

2015-16 City of Santa Clara Annual Budget

As Adopted June 16, 2015



Evening view of the newly remodeled *Santa Clara Town Centre*, located at the corner of El Camino Real and Scott Boulevard.

CITY OF SANTA CLARA ANNUAL BUDGET

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**City of
Santa Clara**
The Center of What's Possible

City Hall
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July 1, 2015

Honorable Mayor and City Council
City of Santa Clara
Santa Clara, CA 95050

Members of the City Council:

A balanced fiscal year 2015-16 budget for the City of Santa Clara was adopted by the City Council on June 16, 2015. The total Adopted Budget for 2015-16 of \$720.2 million for operations and capital improvement projects represents an increase of \$59.7 million, or 9.0% compared to the fiscal year 2014-15 Adopted Budget. The operating budget of \$647.3 million for all funds, including the general operating funds, special revenue funds, internal service funds, and enterprise funds, increased by \$49.7 million, or 8.3% over the prior fiscal year. The General Fund budget of \$182.5 million represents an increase of \$17.7 million, or 10.7% compared to the 2014-15 Adopted Budget. Of this increase in the General Fund budget, \$2.7 million are one-time costs associated with the City hosting Super Bowl 50 in February 2016 and \$1.9 million are costs associated with staffing for other Levi's Stadium events. Super Bowl costs will be reimbursed by the Super Bowl Host Committee and other Levi's Stadium costs are being reimbursed by either the San Francisco Forty Niners or the Stadium Authority. See later sections of this transmittal memo for a detailed discussion of these budget changes.

Due to strong performance of our key economically sensitive revenue sources and new ongoing monies now flowing into the General Fund from Levi's Stadium and other development activity, the City is able to present a balanced budget that begins to restore services to pre-recession levels and makes significant progress in meeting our reserve targets. The 2014-15 Adopted Budget included a \$3.0 million budgeted transfer to the Working Capital Reserve and current estimates show that there will be additional savings that can be transferred to the reserves at year-end. In addition, the adopted General Fund budget for 2015-16 includes a \$7.0 million transfer to the Working Capital Reserve.

Due to significant revenue declines from the last recession, many authorized positions were either eliminated or frozen (i.e., the positions remained authorized but no funding was included in the budget). In addition, a managed hiring freeze held funded positions vacant in order to help balance the budget and generate budgetary savings to help restore reserves. Unfortunately, the problem was worsened by State actions to dissolve all Redevelopment Agencies (RDAs) effective February 1, 2012. This dissolution resulted not only in the loss of funding to complete economic development projects and affordable housing projects, but also terminated long-standing agreements between the City and the RDA to pass through lease revenues from former City-owned land to support general government services. Together, these leases would have supported an estimated \$14.5 million of General Fund services in 2015-16.

This adopted budget makes strides toward restoring service levels and rebuilding reserves. In addition, negotiated bargaining unit increases and merit adjustments have been budgeted. In terms of restoring service levels, the budget restores hours that had been cut at the Central Park and Mission Libraries and the Senior Center and Teen Center. Services levels in other areas are also at least partially restored including in the Police, Fire, and Public Works Departments (see the Restoring City Services budget theme later in this Transmittal Letter for more information).

In comparison to the 2014-15 Adopted Budget, the number of funded authorized full-time equivalent (FTE) positions (including both new and unfrozen positions) has been increased by 42.25 for all funds and by 28.25 in the General Fund. This increase includes 28.0 new FTEs and 14.25 reactivated FTE positions which were removed from the frozen list. Also, 9.0 FTEs that were being held vacant as part of the managed hiring freeze are being filled including 5.0 FTEs in 2014-15 and 4.0 FTEs in 2015-16. The additional new, unfrozen, and no longer being held vacant positions include 10.0 FTEs in the Electric Utility, 7.0 FTEs in the Public Works Department, 6.0 FTEs in the Police Department, 9.0 FTEs in the Fire Department, 5.0 FTEs in the Water and Sewer Department, 4.0 FTEs in the Planning and Inspection Department, 3.0 FTEs in the Finance Department, 2.75 FTEs in the Library Department, 2.0 FTEs in the Parks and Recreation Department, 2.0 FTEs in the City Manager's Office, and 0.5 FTEs in the City Council's Office.

Table 1 summarizes the appropriations by fund categories:

- General Operating Funds: provides funding for most City operating departments, including public safety, public works, planning, parks and recreation, libraries, streets and administrative departments.
- Special Revenue Funds: funds such as Gas Tax Fund or HUD Program Fund, which provide repositories for selected revenues as allowed by law, or funding for special activities as provided by law or policy by the City of Santa Clara.
- Enterprise Funds: provides funding for the utilities (Electric, Water and Sewer, Solid Waste).
- Internal Service Funds: provides funding for Communications, Automotive Fleet and other city operations, wherein the departments are charged on a pro-rata share of their use of the services which the City manages internally.
- Capital Improvement Project Funds: provides funding for the City's capital projects across all funds except Sports and Open Space Authority (SOSA), Housing Authority and Stadium Authority which are reported separately.

Table 1
Total Budget by Fund Category

Fund	Adopted 2014-15	Adopted 2015-16	Increase (Decrease)	Percent Change
General Operating Funds (w/Debt)	\$ 167,282,934	\$ 184,992,229	\$ 17,709,295	10.6%
Special Revenue Funds	1,682,528	1,657,975	(24,553)	-1.5%
Enterprise Funds	420,768,181	450,940,214	30,172,033	7.2%
Internal Service Funds	7,900,389	9,729,457	1,829,068	23.2%
Operating Budget	597,634,032	647,319,875	49,685,843	8.3%
Capital Projects Funds	62,823,957	72,883,897	10,059,940	16.0%
TOTAL CITY BUDGET	\$ 660,457,989	\$ 720,203,772	\$ 59,745,783	9.0%

Consistent with the City Charter, the 2015-16 Adopted Budget is a balanced budget. The appropriations approved for departments are consistent with City Council's goals and objectives and the City Manager's budget guidelines. In addition, the Budget is based on the Budget Principles approved by City Council on January 13, 2015. Staff has carefully analyzed all department budget requests, taking into account fiscal year projected resources, levels of service desired by Santa Clara residents and businesses, and Council goals and objectives.

The City Council approved Mission and Vision statements are as follows:

Mission:

The mission of the City of Santa Clara is to promote a living and working environment that allows for the best quality of life by serving the community with resourceful, efficient, progressive and professional leadership.

Vision:

SANTA CLARA: Superb, affordable services in a caring community that values our rich history and nurtures technologies that build the future.

The City Council held goal setting sessions on February 23, 2015 and March 9, 2015 and confirmed the continuation of the following five goals for the 2015-2017 two-year period and identified strategic objectives under each goal which were subsequently approved at the April 7, 2015 City Council meeting:

- Promote and enhance economic and housing development
- Ensure fiscal responsibility
- Enhance community sports and recreation assets
- Deliver and enhance high quality efficient services and infrastructure
- Balance the emerging economic opportunities with the needs of our community

The City Manager, with the assistance of City departments, prepares and presents quarterly status reports on strategic plan objectives.

ECONOMIC AND FINANCIAL OVERVIEW

Looking to fiscal year 2015-16 and beyond, the City is projecting that the regional economy will continue growing, although at a somewhat slower pace than experienced during the last several years. Over the last few years, Silicon Valley has seen job growth that has outpaced the rest of the state and the nation. This growth has led to rising housing prices and a significant increase in commercial and residential development activity.

The budgets for 2015-16 are based on the most recent State, regional and local economic data, and a series of budget review meetings held with each department to review their revenue, expenditure and service assumptions. A listing of the basic assumptions underlying the major revenue projections is presented on page 1-6 in the General Information and Summaries section. The revenue and other resources included in this budget have been estimated based on the most recent economic and

financial data available, and the City expects that it will realize these resources to cover the budgeted appropriations.

State Budget Impacts

For the first time in several years, there are no significant negative impacts on local government as a result of the State's 2015-16 budget. This budget shows a projected budget surplus for its 2015-16 fiscal year, largely due to projected revenue increases from the improving economy and the temporary tax revenues still flowing from the passage of Proposition 30. Under Proposition 30, the State has been able to balance its budget, restore funding for education, pay off much of its debt, and make contributions to a Budget Stabilization Account/Rainy Day Fund.

The Governor has called special sessions to continue work on two key fiscal issues — how to fund (1) improved maintenance of roads, highways and other infrastructure, and (2) the state's health care delivery system.

The City Manager will keep the Council apprised of any new developments on the impacts of State budget actions.

Pension Costs

Pension costs have escalated considerably over the last several years and the increases are anticipated to continue for several more years as the California Public Employees' Retirement System (CalPERS) has implemented changes in order to require member agencies to more quickly pay off unfunded liabilities, de-risk the investment portfolio, and assure that they are using the most accurate actuarial assumptions.

Beginning in 2011-12, CalPERS implemented a special smoothing change to make up for investment losses that occurred in fiscal year 2008-09 (24.0% loss vs. an expected gain of 7.75%).

In March 2012, the CalPERS Board approved a recommendation to lower the investment return assumption from 7.75% to 7.5% effective with employer rates for fiscal year 2014-15. This lowering has caused employer contribution rates to rise over a two year period.

In September 2012, the Governor signed the Public Employees' Pension Reform Act of 2013 (PEPRA) which established new reduced benefit pension formulas for new members hired after December 31, 2012. These new lower cost plans will slowly lower pension costs over the next generation of employees.

In April 2013, the CalPERS Board approved significant changes to actuarial policies which will result in increased employer rates beginning in 2015-16. The new policies, which are designed to enhance the long-term stability of the fund, changed amortization and smoothing policies causing employer rates to climb over a six-year period.

In February 2014, the CalPERS Board adopted new actuarial assumptions based on an experience study. These assumption changes include future mortality improvements based on findings that employees continue to live longer, with men on average expected to live two years longer and women a year and a half longer. This and other assumption changes result in increases in employer pension costs. These changes will be phased in over five years beginning with 2016-17 rates with the costs spread over 20 years.

Together these pension rate increases are resulting in millions of dollars per year in additional costs for the City. See our Five-Year Financial Plan for a complete discussion on pension costs.

Capital Improvement Project (CIP) Budget

Capital improvement project appropriations, detailed in the separately issued 2015-16 CIP Budget document, are based on the need for essential new facilities and/or maintenance, refurbishment and replacement of existing City facilities. These expenditures are generally one-time in nature and as such, past expenditure levels are not necessarily a good indicator of future (short-term) expenditure trends.

The 2015-16 CIP budget for the City is \$72.9 million in new project appropriations, an increase of \$10.1 million, or 16.0% from the 2014-15 Adopted CIP Budget of \$62.8 million. The 2015-16 CIP budget for the City and its component units (which includes the Housing Authority, Sports and Open Space Authority, and Stadium Authority) is \$76.4 million in new project appropriations, an increase of \$8.0 million, or 11.8% from the 2014-15 Adopted CIP Budget of \$68.3 million.

Approved capital improvement appropriations include funding for: upgrades to Electric Utility substations, major gas turbine engine overhaul, implementation of Advanced Metering Infrastructure (AMI) and technology project; improvements to the City's water utility system; sanitary sewer improvements within the City and at the San Jose/Santa Clara Regional Wastewater Facility; ongoing street, curb, gutter and sidewalk maintenance programs; traffic signal improvements; storm drain improvements; Parks and Recreation field and facility upgrades; additional Automated External Defibrillators (AEDs); Central Park and Mission Library refurbishment; public building improvements; Levi's Stadium capital improvements; housing programs; technology improvements and upgrades; and ongoing repair and maintenance/modification projects.

BUDGET THEMES AND SIGNIFICANT ISSUES AND PROGRAMS

Several important themes were considered as the budget was developed. The themes are Economic Development; Restoring City Services; Innovative Service Delivery and Cost Savings Measures; and Santa Clara Utilities. Selected items and related issues, programs, and/or projects which are significant in the 2015-16 Adopted Budget under the theme categories are presented below and on the following pages.

Economic Development

The City of Santa Clara has seen remarkable interest and activity in both commercial and residential development during 2014 and 2015, and economic forecasts anticipate this to continue at a significant level in the next few years. Building permit valuations reflected in the June 2015 permit activity report for development in 2014-15, shows more than \$890 million in valuation attributed to 7,180 building permits. The significant construction activity during 2014 and 2015 should begin contributing property tax revenues this year and next as projects reach completion and occupancy.

The services, programs and projects within this theme of economic development are consistent with established Council goals to encourage quality development of commercial and housing projects and to promote economic vitality to retain/attract vital businesses. Economic Development remains a key priority for the City. The City Council's adopted goals for 2015-17 include efforts to "Promote and enhance economic and housing development" and to "Balance the emerging economic opportunities with the needs of our community". In addition to working closely with the Chamber of Commerce, the

City places a focus on reliable, low-cost utilities, understanding and responding to business needs including "speed to market" timelines, and fostering local business success, expansion, and relocation to Santa Clara.

The strength of the economy has spurred a number of new developments, in addition to advancing a number of significant private development projects that were previously approved by the City prior to the last recession. These projects are providing construction jobs and tenant employment, leading to secondary jobs, new rental housing and home sales, and consumer and business spending, thereby enhancing both property tax and sales tax revenues. Below is a sampling of recent and current activity.

New/Expanding Businesses

- *Ericsson* is a corporate communications company that has occupied two of the three office buildings in Phase I of the Irvine Company's *Santa Clara Square Project*.
- *Whole Foods* will be the anchor for the 120,000 square foot retail center, *MarketPlace*, now under construction at the Irvine Company's *Santa Clara Square Project*.
- *Target*, *Sprouts*, *Mission City Grill*, *Habit Burger*, *Panera Bread*, *Peet's Coffee*, *Chipotle*, *Fractured Prune Doughnuts* and other new and retained businesses are all thriving in the newly remodeled *Santa Clara Town Centre*.
- The City continues to grow its retail sector citywide as there is a trend of new retail and/or expansion/relocation of existing retail such as *Skechers*, *Russell's Furniture*, *La-Z-Boy*, and *Stevens Creek Porsche*.
- *Palo Alto Networks* has leased four buildings totaling 752,000 square feet with an option for a fifth building totaling 300,000 square feet in the *Menlo Equities* campus at 3333 Scott Boulevard.

Projects Under Construction

- *The Gallery at Central Park*: The developer of the 551 apartments at the Gallery, *Prometheus*, has completed the first building that provides approximately half of the apartment yield in a wrap-style building with the garage in the center and the amenities on the roof. The second apartment structure is also under construction. The single family home builder, DR Horton, is constructing and has completed and sold many of the attached and detached homes on the west side of the site.
- *Sobrato Companies* is nearing completion of a new building for the technology-collaboration firm *Citrix*, which currently occupies two buildings on the same campus at Tasman and Great America Parkway.
- *Toeniskoetter Development* is nearing completion of an 82,500 square foot speculative office building on Scott Boulevard across Bowers Avenue from the Santa Clara Square retail center.
- *SummerHill Apartment Communities* is well underway with construction of *The Villas on the Boulevard*, a 186-unit apartment project in a 4-story building over underground parking on combined parcels on El Camino Real west of Saratoga Creek.
- *Menlo Equities* is moving forward on construction of an expanded office complex at 3333 Scott Boulevard.
- *NVIDIA*: Approved in December 2008, the Phase I 500,000 square foot R&D building construction has begun; the overall project encompasses 1.95 million square feet on 35 acres at Central and San Tomas Expressways.
- *Silicon Sage Builders* has begun construction on its mixed-use retail and residential project providing 7,000 square feet of retail and 28 condominiums at the southwest corner of El Camino Real and Monroe Street.

- *The Irvine Company* is well underway with construction of the mixed-use *Monticello Village*; an 825-unit apartment and 40,000 square foot retail project on Monroe Street at Lawrence Expressway in close proximity to the Lawrence Caltrain Station.
- *South Bay Development* has begun construction of the first of two approved 150,000 square foot office buildings on Mission College Boulevard adjacent to Regency Plaza. A 6,000 square foot retail services building will be built in Phase II.
- *Silicon Sage Builders* has commenced construction of the Downtown Gateway mixed-use project of 14,700 square feet of retail space and 44 condominiums.
- *Santa Clara Square* by *The Irvine Company* received approval for Phases II and III of the 1.2-million square foot office development/commercial retail center at Augustine and Bowers. Building permit plan check began in June 2015. The University of California Santa Cruz satellite campus is relocating to a nearby sole-use campus.

Projects Under Review or Approved, But Not Yet Under Construction

- *Essex Properties* is advancing its mixed-use project at *Gateway Village*, a redevelopment of the Kohl's property at the southwest corner of El Camino Real and Lawrence Expressway, providing approximately 108,000 square feet of commercial space and 476 living units. Construction begins in early 2016.
- *The Irvine Company* is moving through the entitlement process at *Santa Clara Square* to add about 39,000 square feet of additional retail space and 1,770 apartment units along the Scott Boulevard corridor in close proximity to the job centers in the area.
- *The Irvine Company* is seeking entitlements for *Mission Town Center*, a mixed-use project with about 26,000 square feet of street front retail and 417 apartment units on El Camino Real at Benton Street across from the Santa Clara depot Caltrain station and future BART station.
- *The Related Company* is in the entitlement process for *City Place Santa Clara* on 240 City-owned acres north of Tasman Drive, in partnership with the Montana Property Group. The more than \$6 billion development concept includes a mixed-use retail, entertainment, office and residential project totaling nearly 9 million square feet. CEQA environmental work is underway.

Future Projects

- *RTKL* is assisting staff and property owners/developers in master planning the 65-acre Lawrence Station Area through a precise plan effort to provide housing and retail services to replace older low density industrial space in close proximity to the Lawrence Caltrain Station.
- New retail and other commercial development to revitalize the Downtown area continue to be a Council priority and a variety of opportunities are being studied to move forward on this goal in the near future. Staff has retained a consultant to assist in master planning the area through a series of workshops.
- The City anticipates seeking a land planning consultant through an RFP process to assist in developing a master plan for the Tasman East area. This 45-acre area north of Tasman at the Guadalupe River can provide housing and some retail space to service the surrounding employment centers.
- The City is seeking a land planning consultant through an RFP process to assist in advancing the El Camino Real Precise Plan, funded substantially by an MTC planning grant, intended to refine the General Plan mixed use corridor development concepts.

Restoring City Services

As revenues began to fall due to the last recession, the City used reserves in 2008-09 and 2009-10 to maintain service levels as long as possible. However, as the effects of the recession lingered and revenues were further reduced as a result of the State's dissolution of Redevelopment Agencies, it was necessary to reduce ongoing expenditures through services level reductions to balance the budget. Although all City facilities remained open including the City's ten fire stations, Police Administration Building and Northside Police Substation, hours were reduced at City libraries and Parks & Recreation facilities including the Senior Center and Teen Center.

As economically sensitive revenues recovered, the City took a cautious approach, focusing first on fiscal stability and rebuilding reserves. Beginning with the 2013-14 budget, some positions began to be restored and in the summer of 2014 the City was able to staff and open the new Northside Branch Library.

Economically sensitive revenues have now surpassed pre-recession levels and monies are flowing to the General Fund from the operation of Levi's Stadium, allowing the City to continue to restore service levels. Although the financial picture is improving, we have not yet completely restored services. However, our dedicated City workforce continues to provide the high quality services that Santa Clarans have come to expect.

Senior Center, Youth Activity Center, Teen Center and Special Events

Funding from the Senior/Youth Fee on NFL game tickets at Levi's Stadium has provided a means to expand and support new programs and hours in Parks and Recreation Department facilities. The Senior Center will be increasing hours from 53 per week to 63 hours per week (operating six days per week), and adding additional aquatic programs and instructional classes. The Youth Activity Center and Teen Center will now be open three additional weeks during school breaks, will provide additional instructional programs, and will lengthen Youth Activities camps by one week. The Department will also be able to better support its special event responsibilities.

Central Park Library and Mission Library and Family Reading Center

Funding is included in the Library Department to restore hours at the Central Park Library and at the Mission Library and Family Reading Center. Hours at the Central Park Library will move from 55 hours per week back to 64 hours and the Mission Library and Family Reading Center will now be open five days a week with the addition of hours on Friday afternoon.

The budget for 2015-16 also includes an additional \$300,000 to update the collection of materials available in print, audiovisual, and electronic formats.

Public Safety

The budget includes additional funding in the Police Department to increase patrol staffing to better service the needs of residents and in the Fire Department to add positions to better manage resources and meet the needs for services.

Development Activity

Positions are added in the Planning and Inspection Department and the Public Works Department to support development projects. These positions are supported by increased development fees.

Innovative Service Delivery and Cost Savings Measures

Staff continue to explore new and innovative service delivery methods and measures to reduce costs while maintaining or in some cases improving service delivery. The following is a sampling of several recently completed and planned efforts:

- The Library Department introduced Square, which allows patrons to quickly pay fines at the desk with a credit card. This saves staff time by not having to assist patrons twice, at one station to pay the fine and at another to check out their items.
- The Library Department now orders most of its materials pre-processed. Outsourcing cataloging and processing to have materials come “shelf ready,” is less expensive and allows materials to get out to the public within 24 hours rather than 2 weeks.
- The Library Department eliminated extra labeling, by reassessing the need for multiple labels on materials. Radio-Frequency Identification (RFID) tags were combined with property label and barcode tags for a savings of about \$20,000 per year.
- The Library Department implemented LiquidSpace, an app for booking meeting space, to allow customers to book our Group Study Rooms at Northside Branch Library rather than have staff do it manually.
- The Library Department now uses Eventbrite registration for library programs instead of hand written lists.
- Active and frequent posts to the City's Facebook page has drawn a 69% increase in followers since the beginning of the fiscal year. This social media platform uniquely allows residents, businesses and visitors to connect, communicate and share with the City through posts, photographs and videos, sharing links and the ability to "like" content. Typical posts include promotion of events, sharing public service announcements, and providing real-time information on City services.
- The City launched MySantaClara, a mobile app that enables residents, businesses, and visitors to request services, such as graffiti removal, from their mobile phones, tablets or computers. After reporting graffiti or requesting a service, users can provide additional feedback and be notified when a request is completed. The application also provides information about events, public facilities, Council meeting dates, and public announcements.
- The Information Technology Department (IT) assisted in presenting a number of thematic story maps on the City's website to inform the public about city landmarks, historic homes and museums, live traffic cameras surrounding Levi's Stadium, and ongoing development projects. A seamless integration of GIS mapping with the Water and Sewer Department's work order management system provides utility workers in the field and their supervisors with actionable information about pipeline assets in their geospatial context. In partnership with public safety departments, IT also designed and deployed the Common Operational Picture (COP), helping ensure that visitors and residents have a safe and positive experience in and around Levi's Stadium.

- Poised for the next phase of economic growth and new attention as the host city of the 2016 Super Bowl, the City launched a new brand, “The Center of What’s Possible.” The new positioning and brand identity, with a revamped logo and new color palette and fonts, combines old and new in keeping with the spirit of Santa Clara and the City’s self-sustaining, and deep-seated proven resourcefulness.
- The City joined over 5,000 community members using Nextdoor, a private social network for neighborhoods, as a way to reach out to neighborhoods and to build stronger, safer communities with the help of residents. The platform lets neighbors receive important, geographically targeted information from the City.
- The Police Department completed an efficiency study and was able to reallocate personnel from its front desk operations to patrol. This reorganization will enhance patrol staffing, and reduce overtime expenditures.
- The Police Department conducted a study of parking fines in the local area. Based upon that study, the Police Department recommended increases in our parking fines so that they are closer to countywide averages. This will result in increased revenue and a stronger deterrent to parking violations. In addition, the Police Department signed a contract with a new parking citation vendor with more favorable terms to the City. This company also has new citation devices, which will make parking control officers more efficient.
- The Police Department is actively hosting police training courses in the Department’s first floor community room. As a result of being the host, the Department is granted free tuition for one to two students in each class. This will result in more officers being able to take these specialized training courses at no cost to the City.
- The Police Department continues to pursue state and federal grants. Last year the Department obtained \$382,925 in grants. These funds allowed the Department to serve the community conducting directed enforcement and to purchase vital equipment without impacting the General Fund.
- The Fire Department’s Emergency Medical Services (EMS) Division is implementing Wi-Fi enabled tablets to collect patient data in the field and send that data directly to both the receiving physician, as well as the medical database for archiving. This includes the “embedding” of EKG, vital sign and medical history data. The receiving hospital physician sees this information before the patient arrives at the Emergency Department for continued care. This has the benefit of providing medical document security, eliminating the costs of printing paper versions, as well as increased security in the storage of data. In addition, the data is readily accessible for statistical analysis of medical clinical indicators, enabling the Department to provide increasingly efficient and effective clinical care.
- The Fire Department has implemented a process for providing a digital version of all Incident Actions Plans (IAPs) for events held at Levi’s Stadium. These documents were historically printed using a large amount of paper, which was then recycled after the event. Now, using QR Code technology, our public safety employees scan the code into their phone or tablet, and the IAP is readily available.

- The Fire Department collaborated with the Sunnyvale Department of Public Safety to provide two firefighter recruit academies during this current fiscal year. This collaborative effort reduced cost and resource needs for each agency, while providing an excellent training curriculum.
- The Human Resources Department has been working closely with the Police Department and the Fire Department on ways to provide the most cost effective staffing for Levi's Stadium events. Supplemental law employment services were needed for 49ers football games and other special events taking place at Levi's Stadium. The law enforcement personnel needs exceeded the City of Santa Clara's sworn police staffing levels. Rather than hiring additional full-time sworn personnel for a limited number of special events, it was more cost effective to hire existing sworn police officers from neighboring jurisdictions to work on an as-needed or part-time basis (Per Diem Police Officer Special Events). The Commission on Police Officers Standards and Training (POST) refers to this method as "double badging." Double badging will maintain a single organization command structure. The City is also hiring Per Diem Dispatchers. These costs are fully reimbursed by either the 49ers for NFL events or the Stadium Authority for non-NFL events.
- The City is hiring a new Traffic Control position for Stadium events. This position has a significantly lower hourly rate than officers from the California Highway Patrol (CHP). Utilizing this new position will allow for a reduction in the number of CHP officers at each event therefore reducing event costs moving forward. These costs are fully reimbursed by either the 49ers for NFL events or the Stadium Authority for non-NFL events.
- The City is hiring Emergency Medical Technician (EMT) Special Events as a cost savings measure vs. staffing Stadium events with only Firefighter EMTs or Firefighter Paramedics. These costs are fully reimbursed by either the 49ers for NFL events or the Stadium Authority for non-NFL events.
- The Parks and Recreation Department launched a crowdfunding project to raise funds for renovating Bracher Park in alignment with City Council's goal to "Enhance Community Sports and Recreation Assets" and restore the park for the community. Bracher Park was chosen as one of ten nationwide projects by the National Recreation and Park Association to showcase in "Fund Your Park" campaign.
- The Santa Clara Senior Center website was updated to a more user-friendly, visually appealing format that highlights the continuum of care of services and programs provided at the Senior Center including: Fitness Center and Natatorium, Health & Wellness, Care Management, Senior Nutrition daily "Dining Out" lunch, travel opportunities, drop-in programs and enrichment classes.
- Cemetery staff have begun applying a growth regulator to the cemetery's 25+ acres of turf. This effort is intended to reduce the rate at which grass grows, resulting in decreased staff hours to mow the lawn and trim around each of the thousands of headstones.
- Over 100 yards of dirt and mulch were removed from the Cemetery and used by the Parks Division and Water Department to beautify multiple park and well sites. Space is now available for 200 future graves at the Cemetery.

- The Automotive Services Division of Public Works began electronically monitoring preventive maintenance (PM) services on all equipment. Electronically monitoring PM services allows the Division to send out monthly PM Service notifications to departments. This effort reduced paper work, the time taken to get information out, and the amount of labor hours previously spent tracking services manually, allowing for improved maintenance tracking and monitoring. Existing software applications were used at no additional cost to the City.
- The Automotive Services Division of Public Works was one the first Government agencies in California to implement Bureau of Automotive Repair On-Board Diagnostics (OBD) Inspection System (OIS) for performing state regulated smog inspections. Government Fleets have until January 2016 to begin using the new system, but Automotive Services saw the immediate time and cost savings and implemented the system in October 2014. Labor time to perform a smog test was reduced up to 40%, saving customers time and money.
- The Automotive Services Division of Public Works implemented an electronic scheduling calendar for scheduled repairs and services. The calendar is visible to all Automotive Services staff allowing for improved information sharing. The calendar improves Automotive Services ability to balance services versus technician time-off and improve customer service by minimizing equipment downtime. By scheduling services, we can work around customer schedules and improve turnaround. This was done by using existing software applications at no additional cost to the City.
- The Finance Department, Municipal Services Division launched new Outbound Calling software for its utility customers. Customers in affected outage areas can now be automatically alerted by telephone when there are scheduled or emergency utility related outages. This enables the Electric and Water and Sewer Utility departments to provide real-time updates regarding service interruptions and reduces the number of calls/inquiries into the Utility Contact Center.
- The Finance Department successfully launched a new payment method for vendors/customers doing business with the City. It is known as Automated Clearing House or ACH payment processing. ACH payment processing is an efficient and cost-reducing alternative to paper checks that enables the City to make electronic payments directly to vendors and customers. ACH payment processing is an extremely simple and efficient method for making payments. With ACH processing, vendor/customer funds are usually cleared in 1 or 2 days, much quicker than the traditional payment method. ACH processing also sends an e-mail confirmation to let recipients know the amount and the date funds are expected to credit to their accounts.
- The Electric Department launched an LED streetlight retrofit project. Existing high pressure sodium and mercury vapor streetlights in the southern part of the City were retrofit with more efficient LED streetlights. This first phase is expected to save over 3 million kilowatt-hours of electricity annually, in addition to improving nighttime visibility for the public and reducing maintenance costs for the Department due to the longer life of the LED lamps. In the coming fiscal year, the Electric Department will retrofit streetlights in the northern part of the City.
- The Electric Department and a private partner are developing a new outdoor distribution antenna system (oDAS) which will enhance cell phone and wireless data service coverage in the City. It is also expected to avoid the problem of cluttered and overloaded attachments to poles. The Department expects to recover the initial capital outlay within two years of operation, and then see continued payments for access to its infrastructure and fiber optic network. The project complements SVP MeterConnect® free outdoor Wi-Fi access service launched citywide in 2013.

- The Electric Department budget includes the construction and installation of a new Phase Shifting Transformer. Installation of the Phase Shifting Transformer at the Northern Receiving Station will increase the power flow delivery over the City's 230KV system and reduce transmission access charges by approximately \$6 million annually.
- The consolidation of the Public Works and Streets and Auto Services Departments occurred during fiscal year 2014-15. The transition has gone smoothly and anticipated savings are being realized. The consolidated Public Works Department (DPW) continues to look at ways to save additional General Fund monies. For example, Engineering staff are utilizing Capital Improvement Projects (CIP) funds, particularly Gas Tax, Sewer Utility, and other federal grant projects, to cover labor charges for staff working on these projects, thereby reducing operating costs to General Fund.
- The transition of the Housing and Community Services Division from the Planning and Inspection Department to the City Manager's Office was completed, consolidating housing and community services with economic development.
- The Planning and Inspection Department added three contract Planning Code Enforcement technicians to help get caught up with code enforcement activities, an approach that provides more flexibility than increasing permanent staffing levels.
- The Building Inspection Division of the Planning and Inspection Department will implement a reorganization to address service demands and enhance service delivery for building construction and development projects. By creating more depth in the Division with new positions in this budget cycle, the reorganization will increase efficiency, consistency and continuity in plan review and inspection. The reorganization will also increase in-house services to improve project coordination and flexibility of operations.

Santa Clara Utilities

Santa Clara Electric Utility d.b.a. Silicon Valley Power (SVP)

The 2015-16 Electric Department Operating Budget is \$361.9 million (including debt service), an increase of 4.7% over 2014-15. When combined with the Capital Improvement Budget of \$26.6 million, the total budget is \$388.5 million, which represents an increase of 2.9% over the prior year.

Total projected revenue and financing sources of \$389.1 million are comprised of revenue of \$373.0 million, developer contributions of \$4.0 million and wholesale revenue from sales of renewable energy credits and greenhouse gas/carbon allowances of \$5.3 million. The 2015-16 revenue is projected to be \$7.9 million, or 2.1% greater than 2014-15 due to load growth and a proposed rate increase effective January 1, 2016. Assuming a 3.5% electric rate increase is approved by City Council effective January 1, 2016, a surplus of \$0.65 million is expected at the end of 2015-16.

The cost of producing and procuring energy is projected to increase by 4.2%. The increase is primarily due to increased transmission charges from the California Independent System Operator, purchase of replacement energy for hydro resources due to the drought, and new renewable resources. Because the additional renewable resources were acquired to meet future state mandates and not immediately needed, the additional costs are being partially offset by \$3.6 million of renewable energy credit sales and \$1.8 million of greenhouse gas allowance sales in accordance with City Council policy. The additional renewable projects are cost-effective over the life of the projects, but create higher costs for energy in the early years.

Department salary and benefit costs are up 13.8% due to higher pension and health care costs and the addition of 10.0 FTEs. Overall, there is a net savings associated with adding these positions due to a reduction in budgeted overtime and lower contractual services expenditures resulting from insourcing where employees rather than contractors can perform the work at lower cost.

