular and accessible financial reports for the Board and the community.
- Communicating the budget development process, how budget decisions are made, and the fiscal impacts of those decisions.
- Ensuring all stakeholders are given equal consideration. The budgeting process involved a transparent and participatory approach to decision-making, where stakeholders were given an opportunity to provide input and feedback.

Long-term financial planning helps identify potential risks and opportunities and develop strategies to address them. Our budgeting process is not limited to short-term outcomes; we also consider long-term goals and objectives. This means forecasting future revenue and expenses and developing plans to meet future needs. To accomplish this, we consider:

- Long-term goals and priorities, including maintaining reserves, reducing debt, investing in capital projects, and supporting ongoing programs and services.
- Potential risks and challenges to mitigate future budgetary challenges and ensure financial stability.
- Revenue-enhancing strategies such as pursuing grants, partnerships with local agencies, and developing new revenue-generating initiatives.
- Allocating resources equitably across departments to ensure each department's continued success. We also utilize the internal services funds to accurately allocate costs that are fundamental to a growing organization yet are often overlooked.

Our budgeting philosophy reflects our commitment to responsible stewardship of public resources, and we will continue to strive for excellence.

BUDGET DEVELOPMENT PROCESS

BUDGET DEVELOPMENT SUMMARY

The District budget serves as the formal framework for implementing District policies and programs, encompassing both financial and organizational aspects. This comprehensive document outlines the budget for Fiscal Years 2025-26 and 2026-27. While the District primarily budgets on a fund level, it places significant emphasis on departmental and divisional reporting and control. By creating individual budgets for each department and division, the District aims to achieve a more accurate assessment of the actual costs associated with services provided. With three departments and 10 divisions, the District leverages division budgeting to gain valuable operational insights and provide a detailed breakdown of fund-level revenues and expenditures.

BUDGET PREPARATION SCHEDULE

The District's budget is prepared by staff under the direction of the General Manager through a structured and collaborative process. It begins with a comprehensive internal review of current financial performance, an assessment of operational needs, and the identification of budgetary priorities for the upcoming two fiscal years. Each department submits budget proposals, which are analyzed and refined through interdepartmental collaboration and fiscal evaluation. A draft budget is presented to the Board of Directors at the second Board meeting in May, where community input is also solicited. Feedback from this meeting is incorporated into the final budget, which is then presented for adoption at the second Board meeting in June.

Prior to adopting the budget, the Board opens a public hearing. The purpose of a public hearing prior to adopting a budget is to provide transparency and encourage community participation in the District's financial planning process. It allows constituents to review proposed expenditures and revenues, ask questions, and offer feedback before the budget is finalized. This process ensures that public officials consider the community's needs and concerns, promote accountability, and help build trust in how public funds are managed.

BIENNIAL BUDGET TIMELINE	
November 2024 – February 2025	Preparation of baseline budgeting information, including staffing, debt service, and internal service fund expense estimates.
February 28, 2025	Board Budget Priorities Workshop.
March 3, 2025	Budget Kick-off Meeting with Senior Leadership Team and Administrative Managers. Budget instructions released to Departments.
March 21, 2025	Measure E Budgeting information due.
March 28, 2025	All other Funds' Budgeting information due.
March 29 – April 18, 2025	Finance Division reviews and meets with Departments regarding their budget request.
April 19 – 23, 2025	Departments incorporate Finance feedback.
April 30, 2025	Proposed Measure E Budget is presented to the Board.
May 12, 2025	Measure E Oversight Committee Meeting.
May 21, 2025	First reading of the proposed budget is presented to the Board for feedback and public input at the second Board meeting in May.
June 18, 2025	Final budget for Fiscal Years 2025-26 & 2026-27 is presented to the Board. The Board conducts a public hearing prior to adoption at the second Board meeting in June.

BASIS OF ACCOUNTING

The financial records of the District are diligently prepared and maintained in adherence to the generally accepted accounting principles (GAAP) and Government Accounting Standards Board (GASB) pronouncements designed explicitly for governmental accounting. In accordance with GAAP and GASB guidelines, the modified accrual basis of accounting is employed for governmental funds. In contrast, the full accrual basis of accounting is utilized for proprietary funds, such as the Golf Enterprise Fund and the Internal Service Fund. This systematic approach ensures accurate and comprehensive financial reporting across different types of funds within the District.

BASIS OF BUDGETING

The District prepares its budget in accordance with the accounting basis required for its audited financial statements and in compliance with standards established by the Governmental Accounting Standards Board (GASB). GASB standards mandate the use of different accounting basis depending on the type of fund. Governmental funds—which include all District funds except the Golf Enterprise Fund and the Internal Service Fund—are budgeted using the modified accrual basis of accounting. Under this method, revenues are recognized when they are both measurable and available to finance current expenditures, while expenditures are recorded when the associated liability is incurred, with certain exceptions such as debt service, which is recognized when due. This approach reflects the short-term financial focus of governmental operations and ensures consistency with GASB requirements.

In contrast, proprietary funds, such as the Golf Enterprise Fund and Internal Service Fund, are budgeted using the full accrual basis of accounting, as required by GASB. Under this basis, revenues are recognized when earned and expenses are recorded when incurred, regardless of the timing of cash flows. This approach provides a more comprehensive view of financial performance and long-term sustainability, and is particularly appropriate for activities that operate in a business-like manner.

BALANCED BUDGET

A structurally balanced budget is a financial plan in which ongoing revenues are sufficient to cover ongoing expenses without relying on one-time funding sources, reserves, or temporary measures to fill budget gaps. This approach ensures long-term fiscal sustainability by matching recurring income, such as taxes, fees, and other predictable revenue streams, with recurring expenditures like salaries, benefits, and other mandatory costs. A structurally balanced budget reflects sound financial management and helps prevent future deficits by avoiding dependence on short-term fixes.

RESERVES

Reserves refers to funds that are set aside and maintained by the District for specific purposes. These reserves serve as a financial cushion or contingency to address future needs, stabilize budgets, or mitigate potential risks. Reserves can be established for various purposes, such as emergency funds, capital projects, debt service, pension obligations, or other long-term liabilities. They are intended to ensure the availability of financial resources when required and contribute to the overall financial stability and sustainability of the District.

BUDGET ADJUSTMENT/AMENDMENTS

Expenditure control is enforced at the Fund level for all budgeted Departments within the District. This level ensures expenditures do not exceed the legally allocated appropriations. Any adjustments or transfers of expenditures between Departments or Divisions within a Fund require authorization from the General Manager. Moreover, the Board's approval is necessary for any amendments to the total appropriations within a Fund or transfers between different Funds. In cases where unanticipated revenues arise during the fiscal year, supplemental appropriations must be endorsed by the Board to ensure proper financing.

FUND STRUCTURE

The Cosumnes Community Services District (CSD) budget is distributed across nine distinct funds, each classified as either a Governmental Fund or a Proprietary Fund. Governmental Funds are used to account for activities primarily supported by taxes and other non-exchange revenues, such as public safety and parks and recreation services. In contrast, Proprietary Funds are used for operations that function more like businesses, where services are funded primarily through user fees.

Within these two broad categories, the District utilizes several fund types: General Fund, Special Revenue Fund, Capital Projects Fund, Debt Service Fund, Enterprise Fund, and Internal Service Fund. The General Fund serves as the District's primary operating fund, supporting core services through general revenues. Special Revenue Funds track revenues that are legally restricted or committed to specific purposes. Capital Projects Funds manage financial resources dedicated to acquiring or constructing major capital assets. Debt Service Funds are established to accumulate resources for and pay principal and interest on long-term debt. Under the proprietary classification, Enterprise Funds support services provided directly to the public on a fee-for-service basis. Internal Service Funds, also proprietary, facilitate services provided internally between departments.

Each fund is also categorized as either major or non-major, and as appropriated or non-appropriated. Major funds are those considered significant and are presented individually in financial reports to enhance transparency, while non-major funds are grouped together. Appropriated funds are those for which the Board formally authorizes spending limits as part of the annual budget process, reflecting legal compliance and public accountability. Non-appropriated funds, while still monitored and audited, are managed internally and are not subject to formal Board appropriation.

The following table provides a comprehensive overview of the District's fund structure, identifying each fund's name, classification, type, major/non-major designation, and appropriated or non-appropriated status.

District Fund	Governmental / Proprietary	Type	Major / Non-Major	Appropriated / Non-Appropriated
General	Governmental	General	Major	Appropriated
Landscape & Lighting	Governmental	Special Revenue	Major	Appropriated
Capital Projects	Governmental	Capital Project	Major	Appropriated
Measure E	Governmental	Special Revenue	Major	Appropriated
Internal Services	Proprietary	Internal Service	Non-Major	Non-Appropriated
Debt Service	Governmental	Debt Service	Non-Major	Appropriated
Golf Enterprise Fund	Proprietary	Enterprise	Non-Major	Appropriated
Community Facilities District	Governmental	Special Revenue	Non-Major	Appropriated
State / Federal Grants	Governmental	Special Revenue	Non-Major	Appropriated

The government-wide audited financial statements include not only the nine budgeted funds identified above, but also a legally separate non-profit organization, Cosumnes Legacy Foundation, which the District is financially accountable. Financial information for this blended component unit is reported separately from the financial information presented for the primary government itself.

APPROPRIATIONS LIMIT

Proposition 4, also known as the Gann Initiative, was a ballot measure that was voted on in November 1979 in California. The Gann Initiative aimed to limit government spending by implementing restrictions on state and local government expenditures.

The key provision of Proposition 4 was the establishment of a spending limit based on a formula tied to population growth and inflation. It mandated that the growth rate of government expenditures should not exceed the growth rate of the state's economy, as measured by population and inflation. Any excess revenue beyond the established limit was required to be returned to taxpayers in the form of refunds or tax credits.

The appropriation limit for Fiscal Year 2025-26 is \$248,483,173. The revenues subject to the Gann Initiative are well within the appropriation limit.

The Fiscal Year 2026-27 appropriations limit will be calculated once population and cost-of-living factors are available.

COSUMNES COMMUNITY SERVICES DISTRICT APPROPRIATIONS LIMIT CALCULATION FISCAL YEAR 2025-26			
	Elk Grove	Galt	District Total
2024-25 Beginning Limit	222,346,109	8,232,248	230,578,357
Population Adjustment Factor:			
City Weighted Average Population Change	1.0124	1.0138	
Cost of Living Factor:			
Change in CA per capita income	1.0644	1.0644	
2025-26 Appropriation Limit	239,599,847	8,883,326	248,483,173

ECONOMIC OUTLOOK

The economic landscape for the Fiscal Years 2025–26 and 2026–27 presents both opportunities and challenges that will shape Cosumnes CSD’s financial planning and service delivery. This section provides an overview of key economic indicators that influence the District’s fiscal health, including property tax revenue, sales and use tax trends, labor market conditions, the Consumer Price Index (CPI), and the federal funds rate. As the region continues to experience steady population growth and development, property and sales tax revenues remain essential funding sources for core community services.

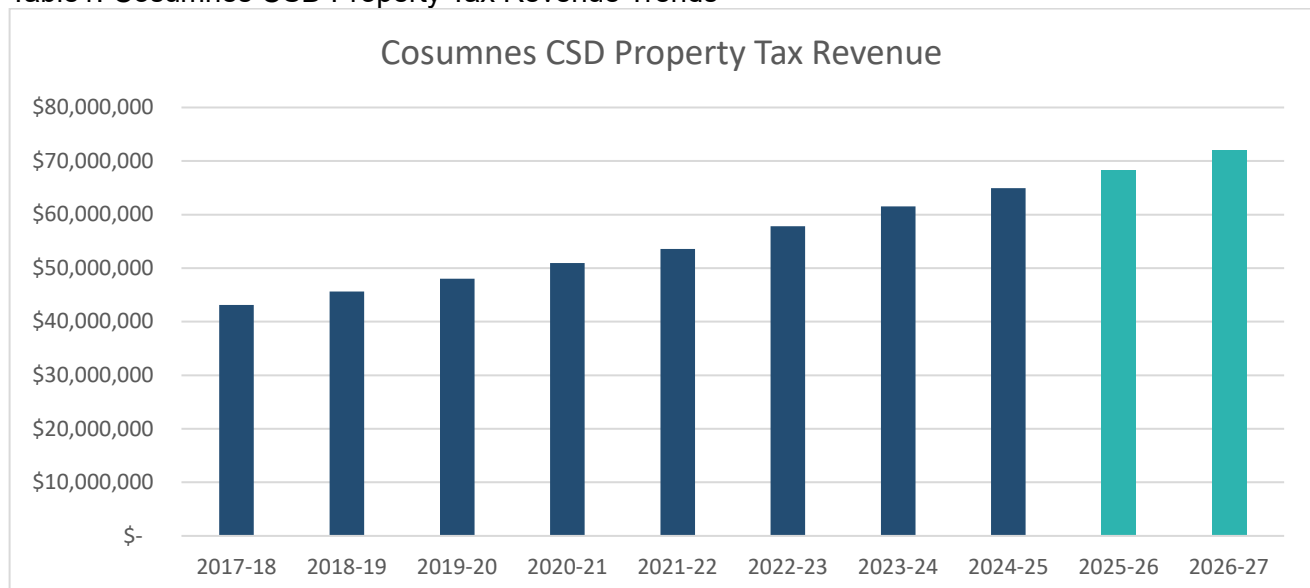
National and regional economic conditions, including inflation trends and monetary policy decisions, have a direct impact on local government finances. Labor market dynamics affect both wage pressures and the availability of skilled personnel, while changes in the CPI influence the cost of goods and services required to operate the District. Additionally, adjustments to the federal funds rate signal broader economic shifts that may impact borrowing costs and investment earnings. This analysis aims to provide context for budget assumptions and inform strategic planning over the biennium.

PROPERTY TAX TRENDS

Most of the District’s General Fund revenue is generated from property taxes, a proportionate share of the countywide 1% of assessed property value. Property value is assessed at its 1975 fair market value with annual increases limited to 2% except when property changes ownership or undergoes new construction. Property value is reappraised when a change in ownership occurs which may result in a significant increase in individual property annual tax bills since the countywide 1% will be assessed on the current year’s value. While the District will experience some property tax revenue growth year-to-year, the growth rate is higher in periods with high housing market activity.

For more than 20 years, the District experienced annual property tax growth rates greater than ten percent. The nation-wide housing crisis disrupted this pattern in 2008 and 2009. After five years of property tax decline, the District has been experiencing growth ever since and is estimating a 5.7% increase in fiscal year 2025-26 and an additional 5.4% increase in fiscal year 2026-27. Growth in property tax is driven by increases in property value, new construction, and supplemental property taxes from real estate sales. Table 1 (below) depicts eight years of property tax revenue trends with estimates for the two biennial years.

Table1: Cosumnes CSD Property Tax Revenue Trends



The Cosumnes CSD Property Tax Revenue Trends table includes secured, unsecured, homeowners' property tax relief, and unitary taxes only. Supplemental taxes, which typically represent between 0% and 5% of the District's property tax revenue, are subject to significant volatility and are highly sensitive to changes in the local economy. Due to the unpredictability of this revenue category, it plays a critical role in shaping the District's property tax revenue projections and is therefore budgeted conservatively, remaining flat compared to Fiscal Year 2024–25 projections.

SALES & USE TAX

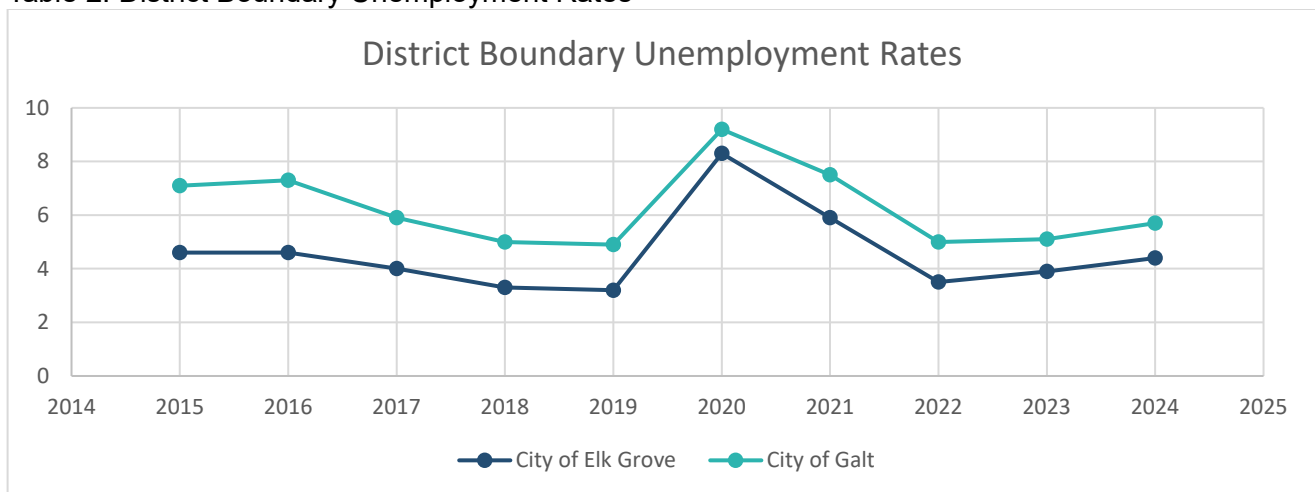
On November 8, 2022, Elk Grove voters approved Measure E, authorizing a new 1% transactions and use tax within the City's boundaries. Revenue generated from Measure E is shared between the City of Elk Grove and the District and is allocated to expenditures aligned with community-identified priorities. Fiscal Years 2025–26 and 2026–27 represent the third and fourth years, respectively, in which the District will receive support from this revenue source.

Sales and use tax is considered a more volatile funding stream, subject to rapid and unpredictable fluctuations driven by economic conditions. The outlook for the broader economy remains uncertain, particularly in light of the recent change in federal administration. Based on current trends and economic indicators, the City and the District project Measure E revenue to total approximately \$33 million in Fiscal Year 2025–26, with \$9.9 million allocated to the District. While the City of Elk Grove adopts an annual budget, the District follows a biennial budgeting process. To remain fiscally prudent in light of revenue volatility, the District is projecting flat Measure E revenue in Fiscal Year 2026–27, consistent with the first year of the biennium.

LABOR MARKET

Employment rates have a significant influence on the District's financial health. Higher employment typically drives stronger consumer spending and property values, boosting key revenue sources such as sales tax (e.g., Measure E), property taxes, and program fees. In contrast, rising unemployment can reduce these revenues while increasing demand for subsidized services, placing added pressure on the District's budget. Additionally, employment trends affect labor costs and staffing availability, with low unemployment potentially increasing recruitment challenges and wage pressures. Table 2 (below) shows unemployment rates over the past decade. Current unemployment levels are lesser than those seen before the great spike during the COVID-19 pandemic.

Table 2: District Boundary Unemployment Rates

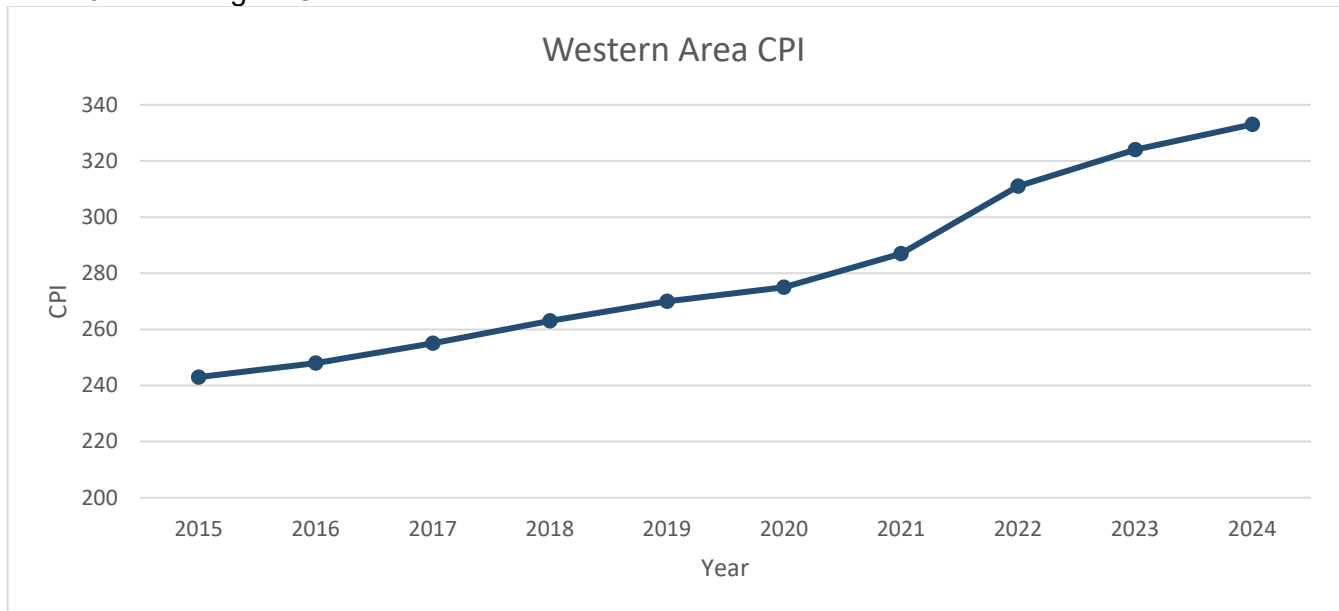


³ California LaborMarketInfo, Data Library, accessed May 1, 2025, <https://labormarketinfo.edd.ca.gov/data/unemployment-and-labor-force.html>.

CONSUMER PRICE INDEX

Consumer Price Index (CPI) is an economic metric that measures the change in prices paid by consumers over time and impacts the District's budget by influencing both revenues and expenses. On the expense side, rising CPI increases the cost of goods, services, labor, and capital projects, putting upward pressure on the District's operating and capital budgets. While some program fees may be adjusted for inflation, key revenue sources like property and sales and use taxes are not directly tied to CPI, which can erode purchasing power in high-inflation environments. As a result, sustained increases in CPI may create structural budget imbalances if revenues do not keep pace with rising costs. Table 3 (below) depicts the annual CPI for the West region of the United States (includes the State of California) for the past ten years:

Table 3: West Region CPI Trends



4

Over the past decade, the CPI for the West Region has experienced notable fluctuations. From 2015 to 2019, annual inflation rates remained moderate, averaging between 2% and 3%. In 2020, the CPI increased by 1.8%, reflecting the economic slowdown during the COVID-19 pandemic. However, inflation surged in 2021 and 2022, with annual increases of 4.7% and 8.4%, respectively, driven by supply chain disruptions and rising demand. In 2023, the CPI rose by 4.2%, indicating a deceleration in inflationary pressures. By 2024, the annual CPI increase further moderated to 2.8%, suggesting a return to more stable inflation levels.

FEDERAL FUNDS RATE

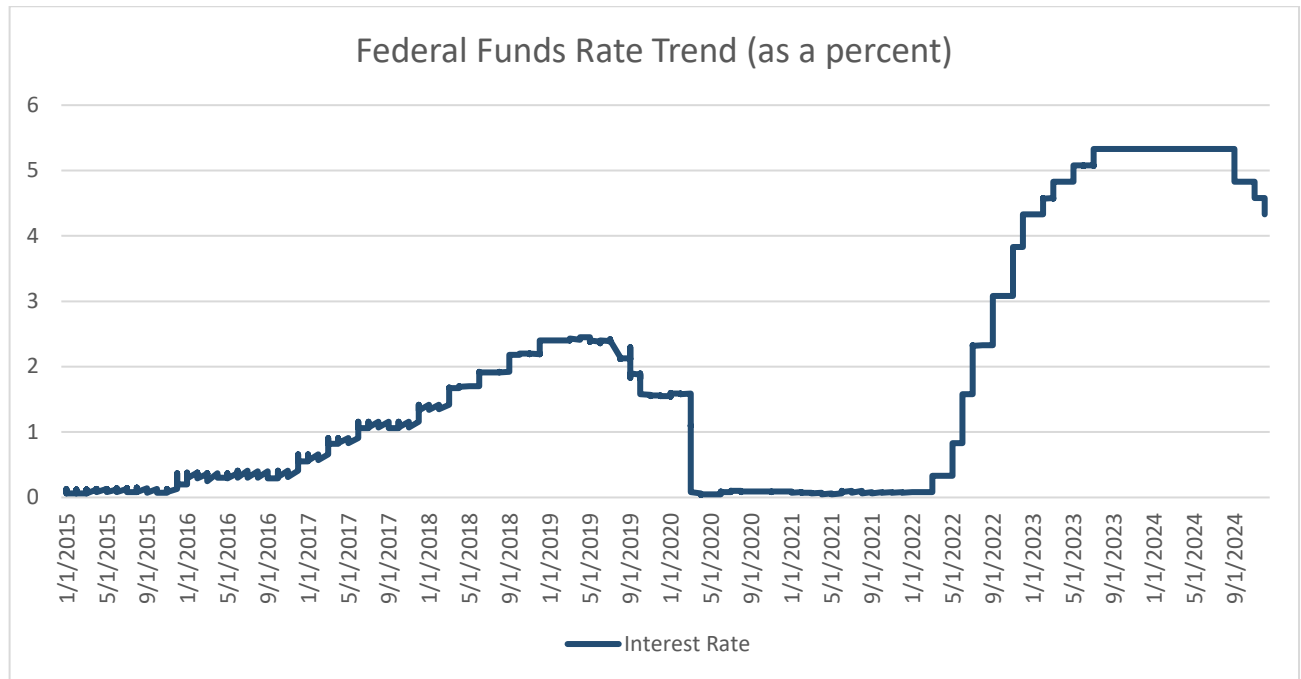
The Federal Funds Rate is the interest rate at which U.S. banks lend reserves to each other overnight. Set by the Federal Reserve, it serves as the primary tool for controlling monetary policy and influences interest rates across the economy, including for consumer loans, mortgages, and government borrowing. When the Federal Reserve raises the rate, borrowing becomes more expensive, which typically slows economic activity and inflation. Lowering the rate has the opposite effect, encouraging spending and investment.

For the District, changes to the Federal Funds Rate can impact both revenues and expenses. On the expense side, higher rates can increase borrowing costs for capital improvement projects and reduce

⁴ "Bureau of Labor Statistics Data," U.S. Bureau of Labor Statistics (U.S. Bureau of Labor Statistics), accessed May 1, 2025, <http://data.bls.gov/dataViewer/view/timeseries/CUUR0400SA0>.

investment earnings on reserves. Rising rates may also contribute to inflationary pressures, increasing the cost of goods, services, and wages. On the revenue side, higher interest rates can slow economic growth, potentially reducing sales tax revenues (such as Measure E) and limiting housing market activity, which drives property tax growth. In contrast, lower rates may stimulate economic activity, supporting revenue growth but yielding lower investment returns.

Table 4: Federal Funds Rate Trends



As depicted in Table 4 (above), the Federal Funds Rate has undergone significant fluctuations in response to varying economic conditions over the past decade. In 2015, the rate began a gradual ascent from near-zero levels, reaching approximately 2.5% by late 2018. In 2019, the Federal Reserve System (Fed) implemented three pre-emptive quarter-point interest rate cuts to mitigate potential economic disruptions caused by a global economic slowdown and trade tensions. In 2020, the COVID-19 pandemic prompted the Fed to slash rates back to near-zero to support the economy. As inflation surged in 2021 and 2022, the Fed responded with aggressive rate hikes, peaking at a target range of 5.25% to 5.50% by mid-2023. Subsequent easing began in late 2024, with the rate reduced to a range of 4.25% to 4.50% by early 2025, reflecting efforts to balance inflation control with economic growth.

The shifts in the Federal Funds Rate have broad implications for borrowing costs, investment returns, and overall economic activity. Higher rates can dampen economic growth by increasing borrowing costs, while lower rates aim to stimulate spending and investment. The Fed's adjustments reflect its dual mandate to promote maximum employment and maintain stable prices. As of May 2025, the Fed maintains a cautious stance, keeping rates steady amid ongoing economic uncertainties, including inflationary pressures and global trade dynamics⁶.

⁵ "Federal Funds Rate - 62 Year Historical Chart," MacroTrends, accessed May 1, 2025, <https://www.macrotrends.net/2015/fed-funds-rate-historical-chart>.

⁶ Timiraos, N. (2025, May 8). Fed keeps rates steady as tariff uncertainty roils outlook. The Wall Street Journal. <https://www.wsj.com/economy/central-banking/fed-keeps-rates-steady-as-tariff-uncertainty-roils-outlook-55ebe99f>

CONCLUSION

The economic outlook for Fiscal Years 2025–26 and 2026–27 reflects a complex interplay of macroeconomic trends influencing local revenues and fiscal planning. Property tax revenues, a primary funding source for the District, are anticipated to experience moderate growth, supported by ongoing development and stable real estate valuations in the Elk Grove area. However, the pace of growth may be tempered by broader economic conditions and potential shifts in the housing market. Sales and use tax revenues are expected to remain relatively stable, though consumer spending patterns and inflationary pressures could introduce variability.

Labor market indicators suggest a slight uptick in unemployment rates. These shifts may influence local employment dynamics and, by extension, service demand within the district. Inflation, as measured by the Consumer Price Index (CPI), remains elevated but has begun to stabilize compared to the sharper increases observed in previous years. Persistent inflationary trends may impact the cost of goods and services procured by the District, necessitating careful budgetary adjustments.

Monetary policy developments also bear significance for the District's fiscal outlook. The Federal Reserve has maintained the federal funds rate within a range of 4.25% to 4.50%. These interest rate trends will influence borrowing costs and investment returns, factors integral to the District's financial planning. Additionally, potential policy shifts, such as the implementation of new tariffs, could exacerbate inflationary pressures and delay anticipated rate cuts, further complicating the economic landscape. In this context, Cosumnes CSD's proactive financial strategies and adaptive budgeting will be crucial in navigating the fiscal challenges and opportunities of the coming years.

LEGISLATIVE OUTLOOK AND WATCH

The California State Legislature comprises the California State Senate and the California State Assembly, which convene year-round to draft, review, and propose new legislation. The District closely monitors legislative activities to prepare for the impact if the bills are signed into law. The Senate and Assembly bills detailed below include current legislation that, if implemented, may have some effect on the District's financial forecast.

ASSEMBLY BILL 1

AB 1 (Connolly, D) would require the California Department of Insurance to periodically review and potentially update its regulations regarding wildfire risk mitigation, specifically by incorporating new property-level and communitywide building hardening measures. If enacted, this bill could lead to stricter or more comprehensive wildfire mitigation standards that insurers must consider in their rating plans. For Cosumnes CSD, compliance with expanded mitigation requirements could increase operational and infrastructure costs, particularly if new standards necessitate upgrades to community facilities, emergency response systems, or fire prevention programs, potentially impacting the District's budget and long-term financial planning.

ASSEMBLY BILL 66

AB 66 (Tangipa, R) would exempt certain egress route projects from California Environmental Quality Act (CEQA) requirements through 2032, specifically those aimed at improving emergency access and evacuation in subdivisions lacking a secondary exit route, provided specific conditions are met. For Cosumnes CSD, this exemption could reduce the time and cost associated with planning and implementing critical fire safety infrastructure projects, such as new or improved evacuation routes. This may result in cost savings on environmental reviews and accelerate project timelines, positively impacting the District's budget and its ability to enhance community safety in fire-prone areas.

ASSEMBLY BILL 252

AB 252 (Bains, D) would require Cal Fire to achieve and maintain full, year-round staffing levels at all of its fire stations and facilities by January 1, 2028, with phased implementation and annual progress reports to the Legislature. While this mandate applies directly to Cal Fire, Cosumnes CSD, which provides mutual aid during wildfire incidents, could experience indirect financial impacts. Increased Cal Fire staffing may reduce reliance on mutual aid from local agencies like Cosumnes CSD, potentially lowering overtime and deployment costs. However, improved coordination and increased incident support could also require the District to maintain a higher state of readiness, affecting training or resource allocations.

ASSEMBLY BILL 267

AB 267 (Macedo, R) proposes suspending funding to the High-Speed Rail Authority for the 2026–27 and 2027–28 fiscal years and redirecting those funds from the Greenhouse Gas Reduction Fund to the General Fund, with the intent to boost investments in water infrastructure and wildfire prevention. For Cosumnes CSD, this redirection of state resources could potentially lead to increased grant opportunities or state-funded programs supporting local wildfire prevention efforts. If allocated to local agencies, such funding could help offset costs for vegetation management, fire mitigation projects, or infrastructure improvements, positively impacting the District's finances by reducing the need for local funding sources.

ASSEMBLY BILL 270

AB 270 (Petrie-Norris, D) would require the Office of Emergency Services to establish a pilot program for deploying the nation's first autonomous firefighting helicopter, including associated training and operational transition activities. While the bill does not mandate local agency participation, Cosumnes CSD could be indirectly impacted if the technology becomes part of mutual aid operations or state-

coordinated wildfire response. Potential financial effects could include cost savings from more efficient fire suppression support or, conversely, future training and equipment integration expenses if local crews are expected to work alongside or support autonomous systems in the field.

ASSEMBLY BILL 288

AB 288 (McKinnor, D) would expand the jurisdiction of the Public Employment Relations Board (PERB) to allow workers covered by the National Labor Relations Act (NLRA) to seek relief through PERB if the National Labor Relations Board (NLRB) fails to respond effectively within a specified timeframe. Although this bill primarily targets private-sector labor issues, its broader implications for labor practices and dispute resolution could influence how public agencies like Cosumnes CSD navigate labor relations. If the bill leads to increased labor organizing or changes in how disputes are handled, the District may face higher administrative or legal costs related to labor compliance, negotiations, or dispute resolution, potentially impacting its financial and human resources planning.

ASSEMBLY BILL 300

AB 300 (Lackey, R) would require the State Fire Marshal to classify and review fire hazard severity zones—including moderate, high, and very high hazard areas—across the state at least once every eight years. For Cosumnes CSD, this could result in changes to the fire hazard classification of areas within its jurisdiction, potentially triggering stricter building codes, vegetation management requirements, or insurance implications. If more areas are reclassified into higher-risk zones, the District may face increased demand for fire prevention services, public education, and enforcement, potentially leading to higher operational costs and the need for additional funding or resource reallocation.

ASSEMBLY BILL 307

AB 307 (Petrie-Norris, D) would allocate \$10 million from the \$25 million designated for wildfire detection technologies under the Safe Drinking Water, Wildfire Prevention, Drought Preparedness, and Clean Air Bond Act of 2024 to the ALERTCalifornia fire camera mapping system. For Cosumnes CSD, enhanced fire detection and real-time mapping through this system could improve early wildfire response and situational awareness during mutual aid incidents. While the bill does not impose direct costs on the District, the improved technology could lead to long-term financial benefits by reducing response times, limiting fire spread, and potentially lowering the costs associated with large-scale fire events.

ASSEMBLY BILL 339

AB 339 (Ortega, D) would require local public agencies, including Cosumnes CSD, to provide recognized employee organizations with at least 120 days' written notice before issuing a request for proposals, renewing, or extending contracts related to services within the scope of the job classifications represented by the organization. This extended notice period could lead to additional administrative costs for the CSD, as it would require more planning and coordination in advance of contracting decisions. While the bill aims to ensure better communication with employee organizations, it may increase the time and resources needed for labor-related contract negotiations, potentially affecting the District's budgeting and operations.

ASSEMBLY BILL 340

AB 340 (Ahrens, D) would prohibit public employers from questioning employees or their representatives about confidential communications made between employees and their representatives concerning labor matters. For Cosumnes CSD, this could increase the complexity of labor relations by making it more difficult to fully assess employee concerns or negotiate terms related to collective bargaining. Financially, it may lead to increased legal or administrative costs as the District adapts its approach to handling labor communications and disputes, potentially requiring more stringent confidentiality protections and training for staff.

ASSEMBLY BILL 369

AB 369 (Rodriguez, Michelle, D) would extend liability protections to individuals, including emergency responders, who administer anti-seizure medication in good faith and without compensation during a seizure emergency. For Cosumnes CSD, particularly in the context of emergency medical services (EMS), this could reduce legal risks and liabilities for employees providing medical assistance in the field. However, it could also lead to additional training costs and adjustments to protocols for handling seizure-related emergencies, as employees may need to be trained to administer such medication.

ASSEMBLY BILL 404

AB 404 (Sanchez, R) would indefinitely extend the exemption from California Environmental Quality Act (CEQA) requirements for prescribed fire, reforestation, and other wildfire prevention activities, such as thinning and fuel reduction projects, that are conducted to reduce the risk of high-severity wildfire. For Cosumnes CSD, this bill could make it easier and faster to implement fire prevention programs on lands it manages or supports, potentially reducing long-term fire suppression costs. However, it could also increase initial program costs if additional resources are needed for project oversight and compliance verification, despite the CEQA exemption.

ASSEMBLY BILL 438

AB 438 (Hadwick, R) would expand the definition of "authorized emergency vehicle" to include vehicles owned by county, city, or city and county offices of emergency services while being used by public employees to respond to disasters. For Cosumnes CSD, this change could impact the types of vehicles eligible for emergency response exemptions, potentially reducing restrictions for some vehicles. This could increase operational efficiency and reduce legal or procedural delays during emergencies. Financially, it may result in increased costs related to maintaining additional vehicles under this expanded definition or operational adjustments to ensure compliance with the law.

ASSEMBLY BILL 463

AB 463 (Rodriguez, Michelle, D) would authorize ambulance services, including those operated by fire departments of federally recognized Indian tribes, to transport injured police canines or search and rescue dogs. For Cosumnes CSD, this could impact emergency medical services (EMS) operations by necessitating new protocols or resources for transporting injured animals. While this may increase the demand for EMS services, it could also enhance District's relationships with local law enforcement and potentially lead to cost recovery opportunities through inter-agency collaboration or grants.

ASSEMBLY BILL 769

AB 769 (Wilson, D) would allow regional park and open-space districts to compensate board members up to \$1,000 monthly as an alternative to per-meeting compensation. For Cosumnes CSD, if they operate or collaborate with such districts, this could impact budget allocations for board compensation. The potential increase in compensation could raise administrative costs, especially if multiple members serve on boards of regional parks or open-space districts. However, it may also offer flexibility in managing board member compensation within the district's financial planning.

ASSEMBLY BILL 1057

AB 1057 (Rodriguez, Michelle, D) would exclude overtime wages paid to qualified first responders during emergency operations from taxable income. This could have a financial impact on Cosumnes CSD by reducing the taxable income of its first responders, possibly leading to lower payroll taxes for the District. This could also improve employee retention and morale by enhancing compensation, potentially reducing turnover and associated hiring costs.

ASSEMBLY BILL 1114

AB 1114 (Ávila Farías, D) would extend toll and fee exemptions for authorized emergency vehicles, including those owned by private entities, when responding to emergencies. Cosumnes CSD could

benefit from this bill by reducing operational costs for emergency response vehicles that need to travel through toll zones or highways, allowing for faster response times during emergencies. While the direct financial impact is relatively small, the reduction in fees may provide cost savings for emergency vehicle operations.

ASSEMBLY BILL 1181

AB 1181 (Haney, D) would require updates to safety regulations for firefighter personal protective equipment (PPE), including eliminating harmful chemicals like perfluoroalkyl substances by 2027. For Cosumnes CSD, this could result in increased costs related to purchasing new PPE that meets the updated safety standards. Additionally, the District might face expenses in training staff on new protocols or in maintaining compliance with these updated standards, potentially impacting its fire protection budget.

ASSEMBLY BILL 1198

AB 1198 (Haney, D) would adjust the timing for when changes in prevailing wage rates for public works projects are applied. Starting in 2026, changes in wage rates would apply to contracts after the notice to bidders is published. Cosumnes CSD, when undertaking public works projects, could face higher labor costs due to more frequent adjustments in prevailing wage rates. This could potentially increase the budget for construction or public facility maintenance, requiring more careful financial planning to account for potential wage fluctuations.

ASSEMBLY BILL 1225

AB 1225 (Bennett, D) would create an Accessibility Advisory Committee for state parks and beaches to improve accessibility for individuals with disabilities. While Cosumnes CSD may not be directly involved with state parks, the bill could influence local planning or regulations regarding accessibility at public spaces. The committee's recommendations could require adjustments to make facilities more accessible, which might lead to new funding requirements or infrastructure investments to meet accessibility standards.

ASSEMBLY BILL 1234

AB 1234 (Ortega, D) would revise the process for the Labor Commissioner to investigate and resolve employee wage complaints, establishing timelines for decision-making and investigations. For Cosumnes CSD, this could lead to an increase in administrative oversight if there are wage disputes or complaints from employees. The District might face additional costs related to compliance, including potential legal fees and fines if found in violation of wage regulations, as well as the need to streamline its internal processes to avoid delays and ensure compliance with the updated timelines.

SENATE BILL 291

SB 291 (Grayson, D) would shorten the exemption period for certain contractors who do not have employees from the workers' compensation insurance requirement, with the new deadline being January 1, 2027. For Cosumnes CSD, if it contracts out work to licensed contractors, this bill may result in higher costs as contractors will need to maintain workers' compensation coverage to comply with licensing requirements. This could also lead to more expensive bids for public works or maintenance projects.

SENATE BILL 590

SB 590 (Durazo, D) would expand eligibility for paid family leave to include employees who take time off to care for a designated person, defined as someone with a close family-like relationship. For Cosumnes CSD, the bill could increase costs related to employee absences, as it would require the District to accommodate more paid leave for staff. This could impact workforce planning and the budget for human resources or payroll management.

SENATE BILL 700

SB 700 (Grayson, D) would ensure that firefighters and fire departments can voluntarily participate in research studies related to cancer prevention without restrictions from local governments. For Cosumnes CSD, this bill could facilitate the participation of its firefighting staff in valuable health research, potentially improving safety practices and reducing long-term health care costs. However, there may also be costs associated with facilitating the participation of staff in these studies or ensuring compliance with the program.



DISTRICT-WIDE BUDGET OVERVIEW

FISCAL YEARS 2025-26 & 2026-27

DISTRICTWIDE BUDGET OVERVIEW

Cosumnes Community Services District's (District) total expenditure budget for Fiscal Years 2025-26 and 2026-27 is \$208,895,489 and \$203,021,156, respectively. These expenditures are supported by projected revenues of \$192,500,615 in Fiscal Year 2025-26 and \$198,321,547 in Fiscal Year 2026-27. The District will be utilizing reserves in the amount of \$16,394,874 in Fiscal Year 2025-26 and \$4,699,610 in Fiscal Year 2026-27. Most of the reserve use is for planned expenditures, however a small amount each fiscal year (\$806,235 in Fiscal Year 2025-26 and 847,527 in Fiscal Year 2026-27) is being used to address the gap between revenues and expenditures.

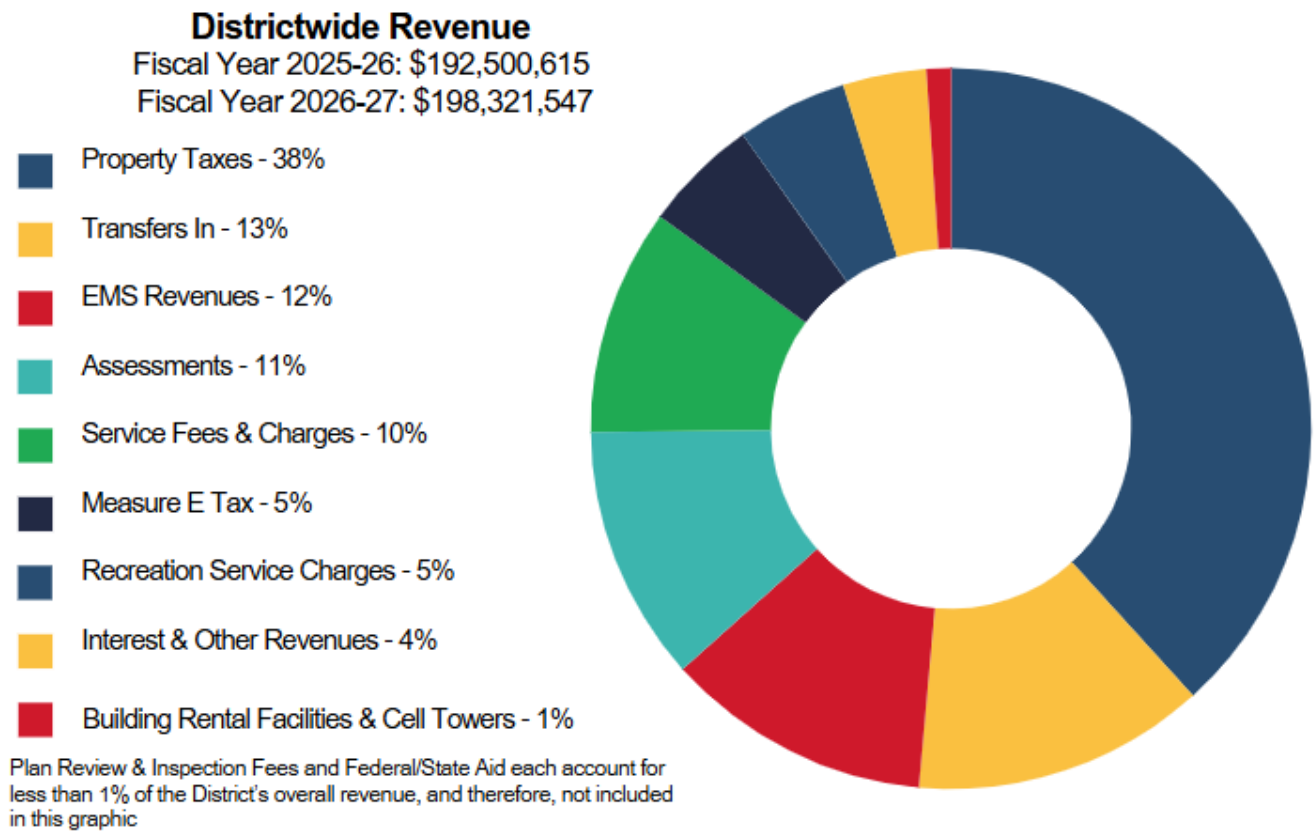
It is important to note that the total expenditure figures include Internal Service Fund transactions and interfund transfers, which can artificially inflate both revenues and expenditures. These internal transactions represent movements of cash and resources between District funds and do not reflect actual changes to the District's overall financial position. Specifically, Internal Service Fund transactions total \$10,893,128 in Fiscal Year 2025-26 and \$11,845,419 in Fiscal Year 2026-27. Interfund transfers amount to \$24,500,103 and \$24,324,955 for the same respective fiscal years.

When internal transactions are excluded to present a more accurate reflection of the District's operational spending, the adjusted (or "deflated") districtwide revenue budget is \$157,107,384 for Fiscal Year 2025-26 and \$162,151,173 for Fiscal Year 2026-27. Correspondingly, the adjusted expenditure budget is \$173,502,258 for Fiscal Year 2025-26 and \$166,850,782 for Fiscal Year 2026-27.

Districtwide Budget	FY 2023-24 Actuals	FY 2024-25 Amended Budget	FY 2025-26 Proposed	FY 2026-27 Proposed
Fund Balance & Net Position (Beginning)	\$151,927,562	\$157,270,935	\$132,238,574	\$115,843,700
Revenues				
Property Taxes	\$64,351,583	\$67,774,332	\$71,622,020	\$75,482,205
EMS Revenues	\$21,222,458	\$21,808,391	\$22,786,312	\$23,129,789
Assessments	\$20,112,395	\$21,183,948	\$21,697,359	\$22,362,401
Service Fees & Charges	\$14,814,794	\$14,916,808	\$19,976,499	\$19,818,584
Measure E Tax	\$10,288,328	\$9,000,000	\$9,900,000	\$9,900,000
Recreation Service Charges	\$6,949,054	\$7,851,561	\$9,169,701	\$9,963,954
Building Rental Facilities & Cell Towers	\$2,746,497	\$1,903,508	\$2,085,309	\$2,151,737
Plan Review & Inspection Fees	\$1,915,191	\$1,755,935	\$1,814,000	\$1,852,380
Federal/State Aid	\$4,136,515	\$2,711,889	\$1,783,906	\$1,783,906
Interest & Other Revenues	\$17,107,351	\$8,292,193	\$7,165,406	\$7,551,636
Sub-total before Transfer In	\$163,644,166	\$157,198,565	\$168,000,512	\$173,996,592
Transfers In	\$16,975,585	\$28,399,373	\$24,500,103	\$24,324,955
TOTAL	\$180,619,752	\$185,597,938	\$192,500,615	\$198,321,547
Expenditures				
Personnel Services	\$83,334,599	\$97,602,403	\$108,647,519	\$114,133,618
Services & Supplies	\$39,990,876	\$47,904,002	\$50,232,973	\$51,315,992
Leases & Loans	\$4,356,037	\$4,382,305	\$4,916,782	\$4,716,006
Capital Outlay & Contingency	\$30,667,575	\$32,342,216	\$20,598,112	\$8,530,585
Sub-total before Transfers Out	\$158,349,086	\$182,230,926	\$184,395,386	\$178,696,201
Transfers Out	\$16,927,292	\$28,399,373	\$24,500,103	\$24,324,955
TOTAL	\$175,276,378	\$210,630,299	\$208,895,489	\$203,021,156
Surplus/(Deficit)	\$5,343,373	(\$25,032,361)	(\$16,394,874)	(\$4,699,610)
Fund Balance & Net Position (Ending)	\$157,270,935	\$132,238,574	\$115,843,700	\$111,144,090

DISTRICTWIDE REVENUE

The District receives funding from a diverse range of sources that support its wide array of services and operations. The majority of the District's revenue is generated through property taxes, which provide a stable foundation for general operations. Additional significant funding sources include Emergency Medical Services (EMS) revenues and assessments from special districts, such as Community Facilities Districts (CFDs) and Landscape and Lighting Maintenance Districts (LLMDs), which support infrastructure and service enhancements in specific areas. The District also collects Service Fees and charges for various programs (such as internal services and providing city-funded services), while the Measure E tax provides dedicated funding to enhance the quality of life of Elk Grove residents. Recreation Service charges further contribute to funding for community programs, helping the District maintain high-quality services for residents and visitors alike.



The tables and bars (below and next page) depict revenue by department and fund over the biennial budget period. Non-departmental revenue consists of property taxes, revenues dedicated to capital projects, internal service fund revenues, and transfers dedicated to debt service. These are all revenues that are not specifically attributable to just one department. The Office of the General Manager and the Administrative Services Department generate minimal revenue for miscellaneous purposes. The Fire Department's primary revenues include EMS Revenues, Fire Prevention fees, Measure E Tax, and CFD assessments. Parks & Recreation generates revenue through Recreation Service Charges, Service Fees, L&L assessments, Measure E Tax, and CFD Assessments.

Districtwide Revenue Budget by Fund:



Districtwide Revenue Budget by Department:

■ Non-Departmental

■ Parks & Recreation

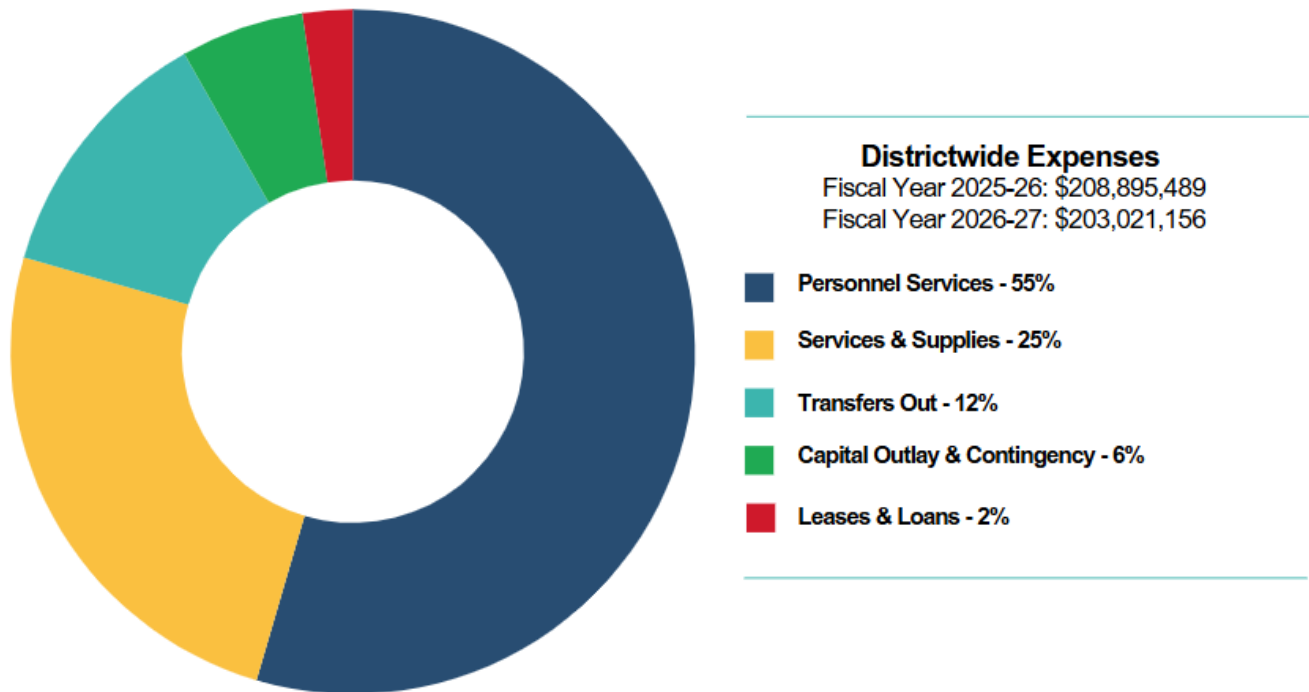
■ Fire Department

Fiscal Year 2025-26 Revenue by Fund & Department						
	Non-Departmental	Office of the General Manager	Administrative Services	Fire Department	Parks & Recreation	TOTAL
General Fund	\$74,424,718	\$163,130	\$182,000	\$27,824,449	\$11,330,978	\$113,925,275
L&L Fund	\$0	\$0	\$0	\$0	\$40,233,440	\$40,233,440
Measure E Fund	\$0	\$0	\$0	\$6,600,000	\$3,300,000	\$9,900,000
Capital Project Fund	\$8,497,235	\$0	\$0	\$0	\$0	\$8,497,235
ISF Fund	\$10,893,128	\$0	\$0	\$0	\$0	\$10,893,128
Golf Enterprise Fund	\$0	\$0	\$0	\$0	\$2,104,096	\$2,104,096
CFD Fund	\$0	\$0	\$0	\$1,807,804	\$236,547	\$2,044,351
Grants Fund	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service Fund	\$4,903,090	\$0	\$0	\$0	\$0	\$4,903,090
TOTAL	\$98,718,171	\$163,130	\$182,000	\$36,232,253	\$57,205,061	\$192,500,615

Fiscal Year 2026-27 Revenue by Fund & Department						
	Non-Departmental	Office of the General Manager	Administrative Services	Fire Department	Parks & Recreation	TOTAL
General Fund	\$78,403,469	\$163,130	\$182,000	\$28,238,018	\$12,233,032	\$119,219,649
L&L Fund	\$0	\$0	\$0	\$0	\$42,276,568	\$42,276,568
Measure E Fund	\$0	\$0	\$0	\$6,600,000	\$3,300,000	\$9,900,000
Capital Project Fund	\$6,080,320	\$0	\$0	\$0	\$0	\$6,080,320
ISF Fund	\$11,845,419	\$0	\$0	\$0	\$0	\$11,845,419
Golf Enterprise Fund	\$0	\$0	\$0	\$0	\$2,103,296	\$2,103,296
CFD Fund	\$0	\$0	\$0	\$1,956,759	\$231,264	\$2,188,023
Grants Fund	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service Fund	\$4,708,272	\$0	\$0	\$0	\$0	\$4,708,272
TOTAL	\$101,037,480	\$163,130	\$182,000	\$36,794,777	\$60,144,160	\$198,321,547

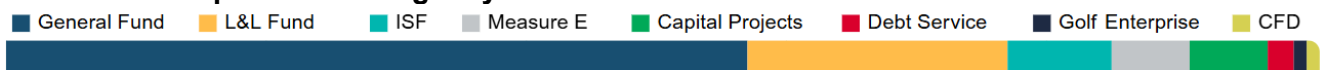
DISTRICTWIDE EXPENSES

The District allocates its expenditures across several classifications to effectively support its operations and service delivery for the community. Personnel Services, which include salaries and employee benefits, represent the largest portion of the District's budget, reflecting the labor-intensive nature of public safety, parks, and recreation services. Services and Supplies encompass the day-to-day operational costs necessary to maintain facilities, equipment, and program delivery. Leases and Loans account for the repayment of long-term equipment and facility financing obligations. Capital Outlay includes investments in infrastructure, vehicles, technology, and other long-term assets that enhance service capacity and efficiency. The budget also includes appropriations for Contingency to address unforeseen needs or emergencies, and Transfers Out to support other District funds or capital projects as needed.

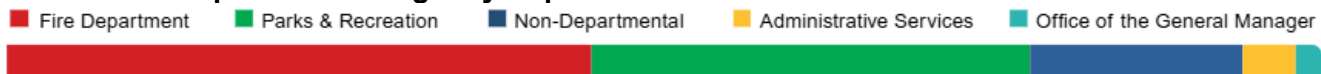


The bars (below) and tables (next page) depict the expenditure budget by department and fund over the biennial budget period. Non-departmental expenses consist of costs of doing business that are not allocable to any specific department. The Office of the General Manager and Administrative Services expenses represent overhead costs for Fire and Parks & Recreation services. Fire Department and Parks & Recreation Department expenses include direct overhead and direct expenses tied to providing Fire and Parks & Recreation services.

Districtwide Expenditure Budget by Fund:



Districtwide Expenditure Budget by Department:



Fiscal Year 2025-26 Expenses by Fund & Department

	Non-Departmental	Office of the General Manager	Administrative Services	Fire Department	Parks & Recreation	TOTAL
General Fund	\$4,889,055	\$4,332,351	\$8,093,037	\$80,192,086	\$19,408,717	\$116,915,246
L&L Fund	\$0	\$0	\$0	\$0	\$41,020,222	\$41,020,222
Measure E Fund	\$0	\$0	\$0	\$6,754,273	\$4,123,142	\$10,877,415
Capital Project Fund	\$15,169,307	\$0	\$0	\$0	\$0	\$15,169,307
ISF Fund	\$15,705,750	\$0	\$0	\$0	\$0	\$15,705,750
Golf Enterprise Fund	\$0	\$0	\$0	\$0	\$2,324,030	\$2,324,030
CFD Fund	\$0	\$0	\$0	\$1,807,804	\$172,625	\$1,980,429
Grants Fund	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service Fund	\$4,903,090	\$0	\$0	\$0	\$0	\$4,903,090
TOTAL	\$40,667,202	\$4,332,351	\$8,093,037	\$88,754,163	\$67,048,736	\$208,895,489

Fiscal Year 2026-27 Expenses by Fund & Department

	Non-Departmental	Office of the General Manager	Administrative Services	Fire Department	Parks & Recreation	TOTAL
General Fund	\$4,643,673	\$4,549,869	\$8,594,834	\$82,865,663	\$20,403,137	\$121,057,176
L&L Fund	\$0	\$0	\$0	\$0	\$43,047,969	\$43,047,969
Measure E Fund	\$0	\$0	\$0	\$6,398,139	\$3,321,628	\$9,719,767
Capital Project Fund	\$8,336,095	\$0	\$0	\$0	\$0	\$8,336,095
ISF Fund	\$11,868,269	\$0	\$0	\$0	\$0	\$11,868,269
Golf Enterprise Fund	\$0	\$0	\$0	\$0	\$2,163,079	\$2,163,079
CFD Fund	\$0	\$0	\$0	\$1,956,759	\$163,770	\$2,120,529
Grants Fund	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service Fund	\$4,708,272	\$0	\$0	\$0	\$0	\$4,708,272
TOTAL	\$29,556,309	\$4,549,869	\$8,594,834	\$91,220,561	\$69,099,583	\$203,021,156

DISTRICTWIDE FUND BALANCE AND NET POSITION

Net position and fund balance are key indicators of a government's financial health, used to measure the resources available at the end of a fiscal period. Net position applies to proprietary funds and government-wide financial statements, representing the difference between total assets and total liabilities; it reflects the government's overall financial standing, including capital assets and long-term obligations. Fund balance, on the other hand, is used in governmental funds and represents the difference between current assets and current liabilities, focusing on spendable resources available in the short term. Fund balance is further categorized into classifications such as nonspendable, restricted, committed, assigned, and unassigned, indicating the constraint level on how the resources can be used.

Fund	FY 2024-25 Ending Balance	FY 2025-26 Δ in Balance	FY 2025-26 Ending Balance	FY 2026-27 Δ in Balance	FY 2026-27 Ending Balance
General Fund	\$36,552,026	(\$2,989,971)	\$33,562,055	(\$1,837,527)	\$31,724,528
L&L Fund	\$45,279,359	(\$786,782)	\$44,492,577	(\$771,401)	\$43,721,176
Capital Projects Fund	\$32,535,250	(\$6,672,072)	\$25,863,178	(\$2,255,775)	\$23,607,403
Measure E Fund	\$5,016,377	(\$977,415)	\$4,038,962	\$180,233	\$4,219,195
Internal Service Fund	\$8,979,938	(\$4,812,622)	\$4,167,316	(\$22,850)	\$4,144,466
Debt Service Fund	\$0	\$0	\$0	\$0	\$0
Golf Enterprise Fund	\$3,764,438	(\$219,934)	\$3,544,504	(\$59,783)	\$3,484,721
CFD Fund	\$111,185	\$63,922	\$175,107	\$67,494	\$242,601
State/Federal Grants	\$0	\$0	\$0	\$0	\$0
TOTALS	132,238,574	(16,394,874)	115,843,700	(4,699,609)	111,144,091

Δ = Change

In the Fiscal Years 2025–26 and 2026–27 Biennial Budget, several key changes in fund balances and net positions reflect the District's strategic use of accumulated reserves to support capital improvements and operational priorities.

The biennial budget for the General Fund results in a 13% decrease in reserves (\$4,827,498). \$3,193,736 is a planned use of reserves to support Fire Academy costs and bolster the budget through the most expensive year of negotiated labor rate increases. However, \$1,633,762 is an unplanned use of reserves to balance the budget. The District plans to develop a Cost Allocation Plan (CAP) and implement it within the first year of the biennial budget. It is anticipated that the CAP will determine that the General Fund is due sufficient reimbursement from the District's other funds for providing administrative overhead support in an amount that will restore the General Fund to being structurally balanced.

The Capital Projects Fund is projected to see a 12% decrease in fund balance, primarily due to the planned use of Park Impact Fee reserves to construct new parks. This reduction aligns with the District's long-term capital improvement strategy to expand and enhance park facilities in growing communities.

The Measure E Fund is experiencing a more substantial decrease of nearly 50% in fund balance as programs funded by this revenue source are now fully operational. The District is strategically utilizing prior year savings for large, one-time purchases that support Measure E initiatives, such as major equipment acquisitions and infrastructure investments, which will provide long-term community benefits.

Additionally, the Internal Service Fund's net position is projected to decrease by 54%, reflecting the planned purchase of fire apparatus authorized by the Board at the December 6, 2023, meeting. This investment supports the Fire Department's operational readiness and replaces aging equipment,

ensuring continued service reliability. Conversely, the CFD Fund balance is expected to increase by 18% as the Parks Operations Division deliberately sets aside funds in anticipation of future major park maintenance projects, reflecting a proactive approach to long-term asset management and financial planning.

POSITION SUMMARY SCHEDULE

As the largest component of Cosumnes CSD's operating budget, salaries and benefits represent the most significant investment in delivering high-quality services to the community. Personnel costs directly support the District's ability to maintain public safety, parks and recreation, and essential administrative functions.

The following Position Summary Schedule provides a detailed overview of all full-time authorized positions across the District. The number of authorized full-time positions has increased by 34 positions since the last biennial budget was adopted (Fiscal Year 2023-24). This is largely due to the implementation of Measure E programs, which account for 25 full-time positions, along with additional positions being added to address the continued growth of the agency. Most recently, the Fiscal Years 2025-26 and 2026-27 biennial budget includes the addition of three new firefighter positions, funded by Measure E, to supplement the Shift Detail pool. These positions will enhance operational capacity, improve coverage, and help mitigate overtime demands, reflecting the District's strategic focus on workforce sustainability and public safety readiness.