The budget includes planned capital funding of \$26.6 million, which includes substation upgrades, equipment replacement, new technology deployment, and economic development projects. To meet safety and reliability requirements, SVP continues its eighth year of a multi-year substation rebuilding program. In addition to substation capital improvements, the Electric Department continues to improve, demonstrate, and implement new technologies to support tomorrow's power grid.

The Phase Shifting Transformer Project, expected to be completed in 2015-16, is projected to save about \$6.0 million a year in operating expenses, and is funded with short-term debt financing.

The budget supports ongoing capacity expansion of our system to meet customer needs, enhanced reliability, and maintenance of the current high level of service. These investments are critical for meeting the energy needs of existing customers and those of new and expanding businesses in the City of Santa Clara.

Water and Sewer Utilities

The 2015-16 Water, Sewer, and Recycled Water Operating Budget is \$67.6 million, which represents an increase of 23.0% over the prior year. Most of this increase is due to projected increases for the cost of water and increased costs associated with the San Jose/Santa Clara Regional Wastewater Facility (RWF). Excluding the increases associated with the cost of water and the RWF, the increase in the Operating Budget would be 2.6%. Capital infrastructure replacement projects are needed in both the Water and Sewer Utilities, which also accounts for a portion of the increase. The cash reserves of the utilities have been drawn down over the past several years. The Water Utility will need to utilize capital reserves again this fiscal year.

Declining water sales coupled with the fixed costs of operating the water and sewer systems and required infrastructure improvements result in the need to increase rates. The City Council held a public hearing and approved the following rate increases on May 19, 2015:

- For fiscal year 2015-16, increases of 9.5% for potable water and 10.8% for the base recycled water rates were approved. These increases are due to the increase in wholesale costs for water from both of the City's wholesale water suppliers, the impact of reduced water sales, as well as the escalating cost of infrastructure replacement. The water rate increase translates to an average increase of \$4.32 per month for a single-family residential home using 12 hcf/month of water.
- Significant sanitary sewer capital replacement needs have been identified in the next 10-15 years, as well as significant capital improvements at the San Jose/Santa Clara Regional Wastewater Facility. In order to finance these improvements, sewer rate increases will be necessary. The increase approved for fiscal year 2015-16 will result in a \$3.29 per month per single-family and multi-family residential account based on a 9.5% increase on July 1, 2015.

Capital project expenses are budgeted for \$3.0 million for the Water Utility, \$0.2 million for the Recycled Water Utility, and \$20.6 million for the Sewer Utility for a total of \$23.8 million, resulting in an increase of \$4.2 million from 2014-15 budgeted levels. The CIP budget includes \$17.4 million for capital projects at the San Jose/Santa Clara Regional Wastewater Facility.

The City's combined utility rates remain the lowest in the nine county Bay Area.

ANALYSIS OF ESTIMATED RESOURCES AND APPROPRIATIONS

The following summary, Table 2, outlines the estimated resources and appropriations by major categories, and is followed by an analysis of major City of Santa Clara revenue and expenditure categories.

Table 2
TOTAL BUDGET

ESTIMATED RESOURCES AND APPROPRIATION CATEGORIES

ESTIMATED RESOURCES	Adopted 2014-15	Adopted 2015-16	Increase (Decrease)	Percent Change
Property Tax	\$ 34,355,000	\$ 38,704,661	\$ 4,349,661	12.7%
Sales Tax	50,020,000	52,690,000	2,670,000	5.3%
Transient Occupancy Tax	15,110,000	17,300,000	2,190,000	14.5%
Other Taxes	4,459,100	4,726,935	267,835	6.0%
Licenses and Permits	5,172,700	7,682,700	2,510,000	48.5%
Fines and Penalties	1,926,300	1,903,300	(23,000)	-1.2%
Interest	3,330,955	3,339,639	8,684	0.3%
Other Use of Money and Property	10,175,370	13,304,349	3,128,979	30.8%
Revenue from Other Agencies	5,576,569	5,813,271	236,702	4.2%
Charges for Current Services	467,284,349	520,509,185	53,224,836	11.4%
Contribution In-Lieu	17,468,451	19,218,263	1,749,812	10.0%
Other Revenue/Debt Proceeds	26,596,174	16,086,735	(10,509,439)	-39.5%
Transfers From (To) Reserves	13,459,119	11,919,568	(1,539,551)	-11.4%
Interfund Transfers	1,269,714	1,849,698	579,984	45.7%
Estimated Beginning Balance	4,254,188	5,155,468	901,280	21.2%
Total Estimated Resources	\$ 660,457,989	\$ 720,203,772	\$ 59,745,783	9.0%

APPROPRIATIONS	Adopted 2014-15	Adopted 2015-16	Increase (Decrease)	Percent Change
Salaries and Benefits	\$ 171,611,984	\$ 191,095,316	\$ 19,483,332	11.4%
Other Operating Expenditures	66,489,363	70,493,461	4,004,098	6.0%
Resource and Production	297,275,412	319,649,999	22,374,587	7.5%
Contribution In-lieu & Franchise Fees	18,038,451	19,823,263	1,784,812	9.9%
Interfund Services	25,550,494	27,045,703	1,495,209	5.9%
Debt Service	18,668,328	19,212,132	543,804	2.9%
Operating Budget	597,634,032	647,319,875	49,685,843	8.3%
Capital Improvement Projects Budget	62,823,957	72,883,897	10,059,940	16.0%
Total Appropriations	\$ 660,457,989	\$ 720,203,772	\$ 59,745,783	9.0%

ESTIMATED RESOURCES

Resources available to pay for the expenditures include the beginning balance of each fund, the estimated revenue expected to be received in that fund, and any transfers from other funds. Property tax, sales tax, transient occupancy tax, interest income, charges for services, rents and leases, and contribution in-lieu are major general government revenues received in the General Fund. These revenues provide funding for general government services such as public safety, public works, parks and recreation, library, and administration. Key economically sensitive revenue sources for the General Fund include property tax, sales tax, and transient occupancy tax (TOT). In 2015-16, these three revenue sources are expected to collect \$108.7 million, an increase of \$9.2 million over the 2014-15 Adopted Budget. A brief analysis of the major General Fund revenue sources follows, including references to 2014-15 year-end estimates where applicable.

Property Tax

As a result of the last recession, assessed valuation declined in 2009-10 and 2010-11. As the County Assessor reduced assessed valuations as a result of Proposition 8 revaluation requests and property tax appeals, City property tax collections declined. Under Proposition 13, the assessed valuation of properties held by the same owner from year-to-year is adjusted each year by the lesser of 2% or the percent change in the October to October California Consumer Price Index (CCPI). For 2015-16 the adjustment factor based on CCPI is 1.998%.

Property tax revenue for fiscal year 2015-16 is projected at \$38.7 million, a 12.7% increase from the 2014-15 budget of \$34.4 million. 2014-15 actual collections includes \$0.7 million in one-time monies from the County Education Revenue Augmentation Fund known as ERAF. Assessed valuation growth on secured property is projected at 6% based on rising home values and the expectation that the County Assessor will continue to roll off temporary valuation adjustments. Projections currently include an estimated \$1.2 million from the unwinding of the Redevelopment Agency and do not include a projection of new property taxes generated by development projects that are not under construction.

Sales Tax

Sales tax is the General Fund's largest revenue source. The 2015-16 projection of \$52.7 million represents 28.9% of General Fund resources projected for 2015-16. Sales tax revenue for fiscal year 2014-15 is projected to be \$49.7 million at year-end, or \$0.4 million below the budget of \$50.0 million.

The 2015-16 estimate represents a projected 6.1% increase over the 2014-15 year-end estimate and a 5.3% increase over the 2014-15 budget. This expected increase is based on projections from our sales tax consultant, MuniServices. Their estimates are based on individual category/segment projections with adjustments for known individual business anomalies such as missed payments or misallocations.

MuniServices' projection also takes into account the annual State of California "triple flip" adjustment. This adjustment is due to the State's takeaway of $\frac{1}{4}$ of the local Bradley-Burns 1% sales tax rate which they used to guarantee their 1994 and 1998 deficit reduction bonds (flip 1). They then directed counties to backfill the loss to local agencies with property tax revenue from the County Education Revenue Augmentation Fund known as ERAF (flip 2). The shortfall in ERAF monies is then backfilled from the State General Fund (flip 3). Because the backfill amounts are made based on estimates, there is an annual true-up adjustment for any prior year over or underpayment. Due to revenue growth at the State, they are expected to defease their deficit reduction bonds this summer and unwind the triple flip in 2016. Due to a lag in the payment to cities to make up for the reduction in the Bradley-Burns rate, the City will receive a one-time payment of about \$1.8 million in 2016-17.

Transient Occupancy Tax (TOT)

Transient Occupancy Tax (TOT) is calculated as a percentage of City hotel/motel room charges. The City's current TOT rate is 9.5%. TOT revenue is budgeted at \$17.3 million for fiscal year 2015-16, an increase of 3.0% over the 2014-15 year-end estimate of \$16.8 million or 14.5% over our adopted budget for 2014-15 of \$15.1 million.

As with sales tax, this revenue source was greatly impacted by the recession, declining from \$11.3 million in 2007-08 to \$8.1 million in 2009-10, a 28.1% decline. This revenue stream is extremely sensitive to changes in economic conditions and can vary greatly from year-to-year based on occupancy rates and room rates. Strong growth the last four fiscal years continued in 2014-15 with rising occupancy levels and average daily room revenues further boosting collections. Despite occupancy levels now being near or at record levels, collections for 2015-16 are expected to grow as average daily room rates continue to climb and Levi's Stadium events have filled hotel rooms on weekends that were traditionally more difficult to book.

Interest Income

Interest income in all City funds for fiscal year 2015-16 is projected at \$3.3 million, the same as the 2014-15 adopted budget level. Interest income for the General Fund is projected at \$0.95 million, an increase of 5.6% compared to the adopted budget for 2014-15. Interest income has been depressed in recent years due to the continuation of low interest earnings rates as a result of Federal Reserve actions to hold rates low to foster economic activity. As investments purchased with higher earnings rates have matured, they have been replaced by investments that are yielding significantly lower returns, accounting for the drop in revenue collections over the last several years. The Federal Reserve is anticipated to begin raising interest rates in late 2015 and it is expected that the City's interest income will begin to slowly increase as maturing investments are replaced with slightly higher yielding investments. The City's investment portfolio is managed in accordance with the Investment Policy approved by Council each year. Interest earnings are apportioned among participating funds according to their average monthly cash and investment balances.

Charges for Services

Charges for services is a combination of fees and charges levied by City departments for services rendered (e.g., utility charges to customers, recreation programs fees, engineering fees, planning and zoning fees, and plan check fees) and cost allocations for services provided by the General Fund to the utilities and other funds. Across all funds, the budget for 2015-16 is \$520.5 million, an increase of 11.4% from the adopted budget of \$467.3 million in 2014-15. General Fund charges for services are projected at \$35.6 million for 2015-16, an increase of \$4.4 million over the 2014-15 budget of \$31.3 million. The increases are primarily due to projected charges for public safety services to Levi's Stadium (including an enhanced level of service for Super Bowl 50) and fee adjustments to align with the City Council adopted Budget Principle of full cost recovery.

Rents and Leases

For 2015-16, total General Fund projected revenues from rents and leases are estimated at \$10.5 million. This amount is for leases not affected by the Redevelopment Agency dissolution process. As part of the Redevelopment Agency dissolution process, the County of Santa Clara raised concerns about whether lease payments from several leases should continue to flow to the General Fund, as they have per cooperation agreements which existed between the City and the Redevelopment Agency for many years prior to dissolution, or whether they belong to the Successor Agency where they would be redistributed to taxing entities based on their proportionate share of property tax distributions.

In July 2013, the Superior Court of the State of California granted the County of Santa Clara, the Santa Clara Unified School District, and the Santa Clara County Office of Education motion for a preliminary injunction. The revenues from the leases subject to the injunction are being held in a trust account pending the final outcome of this case. The 2015-16 General Fund budget has been balanced without any reliance on these monies.

APPROPRIATIONS

Overall, appropriations across all City funds total \$720.2 million. This amount is \$59.7 million or 9.0% greater than the adopted budget for 2014-15 of \$660.5 million. These amounts include the Capital Improvement Project Budget which is subject to yearly swings in appropriation depending on project needs and funding availability (e.g., grant funding). The operating budget portion of the total City budget is \$647.3 million. This amount is \$49.7 million or 8.3% higher than the adopted operating budget for 2014-15 of \$597.6 million. The following sections analyze expenditure categories that make up the majority of the changes in the fiscal year 2015-16 operating budget compared to 2014-15.

Salaries and Benefits

The expenditure category for salaries and benefits across all funds in the 2015-16 budget rose to \$191.1 million, an increase of \$19.5 million or 11.4% from the 2014-15 adopted budget. In the General Fund, this category increased by \$14.6 million or 11.2% from the prior year's budget. There are two primary reasons for the overall growth in General Fund salaries and benefits costs:

- Increase in City salaries of \$10.0 million or 11.3% from the 2014-15 budget was due to the items listed below:
 - \$1.5 million for as-needed public safety staffing and overtime costs related to scheduled NFL and non-NFL events at Levi's Stadium throughout the fiscal year. These costs will be fully reimbursed to the City with the reimbursements being reflected as charges for services on the revenue side of the budget.
 - \$1.4 million for one-time as-needed public safety staffing and overtime costs related to Super Bowl 50. These costs will be fully reimbursed to the City by the Super Bowl 50 Host Committee.
 - \$2.9 million for the funding of 14.0 new full-time equivalent (FTE) positions in the General Fund and the unfreezing of an additional 14.25 FTEs.
 - \$4.2 million remaining increase is primarily due to negotiated contractual pay increases for bargaining units which settled in the prior year and merit increases for those employees not at the top of their salary range. In addition, increases in as-needed personnel and overtime expenses across multiple departments were budgeted.
- Increase in City share of pension costs of \$4.9 million or 18.9% due primarily to higher CalPERS rates to make up for investment losses during the Great Recession, a lower investment return assumption, and shorter smoothing and amortization periods. In addition, costs are increasing due to negotiated pay increases and increased salaries expense from additional budgeted positions.

Position Changes for Fiscal Year 2015-16:

The total adopted benefited position count is 1,054.50 full-time equivalents, or FTEs, representing an increase of 28.0 FTEs from the 2014-15 budget. The General Fund accounted for 14.0 of the increase in FTEs which were added to restore service levels and handle additional workload. The departments which added new FTEs include:

- The Planning & Inspection Department added 4.0 FTEs to handle increased service demand for permitting services, inspections, advanced planning, and large development proposals. These position costs are offset by additional development fees. In addition, 6.0 FTEs were transferred to the City Manager's Office with the reorganization of the Housing and Community Services Division.
- The Public Works Department added 3.0 FTEs which includes a transfer of 1.0 FTE from the Solid Waste Enterprise Fund. The remaining 2.0 FTEs were added to handle the increased service demand for street and curb maintenance.
- The Finance Department added 2.0 entry-level FTEs in the Accounting Division funded by a reduction in as-needed funding. These positions will free up other positions to focus on higher level work.
- The Police Department added 3.0 FTEs to handle the additional demand for service as the City of Santa Clara continues to grow.
- The remaining increase of 2.0 FTEs were added as 1.0 FTE in the City Manager's Office Housing and Community Services Division, 0.5 FTE in the City Council Office, and 0.5 FTE in the Library Department.

The following non-General Fund position changes were approved:

- The Public Works Department reduced 1.0 FTE in the Solid Waste Enterprise Fund as a transfer to the General Fund as part of the consolidation of the City's Urban Runoff Pollution Prevention Program.
- The Electric Utility added 10.0 FTEs to keep pace with demand for service and maintenance of aging infrastructure.
- The Water Utility added 5.0 FTEs to keep pace with demand for service and maintenance of aging infrastructure.

A total of 14.25 General Fund FTEs were unfrozen, bringing the total number of frozen positions down to 43.00 in the General Fund and 45.0 across all funds. The majority of the unfrozen FTEs were in the areas of public safety (3.0 FTEs in Police and 6.0 FTEs in Fire), the Library Department (2.25 FTEs), and the Public Works Department (2.0 FTEs). An additional \$3.0 million is assumed to be saved from attrition and continuation of a managed hiring freeze (i.e., by holding positions vacant during the fiscal year).

The Summary of Full-Time Equivalent Positions on pages 1-48 to 1-49 provides more detail of the positions included in the 2015-16 Budget.

Resource and Production

The budget for this item for 2015-16 is \$319.6 million, up 7.5% from the 2014-15 Adopted Budget of \$297.3 million. The increase is due to projected increases in electric, water, sewer, and solid waste costs.

ENTERPRISE FUND RATES

Rates in several City Enterprise activities are planned to be increased this year. Increases in the City Enterprise activities planned for the 2015-16 fiscal year are consistent with contractual cost of living adjustments for private contractors, implementation of mandated programs, and planned service cost recovery adjustments.

For Silicon Valley Power (SVP), the adopted budget assumes a rate increase of 3% to 5% in January 2016. Staff will present the rate increase to Council for approval in November 2015. Previously, the City Council approved a 5% rate increase in January 2015. The Electric Department's Five-Year Financial Plan assumes future potential rate increases of 3.5% in January 2016 and 3% in January 2017, subject to further review and to City Council approval. Yet, even with these rate increases, Santa Clara's Electric Utility continues to offer among the lowest system average electric rates in the State of California. As a result, SVP continues to assure the City's reputation as a low-cost commercial site to do business and to thrive.

The City Council held a public hearing on May 19, 2015 and the following rate increases were approved by the City Council:

- The approved water rate increase will result in an average increase of \$4.32 per month for single-family residential accounts. This increase is based on the price per hundred cubic feet (hcf) of water increasing by 9.5% from \$3.80/hcf to \$4.16/hcf and an average usage of 12 hcf/month. The base recycled water rate will increase by 10.8%. The impact of the rate increase will vary by the size and type of the commercial account.
- The approved residential sewer rate increase will result in an increase of \$3.29/month on July 1, 2015 for single-family residential and multi-family residential accounts. Commercial and industrial sewer rates will increase by 9.5% on July 1, 2015.

The rate increases for the water utility are due primarily to the cost of water from the City's wholesale water suppliers, the San Francisco Public Utility Commission (through the Hetch Hetchy regional water system) and the Santa Clara Valley Water District. Other components of the City's water rates include operations and maintenance costs including labor, and services from other City departments.

The approved rate increase for the sewer utility is primarily due to increased costs for the City's share of operating costs and for capital projects required at the San Jose/Santa Clara Regional Wastewater Facility where all of the City's sewage is treated. Other components of the City's sewer rates include operations and maintenance costs, including labor, replacement and improvements in the City's sewer collection system (capital projects), and the cost of service from other City departments.

Even with the planned and approved rate increases, the combined water, sewer and electric rates remain the lowest in the nine Bay Area counties.

The Solid Waste Utility needed to increase rates to achieve full cost recovery on both operating and Capital Improvement Project (CIP) expenditures. Garbage service rates will increase by \$0.46 per month for a customer with one can/cart service (32-gallons per week), the Clean Green service rate will increase by \$0.22 per month, the Residential Recycling service rate will increase by \$0.07 per month, and the Clean-Up Campaign rate will increase by \$0.52 per month in the 2015-16 fiscal year. There is no change to the Household Hazardous Waste rate. These rate increases should enable the Solid Waste Utility to achieve full cost recovery.

The rates for the Storm Drain Environmental Compliance Fee had not been increased since they were established by the City Council in 1994. The Storm Drain Environmental Compliance Fee revenues fund the operating and capital improvement project expenditures for the City's Urban Runoff Pollution Prevention Program (URPPP). The single-family dwelling rate will be increased from \$0.16/month to \$1.04/month per dwelling unit. The multi-family dwelling rates will increase from \$0.16/month to \$1.04/month for the first four dwelling units, and from \$0.16/month to \$0.39/month for each additional dwelling unit in the complex. The commercial, industrial and other non-residential property rate will increase from \$2.19/month/acre to \$14.17/month/acre.

GENERAL CONTINGENCY RESERVE POLICY

The General Contingency Reserve has primarily been funded by surpluses (when surpluses are available) resulting from General Fund revenues received in excess of expenditures during preceding fiscal years. There are two main reasons for such excess:

- (a) Revenues were higher than anticipated such as from higher than anticipated taxable sales in the City resulting in more sales tax and/or
- (b) Expenditures were lower than anticipated such as from departmental efficiencies.

On an annual basis after closing the City's books, if there is an operating surplus, the Council approves the transfer of the surplus to the General Contingency Reserve. The funds are then available for emergencies and future capital project needs.

In 1985-86, the City Council established a policy regarding use of the City's General Contingency Reserve, under which two separate reserves were established. The first reserve, the Working Capital Reserve, is set aside for weathering economic downturns, emergency financial crisis, or disaster situations. The reserve target is equal to the cost of the City's General Fund operations for three months (90-day or 25% working capital reserve). The second reserve, the Capital Projects Reserve, earmarks funds for a five-year capital-spending program. The minimum target for this reserve is \$5 million.

Because of deficits in 2008-09 and 2009-10 as a result of the recession, the Working Capital Reserve declined from \$21.1 million at June 30, 2008 to \$2.5 million at June 30, 2010. The Capital Projects Reserve also declined significantly and had a balance of \$2.5 million at June 30, 2010 (below the minimum target level of at least \$5.0 million). As a result of operating surpluses the last few fiscal years (largely due to expenditure constraints put into place and an improving economy leading to stronger-than-expected economically sensitive revenue growth), the Working Capital Reserve balance grew to \$27.9 million and the Capital Projects Reserve balance grew to \$12.7 million at June 30, 2014. After funding amounts approved in the 2014-15 Adopted Budget and transfers to or from the reserves during the year, the unencumbered balance in the Working Capital Reserve is \$32.9 million and the Capital Projects Reserve stands at \$7.4 million. The General Fund is expected to end 2014-15 with a surplus which will allow for additional reserve contributions.

Working Capital Reserve

The City has experienced unprecedented volatility in General Fund revenues over the past decade with the dot-com bust and two recessions causing significant revenue declines necessitating the use of reserves during the down years. The Great Recession, which started in December 2007 and ended in summer 2009, triggered major declines in economically sensitive revenue sources, causing the Working Capital Reserve to be called upon.

- At the end of fiscal year 2007-08, the Working Capital Reserve balance was \$21.1 million. This represented 14.8% of the adopted 2008-09 General Fund Budget of \$142.2 million.
- At the end of fiscal year 2009-10, the Working Capital Reserve balance dropped to \$2.5 million due to revenue declines caused by the Great Recession coupled with rising costs.
- As a result of operating surpluses in fiscal years 2010-11 through 2013-14, year-end transfers to the Working Capital Reserve grew the balance to \$27.9 million. Although this balance is still below target, representing 16.6% of the fiscal year 2014-15 adopted General Fund appropriations of \$164.8 million, it demonstrates that good progress has been made in restoring the fiscal health of the City.
- The adopted 2014-15 General Fund budget includes a budgeted \$3.0 million transfer to the Working Capital Reserve. Based on current year-end estimates, it appears that there will be significant additional budgetary savings available to transfer to reserves. In addition, the adopted 2015-16 General Fund budget includes a budgeted \$7.0 million transfer to the reserve.

Capital Projects Reserve

The 2015-16 Adopted CIP Budget includes appropriations in the amount of \$2.2 million from the Capital Projects Reserve for essential capital projects. After the close out of projects with remaining balances and reductions in project budgets for several projects, this will leave the Capital Projects Reserve with a balance of \$5.8 million, above the minimum policy requirement of \$5.0 million (additional monies may be transferred to reserves as a part of the 2014-15 year-end process).

The Five-Year Financial Plan has identified \$429.8 million of unfunded project needs. However, the majority of these anticipated costs, \$372.4 million, are for new projects in the Parks and Recreation CIP Fund where the primary funding source for most new projects is anticipated to be Quimby Act or Mitigation Fee Act revenues charged on new development projects.

Land Sale Reserve

In fiscal year 1996-97, the City Council established the General Contingency Reserve for Land Sale Proceeds (Land Sale Reserve). The net proceeds from the sale of City owned land are held in the Land Sale Reserve account and interest earned on the funds is available to be appropriated for General Fund operating expenditures. The balance in the Land Sale Reserve stood at \$56.4 million as of the end of fiscal year 2014-15.

In 2014, the City Council earmarked \$10.0 million from the Land Sale Reserve for Youth Soccer Fields and Athletic Fields. The 2014-15 Capital Improvement Project budget included an initial appropriation of \$2.0 million and the 2015-16 adopted CIP budget includes an additional appropriation of \$5.0 million. The remaining \$3.0 million is anticipated to be needed in 2016-17. These fields are additional fields in a location or locations to be determined, and are not replacement fields for the current Youth Soccer Park. In addition, the City Council approved a \$0.6 million allocation from the Land Sale Reserve to upgrade field number 3 at the Youth Soccer Park to synthetic turf.

An additional \$5.8 million has been earmarked from the Land Sale Reserve as a match for County Boomerang funds for low/moderate income housing.

Building Inspection Reserve

In 1999-00, Council approved the establishment of a Building Inspection Reserve to account for surplus funds generated from user fees in the Planning and Inspection Department's Building Inspection Division. Funds accumulated in the Building Inspection Reserve are to be used to fund additional services or projects directly related to the Building Inspection Division and advance and long range planning activities, and can only be used when Building Inspection revenues are not sufficient to cover related costs. The balance in the Building Inspection Reserve stood at \$7.7 million as of the end of fiscal year 2014-15.

The 2015-16 CIP Budget includes the use of \$2.1 million in Building Inspection Reserve funds for the General Plan Update (\$110,000), GIS Enterprise System (\$380,000), Precise Plan for El Camino Real (\$35,909), Specific Plan for Lawrence Station (\$134,000), Specific Plan for Tasman East (\$750,000), and Specific Plan for the Downtown Focus Area (\$650,000) projects. An additional \$0.9 million is included as a transfer to the General Fund to cover 2015-16 Planning and Inspection Department expenditures related to building activities.

BUDGET AWARDS

The City received the Excellence in Budgeting Award for the fiscal year 2014-15 Capital Improvement Project Budget from the California Society of Municipal Finance Officers (CSMFO). This award is designed for cities with separate documents for capital appropriations and/or long-term capital improvement plans. The City also received the Excellence in Operational Budgeting Award for the fiscal year 2014-15 Annual Budget from the CSMFO. Recipients of the excellence award must exceed a threshold level based on specific criteria designed by CSMFO and qualify for additional criteria of comprehensiveness and quality of the budget document. This is the fifteenth year that the City has received an award for its Annual Budget and the nineteenth year for its Capital Improvement Budget.

SUMMARY

As in past years, revenues have been estimated with a responsible amount of conservatism based on the most up-to-date information available to the City. A team effort has been used to ensure that expenditures are at or below revenue expectations. Budgeted expenditures are considered necessary and proper, taking into account the growth and development of the City, ongoing programs and projects, and restoration of the maximum level of service to our residents and other stakeholders as is possible given resource projections and levels of staffing.

In addition to the monthly revenue and expenditure reports submitted to Council, staff will continue the production of Five-Year Financial Plans designed to show the longer-range impact of financial trends and budgetary decisions. Any revenue realized for the year in excess of actual expenditures will be transferred to the City's General Contingency Reserve.

City departments all worked together as a team with the City Manager and the Finance Department in the preparation of this balanced budget plan. The hard work and dedication of City Department Heads and employees is greatly appreciated. The policy leadership of the City Council is a reflection of the City's status as an All America City. All involved have worked together to ensure the financial stability of the City of Santa Clara. This budget is fiscally responsible and maintains the level of funding needed to continue the City's goal of excellent service to the Santa Clara community. The Annual Budget (Operating and Capital Improvement Project Budgets) is consistent with the City of Santa Clara mission, and will facilitate the goals of the Santa Clara City Council.

Respectfully submitted,



Julio J. Fuentes
City Manager



Gary Ameling
Director of Finance/
Assistant City Manager



Budget Principles for 2015-16

(As adopted by the City Council on January 13, 2015)



- The City's Code of Ethics and Values, especially being Fiscally Responsible, Communicative, and Service-Oriented, will be used as a guide for decisions.
- Budget decisions will be made with long-term implications taken into account, using data from the Five-Year Financial Plan.
- The perception of funding actions, as well as the fiscal impact, will be considered before budgetary decisions are made.
- Focus on projects and services that provide benefit to the community as a whole.
- Pursue economic development objectives and strategies to foster new public and private investment within Santa Clara, and to create employment opportunities.
- Continue to pursue ways to ensure ongoing revenues and expenditures are balanced, recognizing that the City's General Fund has been significantly impacted by the dissolution of the City's Redevelopment Agency and rising pension rates.
- Review options for consolidation of functions that reduce operational costs and improve efficiency.
- Any necessary reduction in permanent positions will be accomplished first through attrition and retirements, with layoffs used only as a last resort.
- The implementation of strategies to balance the budget may take time requiring short-term solutions until ongoing savings associated with structural changes are realized.
- In accordance with Council policy, continue to rebuild the General Fund Working Capital Reserve for the long-term fiscal health of the City.
- Inform residents, businesses and employees of any fiscal challenges along with the City's responses.
- With limited exceptions, establish fees based on full cost recovery where individuals/businesses rather than the community at-large are benefiting from City services. This preserves limited unrestricted resources for providing services that benefit the community as a whole.

California Society of Municipal Finance Officers

Certificate of Award

***Excellence
Fiscal Year 2014-2015***

Presented to the

City of Santa Clara

For meeting the criteria established to achieve the Operating Budgeting Excellence Award.

February 8, 2015



Pamela Arends-King

***Pamela Arends-King
CSMFO President***

Michael Gomez

***Michael Gomez, Chair
Professional Standards and
Recognition Committee***

Dedicated Excellence in Municipal Financial Reporting

ROSTER OF COUNCIL AND COMMISSION MEMBERS

FY 2015-16

CITY COUNCIL

Mayor	Jamie L. Matthews
Councilmember	Dominic J. Caserta
Councilmember	Debi Davis
Councilmember	Lisa M. Gillmor
Councilmember	Patrick Kolstad
Councilmember	Jerry Marsalli
Councilmember	Teresa O'Neill

BOARD OF LIBRARY TRUSTEES

Ashish Mangla, Elizabeth A. "Betsy" Megas,
Barbara E. Vance, Kathleen "Kathy" Watanabe,
Peter Yoon

CIVIL SERVICE COMMISSION

Mario Bouza, Willie D. Brown, Jr., Brian Doyle,
Carolyn G. McAllister, Pat Staffelbach

CULTURAL COMMISSION

Loretta Beavers, Fatima Fagundes, Eversley Forte,
Estella Ross Lockwood, Kathleen Ryan, Carolyn
Schuk, Usha Srinivasan

HISTORICAL & LANDMARKS COMMISSION

Priya Cherukuru, Stephen Estes, Michael Hyams,
Brian Johns, Robert W. Luckinbill, Regina "Jeannie"
Mahan, J.L. "Spike" Standifer

HOUSING REHABILITATION LOAN COMMITTEE

Councilmember Teresa O'Neill, Carmen Pascual,
Bianca Placencia, Ken Wright

PARKS AND RECREATION COMMISSION

Charles "Chuck" Blair, George Guerra, Andrew
Knaack, Roseann Alderete LaCoursiere, Tino Silva,
Joe Martinez, Kevan Michael Walke

PLANNING COMMISSION

Raj Chahal, Deborah Costa, Yuki Ikezi, Sudhanshu
Jain, Steve Kelly, Michael O'Halloran, Joe Sweeney

SENIOR ADVISORY COMMISSION

Wanda Buck, Dwight Collins, ArLyne Diamond,
Ph.D., Barbara A. "Bobbi" Estrada, Samuel Orme,
Alice Pivacek, Nancy Toledo

YOUTH COMMISSION

Samia Abbasi, Delilah Anaya, Meyhaa Buvanesh, Antonio
Davila, Dorian Hans, Genevieve Iben, Caroline Kloes,
Sarisha Kurup, Alicia Luong, Damarah Madriaga, Vyvy
Nguyen, Tamara Pantic, Catherine Petersen, Alyssa
Riley, Ryan Winter

As of July 15, 2015

**CITY OF SANTA CLARA
EXECUTIVE MANAGEMENT TEAM
FY 2015-16**

**CITY MANAGER
Julio J. Fuentes**

CITY CLERK/CITY AUDITOR
Rod Diridon, Jr.

ASSISTANT CITY MANAGER
Sheila Tucker

CITY ATTORNEY
Richard E. Nosky, Jr.

ASSISTANT CITY MANAGER
Vacant

CHIEF OF POLICE
Michael J. Sellers

**ECONOMIC DEVELOPMENT OFFICER/
ASSISTANT CITY MANAGER**
Ruth Shikada

FIRE CHIEF
William Kelly

**DIRECTOR OF FINANCE/
ASSISTANT CITY MANAGER**
Gary Ameling

DIRECTOR OF ELECTRIC UTILITY
John Roukema

**CHIEF OPERATING OFFICER - UTILITIES/
ASSISTANT CITY MANAGER**
Alan Kurotori

DIRECTOR OF WATER & SEWER UTILITIES
Christopher de Groot

DEPUTY CITY MANAGER
Tamera Haas

DIRECTOR OF INFORMATION TECHNOLOGY/CIO
Gaurav Garg

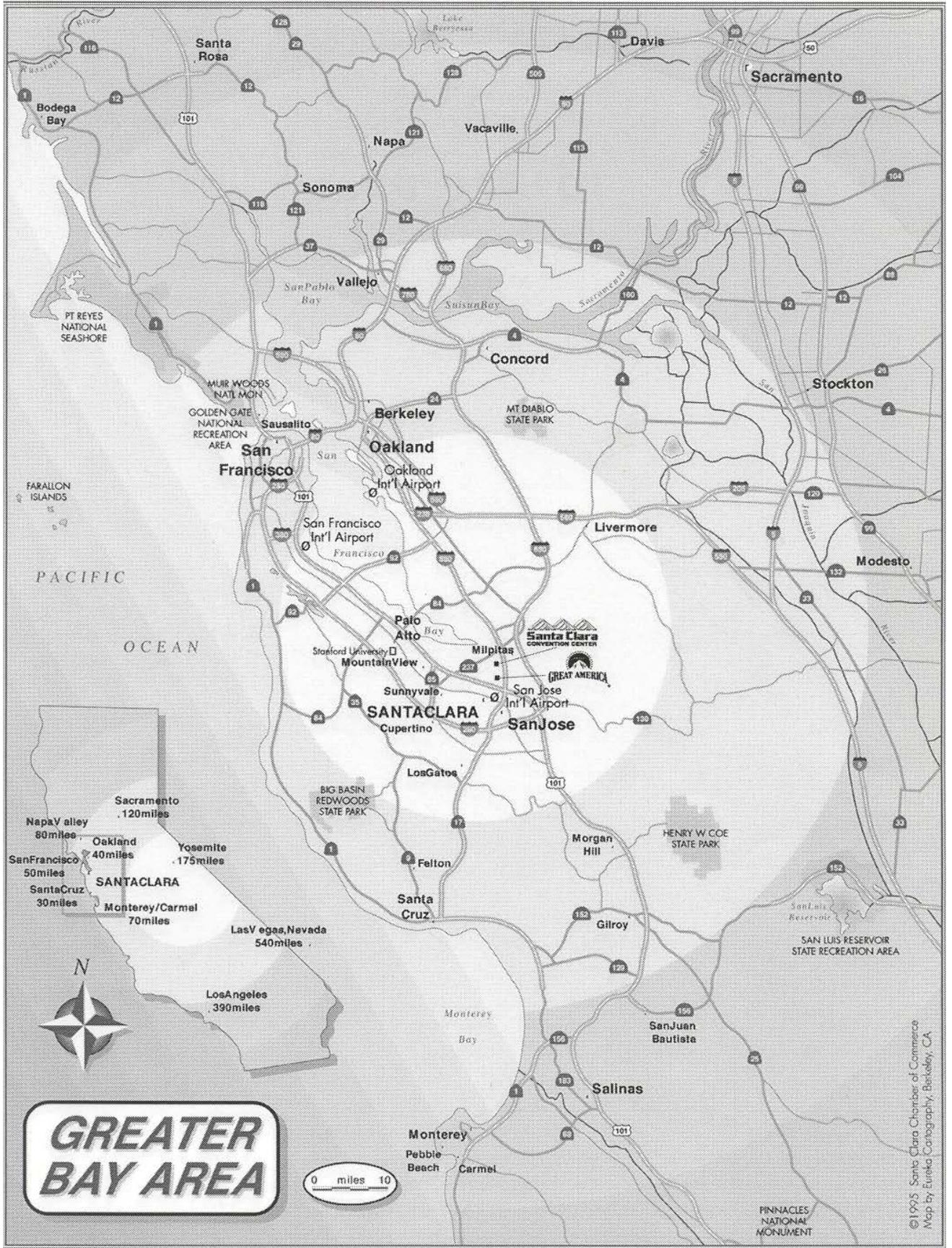
DIRECTOR OF PUBLIC WORKS
Rajeev Batra

CITY LIBRARIAN
Hilary Keith

DIRECTOR OF PLANNING & INSPECTION
Kevin Riley

DIRECTOR OF PARKS & RECREATION
James Teixeira

DIRECTOR OF HUMAN RESOURCES
Elizabeth Brown

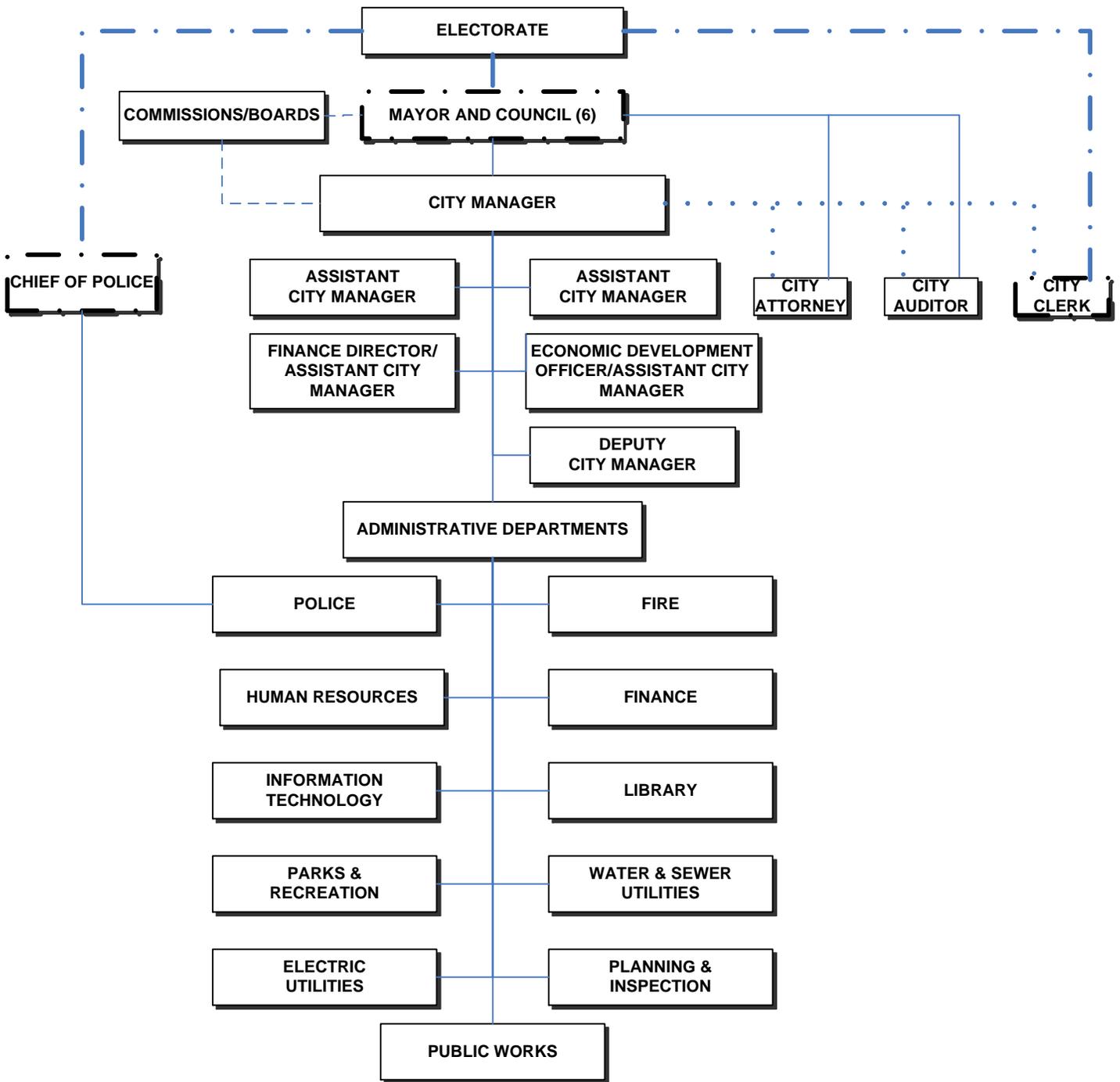


GREATER BAY AREA

Distances from Santa Clara:

- Napa Valley 80 miles
- Oakland 40 miles
- San Francisco 50 miles
- Santa Cruz 30 miles
- Monterey/Carmel 70 miles
- Yosemite 175 miles
- Las Vegas, Nevada 540 miles
- Los Angeles 390 miles
- Sacramento 120 miles

CITY OF SANTA CLARA ORGANIZATION CHART



(Reference: City Code, Chapter 2 Administration)
 Elected position indicated by the - - - - - line.

City Manager serves as ex officio member of and liaison to all boards and commissions as indicated by the - - - - - line.

Mayor and Council appoint City Manager, City Attorney and City Auditor. City Attorney and City Auditor report into the City Manager as indicated by the line. City Manager is the appointing authority for all other employees, except elected positions.



City of Santa Clara

The Center of What's Possible

The City of Santa Clara has always reflected the progressive, bellwether nature of California. It is one of the oldest cities in the state, an agricultural powerhouse in the 1800s, and the birthplace of many of the technology innovations that created Silicon Valley in the 1900s. Today, it maintains its leading edge status as a community that is nationally recognized for its livability and a city that has a sustainable, bright future powered by the private investment of billions of dollars in new development and growth opportunities.

Santa Clara At A Glance

HISTORY



Santa Clara was incorporated in 1852 as a Charter City with a Council/Manager form of government although it existed as a community for hundreds of years prior to that as a village for Ohlone Indians and their ancestors. European explorers came to the area in the mid-1700s and settled it as a military and religious outpost. It is called the “Mission City” in reference to the Mission Santa Clara de Asis, which opened in 1777 as one of 21 Spanish missions established by Franciscan padres along El Camino Real in California.

SIZE



Santa Clara encompasses 18.41 square miles in the heart of Northern California’s Santa Clara County, also known as Silicon Valley in recognition of the region’s leadership in technology innovations that changed the way the world lives, works, learns and plays. It is part of the burgeoning South Bay metropolitan area that includes the City of San Jose, the 10th largest city in the U.S., and the wider nine-county San Francisco Bay Area that is the fastest growing region in the state.

POPULATION



The 2015 population of the City of Santa Clara is estimated at 120,973¹ and is one of the most diverse in the nation with almost 40% of residents born outside the U.S.² Over half of the population is non-Caucasian.² The residents are also highly skilled and educated with 52% of adults holding a bachelor degree or higher². Median age is 34.1² and median household income is \$91,583.²

BUSINESS



More than 13,000 licensed businesses are located in Santa Clara, ranging from entrepreneurial start-ups, to longstanding family-owned firms, to the international headquarters of Fortune 500 corporations. Together these Santa Clara businesses represent an employment base of 65,800.³ Almost half the land in Santa Clara is zoned for commercial use and millions of square feet of new office and retail projects are under development or in planning stages, greatly expanding the City's capacity to accommodate businesses that want to start, relocate or expand in a high energy, dynamic environment.

CITY SERVICES



Santa Clara is a full service city with its own police and fire departments and energy, water and sewer utilities. Other core services include a nationally-ranked library, 32 parks and playgrounds, award winning services and recreational programs for seniors and youth, neighborhood beautification, free citywide outdoor Wi-Fi, special events and support of history and art museums and other cultural and performing arts. In 2015, Santa Clara was named the 7th most livable city in America because of its outstanding quality of life and opportunities for individual and business success.

HOUSING



There are 42,343² households in Santa Clara and housing stock continues to expand through new transit-oriented developments that offer lifestyle alternatives to the City's traditional single family neighborhoods and carefully preserved historic homes. The City is in the midst of a metropolitan area that is one of the highest priced housing markets in America. Median cost is \$980,000⁴ for a single family home and average asking rent for an apartment is \$2,584.⁵ Santa Clara has invested millions in affordable housing projects that provide 2,300 units for low income seniors, families, homeless and disabled residents.

TRANSPORTATION



In addition to its own 240 miles of City-owned roads and streets, Santa Clara is crisscrossed by State Highway 101 and two regional expressways. Public transit services in the City include buses, light rail, Caltrain and Amtrak. An extension of BART into the South Bay will terminate in Santa Clara, and the Norman Y. Mineta San Jose International Airport is on the border of the City. Santa Clara has also placed a priority on providing bike lanes and completing the San Tomas Aquino/Saratoga Creek Trail that will link with other trails in the South Bay.

INFRASTRUCTURE



Each year Santa Clara makes significant investment in maintaining, expanding and improving civic infrastructure for the benefit of residents and businesses. Its offers the lowest combined water, sewer and electric rates in the nine Bay Area counties. Silicon Valley Power, the City's electric utility, is ranked in the top 5% in the U.S. on reliability⁶ and is a national leader in utilizing renewable energy sources. Over the past few years, the City's water storage and delivery system has been upgraded and it is one of the most successful purveyors of recycled water at about one billion gallons each year. The City is a partner in the San Jose-Santa Clara Regional Wastewater Facility and is investing \$300 million over the next 30 years to update the aging facility and expand capacity.

EDUCATION



Public schools serving residents of Santa Clara are under the authority of independent school districts, but the City works closely with them to provide quality educational opportunities for grades K-12 and students attending Mission College for a two-year degree or professional development. Santa Clara University, the oldest institution of higher learning in California, is located in the historic Downtown Quad area of the City and enrolls 5,486 undergraduate students and 3,529 graduate students.⁷

ECONOMIC DEVELOPMENT



The City of Santa Clara welcomes business, and that strategic attitude is paying off with billions of dollars in private investment currently under construction or in the pipeline. As these projects come online in 2015, 2016, 2017 and beyond, the City's economic base is broadened and diversified, ensuring greater fiscal stability in the future as well as increased revenues to the City's budget to replace the loss of Redevelopment Agency funding.

Development projects include new corporate campuses, Class A office buildings, housing, retail, entertainment centers, and mixed use. Two of the largest include: City Place Santa Clara, a multiphase office, retail, hotel and residential complex that will be built with a ground lease of over 230 acres of City-owned land and Santa Clara Square, a nearly 40 acre residential, retail and office space complex. More information on new development projects can be found on the City's website SantaClaraCA.gov under the "Development Projects" link.



¹ California Department of Finance Demographic Research Unit, January 2015 City Population Table

² US Census Quickfacts 2009-2013

³ California EDD, Labor Market Report, April 2015

⁴ National Association of Realtors Quarterly Report, Q2 2015

⁵ Cassidy Turley Bay Area Multi-Family Market Snapshot, Q2 2015

⁶ PA Consulting Group Reliability Best Practices Report

⁷ Santa Clara University (Fall 2014)



GEOGRAPHY

Persons per Square Miles

Santa Clara: 6,327.4
County: 1,381.0



Land in Square Miles

Santa Clara: 18.41
County: 1,290.1

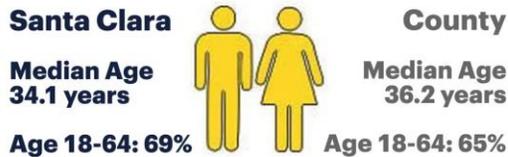
POPULATION



DIVERSITY



AGE



FOREIGN BORN



EDUCATION



MEDIAN FAMILY INCOME



LABOR MARKET



¹ Department of Finance – Census 2010; Quickfacts from US Census Bureau 2009-2013; CA EDD – Labor Market Info, April 2015; Department of Finance – Price and Population Factors used for Appropriations Limits Calculations for 2015-16; Population as of 1-1-2015.



Where the City Gets Its Money

Revenue and Other Financing Resources (in millions)

Taxes		Other	
Property Tax	\$ 38.7	Interest Income	3.3
Sales Tax	52.7	Licenses & Permits / Fines & Penalties	9.6
Transient Occupancy Tax	17.3	Contribution In-Lieu	19.2
Other Taxes	4.7	Rents and Leases	13.3
		Misc. Revenue	1.6
Intergovernmental		Capital Project Revenue	6.1
Revenue from Other Agencies	3.3	Bond Proceeds	8.5
Highway User Tax	2.5	Beginning Balance/Reserves/Transfers	18.9
User Fees		Total Revenue and Other Financing Resources \$720.2	
Charges for Current Services – Enterprise	474.2		
Charges for Current Services – Other	46.3		

What Your \$720.2 Million Buys



*Includes IT services, Council & City Manager offices

Outside Group Funding

The City will consider funding non-profit community organizations which meet significant community needs or concerns of Santa Clara residents. Funding is usually limited to not more than one year. Multi- year funding is available to groups that provide a service more cost effectively than the City, or because its role in the community makes it the most logical service provider. Funding in any case is dependent upon City budget limitations and past performance by the outside group. The City evaluates each request against other funding sources available to the outside group.

ADOPTED

<p>Bill Wilson Center - \$ 57,700 Provides family and individual counseling and youth crisis intervention at local schools and grief support services, including individual and group counseling.</p>	<p>Live Oak Adult Day Services - \$ 4,000 Provides adult day care for dependent and disabled seniors.</p>
<p>Catholic Charities Long Term Care Ombudsman - \$ 6,100 Monitors quality of care to elderly and disabled residents of long-term care facilities.</p>	<p>Miss Santa Clara Pageant - \$ 12,000 Provides an opportunity to receive an educational scholarship.</p>
<p>Championship Team Trust Fund - \$ 36,000 Funding assistance for championship teams/ individuals and sports affiliated groups to travel to state, national and international competition representing the City of Santa Clara.</p>	<p>Next Door Solutions \$ 13,187 Provides case management for residents at HomeSafe Santa Clara, a transitional housing program for victims of domestic violence.</p>
<p>Concerts in the Park - \$ 3,700 Provides six concerts at Central Park near the Pavillion.</p>	<p>Silicon Valley Independent Living \$ 5,000 Provide residents with disabilities education and training on all aspects of how to conduct a housing search to transition from homelessness, healthcare facilities or unstable housing to independent living.</p>
<p>Convention-Visitors Bureau - \$ 1,521,526 Market City as a tourism and convention destination.</p>	<p>Project Sentinel - Fair Housing - \$ 18,798 Addresses complaints and undertakes investigation of illegal housing.</p>
<p>Heart of the Valley - \$ 8,300 Provides transportation for seniors and disabled persons who are unable to travel by bus or other public transportation, collect demographic information on new paratransit clients and to coordinate and train volunteers for service delivery.</p>	<p>Project Sentinel - Rent Mediation - \$ 61,500 Provides advice, referrals, counseling, and mediation services to tenants and landlords to resolve disputes regarding rental arrangements.</p>
	<p>Saint Justin Community Ministry - \$ 11,100 Provides food assistance to low/moderate income residents.</p>
	<p>Santa Clara Ballet - \$ 10,000 Provides cultural, music, dancing, entertainment and performances for the enjoyment of all.</p>

Outside Group Funding (continued)

<p>Santa Clara Chorale \$ 5,000 Provides community choral performances.</p> <hr/> <p>Santa Clara County Healthier Kids Foundation - \$ 14,240 Provides community outreach, prevention, and education.</p> <hr/> <p>Santa Clara Nutrition Site - \$ 22,000 Provides daily delivery of meals to severely disabled, homebound seniors.</p> <hr/> <p>Santa Clara Players - \$ 5,850 Provides theatrical performances for the entertainment and enjoyment of the community.</p> <hr/> <p>Santa Clara Swim Club - \$ 20,000 Host swim meets which bring national and international visitors to our city.</p> <hr/> <p>Santa Clara Unified School District Closed School Site Maintenance - \$ 36,000</p>	<p>Santa Clara Unified School District \$ 108,450 Extended Day Care/Latch Key Care - Provides after school care for 3rd-5th graders at Bracher, Hughes, Montague, Pomeroy, and Scott Lane Elementary Schools.</p> <hr/> <p>Senior Adult Legal Assistance - \$ 4,800 Provides free legal services for seniors that includes advice and referrals, document writing and legal representation.</p> <hr/> <p>Triton Museum - \$ 289,560 Provides artistic exhibitions and educational programs.</p> <hr/> <p>United Way Silicon Valley - 2-1-1 Phone System - \$ 5,000 Non-emergency information and referral for health and human services.</p> <hr/> <p>YWCA of Silicon Valley - \$ 7,500 Provides counseling, shelter and legal services for battered spouses and their families.</p>
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Total Funding Provided to Outside Groups	\$ 2,287,311
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City of Santa Clara

The Center of What's Possible

General Information and Summaries

BUDGETARY ACCOUNTING

The budget of the City is a detailed operating plan, which identifies estimated costs and program benefits in relation to estimated revenues. The budget is prepared on a non-GAAP budgetary accounting basis. The budget includes:

1. The proposed services to be provided during the fiscal year and the associated appropriations to cover the costs of the proposed programs, projects, services and activities.
2. The estimated revenue available to finance the proposed service levels.

The budget represents a process through which policy decisions are made, implemented and controlled. The City Charter requires that the City establish a budgetary system for general operations, and prohibits expending funds for which there is no legal appropriation. The City is required to adopt an annual operating budget on or before June 30 for the ensuing fiscal year. The procedures followed to establish the budget are as follows:

1. The City Manager submits to the City Council a proposed operating budget for the following July 1.
2. Public hearings are conducted to obtain taxpayer comments.
3. The budget is legally enacted through passage of a minute order.

From the effective date upon which the City Council formally approves the Annual Operating Budget, the amounts stated therein, as proposed expenditures become appropriations. The City Council may amend the budget by motion during the fiscal year. The legal level of budgetary control (that is, the level at which expenditures cannot legally exceed the appropriated amount) is at the object category level within a department.

The operating budget is prepared at the object category level within programs within departments. Transfers between object categories within a department and any transfers between departments require City Council approval. Please see Additional Information Section at the back of this budget document for additional information on budgets and fund accounting.

GRAPHS AND CHARTS

The following four pages (1-2 through 1-5) depict various budget relationships for the fiscal year 2015-16 budget. The pie charts on page 1-2 show the total City estimated revenues by source and the total City appropriations by object category.

The pie charts on page 1-3 show general operating funds estimated revenues by source and general operating funds appropriations by object category. A detailed presentation of general operating fund revenues can be found on pages 1-26 and 1-27, while general operating fund appropriations by program and department can be found on pages 1-36 through 1-47.

The four line graphs on pages 1-4 and 1-5 reflect revenue trends for the General Fund's primary sources of external revenues. The numbers for fiscal years 2006-07 through 2013-14 show actual receipts, while the numbers for fiscal years 2014-15 and 2015-16 show budget estimates.

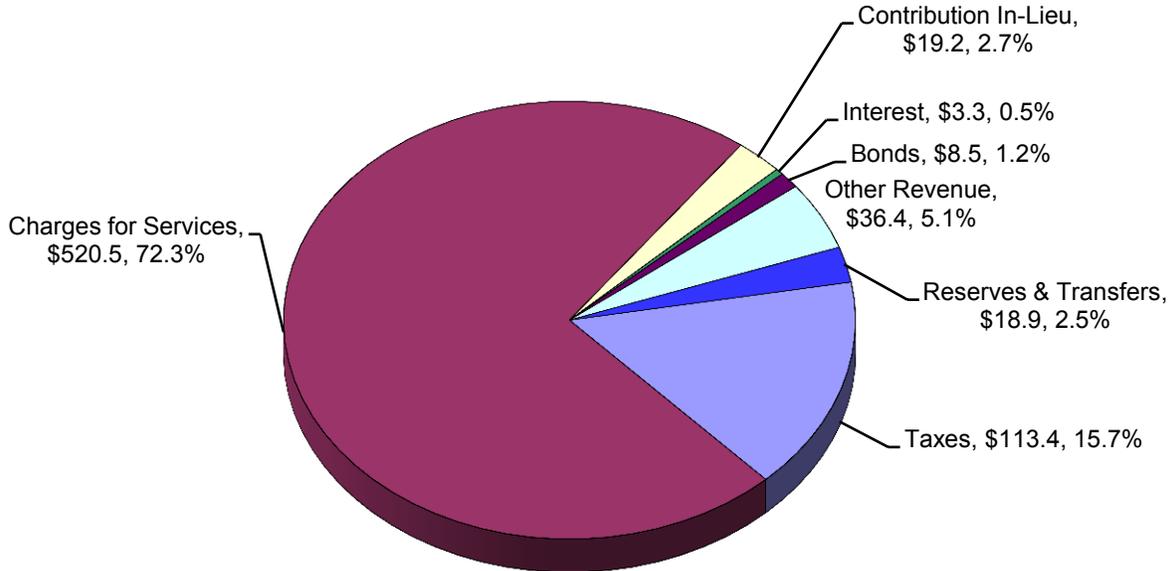
City of Santa Clara

2015-16

\$720,203,772

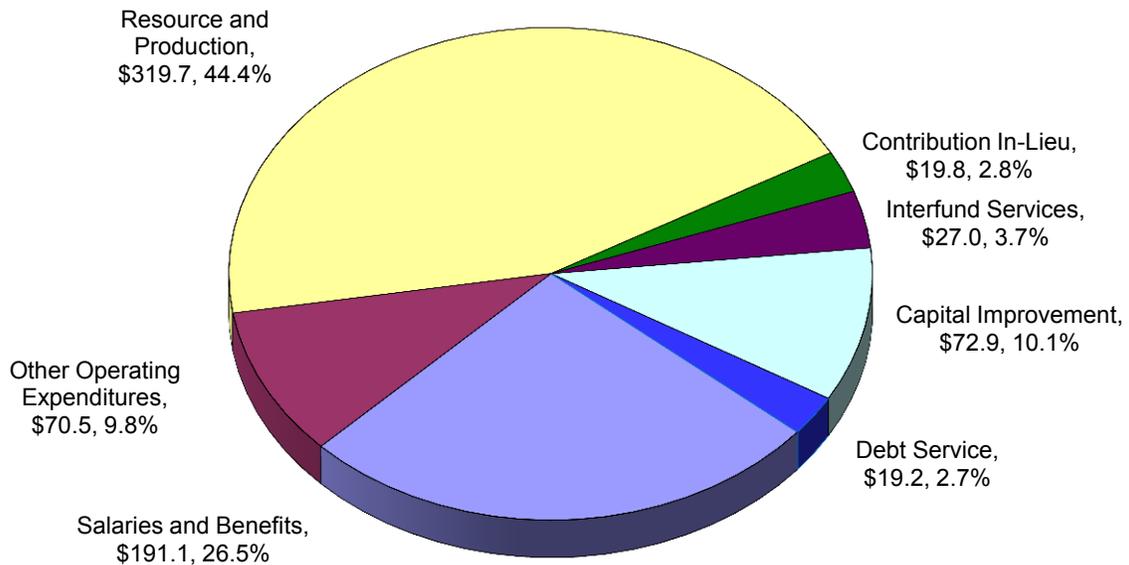
Total City Resources

(Dollars in Millions)



Total City Appropriations by Object Category

(Dollars in Millions)



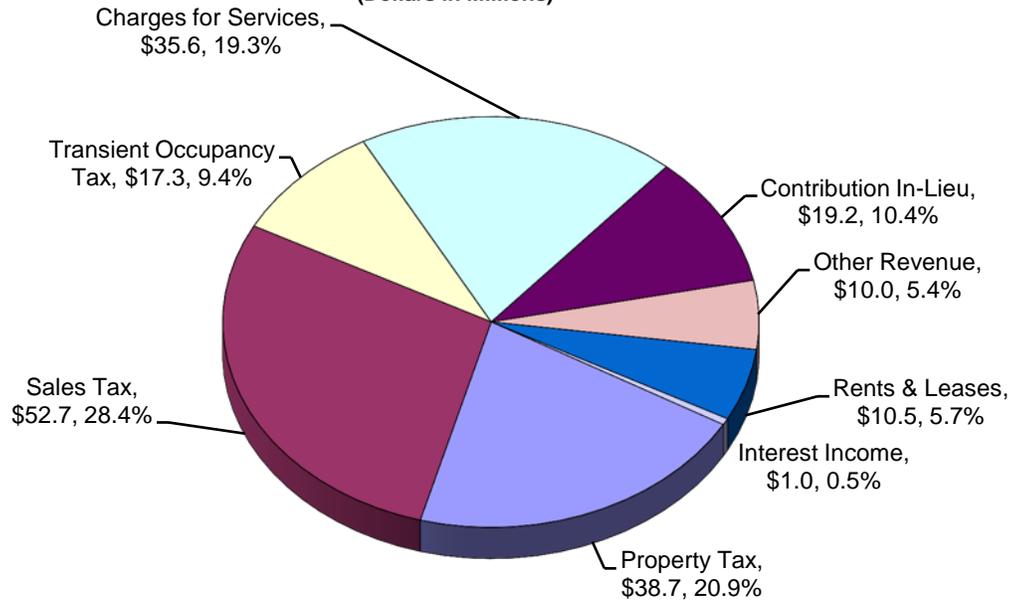
City of Santa Clara

2015-16

\$184,992,229

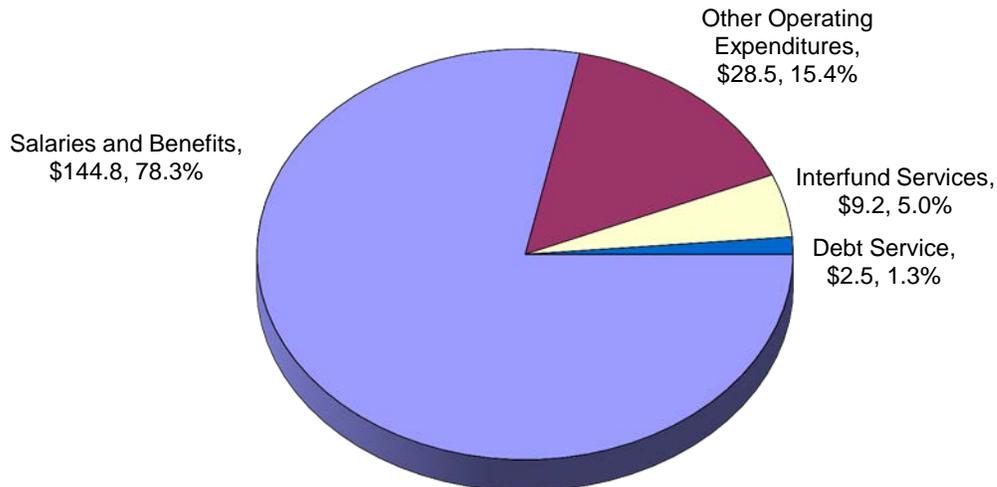
General Operating Funds Revenue by Source

(Dollars in Millions)



General Operating Funds Appropriations by Object Category

(Dollars in Millions)

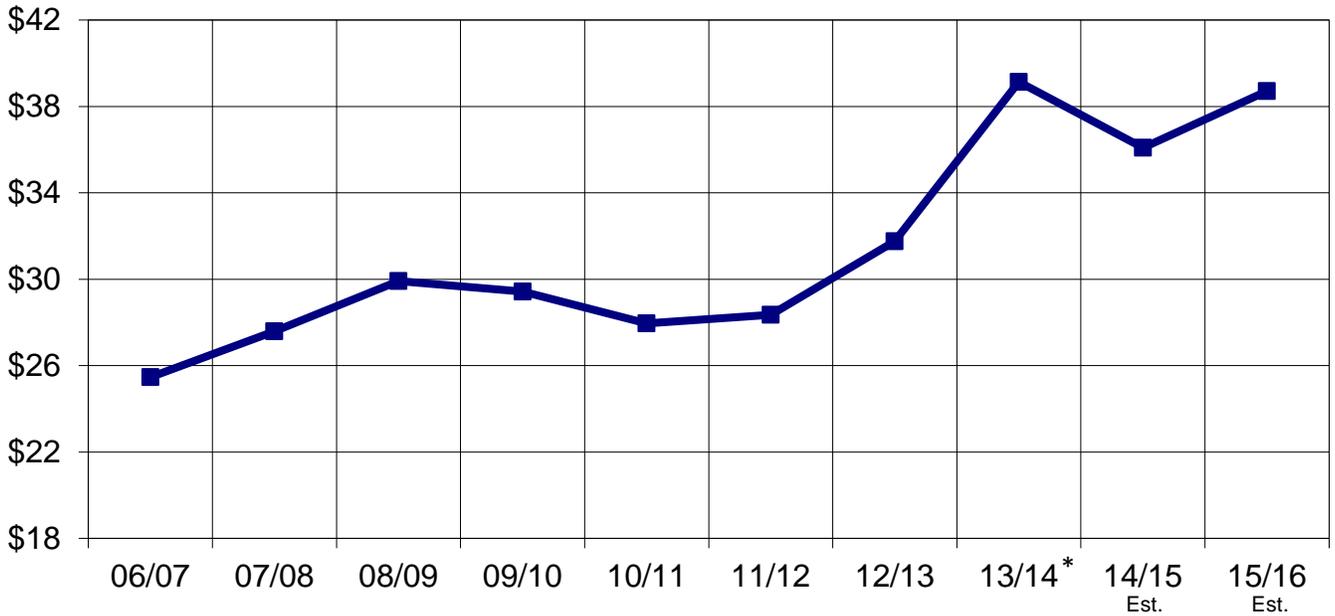


CITY OF SANTA CLARA
 GENERAL FUND REVENUES
 TEN YEAR TREND LINE

Sales Tax (\$Millions)



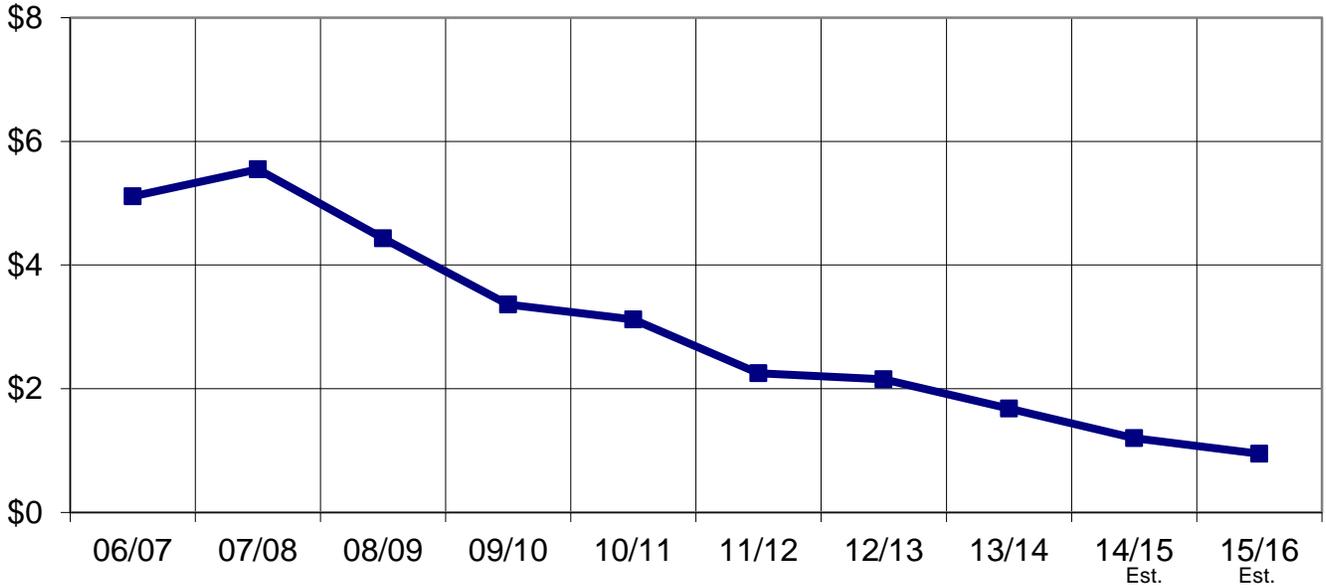
Property Tax (\$Millions)



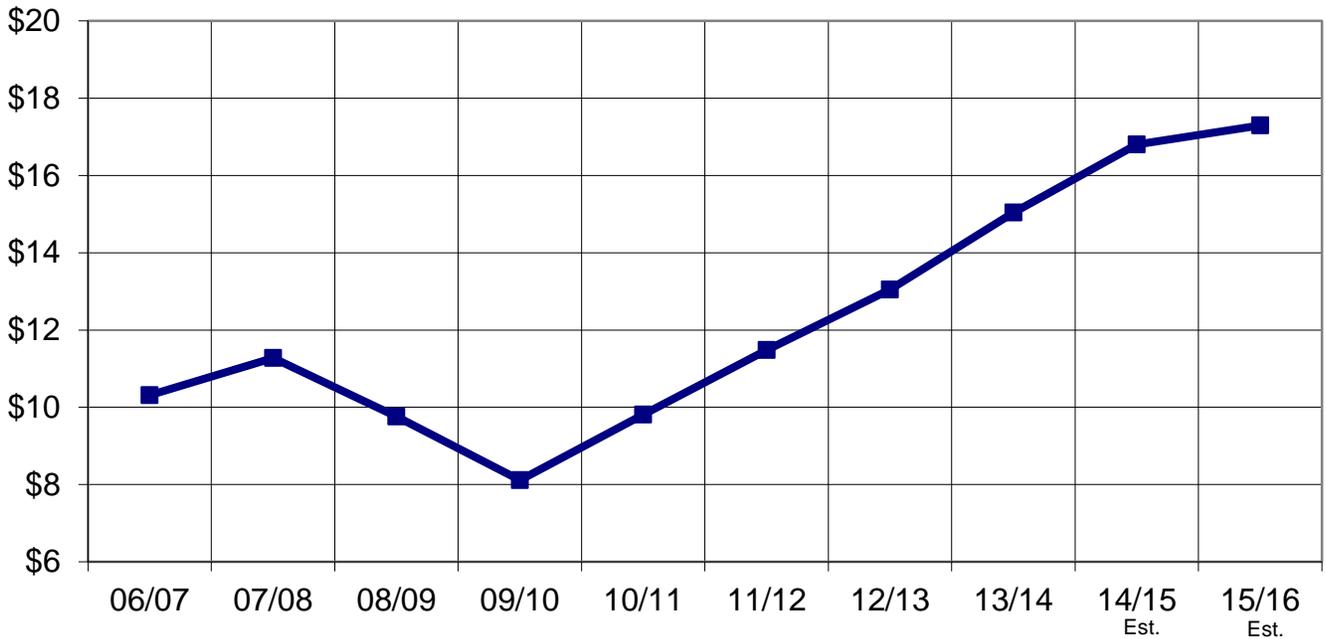
* 2013-14 includes \$6.1 million of one-time monies due to Redevelopment Agency dissolution.