Classification Titles	Fiscal Year 2023-24	Fiscal Year 2024-25	Fiscal Years 2025-26 & 2026-27
Accountant	1	1	1
Accountant, Sr.	1	1	1
Accounting Assistant	2	2	2
Accounting Manager	1	1	1
Accounting Specialist	1	1	1
Administrative Analyst	0	5	5
Administrative Assistant	10	7	7
Administrative Manager	4	3	3
Administrative Services Director	1	0	0
Administrative Specialist	5	2	2
Administrator of General Services	1	1	1
Administrator of Parks & Recreation	1	1	1
Asset Manager	0	1	1
Assistant Fire Chief	3	4	4
Battalion Chief	4	6	6
Budget Manager	1	1	1
Building Maintenance Supervisor	1	1	1
Building Maintenance Worker, Sr.	4	5	5
Chief of Planning Design and Construction	1	0	0
Chief of Staff	1	1	1
Claims Specialist	1	1	1
Communication Specialist	1	1	1
Community and Public Relations Manager	0	1	1

Classification Titles (cont.)	Fiscal Year 2023-24	Fiscal Year 2024-25	Fiscal Years 2025-26 & 2026-27
Construction Inspector	1	1	1
Construction Project Manager	1	1	1
CORE Operations Supervisor	0	1	1
Deputy Chief	2	2	2
Deputy Fire Marshal	2	2	2
Director of Facilities Management	0	1	1
Director of Human Resources	1	1	1
Director of Landscape Architecture and Planning	0	1	1
Director of Parks & Recreation	2	2	2
District Clerk	1	1	1
District Counsel	1	1	1
Engineering, Development and Design Director	1	1	1
Executive Assistant	5	4	4
Facilities Manager	1	0	0
Facilities Operations Technician	2	2	2
Facilities Operations Technician, Sr	1	2	2
Finance Director	1	1	1
Fire Captain	30	30	30
Fire Captain - EMS	2	2	2
Fire Captain - Special Operations	1	1	1
Fire Captain - Training	2	2	2
Fire Chief	1	1	1
Fire Engineer	30	30	30
Fire Inspector I	2	2	2
Fire Inspector II	3	4	4
Firefighter	103	115	118
Fitness Professional	0	1	1
Fleet Manager	1	1	1
General Equipment Mechanic II	1	1	1
General Equipment Mechanic I	4	4	4
General Manager	1	1	1
GIS Analyst	1	1	1
GIS Manager	0	1	1
GIS Specialist	1	0	0
GIS Technician	0	1	1
Golf Professional	1	1	1

Classification Titles (cont.)	Fiscal Year 2023-24	Fiscal Year 2024-25	Fiscal Years 2025-26 & 2026-27
Graphic Specialist	2	2	2
Human Resources Analyst	0	1	1
Human Resources Manager	1	1	1
Human Resources Specialist	2	3	3
Human Resources Technician	1	1	1
Information Technology Business Systems Analyst, Sr	0	2	2
Information Technology Director	0	1	1
Information Technology Operations Systems Analyst, Sr	0	1	1
Information Technology Analyst	1	0	0
Information Technology Manager	1	0	0
Information Technology Analyst, Sr.	1	0	0
Information Technology Specialist	1	2	2
Irrigation Manager	1	1	1
Landscape Architect, Sr.	1	1	1
Landscape Architect/Designer II	0	1	1
Landscape Assistant	1	0	0
Landscape Maintenance Inspector	2	2	2
Logistics Coordinator	0	1	1
Logistics Technician	1	0	0
Maintenance Supervisor	1	1	1
Maintenance Worker I	2	2	2
Management Analyst	6	7	7
Management Analyst, Sr.	0	3	3
Marketing & Communications Supervisor	0	1	1
Membership Specialist	0	1	1
Network Administrator	1	0	0
Park Apprentice	2	0	0
Park Maintenance Supervisor	5	5	5
Park Maintenance Worker	15	17	17
Park Maintenance Worker, Sr.	10	11	11
Park Ranger	3	3	2
Park Ranger Manager	0	1	1
Park Ranger Supervisor	1	0	1
Parks and Golf Operations Manager	3	3	3
Payroll Specialist	0	1	1

Classification Titles (cont.)	Fiscal Year 2023-24	Fiscal Year 2024-25	Fiscal Years 2025-26 & 2026-27
Payroll Technician	0	1	1
Performance & Development Coordinator	1	1	1
Performance & Development Coordinator, Asst.	1	1	1
Permit Technician	0	1	1
Preschool Teacher	6	4	4
Program Manager	1	1	1
Public Education Specialist	1	1	1
Public Relations Manager	1	0	0
Recreation Coordinator	17	16	16
Recreation Manager	4	4	4
Recreation Supervisor	9	9	9
Risk Manager	1	1	1
Staffing Coordinator	0	1	1
Urban Forestry Manager	1	1	1
Volunteer Coordinator	0	1	1
Youth Outreach Advocate	0	1	1
Total Full-time Authorized Positions	359	390	393

SUMMARY OF INTERFUND TRANSFERS

Interfund transfers are the movement of resources between different funds within an organization. They allocate revenues to support operational needs, capital projects, and long-term financial planning. These transfers do not represent new revenues or expenditures but are internal reallocations designed to ensure each fund has the necessary resources to meet its specific purpose.

For the District, interfund transfers are a vital financial tool that supports the District's integrated approach to service delivery. Transfers are commonly used to fund capital improvements, allocate administrative costs, accumulate funds for shared services, and support operations across functional areas.

In total, interfund transfers account for approximately 12% of the District's biennial budget. This level of internal financial coordination reflects the District's commitment to transparency, strategic resource allocation, and the long-term sustainability of its programs and services.

The tables below summarize the interfund transactions over the biennium, depicting which fund the transfers come from (Transfers Out) and which fund the transfers go to (Transfers In).

2025-26 Interfund Transfer Summary						
Transfers In	Transfers Out					
	Fund	General Fund	L&L Fund	Measure E Fund	Capital Projects Fund	CFD Fund
	General Fund	\$143,650	\$2,559,999			\$183,775
	L&L Fund	\$3,085,872	\$10,594,081	\$1,066,638		
	Capital Projects Fund		\$406,187	\$887,013		
	Golf Enterprise Fund	\$186,993				
	Debt Service Fund	\$2,940,605	\$1,573,790		\$388,695	
	CFD Fund	\$482,805				
	TOTAL	\$6,839,925	\$15,134,057	\$1,953,651	\$388,695	\$183,775
TOTAL						

2026-27 Interfund Transfer Summary						
Transfers In	Transfers Out					
	FUND	General Fund	L&L Fund	Measure E Fund	Capital Projects Fund	CFD Fund
	General Fund	\$164,078	\$2,653,634			\$193,242
	L&L Fund	\$3,196,303	\$11,393,902	\$1,122,710		
	Capital Projects Fund		\$4,200	\$232,500		
	Golf Enterprise Fund	\$90,603				
	Debt Service Fund	\$2,743,801	\$1,574,496		\$389,975	
	CFD Fund	\$565,511				
	TOTAL	\$6,760,296	\$15,626,232	\$1,355,210	\$389,975	\$193,242
TOTAL						



GENERAL FUND

FISCAL YEARS 2025-26 & 2026-27

GENERAL FUND BUDGET DETAIL

The General Fund is the primary operating fund used by the District. It accounts for financial resources and expenditures for core District operations. The major revenue sources for the General Fund include Property Taxes, EMS Revenues, Fire Plan Check Review and Inspection Fees, Recreation Service Charges, Building/Cell Tower Leases, and Federal / State Aid. General Fund expenditures can be used for a wide range of expenses, such as salaries, benefits, services and supplies, capital outlay, and transfers to other District funds. These expenditures encompass costs associated with providing fire, parks, and recreation services to the community.

General Fund	FY 2023-24 Actuals	FY 2024-25 Amended Budget	FY 2025-26 Proposed	FY 2026-27 Proposed
Fund Balance (Beginning)	\$41,182,181	\$36,223,355	\$36,552,026	\$33,562,055
Revenues				
Property Taxes	\$64,351,583	\$67,774,332	\$71,622,020	\$75,482,205
EMS Revenues	\$21,222,458	\$21,808,391	\$22,786,312	\$23,129,789
Plan Review & Inspection Fees	\$1,915,191	\$1,755,935	\$1,814,000	\$1,852,380
Recreation Service Charges	\$5,003,088	\$6,054,558	\$7,263,398	\$7,961,261
Building Rental Facilities & Cell Towers	\$1,934,381	\$1,484,598	\$1,549,235	\$1,594,703
Federal/State Aid	\$2,416,685	\$1,783,906	\$1,783,906	\$1,783,906
Interest & Other Revenues	\$5,999,767	\$4,578,854	\$4,218,980	\$4,404,451
Sub-total before Transfer In	\$102,843,153	\$105,240,574	\$111,037,851	\$116,208,695
Transfers In	\$602,802	\$793,318	\$2,887,424	\$3,010,954
TOTAL	\$103,445,955	\$106,033,892	\$113,925,275	\$119,219,649
Expenditures				
Personnel Services	\$72,378,841	\$78,707,493	\$87,164,672	\$90,901,720
Services & Supplies	\$22,063,846	\$21,635,110	\$22,596,912	\$23,059,881
Capital Outlay & Contingency	\$6,403,415	\$539,877	\$313,737	\$335,279
Sub-total before Transfers Out	\$100,846,102	\$100,882,480	\$110,075,321	\$114,296,880
Transfers Out	\$7,558,679	\$4,822,741	\$6,839,925	\$6,760,296
TOTAL	\$108,404,781	\$105,705,221	\$116,915,246	\$121,057,176
Surplus/(Deficit)	(\$4,958,826)	\$328,671	(\$2,989,971)	(\$1,837,527)
Fund Balance (Ending)	\$36,223,355	\$36,552,026	\$33,562,055	\$31,724,528

REVENUES

Property Tax revenue is the primary funding source for the District. Property taxes are primarily based on the property's assessed value, which is determined at the time of purchase or when new construction is completed. Under Proposition 13, passed in 1978, a property's assessed value is set at its purchase price and can only increase by a maximum of 2% per year, unless there is a change in ownership or major improvements. Property tax rates are generally capped at 1% of the assessed value. The Sacramento County Assessor's Office provides monthly updates of the District's assessed valuation which, in combination with historical trends, current housing market activity, and interest rate trends, is used to estimate outlying year revenues. The biennial budget estimates a total 5.7% increase in Fiscal Year 2025-26 and a 5.4% increase in Fiscal Year 2026-27.

EMS Revenues are reimbursed costs for providing advanced life support (ALS), pre-hospital care, and ambulance transportation services to the community. The District receives EMS Revenues through intergovernmental transfer programs and for fees charged in a manner consistent with the District's Book of Fees schedule. In most cases, insurance plans pay for the service. The Fire Department

collects approximately 80 percent of the charges assessed, primarily due to the variability in reimbursement rates from the different payer sources. Revenues are estimated based on projected demand and current fees.

Plan Review and Inspection Fees The Fire Department provides full plan review and construction inspection services to developers, construction companies, and the community for building plans. The Division concentrates on fire protection systems and Fire Code requirements when reviewing plans and conducting inspections. Fees are charged for this purpose as allowed by the Health and Safety Code and in alignment with the District's Book of Fees schedule. Revenues are estimated based on projected demand and current fees.

Recreation Service Charges are revenues received from the community to participate in government subsidized recreation activities. Revenue estimates are based on the District's Book of Fees schedule and estimated program utilization.

Building Rentals/Cell Tower lease revenue is generated by leasing District property, billboard advertising space, and cell tower space to individuals or businesses. Revenues are budgeted based on existing lease agreements.

Federal/State Aid revenue is received from the California Office of Emergency Services (Cal OES) for mutual aid deployments when fire personnel and equipment are dispatched to assist with statewide emergencies. This revenue is budgeted using a "plugged" estimate based on historical trends and anticipated activity; however, actual revenue performance can vary significantly depending on the severity and frequency of fire season incidents each year. As a result, mutual aid revenue can fluctuate widely and is inherently unpredictable from one fiscal year to the next. However, there is no financial risk from underperformance in mutual aid revenue, as any shortfall is offset by equivalent savings in deployment-related expenditures.

Interest and other revenues include additional revenues from a variety of other sources such as funds from the City of Elk Grove for providing programming services to Elk Grove Aquatic Center and Oasis Recreation Center, reimbursement from Sky River Casino for providing EMS services to the Wilton Rancheria Tribe and gaming facility, and any interest earned from funds on hand.

Transfers In represent the transfer of cash from one fund to another. The General Fund biennial budget Transfers In are a culmination of the following items:

- Transfer from the L&L Fund and CFD Fund for administrative overhead
- Transfer from L&L Fund to partially fund Park Ranger positions
- Transfer from the City of Elk Grove for Elk Grove Aquatics Center administrative costs

EXPENDITURES

Personnel services costs include the salaries and benefits for 311.75 full-time equivalent (FTE) positions. The General Fund also includes additional budget for part-time, seasonal, and overtime costs.

Service and Supplies costs include the cost of materials and contractor labor to offer Fire service, Parks & Recreation services, and administrative support.

Capital Outlay and Contingency costs include expenses related to capital outlay (purchase of equipment or land/building improvements valued at \$5,000 or more) and an allowance for unforeseen circumstances. The District intends to purchase the following capital outlay items within the next biennial budget cycle:

- Thermal Imaging Cameras

- Recreation equipment/facility improvements

Transfers out represent the transfer of cash from the General Fund to another fund. The General Fund biennial budget transfers out are a culmination of the following items:

- Transfer to L&L Fund to offset administrative expenses
- Transfer to Golf Enterprise Fund to support ongoing operations
- Transfer to the Debt Service Fund for principal and interest payments of outstanding debt
- Transfer to the Parks & Recreation General Fund budget from the City of Elk Grove for Elk Grove Aquatic Center administration
- Transfer to L&L Fund for maintenance costs related to recreation buildings and landscapes located at District parks
- Transfer to L&L Funds to offset the cost of personnel who are fully funded by L&L Funds yet provide oversight to non-L&L Fund programs
- Transfer to the CFD fund to firefighter salary and benefits expenses that exceed CFD revenue projections

Reserves (synonymous with Fund Balance) are accumulated by the District for specified assignments, cash-flow reinforcement, and budget stability. Over the Fiscal Year 2025-26 and 2026-27 biennial cycle, the District will be utilizing \$4,827,498 of reserves, drawing \$3,193,736 from previously assigned reserves and \$1,633,762 from unassigned reserves for budget stability purposes.

The following is a breakdown of assigned reserves incorporated into the biennial budget:

- Fire Academy: \$2,087,500 to be used towards Fire Academy 25-01
- Salary & Wages Risk Mitigation: \$1,000,000 to be used towards Internal Service Fund maintenance projects
- GEMT Audit Fees: \$106,236 to be used towards Internal Service Fund maintenance projects

At the conclusion of the biennial budget, the District estimates having an unassigned reserve balance of \$31,724,528, which is approximately 26% of the Fiscal Year 2026-27 General Fund budget and within the 25% - 30% range that is required by the District's reserve policy.

GENERAL FUND FIVE-YEAR FORECAST

The District's five-year General Fund forecast serves as a roadmap for maintaining long-term fiscal health and supporting the community's evolving needs. By analyzing key economic indicators and local revenue trends, the forecast provides insight into how the District's financial strategies align with its service goals and operational priorities. A well-developed forecast guides annual budget decisions and strengthens the District's ability to anticipate challenges, allocate resources effectively, and invest strategically in future initiatives. Through thoughtful analysis and transparent planning, this forecast helps ensure the District remains financially resilient and positioned to deliver high-quality services over the next five years.

BUDGET ASSUMPTIONS

The District's five-year forecast presents a realistic and grounded outlook, developed using moderate assumptions that reflect anticipated revenues and expenditures over the planning period. While the forecast shows continued growth in General Fund revenues, particularly from property taxes and service charges, expenditures are expected to rise at a faster pace, leading to a structural deficit each year from Fiscal Year 2025–26 through Fiscal Year 2029–30. It is important to note that this forecast assumes minimal transfers from other funds or programs to offset administrative overhead costs, placing the full burden of these expenditures on the General Fund. Although the General Fund remains stable in the near term, without proactive financial adjustments, ongoing budget deficits will erode long-term sustainability.

The following key assumptions underpin the forecast:

- **Property Taxes**, the District's largest revenue source, is projected to grow at an average annual rate of approximately 5.5%, increasing from \$71.6 million in FY 2025–26 to \$87.7 million in FY 2029–30. This growth reflects stable property values and continued development activity in areas such as South Elk Grove and East Galt. While the housing market has cooled since the pandemic peak, assessed valuations continue to trend upward, supporting steady revenue growth.
- **Program Revenues** from EMS transport fees, recreation charges, and plan check services are forecasted to grow modestly. EMS revenue is projected to increase at an average rate of 2% annually, Recreation Service Charges will increase at an average rate of 4.6% annually, while plan check and development-related fees are expected to track gradually with new construction and permitting activity. Mutual aid reimbursements are assumed to remain flat at approximately \$1.78 million per year.
- **Other Revenues and Transfers In** vary across the forecast period, with other revenues declining in FY 2026–27 due to timing adjustments, then leveling off in future years. Transfers in are expected to grow modestly.
- **Salaries and Benefits** are the primary cost driver, increasing from \$87.2 million in FY 2025–26 to \$104.5 million in FY 2029–30, an average annual growth rate of over 4.6%. These projections incorporate current labor agreements, pension cost escalation, and healthcare and workers' compensation increases. Unrepresented staff are assumed to receive 3% annual increases.
- **Services and Supplies** are projected to grow from \$22.6 million to \$24.6 million over the five years, reflecting inflationary increases in materials (5%), utilities (10%), contracted services (3%), and insurance (10%). Utility costs, in particular, are expected to grow at a higher rate due to regional energy and water pricing trends, while insurance costs continue to surge in alignment with industry-wide premium increases and risk exposure.
- **Capital Outlay and Contingency** are relatively limited in this forecast, with only small allocations reserved annually to address unanticipated needs.

- **Transfers Out** decline over the forecast window, from \$6.8 million to \$5.4 million, as certain time-limited commitments phase out.

Despite total revenues increasing by over \$20.6 million during the five years, this is not enough to support annual expenditures, resulting in annual General Fund deficits. In FY 2025-26, the projected \$3 million deficit includes a planned \$2.2 million draw from reserves to fund the 2025-01 Fire Academy, while the remaining \$806,235 reflects an ongoing structural deficit needed to balance the budget. In FY 2026-27, \$1.0 million of the projected shortfall is attributed to planned capital improvement projects funded from reserves, with the remaining \$847,527 again representing a structural imbalance. The budget forecast nearly breaks even by the end of the five-year period, with a projected deficit of just \$133,000.

These persistent deficits reflect structural imbalances rather than temporary fluctuations and will require future policy action to correct. The forecast is a call to action—prompting the District to identify new revenues, reassess cost allocation practices, and evaluate opportunities for long-term expenditure control. Through cross-departmental collaboration, transparent decision-making, and a shared commitment to fiscal responsibility, the District can work together to restore balance and preserve the quality of services that our community relies upon. Importantly, this five-year forecast is the District's long-range financial plan. Its integration into the budget process ensures that annual spending decisions are made with a long-term view—aligning financial policies with strategic goals, guiding the timing of capital investments, and maintaining appropriate reserve levels. By linking short-term budgeting with long-term planning, the District enhances its ability to anticipate challenges, manage risk, and deliver sustainable services well into the future.

REVENUES	FY 2025-26	FY 2026-27	FY2027-28	FY 2028-29	FY 2029-30
Property Taxes	71,622,020	75,482,204	79,346,633	83,423,830	87,725,675
EMS Revenues	24,951,102	25,456,688	25,954,794	26,465,352	26,988,674
Recreation Service Charges	7,263,398	7,961,261	8,200,099	8,446,102	8,699,485
Plan Check Fees	1,814,000	1,852,380	1,891,438	1,931,337	1,972,096
Development Related Fees	1,017,462	1,036,771	1,057,506	1,078,657	1,100,230
Mutual Aid	1,783,906	1,783,906	1,783,906	1,783,906	1,783,906
Other Revenues	2,585,963	2,635,484	2,690,921	2,747,869	2,806,372
Transfers In	2,887,424	3,010,954	3,135,662	3,266,606	3,404,097
Total Revenues	113,925,275	119,219,648	124,060,959	129,143,658	134,480,534

EXPENDITURES	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30
Salaries & Benefits	87,164,672	90,901,720	95,066,523	99,745,325	104,486,537
Services & Supplies	22,596,912	23,059,881	22,923,259	23,781,972	24,624,316
Capital Outlay & Contingency	313,737	335,279	131,800	131,800	131,800
Transfers Out	6,839,925	6,760,296	6,507,228	5,937,507	5,370,996
Total Expenditures	116,915,246	121,057,176	124,628,810	129,596,604	134,613,649

Net Income/(Loss)	(2,989,971)	(1,837,528)	(567,852)	(452,946)	(133,115)
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LANDSCAPE & LIGHTING ASSESSMENT (L&L) FUND

FISCAL YEARS 2025-26 & 2026-27

LANDSCAPE AND LIGHTING (L&L) FUND BUDGET DETAIL

The Landscape and Lighting (L&L) Fund is a special revenue fund used to account for property tax assessments levied by authority of the Landscape and Lighting Act of 1972. The Landscape and Lighting Assessment District generates revenue across 13 benefit zones (which make up the Districtwide assessment) and six sub-assessment zones ([Exhibits C and D](#)). The work performed and improvements proposed within the assessment district and the costs thereof paid from the levy of assessments provide special benefit to the parcels within the assessment district.

The primary revenue sources for the L&L Fund includes the L&L special assessment, Service Fees, Building/Cell Tower lease agreements, and Transfers In from other funds. L&L fund expenditures include personnel costs, services and supplies, capital outlay, and transfers out, all associated with operating and maintaining parks and landscapes.

Landscape & Lighting Fund	FY 2023-24 Actuals	FY 2024-25 Amended Budget	FY 2025-26 Proposed	FY 2026-27 Proposed
Fund Balance (Beginning)	48,764,330	52,388,457	45,279,359	44,492,577
Revenues				
Assessments	19,114,626	19,679,001	20,135,813	20,739,889
Service Fees & Charges	3,216,364	4,080,423	4,431,829	4,884,545
Building Rental Facilities & Cell Towers	812,116	418,910	536,074	557,034
Interest & Other Revenues	1,778,202	1,141,526	383,133	382,185
Sub-total before Transfer In	24,921,308	25,319,860	25,486,849	26,563,653
Transfers In	6,209,152	11,371,792	14,746,591	15,712,915
TOTAL	31,130,460	36,691,652	40,233,440	42,276,568
Expenditures				
Personnel Services	5,795,944	6,989,610	7,422,735	8,072,275
Services & Supplies	14,736,174	17,369,638	17,928,573	18,797,933
Capital Outlay & Contingency	183,583	335,429	534,857	551,529
Sub-total before Transfers Out	20,715,701	24,694,677	25,886,165	27,421,737
Transfers Out	6,790,632	19,106,073	15,134,057	15,626,232
TOTAL	27,506,333	43,800,750	41,020,222	43,047,969
Surplus/(Deficit)	3,624,127	(7,109,098)	(786,782)	(771,401)
Fund Balance (Ending)	52,388,457	45,279,359	44,492,577	43,721,176

REVENUES

Landscape and Lighting Assessments are levied on property tax bills, although they are not defined as a property tax because they are not based upon the assessed value of property. Assessment levels were established during the formation of each assessment zone and are subject to an annual increase tied to the Consumer Price Index as of February of each succeeding year.

Service Fees and Charges represent the revenue from the City of Elk Grove for the District to provide park maintenance services to parks within the Laguna Ridge and Southeast Policy Area and landscape medians throughout the City. The City of Elk Grove collects maintenance revenues through special assessments and passes through funds to the District for park maintenance and City landscapes.

Building Rentals/Cell Tower lease revenue is generated by leasing park property and cell tower space to individuals or businesses.

Interest and Other Revenues include the interest earnings received for investment returns.

Transfers-in represent the transfer of cash from other funds into the L&L Fund. The L&L Fund transfers in are composed of the following items:

- Transfers into the main benefit zones from L&L sub-assessment zones
- Transfers into a districtwide zone from the various other zones to fund park maintenance services that benefit the District as a whole
- Transfers in from the General Fund to offset administrative overhead expenses
- A transfer in from the General Fund for Emerald Lakes Golf Course administrative overhead costs
- A transfer in from the General Fund to offset park landscape wear and tear from recreation activities
- A transfer into Zone 17 from Zone 8 for administrative expenses not covered by the City of Elk Grove
- A transfer into Zones 1, 3, and 4 for Measure E equitable park maintenance

EXPENSES

Personnel services costs include the salaries and benefits for 44.35 full-time equivalent (FTE) positions. The Landscape and Lighting Fund has an additional budget for part-time, seasonal, and overtime costs.

Service and Supplies costs include materials and contractor labor to offer landscape maintenance services.

Capital Outlay and Contingency costs include expenses related to capital outlay (purchase of equipment or land/building improvements valued at \$5,000 or more) and an allowance for unforeseen circumstances. Budgeted expenditures are dictated by an Asset Lifecycle Plan that identifies which assets have: 1. reached the end of their useful life, and 2. repair costs that exceed the replacement cost.

Transfers out represent the cash transfer from the L&L Fund to another fund. The L&L Fund biennial budget transfers out are a culmination of the following items:

- Transfers out of sub-assessment zones into the main benefit zones
- Transfers out of the various benefit zones into a districtwide fund to fund park maintenance services that benefit the District as a whole
- A transfer out of the L&L Fund into the Debt Service fund for debt service payment processing
- A transfer out of the L&L Fund into the General Fund to offset administrative overhead costs
- A transfer out of the L&L Fund into the General Fund to support the costs of Park Ranger full-time positions

Reserves (synonymous with Fund Balance) are accumulated by the District for asset lifecycle management and budget stabilization. Over the duration of the biennium, the District is utilizing \$1,558,183 of the L&L reserve balance to stabilize the budget in underfunded benefit zones and implement planned asset life cycle plan projects.

LANDSCAPE & LIGHTING FUND FIVE-YEAR FORECAST

The Landscape and Lighting Assessment Fund Five-Year Forecast provides a strategic outlook on the long-term financial sustainability of the District's landscape, park, and infrastructure maintenance services. Built upon the biennial budgets for Fiscal Year 2025-26 and 2026-27, the forecast extends through Fiscal Year 2029-30 and reflects anticipated revenue and expenditure trends. The forecast serves as a vital planning tool, guiding resource allocation and supporting informed decision-making to ensure the ongoing quality and reliability of services funded through this assessment.

The following key assumptions underpin the forecast:

- **Assessments:** The Districtwide Assessment Zones are tied to the Consumer Price Indexes (CPI), Pacific Cities West B/C, published by the U.S. Department of Labor, Bureau of Vital Statistics, ending February of each year. The change in the CPI from February 2024 to February 2025 was 2.2864%. Therefore, the maximum authorized assessment rate for Fiscal Year 2025-26 is increased by 2.2864% per single-family equivalent benefit unit per benefit zone.

The overlay assessment districts are based on the Northern California (San Francisco-Oakland-Hayward) Consumer Price Index-All Urban Consumers (the "CPI") from February to February of each year. The change in the CPI from February 2024 to February 2025 was 2.6890%. Therefore, the maximum authorized assessment rate for Fiscal Year 2025-26 is increased by 2.6890% per single family equivalent benefit unit per benefit zone. Fiscal Year 26-27 and beyond assumes a 3% increase annually year over year.

- **Service Fees & Charges:** This revenue category reflects reimbursements from the City of Elk Grove for the maintenance and oversight of landscape medians citywide, as well as landscaped areas and parks located within the Laguna Ridge and Southeast Policy Areas. Reimbursements to the District increase proportionally with operating costs, ensuring alignment between service delivery expenses and revenue received.
- **Transfers In:** Transfers in revenues are estimated at amounts equal to the estimated cost of shared services, which include a standardized annual escalation rate of 3%.
- **Operating Costs:** The expenditure projections for Fiscal Years 2025-26 and 2026-27 are based on current contract pricing and anticipated rate adjustments. For subsequent years, a standardized annual escalation rate of 3% has been applied to account for expected cost increases. This methodology ensures a conservative and consistent framework for long-term financial planning.
- **Asset Life Cycle Plan:** The Asset Life Cycle Plan (ALCP) outlines funding for ongoing maintenance and one-time capital improvements through the Capital Improvement Plan (CIP). Over the next five years, the ALCP identifies 684 funded projects across benefit zones. ALCP projects focus on planned maintenance, revitalization, or replacement of assets nearing the end of their useful life, often requiring formal bidding and Board approval. In contrast, regular maintenance includes minor repairs and routine inspections to ensure asset functionality and safety. Playground renewals represent the largest ALCP cost, averaging \$500,000 per site, with a typical 30-year lifespan. Other significant recurring expenses include well rehabilitation (every 20 years) and synthetic turf replacement at Bartholomew Sports Park (every 10 years). These long-term projects are planned and funded through reserve contributions.

The Landscape & Lighting fund budget and forecast is a consolidated look at 19 separate Benefit Zones, as well as the Districtwide fund and City of Elk Grove reimbursement, each with distinct revenue and expense profiles. Importantly, funds collected in one Benefit Zone cannot be used to subsidize another, except for districtwide shared service. This structural limitation becomes a challenge when expenses in a Benefit Zone grow faster than allowable CPI-based assessment increases, leading to a growing gap between revenues and expenditures. As a result, some underfunded Benefit Zones no longer contribute to reserves for future capital projects and instead rely on existing reserves to maintain current service levels. These shortfalls are identified in the Park & Landscape Maintenance Management Plan (PMMP), and staff will work closely with residents in affected areas to explore potential increases to assessment rates.

If funding increases are unsuccessful, staff will implement expense reduction strategies to align services with available resources. This may include reductions in water usage, less frequent mowing, and scaling back on other routine maintenance tasks.

The forecast highlights the importance of proactive planning, community engagement, and financial flexibility to ensure service quality and reliability across all zones. Importantly, this five-year forecast also functions as the District's long-range operating financial plan, extending three years beyond the adopted biennial budget. It incorporates detailed assumptions for both revenue and expenditures, including CPI-based assessment limits, cost escalation factors for operations and contracts, and planned investments through the ACLP. Its integration into the budget process ensures that decisions regarding service delivery, capital reinvestment, and reserve contributions are informed by a long-term perspective. This alignment allows the District to monitor structural imbalances, prioritize projects, and engage residents in meaningful discussions about sustainable funding strategies. By linking short-term budgets to long-range planning, the District strengthens its ability to maintain service equity, manage fiscal risk, and preserve critical infrastructure across all Benefit Zones.

REVENUES	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30
Assessments	20,135,813	20,739,889	21,362,086	22,002,949	22,663,037
Services Fees & Charges	4,431,829	4,884,545	5,029,510	5,133,299	5,358,376
Transfers In & Other	15,665,798	16,652,134	17,024,501	16,868,620	16,960,132
TOTAL REVENUES	40,233,440	42,276,568	43,416,098	44,004,867	44,981,545

EXPENDITURES	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30
Operating Costs	39,004,479	41,488,255	42,717,929	44,524,240	45,447,363
Asset Life Cycle Plan	2,015,743	1,559,714	2,246,468	7,638,992	2,182,961
TOTAL EXPENSES	41,020,222	43,047,969	44,964,397	52,163,232	47,630,324

Net Income/(Loss)	(786,782)	(771,401)	(1,548,299)	(8,158,365)	(2,648,779)
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CAPITAL PROJECTS FUND

FISCAL YEARS 2025-26 & 2026-27

CAPITAL PROJECTS FUND BUDGET DETAIL

The District uses the Capital Projects Fund to account for revenues and expenses related to projects in the 2025-2030 Capital Improvement Plan (CIP) not funded by the Internal Service Fund. The fund manages the financial resources that are dedicated to financing and completing capital projects including Certificates of Participation (COP) proceeds, Fire Impact Fees, Park Impact Fees, Quimby Fees, aid from the City of Elk Grove (for capital improvements to City-owned parks and facilities), and transfers in from other funds. The Capital Projects Fund expenditures include personnel, capital outlay costs, and transfers out (representing cash contributions for debt service obligations) associated with designing, constructing, and improving parks and District facilities.

Capital Projects Fund	FY 2023-24 Actuals	FY 2024-25 Amended Budget	FY 2025-26 Proposed	FY 2026-27 Proposed
Fund Balance (Beginning)	\$55,110,016	\$46,662,596	\$32,535,250	\$25,863,178
Revenues				
Developer / Quimby Fees	\$5,506,105	\$2,000,000	\$2,000,000	\$2,000,000
Service Fees & Charges (City Reimb.)	\$0	\$1,540,000	\$4,651,542	\$3,088,620
Interest & Other Revenues	\$3,624,932	\$470,000	\$552,493	\$755,000
Sub-total before Transfer In	\$9,131,036	\$4,010,000	\$7,204,035	\$5,843,620
Transfers In	\$5,203,916	\$11,276,082	\$1,293,200	\$236,700
TOTAL	\$14,334,952	\$15,286,082	\$8,497,235	\$6,080,320
Expenditures				
Personnel Services	\$176,512	\$1,256,754	\$1,404,390	\$1,511,593
Services & Supplies	\$14,432	\$0	\$0	\$0
Capital Outlay & Contingency	\$22,152,381	\$27,765,499	\$13,376,222	\$6,434,527
Sub-total before Transfers Out	\$22,343,326	\$29,022,253	\$14,780,612	\$7,946,120
Transfers Out	\$439,047	\$391,175	\$388,695	\$389,975
TOTAL	\$22,782,372	\$29,413,428	\$15,169,307	\$8,336,095
Surplus/(Deficit)	(\$8,447,420)	(\$14,127,346)	(\$6,672,072)	(\$2,255,775)
Fund Balance (Ending)	\$46,662,596	\$32,535,250	\$25,863,178	\$23,607,403

REVENUES

The Fiscal Year 2025-26 & 2026-27 biennial budget revenues include developer fees, reimbursements from the City of Elk Grove for developing parks within the Laguna Ridge Specific Plan and Southeast Policy area, plan check fee revenue, and transfers in from the District's other funds.

EXPENSES

The Capital Project Fund budget includes salary and benefit costs for seven full-time equivalent (FTE) positions dedicated to supporting the planning and delivery of capital projects. It also encompasses all expenditures associated with capital projects identified in the District's Capital Improvement Plan (CIP), with the exception of smaller maintenance-related projects, which are budgeted within the Internal Service Fund. Additionally, the Capital Project Fund includes the annual debt service payment for the 2021 Certificates of Participation, which financed the construction of Fire Station 77.

The Capital Project Fund expenditure budget was established based on a preliminary version of the CIP. This budget will be amended during the mid-year budget process to align with the final CIP adopted by the Board.



MEASURE E FUND

FISCAL YEARS 2025-26 & 2026-27

MEASURE E FUND DETAIL

The Measure E Fund was established following voter approval of a local sales tax measure in November 2022. Measure E authorized a 1% sales tax increase to generate revenue for enhancing public safety and improving the quality of life within the City of Elk Grove. Funding from the Measure E Fund supports a range of community priorities, including emergency response services, maintaining safe and clean public spaces, addressing homelessness, and supporting at-promise youth programming. Expenditures from the fund include personnel, services and supplies, and capital outlay aligned with these community-focused initiatives.

Measure E Fund	FY 2023-24 Actuals	FY 2024-25 Amended Budget	FY 2025-26 Proposed	FY 2026-27 Proposed
Fund Balance (Beginning)	\$1,394,754	\$6,690,273	\$5,016,377	\$4,038,962
Revenues				
Measure E Tax	\$10,288,328	\$9,000,000	\$9,900,000	\$9,900,000
Interest & Other Revenues	\$46,383	\$85,721	\$0	\$0
TOTAL	\$10,334,711	\$9,085,721	\$9,900,000	\$9,900,000
Expenditures				
Personnel Services	\$1,710,609	\$4,484,727	\$6,103,878	\$6,536,568
Services & Supplies	\$1,144,009	\$1,394,304	\$957,286	\$760,989
Capital Outlay & Contingency	\$1,435,332	\$1,500,744	\$1,862,600	\$1,067,000
Sub-total before Transfers Out	\$4,289,950	\$7,379,775	\$8,923,764	\$8,364,557
Transfers Out	\$749,242	\$3,379,842	\$1,953,651	\$1,355,210
TOTAL	\$5,039,192	\$10,759,617	\$10,877,415	\$9,719,767
Surplus/(Deficit)	\$5,295,519	(\$1,673,896)	(\$977,415)	\$180,233
Fund Balance (Ending)	\$6,690,273	\$5,016,377	\$4,038,962	\$4,219,195

Revenue: In May 2023, the District entered into a Tax Sharing Agreement with the City of Elk Grove, which allocates 30% of Measure E revenues to the District. The District's share of Measure E revenue is estimated to be approximately \$9,900,000 in both Fiscal Year 2025-26 & 2026-27. This estimate was provided by the City of Elk Grove. The Fire Department will utilize two-thirds of the District's share to improve response times to fire and medical emergencies. The Parks & Recreation Department will utilize the remaining one-third of the District's share for clean and safe public areas, to maintain parks, and implement At-promise youth programs.

Expenses: Measure E expenditures align with community-identified priorities and will be incurred by the District's Fire Department and Parks & Recreation Department. The proposed projects are outlined in Table 1: Measure E Projects (next page).

Table 1: Measure E Projects

Community Priority	Project/Activity/Service/Position	FY 2025-26	FY 2026-27
Clean and Safe Public Areas			
	Park Ranger Program	\$216,720	\$222,180
	Safe Public Areas	\$155,000	\$340,000
	Full-Time Urban Forester & Crew	\$700,338	\$554,652
	Preservation and Protection of Historical Trees	\$40,000	\$40,000
Clean and Safe Public Areas Total		\$1,112,058	\$1,156,832
Crime Reduction/Rapid Response			
	15 Full-Time Safety Personnel and an Academy	\$4,940,380	\$5,399,299
	Technology and Software Enhancements	\$114,520	\$114,520
	Facility Improvements, Apparatus, & Equipment	\$1,215,200	\$507,300
	Additional Full-Time Non-Safety Personnel	\$305,773	\$332,720
	Staff Training Enhancements	\$134,100	\$0
	Fire Explorer Program	\$44,300	\$44,300
Crime Reduction/Rapid Response Total		\$6,754,273	\$6,398,139
Maintaining Parks			
	Irrigation Infrastructure Upgrades	\$100,000	\$100,000
	Enhanced Sidewalk and Trail Safety	\$200,000	\$200,000
	Revitalization of Aging Parks Infrastructure	\$1,164,613	\$368,500
	Equitable Park Maintenance & Support Personnel	\$1,216,209	\$1,219,645
Maintaining Parks Total		\$2,680,822	\$1,888,145
At-Promise Youth			
	Full-Time Youth Prevention and Outreach Personnel	\$189,692	\$199,677
	Youth and Teen Programs and Events	\$74,300	\$20,300
	Teen Trips and Outings	\$51,270	\$41,674
	Youth Scholarship Program	\$15,000	\$15,000
At-Promise Youth Total		\$330,262	\$276,651
Grand Total		\$10,877,415	\$9,719,767

Personnel services costs include the salaries and benefits for 25 full-time and various part-time employees. The Fire Department budget includes 18 safety FTE and two non-safety FTE, along with temporary staffing assignments for academy cadre staffing, overtime for station staffing, recruitment efforts, cadre and subject matter expert academy training, and fire explorer program implementation. The Parks & Recreation allocation includes funding for an Urban Forester and Crew, a Park Ranger Supervisor, a Youth Outreach Advocate, and part-time staff to assist with L&L Outreach and Education and At-Promise youth programs.

Service and Supplies costs include materials and contractor labor to offer Fire and Parks & Recreation services. The Measure E services and supplies budget includes costs related to supporting the projects, activities, services, and positions as outlined in Table 1: Measure E Projects.

Capital Outlay and Contingency costs include expenses related to capital outlay (purchase of equipment or land/building improvements valued at \$5,000 or more) and an allowance for unforeseen circumstances. The District intends to utilize Measure E to fund the following capital outlay items within the next biennial budget cycle:

- Staff Emergency Vehicles
- Power Load Gurneys
- Extrication Tools
- Apparatus Equipment
- Fleet Maintenance Mobile Column Lift System
- Contributions to ISF for future staff vehicle replacements
- Irrigation Infrastructure Replacement
- Sidewalk Improvements
- Asset Repair / Replacement
- Office Reconfiguration for Urban Forestry Staff
- Wackford Locker Room Improvements
- Johnson Recreation Center HVAC Replacement
- Wackford Pool Decking Improvements
- Laguna Community Park and Bartholomew Sports Park Score Board Replacements

Transfers out represent the cash transfer from one fund to another. Measure E transfers out include transfers to the Landscape and Lighting Fund for equitable park maintenance, and transfers to the Capital Projects Fund for capital improvement projects. Equitable Park Maintenance Transfers support park maintenance efforts in Landscape & Lighting Benefit Zones 1, 3, and 4. Capital Projects slated for Measure E include the following:

- Beeman Park Revitalization
- Betchart Shade Structure
- Elk Grove Park Grey Diamond Restroom Roof Repair
- Fales Park Repair
- Elk Grove Park Bike Park Restroom Roof Repair
- Fire Station 75 Fitness Room Improvements

Reserves (synonymous with Fund Balance) are accumulated by the District for capital projects and budget stabilization. The District's Measure E budget for the Fiscal Years 2025-26 and 2026-27 biennial period includes a planned draw of \$797,182 from reserves. In previous fiscal years, Measure E expenditures were delayed due to program development timelines. With program implementation now underway, the District will utilize these prior-year savings to fund one-time projects while maintaining adequate reserves to support future fiscal stability.

MEASURE E FUND FIVE-YEAR FORECAST

This five-year forecast for the Measure E Fund offers a forward-looking financial outlook to support long-term planning, transparency, and responsible stewardship of voter-approved resources. Measure E provides essential funding for services that benefit the Elk Grove community, including public safety, fire protection, youth programming, parks maintenance, and emergency response preparedness.

The forecast aligns expenditures with projected revenues while honoring the priorities identified by the community during the Measure E outreach process. These priorities include enhanced fire and emergency medical services, safer parks and facilities, youth enrichment programs, and maintaining rapid response times. While not a commitment to future spending, this forecast serves as a financial roadmap, allowing the District to anticipate upcoming needs, evaluate ongoing obligations, and ensure that Measure E resources are managed in a way that reflects the community's values and expectations.

BUDGET ASSUMPTIONS

The five-year forecast is based on a set of assumptions that reflect current economic conditions, historical trends, and known cost drivers. These assumptions are not predictions but informed estimates that help shape the financial outlook for the Measure E Fund. They provide a consistent basis for evaluating future revenue potential, expenditure growth, and overall fund performance.

The following key assumptions underpin the forecast:

- **Measure E Revenues** are forecasted to grow at an average rate of approximately 2.5% to 3% annually, consistent with sales tax trends identified by the City of Elk Grove's consultant analysis. The Fiscal Year 2025–26 revenue remains flat, reflecting conservative estimates based on current receipts. From Fiscal Year 2026–27 onward, growth resumes, increasing from \$9.9 million to \$10.8 million by Fiscal Year 2029–30.
- **Salaries and Benefits** are projected to increase at an average annual rate of 5.8% over the forecast period. This aligns with labor agreements, projected staffing needs, and inflationary pressures. It also includes an assumed 10% annual increase in health care insurance premiums and workers' compensation costs, reflecting recent trends and market conditions.
- **Services and Supplies** decrease in Fiscal Year 2026-27 due to a one-time expenditure and then gradually increase by approximately 5.2% annually, driven by assumed inflationary pressures of 5% for materials and equipment, 2% for professional services, and 10% for fuel and utilities. These increases reflect cost adjustments related to program delivery, inflation, and anticipated operational needs.
- **Transfers Out** decrease significantly following the biennium due to lower planned capital projects transferred to the Capital Projects Fund. After that, transfers grow at an average annual rate of 5%, allowing for consistent operational transfer to the Landscape and Lighting Assessment Fund for equitable park maintenance.
- **Capital Outlay and Contingency** fluctuate each year based on identified infrastructure priorities and funding capacity.

The Measure E fund is projected to remain financially stable throughout the forecast period. A planned drawdown in Fiscal Year 2025-26 results in a temporary deficit of \$977,415 to support one-time expenditures. However, the fund rebounds quickly, generating surpluses ranging from \$180,233 to \$330,378 in subsequent years. The ending fund balance grows from \$5.7 million in Fiscal Year 2025–26 to approximately \$7.0 million by Fiscal Year 2029-30.

The economic outlook for sales tax revenue in Elk Grove remains positive. Continued population growth, commercial development, and retail expansion are expected to sustain long-term revenue growth for Measure E. However, prudent fiscal management remains essential to mitigate risks associated with economic downturns, inflationary pressures, or unexpected capital needs. Importantly, this five-year forecast also functions as the District's long-range operating financial plan, extending three years beyond the adopted budget and incorporating key assumptions for both revenue and expenditures. Revenue projections are based on conservative sales tax growth estimates, while expenditure assumptions reflect anticipated labor cost increases, inflation impacts, and programmatic needs. By integrating this long-range plan into the budget process, the District ensures that spending decisions are evaluated in the context of future obligations and community priorities. This approach strengthens the District's ability to deliver on the promises of Measure E, maintain transparency with the public, and safeguard the sustainability of services that directly benefit Elk Grove residents.

REVENUES	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30
Measure E Revenues	9,900,000	9,900,000	10,197,000	10,502,910	10,817,997
Total Revenues	9,900,000	9,900,000	10,197,000	10,502,910	10,817,997

EXPENDITURES	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30
Salaries & Benefits	6,103,878	6,536,568	6,895,544	7,263,871	7,646,012
Services & Supplies	957,286	760,989	800,289	842,116	886,659
Capital Outlay & Contingency	1,862,600	1,067,000	906,950	770,908	655,271
Transfers Out	1,953,651	1,355,210	1,178,846	1,237,788	1,299,677
Total Expenditures	10,877,415	9,719,767	9,781,628	10,114,682	10,487,619

Net Income/(Loss)	(977,415)	180,233	415,372	388,228	330,378
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INTERNAL SERVICE FUND

FISCAL YEARS 2025-26 & 2026-27

INTERNAL SERVICE FUND BUDGET DETAIL

The District utilizes the Internal Service Fund (ISF) to allocate the costs of shared services across the District's various departments and funds. ISF revenues are generated through contributions from other District funds, based on each fund's proportionate share of the costs for Information Technology, Facility Maintenance, Fleet Replacement, and Risk Management services that support ongoing operations. In addition to funding daily operational needs, the ISF is also used to support districtwide deferred maintenance projects and capital asset replacement to ensure the long-term sustainability of District facilities, vehicles, equipment, and infrastructure.

Internal Service Fund	FY 2023-24 Actuals	FY 2024-25 Amended Budget	FY 2025-26 Proposed	FY 2026-27 Proposed
Net Position (Beginning)	\$0	\$10,386,766	\$8,979,938	\$4,167,316
Revenues				
Service Fees & Charges	\$11,598,430	\$9,296,385	\$10,893,128	\$11,845,419
Interest & Other Revenues	\$73,872	\$0	\$0	\$0
TOTAL	\$11,672,302	\$9,296,385	\$10,893,128	\$11,845,419
Expenditures				
Personnel Services	\$0	\$3,272,592	\$3,618,263	\$3,978,254
Services & Supplies	\$1,285,536	\$6,437,793	\$7,879,115	\$7,840,015
Capital Outlay & Contingency	\$0	\$992,828	\$4,208,372	\$50,000
TOTAL	\$1,285,536	\$10,703,213	\$15,705,750	\$11,868,269
Surplus/(Deficit)	\$10,386,766	(\$1,406,828)	(\$4,812,622)	(\$22,850)
Net Position (Ending)	\$10,386,766	\$8,979,938	\$4,167,316	\$4,144,466

The Internal Service Fund is made up of four different segments:

Facilities ISF: The Facilities ISF oversees the management of all District facilities, including routine maintenance, repairs, and small-scale renovations. For fiscal years 2025–2026 and 2026–2027, the Facilities ISF budget is \$1,634,784 and \$1,894,393, respectively. Allocations include \$824,384 and \$864,993 for ongoing annual maintenance, \$720,000 and \$939,000 for maintenance projects, and \$90,400 each fiscal year as contingency for unforeseen emergency repairs. The biennial budget includes a \$90,400 draw from reserves assigned for contingency to support contingency needs.

Fleet Replacement ISF: The Fleet Replacement ISF provides funding for ongoing replacement of the District's vehicle fleet and fleet related equipment. This fund collects adequate reserves for future replacements based on estimated lifespan, salvage value, and replacement cost. This approach ensures that the District can maintain the operational efficiency of its fleet and long-term financial sustainability. For fiscal years 2025–26 & 2026–27, the Fleet ISF budget is \$4,254,972 and \$96,600, respectively. In FY 2025–26, \$4,158,372 is allocated to replace fire apparatus, as authorized by the Board on December 6, 2023. An additional \$96,600 has been allocated in each fiscal year for Recreation pool vehicle leases (\$21,600), Facilities vehicle leases (\$25,000), and districtwide fleet contingency (\$50,000). All expenditures are funded by a draw against assigned reserves. However, this is partially offset by a \$214,150 contribution to reserves in each fiscal year for future vehicle and equipment replacements.

Information Technology ISF: The Information Technology (IT) segment of the ISF is responsible for managing all districtwide technology services. Budgeted expenditures encompass hardware, software, maintenance, and professional services required to support the district's technology infrastructure. For fiscal years 2025–2026 and 2026–2027, the IT ISF budget is \$1,938,522 and \$1,370,966, respectively. The biennial budget includes a \$681,400 allocation from assigned reserves, of which \$631,400 is

designated for the ERP Replacement Project—primarily to cover consultant costs—and \$50,000 is reserved for contingency purposes.

Risk Management ISF: The Risk Management ISF administers the District’s workers’ compensation and general liability insurance programs, as well as addresses unforeseen expenses related to claims or litigation. For fiscal years 2025–2026 & 2026–2027, the Risk Management ISF budget is \$7,877,472 and \$8,506,310, respectively. Budgeted expenditures include \$3,618,263 and \$3,978,254 for workers’ compensation, \$4,234,209 and \$4,503,056 for general liability coverage, and \$25,000 in each fiscal year allocated for contingency. A corresponding \$25,000 draw from assigned reserves is included to support the contingency needs.

Net Position: The Internal Service Fund is a proprietary fund that requires full-accrual accounting treatment, compared to modified-accrual accounting for the District’s governmental funds. Net position is the term used for an internal service fund to refer to the difference between assets and liabilities, which is comparable to a governmental fund’s fund balance. The Fiscal Year 2025-26 & 2026-27 biennial budget includes a \$4,835,472 draw against the net position, utilizing prior year assignments to purchase vehicles and apparatus, continue work on the New ERP project, and appropriate contingency for unforeseen circumstances. At the conclusion of the biennium, the Internal Service Fund’s net position is estimated to be \$4,144,466, assigned as follows:

ISF Segment	Description	Amount
Facilities	Jerry Fox Swim Center Capital Improvements	\$306,099
Facilities	Oasis Recreation Center Asset Replacement	\$10,000
Facilities	Station 71 Facility Improvements	\$502,099
Facilities	Corp Yard Facility Improvements	\$501,596
Facilities	Facilities Contingency	\$3,477
Fleet	Vehicles/ Apparatus / Equipment Replacement	\$2,184,275
IT	New ERP System	\$466,815
IT	IT Contingency	\$414
Risk	Insurance Deductibles	\$50,620
Risk	Legal Settlements	\$101,240
Risk	Risk Contingency	\$17,831
TOTAL:		\$4,144,466



DEBT SERVICE FUND

FISCAL YEARS 2025-26 & 2026-27

DEBT SERVICE FUND BUDGET SUMMARY

The Debt Service Fund provides a mechanism for managing the repayment of the District's debt and is used by the District to accumulate revenue for debt service payments and record lease, loan, and debt financing payment expenditures. All debt service revenue is made up of transfers in from other funds. The expenditures include principal and interest costs for outstanding debt.

Debt Service Fund	FY 2023-24 Actuals	FY 2024-25 Amended Budget	FY 2025-26 Proposed	FY 2026-27 Proposed
Fund Balance (Beginning)	\$0	\$0	\$0	\$0
Revenues				
Transfers In	\$4,339,494	\$4,365,439	\$4,903,090	\$4,708,272
TOTAL	\$4,339,494	\$4,365,439	\$4,903,090	\$4,708,272
Expenditures				
Leases & Loans	\$4,339,494	\$4,365,439	\$4,903,090	\$4,708,272
TOTAL	\$4,339,494	\$4,365,439	\$4,903,090	\$4,708,272
Surplus/(Deficit)	\$0	\$0	\$0	\$0
Fund Balance (Ending)	\$0	\$0	\$0	\$0

This fund includes dedicated revenue streams set aside specifically to pay down outstanding debt obligations tied to the District's governmental funds⁷. Each of the District's other funds transfer revenue into the Debt Service Fund for the scheduled debt service payments. The outstanding debt accounted for within this fund is outlined in Table 1 & 2 (below and next page) along with the fund contributions.

Table 1: Outstanding Debt Fiscal Year 2025-26

Fiscal Year 2025-26				
Debt Description	General	L&L	Capital	TOTAL
2015 Refinance - Pension Obligation Bond	\$605,442	\$50,508		\$655,950
2016 COP - Fleet Maintenance Refinance	\$766,275			\$766,275
2016 Energy Bond Series C (<i>final payment</i>)	\$118,575	\$8,925		\$127,500
2016 Energy Bond Series A	\$256,509	\$19,307		\$275,816
2021 Financing - (2) Type 1 Engines	\$135,456			\$135,456
Fire Annex Property Loan	\$105,296			\$105,296
Dillard Ranch Property Loan (<i>final payment</i>)	\$205,860			\$205,860
2021 COP - Station 77 & Admin Solar	\$97,174		\$388,695	\$485,869
2022 Financing - Ladder Truck	\$150,019			\$150,019
2022 COP - CORE Recreation Center	\$500,000	\$1,495,050		\$1,995,050
TOTAL	\$2,940,606	\$1,573,790	\$388,695	\$4,903,091

Table 2: Outstanding Debt Fiscal Year 2026-27

Fiscal Year 2026-27				
Debt Description	General	L&L	Capital	TOTAL
2015 Refinance - Pension Obligation Bond	\$623,163	\$51,987		\$675,150
2016 COP - Fleet Maintenance Refinance	\$767,675			\$767,675
2016 Energy Bond Series A	\$364,813	\$27,459		\$392,272
2021 Financing - (2) Type 1 Engines	\$135,456			\$135,456

⁷ Debt obligations for enterprise funds are accounted for within the enterprise funds themselves.

Fiscal Year 2026-27 (cont.)				
Debt Description	General	L&L	Capital	TOTAL
Fire Annex Property Loan	\$105,180			\$105,180
2021 COP - Station 77 & Admin Solar	\$97,494		\$389,975	\$487,469
2022 Financing - Ladder Truck	\$150,019			\$150,019
2022 COP - CORE Recreation Center	\$500,000	\$1,495,050		\$1,991,050
TOTAL	\$2,743,800	\$1,574,496	\$389,975	\$4,708,270



GOLF ENTERPRISE FUND

FISCAL YEARS 2025-26 & 2026-27

GOLF ENTERPRISE FUND BUDGET DETAIL

The Golf Enterprise Fund operates similarly to a private-sector business that sells goods and services to the public for a fee. The fund provides a self-sustaining financial structure for the Golf Course. The District uses this fund for revenues and expenses related to operating the Emerald Lakes Golf Course. The primary revenue sources for the Golf Enterprise Fund are recreation services charges (green fees, equipment rentals, merchandise sales, and other related fees) and transfers in from other funds. Expenditures include personnel costs, services and supplies, and capital outlay costs associated with operating the golf course.

Golf Enterprise Fund	FY 2023-24 Actuals	FY 2024-25 Amended Budget	FY 2025-26 Proposed	FY 2026-27 Proposed
Net Position (Beginning)	\$3,174,331	\$3,935,727	\$3,764,438	\$3,544,504
Revenues				
Recreation Service Charges	\$1,945,966	\$1,797,003	\$1,906,303	\$2,002,693
Interest & Other Revenues	\$33,215	\$12,088	\$10,800	\$10,000
Sub-total before Transfer In	\$1,979,181	\$1,809,091	\$1,917,103	\$2,012,693
Transfers In	\$574,277	\$236,993	\$186,993	\$90,603
TOTAL	\$2,553,458	\$2,046,084	\$2,104,096	\$2,103,296
Expenditures				
Personnel Services	\$1,093,263	\$1,236,034	\$1,333,826	\$1,397,786
Services & Supplies	\$674,238	\$649,838	\$677,288	\$668,409
Leases & Loans	\$16,543	\$16,866	\$13,692	\$7,734
Capital Outlay & Contingency	\$0	\$314,635	\$299,224	\$89,150
Sub-total before Transfers Out	\$1,784,044	\$2,217,373	\$2,324,030	\$2,163,079
Transfers Out	\$8,018	\$0	\$0	\$0
TOTAL	\$1,792,062	\$2,217,373	\$2,324,030	\$2,163,079
Surplus/(Deficit)	\$761,396	(\$171,289)	(\$219,934)	(\$59,783)
Net Position (Ending)	\$3,935,727	\$3,764,438	\$3,544,504	\$3,484,721

Revenues

The primary source of revenue for the Golf Enterprise Fund is Recreation Service Charges, which encompass green fees, range fees, golf lessons, and pro-shop sales. The Golf Enterprise Fund also receives billboard lease revenue as well as a transfer-in from the General Fund to support the ongoing cost of operating Emerald Lakes Golf Course.

Expenses

The Golf Enterprise Fund expenditures for the Fiscal Year 2025–26 and 2026–27 biennial period include personnel costs for 4.9 full-time equivalent (FTE) positions, encompassing full-time and part-time staff. Services and Supplies expenditures cover the materials and contracted labor costs required to maintain Emerald Lakes Golf Course and provide high-quality golf recreation programs.

The Golf Enterprise Fund also accounts for Lease and Loan expenses associated with the facility's leased equipment and repayment of the course property loan. Additionally, the biennial budget allocates funding for several capital improvement projects designed to enhance the course and customer experience. These projects include:

- Installation of a patio cover
- Acquisition of a hospitality tent
- Range lighting improvements
- Installation of artificial turf behind grass tee line

- Enhancements to the hitting bays
- Improvements to the range seating area and installation of shade sails
- Replacement of the existing shade structure over range mats

Net Position

Enterprise funds require full-accrual accounting treatment, compared to modified-accrual accounting for the District's governmental funds. Net position is the term used for an enterprise fund to refer to the difference between assets and liabilities, which is comparable to a governmental fund's fund balance. The Fiscal Year 2025-26 & 2026-27 biennial budget includes a \$279,717 draw against the Golf Enterprise net position, utilizing prior year savings to fund improvement projects in the biennium.



COMMUNITY FACILITIES DISTRICT FUND

FISCAL YEARS 2025-26 & 2026-27

COMMUNITY FACILITIES DISTRICT FUND BUDGET DETAIL

The District's Community Facilities District (CFD) Fund accounts for revenues and expenses tied to Mello-Roo's assessment levies. These revenue streams are restricted and exclusively used for fire protection, paramedic services, and park maintenance for parks within the respective CFD boundaries. Growth within the District's CFDs reduces the financial burden on the General Fund since they may be used to offset fire protection services, which are currently mostly accounted for within the General Fund.

Community Facilities District Fund	FY 2023-24 Actuals	FY 2024-25 Amended Budget	FY 2025-26 Proposed	FY 2026-27 Proposed
Fund Balance (Beginning)	\$0	\$37,758	\$111,185	\$175,107
Revenues				
Assessments	\$997,769	\$1,504,947	\$1,561,546	\$1,622,512
Interest & Other Revenues	\$7,500	\$4,004	\$0	\$0
Sub-total before Transfer In	\$1,005,269	\$1,508,951	\$1,561,546	\$1,622,512
Transfers In	\$0	\$299,324	\$482,805	\$565,511
TOTAL	\$1,005,269	\$1,808,275	\$2,044,351	\$2,188,023
Expenditures				
Personnel Services	\$693,452	\$1,615,193	\$1,599,755	\$1,735,422
Services & Supplies	\$57,193	\$116,555	\$193,799	\$188,765
Capital Outlay & Contingency	\$0	\$3,100	\$3,100	\$3,100
Sub-total before Transfers Out	\$750,645	\$1,734,848	\$1,796,654	\$1,927,287
Transfers Out	\$216,867	\$0	\$183,775	\$193,242
TOTAL	\$967,511	\$1,734,848	\$1,980,429	\$2,120,529
Surplus/(Deficit)	\$37,758	\$73,427	\$63,922	\$67,494
Fund Balance (Ending)	\$37,758	\$111,185	\$175,107	\$242,601

Revenue

Community Facilities District (CFD) revenue, also referred to as Mello-Roo's tax revenue, is collected from the following three CFDs:

1. Cosumnes CSD CFD No. 1 (Elk Grove Fire Protection)
2. Cosumnes CSD CFD 2021-1 (Sheldon Farms North)
3. Cosumnes CSD CFD 2022-1 (Elliott Springs)

The CFD Fund budget for Fiscal Years 2025–26 and 2026–27 includes General Fund contributions (Transfers in) of \$482,805 and \$565,511 to balance the operational budget for fire station services. To streamline fund management as the CFD portfolio expands, the expenditure budget allocates a standardized number of safety full-time equivalents (FTEs) to each CFD. This approach avoids the complexity of multi-funding individual positions. These transfers from the General Fund cover any shortfall between personnel-related expenditures and available CFD revenue.

Expenses

CFD No. 1 is dedicated exclusively to fire protection and paramedic service expenditures. In contrast, CFD 2021-1 and CFD 2022-1 support fire and park services.

The Fire Department uses CFD revenue to fund operational costs of fire stations serving the CFD areas, including salaries and benefits for firefighters/paramedics. A portion is also transferred to the General Fund to cover administrative overhead.

The Parks & Recreation Department uses CFD revenue to maintain parks within the CFD boundaries, with expenditures recorded under services & supplies and contingency. The budget also includes a transfer to the General Fund for associated administrative overhead costs.

Reserves

The CFD Fund budget allocates \$63,922 in Fiscal Year 2025-26 and \$67,494 in Fiscal Year 2026–27 to reserves designated for future park maintenance and capital projects. These contributions align with the District’s park ALCP.



STATE & FEDERAL GRANTS FUND

FISCAL YEARS 2025-26 & 2026-27

STATE/FEDERAL GRANTS FUND BUDGET DETAIL

The State/Federal Grants Fund accounts for revenues and expenses resulting from Grant receipts. The District appropriates budget for grants once they are awarded. There are no new Grants known at this time for Fiscal Year 2025-26 & 2026-27.

State/Federal Grants Fund	FY 2023-24 Actuals	FY 2024-25 Amended Budget	FY 2025-26 Proposed	FY 2026-27 Proposed
Fund Balance (Beginning)	\$2,301,950	\$946,002	\$0	\$0
Revenues				
Federal / State Aid	\$1,719,830	\$927,983	\$0	\$0
Interest & Other Revenues	\$37,375		\$0	\$0
Sub-total before Transfer In	\$1,757,205	\$927,983	\$0	\$0
Transfers In	\$45,945	\$56,425	\$0	\$0
TOTAL	\$1,803,150	\$984,408	\$0	\$0
Expenditures				
Personnel Services	\$1,485,978	\$40,000	\$0	\$0
Services & Supplies	\$15,448	\$300,764	\$0	\$0
Capital Outlay & Contingency	\$492,864	\$890,104	\$0	\$0
Sub-total before Transfers Out	\$1,994,290	\$1,230,868	\$0	\$0
Transfers Out	\$1,164,808	\$699,542	\$0	\$0
TOTAL	\$3,159,098	\$1,930,410	\$0	\$0
Surplus/(Deficit)	(\$1,355,948)	(\$946,002)	\$0	\$0
Fund Balance (Ending)	\$946,002	\$0	\$0	\$0

Although the District does not rely on receiving any new grant awards in the upcoming biennium, it is likely that existing grants will carry forward and remain encumbered into Fiscal Year 2025–26, following the conclusion of Fiscal Year 2024–25. The Fiscal Year 2024–25 State/Federal Grants Fund budget includes the following grant allocations:

- **American Rescue Plan Act (ARPA):** \$931,850
- **FEMA Public Assistance – 2022–23 Winter Storms:** \$15,854
- **State and Local Cybersecurity Grant Program (SLCGP) – FY 2022 & FY 2023:** \$224,910
- **Assistance to Firefighters Grant (AFG) – 2023:** \$620,425
- **Staffing for Adequate Fire and Emergency Response (SAFER) Grant – 2019:** \$37,371
- **Mobile Integrated Health (MIH) Pilot Program Grant:** \$100,000

Any expenditures associated with these grants that remain incomplete as of June 30, 2025, will be carried over and incorporated into the amended Fiscal Year 2025–26 budget.



OFFICE OF THE GENERAL MANAGER



**Be an innovative, inclusive, and intentional regional leader
committed to providing exceptional services that exceed
expectations and enhance the quality of life of those we serve.**

FISCAL YEARS 2025-26 & 2026-27

OFFICE OF THE GENERAL MANAGER

The General Manager and District Counsel are the only two positions appointed by the Board of Directors. The Office of the General Manager provides support for these two positions.

GENERAL MANAGER

The Board of Directors appoints the General Manager and reports directly to the Board as a whole, serving as District's Chief Executive Officer. The General Manager is responsible for a wide range of duties, including: implementing direction from the Board of Directors; enforcing policies, directives, and ordinances of the District; preparing and recommending to the Board a balanced budget; appointing and supervising all subordinate District personnel; oversight and authority over all property and finances of the District; advocacy for legislation to protect the District's interests; relationships with non-profits and the business community; and being responsive and accessible to the community at large. The District Clerk and the Chief of Staff support the General Manager.

The District Clerk is responsible for providing event and scheduling support to the legislative body, responding to Board member inquiries and ensuring compliance with the Brown Act, the Public Records Act, the Political Reform Act, and other applicable statutes. The District Clerk is charged with a variety of related duties which include: serving as filing officer and official for Statements of Economic Interests; preparing Board agendas, coordinating distribution of materials to the Board; posting public notices; receiving, tracking, and processing subpoenas, motions, communications to the Board, serving as custodian of records for legislative and administrative records, as well as contracts and a variety of other recorded documents; and coordinating with the County Register of Voters on General Elections, as well as any Special Elections that may be called.

In addition to supporting the General Manager on Districtwide projects, the Chief of Staff oversees Districtwide communications. The communications team generates and oversees public information, community relations, and marketing for the District. The team informs the news media and the community on agency administration and operations, elicits public support and responds to issues or identifies potential problems, and develops marketing that provides accurate and timely information about opportunities that satisfy the needs and desires of the community. Foundational services provided by this team include District and Department branding, media and social media monitoring, website management and content creation, graphic design and photography, and event promotion.