CITY OF SANTA CLARA
GENERAL FUND REVENUES
TEN YEAR TREND LINE

Interest Income (\$Millions)



Transient Occupancy Tax (\$Millions)



REVENUE ESTIMATES AND FEE IMPACTS

Fiscal Year 2015-16 Revenue Assumptions

Rate of Inflation	2.7% increase based on actual San Francisco-Oakland-San Jose CPI for December 2014.
Property Tax	6.0% base increase in City property tax revenue due to projected growth in assessed values and an additional \$1.2 million due to the dissolution of the Redevelopment Agency.
Sales Tax	6.1% increase based on projections from sales tax consultant.
Transient Occupancy Tax	3.0% increase due to higher hotel occupancy rates and average daily room revenue.
Interest Income	20% decrease reflecting lower investment yields.
Contribution In-lieu of Tax	10% increase as a result of a projected increase in the Electric Utility's 2015-16 revenues.

Enterprise Funds Rate and Fee Impact

<u>Rate Type</u>	<u>Fiscal Year 2015-16 Rate Change</u>
Electric Utility Rate	Up to 3.5% rate increase proposed for January 1, 2016
Water Utility Rate	\$4.32 per month increase for single-family residential accounts
Sewer Utility Rate	\$3.29 per month increase for single-family residential accounts
Recycled Water Rate	10.8% (dollar amount will vary depending on size of account)
Municipal Solar Utility	No change
Garbage Collection and Disposal Rate	\$0.46 per month increase for single-family residential accounts
Clean Green Charge	\$0.22 per month increase for single-family residential accounts
Residential Curbside Recycling Rate	\$0.07 per month increase for single-family residential accounts
Clean-Up Campaign Charge	\$0.52 per month increase for single-family residential accounts
Household Hazardous Waste Charge	No change
Storm Drain Rate	\$0.88 per month increase for single-family residential accounts

**SUMMARY OF ESTIMATED RESOURCES
BY FUND AND REVENUE CATEGORY
FISCAL YEAR 2015-16**

Revenue Category	General Operating	Special Revenue	Capital Improvement	Enterprise	Internal Services	Totals
Property Tax	\$ 38,704,661	\$ -	\$ -	\$ -	\$ -	\$ 38,704,661
Sales Tax	52,690,000	-	-	-	-	52,690,000
Other Taxes	22,026,935	-	-	-	-	22,026,935
Licenses and Permits	7,682,700	-	-	-	-	7,682,700
Fines and Penalties	1,903,300	-	-	-	-	1,903,300
Use of Money and Property	11,434,098	2,098	-	5,207,792	-	16,643,988
Revenue From Other Agencies	317,000	3,841,271	1,050,000	605,000	-	5,813,271
Charges for Current Services	35,641,886	741,140	3,080,900	474,228,407	6,816,852	520,509,185
Contribution In-Lieu of Taxes	19,218,263	-	-	-	-	19,218,263
Other Revenue/Debt Proceeds	295,456	301,279	-	15,374,500	115,500	16,086,735
Subtotal - Estimated Revenue	189,914,299	4,885,788	4,130,900	495,415,699	6,932,352	701,279,038
Transfer/Designation From (To) Reserve	(6,127,039)	(2,000,000)	12,143,146	7,667,982	235,279	11,919,368
Interfund Transfers	1,204,969	259,289	1,303,226	(808,267)	(109,319)	1,849,898
Estimated Beginning Balance	-	1,396,823	887,500	200,000	2,671,145	5,155,468
TOTAL ESTIMATED RESOURCES	\$ 184,992,229	\$ 4,541,900	\$ 18,464,772	\$ 502,475,414	\$ 9,729,457	\$ 720,203,772

**SUMMARY OF ESTIMATED RESOURCES
BY FUND AND REVENUE CATEGORY
FISCAL YEAR 2014-15**

Revenue Category	General Operating	Special Revenue	Capital Improvement	Enterprise	Internal Services	Totals
Property Tax	\$ 34,355,000	\$ -	\$ -	\$ -	\$ -	\$ 34,355,000
Sales Tax	50,020,000	-	-	-	-	50,020,000
Other Taxes	19,569,100	-	-	-	-	19,569,100
Licenses and Permits	5,172,700	-	-	-	-	5,172,700
Fines and Penalties	1,926,300	-	-	-	-	1,926,300
Use of Money and Property	8,313,100	2,144	-	5,191,081	-	13,506,325
Revenue From Other Agencies	349,000	3,830,569	800,000	597,000	-	5,576,569
Charges for Current Services	31,264,783	752,687	686,302	427,875,574	6,705,003	467,284,349
Contribution In-Lieu of Taxes	17,468,451	-	-	-	-	17,468,451
Other Revenue/Debt Proceeds	200,200	1,619,974	-	24,665,500	110,500	26,596,174
Subtotal - Estimated Revenue	168,638,634	6,205,374	1,486,302	458,329,155	6,815,503	641,474,968
Transfer/Designation From (To) Reserve	(2,335,283)	(363,030)	3,728,992	12,193,161	235,279	13,459,119
Interfund Transfers	979,583	269,131	800,068	(776,309)	(2,759)	1,269,714
Estimated Beginning Balance	-	14,322	537,500	2,850,000	852,366	4,254,188
TOTAL ESTIMATED RESOURCES	\$ 167,282,934	\$ 6,125,797	\$ 6,552,862	\$ 472,596,007	\$ 7,900,389	\$ 660,457,989

**SUMMARY OF APPROPRIATIONS
BY FUND AND CATEGORY
FISCAL YEAR 2015-16**

Fund Name	Salaries and Benefits	Other Operating Expenditures	Resource and Production	Contribution In- Lieu of Taxes & Franchise Fees	Internal Services	Debt Service	Capital Improvement	Totals
General Operating Funds:								
General Government	\$ 16,582,077	\$ 12,737,271	\$ -	\$ -	\$ 714,332	\$ -	\$ -	\$ 30,033,680
Public Works	14,593,731	2,961,496	-	-	1,548,462	-	-	19,103,690
Public Safety	88,621,729	7,342,761	-	-	5,694,677	-	-	101,659,166
Parks & Recreation	11,150,211	3,030,640	-	-	858,986	-	-	15,039,837
Library	6,728,507	2,064,290	-	-	156,272	-	-	8,949,069
Planning & Inspection	7,090,393	393,932	-	-	217,986	-	-	7,702,311
Debt Service	-	-	-	-	-	2,504,475	-	2,504,475
Total-Gen. Operating	144,766,649	28,530,390	-	-	9,190,715	2,504,475	-	184,992,229
Special Revenue Funds	121,570	1,472,639	-	-	63,766	-	2,883,925	4,541,900
Capital Projects Funds	-	-	-	-	-	-	18,464,772	18,464,772
Enterprise Funds	44,246,590	32,905,408	319,649,999	19,823,263	17,607,297	16,707,657	51,535,200	502,475,414
Internal Service Funds	1,960,507	7,585,024	-	-	183,926	-	-	9,729,457
CATEGORY TOTALS	\$ 191,095,317	\$ 70,493,461	\$ 319,649,999	\$ 19,823,263	\$ 27,045,703	\$ 19,212,132	\$ 72,883,897	\$ 720,203,772

**SUMMARY OF APPROPRIATIONS
BY FUND AND CATEGORY
FISCAL YEAR 2014-15**

Fund Name	Salaries and Benefits	Other Operating Expenditures	Resource and Production	Contribution In- Lieu of Taxes & Franchise Fees	Internal Services	Debt Service	Capital Improvement	Totals
General Operating Funds:								
General Government	\$ 14,379,230	\$ 12,880,343	\$ -	\$ -	\$ 517,598	\$ -	\$ -	\$ 27,777,171
Public Works	13,137,762	2,851,999	-	-	1,600,102	-	-	17,589,863
Public Safety	78,285,167	4,716,786	-	-	5,591,342	-	-	88,593,295
Parks & Recreation	10,691,459	2,849,845	-	-	767,732	-	-	14,309,036
Library	6,476,789	1,678,116	-	-	115,333	-	-	8,270,238
Planning & Inspection	7,173,017	839,795	-	-	224,585	-	-	8,237,397
Debt Service	-	-	-	-	-	2,505,934	-	2,505,934
Total-Gen. Operating	130,143,424	25,816,884	-	-	8,816,692	2,505,934	-	167,282,934
Special Revenue Funds	116,158	1,505,750	-	-	60,620	-	4,443,269	6,125,797
Capital Projects Funds	-	-	-	-	-	-	6,552,862	6,552,862
Enterprise Funds	39,456,662	33,312,105	297,275,412	18,038,451	16,523,157	16,162,394	51,827,826	472,596,007
Internal Service Funds	1,895,740	5,854,624	-	-	150,025	-	-	7,900,389
CATEGORY TOTALS	\$ 171,611,984	\$ 66,489,363	\$ 297,275,412	\$ 18,038,451	\$ 25,550,494	\$ 18,668,328	\$ 62,823,957	\$ 660,457,989

**SUMMARY OF ESTIMATED RESOURCES
THREE YEAR TREND BY REVENUE CATEGORY
FISCAL YEARS 2013-14 THROUGH 2015-16**

ESTIMATED RESOURCES	Adopted 2013-14	Adopted 2014-15	Adopted 2015-16
<u>Revenue Categories</u>			
Property Taxes	\$ 31,233,000	\$ 34,355,000	\$ 38,704,661
Sales Tax	48,400,000	50,020,000	52,690,000
Transient Occupancy Tax	13,000,000	15,110,000	17,300,000
Other Taxes	4,263,200	4,459,100	4,726,935
Licenses and Permits	4,119,000	5,172,700	7,682,700
Fines and Penalties	1,907,300	1,926,300	1,903,300
Interest	3,660,256	3,330,955	3,339,639
Other Use of Money and Property	13,681,900	10,175,370	13,304,349
Revenue From Other Agencies	6,211,719	5,576,569	5,813,271
Charges for Current Services	447,812,006	467,284,349	520,509,185
Contribution In-Lieu	17,051,615	17,468,451	19,218,263
Other Revenue	21,513,663	26,596,174	16,086,735
Transfers from (to) Reserves/Bonds	23,853,488	13,459,119	11,919,368
Interfund Transfers	1,387,075	1,269,714	1,849,898
Estimated Beginning Balance	2,759,065	4,254,188	5,155,468
Total Estimated Resources	\$ 640,853,287	\$ 660,457,989	\$ 720,203,772

**SUMMARY OF APPROPRIATIONS
THREE YEAR TREND BY EXPENDITURE CATEGORY
FISCAL YEARS 2013-14 THROUGH 2015-16**

PROJECTED EXPENDITURES	Adopted 2013-14	Adopted 2014-15	Adopted 2015-16
<u>Expenditure Categories</u>			
Salaries and Benefits	\$ 159,529,384	\$ 171,611,984	\$ 191,095,317
Other Operating Expenditures	64,235,244	66,489,363	70,493,461
Resource and Production	277,561,106	297,275,412	319,649,999
Contribution In-Lieu & Franchise Fees	17,626,615	18,038,451	19,823,263
Interfund Services	24,560,854	25,550,494	27,045,703
Debt Service	20,208,825	18,668,328	19,212,132
Total Operating Budget	563,722,028	597,634,032	647,319,875
Capital Improvement Project Budget	77,131,259	62,823,957	72,883,897
Total Projected Expenditures	\$ 640,853,287	\$ 660,457,989	\$ 720,203,772

City of Santa Clara
Expenditure Summary - All Funds
FY 2012-13 through FY 2015-16
(amounts expressed in thousands)

DEPARTMENT/FUND NAME	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Budget
GENERAL FUND (by Department)				
City Council	\$ 315	\$ 264	\$ 338	\$ 420
City Manager	6,460	6,047	6,753	7,461
City Clerk	969	864	1,156	1,093
City Attorney	1,226	1,333	1,419	1,482
Information Technology	5,978	6,090	6,651	6,856
Human Resources	2,050	2,266	2,432	2,806
Finance	7,926	8,216	9,028	9,917
Parks and Recreation	12,829	13,224	14,309	15,040
Library	6,400	6,929	8,270	8,949
Planning and Inspection	6,319	6,910	8,237	7,702
Street	7,276	7,944	9,248	10,112
Engineering	5,329	5,480	6,388	7,068
Building Maintenance	1,588	1,730	1,955	1,924
Police	42,695	45,376	52,771	62,474
Fire	32,279	33,089	35,823	39,185
	139,639	145,761	164,777	182,488
Debt Service Fund (431, 441)	\$ 3,500	9,699	\$ 2,506	\$ 2,504
Capital Improvement Project Funds				
Traffic Mitigation (525)	\$ 603	727	\$ 1,097	\$ 788
Street Beautification (531)	25	217	-	20
Parks and Recreation (532)	222	437	480	8,346
Streets and Highways (533)	2,959	3,906	705	662
Storm Drain (535)	1,159	540	1,177	725
Fire Department (536)	128	359	230	306
Library Department (537)	359	123	200	2,175
Public Buildings (538)	766	335	175	350
General Government-Other (539)	2,137	4,398	2,489	5,093
Bayshore North (939)	9,556	41,532	-	-
University Project (938)	10	4,256	-	-
	17,924	56,831	6,553	18,465
Special Revenue Funds				
Dwntwn. Parking Mtce. District (025)	\$ 152	\$ 134	\$ 192	\$ 163
Convention Ctr .Mtce. District (026)	1,089	1,241	1,344	1,340
Recreation Programs (041,111)	763	726	147	155
Public Donations (067)	2	18	-	-
HUD Program Commty. Serv. (562)	1,709	2,056	2,680	1,186
City Affordable Housing Fund (565)	-	151	124	301
Special Gas Tax (521)	885	1,445	1,639	1,397
	4,600	5,770	6,126	4,542

City of Santa Clara
Expenditure Summary - All Funds
FY 2012-13 through FY 2015-16
(amounts expressed in thousands)

DEPARTMENT/FUND NAME	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Budget
Internal Service Funds				
Vehicle Maintenance (053)	\$ 3,928	\$ 3,965	\$ 4,204	\$ 4,353
Vehicle Acquisition (050)	978	2,659	3,461	5,141
Communications Tech. Services (047)	666	479	-	-
Communications Acquisition (048)	33	1,072	235	235
	5,605	8,175	7,900	9,729
Enterprise Funds				
Electric Utility (091,191,491,534,591)	\$ 339,019	\$ 407,034	\$ 377,456	\$ 388,489
Water Utility (092,592)	27,150	31,210	36,544	40,317
Water Recycling (097,497,597)	1,902	17,864	2,764	4,211
Sewer Utility (094,494,594)	17,802	16,480	35,150	46,771
Solid Waste (096,596)	18,653	19,519	19,746	21,784
Cemetery (093,493,593)	928	978	936	905
	405,454	493,086	472,596	502,475
Total City	\$ 576,722	\$ 719,321	\$ 660,458	\$ 720,204

City of Santa Clara
Revenue Summary - All Funds
FY 2012-13 through FY 2015-16

(amounts expressed in thousands)

FUND	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Budget
General Operating Funds				
General Fund (001)	\$ 157,628	\$ 168,149	\$ 164,777	\$ 182,488
Debt Service Fund (441,431)	3,158	2,507	2,506	2,504
	160,786	170,656	167,283	184,992
Capital Improvement Project Funds				
Traffic Mitigation (525)	\$ 79	\$ 1,486	\$ 559	\$ -
Street Beautification (531)	(38)	0	-	20
Parks and Recreation (532)	203	67	480	8,346
Streets and Highways (533)	1,843	4,488	665	662
Storm Drain (535)	874	132	1,177	725
Fire Department (536)	175	61	230	306
Library Department (537)	157	-	200	2,175
Public Buildings (538)	681	-	175	350
General Government-Other (539)	2,584	344	2,489	4,993
University Project (938)	47	-	-	-
Bayshore North (939)	37	-	-	-
	6,643	6,577	5,975	17,577
Special Revenue Funds				
Downtown. Parking Mtce. District (025)	\$ 164	\$ 12	\$ 170	\$ 163
Convention Ctr .Mtce. District (026)	1,303	710	1,344	1,340
Recreation Programs (041, 111)	901	137	147	156
Public Donations (067)	20	2	-	-
HUD Program Community. Serv. (562)	1,648	1,953	1,130	1,186
Affordable Housing (565)	381	125	124	301
Special Gas Tax (521)	3,500	3,735	1,625	-
	7,916	6,673	4,539	3,146

City of Santa Clara
Revenue Summary - All Funds
FY 2012-13 through FY 2015-16

(amounts expressed in thousands)

FUND	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Adopted	FY 2015-16 Budget
Internal Service Funds				
Vehicle Maintenance (053)	\$ 4,059	\$ 4,167	\$ 4,162	\$ 4,119
Vehicle Acquisition (050)	2,156	2,266	2,651	2,704
Communications Tech. Services (047)	740	735	-	-
Communications Acquisition (048)	158	146	-	-
	7,114	7,314	6,813	6,823
Enterprise Funds				
Electric Utility (091,191,491,534,591)	\$ 392,708	\$ 355,647	\$ 351,769	\$ 383,784
Water Utility (092,492,592)	30,617	31,384	35,659	39,322
Water Recycling (097,497,597)	2,286	3,100	2,459	3,875
Sewer Utility (094,494,594)	31,977	34,535	47,126	45,959
Solid Waste (096,496,596)	19,434	20,065	19,746	21,090
Cemetery (093,493,593)	929	479	567	577
	477,950	445,210	457,326	494,607
Total City	\$ 660,409	\$ 636,429	\$ 641,936	\$ 707,145

Note: Amounts include revenues and interfund transfers but exclude beginning balances and transfers from/to fund balance.

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ESTIMATED FUND BALANCES

GENERAL OPERATING FUNDS

	General ^(b) (001)	Debt Service (431, 441)	Total General Operating Funds (001, 431, 441)
ESTIMATED BEGINNING FUND BALANCE, 7/1/2015 ^(a)	\$ -	\$ -	\$ -
Revenue			
Property Tax	38,704,661	-	38,704,661
Sales Tax	52,690,000	-	52,690,000
Transient Occupancy Tax	17,300,000	-	17,300,000
Franchise Tax	3,593,935	-	3,593,935
Documentary Transfer Tax	1,133,000	-	1,133,000
Licenses and Permits	7,682,700	-	7,682,700
Fines and Penalties	1,903,300	-	1,903,300
Use of Money & Property	11,434,098	-	11,434,098
From Other Agencies	317,000	-	317,000
Charges for Current Services	35,641,886	-	35,641,886
Other Revenue	19,513,719	-	19,513,719
Direct Revenue-Capital Improvement	-	-	-
Subtotal Revenue	189,914,299	-	189,914,299
Interfund Transfers	(1,299,506)	2,504,475	1,204,969
Other Financing Sources			
Reserve Transfers	(6,127,039)	-	(6,127,039)
Bond Proceeds	-	-	-
Subtotal Other Financing Sources	(6,127,039)	-	(6,127,039)
TOTAL REVENUE, TRANSFERS & OTHER FINANCING SOURCES	182,487,754	2,504,475	184,992,229
Expenditures			
Salaries & Benefits	144,766,649	-	144,766,649
Other Operating Expenditures	28,530,390	-	28,530,390
Resource and Production	-	-	-
Contribution in Lieu & Franchise Fees	-	-	-
Interfund Services	9,190,715	-	9,190,715
Subtotal Expenditures	182,487,754	-	182,487,754
Debt Service	-	2,504,475	2,504,475
Capital Improvement	-	-	-
TOTAL APPROPRIATIONS	182,487,754	2,504,475	184,992,229
ESTIMATED ENDING FUND BALANCE, 6/30/2016	\$ -	\$ -	\$ -

(a) Fund Balance is defined as financial resources that are readily available for appropriation. Beginning fund balance is net of encumbrances (commitments) rolled over from FY 2014-15.

(b) Does not include the General Contingency Reserve Fund. See the City Manager's Transmittal Letter for a discussion of the General Contingency Reserve Fund balances.

ESTIMATED FUND BALANCES

SPECIAL REVENUE FUNDS

	Maintenance Districts (025, 026)	Recreation Programs (041, 111)	Public Donations (067)	Community Services HUD Program (562)	Affordable Housing Fund (565)	Streets & Highway (521)
ESTIMATED BEGINNING FUND						
BALANCE, 7/1/2015 ^(a)	\$ 279,628	\$ 673,719	\$ 197,851	\$ 743,362	\$ 627,949	\$ 8,427,325
Revenue						
Property Tax	-	-	-	-	-	-
Sales Tax	-	-	-	-	-	-
Transient Occupancy Tax	-	-	-	-	-	-
Franchise Tax	-	-	-	-	-	-
Documentary Transfer Tax	-	-	-	-	-	-
Licenses and Permits	-	-	-	-	-	-
Fines and Penalties	-	-	-	-	-	-
Use of Money & Property	2,098	-	-	-	-	-
From Other Agencies	-	155,448	-	1,185,823	-	2,500,000
Charges for Current Services	741,140	-	-	-	-	-
Other Revenue	-	-	-	-	301,279	-
Direct Revenue-Capital Improvement	-	-	-	-	-	-
Subtotal Revenue	743,238	155,448	-	1,185,823	301,279	2,500,000
Interfund Transfers	759,289	-	-	-	-	(500,000)
Other Financing Sources						
Reserve Transfers	-	-	-	-	-	(2,000,000)
Bond Proceeds	-	-	-	-	-	-
Subtotal Other Financing Sources	-	-	-	-	-	(2,000,000)
TOTAL REVENUE, TRANSFERS & OTHER FINANCING SOURCES	1,502,527	155,448	-	1,185,823	301,279	-
Expenditures						
Salaries & Benefits	82,004	39,566	-	-	-	-
Other Operating Expenditures	1,356,757	115,882	-	-	-	-
Resource and Production	-	-	-	-	-	-
Contribution in Lieu & Franchise Fees	-	-	-	-	-	-
Interfund Services	63,766	-	-	-	-	-
Subtotal Expenditures	1,502,527	155,448	-	-	-	-
Debt Service	-	-	-	-	-	-
Capital Improvement	-	-	-	1,185,823	301,279	1,396,823
TOTAL APPROPRIATIONS	1,502,527	155,448	-	1,185,823	301,279	1,396,823
ESTIMATED ENDING FUND						
BALANCE, 6/30/2016	\$ 279,628	\$ 673,719	\$ 197,851	\$ 743,362	\$ 627,949	\$ 7,030,502

(a) Fund Balance is defined as financial resources that are readily available for appropriation. Beginning fund balance is net of encumbrances (commitments) rolled over from FY 2014-15.

ESTIMATED FUND BALANCES

ENTERPRISE FUNDS

	Electric Utility (091, 191, 491, 534, 591)	Water Utility (092, 492, 592)	Water Recycling (097, 497, 597)	Sewer Utility (094, 494, 594)	Solid Waste (096, 496, 596)	Cemetery (093, 493, 593)
ESTIMATED BEGINNING FUND						
BALANCE, 7/1/2015 ^(a)	\$ 160,995,261	\$ 13,649,437	\$ 4,100,151	\$ 22,057,544	\$ 4,859,032	\$ 203,005
Revenue						
Property Tax	-	-	-	-	-	-
Sales Tax	-	-	-	-	-	-
Transient Occupancy Tax	-	-	-	-	-	-
Franchise Tax	-	-	-	-	-	-
Documentary Transfer Tax	-	-	-	-	-	-
Licenses and Permits	-	-	-	-	-	-
Fines and Penalties	-	-	-	-	-	-
Use of Money & Property	4,731,792	186,000	23,000	267,000	-	-
From Other Agencies	-	-	310,000	65,000	230,000	-
Charges for Current Services	374,783,473	38,371,000	3,992,000	35,667,375	20,868,409	546,150
Other Revenue	800,000	-	-	47,500	-	-
Direct Revenue-Capital Improvement	4,050,000	460,000	-	1,500,000	17,000	-
Subtotal Revenue	384,365,265	39,017,000	4,325,000	37,546,875	21,115,409	546,150
Interfund Transfers	(581,405)	305,295	(450,000)	(87,927)	(25,230)	31,000
Other Financing Sources						
Reserve Transfers	4,704,741	994,468	811,675	135,854	693,591	327,653
Bond Proceeds	-	-	-	8,500,000	-	-
Subtotal Other Financing Sources	4,704,741	994,468	811,675	8,635,854	693,591	327,653
TOTAL REVENUE, TRANSFERS & OTHER FINANCING SOURCES	388,488,601	40,316,763	4,686,675	46,094,802	21,783,770	904,803
Expenditures						
Salaries & Benefits	32,083,217	6,942,334	457,319	3,046,537	1,099,332	617,851
Other Operating Expenditures	26,515,212	2,934,681	246,800	1,745,647	1,335,308	127,760
Resource and Production	256,840,049	24,330,500	3,200,000	18,836,450	16,443,000	-
Contribution in Lieu & Franchise Fees	19,218,263	-	-	-	605,000	-
Interfund Services	11,694,203	3,124,248	106,735	1,444,789	1,088,130	149,192
Subtotal Expenditures	346,350,944	37,331,763	4,010,854	25,073,423	20,570,770	894,803
Debt Service	15,567,657	-	-	1,140,000	-	-
Capital Improvement	26,570,000	2,985,000	200,000	20,557,200	1,213,000	10,000
TOTAL APPROPRIATIONS	388,488,601	40,316,763	4,210,854	46,770,623	21,783,770	904,803
ESTIMATED ENDING FUND						
BALANCE, 6/30/2016	\$ 160,995,261	\$ 13,649,437	\$ 4,575,972	\$ 21,381,723	\$ 4,859,032	\$ 203,005

(a) Fund Balance is defined as financial resources that are readily available for appropriation. Beginning fund balance is net of encumbrances (commitments) rolled over from FY 2014-15.

ESTIMATED FUND BALANCES

INTERNAL SERVICE FUNDS

	Vehicle Maintenance (053)	Vehicle Acquisition (050)	Communication Acquisition (048)
ESTIMATED BEGINNING FUND			
BALANCE, 7/1/2015 ^(a)	\$ 1,356,211	\$ 7,155,488	\$ 353,303
Revenue			
Property Tax	-	-	-
Sales Tax	-	-	-
Transient Occupancy Tax	-	-	-
Franchise Tax	-	-	-
Documentary Transfer Tax	-	-	-
Licenses and Permits	-	-	-
Fines and Penalties	-	-	-
Use of Money & Property	-	-	-
From Other Agencies	-	-	-
Charges for Current Services	4,217,662	2,599,190	-
Other Revenue	10,500	105,000	-
Direct Revenue-Capital Improvement	-	-	-
Subtotal Revenue	4,228,162	2,704,190	-
Interfund Transfers	(109,319)	-	-
Other Financing Sources			
Reserve Transfers	-	-	235,279
Bond Proceeds	-	-	-
Subtotal Other Financing Sources	-	-	235,279
TOTAL REVENUE, TRANSFERS & OTHER FINANCING SOURCES	4,118,843	2,704,190	235,279
Expenditures			
Salaries & Benefits	1,960,507	-	-
Other Operating Expenditures	2,208,345	5,141,400	235,279
Resource and Production	-	-	-
Contribution in Lieu & Franchise Fees	-	-	-
Interfund Services	183,926	-	-
Subtotal Expenditures	4,352,778	5,141,400	235,279
Debt Service			
	-	-	-
Capital Improvement			
	-	-	-
TOTAL APPROPRIATIONS	4,352,778	5,141,400	235,279
ESTIMATED ENDING FUND BALANCE, 6/30/2016	\$ 1,122,276	\$ 4,718,278	\$ 353,303

(a) Fund Balance is defined as financial resources that are readily available for appropriation. Beginning fund balance is net of encumbrances (commitments) rolled over from FY 2014-15.

ESTIMATED FUND BALANCES

CAPITAL IMPROVEMENT FUNDS

	Streets & Highways (525, 531, 533)	General Government (532, 535, 536, 537, 538, 539, 938, 939)	TOTAL CITY FUNDS
ESTIMATED BEGINNING FUND BALANCE, 7/1/2015 ^(a)	\$ 5,062,999	\$ 1,884,142	\$ 232,626,407
Revenue			
Property Tax	-	-	38,704,661
Sales Tax	-	-	52,690,000
Transient Occupancy Tax	-	-	17,300,000
Franchise Tax	-	-	3,593,935
Documentary Transfer Tax	-	-	1,133,000
Licenses and Permits	-	-	7,682,700
Fines and Penalties	-	-	1,903,300
Use of Money & Property	-	-	16,643,988
From Other Agencies	600,000	450,000	5,813,271
Charges for Current Services	-	3,080,900	520,509,185
Other Revenue	-	-	20,777,998
Direct Revenue-Capital Improvement	-	-	6,027,000
Subtotal Revenue	600,000	3,530,900	692,779,038
Interfund Transfers	20,000	1,283,226	1,849,898
Other Financing Sources			
Reserve Transfers	62,220	12,080,926	11,919,368
Bond Proceeds	-	-	8,500,000
Subtotal Other Financing Sources	62,220	12,080,926	20,419,368
TOTAL REVENUE, TRANSFERS & OTHER FINANCING SOURCES	682,220	16,895,052	715,048,304
Expenditures			
Salaries & Benefits	-	-	191,095,317
Other Operating Expenditures	-	-	70,493,461
Resource and Production	-	-	319,649,999
Contribution in Lieu & Franchise Fees	-	-	19,823,263
Interfund Services	-	-	27,045,703
Subtotal Expenditures	-	-	628,107,743
Debt Service	-	-	19,212,132
Capital Improvement	1,469,720	16,995,052	72,883,897
TOTAL APPROPRIATIONS	1,469,720	16,995,052	720,203,772
ESTIMATED ENDING FUND BALANCE, 6/30/2016	\$ 4,275,499	\$ 1,784,142	\$ 227,470,939

(a) Fund Balance is defined as financial resources that are readily available for appropriation. Beginning fund balance is net of encumbrances (commitments) rolled over from FY 2014-15.

ESTIMATED RESOURCES

ALL FUNDS

Revenue Accounts	TOTALS	General Operating Funds	Special Revenue Funds	Capital Improvement Funds	Enterprise Funds	Internal Service Funds
Taxes:						
<i>Property Tax:</i>						
Secured	\$ 36,794,661	\$ 36,794,661	\$ -	\$ -	\$ -	\$ -
Unsecured	1,910,000	1,910,000	-	-	-	-
Subtotal - Property Tax	38,704,661	38,704,661	-	-	-	-
Sales Tax	52,690,000	52,690,000	-	-	-	-
Transient Occupancy Tax	17,300,000	17,300,000	-	-	-	-
Franchise Tax	3,593,935	3,593,935	-	-	-	-
Document Transfer Tax	1,133,000	1,133,000	-	-	-	-
Total Taxes	113,421,596	113,421,596	-	-	-	-
Licenses and Permits:						
Business Licenses	953,700	953,700	-	-	-	-
Building Permits	4,500,000	4,500,000	-	-	-	-
Electric Permits	600,000	600,000	-	-	-	-
Plumbing Permits	500,000	500,000	-	-	-	-
Mechanical Permits	400,000	400,000	-	-	-	-
Off-Site Parking Permits	685,000	685,000	-	-	-	-
Street Opening Permits	34,000	34,000	-	-	-	-
Misc. Licenses and Permits	10,000	10,000	-	-	-	-
Total Licenses and Permits	7,682,700	7,682,700	-	-	-	-
Fines and Penalties:						
Traffic Fines	646,300	646,300	-	-	-	-
California Vehicle Code	222,000	222,000	-	-	-	-
Library Fines	210,000	210,000	-	-	-	-
Collection Charges	825,000	825,000	-	-	-	-
Total Fines and Penalties	1,903,300	1,903,300	-	-	-	-
Use of Money and Property:						
Interest Income	3,340,473	950,000	2,098	-	2,388,375	-
Rents and Leases	13,293,515	10,474,098	-	-	2,819,417	-
Miscellaneous Money and Property	10,000	10,000	-	-	-	-
Total Money and Property	16,643,988	11,434,098	2,098	-	5,207,792	-
Revenue from Other Agencies:						
Community Devel. Block Grant	883,585	-	883,585	-	-	-
HOME Program	302,238	-	302,238	-	-	-
Vehicle Registration Fee	600,000	-	-	600,000	-	-
Homeowners Tax Relief	160,000	160,000	-	-	-	-
Highway User Tax (2103, 2105, 2106, 2107)	2,500,000	-	2,500,000	-	-	-
Misc. Revenue from Other Agencies	1,367,448	157,000	155,448	450,000	605,000	-
Total Rev. from Other Agencies	5,813,271	317,000	3,841,271	1,050,000	605,000	-

ESTIMATED RESOURCES

ALL FUNDS

Revenue Accounts	TOTALS	General Operating Funds	Special Revenue Funds	Capital Improvement Funds	Enterprise Funds	Internal Service Funds
Charges for Current Services:						
Customer Service Charges	450,219,148	-	-	-	450,219,148	-
Recreation Programs	2,114,800	2,114,800	-	-	-	-
Engineering Fees	1,212,898	1,212,898	-	-	-	-
Storm Drain Lot Fee	375,000	-	-	375,000	-	-
Planning and Zoning Fees	550,000	550,000	-	-	-	-
Inter-department Services	30,000,600	25,248,338	-	-	534,600	4,217,662
Refuse Collection Charges	19,172,409	-	-	-	19,172,409	-
Sales-Facilities, Labor & Other	546,150	-	-	-	546,150	-
Equipment Amortization	2,599,190	-	-	-	-	2,599,190
Solar Installation and Service Charge	133,000	-	-	-	133,000	-
Clean-up campaign	1,476,000	-	-	-	1,476,000	-
Plan Check and Sign Fees	2,200,000	2,200,000	-	-	-	-
Police Monitored Alarm Fee	108,900	108,900	-	-	-	-
Fire Prevention Fees	2,627,150	2,627,150	-	-	-	-
Sales-Bulk Power, Steam Sales, Gas Wells	1,467,100	-	-	-	1,467,100	-
Household Hazardous Waste Charge	159,000	-	-	-	159,000	-
Misc. Charges for Current Services	5,547,840	1,579,800	741,140	2,705,900	521,000	-
Total Charges for Current Services	520,509,185	35,641,886	741,140	3,080,900	474,228,407	6,816,852
Other Revenue:						
Contribution In-Lieu of Taxes	19,218,263	19,218,263	-	-	-	-
Damage Recoveries	60,000	-	-	-	51,500	8,500
Miscellaneous Other Revenue	1,499,735	295,456	301,279	-	796,000	107,000
Total Other Revenue	20,777,998	19,513,719	301,279	-	847,500	115,500
TOTAL - DIRECT REVENUE	686,752,038	189,914,299	4,885,788	4,130,900	480,888,699	6,932,352
Contingent/Reserve Transfers, Loans and Designations:						
Interfund Transfers						
Transfer from (to) Sports & Open Space Authority	1,372,698	1,018,058	-	354,640	-	-
Transfer from (to) Storm Drain	446,000	446,000	-	-	-	-
Transfer from (to) Gas Tax (2105, 2107)	500,000	500,000	-	-	-	-
Transfer from (to) Maintenance Districts	(759,289)	(759,289)	-	-	-	-
Transfer from (to) General Fund	259,289	-	259,289	-	-	-
Transfer from (to) Electric Utility	581,405	-	-	581,405	-	-
Transfer from (to) Water Utility	144,705	-	-	144,705	-	-
Transfer from (to) Sewer Utility	87,927	-	-	87,927	-	-
Transfer from (to) Solid Waste Utility	25,230	-	-	25,230	-	-
Transfer from (to) Auto Services	109,319	-	-	109,319	-	-
Transfer from (to) Non-Expendable Trust Funds	31,000	-	-	-	31,000	-
Transfer from (to) Other Funds	(948,386)	200	-	-	(839,267)	(109,319)
Total Interfund Transfers	1,849,898	1,204,969	259,289	1,303,226	(808,267)	(109,319)

ESTIMATED RESOURCES

ALL FUNDS

Revenue Accounts	TOTALS	General Operating Funds	Special Revenue Funds	Capital Improvement Funds	Enterprise Funds	Internal Service Funds
<i>Reserve Transfers</i>						
Transfer from (to) Building Inspection Reserve	2,933,070	873,161	-	2,059,909	-	-
Transfer from (to) Capital Projects Reserve	2,215,681	-	-	2,205,681	10,000	-
Transfer from (to) Fund Reserves	6,050,615	-	(2,000,000)	7,815,336	-	235,279
Transfer from (to) Assessment District	62,220	-	-	62,220	-	-
Transfer from (to) Enterprise Fund Reserves	7,340,329	-	-	-	7,340,329	-
Transfer from (to) Working Capital Reserve	(6,682,547)	(7,000,200)	-	-	317,653	-
Total Reserve Transfers	11,919,368	(6,127,039)	(2,000,000)	12,143,146	7,667,982	235,279
Total Contingent/Reserve Transfers, Loans and Designations	13,769,266	(4,922,070)	(1,740,711)	13,446,372	6,859,715	125,960
Resources After Reserve Transfers, Loans and Designations-Operations	700,521,304	184,992,229	3,145,077	17,577,272	487,748,414	7,058,312
Direct Revenue - Capital Improvement	6,027,000	-	-	-	6,027,000	-
Debt Financing	8,500,000	-	-	-	8,500,000	-
Resources After Direct Revenue/Debt Proceeds - Capital Projects	715,048,304	184,992,229	3,145,077	17,577,272	502,275,414	7,058,312
Estimated Beginning Balance	5,155,468	-	1,396,823	887,500	200,000	2,671,145
TOTAL ESTIMATED RESOURCES	\$ 720,203,772	\$ 184,992,229	\$ 4,541,900	\$ 18,464,772	\$ 502,475,414	\$ 9,729,457

ESTIMATED RESOURCES
GENERAL OPERATING FUNDS

Revenue Accounts	TOTALS	001 General Fund	431, 441 Debt Service Fund
Taxes:			
Property Tax:			
Secured	\$ 36,794,661	\$ 36,794,661	\$ -
Unsecured	1,910,000	1,910,000	-
Subtotal - Property Tax	38,704,661	38,704,661	-
Sales Tax	52,690,000	52,690,000	-
Transient Occupancy Tax	17,300,000	17,300,000	-
Franchise Tax	3,593,935	3,593,935	-
Document Transfer Tax	1,133,000	1,133,000	-
Total - Taxes	113,421,596	113,421,596	-
Licenses and Permits:			
Business Licenses	953,700	953,700	-
Building Permits	4,500,000	4,500,000	-
Electric Permits	600,000	600,000	-
Plumbing Permits	500,000	500,000	-
Mechanical Permits	400,000	400,000	-
Off-Site Parking Permits	685,000	685,000	-
Street Opening Permits	34,000	34,000	-
Misc. Licenses and Permits	10,000	10,000	-
Total - Licenses and Permits	7,682,700	7,682,700	-
Fines and Penalties:			
Traffic Fines	646,300	646,300	-
California Vehicle Code	222,000	222,000	-
Library Fines	210,000	210,000	-
Collection Charges	825,000	825,000	-
Total - Fines and Penalties	1,903,300	1,903,300	-
Use of Money and Property:			
Interest Income	950,000	950,000	-
Rents and Leases	10,474,098	10,474,098	-
Miscellaneous Money and Property	10,000	10,000	-
Total - Money and Property	11,434,098	11,434,098	-
Revenue from Other Agencies:			
Homeowners Tax Relief	160,000	160,000	-
Misc. Revenue from Other Agencies	157,000	157,000	-
Total - Revenue from Other Agencies	317,000	317,000	-

ESTIMATED RESOURCES
GENERAL OPERATING FUNDS

Revenue Accounts	TOTALS	001 General Fund	431, 441 Debt Service Fund
Charges for Current Services:			
Recreation Programs	2,114,800	2,114,800	-
Engineering Fees	1,212,898	1,212,898	-
Planning and Zoning Fees	550,000	550,000	-
Inter-department Services	25,248,338	25,248,338	-
Plan Check and Sign Fees	2,200,000	2,200,000	-
Fire Prevention and Haz Mat Fees	2,627,150	2,627,150	-
Police Monitored Alarm Fees	108,900	108,900	-
Misc. Charges for Current Services	1,579,800	1,579,800	-
Total - Charges for Current Services	35,641,886	35,641,886	-
Other Revenue:			
Contribution In-lieu of Taxes	19,218,263	19,218,263	-
Miscellaneous Other Revenue	295,456	295,456	-
Total - Other Revenue	19,513,719	19,513,719	-
TOTAL - DIRECT REVENUE	189,914,299	189,914,299	-
Contingent / Reserve Transfers and Designations:			
Transfer from (to) Working Capital Reserve	(7,000,200)	(7,000,200)	-
Transfer from (to) Building Inspection Reserve	873,161	873,161	-
Total - Contingent / Reserve Transfers	(6,127,039)	(6,127,039)	-
Interfund Transfers:			
Transfer from (to) Public Donations	200	200	-
Transfer from (to) Debt Service	-	(2,504,475)	2,504,475
Transfer from (to) Sports & Open Space Auth.	1,018,058	1,018,058	-
Transfer from (to) Storm Drain	446,000	446,000	-
Transfer from (to) Gas Tax (2103, 2105, 2106, 2107)	500,000	500,000	-
Transfer from (to) Maintenance Districts	(759,289)	(759,289)	-
Total - Interfund Transfers	1,204,969	(1,299,506)	2,504,475
TOTAL ESTIMATED RESOURCES	\$ 184,992,229	\$ 182,487,754	\$ 2,504,475

ESTIMATED RESOURCES

SPECIAL REVENUE FUNDS

Revenue Accounts	TOTALS	025 026 Maintenance Districts	111 Recreation Programs	562 Community Services HUD Program	565 Affordable Housing Fund	521 Streets & Highways Fund
Use of Money and Property:						
Interest Income	\$ 2,098	\$ 2,098	\$ -	\$ -	\$ -	\$ -
Total - Use of Money and Property	2,098	2,098	-	-	-	-
Revenue from Other Agencies:						
Community Development Block Grant	883,585	-	-	883,585	-	-
HOME Program	302,238	-	-	302,238	-	-
Highway User Tax (2105, 2106, 2107, 2107.5, 2103)	2,500,000	-	-	-	-	2,500,000
Misc. Revenue from Other Agencies	155,448	-	155,448	-	-	-
Total - Revenue from Other Agencies	3,841,271	-	155,448	1,185,823	-	2,500,000
Charges for Current Services:						
Misc. Charges for Current Srvcs.	741,140	741,140	-	-	-	-
Total - Charges for Current Services	741,140	741,140	-	-	-	-
Other:						
City Housing Developer In Lieu	301,279	-	-	-	301,279	-
Total - Other	301,279	-	-	-	301,279	-
TOTAL DIRECT REVENUE	4,885,788	743,238	155,448	1,185,823	301,279	2,500,000
Reserve Transfers:						
Transfer from (to) Fund Reserves	(2,000,000)	-	-	-	-	(2,000,000)
Total - Reserve Transfers	(2,000,000)	-	-	-	-	(2,000,000)
Interfund Transfers:						
Transfer from (to) General Fund	259,289	759,289	-	-	-	(500,000)
Total - Interfund Transfers	259,289	759,289	-	-	-	(500,000)
Estimated Beginning Balance	1,396,823	-	-	-	-	1,396,823
TOTAL ESTIMATED RESOURCES	\$ 4,541,900	\$ 1,502,527	\$ 155,448	\$ 1,185,823	\$ 301,279	\$ 1,396,823

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ESTIMATED RESOURCES
CAPITAL IMPROVEMENT PROJECT FUNDS *

<i>Fund Number</i>	<i>525, 531, 533 Streets and Highways</i>	<i>532, 535, 536, 537, 538, 539 General Government</i>
Revenue Accounts	TOTALS	
Revenue From Other Agencies:		
Vehicle Registration Fees	\$ 600,000	\$ 600,000
Grants from Other Agencies	450,000	-
Subtotal Revenue from Other Agencies	<u>1,050,000</u>	<u>450,000</u>
Charges for Current Services:		
Storm Drain Customer Service Charges	375,000	-
Developer Contributions	2,705,900	-
Subtotal Charges for Current Services	<u>3,080,900</u>	<u>3,080,900</u>
TOTAL DIRECT REVENUE	4,130,900	600,000
Contingent / Reserve Transfers:		
Transfer from (to) Fund Reserves	7,815,336	-
Transfer from (to) Special Revenue Funds	-	-
Transfer from (to) Building Inspection Reserve	2,059,909	-
Transfer from (to) Assessment District	62,220	62,220
Transfer from (to) the Capital Projects Reserve	2,205,681	-
Subtotal Transfers	<u>12,143,146</u>	<u>62,220</u>
Resources After Contingent / Reserve Transfers and Loans	16,274,046	662,220
Interfund Transfers:		
Transfer from (to) Electric Utility	581,405	20,000
Transfer from (to) Water Utility	144,705	-
Transfer from (to) Sewer Utility	87,927	-
Transfer from (to) Solid Waste Utility	25,230	-
Transfer from (to) Auto Services	109,319	-
Transfer from (to) Stadium Authority	354,640	-
Subtotal Interfund Transfers	<u>1,303,226</u>	<u>20,000</u>
Estimated Beginning Balance	887,500	787,500
TOTAL ESTIMATED RESOURCES	\$ 18,464,772	\$ 1,469,720

* Streets and Highways Capital Improvement Fund financed by restricted revenue sources can be found in the Special Revenue Funds section (Fund 521). Additionally, Enterprise Fund Capital Improvement Projects can be found in the Enterprise Funds section (Funds 534, 591, 592, 593, 594, 596, 597).

**ESTIMATED RESOURCES
ENTERPRISE FUNDS**

<i>Fund Number</i>		<i>091, 191, 491, 534, 591</i>	<i>092, 492, 592</i>	<i>097, 497, 597</i>	<i>094, 494, 594</i>	<i>096, 496, 596</i>	<i>093, 493, 593</i>
Revenue Accounts	TOTALS	Electric Utility	Water Utility	Water Recycling	Sewer Utility	Solid Waste	Cemetery
Use of Money and Property:							
Interest Income	\$ 2,388,375	\$ 1,912,375	\$ 186,000	\$ 23,000	\$ 267,000	\$ -	\$ -
Rents & Leases	2,819,417	2,819,417	-	-	-	-	-
Total - Money and Property	5,207,792	4,731,792	186,000	23,000	267,000	-	-
Revenue from Other Agencies:							
Misc. Revenue from Other Agencies	605,000	-	-	310,000	65,000	230,000	-
Total - Revenue from Other Agencies	605,000	-	-	310,000	65,000	230,000	-
Charges for Current Services:							
Customer Service Charges	450,219,148	372,906,373	37,718,000	3,992,000	35,602,775	-	-
Refuse Collection Charges	19,172,409	-	-	-	-	19,172,409	-
Clean-up Campaign Charges	1,476,000	-	-	-	-	1,476,000	-
Household Hazardous Waste Charges	159,000	-	-	-	-	159,000	-
Inter-department Services	534,600	410,000	-	-	64,600	60,000	-
Sales - Facilities, Labor & Other	546,150	-	-	-	-	-	546,150
Solar Installation and Service Charge	133,000	-	133,000	-	-	-	-
Sales - Bulk Power, Steam Sales, Gas Wells	1,467,100	1,467,100	-	-	-	-	-
Miscellaneous Charges for Current Services	521,000	-	520,000	-	-	1,000	-
Total - Charges for Current Services	474,228,407	374,783,473	38,371,000	3,992,000	35,667,375	20,868,409	546,150
Other Revenue:							
Damage Recoveries	51,500	50,000	-	-	1,500	-	-
Miscellaneous Other Revenue	796,000	750,000	-	-	46,000	-	-
Total - Other Revenue	847,500	800,000	-	-	47,500	-	-
TOTAL DIRECT REVENUE, OPERATING	480,888,699	380,315,265	38,557,000	4,325,000	36,046,875	21,098,409	546,150
Contingent / Reserve Transfers and Loan:							
Interfund Transfers							
Transfer from (to) Non-Expendable Trust Funds	31,000	-	-	-	-	-	31,000
Transfer from (to) Other Funds	(839,267)	(581,405)	305,295	(450,000)	(87,927)	(25,230)	-
Reserve Transfers							
Transfer from (to) Enterprise Fund Reserves	7,340,329	4,704,741	994,468	135,854	811,675	693,591	-
Transfer from (to) the Capital Projects Reserve	10,000	-	-	-	-	-	10,000
Transfer from (to) Working Capital Reserve	317,653	-	-	-	-	-	317,653
Total - Contingent / Reserve Transfers and Loans	6,859,715	4,123,336	1,299,763	(314,146)	723,748	668,361	358,653
TOTAL ESTIMATED RESOURCES, OPERATING	487,748,414	384,438,601	39,856,763	4,010,854	36,770,623	21,766,770	904,803
Direct Revenue - Capital Improvement	6,027,000	4,050,000	460,000	-	1,500,000	17,000	-
Debt Financing	8,500,000	-	-	-	8,500,000	-	-
Estimated Beginning Balance	200,000	-	-	200,000	-	-	-
TOTAL ESTIMATED RESOURCES	\$ 502,475,414	\$ 388,488,601	\$ 40,316,763	\$ 4,210,854	\$ 46,770,623	\$ 21,783,770	\$ 904,803

ESTIMATED RESOURCES

INTERNAL SERVICE FUNDS

Fund Number	053	050	048
Revenue Accounts	Vehicle Maintenance	Vehicle Acquisition	Communications Acquisition
TOTALS			
Charges for Current Services:			
Inter-department Services	\$ 4,217,662	\$ 4,217,662	\$ -
Equipment Amortization	2,599,190	-	2,599,190
Total-Charges for Current Services	6,816,852	4,217,662	-
Other Revenue:			
Damage Recoveries	8,500	8,500	-
Miscellaneous Other Revenue	107,000	2,000	105,000
Total-Other Revenue	115,500	10,500	105,000
TOTAL DIRECT REVENUE	6,932,352	4,228,162	-
Transfers:			
Transfer from (to) Fund Reserves	235,279	-	235,279
Interfund Transfer from (to) Other Funds	(109,319)	(109,319)	-
Total - Transfers	125,960	(109,319)	235,279
Estimated Beginning Balance	2,671,145	233,935	-
TOTAL ESTIMATED RESOURCES	\$ 9,729,457	\$ 4,352,778	\$ 235,279

Appropriations by Program and Department

Program Number	Program Name	Totals	OPERATING			OPERATING (continued)				Capital Improvements
			Salaries and Benefits	Other Operating Expenditures	Resource and Production	Contribution In-lieu of Taxes & Franchise Fees	Interfund Services	Debt Service	Total Operating Appropriations	
CITY COUNCIL										
1611	City Council Operations	\$ 420,080	\$ 368,744	\$ 44,780	\$ -	\$ -	\$ 6,556	\$ -	\$ 420,080	\$ -
	Total - City Council	420,080	368,744	44,780	-	-	6,556	-	420,080	-
CITY CLERK										
2311	Council/Administration Support	376,253	346,973	20,821	-	-	8,459	-	376,253	-
2312	Public Information/Legislative Records Management	230,416	178,785	45,511	-	-	6,120	-	230,416	-
2313	Elections/Political Reform Act	329,353	206,260	116,825	-	-	6,268	-	329,353	-
2321	City Auditor	156,746	140,994	9,900	-	-	5,852	-	156,746	-
	Total - City Clerk	1,092,768	873,012	193,057	-	-	26,699	-	1,092,768	-
CITY ATTORNEY										
2411	Administration	1,019,975	938,801	56,591	-	-	24,583	-	1,019,975	-
2412	Litigation	461,582	430,135	19,969	-	-	11,478	-	461,582	-
	Total - City Attorney	1,481,557	1,368,936	76,560	-	-	36,061	-	1,481,557	-
CITY MANAGER										
1011	Management & Administration	818,827	748,174	49,800	-	-	20,853	-	818,827	-
1012	Successor Agency/Authority/SOSA Administration	1,044,889	542,406	489,720	-	-	12,763	-	1,044,889	-
1013	Property Management	571,386	407,722	152,500	-	-	11,164	-	571,386	-
1042	Advertising/Community Promotion	2,823,001	342,589	2,465,145	-	-	15,267	-	2,823,001	-
1043	Contract Management	938,055	21,256	882,159	-	-	34,640	-	938,055	-
1045	Mandated Program Administration	52,043	14,987	36,427	-	-	629	-	52,043	-
1046	Video Services	195,245	130,368	61,100	-	-	3,777	-	195,245	-
3611	Estimated Savings from Attrition/VTO	(3,042,407)	(3,042,407)	-	-	-	-	-	(3,042,407)	-
3611	Estimated Separation Payouts and Contingency	2,800,000	2,300,000	500,000	-	-	-	-	2,800,000	-
5542	Community Svc- Fed State Grant Administration	288,212	256,023	18,777	-	-	13,412	-	288,212	-
5543	Community Svc- NCIP	692,800	270,405	3,151	-	-	6,174	-	279,730	413,070
5544	Community Svc- Community Development Projects	1,347,716	205,502	64,813	-	-	3,369	-	273,684	1,074,032
5545	Community Svc-Affordable Housing	418,593	371,989	40,990	-	-	5,614	-	418,593	-
	Total - City Manager	8,948,360	2,569,013	4,764,582	-	-	127,663	-	7,461,258	1,487,102
INFORMATION TECHNOLOGY										
1911	Application Systems	260,677	200,977	42,005	-	-	17,695	-	260,677	-
1912	Web Services	333,936	170,496	98,705	-	-	14,735	-	283,936	50,000
1921	Network Computer Support	2,422,402	574,267	406,560	-	-	43,120	-	1,023,947	1,398,455
1931	Contract Technology Support	4,712,217	-	4,712,217	-	-	-	-	4,712,217	-
1941	Telecommunication Services	649,900	-	574,900	-	-	-	-	574,900	75,000
	Total - Information Technology	8,379,132	945,740	5,834,387	-	-	75,550	-	6,855,677	1,523,455
HUMAN RESOURCES										
2514	Benefits, Compensation, and Records	1,136,358	842,687	271,001	-	-	22,670	-	1,136,358	-
2515	Workers' Comp, Safety and Staff Development	528,225	380,073	139,402	-	-	8,750	-	528,225	-
2521	Recruitment, Selection & Classification	1,141,049	962,217	157,302	-	-	21,530	-	1,141,049	-
	Total - Human Resources	2,805,633	2,184,978	567,705	-	-	52,950	-	2,805,633	-

Appropriations by Program and Department

Program Number	Program Name	Totals	OPERATING			OPERATING (continued)			Total Operating Appropriations	Capital Improvements
			Salaries and Benefits	Other Operating Expenditures	Resource and Production	Contribution In-lieu of Taxes & Franchise Fees	Interfund Services	Debt Service		
FINANCE										
3312	Cash Management	314,163	281,346	18,010	-	-	14,807	-	314,163	-
3315	Financial Analysis	822,395	719,589	79,060	-	-	23,746	-	822,395	-
3322	General Accounting	1,880,272	1,451,634	379,380	-	-	49,258	-	1,880,272	-
3323	Payroll	491,203	469,509	3,000	-	-	18,694	-	491,203	-
3324	Accounts Payable	219,737	204,109	8,800	-	-	6,828	-	219,737	-
3325	Receivables/Fixed Assets	166,875	160,441	200	-	-	6,234	-	166,875	-
3332	Utility Billing Services	2,068,574	1,167,372	494,130	-	-	44,572	-	1,706,074	362,500
3333	Revenue Receipting - Cashiering	562,401	435,124	109,400	-	-	17,877	-	562,401	-
3334	Business Certificate	309,855	257,837	42,000	-	-	10,018	-	309,855	-
3335	Field Service	1,175,592	1,058,566	20,100	-	-	96,926	-	1,175,592	-
3336	Administration	241,664	230,777	260	-	-	10,627	-	241,664	-
3337	Contact Center	556,943	523,458	14,370	-	-	19,115	-	556,943	-
3341	Warehouse	744,944	694,955	2,850	-	-	47,139	-	744,944	-
3343	Purchasing	184,950	167,260	10,175	-	-	7,515	-	184,950	-
3344	Mail Services	30,985	25,000	5,985	-	-	-	-	30,985	-
3362	City-Wide Fiscal Planning & Administration	366,656	287,045	68,480	-	-	11,131	-	366,656	-
3363	Special Projects	141,997	137,631	-	-	-	4,366	-	141,997	-
441/xxxx	General Operating Debt Service	2,504,475	-	-	-	-	-	2,504,475	2,504,475	-
	Total - Finance	12,783,682	8,271,654	1,256,200	-	-	388,853	2,504,475	12,421,182	362,500
PARKS AND RECREATION										
1112	Senior Nutrition	155,448	39,566	115,882	-	-	-	-	155,448	-
1132	Park Maintenance	13,394,169	4,418,562	1,175,608	-	-	654,999	-	6,249,169	7,145,000
1133	Pool Maintenance	1,631,875	589,396	489,570	-	-	22,009	-	1,100,975	530,900
1134	Building Maintenance	1,241,143	772,805	232,090	-	-	26,248	-	1,031,143	210,000
1135	Park Operations	575,061	475,565	71,705	-	-	27,791	-	575,061	-
1142	Recreation Operations	733,811	694,611	32,475	-	-	6,725	-	733,811	-
1143	Youth Activity Center	897,191	707,264	147,203	-	-	17,724	-	872,191	25,000
1144	Senior Center	1,707,192	1,174,928	88,826	-	-	33,438	-	1,297,192	410,000
1145	Community Recreation Center	1,640,309	979,579	604,511	-	-	31,219	-	1,615,309	25,000
1146	Recreation Facilities	102,513	101,513	1,000	-	-	-	-	102,513	-
1147	Aquatics	347,372	337,659	2,556	-	-	7,157	-	347,372	-
1148	Adult Sports	206,535	169,359	27,463	-	-	9,713	-	206,535	-
1149	Teen Center	591,342	547,478	21,901	-	-	21,963	-	591,342	-
1162	Maintenance of Grounds	631,250	430,710	109,568	-	-	80,973	-	621,250	10,000
1163	Maintenance of Buildings	46,759	34,950	11,107	-	-	702	-	46,759	-
1164	Cemetery Operations	226,793	152,191	7,085	-	-	67,517	-	226,793	-
1171	CW Special Events	317,225	181,493	135,732	-	-	-	-	317,225	-
	Total - Parks and Recreation	24,445,988	11,807,628	3,274,282	-	-	1,008,178	-	16,090,088	8,355,900

Appropriations by Program and Department

Program Number	Program Name	Totals	OPERATING			OPERATING (continued)			Total Operating Appropriations	Capital Improvements
			Salaries and Benefits	Other Operating Expenditures	Resource and Production	Contribution In-lieu of Taxes & Franchise Fees	Interfund Services	Debt Service		
LIBRARY										
1221	Administration	2,745,580	515,974	31,515	-	-	22,755	-	570,244	2,175,336
1231	Youth Services	803,716	655,068	136,250	-	-	12,398	-	803,716	-
1232	Young Adult	100,183	85,846	12,000	-	-	2,337	-	100,183	-
1233	Mission Library	587,161	497,589	77,700	-	-	11,872	-	587,161	-
1234	Extension Services	142,042	138,581	-	-	-	3,461	-	142,042	-
1235	Northside Branch Library	1,339,647	986,168	333,775	-	-	19,704	-	1,339,647	-
1241	Reference and Adult Collections	1,432,814	860,871	551,600	-	-	20,343	-	1,432,814	-
1243	Periodicals	192,944	154,889	34,793	-	-	3,262	-	192,944	-
1244	Local History	153,499	145,149	4,165	-	-	4,185	-	153,499	-
1245	Circulation	1,570,100	1,506,237	34,500	-	-	29,363	-	1,570,100	-
1251	Technical Services	595,454	507,644	77,000	-	-	10,810	-	595,454	-
1254	Collection Management	115,763	111,725	-	-	-	4,038	-	115,763	-
1271	Facilities	826,090	219,324	602,297	-	-	4,469	-	826,090	-
1272	Technology	519,412	343,442	168,695	-	-	7,275	-	519,412	-
	Total - Library	11,124,405	6,728,507	2,064,290	-	-	156,272	-	8,949,069	2,175,336
PLANNING AND INSPECTION										
5522	Current Planning	963,962	892,515	44,691	-	-	26,757	-	963,962	-
5523	Advanced Planning	711,621	575,689	14,646	-	-	11,286	-	601,621	110,000
5524	Planning Services	500,712	486,490	1,723	-	-	12,499	-	500,712	-
5525	Enforcement Services	387,030	353,573	22,100	-	-	11,357	-	387,030	-
5532	Permit Services	4,662,026	2,431,065	160,481	-	-	50,570	-	2,642,117	2,019,909
5533	Field Inspection	2,493,254	2,265,459	127,291	-	-	100,504	-	2,493,254	-
5534	Housing Inspection	113,615	85,602	23,000	-	-	5,013	-	113,615	-
	Total - Planning and Inspection	9,832,220	7,090,393	393,932	-	-	217,986	-	7,702,311	2,129,909