DISTRICT COUNSEL

The Board of Directors appoints the District Counsel and reports directly to the Board. The District Counsel represents the District, as an entity, and works closely with individual District officials, executives, and managers on a regular basis providing a full range of legal services which include preparation of legal opinions and documents; conducting legal research and support of a variety of topics; representation in all legal actions; and oversight of the District's Risk Management program.

Risk Management is responsible for identifying, assessing, and mitigating risks and hazards that may impact the District's operations, personnel, property or equipment. The program manages and monitors Districtwide safety and loss control efforts, including injury prevention for employees and the public, and the protection of District assets. It is responsible for administering the District's insurance program and claims process, working with insurance providers to secure appropriate coverage for all District assets and liabilities, and ensuring timely reporting and resolution of claims to minimize financial loss. Risk Management is critical in reducing exposure to liability and enhancing organizational resilience.

OFFICE OF THE GENERAL MANAGER ORGANIZATION CHART



OFFICE OF THE GENERAL MANAGER BUDGETED POSITIONS

Title	#	Title	#
Chief of Staff	1	General Manager	1
Claims Specialist	1	Graphic Specialist	2
Communication Specialist	1	Management Analyst	1
Community & Public Relations Manager	1	Marketing & Communications Supervisor	1
District Clerk	1	Risk Manager	1
District Counsel	1		
Executive Assistant	1	TOTAL	13

OFFICE OF THE GENERAL MANAGER BUDGET DETAIL

The General Fund fully supports the Office of the General Manager's (OGM) budget. OGM does not fulfill revenue generating functions other than generating sponsorships and donations, and a small transfer for administrative overhead. The expenditure budget includes personnel costs for the Board of Directors, General Manager, District Counsel, and support staff, as well as services and supplies expenditures necessary to fulfill the duties of the work unit's assigned functions.

General Fund	FY 2023-24 Actuals	FY 2024-25 Amended Budget	FY 2025-26 Proposed	FY 2026-27 Proposed
Revenues				
Interest & Other Revenues	\$296,574	\$157,000	\$75,000	\$75,000
Transfers In	\$88,131	\$88,130	\$88,130	\$88,130
TOTAL	\$384,705	\$245,130	\$163,130	\$163,130
Expenditures				
Personnel Services	\$2,527,016	\$2,921,081	\$2,882,841	\$3,083,088
Services & Supplies	\$850,117	\$1,463,892	\$1,343,741	\$1,358,209
Capital Outlay & Contingency	\$0	\$0	\$0	\$0
Sub-total before Transfers Out	\$3,377,133	\$4,384,973	\$4,226,582	\$4,441,297
Transfers Out	\$120,645	\$102,730	\$105,769	\$108,572
TOTAL	\$3,497,778	\$4,487,703	\$4,332,351	\$4,549,869






OFFICE OF THE GENERAL MANAGER ACCOMPLISHMENTS

STRATEGIC GOALS



ACCOMPLISHMENTS						
1.	The District published six full-color, 48-page Activity Guides, mailing each issue to over 62,000 households and distributing them at community locations. The guide remains a vital marketing tool that supports the goals of the Strategic Plan and helps drive participation and revenue.				✓	
2.	The District introduced the CORE brand with a fresh visual identity, key messaging, and strategic outreach to build excitement ahead of the facility's opening. The branding rollout included targeted communications and community engagement efforts that established CORE as a welcoming, innovative space aligned with District Strategic Plan goals.				✓	
3.	To celebrate the 30th anniversary of the Giant Pumpkin Festival, the District executed a successful communications campaign that boosted attendance, expanded media coverage, and strengthened regional awareness. These efforts supported Strategic Plan goals by promoting community connection, celebrating tradition, and showcasing District services.				✓	
4.	In 2024, the District secured 38 sponsors for the Giant Pumpkin Festival, generating a total of \$82,153 in cash and in-kind contributions. The sponsorship revenue helps offset the event's expenses while connecting businesses to the community. Notably, 26 of the sponsors returned from the previous year, highlighting the value of our benefits to businesses.		✓		✓	
5.	The District successfully applied for the 2024 State and Local Cybersecurity Grant Program (SLCGP) and received the full amount requested: \$224,910. These grant funds will help the District strengthen its cybersecurity measures, reduce risks, and possibly lower cybersecurity insurance premiums	✓	✓			
6.	The District received federal funding for the Fire Station 46 Expansion project in fiscal year 2024. The funds, secured through the efforts of Congresswoman Matsui, will be allocated for construction costs to add an additional bay to the station and other capital improvements, supporting the expansion and enhancement of the facility. This support is a testament to the strong working relationship between the District and Congresswoman Matsui's office.	✓	✓		✓	
7.	Implemented InsureTrack to ensure Risk Management Compliance & Oversight	✓				

OFFICE OF THE GENERAL MANAGER INITIATIVES

INITIATIVES						
1.	Strengthen community outreach and visibility by developing inclusive materials and outreach strategies that reflect the community's cultural and linguistic diversity, while sharing its history, promoting services, and connecting with residents through storytelling, public events, and targeted communications.				✓	✓
2.	Continue building the CORE brand through targeted campaigns, community partnerships, and engagement strategies that drive awareness, memberships, and long-term success of the facility.				✓	
3.	Expand sponsorship opportunities for the Giant Pumpkin Festival by developing new sponsorship packages and strengthening relationships with existing sponsors to increase revenue and community engagement.		✓		✓	
4.	Maintain / Enhance loss prevention efforts Increase transparency and awareness of risk management strategies	✓				

OFFICE OF THE GENERAL MANAGER PERFORMANCE MEASURES

PERFORMANCE MEASURES	Dept Initiative	Target	2023-24 Actual	2024-25 Estimate	2025-26 Goal	2026-27 Goal
Complete a Districtwide 40th anniversary marketing campaign that leverages the anniversary as a platform to promote services, share history, and engage residents.	1	100%	NA	NA	100%	NA
Maintain CORE's social media engagement rate at 5% during growth phase.	2	5%	NA	NA	5%	5%
Secure sponsors for the Giant Pumpkin Festival, generating a total of \$82,000 in cash and in-kind contributions, with a 75% retention rate of sponsors from the previous year.	3	75%	NA	NA	75%	75%
Number of Risk Management related trainings offered	4	5	4	5	5	5
Risk Management Accreditation Program Credit ¹	4	10%	10%	10%	10%	10%

1. The District's insurance provider offers a rebate equal to an amount between 1% and 10% based on a point system for meeting specified requirements.



ADMINISTRATIVE SERVICES DEPARTMENT



**Be an innovative, inclusive, and intentional, regional leader
committed to providing exceptional services that exceed
expectations and enhance the quality of life of those we serve.**

FISCAL YEARS 2025-26 & 2026-27

ADMINISTRATIVE SERVICES DEPARTMENT

The Administrative Services Department comprises various roles, including the Administrator of General Services, an Executive Assistant, an Administrative Manager, and multiple analysts. It includes six separate divisions that provide financial administration, information systems, human resources, infrastructure maintenance, planning, development, and design support for the District. The Administrative Services Department is responsible for administrative and support services for both internal departments and the public.

ENGINEERING, DEVELOPMENT & DESIGN

The Engineering, Development & Design Division oversees the District's Capital Improvement Plan and is responsible for managing the design and construction of District facilities and complex projects. This division also provides construction management and inspection services and serves as the District's engineering subject matter expert.

FACILITIES MANAGEMENT

The Facilities Management Division oversees the maintenance of all District facilities, including fire, parks and recreation, and administrative facilities. This includes day-to-day operational repairs and small to large-scale remodeling projects. Facilities Management also oversees the District's new asset management program, which includes data collection and management, lifecycle replacement assessment, and financial planning.

FINANCE

The Finance Division oversees the District's budget and accounting needs, including the District's investment portfolio, issuance of long-term debt, CFD administration, and implementation of development impact fee programs.

The Accounting section is responsible for safeguarding and managing the District's financial assets. Key functions include general accounting, accounts payable, invoice receipts, payroll administration, debt management, and treasury management operations. Accounting facilitates the annual audit and prepares the Annual Comprehensive Financial Report, which is submitted to the Government Financial Officers Association for review.

The Budget section is responsible for collaborating with other departments within the District to develop and monitor the District's biennial budget. This includes analyzing expenditures incurred compared to the budget, financial forecasting, cost estimating, and facilitating budget adjustments and mid-year budget revisions. It provides ongoing financial and budget reporting to the Board of Directors to support informed decision-making and fiscal accountability. Additionally, the Budget section is responsible for preparing the biennial budget book, a comprehensive document that exemplifies transparency in the allocation of public funds.

HUMAN RESOURCES

The Human Resources Division is responsible for attracting, recruiting, and retaining District personnel. The division conducts recruitment and testing activities, maintains personnel and salary records, coordinates training activities, provides guidance to departments on the interpretation of the Full-Time and Part-Time Handbooks, Benefit Administration, Administrative Policies and Memorandum of Understanding (MOU), and conducts employee appreciation and recognition programs.

INFORMATION TECHNOLOGY

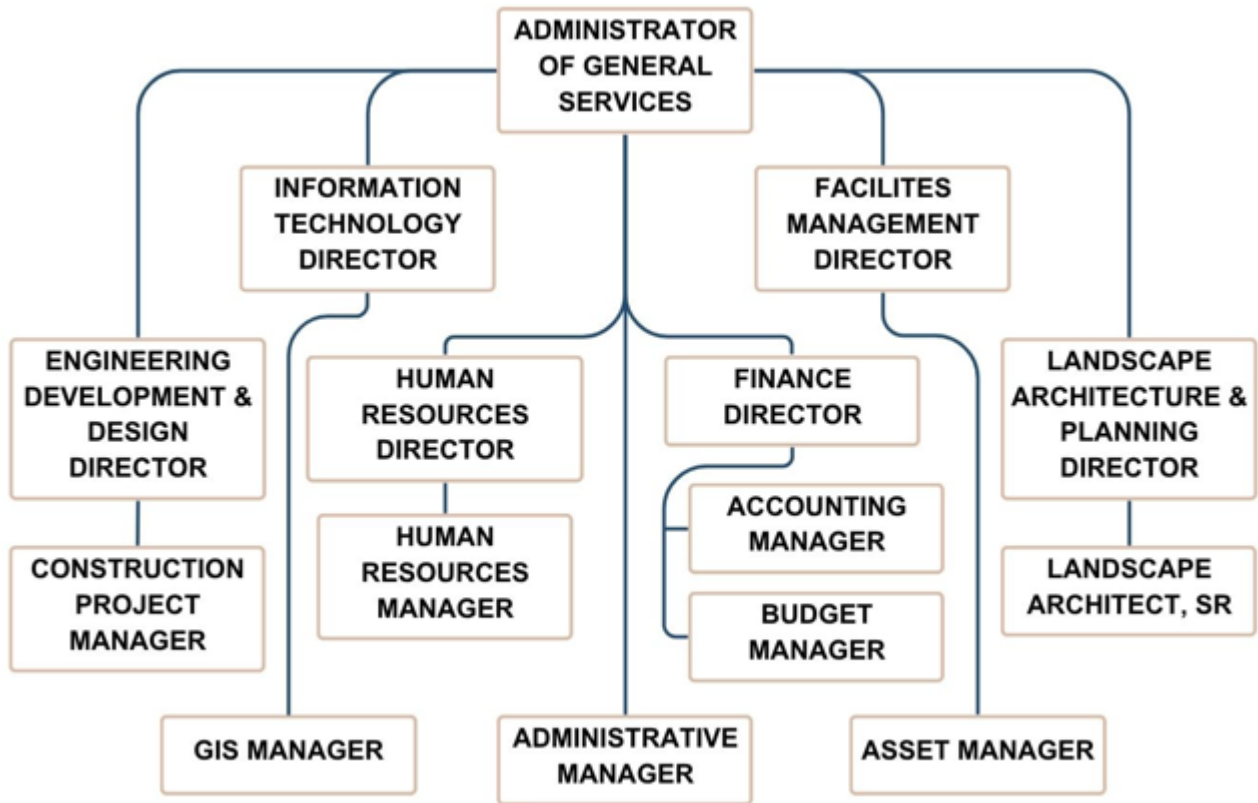
The Information Technology Division is responsible for the District's technology systems, including: all hardwares, software, mobile devices, servers, enterprise applications applications, cyber security, GIS (Geographical Information System), policies, procedures, and assisting staff to utilize District resources

more efficiently. Also, Information Technology is responsible for developing and maintaining cloud applications, including the District's website, finance software, work order systems, GIS applications, and online registration for recreation programs.

LANDSCAPE ARCHITECTURE & PLANNING

The Landscape Architecture & Planning Division manages the design and construction of District parks, trails, and greenways. This division is also responsible for community engagement, improvement plan review and approval, and serves as the District's landscape architecture and planning subject matter expert. Accordingly, we also support the City of Elk Grove by providing landscape improvement inspections that identify issues early, ensure contractor compliance, protect public assets, and ensure regulatory compliance through clear documentation and coordination. The Landscape Architecture & Planning Division oversees the District's Climate Action Plan.

ADMINISTRATIVE SERVICES DEPARTMENT ORGANIZATION CHART



ADMINISTRATIVE SERVICES DEPARTMENT BUDGETED POSITIONS

Title	#	Title	#
Accountant	1	GIS Analyst	1
Accountant, Sr.	1	GIS Manager	1
Accounting Assistant	2	GIS Technician	1
Accounting Manager	1	Human Resources Analyst	1
Accounting Specialist	1	Human Resources Manager	1
Administrative Analyst	2	Human Resources Specialist	3
Administrative Manager	1	Human Resources Technician	1
Administrator of General Services	1	IT Business Systems Analyst, Sr.	2
Asset Manager	1	IT Director	1
Budget Manager	1	IT Operations Systems Analyst, Sr	1
Building Maintenance Supervisor	1	Information Technology Specialist	2
Building Maintenance Worker, Sr.	5	Landscape Architect, Sr.	1
Construction Inspector	1	Landscape Architect/Designer II	1
Director of Facilities Management	1	Management Analyst	1
Director of Human Resources	1	Management Analyst, Sr.	1
Director of Landscape Architecture and Planning	1	Payroll Specialist	1
Engineering, Development and Design Director	1	Payroll Technician	1
Executive Assistant	1		
Finance Director	1	TOTAL	46

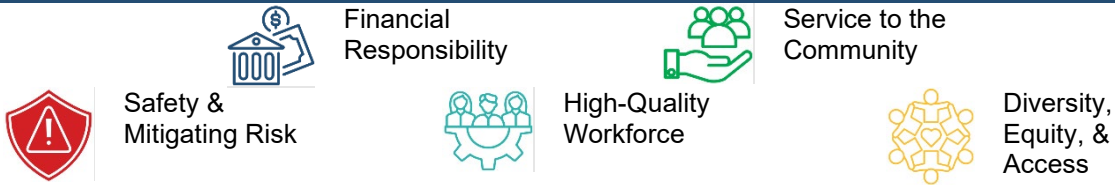
ADMINISTRATIVE SERVICES DEPARTMENT BUDGET DETAIL

The Administrative Services budget is fully supported by the General Fund. The department generates some revenue for renting office space to the Elk Grove Chamber, providing administrative support to the HART Foundation and Elk Grove Regional Scholarship Foundation, and managing an electronic billboard. The expenditure budget includes personnel services costs and services and supplies in order to fulfill the District's Finance, IT, Human Resources, and infrastructure development and maintenance needs.






General Fund	FY 2023-24 Actuals	FY 2024-25 Amended Budget	FY 2025-26 Proposed	FY 2026-27 Proposed
Revenues				
Interest & Other Revenues	\$306,626	\$232,000	\$182,000	\$182,000
Transfers In	\$234,281	\$0	\$0	\$0
TOTAL	\$540,907	\$232,000	\$182,000	\$182,000
Expenditures				
Personnel Services	\$4,731,743	\$5,872,872	\$6,604,425	\$7,081,926
Services & Supplies	\$2,021,467	\$1,814,202	\$1,488,612	\$1,512,908
Capital Outlay & Contingency	\$800,000	\$68,169	\$0	\$0
Sub-total before Transfers Out	\$7,553,210	\$7,755,243	\$8,093,037	\$8,594,834
Transfers Out	\$9,466		\$0	\$0
TOTAL	\$7,562,676	\$7,755,243	\$8,093,037	\$8,594,834

ADMINISTRATIVE SERVICES DEPARTMENT ACCOMPLISHMENTS

STRATEGIC GOALS



ACCOMPLISHMENTS						
1.	Completed the construction of Fire Station 77, expanding service coverage to new development in the southeast region of Elk Grove.	✓	✓		✓	
2.	Hired a Construction Inspector to optimize staffing and resource alignment within the Engineering, Development, and Design Division.			✓		
3.	Adopted a comprehensive funding plan for unfunded liabilities, targeting a 90% funded ratio for District's Unfunded Accrued Liability (UAL) and 100% for the District's Other Post Employment Benefits (OPEB).	✓	✓	✓		
4.	Received the District's first Government Finance Officer's Association's Distinguished Budget Presentation Award for the 2023-24 & 2024-25 Biennial Budget.		✓		✓	
5.	Transitioned CFD annexation administration to in-house, generating \$60,000 in additional revenue in Fiscal Year 2023-24.		✓	✓		
6.	Successfully negotiated the Management Employees Organization contract for the period of July 1, 2025, to June 30, 2028.		✓	✓		
7.	Streamlined seasonal summer hiring process, significantly reducing onboarding time for staff.			✓	✓	✓
8.	Enhanced employee benefits by introducing ARAG voluntary legal services.			✓		✓
9.	Implemented the Internal Services Fund for shared service cost allocations and committed over \$10M in reserve funding for capital replacements and maintenance projects.		✓		✓	
10.	Completed a procurement optimization review of the District's procurement practices to identify inefficiencies, implement process improvement, and lay the groundwork to strengthen internal controls and enhance organizational efficiencies.	✓	✓			
11.	Successfully prepared the Annual Comprehensive Financial Report (ACFR) for Fiscal Year 2023-24 with no audit findings.		✓			
12.	Aligned staffing and resources, including the hiring of an Asset Manager and Administrative Analyst.		✓	✓		
13.	Implemented CityWorks as the work order system in Facilities Management, which streamlined the ability for staff to request repairs. This improved building maintenance response times, communication, cost tracking, and work history records.	✓	✓	✓		
14.	Completed ISF projects, including Station 71 dorm remodel, Emerald Lakes Golf Course Pro Shop renovation and modular installation, Elk Grove Park sewer line repair, Station 44 upgrades, and Fire EMS/Fire HQ parking lot rehabilitation.	✓			✓	
15.	Completed community outreach and concept plans for Coyote Oaks (Sun Grove) and Mendes Ranch parks.				✓	✓
16.	Completed community outreach, concept plans and construction documents for Unity Park.				✓	✓

ACCOMPLISHMENTS (cont.)						
17.	Reviewed and commented on Bilby Ridge and Elk Grove Crossing Specific Plans, and other plans within the Sphere of Influence areas south of Kammerer Road and Bilby Road.		✓		✓	
18.	Designed and deployed various business process automation and workflows, utilizing multiple applications and system integrations to improve the efficiency and accuracy of data across the organization.	✓	✓	✓		
19.	Implemented the GIS Weed Abatement application, enhancing accessibility and predictability of fire prevention services, leveraging IT/GIS systems to assign, track efficiently, and document weed abatement inspections.	✓	✓	✓	✓	
20.	Implemented Clariti permitting software to streamline application processing, enhance tracking, and improve reporting, increasing overall operational efficiency.	✓	✓	✓	✓	

ADMINISTRATIVE SERVICES DEPARTMENT INITIATIVES

STRATEGIC GOALS



INITIATIVES						
1.	Enhance internal and external customer service for partner agencies, customers, vendors, individuals, divisions, and departments.			✓		✓
2.	Strengthen financial management through transparent reporting, improved cost recovery, and alignment with best budgeting practices.		✓			
3.	Upgrade technology systems and enhance cybersecurity measures to ensure reliable, secure, and integrated operations.			✓		
4.	Deliver major capital projects that improve public facilities, support community growth, and maintain critical infrastructure.	✓	✓		✓	
5.	Advance architectural design, long-range planning, and park development through community engagement, conceptual planning, and the creation of sustainable, high-quality public spaces.				✓	
6.	Implement policy updates and operational improvements to increase efficiency, internal control, and accountability.	✓		✓		✓
7.	Establish an asset management program based on data driven decision making and a risk management approach to maintenance to promote a comprehensive approach to asset management and provide long-term planning, proactive maintenance efficiency, life cycle replacement, and cost tracking.	✓	✓	✓	✓	
8.	Enhance employee support and professional growth through targeted training, expanded development opportunities, and a more responsive HR service model.			✓	✓	✓
9.	Develop and implement strategies that reduce the District's carbon footprint, promote energy efficiency, and support long-term environmental resilience in alignment with state and regional climate goals.	✓	✓		✓	
10.	Ensure the District's compensation and benefits programs are competitive, equitable, and aligned with organizational goals to attract, retain, and motivate a high-performing workforce.			✓		✓

ADMINISTRATIVE SERVICES DEPARTMENT PERFORMANCE MEASURES

PERFORMANCE MEASURES	Dept Initiative	Target	2023-24 Actual	2024-25 Estimate	2025-26 Goal	2026-27 Goal
Decrease average new-employee onboarding time.	1	100 days	117 days	129 days (as of 4/16/25)	115 days	100 days
IT service request ticket lifetime for routine incidents (resolution time).	1	4 days	7.2 days	7.2 days	5 days	4 days
IT service request ticket lifetime for urgent incidents (resolution time).	1	4 hours	72 hours	48 Hours	12 Hours	4 Hours
IT first contact resolution rate	1	75%	10%	15%	50%	60%
Timely and accurate vendor invoice processing	1	2 weeks	2 weeks	2 weeks	2 weeks	2 weeks
Deliver consistent, on-time, high-quality construction inspection services for the City of Elk Grove.	1	100%	0%	100%	100%	100%
Planning document reviews submitted to City of Elk Grove within the deadline provided.	1	100%	90%	100%	100%	100%
Achieve an unmodified (clean) opinion on the Annual Financial Audit and Single Audit with no reported findings or deficiencies.	2	1	1	1	1	1
Implement Impact Fee Nexus Study for Fire and Park Fees	2	100%	50%	60%	100%	N/A
Initiate cost center accounting model within the new ERP system	2	60%	0%	0%	30%	60%
Complete a cost allocation methodology to allocate indirect costs across programs and departments	2	100%	0%	0%	50%	100%
Implement a federally negotiated indirect cost rate agreement (NICRA) to ensure consistent and equitable recovery of administrative and overhead costs across federal grant programs.	2	100%	0%	0%	50%	100%
Receives the GFOA Award for Excellence in Financial Reporting	2	1	1	1	1	1
Annual updates to the District's Book of Fee's document.	2	2	2	2	2	2
GFOA Distinguished Budget Presentation Awards received.	2	1	1	1	1	1
Budget performance updates presented to Board /Public.	2	4	4	4	4	4
Replace the District's ERP system with a more integrated platform to support service needs. (percent complete)	3	100% by July 1, 2027	3%	20%	50%	100%
Develop and implement new business processes within Laserfiche.	3	6	3	5	6	6

PERFORMANCE MEASURES (cont.)	Dept Initiative	Target	2023-24 Actual	2024-25 Estimate	2025-26 Goal	2026-27 Goal
Develop, implement, and practice a Cybersecurity Response Plan	3	100	0%	0%	50%	75%
Decrease internal phishing campaign clicks	3	5 Click 0 / submission	128 / 28	50 / 5	10 / 0	5 / 0
Percentage of staff who complete annual cybersecurity training 100%	3	100%	0%	0%	75%	100%
GIS core asset layers are reviewed and governed under the new standard baseline.	3	90%	0%	70%	90%	90%
Annual Penetration Testing of critical systems	3	100%	5%	10%	40%	50%
Completion of CORE Recreation Center construction.	4	100%	48%	98%	100%	N/A
Complete community outreach meetings for two new parks with concept plans.	5	2	2	2	2	2
New Parks completed in full compliance with local, state and federal requirements.	5	2	2	2	2	2
Park Revitalization projects completed on-time and on-budget.	5	2	2	2	2	2
Develop a comprehensive asset management policy	6	100%	0%	70%	100%	N/A
Update and implement the new procurement policy	6	100%	25%	80%	100%	N/A
Make revisions to the Procurement Card Policy based on the recommendations from the Procurement Optimization findings.	6	100%	50%	100%	N/A	N/A
Percentage of daily work hours recorded in CityWorks	7	75%	30%	38%	60%	75%
Development of asset registry Facilities	7	75%	0%	30%	50%	75%
Development of an asset registry for Parks	7	75%	25%	25%	50%	75%
Development of an asset registry for Fleet	7	75%	0%	0%	50%	75%
Asset condition assessment	7	40%	0%	0%	30%	40%
Schedule of useful life for all District assets.	7	100%	50%	50%	75%	100%
Defining risk matrix for all asset classes	7	100%	0%	0%	50%	100%
Implement asset management component of CityWorks CMMS software and tie work orders to District assets.	7	100%	0%	0%	100%	N/A
Hire additional Building Maintenance Worker	7	100%	N/A	0%	100%	N/A

PERFORMANCE MEASURES (cont.)	Dept Initiative	Target	2023-24 Actual	2024-25 Estimate	2025-26 Goal	2026-27 Goal
Complete budgeted annual ISF projects, including roofing, floors, kitchens, restrooms, HVAC and others.	7	100%	100%	100%	100%	100%
Employee mandatory training compliance (anti-harassment, mandated reporting)	8	100%	98.4% / 97.8%	98% for both	99% for both	100% for both
Promote the Climate Action Plan to assist with monitoring and documenting progress towards statewide compliance in Greenhouse Gas Emissions (GHG) Reduction target to 50% by 2030.	9	50% reduction (0.111 MTCO ₂ e/SP)	15% reduction (0.1887M TCO ₂ e/SP)	20% reduction (0.177 MTCO ₂ e/SP)	25% reduction (0.166 MTCO ₂ e/SP)	30% reduction (0.155 MTCO ₂ e/SP)
Develop a fleet electrification infrastructure plan. Track and pursue grant opportunities.	9	100%	0%	0%	25%	100%
Implementation of MEO and Teamsters MOUs	10	2	0	2	0	0
Implement shift differential and certification pay for the unrepresented employee group	10	100%	0	100%	0	0

FIRE DEPARTMENT



The Cosumnes Fire Department saves lives and protects the community through prevention, preparedness, and emergency response in a timely, courteous, and effective manner.

FIRE DEPARTMENT

For more than a century, the Cosumnes Fire Department (Fire Department), previously Elk Grove Fire Department (since 1893) and Galt Fire Department (since 1921), has maintained its commitment to providing extraordinary service through prevention, preparedness, and emergency response to the community in a timely, courteous, and effective manner. The Fire Department is comprised of the Office of the Fire Chief, two branches (Operations and Administration), four divisions (Emergency Medical Services (EMS), Fire Prevention, Training, and Support Services), and other areas, including Fleet Maintenance, Logistics, Staffing, Special Operations, and Disaster Preparedness. The two branches are led by Deputy Fire Chiefs; the four divisions are led by Assistant Fire Chiefs. The community is protected through the 9-1-1 system, which includes response by two Shift Operations Battalion Chiefs who manage personnel and resources throughout nine strategically placed fire stations.

OFFICE OF THE FIRE CHIEF

The Office of the Fire Chief is responsible for department financial and budget management, contract and grant administration, policy oversight, external influences, strategic planning, accreditation management, and department process alignment. The Office of the Fire Chief is staffed by the Fire Chief, an Executive Assistant, an Administrative Manager, a Senior Management Analyst, and an Administrative Analyst. The Office of the Fire Chief ensures the Fire Department's personnel work in concert to support and provide fire suppression, EMS, fire prevention services, technical rescue services, and disaster preparedness services to the community.

ADMINISTRATION BRANCH

The Administration Branch is led by a Deputy Fire Chief and is responsible for the Fire Prevention Division, Training Division, and Support Services Division, as well as general administration and emergency management. The divisions are led by Assistant Fire Chiefs and Fleet Maintenance is led by a Fleet Manager.

Fire Prevention

The Fire Prevention Division serves the communities of Elk Grove and Galt by providing a comprehensive range of services that support fire, life, occupational, property, and environmental safety. These efforts aim to reduce fire hazards, ensure code compliance, and promote a culture of safety throughout the community. To achieve these goals, Fire Prevention personnel carry out various essential duties, including fire and life safety inspections for both new and existing buildings to ensure compliance with current fire codes and regulations. Plan review and construction permit approvals for new developments, tenant improvements, and system installations, such as fire alarms and sprinklers (plan review and construction inspection services are provided to Wilton Fire by contract). Enforcement of local and state fire codes, including the issuance of notices of violation and follow-up inspections to ensure corrective actions are taken. Public education and outreach, including fire safety presentations, school visits, and smoke alarm programs to increase community awareness and preparedness. Investigation of fires, arson, and post-blast incidents to determine origin and cause, support law enforcement efforts, and help prevent future incidents.

Training

The Training Division is responsible for delivering training programs and cultivating professional development among Fire Department personnel. Daily training exercises are a requirement of the Department. Training and drills are organized that include but are not limited to: company/command level firefighting for structures, wildland, industrial, and transportation; hazardous materials incidents; rescue; and emergency medical services. The Division is also responsible for conducting recruit fire academies to provide superior training to newly hired firefighters. The Special Operations Captain provides specialized training in high-risk, low-frequency emergency incidents. This includes the technical rescue program (including maintenance and inventory of rescue equipment), swift water

rescue program, hazardous materials, extrication efforts, and high/low angle rescue programs.

Support Services

The Support Services Division is responsible for fleet maintenance, logistics, staffing, recruitment and hiring, media relations, and disaster preparedness. The Fleet Maintenance section is tasked with servicing and repairing vehicles, apparatus, and equipment, so they are ready to respond to emergencies. Personnel are charged with scheduling, servicing, and tracking preventive maintenance and repairs on all Fire Department vehicles and apparatus and some District vehicles; outfitting new vehicles with the necessary equipment; installing all radio and mobile data computer (MDC) equipment on new Fire Department vehicles; complete build-up of all personnel vehicles; performing emergency radio repair and maintenance; and maintaining, testing, and fit testing of self-contained breathing apparatus (SCBA) equipment. Logistics personnel are responsible for ordering and maintaining the required equipment and supplies for Department members to carry out the mission and serve the community. Staffing is responsible to ensure all 9-1-1 resources are staffed 24 hours per day throughout the year. Recruitment, hiring, and media relations is managed by the Support Services Division in coordination with District personnel. Disaster Preparedness is coordinated across the Fire Department and the District and collaboratively with the City of Elk Grove, City of Galt, and Sacramento County Office of Emergency Services. This includes the management of the Community Emergency Response Team (CERT), which is a community-based program devoted to providing disaster-trained volunteers to supplement fire service and law enforcement personnel in a significant emergency or disaster.

OPERATIONS BRANCH

The Operations Branch is led by a Deputy Fire Chief and provides leadership and management of shift-based emergency personnel who respond to and mitigate emergencies throughout the community, including fires, EMS, vehicle collisions, hazardous materials spills, rescue services, special operations, and public assistance incidents; and manage operations-based programs, including emergency vehicle and equipment acquisition. The Branch includes the EMS Division, which is led by an Assistant Fire Chief, and shift operations led by six Battalion Chiefs.

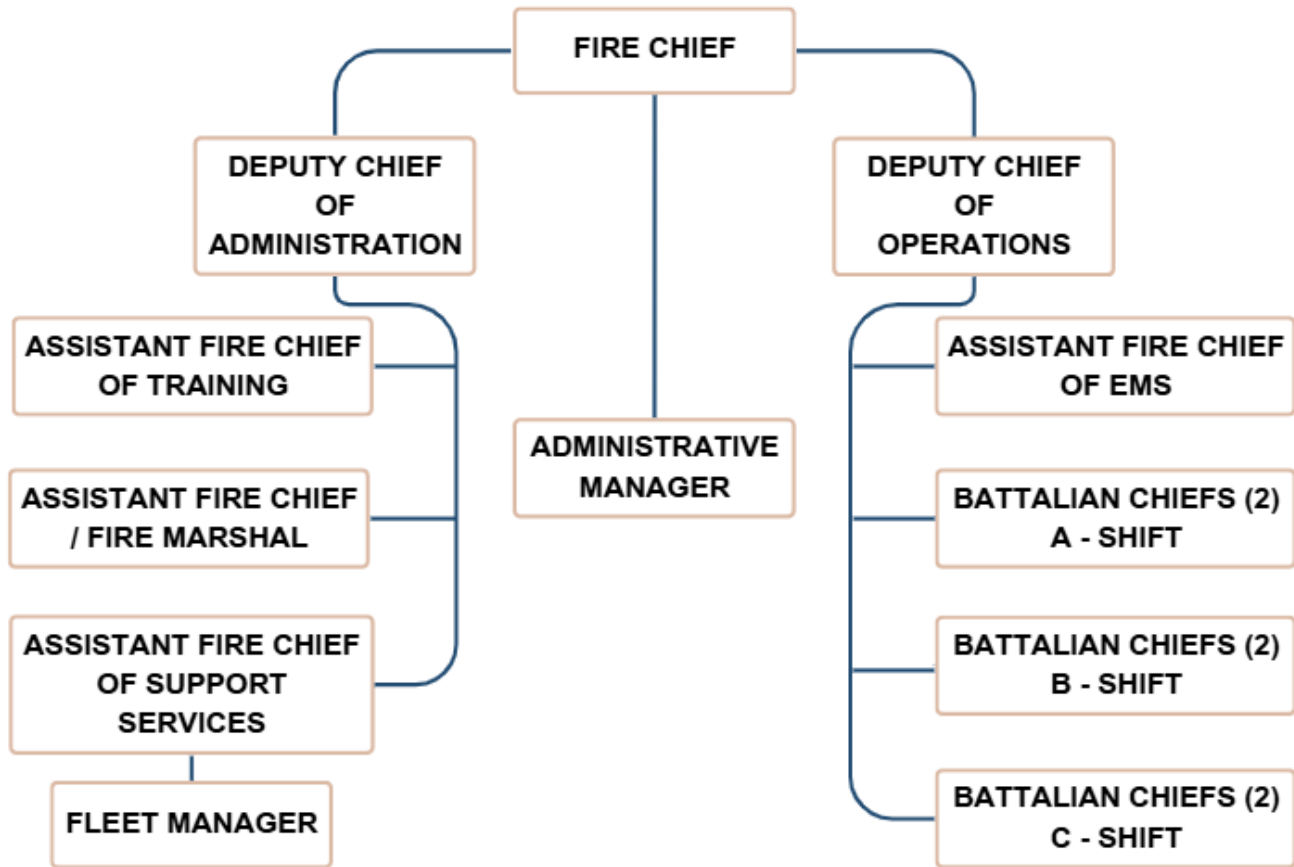
Emergency Medical Services (EMS)

The Fire Department provides advanced life support (ALS), pre-hospital care, and ambulance transportation from fire apparatus and medic units throughout the District including the cities of Elk Grove and Galt. CFD is also the primary ambulance transportation provider for southern Sacramento County including the Wilton, Herald, Courtland, and Walnut Grove Fire Districts. The EMS Division supports the 24-hour operation of nine ALS engine companies, one ALS ladder truck company, two ALS squads, eight ALS transporting ambulances, and a 24-hour EMS officer (EMS71). The EMS Division offers state-of-the-art training equipment for initial and continuing education training for District personnel and other regional partners. In addition, the division utilizes a Mobile Training Unit (former ambulance) for the purpose of bringing realistic training to units in the field. This allows on duty personnel to engage in effective simulation-based training while still able to respond to emergencies. In 2020, the EMS Division implemented High Performance CPR (HP-CPR), an advanced, evidence-based approach to cardiopulmonary resuscitation (CPR) designed to improve survival rates from cardiac arrest through emphasis on quality, efficiency, and teamwork during resuscitation efforts.

Shift Operations

The Shift Operations section provides all-hazards emergency response for the community on a three-shift basis, 24 hours per day, out of nine fire stations. Two Battalion Chiefs lead each Shift. They lead personnel who staff nine ALS fire engines, one ALS ladder truck company, two ALS squads, and eight ALS ambulances with a minimum daily shift strength of 53 personnel. Those staffed units also cross staff eight wildland firefighting engines, two water tenders, one mobile air unit, one rescue boat, and one heavy rescue unit.

FIRE DEPARTMENT ORGANIZATION CHART



FIRE DEPARTMENT BUDGETED POSITIONS

Title	#	Title	#
Administrative Analyst	2	Fire Inspector II	4
Administrative Manager	1	Firefighter	118
Administrative Specialist	2	Fleet Manager	1
Assistant Fire Chief	4	Fire Mechanic II	1
Battalion Chief	6	Fire Mechanic I	4
Deputy Fire Chief	2	Logistics Coordinator	1
Deputy Fire Marshal	2	Management Analyst	2
Executive Assistant	1	Management Analyst, Sr.	1
Fire Captain	30	Performance & Development Coordinator	1
Fire Captain – EMS	2	Performance & Development Coordinator, Asst.	1
Fire Captain - Special Operations	1	Permit Technician	1
Fire Captain - Training	2	Public Education Specialist	1
Fire Chief	1	Staffing Coordinator	1
Fire Engineer	30		
Fire Inspector I	2	TOTAL	225

FIRE DEPARTMENT BUDGET DETAIL

Fire Department financial activities are primarily tracked through the General Fund, Measure E Fund, and CFD Fund. The General Fund serves as the primary source of revenue and covers most operational expenses, including personnel, equipment, and facility maintenance. The Measure E Fund, supported by a local voter-approved sales tax, is designated for enhancing emergency services, staffing, and public safety programs. The CFD Fund generates revenue through special assessments on new developments to cover the additional costs associated with providing fire services and facilities needed to support the new development areas. These funds ensure the department maintains effective and responsive fire and emergency services. The tables below isolate the Fire Department's budget by fund.

General Fund	FY 2023-24 Actuals	FY 2024-25 Amended Budget	FY 2025-26 Proposed	FY 2026-27 Proposed
Revenues				
EMS Revenues	\$21,222,458	\$21,808,391	\$22,786,312	\$23,129,789
Plan Review & Inspection Fees	\$1,915,191	\$1,755,935	\$1,814,000	\$1,852,380
Building Rental Facilities & Cell Towers	\$306,035	\$282,805	\$315,969	\$327,522
Federal/State Aid	\$2,416,685	\$1,783,906	\$1,783,906	\$1,783,906
Interest & Other Revenues	\$1,697,768	\$1,122,722	\$1,124,262	\$1,144,421
Sub-total before Transfer In	\$27,558,136	\$26,753,759	\$27,824,449	\$28,238,018
Transfers In	\$66,847	\$38,824	\$0	\$0
TOTAL	\$27,624,983	\$26,792,583	\$27,824,449	\$28,238,018
Expenditures				
Personnel Services	\$53,004,270	\$57,919,938	\$64,799,084	\$67,108,990
Services & Supplies	\$12,367,927	\$12,507,513	\$13,120,860	\$13,391,518
Capital Outlay & Contingency	\$4,479,560	\$54,655	\$11,800	\$11,800
Sub-total before Transfers Out	\$69,851,757	\$70,482,106	\$77,931,744	\$80,512,308
Transfers Out	\$1,609,995	\$2,386,411	\$2,260,342	\$2,353,355
TOTAL	\$71,461,752	\$72,868,517	\$80,192,086	\$82,865,663
Measure E Fund	FY 2023-24 Actuals	FY 2024-25 Amended Budget	FY 2025-26 Proposed	FY 2026-27 Proposed
Revenues				
Measure E Tax	\$6,862,314	\$6,000,000	\$6,600,000	\$6,600,000
Interest & Other Revenues	\$30,938	\$41,129	\$0	\$0
TOTAL	\$6,893,252	\$6,041,129	\$6,600,000	\$6,600,000
Expenditures				
Personnel Services	\$1,565,490	\$3,989,349	\$5,280,512	\$5,645,720
Services & Supplies	\$648,396	\$529,077	\$481,761	\$470,419
Capital Outlay & Contingency	\$1,400,843	\$1,102,744	\$937,000	\$282,000
Sub-total before Transfers Out	\$3,614,729	\$5,621,170	\$6,699,273	\$6,398,139
Transfers Out	\$128,444	\$1,352,400	\$55,000	\$0
TOTAL	\$3,743,173	\$6,973,570	\$6,754,273	\$6,398,139

CFD Fund	FY 2023-24 Actuals	FY 2024-25 Amended Budget	FY 2025-26 Proposed	FY 2026-27 Proposed
Revenues				
Assessments	\$934,820	\$1,324,999	\$1,324,999	\$1,391,248
Interest & Other Revenues	\$7,203	\$4,004	\$0	\$0
Sub-total before Transfer In	\$942,023	\$1,329,003	\$1,324,999	\$1,391,248
Transfers In	\$0	\$299,324	\$482,805	\$565,511
TOTAL	\$942,023	\$1,628,327	\$1,807,804	\$1,956,759
Expenditures				
Personnel Services	\$693,452	\$1,615,193	\$1,599,755	\$1,735,422
Services & Supplies	\$31,705	\$13,134	\$39,776	\$42,793
Capital Outlay & Contingency	\$0	\$0	\$0	\$0
Sub-total before Transfers Out	\$725,157	\$1,628,327	\$1,639,531	\$1,778,215
Transfers Out	\$216,866	\$0	\$168,273	\$178,544
TOTAL	\$942,023	\$1,628,327	\$1,807,804	\$1,956,759

FIRE DEPARTMENT COMBINED TOTALS (ALL FUNDS)	FY 2023-24 Actuals	FY 2024-25 Amended Budget	FY 2025-26 Proposed	FY 2026-27 Proposed
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TOTAL REVENUES	\$35,460,258	\$34,462,039	\$36,232,253	\$36,794,777
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TOTAL EXPENSES	\$76,146,948	\$81,470,414	\$88,754,163	\$91,220,561
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FIRE DEPARTMENT ACCOMPLISHMENTS

STRATEGIC GOALS



ACCOMPLISHMENTS						
1.	As recommended within the Community Risk Assessment/Standards of Cover, the Fire Department implemented two Advanced Life Support (ALS) Squad units and an additional 24-hour shift Battalion Chief, supported through Measure E funding, to enhance response capabilities and improve operational supervision and mentorship.	✓		✓	✓	
2.	Completed promotional processes for the positions of Captain, Battalion Chief, and Engineer, which ensured leadership continuity, strengthened operational capacity, and supported professional development within the organization.	✓		✓		✓
3.	Conducted one Fire Academy to fill vacancies caused by attrition and to onboard 15 new firefighter positions, funded through Measure E, increasing staffing to work towards meeting NFPA recommendation.	✓		✓	✓	
4.	Implemented the Tablet Command program, funded through Measure E, to enhance situational awareness and operational efficiency through real-time incident management and improved unit tracking.	✓		✓	✓	
5.	Responded to 23,933 emergency incidents in calendar year (CY) 2023 and 24,609 emergency incidents in CY 2024, reflecting the Department's continued ability to meet increasing service demands.	✓		✓	✓	
6.	Completed 100% of State Mandated Fire Inspections in 2024 and 2023, maintaining compliance with state regulations and supporting community fire safety.	✓		✓	✓	
7.	Increased the number of certified fire investigators from two to four, with three additional members in training. This expansion has improved the Department's ability to conduct timely and thorough investigations, leading to more accurate cause determinations and enhanced fire prevention strategies.	✓	✓	✓	✓	✓
8.	In Calendar Year (CY) 2024, the department completed 2,100 plan reviews, 5,163 construction inspections, and over 900 vegetation management inspections. This reflects an increase from CY 2023, during which 1,882 plan reviews, 3,467 construction inspections, and over 950 vegetation management inspections were completed.	✓	✓	✓	✓	
9.	Implemented a 24-hour Emergency Medical Services (EMS) Officer (EMS-71) position to provide real-time operational and logistical support for frontline crews, improving coordination and response effectiveness for EMS incidents.	✓		✓	✓	

	ACCOMPLISHMENTS (cont.)					
10.	Implemented off-duty, required EMS certification training for 151 personnel, funded through Measure E. FY 2023/24 training included High-Performance CPR, Advanced Cardiac Life Support (ACLS), and Sacramento County LEMSA EMT and Paramedic skills sign-off. FY 2024/25 training included Handtevy Pediatric System, Trauma updates, and LEMSA protocol revisions—ensuring all personnel meet the highest standards in prehospital care.	✓		✓	✓	
11.	Delivered high-quality emergency medical services, with 98% of surveyed residents rating Fire/EMS services as “excellent” or “good” in FY 2023/24 and through February of FY 2024/25.	✓		✓	✓	✓
12.	Made significant progress toward Commission on Fire Accreditation International (CFAI) Accreditation, advancing from Registered Agency to Candidate Agency status during FY 2023/24 and FY 2024/25.	✓		✓	✓	✓
13.	Awarded \$564,248.78 through the 2023 Assistance to Firefighters Grant (AFG) to purchase dual-band radios, replacing outdated VHF radios and enhancing interoperability and communications during emergency incidents.	✓	✓	✓	✓	
14.	Opened Fire Station 77 in April 2024 to provide fire suppression and EMS services to residents in the growing south Elk Grove area.	✓	✓	✓	✓	✓
15.	Onboarded two Measure E-funded civilian positions, Fleet Mechanic and Management Analyst (EMS). These roles enhance the timeliness of fleet maintenance, provide redundancy in Fleet Maintenance operations, and strengthen data analysis and administrative support in EMS.	✓	✓	✓	✓	
16.	Converted the Battalion Chief of Administration position to Assistant Chief of Support Services to bolster leadership within the Administration Branch and provide direct oversight to Fleet Maintenance and other support functions.	✓		✓		
17.	Participated in statewide Mutual Aid responses, contributing to six incidents in CY 2023 (8,405 personnel hours) and 25 incidents in CY 2024 (15,692 personnel hours), demonstrating a strong commitment to regional emergency response and disaster assistance.	✓	✓	✓	✓	
18.	Fleet Maintenance personnel completed 475 work orders (1,329 vehicle repairs) in CY 2023 and 554 work orders (1,365 vehicle repairs) in CY 2024, ensuring fleet readiness to meet the operational demands of the Department.	✓		✓	✓	
19.	Updated the Community Risk Assessment/Standards of Cover to reflect the growing service area and implemented short-term recommendations to optimize resource deployment and improve community risk mitigation.	✓	✓	✓	✓	✓
20.	Developed and launched the Fire Explorer Program, funded by Measure E, to engage and mentor high school students interested in careers in emergency services, supporting workforce development and community engagement.	✓			✓	✓
21.	Implemented a new online permitting software system, allowing community members and staff to submit and review permit applications, conduct inspections, and process payments digitally, streamlining operations and improving customer service.	✓	✓		✓	✓

ACCOMPLISHMENTS (cont.)						
22.	Through strong, coordinated collaboration throughout the County, we successfully reduced Ambulance Patient Offload Times (APOT) and improved Unit Hour Utilization (UHU), strengthening system performance and patient care across the county.	✓	✓	✓	✓	
23.	Received an award of \$100,000 from the 5 th District of the Sacramento County Board of Supervisors to implement a six-month Mobile Integrated Health (MIH) pilot program.	✓	✓		✓	✓
24.	Tracked all mutual aid deployments to account for associated costs, reimbursements, and resource allocation, including personnel and apparatus hours.	✓	✓			
25.	Upfitted and placed into service three new Pierce fire engines (E71, E77, and E45) and one new Pierce tractor-drawn aerial (TR74).	✓			✓	
26.	Upfitted and placed into service five new overhead Chief vehicles, two new squad vehicles (S71 and S74), and two new Battalion Chief vehicles (B10 and B11).	✓			✓	
27.	Upfitted and placed into service six remounted Braun medic units and one new Braun medic unit.	✓			✓	

FIRE DEPARTMENT INITIATIVES

STRATEGIC GOALS



INITIATIVES						
1.	Continue to reduce response times (alarm to arrival) to emergency incidents in the urban areas of the jurisdiction.	✓		✓	✓	
2.	Provide timely, courteous, and effective emergency response services to the community.	✓			✓	
3.	Continue implementation off-duty EMS required training while efficiently scheduling training hours to minimize wear and tear on apparatus, reduce the total number of training dates, and maintain apparatus availability.	✓	✓	✓	✓	
4.	Implement a six-month Mobile Integrated Health (MIH) pilot program utilizing \$100,000 ARPA funds as allocated by the 5 th District of the Sacramento County Board of Supervisors	✓		✓	✓	✓
5.	Continue to improve upon the pillars of high-performance CPR to enhance the Department's Utstein Survival Rates and reporting to the Cardiac Arrest Registry to Enhance Survival (CARES) database.	✓		✓	✓	✓
6.	Deliver high-quality emergency medical services, with a surveyed percentage rating of 95%.	✓			✓	✓
7.	Provide all required annual training for operational personnel in compliance with industry standards.	✓			✓	
8.	Provide accurate and timely plan reviews.	✓	✓	✓	✓	
9.	Special Operations maintain an active Urban Search and Rescue program.	✓		✓	✓	
10.	Conduct annual advanced inspections of structural turnout gear in accordance with NFPA 1851 standards.	✓	✓			
11.	Promote a healthy and sustainable work environment by monitoring voluntary and mandatory overtime.	✓	✓	✓		
12.	Perform preventative maintenance and repairs in accordance with NFPA 1911 standards, with a focus on operational efficiency and effectiveness.	✓	✓			
13.	Provide ongoing education and training to Fire Mechanics in alignment with NFPA 1910, requiring 100 hours of continuing education per five-year certification period.	✓		✓		

FIRE DEPARTMENT PERFORMANCE MEASURES

PERFORMANCE MEASURES	Dept Initiative	Target	2023-24 Actual	2024-25 Estimate	2025-26 Goal	2026-27 Goal
Total response time (alarm to arrival) to emergency calls in the urban areas of the jurisdiction (minutes)*	1	5:30	7:01 (CY23)	6:56 (CY24)	5:30 (CY25)	5:30 (CY26)
Total number of emergency responses conducted annually.*	2	25,000	23,933 (CY23)	24,609 (CY24)	25,000 (CY25)	25,500 (CY26)
Elimination of the number of hours units are out-of-service to attend annual required EMS certification training.	3	0 Number of hours units are out of service.	Off-Duty Training 6 days scheduled 151 personnel	Off-Duty Training 6 days scheduled 165 personnel	Off-Duty Training 6 days scheduled 160-170 personnel	Off-Duty Training 6 days scheduled 160-170 personnel
MIH; Reduce incidence of calls for emergency services, and repeat emergency room admissions, for identified High Utilizers.	4	911 use reduction per person enrolled in program	n/a	Individual reduction by 20%	Individual reduction by 25%	Individual reduction by 30%
Meet or exceed the Utstein national standard survival rate.	5	Improve Utstein Survival rate by 1% each year	47.1% (CY 2023)	37.5 % (CY 2024)	≥38.5%	≥39.5%
Percent of surveyed residents rating Fire/EMS services as “excellent” or “good”.	6	>95%	98%	98%	98%	99%
Perform recommended training hours per firefighter (FF), per ISO recommendation.	7	192 hours per FF (31,488 hours)	14,002	20,630	25,500	31,488
Complete accurate and timely plan reviews.	8	≥ 75% within the 15-day timeline	N/A	N/A	75%	90%
Exceed the annual requirements to maintain currency as an Urban Search and Rescue program.	9	> 60 hours	124 hours	175 hours	200 hours	225 hours
Percentage of turnout gear passing annual NFPA 1851 inspections.	10	100% inspected annually	100%	100%	100%	100%
Total number of voluntary and mandatory overtime hours worked.	11	Voluntary hours ≤ 75,000 Mandatory hours < 2,500	Voluntary hours 90,381. Mandatory hours 13,507	Voluntary hours 95,000. Mandatory hours 16,000	Voluntary hours ≤ 75,000 Mandatory hours < 2,500	Voluntary hours ≤ 75,000 Mandatory hours < 2,500

PERFORMANCE MEASURES (CONT.)	Dept Initiative	Target	2023-24 Actual	2024-25 Estimate	2025-26 Goal	2026-27 Goal
Completion rate of required annual and bi-annual services under NFPA 1911.	12	32 annual 32 bi-annual	46 annual 13 bi-annual	38 annual 32 bi-annual	32 annual 32 bi-annual	32 annual 32 bi-annual
Average of 20 hours of continuing education attained per Fire Mechanic (5 FTE) annually.	13	30 hours per FTE; 150 hours total	27 hours per FTE; 135 hours total	32 hours per FTE; 160 hours total	76 hours per FTE; 380 hours total	76 hours per FTE; 380 hours total

* Actuals, estimates, and goals are based upon a calendar year. The 2023 time reflects both urban and rural times together.



PARKS & RECREATION DEPARTMENT



**Be an innovative, inclusive, and intentional regional leader
committed to providing exceptional services that exceed
expectations and enhance the quality of life of those we serve.**

FISCAL YEARS 2025-26 & 2026-27

PARKS & RECREATION DEPARTMENT

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

The Parks & Recreation Department is proud to be accredited by the Commission for Accreditation of Park and Recreation Agencies (CAPRA), a distinction that recognizes the department's commitment to excellence, accountability, and continuous improvement in the delivery of parks and recreation services. This national accreditation affirms the District's adherence to the highest standards in the industry.

The department comprises two divisions funded by the General Fund, Measure E, Landscape and Lighting (L&L) Assessment Funds, and an Enterprise Fund.

- **Recreation and Community Services Division** – The Recreation and Community Services Division is responsible for recreation programs such as preschools, afterschool programs, summer camps, teens, adaptive and inclusive recreation programs, special events, sports, aquatics, and volunteers. This budget also includes recreation facilities, aquatic facilities, and community centers.
- **Park and Golf Operations Division** – The Park and Golf Operations Division includes all land management activities at parks, streetscapes, trails, Emerald Lakes Golf Course, and other owned green spaces, as well as operational maintenance for aquatic centers, spray grounds, and sports centers. It is divided into four units: Administration, West Sector, East Sector, and South Sector, which includes the City of Elk Grove contract and Emerald Lakes Golf Course.

Services Funded by General Fund

- The Aquatics section includes all aquatic programming of the Jerry Fox Swim Center and Wackford Community & Aquatic Complex. Training is conducted year-round following the American Red Cross Lifeguard Training program guidelines.
- The Sports section includes youth and adult leagues, youth and adult drop-in programs, camps and classes, and field, tennis, and gym rentals. In addition, staff work with community sports groups to provide fields for practice, games, and tournaments.
- The Youth Development section includes Buddy Bunch, Toddler Time, Preschool, Recreation Adventures, Kid Central Before and After School, Off-Track Day Camp, Summer Camp, Teen Afterschool, Teen Taxi, Teen Summer Adventure Camp, Teen Action Committee, Teen Leadership Committee, staffing of The Grove rentals and contract classes instructors for the enrichment classes.
- The Partnership and Events section manages the Community Support and Equitable Partnership program and coordinates regional and community events that strengthen community image and sense of place by engaging residents in recreation experiences at their local parks and facilities.
- The Customer Service section provides courteous and professional service to all facility users, personnel, and the public. Staff also provide concession services at the Jerry Fox Swim Center, Wackford Community and Aquatic Complex, Elk Grove Aquatics Center, and the Bartholomew Sports Complex during recreation swim hours, weekday league softball nights, and baseball tournaments during the weekend.
- The Facilities section includes the day-to-day oversight of the department's recreation and community centers, including the management and operations of the City of Elk Grove's Aquatic Center. Staff are also responsible for coordinating and scheduling security services and facilitating rentals.

- The Park Ranger program educates park patrons on rules, regulations, and best practices to gain compliance through education, not enforcement. Park Rangers visit an average of 696 parks per month.

Services Funded by Landscape and Lighting (L&L) Assessments

The Landscape and Lighting Assessment District generates revenue across 13 benefit zones (which make up the Districtwide assessment) and six sub-assessment zones ([Exhibits C and D](#)). The work performed and improvements proposed within the assessment district and the costs paid from the levy of assessments provide special benefits to the parcels within the assessment district. The Landscape and Lighting Assessment District generates revenue across 13 benefit zones (which make up the Districtwide assessment) and six sub-assessment zones

The improvements funded by the assessment district include all labor, materials, supplies, utilities, equipment, services and management required to maintain, improve, repair, operate, construct and replace the parks, landscaped corridors, sound walls, project entrances, signs, walkways, green belts, parkways, trail systems, sports courts, open space of any nature and Camden Lake; and may also include other recreational facilities, amenities and appurtenances within the District's parks thereto owned by the District. This work is intended to enhance the aesthetic, environmental, and economic value of those properties located within the District.

District staff assigned to perform duties such as supervising third-party maintenance contractors, coordinating Asset Life Cycle Plan projects, repairing irrigation systems, maintaining parks, playgrounds, painting, doing concrete work, conducting safety inspections, performing carpentry, repairing vandalism, and removing graffiti. Select landscape maintenance tasks are also assigned to third-party contractors.

Services Funded by Measure E

The Parks & Recreation Department utilizes Measure E funding for budget action items aligned with community-identified priorities. The priorities applicable to the department include maintaining clean and safe public areas, park maintenance and youth gang/crime prevention. The District will maintain clean and safe public areas by hiring additional staff to expand the urban forest management and park ranger programs. Measure E funding will also be used to revitalize existing parks and replace park infrastructure that has reached the end of its useful life, upgrading irrigation infrastructure to improve water efficiency practices, enhancing the safety of sidewalk and trail surfaces, and improving the park system's maintenance. The District will also support At-Promise Youth initiatives by hiring additional staff to provide youth and teen programs, events, trips, and outings, as well as offering a scholarship program.

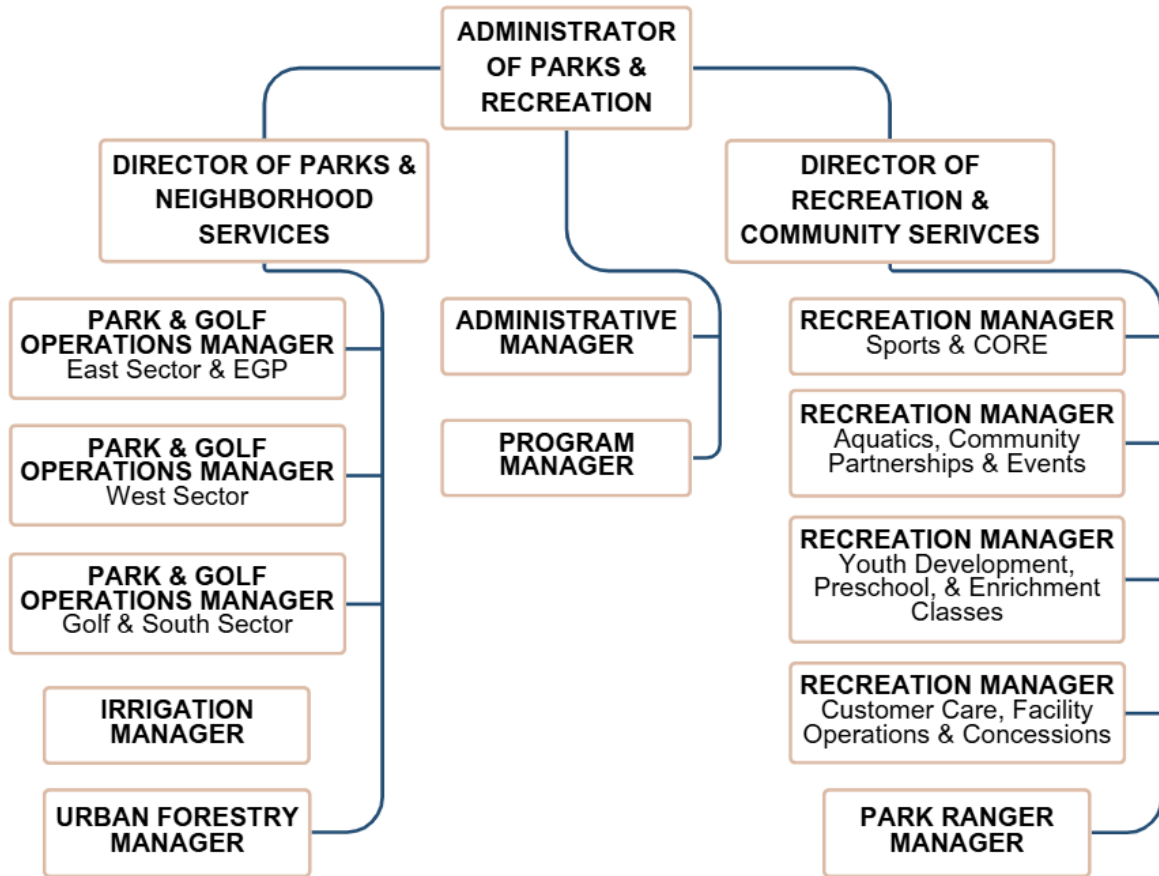
Services Funded by Enterprise Funds

The Emerald Lakes Golf Course team operates and maintains a 9-hole, par-33 course on 48 acres. The course also includes a golf shop, a covered driving range, and a practice area. In-house staff teach golf lessons and maintain all areas of the golf course and common areas, including the parking lot.

Services Funded by CFD Funds

The CFD Fund generates revenue through special assessments on new developments, such as Sheldon Farms and Elliot Springs. The Parks & Recreation Departments utilizes these funds to support the maintenance of parks, landscaped areas, and streetscapes within these areas, ensuring these new neighborhoods are well-maintained, attractive, and safe, enhancing the quality of life for residents without placing the financial burden on the General Fund.

PARKS & RECREATION DEPARTMENT ORGANIZATION CHART



PARKS & RECREATION DEPARTMENT BUDGETED POSITIONS

Title	#	Title	#
Administrative Analyst	1	Membership Specialist	1
Administrative Assistant	7	Park Maintenance Supervisor	5
Administrative Manager	1	Park Maintenance Worker	17
Administrator of Parks & Recreation	1	Park Maintenance Worker, Sr.	11
Construction Project Manager	1	Park Ranger	2
CORE Operations Supervisor	1	Park Ranger Manager	1
Director of Parks & Recreation	2	Park Ranger Supervisor	1
Executive Assistant	1	Parks and Golf Operations Manager	3
Facilities Operations Technician	2	Preschool Teacher	4
Facilities Operations Technician, Sr.	2	Program Manager	1
Fitness Professional	1	Recreation Coordinator	16
Golf Professional	1	Recreation Manager	4
Irrigation Manager	1	Recreation Supervisor	9
Landscape Maintenance Inspector	2	Urban Forestry Manager	1
Maintenance Supervisor	1	Volunteer Coordinator	1
Maintenance Worker	2	Youth Outreach Advocate	1
Management Analyst	3		
Management Analyst, Sr.	1	TOTAL	109

PARKS & RECREATION BUDGET DETAIL

The Parks & Recreation Department has the most diversified funding sources to support its financial activities. The General Fund finances the costs associated with providing recreation services. Park maintenance services are primarily funded by the L&L Fund, with additional support from the CFD fund. Measure E Funds are used by the Parks & Recreation Department to offer community-identified priority services, including maintaining clean and safe public areas and offering youth gang/crime prevention programs. The Golf Enterprise Fund is used exclusively to account for revenues and expenditures tied to operating and maintaining the Emerald Lakes Golf Course.