Appropriations by Program and Department

Program Number	Program Name	Totals	OPERATING			OPERATING (continued)			Total Operating Appropriations	Capital Improvements
			Salaries and Benefits	Other Operating Expenditures	Resource and Production	Contribution In-lieu of Taxes & Franchise Fees	Interfund Services	Debt Service		
PUBLIC WORKS										
Street										
2911	Street Maintenance	2,640,084	1,768,470	389,411	-	-	432,203	-	2,590,084	50,000
2921	Storm Maintenance	911,212	556,460	231,887	-	-	122,865	-	911,212	-
2924	Urban Runoff Pollution Prevention Program	906,399	502,560	13,285	-	-	15,554	-	531,399	375,000
2951	Landscape Maintenance	3,708,574	2,237,486	964,512	-	-	486,575	-	3,688,574	20,000
2952	Street Tree Program	989,100	624,522	328,301	-	-	36,277	-	989,100	-
2971	Traffic Striping and Signing	1,401,462	1,115,613	162,000	-	-	123,850	-	1,401,462	-
2931	Garbage Collection & Disposal	15,279,944	174,120	297,840	12,190,000	605,000	799,984	-	14,066,944	1,213,000
2932	Clean Green	2,316,882	73,033	-	2,241,000	-	2,849	-	2,316,882	-
2933	Clean-up Campaign - Solid Waste	1,680,978	114,995	954,045	610,000	-	1,938	-	1,680,978	-
2934	Residential Recycling	1,591,394	184,161	1,917	1,402,000	-	3,316	-	1,591,394	-
2935	Street Sweeping	806,630	506,333	21,255	-	-	279,042	-	806,630	-
2936	Household Hazardous Waste	107,942	46,690	60,251	-	-	1,001	-	107,942	-
2941	Downtown Parking District	163,008	61,874	99,920	-	-	1,214	-	163,008	-
2961	Convention Center Maintenance District	1,339,519	20,130	1,256,837	-	-	62,552	-	1,339,519	-
	Subtotal - Street	34,093,127	7,986,447	4,781,461	16,443,000	605,000	2,369,220	-	32,185,127	1,908,000
Automotive Services										
2111	Equipment Pool Revolving	5,141,400	-	5,141,400	-	-	-	-	5,141,400	-
2123	Maintenance/Repairs	4,452,778	1,960,507	2,208,345	-	-	183,926	-	4,352,778	100,000
	Subtotal - Automotive Services	9,594,178	1,960,507	7,349,745	-	-	183,926	-	9,494,178	100,000
Building Maintenance										
2222	Maintenance/Repair	1,795,689	1,371,926	122,107	-	-	126,655	-	1,620,689	175,000
2223	Janitorial	302,893	155,602	140,081	-	-	7,210	-	302,893	-
	Subtotal - Building Maintenance	2,098,582	1,527,528	262,188	-	-	133,865	-	1,923,582	175,000

Appropriations by Program and Department

Program Number	Program Name	Totals	OPERATING			OPERATING (continued)			Total Operating Appropriations	Capital Improvements
			Salaries and Benefits	Other Operating Expenditures	Resource and Production	Contribution In-lieu of Taxes & Franchise Fees	Interfund Services	Debt Service		
Engineering										
4411	Support Services-Administration	326,432	308,319	9,603	-	-	8,510	-	326,432	-
4412	Support Services-Development Support	290,596	282,669	-	-	-	7,927	-	290,596	-
4413	Support Services-Capital Improvement Projects	358,005	348,403	-	-	-	9,602	-	358,005	-
4431	Traffic-Administration	207,897	157,964	35,243	-	-	14,690	-	207,897	-
4432	Traffic-Development Support	237,384	231,102	-	-	-	6,282	-	237,384	-
4433	Traffic-Capital Improvement Projects	2,100,293	259,121	-	-	-	6,849	-	265,970	1,834,323
4434	Traffic Signal Management	916,095	410,698	500,000	-	-	5,397	-	916,095	-
4435	Traffic Striping and Signing	46,563	45,362	-	-	-	1,201	-	46,563	-
4441	Design-Administration	388,270	349,915	29,000	-	-	9,355	-	388,270	-
4442	Design-Development Support	155,515	151,329	-	-	-	4,186	-	155,515	-
4443	Design-Capital Improvement Projects	4,941,000	1,044,877	-	-	-	18,903	-	1,063,780	3,877,220
4451	Land & Property-Administration	204,769	193,499	9,256	-	-	2,014	-	204,769	-
4452	Land & Property-Development Support & Review	1,192,372	1,167,918	-	-	-	24,454	-	1,192,372	-
4461	Field Services-Administration	202,539	126,782	26,810	-	-	48,947	-	202,539	-
4462	Field Services-Development Support	484,689	473,425	-	-	-	11,264	-	484,689	-
4463	Field Services-Capital Improvement Projects	727,400	709,708	-	-	-	17,692	-	727,400	-
	Subtotal - Engineering	12,779,820	6,261,092	609,912	-	-	197,273	-	7,068,277	5,711,543
	Total - Public Works	58,565,708	17,735,575	13,003,306	16,443,000	605,000	2,884,284	-	50,671,165	7,894,543
POLICE										
7722	General Patrol	24,224,641	22,220,564	91,475	-	-	935,650	-	23,247,689	976,952
7723	Traffic	3,024,310	2,864,379	38,538	-	-	121,393	-	3,024,310	-
7724	Special Operations	1,387,133	1,293,493	32,275	-	-	61,365	-	1,387,133	-
7725	Reserves	391,929	328,517	57,100	-	-	6,312	-	391,929	-
7726	Animal Control	890,000	-	890,000	-	-	-	-	890,000	-
7732	General Investigations	6,234,393	5,457,369	358,081	-	-	418,943	-	6,234,393	-
7733	SCAT	1,313,846	1,260,420	2,125	-	-	51,301	-	1,313,846	-
7734	Records - Temporary Holding Facility	2,956,264	2,555,005	270,925	-	-	130,334	-	2,956,264	-
7735	Homeland Security Special Events	8,853,858	6,186,294	2,600,000	-	-	67,565	-	8,853,858	-
7742	Administrative Services	1,984,183	1,505,640	254,851	-	-	223,692	-	1,984,183	-
7744	Professional Standards	1,203,271	878,975	274,543	-	-	49,753	-	1,203,271	-
7745	Department Support	3,223,891	688,669	1,164,154	-	-	1,371,068	-	3,223,891	-
7746	Community Services	3,193,177	3,051,338	38,059	-	-	103,780	-	3,193,177	-
7747	911 Dispatch	4,644,772	4,115,180	306,141	-	-	148,451	-	4,569,772	75,000
7781	Communications Equipment Acquisition (2703)	235,279	-	235,279	-	-	-	-	235,279	-
	Total - Police	63,760,946	52,405,841	6,613,546	-	-	3,689,607	-	62,708,994	1,051,952

Appropriations by Program and Department

Program Number	Program Name	Totals	OPERATING			OPERATING (continued)			Total Operating Appropriations	Capital Improvements
			Salaries and Benefits	Other Operating Expenditures	Resource and Production	Contribution In-lieu of Taxes & Franchise Fees	Interfund Services	Debt Service		
FIRE										
7821	Administration	2,653,503	2,288,355	301,894	-	-	63,254	-	2,653,503	-
7822	Emergency Response	31,233,064	28,938,202	369,600	-	-	1,635,262	-	30,943,064	290,000
7832	Code Enforcement/Public Education	2,126,865	2,003,382	12,800	-	-	110,683	-	2,126,865	-
7833	Hazardous Materials	1,075,052	993,078	1,700	-	-	80,274	-	1,075,052	-
7841	Training	1,767,169	1,589,024	109,000	-	-	69,145	-	1,767,169	-
7861	Paramedic Services	635,798	403,846	169,500	-	-	46,451	-	619,798	16,000
	Total - Fire	39,491,451	36,215,887	964,494	-	-	2,005,069	-	39,185,451	306,000
ELECTRIC UTILITY										
132	Administrative Services	20,103,894	2,939,181	11,656,156	-	-	158,557	-	14,753,894	5,350,000
131	Customer Service & Marketing	304,215,217	1,880,457	434,000	256,840,049	19,218,263	10,274,792	15,567,657	304,215,217	-
135	Resource Management	14,322,407	6,495,133	6,497,315	-	-	284,959	-	13,277,407	1,045,000
136/37	Energy Distribution	49,847,082	20,768,446	7,927,741	-	-	975,895	-	29,672,082	20,175,000
	Total - Electric	388,488,601	32,083,217	26,515,212	256,840,049	19,218,263	11,694,203	15,567,657	361,918,601	26,570,000
WATER AND SEWER UTILITIES										
1411	Administration/Design Engineering	2,676,280	1,850,433	241,431	-	-	284,416	-	2,376,280	300,000
1412	Water Quality	262,266	96,029	137,500	-	-	28,737	-	262,266	-
1413	Water Resources	206,301	186,091	5,400	-	-	14,810	-	206,301	-
1422	Water System Maintenance	1,711,903	1,034,975	442,400	-	-	234,528	-	1,711,903	-
1423	Water System Construction	5,289,670	1,861,135	51,350	-	-	692,185	-	2,604,670	2,685,000
1424	Water System Operations	29,940,992	1,735,940	2,040,350	24,330,500	-	1,834,202	-	29,940,992	-
1511	Sewer System Administration	2,385,498	837,848	1,444,187	-	-	103,463	-	2,385,498	-
1512	Sewer System Maintenance	1,875,161	1,509,284	212,530	-	-	153,347	-	1,875,161	-
1514	Sewer Operations	1,469,136	545,985	88,930	123,750	-	310,471	-	1,069,136	400,000
1515	S.J./Santa Clara Water Pollution Control Plant	37,053,032	29,644	-	18,712,700	-	868,488	-	19,610,832	17,442,200
1516	Storm Pump Maintenance	132,796	123,776	-	-	-	9,020	-	132,796	-
1519	Sewer Debt Service	1,140,000	-	-	-	-	-	1,140,000	1,140,000	-
1522	Recycled Water System Maintenance, City	3,708,647	212,817	210,900	3,200,000	-	84,930	-	3,708,647	-
1525	South Bay Water Recycling System Maintenance	302,207	244,502	35,900	-	-	21,805	-	302,207	-
1532	Solar System Maintenance	229,352	177,732	16,250	-	-	35,370	-	229,352	-
1523	Recycled Water (CIP only)	200,000	-	-	-	-	-	-	-	200,000
	Total - Water and Sewer Utilities	88,583,240	10,446,190	4,927,128	46,366,950	-	4,675,772	1,140,000	67,556,040	21,027,200
TOTAL - ALL DEPARTMENTS		\$ 720,203,772	\$ 191,095,317	\$ 70,493,461	\$ 319,649,999	\$ 19,823,263	\$ 27,045,703	\$ 19,212,132	\$ 647,319,875	\$ 72,883,897

SUMMARY OF FULL TIME EQUIVALENT (FTE) POSITIONS BY DEPARTMENT

DEPARTMENT/DIVISION	Fund	2011-12	2012-13	2013-14	2014-15	2015-16
City Council	General (001)	8.50	8.50	8.50	8.50	9.00
City Clerk	General (001)	4.00	4.00	5.00	5.00	5.00
City Attorney	General (001)	6.00	6.00	6.00	6.00	6.00
Office of the City Manager	General (001)	8.00	8.00	9.00	9.00	16.00
Information Technology	General (001)	4.00	4.00	4.00	5.00	5.00
Human Resources	General (001)	14.50	14.50	14.50	14.50	14.50
Finance	General (001)	58.00	58.00	58.00	58.25	60.25
Parks and Recreation						
Parks and Recreation	General (001)	76.00	76.00	76.00	76.75	76.75
Cemetery	Cemetery (093)	6.00	6.00	6.00	6.00	6.00
Library	General (001)	42.00	42.00	46.50	46.50	47.00
Planning and Inspection	General (001)	40.00	40.00	40.00	44.00	42.00
Public Works						
Engineering	General (001)	38.00	38.00	38.00	38.00	38.25
Building Maintenance	General (001)	11.50	11.50	11.50	11.40	10.90
Street	General (001)	54.90	54.90	54.65	54.75	58.00
Solid Waste	Solid Waste (096)	7.25	7.25	6.75	7.75	6.75
Convention Center	Convention Center	0.35	0.35	0.10	0.10	0.10
Maintenance District	Maintenance District (026)					
Downtown Parking		0.50	0.50	0.50	0.50	0.50
Maintenance District (025)						
Automotive Services	Automotive (053)	18.00	16.00	15.00	15.00	15.00
Police						
Police	General (001)	218.00	218.00	218.00	219.00	222.00
Police Tech Services	Technical Services (047)	4.00	4.00	4.00	-	-
Fire	General (001)	179.50	179.50	179.50	179.50	179.50
Electric Utility	Electric (091)	135.00	135.00	142.00	156.00	166.00
Water and Sewer Utilities						
Water Utility	Water (092)	43.70	43.70	43.10	43.90	46.90
Recycled Water	Recycled Water (097)	2.10	2.10	2.30	3.20	3.20
Sewer Utility	Sewer (094)	14.20	14.20	15.60	17.90	19.90
TOTAL - ALL FTE POSITIONS*		994.00	992.00	1,004.50	1,026.50	1,054.50

*The City has a total of forty-five (45) positions in Frozen/Unfunded status which lower actual available staffing in 2015-16.

SUMMARY OF FULL TIME EQUIVALENT (FTE) POSITIONS BY FUND

Fund	2011-12	2012-13	2013-14	2014-15	2015-16
General (001)	762.90	762.90	769.15	776.15	790.15
Special Revenue Funds					
Downtown Parking Maintenance District (025)	0.50	0.50	0.50	0.50	0.50
Convention Center Maintenance District (026)	0.35	0.35	0.10	0.10	0.10
Subtotal:	<u>0.85</u>	<u>0.85</u>	<u>0.60</u>	<u>0.60</u>	<u>0.60</u>
Enterprise Funds					
Electric (091)	135.00	135.00	142.00	156.00	166.00
Cemetery (093)	6.00	6.00	6.00	6.00	6.00
Solid Waste (096)	7.25	7.25	6.75	7.75	6.75
Water Utility (092)	43.70	43.70	43.10	43.90	46.90
Sewer Utility (094)	14.20	14.20	15.60	17.90	19.90
Recycled Water (097)	2.10	2.10	2.30	3.20	3.20
Subtotal:	<u>208.25</u>	<u>208.25</u>	<u>215.75</u>	<u>234.75</u>	<u>248.75</u>
Internal Service Funds					
Technical Services (047)	4.00	4.00	4.00	-	-
Automotive Services (053)	18.00	16.00	15.00	15.00	15.00
Subtotal:	<u>22.00</u>	<u>20.00</u>	<u>19.00</u>	<u>15.00</u>	<u>15.00</u>
TOTAL - ALL FTE POSITIONS*	<u>994.00</u>	<u>992.00</u>	<u>1,004.50</u>	<u>1,026.50</u>	<u>1,054.50</u>

*The City has a total of forty-five (45) positions in Frozen/Unfunded status which lower actual available staffing in 2015-16.

UNCLASSIFIED POSITIONS

SCHEDULE OF MONTHLY CONTROL POINTS

The salary control point is a dollar amount that establishes the salary for a classification under typical conditions. An upper and lower salary level, expressed as a percentage of the control point salary, would establish the range within which an incumbent's salary would be determined.

POSITION	CONTROL POINT	85% LEVEL	110% LEVEL
Miscellaneous Management Unit 9			
ACCOUNTING DIVISION MANAGER	\$ 12,883	\$ 10,950	\$ 14,171
ASST CITY ATTORNEY	15,961	13,567	17,557
ASST CITY CLERK	9,705	8,250	10,676
ASST CITY LIBRARIAN	13,907	11,821	15,298
ASST CITY MANAGER	19,071	16,210	20,978
ASST DIR OF ELEC-ENERGY DISTRIB	16,923	14,385	18,615
ASST DIR OF ELEC-PLAN & STRATEGIC	16,923	14,385	18,615
ASST DIR OF FINANCE	14,994	12,745	16,494
ASST DIR OF HUMAN RESOURCES	13,398	11,388	14,738
ASST DIR OF PUBLIC WORKS/CITY ENGINEER	16,537	14,057	18,191
ASST DIR OF WATER & SEWER UTIL	14,843	12,616	16,327
ASST WATER & SEWER SUPERINTEND	10,864	9,235	11,951
BUILDING MAINTENANCE MANAGER	11,410	9,699	12,551
BUILDING OFFICIAL	15,107	12,841	16,618
CEMETERY OPS SUPERINTENDENT	9,123	7,755	10,035
CITY ATTORNEY	19,342	N/A	N/A
CITY CLERK/CITY AUDITOR	14,759	N/A	N/A
CITY LIBRARIAN	17,382	14,775	19,121
CITY MANAGER	24,501	N/A	N/A
CITY PLANNER	13,640	11,594	15,004
COMMUNICATIONS OPERATIONS MGR	11,736	9,976	12,909
COMPLIANCE MANAGER	10,521	8,943	11,573
DEPUTY CITY ATTORNEY I	9,974	8,478	10,972
DEPUTY CITY ATTORNEY II	11,637	9,892	12,801
DEPUTY CITY MANAGER	16,123	13,704	17,735
DEPUTY PARKS & RECREATION DIRECTOR	13,030	11,076	14,333
DEPUTY PUBLIC WORKS DIRECTOR	13,053	11,095	14,358
DEVELOPMENT REVIEW OFFICER	12,628	10,734	13,891
DIRECTOR OF FINANCE/ASST CITY MGR	19,071	16,210	20,978
DIRECTOR OF ELECTRIC UTILITY	20,689	17,585	22,758
DIRECTOR OF HUMAN RESOURCES	17,580	14,943	19,338
DIRECTOR OF INFO TECHNOLOGY/CIO	18,142	15,421	19,956
DIRECTOR OF PLANNING & INSP	19,109	16,243	21,020
DIRECTOR OF PUBLIC WORKS	20,212	17,180	22,233
DIRECTOR OF WTR & SEWER UTILS	18,320	15,572	20,152
ECONOMIC DEVELOPMENT OFFICER/ASST CITY MGR	19,071	16,210	20,978
ELECTRIC DIVISION MANAGER	14,843	12,616	16,327
ELECTRIC PROGRAM MANAGER	12,368	10,513	13,605
EMERGENCY SERVICES COORDINATOR	10,183	8,656	11,201
EXEC ASST TO CITY ATTORNEY	8,848	7,521	9,733
EXEC ASST TO CITY MANAGER	8,848	7,521	9,733

UNCLASSIFIED POSITIONS

SCHEDULE OF MONTHLY CONTROL POINTS

The salary control point is a dollar amount that establishes the salary for a classification under typical conditions. An upper and lower salary level, expressed as a percentage of the control point salary, would establish the range within which an incumbent's salary would be determined.

POSITION	CONTROL POINT	85% LEVEL	110% LEVEL
Miscellaneous Management Unit 9 (Continued)			
EXEC ASST TO MAYOR & CITY COUNCIL	\$ 8,848	\$ 7,521	\$ 9,733
FIELD FOREPERSON	12,742	10,831	14,016
FLEET MANAGER	10,871	9,241	11,959
HOUSING & COMM SVC DIV MGR	13,064	11,104	14,370
HOUSING DEVELOPMENT OFFICER	10,259	8,720	11,285
HUMAN RESOURCES DIV MGR	9,931	8,442	10,925
INFORMATION TECHNOLOGY SVC MGR	12,092	10,278	13,302
INSPECTION MANAGER	12,941	10,999	14,235
LANDSCAPE SUPERINTENDENT/CITY ARBORIST	11,867	10,087	13,054
LIBRARY DIV MGR - ADULT SVCS	10,864	9,235	11,951
LIBRARY DIV MGR - COLLECT SVCS	10,864	9,235	11,951
LIBRARY DIV MGR - Y & E SVCS	10,864	9,235	11,951
LIBRARY DIV MGR -SUPPORT SVCS	10,864	9,235	11,951
MANAGEMENT ANALYST	8,984	7,637	9,883
MUNICIPAL SERVICES DIV MGR	12,883	10,950	14,171
PARK MAINT & OPERATIONS SUPERVISOR	10,737	9,126	11,811
PARKS & RECREATION DIRECTOR	17,713	15,056	19,485
PARKS CONST, MAINT & REPAIR SUPERVISOR	10,737	9,126	11,811
PERMIT CENTER MANAGER	14,380	12,223	15,818
POLICE RECORDS MANAGER	9,254	7,866	10,180
POWER SYSTEM SCHEDULER/TRADER	11,613	9,871	12,774
POWER TRADER	14,843	12,616	16,327
PRINCIPAL ACCOUNTANT	11,596	9,858	12,756
PRINCIPAL ENGINEER	14,380	12,223	15,818
PRINCIPAL ENGINEER - WATER & SEWER	14,380	12,223	15,818
PRINCIPAL FINANCIAL ANALYST	11,596	9,857	12,756
PRINCIPAL PLANNER	11,596	9,857	12,756
PRINCIPAL UTILITY INFORMATIONS SYSTEMS MANAGER	14,843	12,616	16,327
PUBLIC COMMUNICATIONS MANAGER	9,254	7,866	10,180
PURCHASING DIVISION MANAGER	12,404	10,543	13,644
RECREATION MANAGER	11,708	9,952	12,879
RISK CONTROL ANALYST	12,126	10,307	13,339
SR ELEC DIV MGR	15,953	13,560	17,548
SR ELEC DIV MGR-MKT A&P	15,953	13,560	17,548
SR POWER ANALYST	11,596	9,857	12,756
SR POWER SYSTEM SCHEDLR/TRADER	12,481	10,609	13,729
SUPERINTENDENT OF STREET & SOLID WASTE	11,867	10,087	13,054
TRAFFIC ENGINEER	14,511	12,334	15,962
UTILITY BUSINESS SYSTEMS MANAGER	11,578	9,841	12,736
WATER & SEWER SUPERINTENDENT	12,014	10,212	13,215
WEB & DIGITAL MEDIA MANAGER	10,357	8,804	11,393

UNCLASSIFIED POSITIONS

SCHEDULE OF MONTHLY CONTROL POINTS

The salary control point is a dollar amount that establishes the salary for a classification under typical conditions. An upper and lower salary level, expressed as a percentage of the control point salary, would establish the range within which an incumbent's salary would be determined.

POSITION	CONTROL POINT	85% LEVEL	110% LEVEL
<u>Police Management (Unit 9A)</u>			
ASST POLICE CHIEF	\$ 20,998	\$ 17,849	\$ 23,098
POLICE CAPTAIN	19,999	16,999	21,998
POLICE CHIEF	21,702	N/A	N/A
<u>Fire Management (Unit 9B)</u>			
BATTALION CHIEF 24 HRS	15,513	13,186	17,064
ASSISTANT FIRE MARSHAL	14,400	12,240	15,840
BATTALION CHIEF	15,513	13,186	17,064
DEPUTY FIRE CHIEF	17,069	14,509	18,776
FIRE CHIEF	20,418	17,355	22,460
FIRE MARSHAL	15,513	13,186	17,064

New Hire Salary Placement: The Control Point Salary provides a range for establishing the initial salary for Unclassified managers when hired; initial salary is generally set at the lower range level (85% of the control point salary). The City Manager shall have the authority to establish the salary of a new appointment from the Management Group, at any point on the salary range at or below the Control Point, based on qualifications. Appointment above the Control Point is subject to approval by the City Council. The salaries for City Manager, Chief of Police, City Attorney, and City Clerk/City Auditor are set by the City Council.

**CLASSIFIED AND AS-NEEDED POSITIONS
AUTHORIZED CLASS TITLES AND SALARY RANGES FOR 2015-16**

Account Clerk I	A19
Account Clerk II	A23
Account Clerk III	A25
Accountant	A31
Accounting Technician I	A18
Accounting Technician II	A20
Assistant Planner I	A27
Assistant Planner II	A31
Assistant Recreation Supervisor	A30
Assistant Sanitary Sewer Superintendent	A38
Assistant Training Officer	C1-41
Assistant Water Superintendent	A38
Associate Consultant	AN
Associate Planner	A36
Associate Engineer	E34
Automotive Foreman/Forewoman	A30
Automotive Services Coordinator	A24
Automotive Services Utility Worker	A15
Automotive Technician I	G20
Automotive Technician II	G22
Automotive Technician III	G28
Building Maintenance Foreperson	A31
Building Maintenance Worker	G26
Building/Housing Inspector	A35
Business Analyst	A35
Business Analyst - Fiber	A35
Business Analyst - Public Benefits	A35
Cable Splicer Leader	D1-39
Cemetery Services Clerk	A23
Cemetery Worker I	G19
Cemetery Worker II	G21
Cemetery Worker III	G23
Central Services Operator	A21
Chief of Party	A34
Chief Storekeeper/Buyer	A32
Code Enforcement Technician	A23
Code Enforcement Officer	A32
Combination Inspector	A37
Communication Technician I	A28
Communication Technician II	A32
Communications Dispatcher I	H25
Communications Dispatcher II	H28
Communications Dispatcher III	H31
Community Service Officer I	H17
Community Service Officer II	H22
Construction Project Engineer	E36
Consultant	AN
Crime Analyst	A32
Crossing Guard	AN
Cultural Arts Supervisor	A32
Customer Service Representative	A19

Customer Service Rep. – Permit Center	A19
Customer Service Supervisor	A28
Deputy Fire Marshal	C38
Deputy Fire Marshal/Hazardous Materials	C40
Driver/Engineer 24 Hrs.	C1-33
Driver/Engineer 24 Hrs.-Train/Premium	C1-34
Driver/Engineer 80 Hrs.	C33
Driver/Engineer Training Division	C36
Electric & Water System Operator	D1-37
Electric Crew Foreperson	D1-39
Electric Helper/Driver	D2-20
Electric Maintenance Worker	D2-22
Electric Meter Technician	D1-32
Electric Meter Technician Apprentice	D1-26
Electric Utility Engineer	E42
Electric Utility Equipment Operator	D2-22
Electric Utility Generation Technician	D1-35
Electric Utility Helper/Driver	D2-18
Electric Utility Network Administrator	A43
Electric Utility Programmer/Analyst	A36
Electrical Estimator	D1-27
Electrician	D1-32
Emergency Medical Tech (EMT)Special Events	AN
Energy Conservation Coordinator	A28
Energy Conservation Specialist	A21
Engineering Aide	A21
Engineering Aide - Electric	A21
Engineering Aide – Fiber	A21
Equipment Operator	G27
Examination Proctor	AN
Facilities Technician	G27
Fiber Splicing Technician	D1-32
Financial Analyst	A33
Fire Captain-Training	C41
Fire Captain 24 Hrs.	C1-38
Fire Captain 24 Hrs.- Training/Premium	C1-39
Fire Captain 80 Hrs	C38
Fire Inspector Aide	AN
Fire Plan Draftsperson	A25
Fire Prevention Aide	H12
Fire Prevention Specialist	H35
Firefighter I	C1-18
Firefighter II 24 Hrs.	C1-30
Firefighter II 24 Hrs.-Training/Premium	C1-31
Firefighter II 80 Hrs.	C30
Firefighter Training Division	C33
Fleet Assistant	A23
Forensic Coordinator	A34
Grounds Maintenance Worker I	G19
Grounds Maintenance Worker II	G21

**CLASSIFIED AND AS-NEEDED POSITIONS
AUTHORIZED CLASS TITLES AND SALARY RANGES FOR 2015-16**

Grounds Maintenance Worker III	G23
Head Proctor	AN
Health and Wellness Coordinator	A23
Housing Inspector	A35
Human Resources Assistant	A19
Human Resources Supervisor	A27
Human Resources Technician	A23
Instructor-Lifeguard	AN
Intern	AN
Jail Service Officer	H22
Journey Lineworker	D1-35
Journey Lineworker Apprentice	D1-26
Journey Lineworker Apprentice (Certified)	D1-29
Key Customer Representative	A35
Laborer	AN
Landscape Foreman/Forewoman	A37
Landscape Pest Control Operator	G23
Law Clerk I	AN
Law Clerk II	AN
Legal Office Specialist III	A24
Librarian I	A26
Librarian II	A30
Library Assistant I	A16
Library Assistant II	A20
Library Circulation Supervisor	A28
Library Material Mender/Processor	A15
Library Page	AN
Library Program Coordinator	A34
Library Program Coordinator - Catalog	A34
Library Program Coordinator - Reference	A34
Library Program Coordinator - Technology	A34
Library Program Coordinator – Youth Svcs/ Local Hist	A34
Library Technology Aide	AN
Library Technology Assistant	A25
Lifeguard	AN
Line Crew Leader	D1-34
Line Truck Driver	D2-21
Literacy Advocate	A12
Literacy Program Supervisor	A28
Literacy Student/Tutor Coordinator	A20
Maintenance Systems Specialist	A35
Materials Handler	A19
Materials Handler - Auto Parts Technician	A19
Materials Testing Technician	A34
Mechanical Maintenance Foreperson	A31
Mechanical Maintenance Worker	G29
Medical Director	AN
Messenger Clerk	AN
Meter Reader	A21
Nutrition Meal Server	AN

Nutrition Site Manager	AN
Office Assistant	A12
Office Records Specialist	A19
Office Specialist II	A18
Office Specialist III	A22
Office Specialist III - Unit 5	A22
Office Specialist IV	A24
Office Specialist to the City Clerk	A22
Office Specialist to the City Council	A20
Park Foreperson	A33
Park Maintenance Crafts Worker	G29
Payroll Analyst	A33
Permit Technician	A23
Per Diem Dispatcher	AN
Per Diem Police Officer Special Events	AN
Planning Intern I	AN
Planning Intern II	AN
Plans Examiner	A39
Police Lieutenant	B43
Police Officer	B31
Police Records Specialist I	H18
Police Records Specialist II	H22
Police Records Supervisor	H26
Police Sergeant	B37
Pool Manager	AN
Power Account Clerk I	A19
Power Account Clerk III	A25
Power Analyst	A35
Power Contract Specialist	A33
Power Scheduling Operator	D1-37
Principal Electrical Estimator	D1-35
Principal Engineering Aide	A32
Principal Engineering Aide - Civil	A32
Program Coordinator-Public Benefits	A43
Project Manager	A35
Public Works Inspector	A33
Pump Maintenance Technician – Sewer	G27
Pump Maintenance Technician – Solar	G27
Pump Maintenance Technician – Water	G27
Purchasing Clerk	A19
Purchasing Utility Worker	A15
Receptionist Clerk	A12
Records Assistant	AN
Recreation Coordinator	A27
Recreation Coordinator - Therapeutics	A27
Recreation Instructor	AN
Recreation Leader I	AN
Recreation Leader II	AN
Recreation Leader III	AN
Recreation Office Assistant	AN
Recreation Program Coordinator	AN

**CLASSIFIED AND AS-NEEDED POSITIONS
AUTHORIZED CLASS TITLES AND SALARY RANGES FOR 2015-16**

Recreation Program Supervisor	A32
Recreation Specialist	AN
Recreation Supervisor	A32
Recruit Police Officer	A31
Resource Analyst II	A35
Senior Accounting Technician	A26
Senior Business Analyst	A38
Senior Center Coordinator	A27
Senior Communications Dispatcher	H34
Senior Customer Service Representative	A22
Senior Distribution Supervisor	A43
Senior Electric & Water System Operator	D1-40
Senior Electric Meter Technician	D1-38
Senior Electric Utility Engineer	E46
Senior Electric Utility Engr - Civil	E46
Senior Electric Utility Engr - Contracts	E46
Senior Electric Utility Engr - Control-Comm	E46
Senior Electric Utility Engr - Customer Svc	E46
Senior Electric Utility Engr - Distbn Plan	E46
Senior Electric Utility Engr - Generation	E46
Senior Electric Utility Engr - Prot Relay	E46
Senior Electric Utility Engr - Resource Pln	E46
Senior Electric Utility Engr - Substations	E46
Senior Electric Utility Engr – Transmission Operations Planning	E46
Senior Electric Utility Generation Tech.	D1-38
Senior Electrical Estimator	D1-31
Senior Electrician Technician	D1-38
Senior Energy Systems Analyst	A43
Senior Engineer (Civil)	E41
Senior Engineering Aide	A28
Senior Human Resources Assistant	A20
Senior Human Resources Technician	A24
Senior Inspector - Building	A39
Senior Inspector - Electrical	A39
Senior Inspector - Permit	A39
Senior Instrument and Control Technician	D1-38
Senior Key Customer Representative	A39
Senior Library Assistant	A25
Senior Library Page	AN
Senior Materials Handler	A23
Senior Permit Technician	A27
Senior Plans Examiner	A41
Senior Resource Analyst	A43
Senior Staff Aide	A30
Senior Tree Trimmer	G26
Senior Water Utility Engineer	E41
Service Coordinator-Inspector (Fiber)	D1-34
Service Coordinator-Inspector	D1-37
Sewer Inspection Technician	G27
Solid Waste Foreman/Forewoman	A35

Sports/Aquatics Coordinator	A21
Staff Aide I	A24
Staff Aide II	A26
Staff Aide II - Environmental Programs	A26
Staff Analyst I	A32
Staff Analyst II	A34
Street Foreman/Forewoman	A31
Street Maintenance Foreperson	A35
Street Maintenance Worker I	G19
Street Maintenance Worker II	G21
Street Maintenance Worker III	G23
Street Maintenance Worker IV	G29
Street Sweeper Operator	G28
Therapeutic Program Supervisor	A32
Time and Material Clerk	A28
Traffic Control Special Events	AN
Traffic Control Trainee	AN
Traffic Foreman/Forewoman	A31
Traffic Operations Engineer	E38
Troubleshooter	D1-38
Typist Clerk I (As-Needed)	A14
Typist Clerk II (As-Needed)	A18
Typist Clerk III (As-Needed)	A22
Underground Crew Leader	D1-36
Utility Crew Supervisor	A35
Utility Crew Supervisor - Water	A35
Utility Electrician Apprentice	D1-26
Utility Electrician Technician	D1-35
Utility Field Services Supervisor	A28
Utility Field Services Worker	A23
Utility Locator	D2-22
Utility Locator (Fiber)	D2-22
Utility Services Technician	A28
Utility Worker	G19
Water & Sewer Maintenance Worker I	G19
Water & Sewer Maintenance Worker II	G23
Water Meter and Service Supervisor	A34
Water Resource Planner	A34
Water Service Technician I	G25
Water Service Technician II	G27
Water Treatment Technician	G28
Water Utility Engineer	E34
Youth Activities Center Supervisor	A32

SCHEDULE OF MONTHLY SALARY RANGES

<u>ORGANIZATION</u>	<u>UNIT NO.</u>	<u>SCHEDULE</u>
Public Safety - Fire	1	C-C1
Public Safety - Police	2	B
Electrical Workers	3	D1-D2-D3
Professional Engineers	4	E
Management Confidential	5	A
Operating Engineers	6	G
Construction Technician	7	A
Administrative / Clerical	8	A
Public Safety Non-Sworn	10	H