General Fund	FY 2023-24 Actuals	FY 2024-25 Amended Budget	FY 2025-26 Proposed	FY 2026-27 Proposed
Revenues				
Recreation Service Charges	\$5,008,986	\$6,054,558	\$7,263,398	\$7,961,261
Building Rental Facilities & Cell Towers	\$1,127,295	\$1,194,793	\$1,226,266	\$1,260,181
Interest & Other Revenues	\$2,080,216	\$2,647,032	\$2,417,618	\$2,582,930
Sub-total before Transfer In	\$8,216,497	\$9,896,383	\$10,907,282	\$11,804,372
Transfers In	\$213,542	\$350,438	\$423,696	\$428,660
TOTAL	\$8,430,039	\$10,246,821	\$11,330,978	\$12,233,032
Expenditures				
Personnel Services	\$10,390,706	\$11,808,167	\$13,222,882	\$14,184,726
Services & Supplies	\$3,454,321	\$4,653,522	\$5,432,387	\$5,452,035
Capital Outlay & Contingency	\$81,359	\$247,275	\$137,119	\$137,251
Sub-total before Transfers Out	\$13,926,386	\$16,708,964	\$18,792,388	\$19,774,012
Transfers Out	\$800,134	\$610,889	\$616,329	\$629,125
TOTAL	\$14,726,520	\$17,319,853	\$19,408,717	\$20,403,137
Landscape & Lighting Fund	FY 2023-24 Actuals	FY 2024-25 Amended Budget	FY 2025-26 Proposed	FY 2026-27 Proposed
Revenues				
Assessments	\$19,114,626	\$19,679,001	\$20,135,813	\$20,739,889
Service Fees & Charges	\$3,216,364	\$4,080,423	\$4,431,829	\$4,884,545
Building Rental Facilities & Cell Towers	\$812,116	\$418,910	\$536,074	\$557,034
Interest & Other Revenues	\$1,778,202	\$1,141,526	\$383,133	\$382,185
Sub-total before Transfer In	\$24,921,308	\$25,319,860	\$25,486,849	\$26,563,653
Transfers In	\$6,209,152	\$11,371,792	\$14,746,591	\$15,712,915
TOTAL	\$31,130,460	\$36,691,652	\$40,233,440	\$42,276,568
Expenditures				
Personnel Services	\$5,795,944	\$6,989,610	\$7,422,735	\$8,072,275
Services & Supplies	\$14,736,174	\$17,369,638	\$17,928,573	\$18,797,933
Capital Outlay & Contingency	\$183,583	\$335,429	\$534,857	\$551,529
Sub-total before Transfers Out	\$20,715,701	\$24,694,677	\$25,886,165	\$27,421,737
Transfers Out	\$6,790,632	\$19,106,073	\$15,134,057	\$15,626,232
TOTAL	\$27,506,333	\$43,800,750	\$41,020,222	\$43,047,969

Measure E Fund	FY 2023-24 Actuals	FY 2024-25 Amended Budget	FY 2025-26 Proposed	FY 2026-27 Proposed
Revenues				
Measure E Tax	\$3,426,014	\$3,000,000	\$3,300,000	\$3,300,000
Interest & Other Revenues	\$15,445	\$44,592	\$0	\$0
TOTAL	\$3,441,459	\$3,044,592	\$3,300,000	\$3,300,000
Expenditures				
Personnel Services	\$145,119	\$495,378	\$823,366	\$890,848
Services & Supplies	\$495,613	\$865,227	\$475,525	\$290,570
Capital Outlay & Contingency	\$34,489	\$398,000	\$925,600	\$785,000
Sub-total before Transfers Out	\$675,221	\$1,758,605	\$2,224,491	\$1,966,418
Transfers Out	\$620,798	\$2,027,442	\$1,898,651	\$1,355,210
TOTAL	\$1,296,019	\$3,786,047	\$4,123,142	\$3,321,628
Golf Enterprise Fund	FY 2023-24 Actuals	FY 2024-25 Amended Budget	FY 2025-26 Proposed	FY 2026-27 Proposed
Revenues				
Recreation Service Charges	\$1,945,966	\$1,797,003	\$1,906,303	\$2,002,693
Interest & Other Revenues	\$33,215	\$12,088	\$10,800	\$10,000
Sub-total before Transfer In	\$1,979,181	\$1,809,091	\$1,917,103	\$2,012,693
Transfers In	\$574,277	\$236,993	\$186,993	\$90,603
TOTAL	\$2,553,458	\$2,046,084	\$2,104,096	\$2,103,296
Expenditures				
Personnel Services	\$1,093,263	\$1,236,034	\$1,333,826	\$1,397,786
Services & Supplies	\$674,238	\$649,838	\$677,288	\$668,409
Leases & Loans	\$16,543	\$16,866	\$13,692	\$7,734
Capital Outlay & Contingency	\$0	\$314,635	\$299,224	\$89,150
Sub-total before Transfers Out	\$1,784,044	\$2,217,373	\$2,324,030	\$2,163,079
Transfers Out	\$8,018	\$0	\$0	\$0
TOTAL	\$1,792,062	\$2,217,373	\$2,324,030	\$2,163,079
CFD Fund	FY 2023-24 Actuals	FY 2024-25 Amended Budget	FY 2025-26 Proposed	FY 2026-27 Proposed
Revenues				
Assessments	\$62,949	\$179,948	\$236,547	\$231,264
Interest & Other Revenues	\$297	\$0	\$0	\$0
Sub-total before Transfer In	\$63,246	\$179,948	\$236,547	\$231,264
Transfers In	\$0	\$0	\$0	\$0
TOTAL	\$63,246	\$179,948	\$236,547	\$231,264
Expenditures				
Personnel Services	\$0	\$0	\$0	\$0
Services & Supplies	\$25,488	\$103,421	\$154,023	\$145,972
Capital Outlay & Contingency	\$0	\$3,100	\$3,100	\$3,100
Sub-total before Transfers Out	\$25,488	\$106,521	\$157,123	\$149,072






CFD Fund	FY 2023-24 Actuals	FY 2024-25 Amended Budget	FY 2025-26 Proposed	FY 2026-27 Proposed
Expenditures (cont.)				
Transfers Out	\$0	\$0	\$15,502	\$14,698
TOTAL	\$25,488	\$106,521	\$172,625	\$163,770
PARKS & RECREATION COMBINED TOTALS (ALL FUNDS)	FY 2023-24 Actuals	FY 2024-25 Amended Budget	FY 2025-26 Proposed	FY 2026-27 Proposed
TOTAL REVENUES	\$45,618,662	\$52,209,097	\$57,205,061	\$60,144,160
TOTAL EXPENSES	\$45,346,422	\$67,230,544	\$67,048,736	\$69,099,583

PARKS & RECREATION ACCOMPLISHMENTS

STRATEGIC GOALS

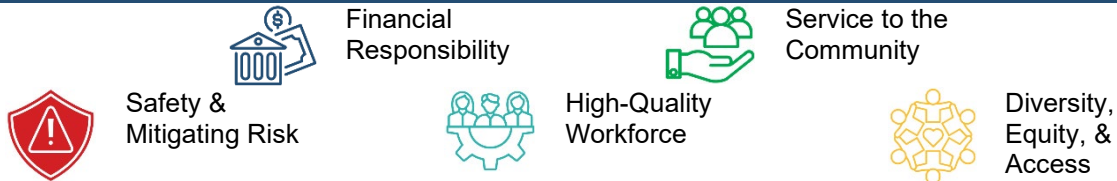


ACCOMPLISHMENTS						
1.	Received National Parks & Recreation Commission for Accreditation of Parks and Recreation Agencies (CAPRA).	✓	✓	✓	✓	✓
2.	Established At-Promise Youth Outreach Program utilizing Measure E funding.				✓	✓
3.	Expanded Scholarship Programs utilizing Measure E funding.				✓	✓
4.	Hosted the 30 th Anniversary Giant Pumpkin Festival.				✓	✓
5.	Opened /Revitalized Parks Five parks.	✓			✓	✓
6.	Install the Trackman system at the Emerald Lakes Golf Course to assist in revenue diversification and expansion.		✓		✓	
7.	Utilize Measure E funds to bring lower-funded and under-funded Benefit Zones to a base level service.	✓	✓			✓
8.	Expanded the 34 Strong program by providing training and identifying staff to become as Strengths Ambassadors.		✓	✓		
9.	Hired an Urban Forestry Manager to lead the development and implementation of a comprehensive Urban Forest Management Plan focused on long-term sustainability, canopy health, and strategic growth.	✓	✓	✓	✓	
10.	Hired an Irrigation Manager to oversee system upgrades and advance the replacement of outdated irrigation technology with efficient, modern solutions to improve water conservation and operational performance.	✓	✓	✓		
11.	Completed a comprehensive inventory and assessment of all trees under District care to support proactive management and planning.	✓			✓	
12.	Launched 'Pop-up in the Parks' and outreach events to activate under-utilized parks with mobile recreation and community engagement				✓	
13.	Secured new and expanded funding sources to support CROF and Making Waves Scholarships, enhancing access to recreational and educational opportunities		✓		✓	
14.	Increased individual CROF family contributions to \$300 per family to strengthen program sustainability and support broader community needs		✓		✓	
15.	Expanded partnerships and increased in-kind donations and trade value contributions to enhance CROF program resources and impact		✓		✓	
16.	Implemented ongoing annual training to develop part-time staff for succession and leadership roles			✓		
17.	Participated in the Leadership Elk Grove program.			✓		
18.	Provided free lifeguard training for new and returning district Aquatics staff.			✓	✓	✓

	ACCOMPLISHMENTS (cont.)					
19	Offered fitness and exercise classes offered across the District to promote health and wellness community-wide				✓	✓
20	Launched CORE membership pre-sales with goal for 500 by June. Accomplished 500 members by end of February.				✓	✓
21	Created employee membership rate to encourage staff to adopt a wellness routine that includes fitness for them and their families.			✓		

PARKS & RECREATION INITIATIVES

STRATEGIC GOALS



INITIATIVES						
1	Diversify program offerings to meet the needs of, and foster unity with, the community. (Goal 1.1)				✓	✓
2	Expand the variety of social gathering spaces. (Goal 1.2)				✓	
3	Provide facilities, staff, and resources to meet community needs consistent with the Department mission, vision and goals. (Goal 1.5)			✓	✓	
4	Expand funding for the Cosumnes Recreation Opportunity Fund to meet community needs. (Goal 1.7)				✓	
5	Continue to provide exceptional customer service, both internally and externally, to build customer loyalty and retention. (Goal 1.10)			✓	✓	
6	Use the District's Park Design Principles and Asset Management Program to guide capital improvement projects at existing parks and facilities to create high-quality and sustainable projects. (Goal 2.1)	✓	✓		✓	✓
7	Utilize Asset Management Program which identifies the most cost-effective and sustainable ways to manage asset life-cycle costs. (Goal 2.2)	✓	✓		✓	
8	Develop and Enhance shade throughout the park & trail system. (Goal 2.3)				✓	
9	Implement projects that expand capacity and increase usability at existing parks & facilities. (Goal 2.5)	✓	✓		✓	✓
10	Increase community access to nature. (goal 2.7)				✓	✓
11	Partner with the Elk Grove Unified School District on park development, recreation programs, landscape maintenance and community projects. (Goal 3.2)		✓		✓	
12	Implement an equitable Partnership program based on criteria consistent with the Department mission, vision and goals. (Goal 3.3)		✓		✓	✓
13	Increase opportunities for community members to volunteer with the district. (Goal 3.4)		✓		✓	
14	Deploy staff and contracted resources to deliver high quality service and excellent long-term value. (Goal 4.1)			✓		
15	Expand funding for programs and facilities through donations, grants and alternative sources. (Goal 4.4)		✓		✓	
16	Utilize the District's Park Design Principles in the development and execution of the Elk Grove Park Master Plan. (Goal 4.5)	✓			✓	
17	Attract and retain the best staff through appropriate compensation, training, resource provision, succession planning, and opportunities for individual training. (Goal 4.8)			✓		

PARKS & RECREATION PERFORMANCE MEASURES

PERFORMANCE MEASURES	Dept Initiative	Target	2023-24 Actual	2024-25 Estimate	2025-26 Goal	2026-27 Goal
Increase annual adaptive programs	1	50	45	45	47	50
Number of Participants in Free lifeguard training classes	1	150	153	127	244	250
Number of attendees at Special Events	2	70,000	78,342	50,237	62,000	75,000
Number of Pop-Ups & Outreach events held	2	20	4	16	20	25
Number of Recreation Program Activities Participants (Pre-paid/registered)	3	300,000	278,653	307,499	329,000	352,000
Number of Attendees at Facility Rentals	3	100,000	93,910	163,075	165,000	170,000
Number of Field/Sports Rental Participants	3	185,000	156,307	182,585	190,000	197,000
Number of Drop-In Program Participants	3	180,000	177,741	182,000	190,000	195,000
Have partners contribute donations for CROF.	4	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Raise money for both CROF and Making Waves	4	\$7,000	\$5,000	\$5,000	\$6,000	\$7,000
Increase the amount provided to CROF families.	4	\$300	\$150	\$300	\$300	\$300
Park Rangers Park Visits	5	15,500	8,370	13,402	15,500	17,000
Expand/Revitalize Park System (number of parks)	6	5	3	4	5	5
Number of Parks Maintained	7	110	103	107	108	109
Trees are planted throughout the year within the District boundaries.	8	200	190	90	200	200
Number of Work Orders Completed	9	2,100	1,789	2,012	2,100	2,100
Increase revenue associated with the driving range due to course improvements	9	+\$40,000	+\$63,000	-\$61,000	+\$100,000	+\$32,000
Increase Revenue associated with the driving range due to course improvements	9	\$40,000	\$63,000	-\$51,000	\$100,000	\$32,000
Provide fitness opportunities in parks, nature, or outside areas.	10	50	30	49	50	50
Number of Participants served by ExL and Kid Central	11	80,000	79,130	77,164	80,000	80,000
Number of Partnerships	12	50	37 CY25	46 CY25	50	50
Number of Volunteer Service Hours	13	15,000	11,174	9,228	13,000	15,000

PERFORMANCE MEASURES (cont.)	Dept Initiative	Target	2023-24 Actual	2024-25 Estimate	2025-26 Goal	2026-27 Goal
Part-time staff participation in the Annual Cosumnes Leadership Development Academy	14 & 17	50	55	80	80	80
Number of Districtwide Strengths Ambassadors	14	10	1	13	13	15
Hire Full-time Park Rangers	14	4	3	3	4	4
Conduct Departmental trainings for both staff and community safety	14	3	1	2	3	3
Participants in Leadership Elk Grove	14	1	3	2	1	1
Increase Measure E programs for At-Promise Youth	15	25	21	27	30	35
Execution of the Elk Grove Park Master Plan projects	16	50%	0%	10%	25%	50%

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Plan (“CIP”) is a five-year plan for the physical development of all District sites, which include, but are not limited to parks, facilities, and fire stations. The plan is updated every year, and although it identifies projects over a five-year span (2025-2030), it includes a focus on projects under development in the initial fiscal year (2025-26). The CIP is an important planning tool for developing future sites and renovating existing sites to fulfill the District’s commitment to residents. It also defines project workloads, identifies funding sources, and establishes project priorities.

Capital Expenditures

Capital Expenditures are defined as costs incurred to acquire, construct, or improve tangible assets with a useful life of more than one year. For the District, an expenditure is classified as a Capital Expenditure when the individual asset or project cost is \$5,000 or more. These investments are essential to the long-term functionality, safety, and sustainability of the District’s infrastructure, facilities, parks, and fleet. Through strategic planning and fiscal stewardship, the District’s Capital Improvement Program ensures that assets are maintained, upgraded, or expanded in alignment with service demands, population growth, and environmental goals.

CIP Process

The 2025-2030 CIP was developed by evaluating the status of the 2024-2029 CIP projects and assessing the need for various facility and park development projects. Personnel reviewed project budgets, timelines, and funding for accuracy and made adjustments based on current and future conditions, fiscal trendlines, and the projected pace of growth in the community. To identify project funding, the CIP and Finance team assessed the District’s financial position and identified potential funding sources. Projects are evaluated for affordability and sustainability within the context of the biennial budget and capital improvement plan. Then, personnel met with Department Heads to discuss individual projects, align priorities, and identify funding opportunities and constraints making modifications where necessary prior to issuing a final draft.

Funding Sources and Uses

The 2025-2030 CIP includes 56 projects in the biennial budget. Each project’s scope is evaluated to identify the most appropriate funding source. Funding sources and their applicable fiscal year uses are noted in the table below.

Funding Source	2025-26	2026-27	2027-28	2028-29	2029-30
Enterprise	\$165,000	\$115,000	\$0	\$0	\$40,000
Fire Impact Fee	\$0	\$0	\$5,440,500	\$11,148,500	\$0
General Fund	\$451,469	\$0	\$40,000	\$305,000	\$340,000
Grant Fund	\$283,750	\$745,000	\$0	\$0	\$0
Internal Service Fund	\$720,000	\$939,000	\$0	\$502,099	\$501,593
L&L Assessment Fund	\$2,128,341	\$0	\$340,000	\$3,685,500	\$1,307,000
Laguna Ridge Suppl. Park Fee	\$653,000	\$758,620	\$2,415,000	\$2,913,000	\$2,980,000
Measure E Fund	\$1,729,767	\$490,000	\$0	\$82,500	\$0
Other	\$81,000	\$0	\$0	\$0	\$0
Park Impact Fee	\$3,491,000	\$0	\$0	\$500,000	\$2,600,000
Quimby Fee	\$740,000	\$0	\$0	\$0	\$0
SEPA Suppl. Park Fee	\$3,998,542	\$2,330,000	\$800,000	\$5,485,000	\$7,135,000
Unfunded	\$526,750	\$920,000	\$13,363,079	\$69,670,901	\$34,121,810

Significant Non-Recurring Capital Projects

The Cosumnes Community Services District's Biennial Budget includes several significant Capital Improvement Projects that reflect our commitment to enhancing community infrastructure and services. The District categorizes projects into five main areas: Districtwide, Fire Facilities, New Parks, Recreation Facilities, and Park Revitalization. Key projects for this budget cycle include three New Parks, one Recreation Facility, and one Park Revitalization. These investments ensure long-term sustainability, safety, and access to high-quality public spaces throughout the District.

Mendes Ranch Park - \$6,328,542 – New Park

The proposed project involves constructing a new 9-acre park that will include amenities consistent with the Cosumnes CSD Park Design Principles. The future park will be located within the Southeast Policy Area and will be funded by Southeast Policy Area Supplemental Park Fees.

Unity Park - \$3,230,000 – New Park

The proposed project consists of the construction of a new 4-acre park with play areas, picnic areas, public art, a half basketball court, a walking trail, and adult fitness. This future park site is located in East Elk Grove, within the Crooked Creek neighborhood, and will be funded by Park Impact Fees.

Coyote Oaks Park - \$985,000 – New Park

The proposed project consists of construction of a new 1-acre park with amenities in accordance with the Cosumnes CSD Park Design Principles. This future park site is located within the Laguna Ridge Specific Plan and will be funded by Laguna Ridge Supplemental Park Fees.

CORE - \$2,241,354 – Recreation Facility

The proposed project consists of the construction of a 54,000 square foot community center at Morse Community Park. Construction commenced in May of 2023 and is estimated to be completed in summer 2025. This project is funded by various sources, including Landscape and Lighting Assessments, 2022 Certificates of Participation (Other), Park Impact Fees, and Quimby Fees.

Beeman Park Revitalization - \$1,340,000 – Park Revitalization

The proposed project consists of the revitalization of an existing 3.5-acre park that was originally built in 1983. This park site is located in East Elk Grove and is situated next to the Albani Recreation Center. This project is funded by various sources, including grant funds, Landscape and Lighting Assessments, Measure E, and Quimby fees.

Operating Impacts

The addition of three new parks and the completion of the CORE Recreation Center will enhance community access to green spaces and recreational facilities, but they also bring increased demands on staffing, maintenance, utilities, and programming. The parks will require regular landscaping, safety inspections, and custodial services, while the CORE Recreation Center will necessitate operational support for expanded indoor programs, guest services, and facility upkeep.

The operating expenses tied to CORE Recreation Center are included within the biennial budget since the facility is slated to open in early Fiscal Year 2025-26. Once the projects are complete, the costs for maintaining the new parks will be incorporated into the budget.

A summary of CIP projects included in the District's biennial budget is included in the next two pages. The full CIP document may be viewed on the [Financial Documents](#) section of the District's website.

CAPITAL IMPROVEMENT PROJECTS BY CATEGORY

Project Description	2025-26	2026-27
Districtwide		
ADA Transition Plan	\$250,000	\$0
Administration Building Parking Lot Security Lighting	\$81,000	\$0
Administration Building Youth Development Modular Demolition	\$0	\$45,000
Facility HVAC Replacement	\$0	\$100,000
Facility Painting (Exterior)	\$0	\$77,000
Facility Painting (Interior)	\$0	\$40,000
Facility Signage Update for Rebranding	\$75,000	\$0
Districtwide Total	\$406,000	\$262,000
Fire Facilities		
Fire EMS Electric Gate Installation	\$27,049	\$0
Fire Facilities Asphalt Repair and Striping	\$75,000	\$0
Fire Headquarters Connectivity	\$40,000	\$0
Fire Headquarters EV Charging Infrastructure	\$120,000	\$0
Fire Station 46 Expansion and Renovation	\$100,000	\$745,000
Fire Station 71 Back Ramp Repair	\$45,000	\$0
Fire Station 73 Asphalt Repair	\$228,000	\$0
Fire Station 73 Kitchen Remodel	\$0	\$60,000
Fire Station 74 Roof Repair	\$0	\$380,000
Fire Station 75 Fitness Room Expansion	\$55,000	\$0
Fire Station 76 Kitchen Remodel	\$80,000	\$0
Fire Station Camera Upgrade	\$33,000	\$0
Fire Stations 73 & 76 Painting (Exterior)	\$80,000	\$0
Fire Stations 73 & 76 Painting (Interior)	\$45,000	\$0
Fire Facilities Total	\$928,049	\$1,185,000
New Parks		
Coyote Oaks Park (Sun Grove Park Site)	\$653,000	\$332,000
Mendes Ranch Park	\$3,998,542	\$2,330,000
Park Site 12: Poppy East	\$0	\$300,000
Park Site 15: Madeira East	\$0	\$126,620
Unity Park	\$3,230,000	\$0
New Parks Total	\$7,881,542	\$3,088,620
Park Revitalization		
Beeman Park Revitalization	\$1,340,000	\$0
Elk Grove Park Master Plan Development	\$261,000	\$0

Project Description (cont.)	2025-26	2026-27
Park Revitalization		
Fales Park Playground Repair	\$300,705	\$0
Feickert Park Revitalization	\$0	\$0
Springhurst Drive Soundwall Replacement	\$300,000	\$0
Park Revitalization Total	\$2,201,705	\$0
Recreation Facilities		
Beeman Park Barn Demolition	\$32,000	\$0
Betschart Park Shade Structure Roof Repair	\$44,000	\$0
Big Horn Corporation Yard EV Charging Infrastructure	\$120,000	\$0
CORE Recreation Center at Morse Park	\$2,241,354	\$0
Elk Grove Park Bike Park Restroom Roof Repair	\$0	\$75,000
Elk Grove Park Grey Diamond Restroom Roof Repair	\$0	\$75,000
Elk Grove Recreation Center Roof Repair - Phase 2	\$227,000	\$0
Elk Grove Recreation Center Roof Repair - Phase 3	\$0	\$227,000
Emerald Lakes Golf Course Cart Path Conversion	\$0	\$600,000
Emerald Lakes Golf Course Composting Toilets	\$70,000	\$0
Emerald Lakes Golf Course Driving Range Alterations	\$55,000	\$0
Emerald Lakes Golf Course Driving Range LED Lighting Upgrades	\$25,000	\$0
Emerald Lakes Golf Course Driving Range Netting Replacement - Putting Green	\$0	\$175,000
Emerald Lakes Golf Course Driving Range Netting Replacement - Teaching Area	\$0	\$115,000
Emerald Lakes Golf Course Driving Range Shade Sail Replacement	\$35,000	\$0
Emerald Lakes Golf Course Irrigation System Replacement - Phase 2-10	\$100,000	\$100,000
Emerald Lakes Golf Course Patio Cover	\$50,000	\$0
Johnson Recreation Center HVAC Replacement	\$30,000	\$0
Laguna Town Hall Auditorium Hardwood Flooring Replacement	\$100,000	\$0
Laguna Town Hall Dry Rot Repair	\$68,000	\$0
Wackford Community & Aquatic Complex Carpet Flooring Replacement	\$0	\$55,000
Wackford Community & Aquatic Complex Locker Room Tile Restroom Remodel	\$125,000	\$0
Wackford Community and Aquatic Complex EV Charging Infrastructure	\$175,500	\$0
Wackford Community and Aquatic Complex Pool Deck Repair	\$0	\$340,000
Wackford Community and Aquatic Complex Waterslide Replacement	\$53,469	\$0
Recreation Facilities Total	\$3,551,323	\$1,762,000

DEBT LIMIT

The Cosumnes CSD is subject to a statutory debt limit established by the California Government Code, which restricts long-term debt to 5% of the gross assessed property valuation within the District. This legal threshold was initially based on an assessed valuation system that calculated property values at 25% of market value. Since the implementation of Proposition 13 and subsequent assessment reforms beginning in fiscal year 1981–82, property in California has been assessed at 100% of market value at the time of the most recent change in ownership. The District converts modern assessed valuation data to the historical 25% level when calculating its legal debt margin for consistency with the original legal framework. Based on this methodology, the District’s current outstanding debt remains within the established legal debt limit.

Legal Debt Margin Information
Last Five Fiscal Years
(in thousands of dollars)

	2020	2021	2022	2023	2024
Assessed valuation	\$24,200,987	\$25,683,480	\$27,005,567	\$29,175,260	\$31,073,179
Conversion percentage	<u>25%</u>	<u>25%</u>	<u>25%</u>	<u>25%</u>	<u>25%</u>
Adjusted assessed valuation	6,050,247	6,420,870	6,751,392	7,293,815	7,768,295
Debt limit percentage	<u>5%</u>	<u>5%</u>	<u>5%</u>	<u>5%</u>	<u>5%</u>
Debt limit	302,512	321,044	337,570	364,691	388,415
Total net debt applicable to limit:					
General obligation bonds					
Legal debt margin	<u>302,512</u>	<u>321,044</u>	<u>337,570</u>	<u>364,691</u>	<u>388,415</u>

DEBT OBLIGATIONS

Adherence to legal debt limits provides a strong foundation for the District's overall financial stability and long-term planning. In alignment with these limits, Cosumnes CSD manages its debt obligations carefully to ensure ongoing fiscal health. While current debt levels remain well within statutory limits, they do impact operational planning by requiring a portion of annual revenues to be dedicated to debt service. This underscores the importance of prudent borrowing practices and long-range financial forecasting to balance infrastructure investment with day-to-day service delivery. The following section outlines the District's outstanding principal and interest payments through the debt's maturity. Included are current bond ratings issued by nationally recognized rating agencies, which continue to reflect the District's solid credit profile and commitment to responsible debt management.

Certificate of Participation – 2015 Refinancing Project: In July 2015, a refinancing was initiated to address the unfunded actuarial accrued liability of the District rated A+ by S&P Global. The Certificates were issued to refinance payments to the California Public Employees' Retirement System for active and retired employees. Lease payments on District real property would repay the Certificates, with the possibility of property re-leasing in case of default. Interest payments occurred on December 15 and June 15, with rates between 3.0% and 5.5%. Principal payments range from \$45,000 to \$895,000 annually through June 15, 2040.

Certificate of Participation - 2015 Refinancing Project			
Fiscal Year(s)	Principal	Interest	Total
2025-26	\$240,000	\$415,950	\$655,950
2026-27	\$270,000	\$405,150	\$675,150
2027-28	\$305,000	\$392,663	\$697,663
2028-29	\$335,000	\$377,413	\$712,413
2029-30	\$375,000	\$360,663	\$735,663
2030-35	\$2,540,000	\$1,477,231	\$4,017,231
2035-40	\$3,860,000	\$521,231	\$4,381,231
Total Debt	\$7,925,000	\$3,950,300	\$11,875,300

Certificate of Participation – 2016 Refinancing Project: In July 2016, the District issued certificates of participation worth \$8,115,000 to refinance outstanding lease obligations at lower interest rates, rated AA/A+ by S&P Global. These obligations included financing and leasing fire stations and a fleet maintenance building. The Certificates were payable from lease payments on District property and improvements. In case of default, the leases could be terminated and the property re-released. Interest rates ranged from 2.00% to 4.00%, with payments due on March 1 and September 1. Principal payments ranged from \$380,000 to \$885,000 through September 1, 2028.

Certificate of Participation - 2016 Refinancing Project			
Fiscal Year(s)	Principal	Interest	Total
2025-26	\$700,000	\$66,275	\$766,275
2026-27	\$730,000	\$37,675	\$767,675
2027-28	\$750,000	\$15,575	\$765,575
2028-29	\$380,000	\$4,038	\$384,038
Total Debt	\$2,560,000	\$123,563	\$2,683,563

Certificate of Participation – 2016 Energy Projects, Series A,B,C: In September 2016, the District issued Certificates of Participation in three series to fund energy projects, including clean renewable energy and energy efficiency initiatives. All three series of debt issuances were rated AA/A+ by S&P Global. The Series A Certificates, worth \$5,450,000, financed the renewable energy project and covered insurance and delivery costs. Principal payment varied from \$75,000 to \$355,000 through Fiscal Year 2026-27. The Series B Certificates, worth \$135,000, supported insurance and delivery expenses. This series was fully paid off one year after issuance. The Series C Certificates, worth \$1,260,000, funded energy efficiency projects and included insurance and delivery costs. Principal payments range from \$125,000 to \$180,000 for the Series C Certificates, and the District will be making the last payment for this series in Fiscal Year 2025-26. Principal payments for each series are due each September 1.

Certificate of Participation - Energy Series A			
Fiscal Year(s)	Principal	Interest	Total
2025-26	\$75,000	\$200,816	\$275,816
2026-27	\$195,000	\$197,272	\$392,272
2027-28	\$205,000	\$191,381	\$396,381
2028-29	\$210,000	\$184,638	\$394,638
2029-30	\$215,000	\$177,731	\$392,731
2030-31	\$225,000	\$170,581	\$395,581
2031-32	\$230,000	\$163,188	\$393,188
2032-37	\$1,160,000	\$691,038	\$1,851,038
2037-42	\$1,305,000	\$464,100	\$1,769,100
2042-47	\$1,630,000	\$167,600	\$1,797,600
Total Debt	\$5,450,000	\$2,608,344	\$8,058,344

Certificate of Participation - Energy Series C			
Fiscal Year(s)	Principal	Interest	Total
2025-26	\$125,000	\$2,500	\$127,500
Total Debt	\$125,000	\$2,500	\$127,500

2021 Lease Revenue Certificate of Participation: On September 29, 2021, the District issued \$9,680,000 Lease Revenue Certificates of Participation, rated AA- by S&P Global. The funds were used to finance the construction of Fire Station 77, energy efficiency improvements at the District's Administration Building, and to cover the costs of issuing the Certificates. Fire Station 77 aimed to enhance emergency services in Elk Grove, particularly in the Poppy Ridge area. The total project cost was estimated at \$12.4 million, with \$8.0 million funded by the Certificates. Energy efficiency improvements included solar photovoltaic systems and parking lot enhancements, costing approximately \$2.0 million, all financed by the Certificates. The Certificates were payable through lease payments on District property, with interest rates ranging from 2.375% to 4.00% and principal payments of \$180,000 to \$480,000 due annually from November 1, 2022, to November 1, 2051.

Certificate of Participation - 2021 COP			
Fiscal Year(s)	Principal	Interest	Total
2025-26	\$205,000	\$280,869	\$485,869
2026-27	\$215,000	\$272,469	\$487,469
2027-28	\$225,000	\$263,669	\$488,669
2028-29	\$230,000	\$254,569	\$484,569

Certificate of Participation – 2021 COP (cont.)			
Fiscal Year(s)	Principal	Interest	Total
2029-30	\$240,000	\$245,169	\$485,169
2030-31	\$250,000	\$235,369	\$485,369
2031-32	\$260,000	\$225,169	\$485,169
2032-37	\$1,465,000	\$957,944	\$2,422,944
2037-42	\$1,750,000	\$686,503	\$2,436,503
2042-47	\$2,000,000	\$431,813	\$2,431,813
2047-52	\$2,270,000	\$152,250	\$2,422,250
Total Debt	\$9,110,000	\$4,005,791	\$13,115,791

2022 Lease Revenue Certificates of Participation: On April 13, 2022, the District issued \$31,740,000 Lease Revenue Certificates of Participation, rated AA- by S&P Global. The funds were used to acquire real property for a future park and recreation site and to improve District facilities, including a new recreation center. Some of the proceeds financed the land acquisition, while the rest went towards facility improvements. The Certificates were payable through lease payments on District property and improvements. Interest rates ranged from 4.00% to 5.00%, with payments due on June 30 and December 30. Principal payments varied from \$590,000 to \$1,955,000 and were due annually from December 30, 2025, to December 30, 2052.

Certificate of Participation - 2022 COP			
Fiscal Year(s)	Principal	Interest	Total
2025-26	\$590,000	\$1,405,050	\$1,995,050
2026-27	\$610,000	\$1,381,050	\$1,991,050
2027-28	\$635,000	\$1,356,150	\$1,991,150
2028-29	\$665,000	\$1,330,150	\$1,995,150
2029-30	\$690,000	\$1,303,050	\$1,993,050
2030-31	\$720,000	\$1,274,850	\$1,994,850
2031-32	\$750,000	\$1,245,450	\$1,995,450
2032-33	\$780,000	\$1,214,850	\$1,994,850
2033-38	\$4,420,000	\$5,551,025	\$9,971,025
2038-43	\$5,620,000	\$4,343,750	\$9,963,750
2043-48	\$7,220,000	\$2,746,250	\$9,966,250
2048-53	\$9,040,000	\$933,000	\$9,973,000
Total Debt	\$31,740,000	\$24,084,625	\$55,824,625

APPENDIX A: ACRONYMS

AB	Assembly Bill
ACFR	Annual Comprehensive Financial Report
ACLS	Advanced Cardiac Life Support
ADA	Americans with Disabilities Act
AFG	Assistance to Firefighters Grant
ALCP	Asset Lifecycle Plan
ALS	Advanced Life Support
APOT	Ambulance Patient Offload Time
ARPA	American Rescue Plan Act
CA	California
CAP	Cost Allocation Plan
CAPRA	Commission for Accreditation of Park and Recreation Agencies
CARES	Coronavirus Aid, Relief, and Economic Security
CD	Certificate of Deposit
CEQA	California Environmental Quality Act
CERT	Community Emergency Response Team
CFAI	Commission on Fire Accreditation International
CFD	Cosumnes Fire Department
CFD	Community Facilities District
CIP	Capital Improvement Plan
CMMS	Computerized Maintenance Management System
COP	Certificate of Participation
COVID	Coronavirus Disease
CPI	Consumer Price Index
CPR	Cardiopulmonary Resuscitation
CROF	Cosumnes Recreation Opportunities Fund
CSD	Community Services District
CY	Calendar Year
EMS	Emergency Medical Services
ERP	Enterprise Resource Planning
EV	Electric Vehicle
FEMA	Federal Emergency Management Agency
FF	Firefighter
FTE	Full Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GEMT	Ground Emergency Medical Transport
GFOA	Government Finance Officers Association
GHG	Greenhouse Gas
GIS	Geographic Information Systems

HP-CPR	High Performance Cardiopulmonary Resuscitation
HQ	Headquarter
HR	Human Resources
HVAC	Heating Ventilation and Air Conditioning
ISF	Internal Service Fund
ISO	Insurance Services Office
IT	Information Technology
LEMSA	Local Emergency Medical Services Authority
LLC	Limited Liability Company
LLMD	Landscape and Lighting Maintenance District
LPA	Leveraged Procurement Agreement
L&L	Landscape and Lighting
MDC	Mobile Data Computer
MEO	Management Employees Organization
MIH	Mobile Integrated Health
MOU	Memorandum of Understanding
MTCO2	Metric Tons of Carbon Dioxide
NA	Not Applicable
NICRA	Negotiated Indirect Cost Rate Agreement
NLRA	National Labor Relations Act
NLRB	National Labor Relations Board
NSF	Non-Sufficient Funds
OES	Office of Emergency Services
OGM	Office of the General Manager
OPEB	Other Post Employment Benefits
PERB	Public Employment Relations Board
PPE	Personal Protective Equipment
RAD	Recreation Adventures
SAFER	Staffing for Adequate Fire and Emergency Response
SB	Senate Bill
SCBA	Self-Contained Breathing Apparatus
SLCGP	State and Local Cybersecurity Grant Program
SP	Service Population
UAL	Unfunded Accrued Liability
UHU	Unit Hour Utilization
VHF	Very High Frequency

APPENDIX B: GLOSSARY OF TERMS

Accrual Basis of Accounting – The accounting basis the District uses under which transactions are recognized when they occur, regardless of the timing of cash receipts and disbursements.