SCHEDULE A

<u>Range</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>Range</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>Range</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
0	3037	3187	3350	3528	3710	16	4476	4713	4945	5202	5465	32	6630	6964	7316	7685	8060
1	3116	3269	3438	3618	3802	17	4593	4829	5073	5335	5608	33	6798	7141	7501	7872	8269
2	3187	3350	3528	3710	3892	18	4713	4945	5202	5465	5748	34	6964	7316	7685	8060	8480
3	3269	3438	3618	3802	3982	19	4829	5073	5335	5608	5884	35	7141	7501	7872	8269	8696
4	3350	3528	3710	3892	4071	20	4945	5202	5465	5748	6026	36	7316	7685	8060	8480	8910
5	3438	3618	3802	3982	4174	21	5073	5335	5608	5884	6182	37	7501	7872	8269	8696	9121
6	3528	3710	3892	4071	4276	22	5202	5465	5748	6026	6338	38	7685	8060	8480	8910	9334
7	3618	3802	3982	4174	4376	23	5335	5608	5884	6182	6486	39	7872	8269	8696	9121	9569
8	3710	3892	4071	4276	4476	24	5465	5748	6026	6338	6630	40	8060	8480	8910	9334	9808
9	3802	3982	4174	4376	4593	25	5608	5884	6182	6486	6798	41	8269	8696	9121	9569	10051
10	3892	4071	4276	4476	4713	26	5748	6026	6338	6630	6964	42	8480	8910	9334	9808	10298
11	3982	4174	4376	4593	4829	27	5884	6182	6486	6798	7141	43	8696	9121	9569	10051	10561
12	4071	4276	4476	4713	4945	28	6026	6338	6630	6964	7316	44	8910	9334	9808	10298	10818
13	4174	4376	4593	4829	5073	29	6182	6486	6798	7141	7501	45	9121	9569	10051	10561	11086
14	4276	4476	4713	4945	5202	30	6338	6630	6964	7316	7685	46	9334	9808	10298	10818	11356
15	4376	4593	4829	5073	5335	31	6486	6798	7141	7501	7872						

SCHEDULE B

<u>Range</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>Range</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>Range</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
31	8817	9254	9720	10206	10714	36	9960	10459	10984	11533	12108	41	11251	11814	12406	13023	13675
32	9036	9487	9960	10459	10984	37	10206	10714	11251	11814	12406	42	11533	12108	12712	13348	14016
33	9254	9720	10206	10714	11251	38	10459	10984	11533	12108	12712	43	11814	12406	13023	13675	14354
34	9487	9960	10459	10984	11533	39	10714	11251	11814	12406	13023	44	12108	12712	13348	14016	14717
35	9720	10206	10714	11251	11814	40	10984	11533	12108	12712	13348	45	12406	13023	13675	14354	15078

SCHEDULE C

<u>Range</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>Range</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>Range</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
30	8371	8784	9234	9691	10178	35	9463	9936	10430	10953	11510	40	10679	11230	11794	12375	13012
31	8579	9010	9463	9936	10430	36	9691	10178	10679	11230	11794	41	10953	11510	12085	12694	13340
32	8784	9234	9691	10178	10679	37	9936	10430	10953	11510	12085	42	11230	11794	12375	13012	13662
33	9010	9463	9936	10430	10953	38	10178	10679	11230	11794	12375						
34	9234	9691	10178	10679	11230	39	10430	10953	11510	12085	12694						

SCHEDULE C1

<u>Range</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>Range</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>Range</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
18	6364	6681	7014	7364	7730	28	8115	8517	8938	9396	9861	38	10356	10866	11427	12000	12592
19	6521	6846	7187	7545	7919	29	8313	8728	9167	9629	10109	39	10611	11147	11714	12296	12916
20	6681	7014	7364	7730	8115	30	8517	8938	9396	9861	10356	40	10866	11427	12000	12592	13240
21	6846	7187	7545	7919	8313	31	8728	9167	9629	10109	10611	41	11147	11714	12296	12916	13571
22	7014	7364	7730	8115	8517	32	8938	9396	9861	10356	10866	42	11427	12000	12592	13240	13901
23	7187	7545	7919	8313	8728	33	9167	9629	10109	10611	11147						
24	7364	7730	8115	8517	8938	34	9396	9861	10356	10866	11427						
25	7545	7919	8313	8728	9167	35	9629	10109	10611	11147	11714						
26	7730	8115	8517	8938	9396	36	9861	10356	10866	11427	12000						
27	7919	8313	8728	9167	9629	37	10109	10611	11147	11714	12296						

SCHEDULE OF MONTHLY SALARY RANGES (Continued)

SCHEDULE D1

Range	1	2	3	4	5	Range	1	2	3	4	5	Range	1	2	3	4	5
24	6595	6940	7273	7638	8006	30	7638	8006	8402	8831	9256	36	8831	9256	9721	10227	10748
25	6768	7108	7456	7821	8201	31	7821	8201	8615	9045	9489	37	9045	9489	9975	10487	11017
26	6940	7273	7638	8006	8402	32	8006	8402	8831	9256	9721	38	9256	9721	10227	10748	11282
27	7108	7456	7821	8201	8615	33	8201	8615	9045	9489	9975	39	9489	9975	10487	11017	11568
28	7273	7638	8006	8402	8831	34	8402	8831	9256	9721	10227	40	9721	10227	10748	11282	11851
29	7456	7821	8201	8615	9045	35	8615	9045	9489	9975	10487						

SCHEDULE D2

Range	1	2	3	4	5	Range	1	2	3	4	5	Range	1	2	3	4	5
18	5695	5984	6297	6617	6943	21	6141	6457	6781	7117	7474	23	6457	6781	7117	7474	7841
19	5839	6141	6457	6781	7117	22	6297	6617	6943	7291	7658	24	6617	6943	7291	7658	8026
20	5984	6297	6617	6943	7291												

SCHEDULE D3

Range	1	2	3	4	5	Range	1	2	3	4	5	Range	1	2	3	4	5
32	7509	7879	8272	8675	9113	35	8077	8476	8896	9348	9831	37	8476	8896	9348	9831	10313
33	7692	8077	8476	8896	9348	36	8272	8675	9113	9582	10081	38	8675	9113	9582	10081	10545
34	7879	8272	8675	9113	9582												

SCHEDULE E

Range	1	2	3	4	5	Range	1	2	3	4	5	Range	1	2	3	4	5
32	7000	7337	7718	8090	8496	37	7903	8294	8711	9162	9613	42	8928	9391	9837	10334	10861
33	7171	7529	7903	8294	8711	38	8090	8496	8928	9391	9837	43	9162	9613	10086	10595	11124
34	7337	7718	8090	8496	8928	39	8294	8711	9162	9613	10086	44	9391	9837	10334	10861	11386
35	7529	7903	8294	8711	9162	40	8496	8928	9391	9837	10334	45	9613	10086	10595	11124	11671
36	7718	8090	8496	8928	9391	41	8711	9162	9613	10086	10595	46	9837	10334	10861	11386	11949

SCHEDULE G

Range	1	2	3	4	5	Range	1	2	3	4	5	Range	1	2	3	4	5
16	4601	4852	5084	5342	5623	21	5212	5477	5770	6061	6359	26	5916	6205	6515	6828	7159
17	4726	4967	5212	5477	5770	22	5342	5623	5916	6205	6515	27	6061	6359	6676	6996	7343
18	4852	5084	5342	5623	5916	23	5477	5770	6061	6359	6676	28	6205	6515	6828	7159	7527
19	4967	5212	5477	5770	6061	24	5623	5916	6205	6515	6828	29	6359	6676	6996	7343	7709
20	5084	5342	5623	5916	6205	25	5770	6061	6359	6676	6996	30	6515	6828	7159	7527	7894

SCHEDULE H

Range	1	2	3	4	5	Range	1	2	3	4	5	Range	1	2	3	4	5
0	3360	3524	3703	3900	4101	16	4945	5205	5465	5748	6038	32	7328	7695	8087	8489	8909
1	3442	3613	3799	4002	4201	17	5078	5333	5607	5898	6197	33	7513	7891	8289	8700	9139
2	3524	3703	3900	4101	4301	18	5205	5465	5748	6038	6355	34	7695	8087	8489	8909	9371
3	3613	3799	4002	4201	4402	19	5333	5607	5898	6197	6505	35	7891	8289	8700	9139	9609
4	3703	3900	4101	4301	4499	20	5465	5748	6038	6355	6656	36	8087	8489	8909	9371	9847
5	3799	4002	4201	4402	4612	21	5607	5898	6197	6505	6828	37	8289	8700	9139	9609	10082
6	3900	4101	4301	4499	4725	22	5748	6038	6355	6656	7002	38	8489	8909	9371	9847	10318
7	4002	4201	4402	4612	4838	23	5898	6197	6505	6828	7165	39	8700	9139	9609	10082	10577
8	4101	4301	4499	4725	4945	24	6038	6355	6656	7002	7328	40	8909	9371	9847	10318	10839
9	4201	4402	4612	4838	5078	25	6197	6505	6828	7165	7513	41	9139	9609	10082	10577	11112
10	4301	4499	4725	4945	5205	26	6355	6656	7002	7328	7695	42	9371	9847	10318	10839	11381
11	4402	4612	4838	5078	5333	27	6505	6828	7165	7513	7891	43	9609	10082	10577	11112	11670
12	4499	4725	4945	5205	5465	28	6656	7002	7328	7695	8087	44	9847	10318	10839	11381	11955
13	4612	4838	5078	5333	5607	29	6828	7165	7513	7891	8289	45	10082	10577	11112	11670	12254
14	4725	4945	5205	5465	5748	30	7002	7328	7695	8087	8489	46	10318	10839	11381	11955	12552
15	4838	5078	5333	5607	5898	31	7165	7513	7891	8289	8700						

AS-NEEDED SALARY SCHEDULE

Salary Range					
Job Title	A	B	C	D	E
	<u>PAY RATES</u>				
Associate Consultant	\$ 15.000	\$ 16.900	\$ 18.800	\$ 20.700	\$ 22.600
Consultant	25.000	30.000	35.000	40.000	45.000
Crossing Guard	12.283	13.399	14.069	14.773	15.511
Emergency Medical Technician Special Events	16.000	17.000	18.000	19.000	20.000
Exam Proctor	10.000	10.500	11.025	11.576	12.155
Fire Inspector Aide	17.043	17.895	18.790	-	-
Head Proctor	10.528	11.055	11.607	12.188	12.797
Instructor-Lifeguard	12.350	12.968	13.616	-	-
Intern	10.000	11.000	12.000	13.000	14.000
Laborer	11.943	12.540	13.167	13.825	14.517
Law Clerk I	16.444	17.267	18.131	19.037	19.989
Law Clerk II	19.434	20.405	21.426	22.498	23.623
Library Page	10.000	10.500	11.025	11.576	12.155
Library Technology Aide	12.025	12.626	13.258	13.920	14.616
Lifeguard	10.000	10.500	11.025	-	-
Medical Director	100.000	-	-	-	-
Messenger Clerk	9.000	9.450	9.923	10.419	10.940
Nutrition Meal Server	14.750	-	-	-	-
Nutrition Site Manager	19.350	-	-	-	-
Per Diem Dispatcher	40.000	-	-	-	-
Per Diem Police Officer Special Events	55.000	-	-	-	-
Planning Intern I	15.823	16.613	17.443	-	-
Planning Intern II	19.633	20.615	21.646	22.728	23.865
Pool Manager	14.320	15.036	15.788	-	-
Records Assistant	11.178	11.737	12.323	12.940	13.587
Recreation Leader I	9.000	9.450	9.923	-	-
Recreation Leader II	10.600	11.130	11.687	-	-
Recreation Leader III	11.510	12.086	12.690	13.324	13.990
Recreation Office Assistant	12.405	13.026	13.678	14.362	15.080
Recreation Instructor	12.405	13.026	13.678	14.362	15.080
Recreation Prog. Coordinator	16.107	16.912	17.758	18.646	19.578
Recreation Specialist	12.405	13.026	13.678	14.362	15.080
Senior Library Page	10.930	11.477	12.050	12.653	13.285
Traffic Control Special Events	22.000	-	-	-	-
Traffic Control Trainee	9.000	9.450	9.923	10.419	10.940



City of Santa Clara

The Center of What's Possible

City Council



City Council Department

Department Summary	2013-14 Actuals	2014-15 Adopted	2015-16 Budget
City Council Operations	\$ 264,342	\$ 338,071	\$ 420,080
Total Department Expenditures	\$ 264,342	\$ 338,071	\$ 420,080
Total Full Time Positions	8.50	8.50	9.00
Total Department Revenue	\$ 785	\$ -	\$ -

Department Mission

Establish City policies and ordinances to ensure the development and maintenance of a balanced and stable community for citizens.

Department Overview

The City Council consists of a Mayor and six Council Members who are elected at large by the citizens of Santa Clara and serve staggered four-year terms. The Council, as the legislative body, represents the citizens of Santa Clara and is empowered by the City Charter to formulate Citywide policy, enact local legislation, adopt budgets, and appoint the City Manager, City Attorney, and City Auditor. The Council conducts City Council meetings and study sessions as required.

The Mayor and Council Members serve on county, regional, and state organizations representing the City's interests. The Mayor and Council Members also serve as Agency and Authority Members of the Sports & Open Space Authority, the Industrial Development Authority, the Joint Financing Authority, the Stadium Authority and the Housing Authority.

Council Goals

- Promote and enhance economic and housing development
- Ensure fiscal responsibility
- Enhance community sports and recreational assets
- Deliver and enhance high quality efficient services and infrastructure
- Balance the emerging economic opportunities with the needs of our community

City Council Department (continued)

Resource Level Changes

The City Council increased the hours of a part-time Office Specialist position to full-time in order to support City Councilmembers with administrative tasks.

Divisions and Programs

City Council Operations

- ◆ City Council Operations

2014-15 Department Accomplishments

- Responded to all received concerns and inquiries within one business day.
- Approved proclamations and processed in time for proclaimed events.
- All travel requests and reimbursements processed within two weeks of receiving needed receipts and documentation.
- Responded to all requests for Mayor and/or Council's appearance within one week of request.
- Maintained Mayor and Council calendar, listing all committees and community meetings.
- Updated list of Awards and Plaques received by the City of Santa Clara.
- Coordinated updates to the Council Committee List between outside agencies, City staff, and Mayor.

CITY OF SANTA CLARA

CITY COUNCIL

Jamie L. Matthews
Mayor of the City of Santa Clara
Term of Office: 2014 – 2018
(2nd Term)

Patrick Kolstad, Councilmember
Term of Office: 2014 – 2018
(2nd Term)
Council Seat 2

Dominic J. Caserta, Councilmember
Term of Office: 2014 – 2018
(1st Term)
Council Seat 5

Debi Davis, Councilmember
Term of Office: 2012 – 2016
(1st Term)
Council Seat 3

Lisa M. Gillmor, Councilmember
Term of Office: 2012 – 2016
(1st Term)
Council Seat 6

Jerry Marsalli, Councilmember
Term of Office: 2012 – 2016
(1st Term)
Council Seat 4

Teresa O'Neill, Councilmember
Term of Office: 2012 – 2016
1st Term
Council Seat 7

City Council Department (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions		Salary	
		2014-15 Adopted	2015-16 Budget	2014-15 Adopted	2015-16 Budget
	Mayor (Stipend)	1.00	1.00	\$ 18,096	\$ 18,596
	City Council Member (Stipend)	6.00	6.00	68,604	70,402
Uncl	Executive Asst. to Mayor & City Council	1.00	1.00	88,632	103,152
A20	Office Specialist to City Council	0.50	1.00	29,586	59,340
	Premium			700	5,858
	Stipend	<u> </u>	<u> </u>	<u>2,956</u>	<u>2,031</u>
	Salary & Wages-Regular	8.50	9.00	208,574	259,379
	Salary & Wages-Overtime/Vacation Relief	<u> </u>	<u> </u>	<u>500</u>	<u>500</u>
	Total	<u>8.50</u>	<u>9.00</u>	<u>\$ 209,074</u>	<u>\$ 259,879</u>

Department: City Council

Division: City Council Operations

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
City Council Operations	\$ 264,342	\$ 338,071	\$ 420,080	\$ 82,009
Total Expenditures	<u>\$ 264,342</u>	<u>\$ 338,071</u>	<u>\$ 420,080</u>	<u>\$ 82,009</u>
Full Time Positions	8.50	8.50	9.00	0.50
Total Direct Revenue	\$ 785	\$ -	\$ -	\$ -

Division Mission

Assist the Mayor and Council Members with implementation of established policies, goals, and objectives.

Division Highlights

- Assist Mayor and Council Members with implementation of their established goals and objectives.
- Assist Mayor and Council Members in scheduling appointments, making travel arrangements, and corresponding with legislators, constituents and residents.
- Assist with the coordination of meetings for several City committees and several area wide/outside agency committees.
- Provide Mayor and Council Members with summaries of citizen input on controversial issues and coordinate citizen complaints.
- Assist Mayor and Council Members with policy, procedures, and office setup.
- Coordinate and prepare proclamations for presentation or posting.
- Maintain smooth operations of office procedures and policies.

Division: City Council Operations

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
City Council Operations				
Mayor (Stipend)	1.00	1.00	1.00	-
City Council Member (Stipend)	6.00	6.00	6.00	-
Executive Assistant to Mayor & City Council	1.00	1.00	1.00	-
Office Specialist to City Council	0.50	0.50	1.00	0.50
Subtotal	<u>8.50</u>	<u>8.50</u>	<u>9.00</u>	<u>0.50</u>
Total Division Positions	<u>8.50</u>	<u>8.50</u>	<u>9.00</u>	<u>0.50</u>

Division: City Council Operations

Program: City Council Operations

Number: 001/1611

Program Mission: Provide coordination of Council Committees and outside agencies, execute Council correspondence, respond to citizen requests for service and complaints, and coordinate elected City Official representation at community events.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 175,938	\$ 209,074	\$ 259,879	\$ 50,805
Benefits	64,155	82,011	108,865	26,854
Other Operating Expenditures	11,939	41,603	44,780	3,177
Interfund Services	12,310	5,383	6,556	1,173
Total Expenditures	<u>\$ 264,342</u>	<u>\$ 338,071</u>	<u>\$ 420,080</u>	<u>\$ 82,009</u>
Full Time Positions	8.50	8.50	9.00	0.50

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Forward all citizen concerns and inquiries to City Manager within one business day.	100%	100%	100%	100%
2. Percent of approved proclamations processed in time for proclaimed event.	100%	100%	100%	100%
3. Percent of all travel requests and reimbursements processed within two weeks of receiving needed documentation and receipts.	100%	100%	100%	100%
4. Percent of response to all requests for Council's personal appearance at events within two weeks of requests.	100%	100%	100%	100%



City of Santa Clara

The Center of What's Possible

City Clerk



City Clerk Department

Department Summary	2013-14 Actuals	2014-15 Adopted	2015-16 Budget
City Clerk	\$ 863,939	\$ 1,155,681	\$ 1,092,768
Total Department Expenditures	<u>\$ 863,939</u>	<u>\$ 1,155,681</u>	<u>\$ 1,092,768</u>
Total Full Time Positions	5.00	5.00	5.00
Total Department Revenue	\$ 325	\$ -	\$ -

Department Mission

Maintain accurate and up-to-date records of the proceedings and actions of the City Council, engage voters in the process of and conduct the municipal elections, keep informed on matters before the City Council, and provide information and assistance to the Council, staff and the public regarding City services and policies.

Department Overview

The City Clerk attends all meetings of the City Council, maintains accurate and up-to-date records of the proceedings of those meetings and makes those records open to public inspection. The City Clerk administers municipal elections, campaign and disclosure laws, and Campaign Finance Ordinance and the Democracy Santa Clara Program to build public trust. The Clerk is the custodian of the seal of the City, administers oaths of affirmation pertaining to the affairs and business of the City and also certifies copies of official records.

The Department's focus in the 2015-16 budget year will be:

To work with the City Manager's Office and Information Technology to evaluate and stabilize updated agenda processing software, including electronic review and approval of material.

To adjust and improve the information management and query features for the Document Imaging Program, allowing more effective access to the agenda and accompanying records by City staff and public.

To continue to work with the City Attorney and Information Technology to ensure integrity and compliance of the Records Retention Program, including the revision of all Retention Schedules.

To continue to provide prompt and thorough responses to requests for public records and to assure that all official records and documents are accessible by the public.

To work with the City Attorney, City Manager's Office, Ethics Committee and public to evaluate and implement the Political Campaign Finance Reform Act.

To work with the City Attorney's Office, City Manager's Office, Ethics Committee and public to conceptualize, research and implement the Democracy Santa Clara Program, community building and voter engagement projects.

City Clerk Department (continued)

Resource Level Changes

No changes to benefited staffing levels.

Divisions and Programs

City Clerk

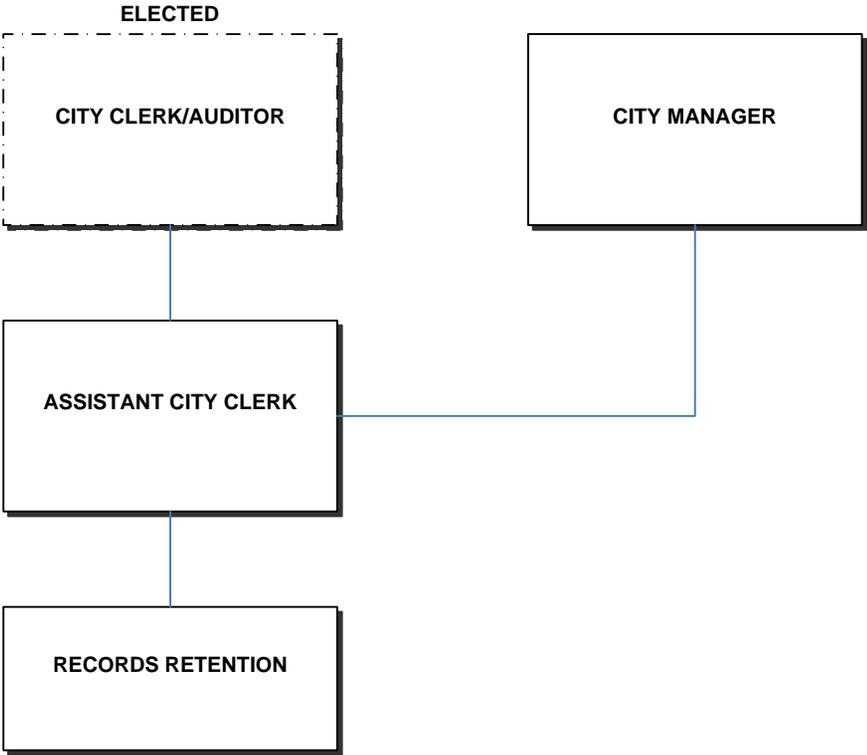
- ◆ Council/Administration Support
- ◆ Public Information/Legislative Records Management
- ◆ Elections/Political Reform Act
- ◆ City Auditor

2014-15 Department Accomplishments

- Won the International Institute of Municipal Clerks' 2015 Program Excellence in Governance Award, the highest technical honor in the City Clerk profession.
- Implemented election-outreach programs for the November 2014 General Municipal election that saw 3.68% higher municipal voter turnout and 10.71% less municipal voter fall-off.
- Created board and commission applicant outreach program that saw a 107% increase in applicants: from 1.8 applicants per advertised opening in 2012/2013 to 3.6 applicants per advertised opening in 2014.
- Completed a comprehensive improvement of City auditing functions and provided recommendations to the Council for consideration.
- Implemented a robust community/voter outreach project to increase engagement in the process of governance.
- Met Performance metrics at a level of 98.9% for Council/Administration Support, Public Information/Legislative Records Management, Elections/Political Reform and City Auditor.
- Processed 31,831 payroll checks and 13,003 vendor warrants.
- Processed 16,889 requests from citizens for records/information completed within one business day and responded to 7,911 requests for records/information from staff within one business day.

CITY OF SANTA CLARA

CITY CLERK'S OFFICE



City Clerk Department (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions		Salary	
		2014-15 Adopted	2015-16 Budget	2014-15 Adopted	2015-16 Budget
Uncl	City Clerk/City Auditor	1.00	1.00	\$ 159,624	\$ 177,108
Uncl	Assistant City Clerk	1.00	1.00	102,072	103,944
A24	Staff Aide I	1.00	1.00	79,961	67,278
A22	Office Specialist to the City Clerk	1.00	1.00	66,147	69,810
A19	Office Records Specialist	1.00	1.00	72,107	72,312
	Premium			-	5,197
	Stipend			11,998	6,131
	Salary & Wages-Regular	5.00	5.00	491,909	501,780
	Salary & Wages-As Needed			26,806	108,160
	Salary & Wages-Overtime/Vacation Relief			5,000	5,000
	Total	5.00	5.00	\$ 523,715	\$ 614,940

Department: City Clerk

Division: City Clerk

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Council/Administration Support	\$ 335,472	\$ 282,375	\$ 376,253	\$ 93,878
Public Information/Legislative Records Mgmt.	186,104	220,269	230,416	10,147
Elections/Political Reform Act	160,817	494,674	329,353	(165,321)
City Auditor	181,546	158,363	156,746	(1,617)
Total Expenditures	<u>\$ 863,939</u>	<u>\$ 1,155,681</u>	<u>\$ 1,092,768</u>	<u>\$ (62,912)</u>
Full Time Positions	5.00	5.00	5.00	0.00
Total Direct Revenue	\$ 325	\$ -	\$ -	\$ -

Division Mission

Maintain and ensure that all official records and documents are accessible to the public; assure timely publication, posting and/or mailing of ordinances, resolutions, and other notices; attend and keep an accurate record of Council meetings; engage voters in the process of and conduct the municipal elections; audit and approve the payment of bills and the issuance of checks ensuring internal procedures are followed; and respond to all requests for information efficiently and courteously.

Division Highlights

- Continue to work with all City departments to ensure accuracy of the Records Retention Schedules with emphasis on electronic records and historical and vital records.
- Continue to work with the Information Technology and the City Attorney's Office to ensure integrity and compliance with the Records Retention Program, including updating the Records Retention Schedules.
- Continue training for the records management software for City staff and work with departments in inventorying and classifying records.
- Continue to track agreements for all City departments to ensure that active agreements are readily available and inactive agreements are retained according to retention schedules.
- Work with the City Attorney, City Manager's Office and Ethics Committee to evaluate and implement the Campaign Finance Ordinance and Vote Ethics programs to build public trust.

Division: City Clerk

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Council/Administration Support				
City Clerk/City Auditor	0.44	0.44	0.44	-
Assistant City Clerk	0.35	0.35	0.35	-
Staff Aide I	0.40	0.15	0.15	-
Office Specialist to the City Clerk	0.30	0.30	0.30	-
Office Records Specialist	0.10	0.10	0.10	-
Subtotal	<u>1.59</u>	<u>1.34</u>	<u>1.34</u>	<u>-</u>
Public Information/Legislative Records Management				
City Clerk/City Auditor	0.13	0.13	0.13	-
Assistant City Clerk	0.30	0.30	0.30	-
Staff Aide I	0.30	0.15	0.15	-
Office Specialist to the City Clerk	0.40	0.40	0.40	-
Office Records Specialist	0.30	0.30	0.30	-
Subtotal	<u>1.43</u>	<u>1.28</u>	<u>1.28</u>	<u>-</u>
Elections/Political Reform Act				
City Clerk/City Auditor	0.38	0.38	0.38	-
Assistant City Clerk	0.05	0.25	0.25	-
Staff Aide I	0.15	0.30	0.30	-
Office Specialist to the City Clerk	0.25	0.25	0.25	-
Office Records Specialist	0.05	0.05	0.05	-
Subtotal	<u>0.88</u>	<u>1.23</u>	<u>1.23</u>	<u>-</u>
City Auditor				
City Clerk/City Auditor	0.05	0.05	0.05	-
Assistant City Clerk	0.30	0.10	0.10	-
Staff Aide I	0.15	0.40	0.40	-
Office Specialist to the City Clerk	0.05	0.05	0.05	-
Office Records Specialist	0.55	0.55	0.55	-
Subtotal	<u>1.10</u>	<u>1.15</u>	<u>1.15</u>	<u>-</u>
Total Division Positions	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>-</u>

Division: City Clerk**Program: Council/Administration Support**

Number: 001/2311

Program Mission: Coordinate, prepare, and assure timely distribution of Council agenda materials and timely preparation of minutes; to respond to citizens, City Council and City staff requests for information and services in a timely manner.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 207,677	\$ 180,440	\$ 269,460	\$ 89,020
Benefits	66,492	74,009	77,513	3,504
Other Operating Expenditures	53,611	23,131	20,821	(2,310)
Interfund Services	7,692	4,795	8,459	3,664
Total Expenditures	\$ 335,472	\$ 282,375	\$ 376,253	\$ 93,878
Full Time Positions	1.59	1.34	1.34	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of Council minutes approved within four weeks.	100%	100%	90%	90%
2. Percent of Council minutes approved without amendment.	100%	97%	100%	100%

Division: City Clerk**Program: Public Information/Legislative Records Management**

Number: 001/2312

Program Mission: Administer City records as required by State law in accordance with approved retention and destruction schedules; respond to requests for information and services in a timely manner.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 108,793	\$ 114,244	\$ 116,900	\$ 2,656
Benefits	51,723	59,416	61,886	2,470
Other Operating Expenditures	21,317	43,211	45,511	2,300
Interfund Services	4,270	3,398	6,120	2,722
Total Expenditures	\$ 186,104	\$ 220,269	\$ 230,416	\$ 10,147
Full Time Positions	1.43	1.28	1.28	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of records authorized and provided by the department for destruction are destroyed within 30 days.	100%	100%	100%	100%
2. Percent of requests for records filled within one business day.	100%	100%	100%	100%
3. Number of documents processed.	955	949	1,200	1,200

Division: City Clerk**Program: Elections/Political Reform Act****Number: 001/2313**

Program Mission: Administer municipal elections in even-numbered years and Fair Political Practices Commission (FPPC) Filing Officer duties in accordance with the State Elections Code and the Political Reform Act.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 91,019	\$ 133,563	\$ 137,520	\$ 3,957
Benefits	41,028	65,989	68,740	2,751
Other Operating Expenditures	25,069	291,825	116,825	(175,000)
Interfund Services	3,700	3,297	6,268	2,971
Total Expenditures	<u>\$ 160,817</u>	<u>\$ 494,674</u>	<u>\$ 329,353</u>	<u>\$ (165,321)</u>
Full Time Positions	0.88	1.23	1.23	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of Campaign Disclosure Statements distributed.	100%	100%	100%	100%
2. Number of Campaign Disclosures Statements processed.	22	163	100	100
3. Number of Conflict of Interest forms processed.	223	248	200	200
4. Number of elections held.	0	1	1	0

Division: City Clerk**Program: City Auditor****Number: 001/2321**

Program Mission: Ensure that internal accounting control procedures and City policies regarding disbursement of funds are followed.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 104,746	\$ 95,468	\$ 91,061	\$ (4,407)
Benefits	63,183	49,603	49,934	331
Other Operating Expenditures	10,226	9,900	9,900	-
Interfund Services	3,390	3,392	5,852	2,460
Total Expenditures	<u>\$ 181,546</u>	<u>\$ 158,363</u>	<u>\$ 156,746</u>	<u>\$ (1,617)</u>
Full Time Positions	1.10	1.15	1.15	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of warrants audited.	13,893	13,003	20,000	20,000
2. Number of travel reports audited.	265	287	750	750
3. Number of payroll checks processed.	30,761	31,831	35,000	35,000



City of Santa Clara

The Center of What's Possible

City Attorney



City Attorney Department

Department Summary	2013-14 Actuals	2014-15 Adopted	2015-16 Budget
City Attorney	\$ 1,332,815	\$ 1,419,401	\$ 1,481,557
Total Department Expenditures	\$ 1,332,815	\$ 1,419,401	\$ 1,481,557
Total Full Time Positions	6.00	6.00	6.00
Total Department Revenue	\$ 1,553	\$ -	\$ -

Department Mission

To provide timely legal services of only the highest quality to the City Council, policy makers and staff with a commitment to professionalism

Department Overview

Under the Charter of the City of Santa Clara (Section 908), the responsibilities of the City Attorney's Office consist of the following:

- Represent and advise the City Council and all City officers in all matters of law pertaining to their offices.
- Represent and appear on behalf of the City and any City officer or employee in all legal actions or proceedings which the City or any such officer or employee, in or by reason of his/her official capacity is a party.
- Provide the City Council with information and advice regarding ongoing litigation and legislation affecting the City.
- Attend all meetings of the City Council and give advice or an opinion in writing whenever requested to do so by the City Council or officers of the City.
- Staff board and commission meetings as necessary.
- Approve the form of all bonds given to and all contracts made by the City, endorsing approval thereon in writing.
- Review and approve all ordinances and resolutions and amendments thereof.
- Prosecute cases for violation of the Charter and City ordinances.
- Assist and provide training on current issues in the law and City policy as needed.

The City Attorney's Office will continue to provide legal advice and support on matters initiated by the City Council, City Manager's Office and City departments, including review and negotiation of contracts, leases, licenses, policies and other documents related to the day-to-day operations of the City.