Ambulance Fees – Revenue received from charges incurred for ambulance services provided by the Fire Department.

Appropriation – An authorization granted by a legislative body to incur obligations and to make expenditures for specific purposes. This is usually time-limited and must be used by a specific deadline.

Asset – Resources owned by the District that have monetary value.

Authorized Positions – Currently funded positions or a position that has been unfunded for less than two fiscal years.

Available Fund Balance – The amount of funds available for use after deducting encumbrances and reserves.

Bond – An interest-bearing promise to pay a stipulated sum of money, with the principal amount due on a specific date. Funds raised through the sale of bonds can be used for various public purposes.

Budget – A balanced financial plan for a specified period, which includes appropriations and revenues that finance the various District funds. The District's budget is considered to be a spending plan and a policy guide.

Capital Expenditures - costs incurred to acquire, construct, or improve tangible assets with a useful life of more than one year. For the District, an expenditure is classified as a Capital Expenditure when the individual asset or project cost is \$5,000 or more.

Capital Improvements – Expenditures related to the acquisition, replacement, or improvement to the District's infrastructure.

Capital Improvement Program (CIP) – A long-range construction plan to be incurred each year over several years to meet the District's capital needs for the benefit of the community as a whole.

Capital Project – Major construction, acquisition, or renovation that increases the useful life of the District's assets or adds to the value of physical assets.

Certificate of Participation - A financial instrument used by governments or public entities to raise funds for infrastructure projects. Investors purchase a share in the future lease revenue generated by the project, rather than owning the asset directly. It represents the investor's ownership interest in the revenue stream and allows entities to fund projects without relying solely on taxpayer funds.

Census – The official decennial enumeration of the population conducted by the federal government.

Community Facilities District – Under the Mello-Roos Community Facilities Act of 1982, a legislative body may create within its jurisdiction a special district that can issue tax-exempt bonds for the planning, design, acquisition, construction, and/or operation of public facilities, as well as provide public services to district residents. Special tax assessments levied by the district are used to repay the bonds.

Contingencies – A budgetary provision representing that portion of the financing requirements set aside to meet unexpected expenditure requirements.

Cost Allocation Plan - A formal document that outlines how an organization distributes shared costs across departments, programs, or funding sources based on consistent, justifiable methods.

Dedication – The turning over by an owner or developer of private land for public use, and the acceptance of land for such use by the governmental agency having jurisdiction over the public function for which it will be used.

Departments – A distinct part of an organization that handles a specific function or area of responsibility, such as Administrative Services, Parks & Recreation, and Fire.

Depreciation – The expense incurred with the expiration of a capital asset.

Direct Costs – Operational expenditures that directly relate to specific revenues. Some of these may include water purchases, energy purchases, and sewer charges.

Employee benefits – Contributions made by the District to meet the needs of District employees and retirees. These benefits include medical, dental, vision, pension (PERS), life insurance, workers compensation, and employee assistance programs.

Encumbrance – The designation of appropriated funds to buy an item or service. The purchase of specific future expenditures may require that funds be set aside or committed. This commitment of funds also means to encumber.

Expenditure – An amount of money disbursed or obligated when a transfer of services or property for the purpose of acquiring an asset or service. Expenditures include operating expenses, current assets, debt service, capital equipment, and capital improvement.

Final Budget – Approved legal spending plan for a fiscal year by a legislative body, such as the CSD Board of Directors.

Fiscal Year – A 12-month time frame designated as the operating year for the District, from July 1st to June 30th.

Fixed Asset – An item of long-term character and/or of value over \$5,000. These include buildings, vehicles, certain office equipment, etc.

Full-time Equivalent Positions (FTE) – The conversion of a part-time temporary or volunteer position to a decimal equivalent of a full-time position based on an annual amount of 2,080 hours worked.

Fund Balance - Fund Balance refers to the difference between assets and liabilities in governmental fund types, such as the General Fund or Special Revenue Funds. It represents the resources available for future spending. This term is used specifically within the context of governmental fund accounting, which follows the modified accrual basis of accounting and serves as a comprehensive measure of the fund's overall financial health.

Generally Accepted Accounting Principles (GAAP) – Uniform minimum standards for guidelines for external financial accounting including the reporting of financial statements. GAAP encompasses the conventions, rules, and procedures that define accepted accounting principles. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).

Grants – A contribution by a government or other organization to provide funding for a specific project. Grants can either be classified as capital or operational, depending on the grantee.

Improvements – Buildings, structures, attachments, annexations, or other changes to land which are intended to remain so attached or annexed. An example would be park development with improvements including sidewalks, trees, drains, sewers, and playground areas.

Indirect Cost – A cost necessary for the District to run as a whole but cannot be specifically distributed to one operation.

Infrastructure - The physical assets owned by the District, including fire stations, community centers, aquatic parks, etc.

Interest Expense – Interest costs paid by the District on interest and debt service.

Interest Income – Income received by the District from cash and investments.

Land – A fixed asset that reflects the cost of land owned by the District.

Long-term Debt – Debt incurred by the District that matures over one year after the date of issuance.

Median Home Value - The midway point of all the houses/units sold at market price (or sold amount) over a set period.

Median Household Income – The income amount that divides the income distribution into two equal groups; half having income above that amount, and half having income below that amount.

Net Position - Net Position represents the residual of all assets and deferred outflows of resources, minus liabilities and deferred inflows of resources. It is used in proprietary and fiduciary fund types, such as Enterprise Funds and Internal Service Funds, which follow the full accrual basis of accounting and serves as a comprehensive measure of the fund's overall financial health.

Operating Budget – The on-going direct operating costs necessary to operate the three departments. These include salaries, employee benefits, professional services, materials, utilities, administrative expenses, and other miscellaneous expenses.

Overlay – Landscape and lighting sub-assessment zone.

Parks – Open space lands of various sizes whose primary purpose is to provide recreation.

Plan Check Fees – Fees charged to developers and builders for the approval of various construction and building plans.

Policy – Statement of principle or of guiding actions that imply clear commitment. Directional orders that set forth guidelines to meet goals and objectives.

Property Taxes – The District receives approximately 19.5% of the 1% property tax levied against parcels of land within the District.

Recreation Fees – Revenue received from programs and special events within the Parks & Recreation Department.

Reserve – Amount in a fund used to meet cash requirements, emergency expenditures or other future defined requirements.

Resolution – Special or temporary order of a legislative body requiring less formality than a statute or ordinance.

Revenues – Income received to finance the operations of the District.

Salary & Benefits – Expenses paid by the District to employees for regular pay, benefits, sick pay, vacation pay, holiday pay, safety pay, overtime pay, and other miscellaneous pay.

Senate Bill (SB2557) – Legislation that authorizes the County of Sacramento to impose a fee for Property Tax administration.

Services & Supplies – Accounts established that cover expenditures for most operating costs for departments and their programs.

Special District – Independent unit of local government organized to perform special & specific functions.

Sales Tax – A consumption tax imposed by state or local governments on the sale of goods or services consumers pay when making a purchase.

Unemployment Rate - Percentage of total workforce that is unemployed and looking for paid jobs.

Use Tax – A sales tax on out of state purchases made for taxable items that will be consumed, stored, or used in the state of residency.

APPENDIX C: FINANCE POLICY STATEMENTS

Policy #	TITLE	STATEMENT
2100	Treasury Management	Cosumnes Community Services District ("District") shall uphold the highest standards of treasury management including internal controls, financial procedures, and reporting protocols.
2105	Accounts Receivable	It is the intent of the Cosumnes Community Services District ("District") to reflect the accurate value of its accounts receivable. All departments that provide goods and/or services to customers on a credit/reimbursement basis or are involved with invoicing sales, services, and assessments are required to utilize the approved financial system as authorized by the Finance Division. Efforts will be made for the timely collection of all accounts receivable.
2107	Reimbursements	Cosumnes Community Services District ("District") employees will be reimbursed for business-related expenses that cannot or were not paid directly by the District. The District will also reimburse business-related expenses to volunteers who are authorized to act on behalf of the District.
2110	Accounts Payable	The Cosumnes Community Services District ("District") will maintain efficient business practices and good cost control. A well-managed accounts payable function can assist in accomplishing this goal from the purchasing decision through payment and check reconciliation.
2112	Procurement	The Cosumnes Community Services District ("District") Board of Directors ("Board") recognizes the need for materials, supplies, goods, equipment, and services to be utilized by the District in carrying out its mission, vision, goals, and values.
2113	Ethical Purchasing	The Cosumnes Community Services District ("District") Board of Directors ("Board") commits to sustainability and will seek to perform purchasing activities that align with the District's mission, vision, and goals. The District commits to conducting business with entities that follow sustainable practices and provide safe and healthy workplaces for the individuals employed.
2114	Procurement Card	Cosumnes Community Services District ("District") establishes minimum standards for the use of the Procurement Card to ensure compliance with procurement policies and procedures. The Procurement Card serves as a means of payment, not as an alternative to the District's procurement policies and procedures.
2116	Acquisition of Assets	The Cosumnes Community Services District ("District") recognizes how the District can secure assets by lease, purchase, request, exchange, and gifts or donations.
2118	Expenditure Authorization	Cosumnes Community Services District ("District") strives to ensure all expenditures or commitments to disburse funds are properly reviewed and approved by the designated District personnel.

Policy #	TITLE	STATEMENT
2120	Food Purchases	Cosumnes Community Services District ("District") funds are used to pay business-related expenses for the benefit of the District's services, mission, vision, and goals. The District may fund expenses related to food as addressed under this policy.
2122	Travel Expenses on District Business	Cosumnes Community Services District ("District") employees shall follow established procedures for overnight and out-of-town travel on District business, when the expenses for such travel are paid for or reimbursed by the District.
2125	Budget Preparation	The Cosumnes Community Services District ("District") Board of Directors ("Board") will adopt a balanced budget to ensure needed services provided to the community are within available resources.
2130	Investment of Funds	It is the policy of the Cosumnes Community Services District ("District") to invest public funds in a manner that will provide foremost for the safety of principal while meeting the short- and long-term cash flow demands of the District and conforming to all statutes governing the investment of District funds.
2131	Lease & SBITA	The purpose of this policy is to ensure that the District complies with new accounting standards set by GASB Statement No. 87 (Leases) and GASB Statement No. 96 (Subscription-Based Information Technology Arrangements). These standards require the District to properly account for and report all material contracts involving the use of non-financial assets, such as buildings, equipment, or technology, as assets and liabilities.
2132	Reserves	The Cosumnes Community Services District ("District") Board of Directors ("Board") may establish designated reserves to ensure sufficient funding to meet operating, capital, debt service, and long-term liability cost obligations. Reserves must be maintained as part of the budget in accordance with Government Code 61112(a). Appropriations or use of funds from any designated reserve requires Board action.
2133	Internal Services Fund Policy Pilot	The Cosumnes Community Services District ("District") ensures efficient operations by strategically managing fleet replacement, information technology, facilities, and risk related services through Internal Service Funds (ISFs). Each department shares the costs for maintaining and replacing these critical assets. Each ISF is focused on long-term financial planning to cover the lifecycle costs of fleet, IT infrastructure, facility maintenance, and risk management.
2135	Debt Management	The Cosumnes Community Services District ("District") debt management policy governs the issuance and management of all debt and lease financing activity by the District.
2140	Contracts	The Cosumnes Community Services District ("District") Board of Directors ("Board") recognizes that to maintain continuity in the expeditious negotiations of contracts for the District, a procedure of execution must be established.

Policy #	TITLE	STATEMENT
2141	Contract Piggyback LPA Cooperative	The Cosumnes Community Services District ("District") Board of Directors ("Board") recognizes the District may benefit from the use of contract "piggybacking", leveraged procurement agreements ("LPA's), or cooperative purchasing ("CP"), which allows the District to obtain an optimal bidder via a competitive bidding process conducted by another agency.
2142	Sponsorship	It is the policy of the Cosumnes Community Services District ("District") to actively seek sponsorships for its events, fire services, recreation programs, parks, and facilities from foundations, corporations, non-profit organizations, service clubs, and other entities that meet, enhance, or further the mission and vision of the District.
2145	Internal Controls	The Cosumnes Community Services District ("District") shall implement and maintain reliable internal controls to ensure compliance with applicable laws and policies, adequately safeguard District assets, and ensure proper and accurate reporting of District financial activities. The internal control system will include segregation of duties, authorization procedures, documentation and record retention, reconciliation, and review and security measures.
2147	Asset Protection and Fraud in the Workplace	The Cosumnes Community Services District ("District") is committed to protecting its revenue, property, proprietary information, and all other tangible and intangible assets. The District will not tolerate any misuse or misappropriation of those assets and will comply with all applicable state and federal laws.
2150	Cash Handling	The Cosumnes Community Services District ("District") will implement appropriate internal controls and accepted best practices in the handling, receiving, safeguarding, transporting, depositing, and accounting of cash assets.
2155	Fee Modifications	The Cosumnes Community Services District ("District") Board of Directors adopts a Book of Fees to establish various fees imposed by the District including, without limitation, user fees, fees for service, administrative fees, and development impact fees.
2160	Leases	The Cosumnes Community Services District ("District") has the authority to enter into lease agreements as a lessee and a lessor.
2165	Mileage Reimbursement	Cosumnes Community Services District ("District") employees may be authorized to operate personal vehicles within the scope of their employment for official District business, when it is determined that it is more cost-effective to provide mileage reimbursement compared to the use of a pool vehicle.

Policy #	TITLE	STATEMENT
2170	Non-Sufficient Funds (NSF) Checks	The Cosumnes Community Services District ("District") allows convenient payment of fees, which includes personal checks drawn on the bearer's account for the exact amount of the fee. Occasionally, personal checks are returned to the District because of insufficient funds or other reasons, upon which the District has the right to charge a fee to the originator and collect alternative payment.
2175	Grant Management	The Cosumnes Community Services District ("District") will follow guidelines for financial management and internal controls when applying for and accepting grant awards.
2180	Annual Disclosure	Cosumnes Community Services District ("District") will comply with all applicable federal and state securities laws and promote best practices regarding the preparation of the District's Continuing Disclosure Documents.

EXHIBIT A: BOARD DIVISION MAP

Division 1 – Rich Lozano, Director
Division 2 – Peter Sakaris, Vice President
Division 3 – Reina Tarango, Director
Division 4 – Daniella Zehnder, Director
Division 5 – Angela Spease, President

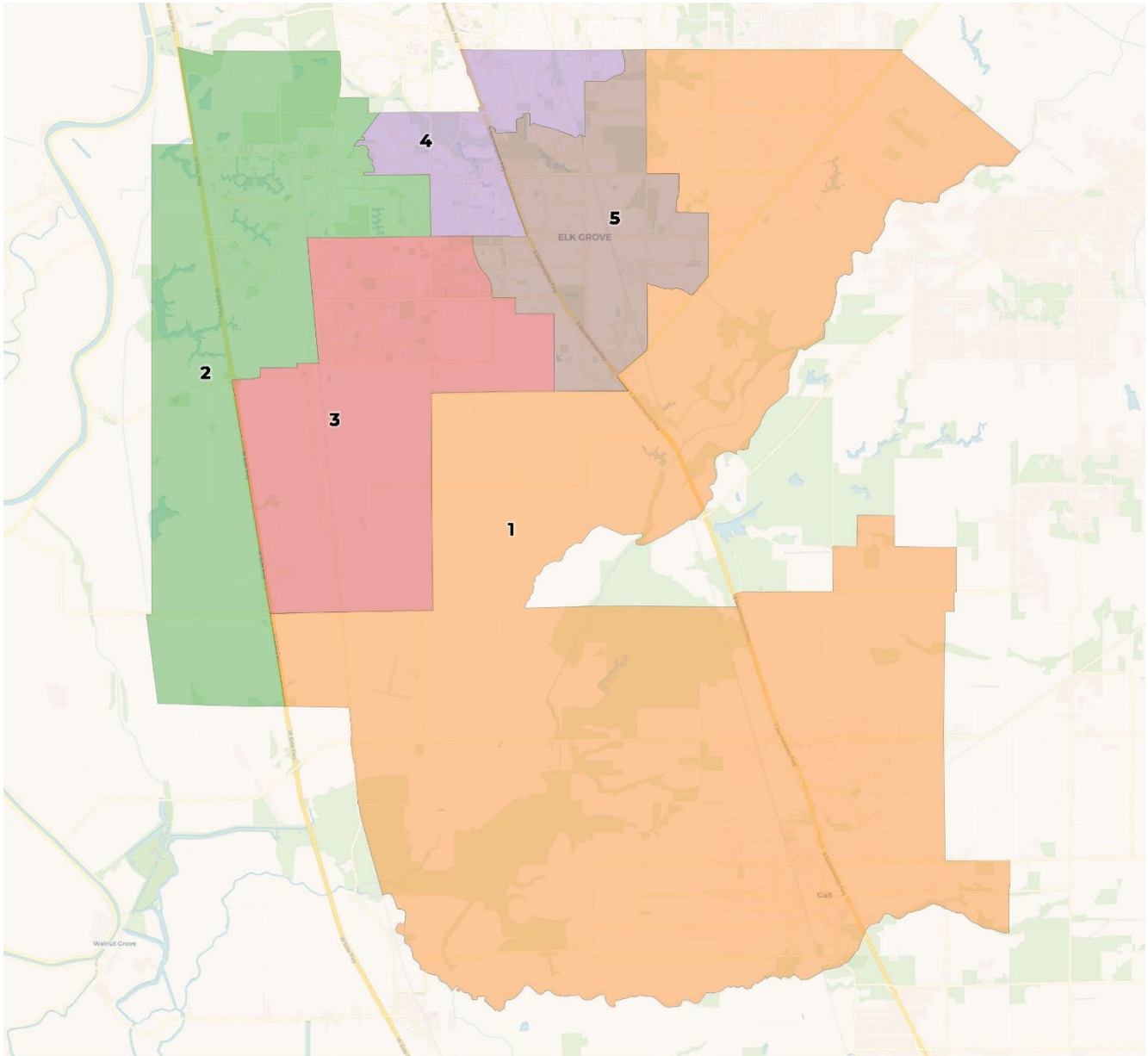


EXHIBIT B: STRATEGIC OBJECTIVES

<p>SAFETY & MITIGATING RISK</p>	<ol style="list-style-type: none"> 1. Promote a culture of safety and risk reduction. 2. Integrate compliance with applicable safety regulations in all operations. 3. Strengthen emergency preparedness and readiness of emergency management systems.
<p>FINANCIAL RESPONSIBILITY</p>	<ol style="list-style-type: none"> 4. Establish and implement a comprehensive fiscal stability plan to address the General Fund's long-term structural deficit. 5. Strengthen long-term financial sustainability through revenue diversification. 6. Guarantee transparency, accountability and innovation all District processes.
<p>HIGH-QUALITY WORKFORCE</p>	<ol style="list-style-type: none"> 7. Promote a workplace climate that is welcoming and conducive to the success of all employees. 8. Recruit highly qualified candidates with diverse experiences and backgrounds. 9. Develop criteria to evaluate contractor and consultant effectiveness, and where appropriate transition services to in-house personnel.
<p>SERVICE TO THE COMMUNITY</p>	<ol style="list-style-type: none"> 10. Provide responsive programs and services for our diverse and growing community. 11. Design and construct an environmentally responsible physical environment to match the development and growth of the community. 12. Establish and cultivate partnerships that advance the District's commitment to service.
<p>DIVERSITY, EQUITY & ACCESS</p>	<ol style="list-style-type: none"> 13. Provide equitable access to District services, events, and activities that further develop diversity and inclusion in our community. 14. Develop and support policies and procedures that promote diversity, equity, and inclusion. 15. Expand the voice of all residents in service delivery, through regular community

EXHIBIT C: LANDSCAPE & LIGHTING ASSESSMENTS Fiscal Year 2025-26

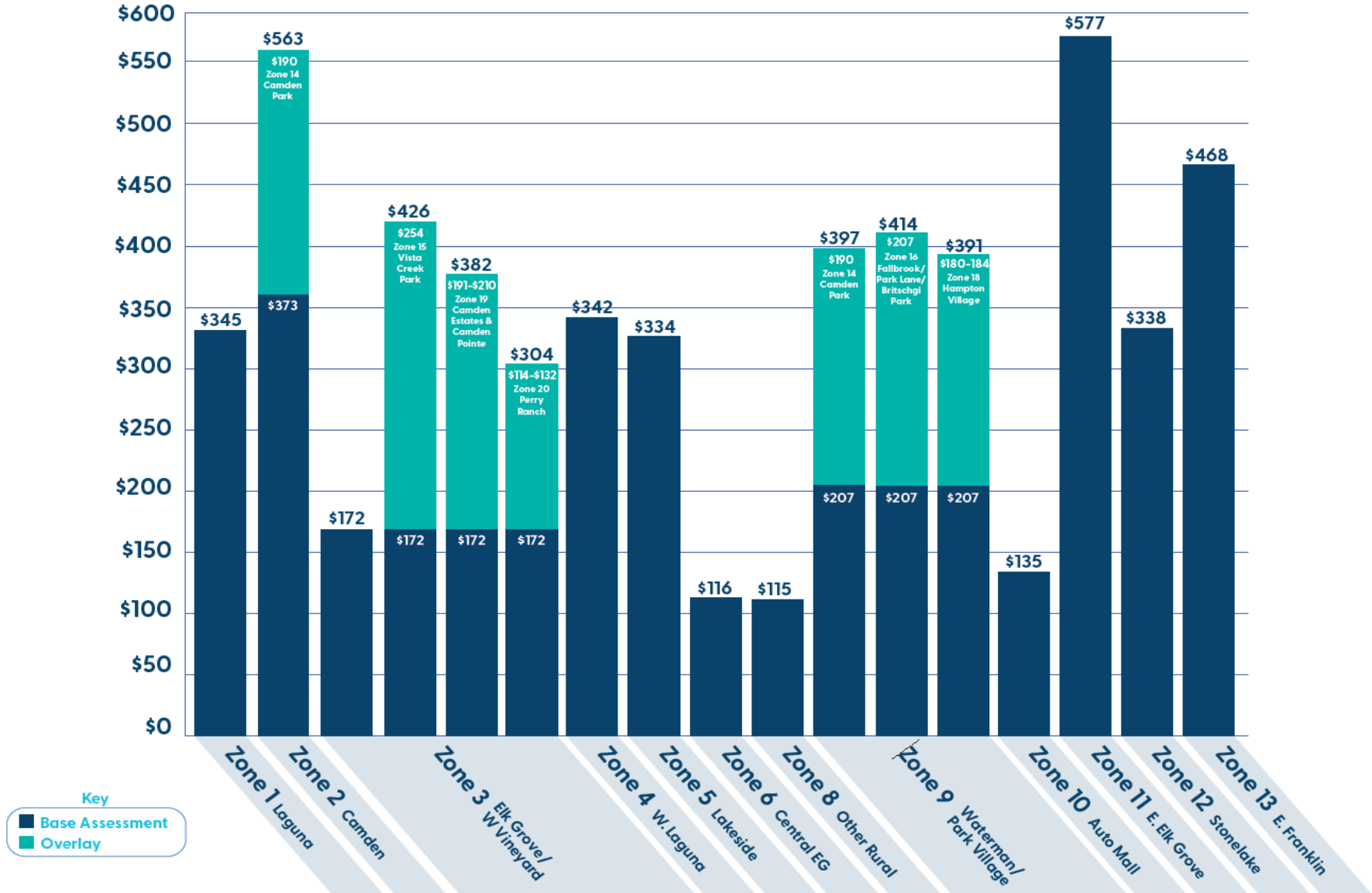
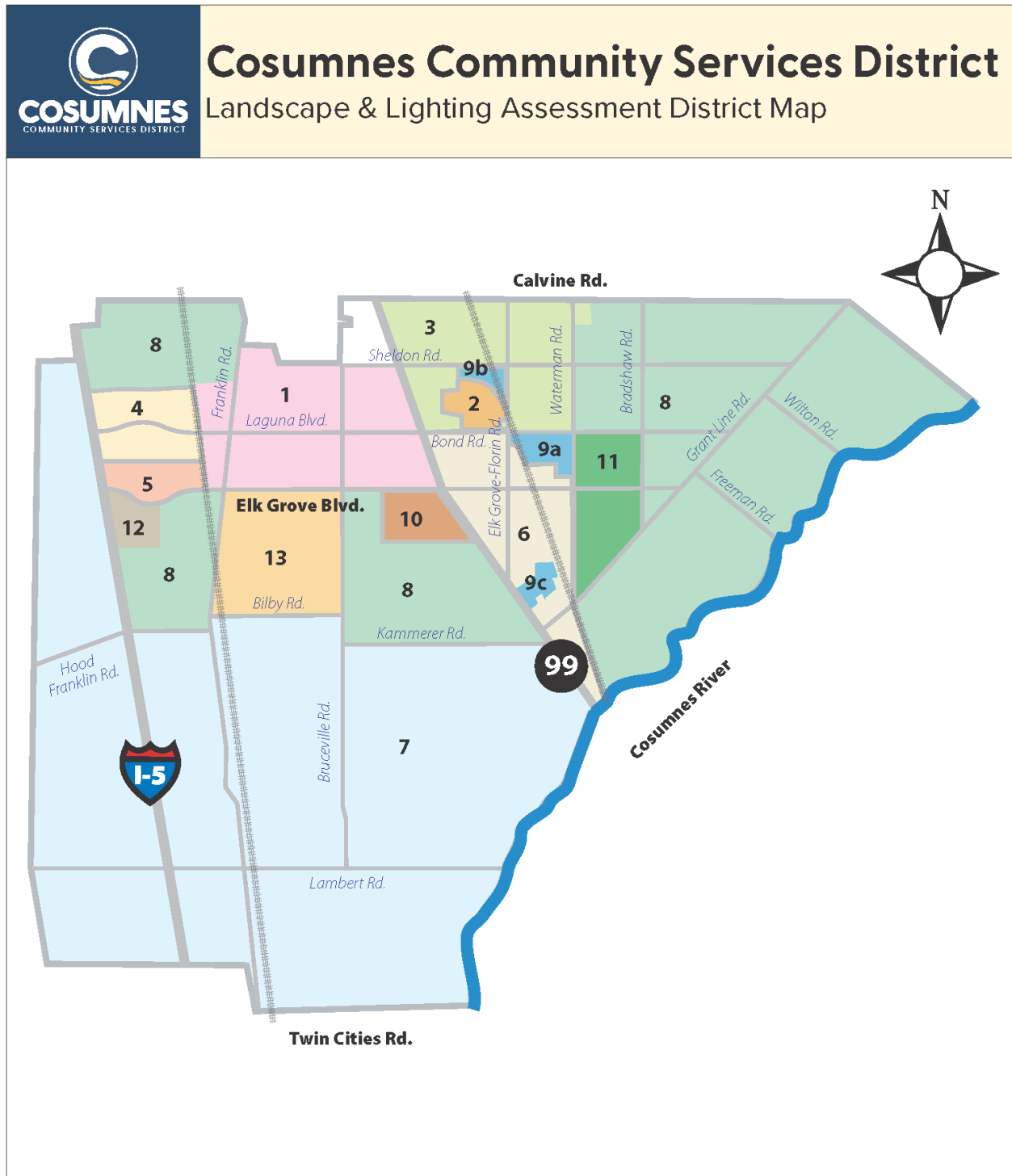
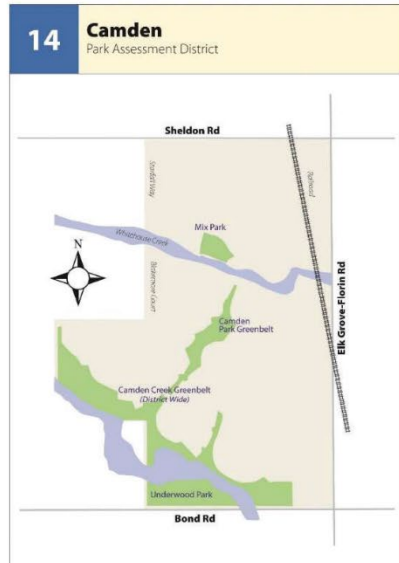
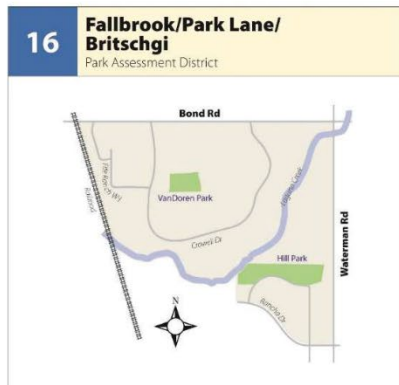


EXHIBIT D: LANDSCAPE & LIGHTING ASSESSMENT DISTRICT MAP

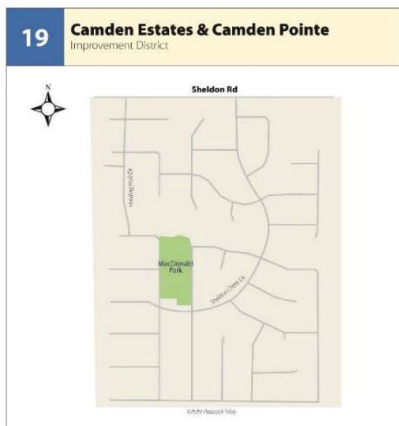




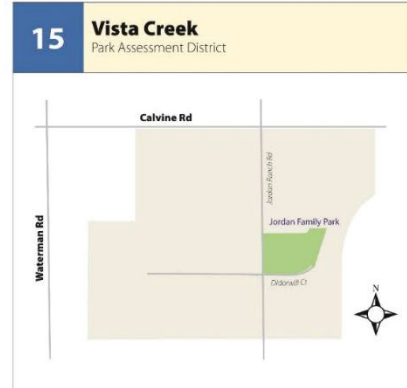
Overlays Benefit Zone 2 – Camden and part of Benefit Zone 9 – Waterman / Park Village



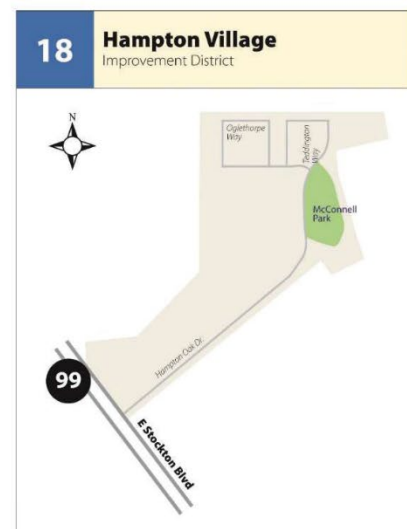
Overlays part of Benefit Zone 9 – Waterman / Park Village



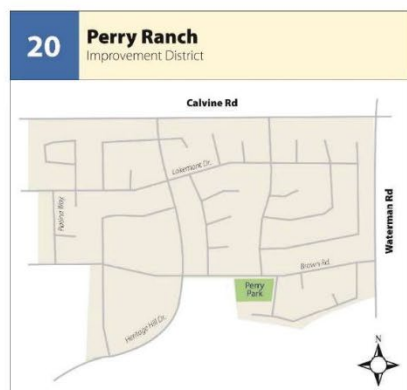
Overlays part of Benefit Zone 3 – Elk Grove West Vineyard



Overlays part of Benefit Zone 3 – Elk Grove West Vineyard



Overlays part of Benefit Zone 9 – Waterman / Park Village



Overlays part of Benefit Zone 3 – Elk Grove West Vineyard