City Attorney Department (continued)

Resource Level Changes

No changes to benefited staffing levels.

Divisions and Programs

City Attorney

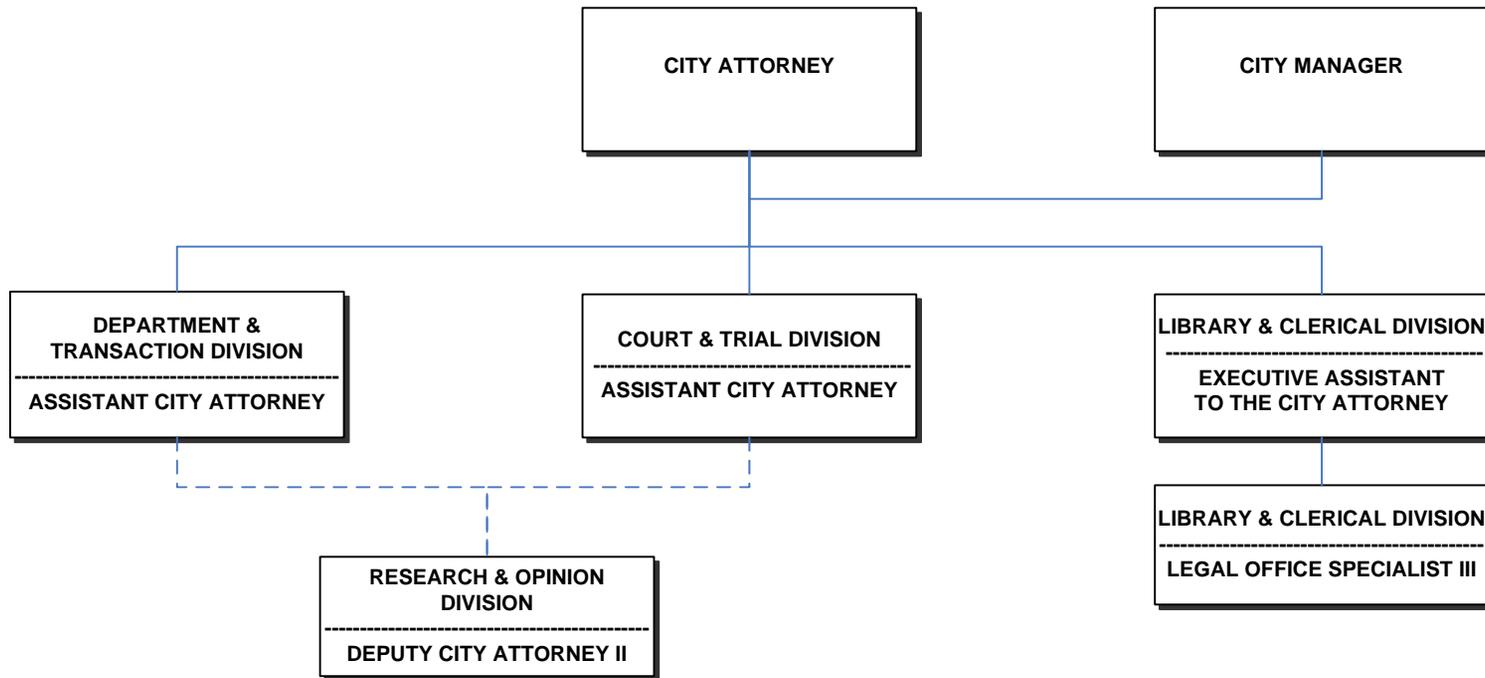
- ◆ Administration
- ◆ Litigation

2014-15 Department Accomplishments

- Completed the following agreements:
 - DR Horton / Gallery at Central Park: final phases of development
 - Irvine Company projects: Santa Clara Square, Mission Town Center
 - Negotiated with Nvidia to preserve \$5M in traffic mitigation fees
 - Preliminary Agreements for Google Fiber
 - Related Santa Clara LLC project (Ongoing)
 - Single-family residential design guidelines
 - Telecommunication and cable matters, including responding to recent changes in federal law (Ongoing)
 - Updates to land use element of General Plan
 - Various Super Bowl Agreements
- - Drafted the following ordinances:
 - Boarding House Ordinance
 - Campaign Finance Ordinance (Updated)
 - Housing Ordinances to comply with changes to state law, including, density bonuses, reasonable accommodation, transitional housing, etc.
 - Parkland Dedication Ordinance
 - Zoning Ordinance Update (Ongoing)

CITY OF SANTA CLARA

CITY ATTORNEY'S OFFICE



City Attorney Department (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions		Salary	
		2014-15 Budget	2015-16 Budget	2014-15 Budget	2015-16 Budget
Uncl	City Attorney	1.00	1.00	\$ 227,928	\$ 232,104
Uncl	Assistant City Attorney	2.00	2.00	357,852	369,732
Uncl	Deputy City Attorney I/II	1.00	1.00	116,568	101,304
Uncl	Executive Assistant to City Attorney	1.00	1.00	94,008	95,736
A24	Legal Office Specialist III	1.00	1.00	79,344	79,560
	Premium Pay			-	29,607
	Stipend			21,893	10,980
	Salary & Wages-Regular	6.00	6.00	897,593	919,023
	Salary & Wages-As Needed			14,000	28,832
	Total	6.00	6.00	\$ 911,593	\$ 947,855

Department: City Attorney

Division: City Attorney

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Administration	\$ 937,274	\$ 968,225	\$ 1,019,975	\$ 51,750
Litigation	395,541	451,176	461,582	10,406
Total Expenditures	<u>\$ 1,332,815</u>	<u>\$ 1,419,401</u>	<u>\$ 1,481,557</u>	<u>\$ 62,156</u>
Full Time Positions	6.00	6.00	6.00	-
Total Revenue	\$ 1,552.51	\$ -	\$ -	\$ -

Division Mission

Produce professional legal documents in conjunction with timely legal services to the City Council, policy makers, boards, commissions and staff in their official capacities

Division Highlights

- The City Attorney's office will attend all Council meetings and provide legal support to City Council including legal advice on Brown Act and Conflict of Interest law compliance.
- The City Attorney's office will provide legal support to staff on the following matters:
 - Assist Stadium Authority and staff in drafting ordinances and agreements ensuring public safety during Super Bowl 50;
 - Assist staff with personnel investigations and discipline;
 - Assist staff with comprehensive zoning ordinance update;
 - Collaborate with City departments to address impacts of the City's homeless residents;
 - Draft Neighborhood Preservation Ordinance;
 - Coordinate Administrative Hearing Program / Processes;
 - Initiate prosecutions when necessary to protect residents, employees and the environment;
 - Numerous development projects in the City, including:
 - Draft & negotiate Development Agreements for new projects;
 - Draft & negotiate amendments to Development Agreements, as stalled projects come back online;
 - Draft & negotiate agreements for Related Santa Clara LLC project;
 - Draft & negotiate agreements for Santa Clara Centennial Gateway LLC projects, Santa Clara Square, Mission Town Center, and other Irvine projects;
 - Negotiate revisions in affordable housing requirements with developers in light of recent legal restrictions on inclusionary zoning;
 - Provide update to Planning staff on changes to State law;
 - Draft Purchasing Ordinance and related standards;
 - Redevelopment Agency dissolution and related issues;
 - Respond to ethics and conflict-of-interest issues, including revisions to policies and regulations and analysis of financial interests under the Political Reform Act;
 - Telecommunication and cable matters and negotiations, including pole contact agreements, cell tower site issues, and PEG issues;
 - Work with Planning staff to establish standards for expedited processing of solar roof top systems, as required by recent changes to state law.
- The City Attorney's office will also continue to attend meetings of and provide legal support to:
 - City of Santa Clara Housing Authority
 - Civil Service Commission and Boards of Review
 - Planning Commission
 - Project Clearance Committee
 - Santa Clara Stadium Authority (SCSA)
 - Silicon Valley Animal Control Authority (SVACA)
 - Sports and Open Space Authority of the City of Santa Clara (SOSA)
 - Successor Agency to the City of Santa Clara Redevelopment Agency

Division: City Attorney

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Administration				
City Attorney	0.80	0.80	0.80	-
Assistant City Attorney	1.40	1.40	1.40	-
Deputy City Attorney I/II	0.50	0.50	0.50	-
Executive Assistant to City Attorney	0.70	0.70	0.70	-
Legal Office Specialist III	0.50	0.50	0.50	-
Subtotal	3.90	3.90	3.90	-
Litigation				
City Attorney	0.20	0.20	0.20	-
Assistant City Attorney	0.60	0.60	0.60	-
Deputy City Attorney I/II	0.50	0.50	0.50	-
Executive Assistant to City Attorney	0.30	0.30	0.30	-
Legal Office Specialist III	0.50	0.50	0.50	-
Subtotal	2.10	2.10	2.10	-
Total Division Positions	6.00	6.00	6.00	-

Division: City Attorney**Program: Administration****Number: 001/2411**

Program Mission: Provide excellent, prudent, ethical and effective legal advice and representation to the City Council, Board Members and Commissioners and City staff on all matters of law pertaining to their offices and duties, and hire and oversee all outside legal work associated with the same.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 607,874	\$ 621,316	\$ 654,191	\$ 32,875
Benefits	250,202	271,818	284,610	12,792
Other Operating Expenditures	53,285	56,591	56,591	-
Interfund Services	25,912	18,500	24,583	6,083
Total Expenditures	\$ 937,274	\$ 968,225	\$ 1,019,975	\$ 51,750
Full Time Positions	3.90	3.90	3.90	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of legal service requests reviewed within ten working days after receipt from Department.	2,062	1,839	1,379	1,379
2. Number of training sessions presented for City officials and staff.	5	5	5	5
3. Number of ordinances and resolutions drafted or reviewed by CAO.	199	132	140	140

Division: City Attorney**Program: Litigation****Number: 001/2412**

Program Mission: Provide excellent, prudent, ethical and effective representation to the City, its officers and employees in all administrative and legal actions to which the City or its officers or employees are, in their official capacities, named as parties, and hire and oversee all outside legal work associated with the same.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 259,837	\$ 290,277	\$ 293,664	\$ 3,387
Benefits	119,448	132,300	136,471	4,171
Other Operating Expenditures	4,346	19,969	19,969	-
Interfund Services	11,910	8,630	11,478	2,848
Total Expenditures	\$ 395,541	\$ 451,176	\$ 461,582	\$ 10,406
Full Time Positions	2.10	2.10	2.10	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Issue quarterly litigation status reports.	4	4	4	4
2. Review, on a quarterly basis, the status of all workers' compensation claims and provide direction regarding litigation and claim review as needed to City staff and outside counsel.	4	4	4	4
3. Prosecute cases for violations of City Code.	144	141	81	81



City of Santa Clara

The Center of What's Possible

City Manager

City Manager

General Administration

Housing and Community Services



City Manager Department

Department Summary	2013-14* Actuals	2014-15* Adopted	2015-16 Budget
City Manager	\$ 1,923,771	\$ 2,288,542	\$ 2,435,102
General Administration	4,244,167	4,876,470	4,008,344
Housing & Community Service	541,092	1,139,964	1,260,219
Total Department Expenditures	<u>\$ 6,709,030</u>	<u>\$ 8,304,976</u>	<u>\$ 7,703,665</u>
Total Full Time Positions	15.00	15.00	16.00
Total Department Revenue	\$ 515,691	\$ 204,013	\$ 493,456

Department Mission

Build and maintain through sound management principles, strong ethical practices and community participation, an effective City government organization and efficient services in accordance with City Council policies, City Charter, City Codes, and City Manager Directives.

Department Overview

The City Manager - who is the Chief Executive Officer of the City - is responsible for administration of the City in accordance with the City Council policy, Charter requirements and City Manager's Directives.

The City Manager prepares and submits the budget to Council in conformance with the Council's approved Budget Principles and advises Council of future financial needs of the City. The use of City-owned property is handled through the City Manager's Office, as are economic development, Sports & Open Space Authority, Stadium Authority, Housing Authority, community and media relations, Government Cable Channel 15 broadcasting and video services, special projects, research and contracts, citywide emergency services, training and safety, special agency activities, administration of key legislative issues, and managing the overall general administration budget. The City Manager's Office has taken on the additional responsibilities for the Successor Agency of the Redevelopment Agency due to the dissolution of redevelopment agencies in the State of California.

The City Manager's Office has direct responsibility for the administration and supervision of the City's emergency services operation, and the General Administration and Property Management budgets. Employee Relations and Equal Employment Opportunities are also a direct function of the City Manager's Department.

The Department is also responsible for administration of federal grants for housing and community development through the CDBG and HOME funds programs. The Housing and Community Services Division also administers the remaining City Redevelopment Agency's Low Income Housing Set-Aside Funds. The funds enable Santa Clara to provide services and assistance to lower income residents.

* Figures represent the move of the Housing and Community Services Division from the Planning and Inspection Department to the City Manager's Office in 2015-16. Fiscal Year 2013-14 and 2014-15 figures have been restated in this document.

City Manager Department (continued)

Resource Level Changes

The Department assumed responsibility for the Housing and Community Development Division previously assigned to the Department of Planning and Inspection. This was approved by Council at the July 15, 2014 meeting with the reclassification of the Housing/Community Services Division Manager position to a Deputy City Manager. As part of this action, the Deputy City Manager position assumed responsibility for the Housing and Community Development Division, therefore six positions from the Department of Planning and Inspection is now shown in the City Manager's Office for 2015-16. In addition, a new Management Analyst position will be added to the Housing and Community Development Division to assist with the housing operations.

Divisions and Programs

City Manager

- ◆ Management & Administration
- ◆ Successor Agency for the Redevelopment Agency/
SOSA/Housing Authority/Stadium Authority
Administration
- ◆ Property Management

General Administration

- ◆ Advertising/Community Promotion
- ◆ Contract Management
- ◆ Mandated Program Administration
- ◆ Video Services

Housing and Community Services*

- ◆ Federal & State Grant Administration
- ◆ Neighborhood Conservation & Improvements
- ◆ Community Development Projects
- ◆ Affordable Housing

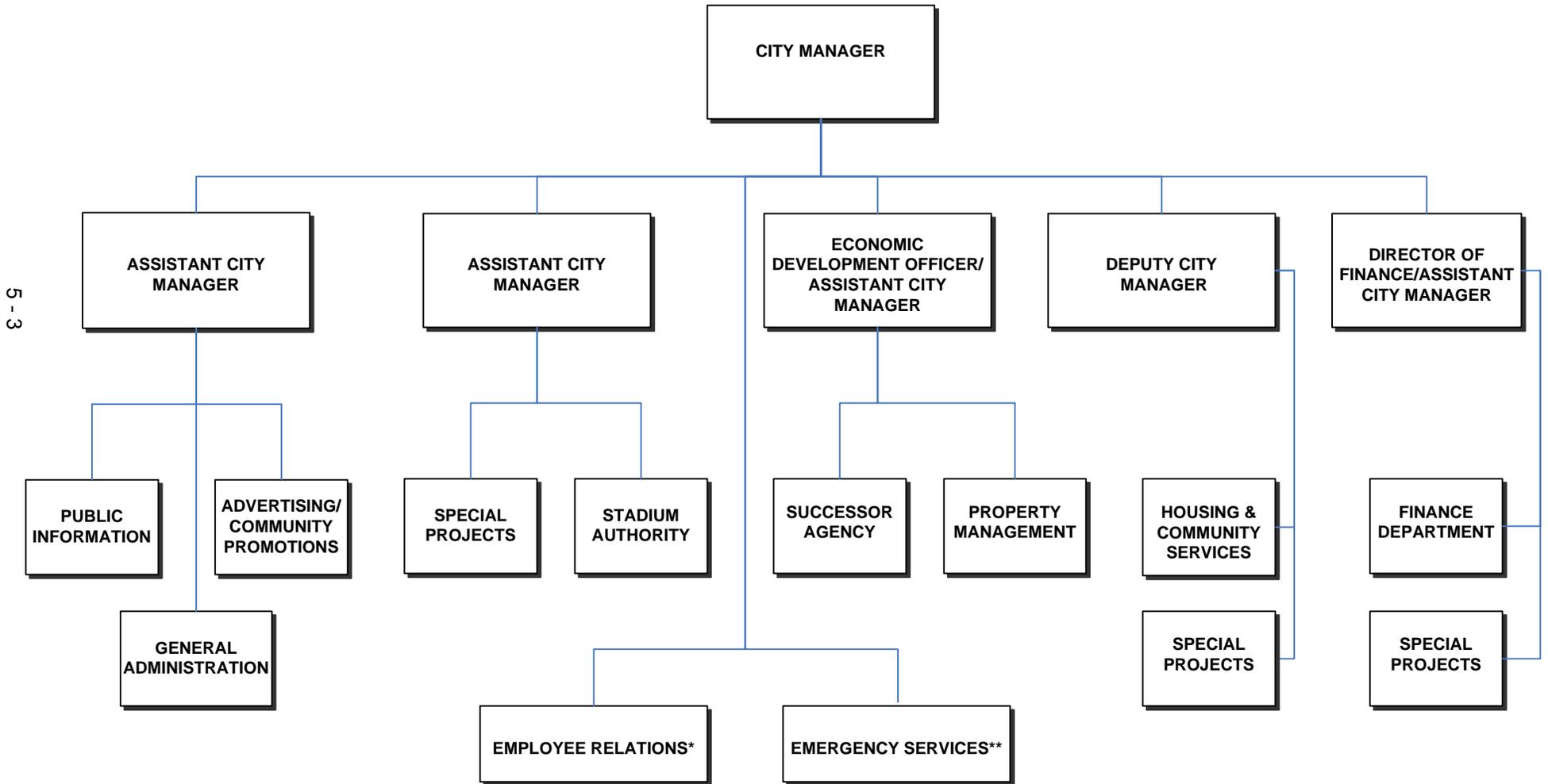
2014-15 Department Accomplishments

- Provided strategic direction and support to all Departments on key initiatives.
- Completed Supplemental Term Sheet with Related for Tasman Lots in the CityPlace Santa Clara project.
- Had a grand opening and completed successful inaugural year of Levi's Stadium operation.
- Completed selection process for City of Santa Clara branding and began citywide implementation.
- Issued request for proposals for 90 N. Winchester Blvd Senior Affordable Housing Development.
- Physically relocated Housing and Community Services Division from Civic Center Drive to City Hall East Wing.
- Completed intensive case management contract for 20 chronically homeless in Santa Clara.
- Prepared Consolidated Plan for Program Years 2015-2020 of the CDBG and HOME Programs.

* Reflects the move of the Housing and Community Services Division from the Planning and Inspection Department to the City Manager's Office in 2015-16.

CITY OF SANTA CLARA

CITY MANAGER'S OFFICE



* Coordinated through Human Resources Department

** Coordinated through Fire Department

City Manager Department (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions		Salary	
		2014-15* Adopted	2015-16 Budget	2014-15* Adopted	2015-16 Budget
Uncl	City Manager	1.00	1.00	\$ 289,920	\$ 294,012
Uncl	Assistant City Manager	2.00	2.00	415,596	389,112
Uncl	Economic Development Officer/ACM	1.00	1.00	191,028	194,532
Uncl	Deputy City Manager	-	1.00	-	177,996
Uncl	Housing/Comm. Serv. Division Manager	1.00	-	130,860	-
Uncl	Housing Development Officer	1.00	1.00	130,860	104,649
Uncl	Management Analyst	1.00	2.00	90,000	197,832
Uncl	Public Communications Manager	1.00	1.00	95,748	94,392
Uncl	Executive Asst. to the City Manager	1.00	1.00	99,312	90,252
A35	Housing Inspector	1.00	1.00	106,015	106,920
A34	Staff Analyst II	1.00	1.00	83,362	85,692
A32	Staff Analyst I	1.00	1.00	96,858	99,228
A30	Senior Staff Aide	1.00	1.00	96,456	56,556
A22	Office Specialist III	1.00	1.00	62,256	56,556
A18	Office Specialist II	1.00	1.00	56,400	60,882
	Premium			2,730	68,862
	Stipend			41,369	25,108
	Salary & Wages-Regular	15.00	16.00	1,988,770	2,102,581
	Salary & Wages-As Needed			200,000	200,000
	Salary & Wages-Overtime/Vacation Relief			-	-
	Total	15.00	16.00	\$ 2,188,770	\$ 2,302,581

* Figures represent the move of the Housing and Community Services Division from the Planning and Inspection Department to the City Manager's Office in 2015-16. Fiscal Year 2014-15 figures have been restated in this document.

Department: City Manager

Division: City Manager

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Management & Administration	\$ 674,473	\$ 797,272	\$ 818,827	\$ 21,555
Successor Agency for RDA/SOSA/Housing Authority/Stadium Authority Administration	764,040	980,316	1,044,889	64,573
Property Management	485,258	510,954	571,386	60,432
Total Expenditures	<u>\$ 1,923,771</u>	<u>\$ 2,288,542</u>	<u>\$ 2,435,102</u>	<u>\$ 146,560</u>
Full Time Positions	6.20	6.20	6.50	0.30
Total Direct Revenue	\$ 146,911	\$ -	\$ -	\$ -

Division Mission

Assist City Council in establishing and implementing goals, objectives, and planning strategies to maintain a thriving community with efficiently delivered City services.

Division Highlights

- Implement action plans in coordination with Council strategic plan and objectives; and report to Council on implementation.
- Continue the successful operational mode for Levi's Stadium in the Bayshore North Redevelopment Area; e.g., regular operations meetings on parking and traffic with all parties.
- Continue to focus on fiscal responsibility & balanced budget, and replenish City's General Fund Emergency Reserves.
- Develop formal Economic Development Plan to encourage and support business community.
- Refocus City's Economic Development Committee with policy discussion on development and asset management.
- Continue study of City organization plan for efficiency and potential cost savings.
- Continue to engage with State and local taxing entities on the dissolution of the Redevelopment Agency.

Department: City Manager

Division: City Manager

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Management and Administration				
Assistant City Manager	0.60	0.60	0.60	-
City Manager	0.65	0.65	0.65	-
Economic Development Officer/ACM	0.25	0.25	0.25	-
Executive Asst. to the City Manager	0.35	0.35	0.35	-
Senior Staff Aide	0.35	0.35	0.35	-
Public Communications Manager	0.10	0.10	0.10	-
Office Specialist II	1.00	1.00	1.00	-
Subtotal	3.30	3.30	3.30	-
Successor Agency for the Redevelopment Agency/ Sports and Open Space Authority/Housing Authority/Stadium Authority Administration				
City Manager	0.15	0.15	0.15	-
Assistant City Manager	0.50	0.50	0.50	-
Economic Development Officer/ACM	0.35	0.35	0.35	-
Deputy City Manager	-	-	0.15	0.15
Management Analyst	0.50	0.50	0.50	-
Subtotal	1.50	1.50	1.65	0.15
Property Management				
Assistant City Manager	0.25	0.25	0.25	-
City Manager	0.20	0.20	0.20	-
Economic Development Officer/ACM	0.40	0.40	0.40	-
Deputy City Manager	-	-	0.15	0.15
Management Analyst	0.50	0.50	0.50	-
Senior Staff Aide	0.05	0.05	0.05	-
Subtotal	1.40	1.40	1.55	0.15
Total Division Positions	6.20	6.20	6.50	0.30

Division: City Manager**Program: Management & Administration**

Number: 001/1011

Program Mission: Administer the City in accordance with Council policies and Charter requirements. The program manages the City's fiscal affairs, Successor Agency for the Redevelopment Agency, Sports and Open Space Authority, property, contracts, employee relations, and Equal Employment Opportunity functions.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$415,733	\$ 524,626	\$ 521,002	\$ (3,624)
Benefits	168,796	221,485	227,172	5,687
Other Operating Expenditures	29,159	29,800	47,800	18,000
Interfund Services	60,784	21,361	20,853	(508)
Capital Outlay	-	-	2,000	2,000
Total Expenditures	<u>\$674,473</u>	<u>\$ 797,272</u>	<u>\$ 818,827</u>	<u>\$ 21,555</u>
Full Time Positions	3.30	3.30	3.30	-

Performance Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of citizen inquiries responded to by City Manager's Office.	390	352	300	450
2. Percent of contacts assigned out within 5 business days.	95%	100%	95%	95%
3. Number of EOC training hours.	7.0	2.0	3.0	5.0
4. General Fund expenditures per General Fund budgeted FTE.	\$189,630	\$ 234,154	\$ 212,300	\$230,953

Division: City Manager**Program: Successor Agency for the Redevelopment Agency/Sports & Open Space Authority/Housing Authority/Stadium Authority Administration**

Number: 001/1012

Program Mission: Successor Agency for the Redevelopment Agency (RDA) non-housing functions is responsible for the winding up of the affairs of the former RDA. The Housing Authority has retained the former RDA's housing functions as previously performed by the RDA for Low & Moderate Income Housing Fund. It is the Sports & Open Space Authority's (SOSA) mission to oversee the Ulistac Natural Area, SOSA projects and the Santa Clara Golf & Tennis Club. The Stadium Authority provides management oversight for Levi's Stadium and other related events.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$329,386	\$ 373,205	\$ 405,114	\$ 31,909
Benefits	86,794	118,012	137,292	19,280
Other Operating Expenditures	347,860	480,000	489,720	9,720
Interfund Services	-	9,099	12,763	3,664
Total Expenditures	<u>\$764,040</u>	<u>\$ 980,316</u>	<u>\$ 1,044,889</u>	<u>\$ 64,573</u>
Full Time Positions	1.50	1.50	1.65	0.15

Performance Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
No reportable performance measures.				

Division: City Manager

Program: Property Management

Number 001/1013

Program Mission: Manage and propose developments of City properties in an effective manner for long term City benefit.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$205,533	\$ 244,904	\$ 281,527	\$ 36,623
Benefits	93,081	105,680	126,195	20,515
Other Operating Expenditures	186,645	152,500	152,500	-
Interfund Services	-	7,870	11,164	3,294
Total Expenditures	\$ 485,258	\$ 510,954	\$ 571,386	\$ 60,432
Full Time Positions	1.40	1.40	1.55	0.15

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Review property management's active files as needed.	12	NA	12	12
2. Meet with Fire Marshal's Office, and Street Department staff semi-annually and as needed to identify City-owned parcels requiring weed abatement.	2	NA	2	2

Department: City Manager

Division: General Administration

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Advertising/Community Promotion	\$ 2,375,936	\$ 2,841,691	\$ 2,823,001	\$ (18,690)
Contract Management	868,487	897,018	938,055	41,037
Mandated Program Administration	885,504	917,264	52,043	(865,221)
Video Services	114,239	220,497	195,245	(25,252)
Total Expenditures	<u>\$ 4,244,167</u>	<u>\$ 4,876,470</u>	<u>\$ 4,008,344</u>	<u>\$ (868,126)</u>
Full Time Positions	2.80	2.80	2.80	-
Total Direct Revenue	\$ 173,292	\$ -	\$ -	\$ -

Division Mission

Support the Santa Clara community through economic development, public information, advertising, promotion, and cultural activities. Manage the City's programming on the City government's cable channel, and liaison with citizens regarding cable programming needs.

Division Highlights

- Continue working with City departments and the City's Economic Development Committee to augment community economic development.
- Maintain City's community outreach, ensuring continued publication of articles in *Inside Santa Clara*, the newspaper for residents and businesses that is published three times a year with continuity of information in other outreach mediums including Cable Channel 15/MCTV and the City's website, Mission City SCENES, and Utility Bill Inserts.
- Promote municipal services and highlight special events by enhancing government Cable Channel 15, Mission City TV, with improved programming.
- Continue video services as budget permits and produce ongoing Video Newsbriefs to inform residents of current programs, services, or topics of interest.

Department: City Manager
Division: General Administration

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Advertising/Community Promotion				
Management Analyst	-	-	-	-
Assistant City Manager	0.40	0.40	0.40	-
Senior Staff Aide	0.45	0.45	0.45	-
Public Communications Manager	0.60	0.60	0.60	-
Executive Asst. to the City Manager	0.60	0.60	0.60	-
Subtotal	2.05	2.05	2.05	-
Contract Management				
Senior Staff Aide	0.15	0.15	0.15	-
Executive Asst. to the City Manager	0.05	0.05	0.05	-
Subtotal	0.20	0.20	0.20	-
Mandated Program Administration				
Assistant City Manager	0.05	0.05	0.05	-
Subtotal	0.05	0.05	0.05	-
Video Services				
Assistant City Manager	0.20	0.20	0.20	-
Public Communications Manager	0.30	0.30	0.30	-
Subtotal	0.50	0.50	0.50	-
Total Division Positions	2.80	2.80	2.80	-

Division: General Administration**Program: Advertising/Community Promotion**

Number: 001/1042

Program Mission: Administer community and media relations, special projects, and events, which facilitate the public's access to information and knowledge about municipal programs and services.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 191,400	\$ 243,728	\$ 227,227	\$ (16,501)
Benefits	93,485	119,623	115,361	(4,262)
Other Operating Expenditures	2,091,051	2,466,245	2,465,145	(1,100)
Interfund Services	-	12,095	15,267	3,172
Total Expenditures	\$ 2,375,936	\$ 2,841,691	\$ 2,823,001	\$ (18,690)
Full Time Positions	2.05	2.05	2.05	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Prepare and distribute the Annual Report Calendar.	1	0	1	1
2. Prepare and distribute monthly utility bill inserts to utility customers.	12	12	12	12
3. Prepare City employee newsletter and distribute to all employees, six times per year.	6	6	6	6
4. Prepare and distribute the City newspaper to residents and businesses three times per year.	3	3	3	3

Special Community Groups Detail

Cultural Commission:

Triton Museum	\$ 289,560
Santa Clara Ballet	10,000
Santa Clara Chorale	5,000
Santa Clara Players	5,850
Concerts in the Park	3,700
Keep Santa Clara Clean	1,500
Funding for Event Development	4,108
Art in Public Places	8,000
Street Dance	11,332
Triton Free Friday Concerts	8,000
Supplies/Miscellaneous	1,475
Mission City Scenes	18,000
Convention-Visitors Bureau	1,521,526
Unassigned Reserve - Community Promotions	252,500
Miss Santa Clara Scholarship Auxiliary	12,000
Santa Clara Swim Club	20,000
Championship Teams	36,000
Maintenance of Closed School Sites	36,000
Extended Day Care/Latch Key Program	108,450

Total - Advertising and Promotions Account 87710

\$ 2,353,001

Division: General Administration

Program: Advertising/Community Promotion (continued)

Number: 001/1042

Board/Commissions Conference/Training Account

Cultural Commission	\$ 11,014
Civil Service Commission	450
Historical and Landmarks Commission	8,370
Library Board of Trustees	450
Parks and Recreation Commission	5,179
Planning Commission	9,621
Senior Advisory Commission	2,250
Youth Commission	4,050
Economic Development Conferences (ICSC)	8,000
Total Board/Commissions Conference/Training Account 87820	\$ 49,384

Division: General Administration

Program: Contract Management

Number: 001/1043

Program Mission: Administer the City's numerous agreements with intergovernmental organizations and contractual service providers.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 19,117	\$ 19,920	\$ 13,384	\$ (6,536)
Benefits	10,271	9,895	7,872	(2,023)
Other Operating Expenditures	798,271	834,983	882,159	47,176
Interfund Services	40,829	32,220	34,640	2,420
Total Expenditures	<u>\$ 868,487</u>	<u>\$ 897,018</u>	<u>\$ 938,055</u>	<u>\$ 41,037</u>
Full Time Positions	0.20	0.20	0.20	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of agreements with community-based organizations and intergovernmental agencies updated and administered annually.	39	30	40	40
2. Respond to legislative inquiries from the League of California Cities, Association of Bay Area Governments, and Santa Clara County Cities Association responded to within four working days.	97%	97%	90%	90%

Division: General Administration

Program: Mandated Program Administration

Number: 001/1045

Program Mission: Administer the City's participation in mandated programs.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 9,750	\$ 11,506	\$ 10,334	\$ (1,172)
Benefits	4,389	4,620	4,653	33
Other Operating Expenditures	871,365	900,658	36,427 *	(864,231)
Interfund Services	-	480	629	149
Total Expenditures	\$ 885,504	\$ 917,264	\$ 52,043	\$ (865,221)
Full Time Positions	0.05	0.05	0.05	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. This program has no reportable performance measures.				

* Animal Control was moved to Police program 7726.

Division: General Administration

Program: Video Services

Number: 001/1046

Program Mission: Provide support for programming on the City's government Cable Channel 15, including the cablecast of City Council meetings, public service announcements, and other video production services.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 56,557	\$ 93,615	\$ 96,438	\$ 2,823
Benefits	23,230	32,916	33,930	1,014
Other Operating Expenditures	34,452	91,100	61,100	(30,000)
Interfund Services	-	2,866	3,777	911
Total Expenditures	\$ 114,239	\$ 220,497	\$ 195,245	\$ (25,252)
Full Time Positions	0.50	0.50	0.50	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Produce and cablecast Video Newsbriefs and "Extended" Newsbriefs each year to inform residents of current City programs, services, or topics of interest.	18	20	12	44
2. Provide live video coverage and playback of Council meetings, Council agendas and special meetings at the request of the City Manager.	100%	100%	100%	100%

Department: City Manager

Division: Housing and Community Services*

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Federal & State Grant Administration	\$ 213,099	\$ 231,877	\$ 288,212	\$ 56,335
Neighborhood Conservation & Improvement	73,355	275,207	279,730	4,523
Community Development Projects	119,842	212,109	273,684	61,575
Affordable Housing	134,798	420,771	418,593	(2,178)
Total Expenditures	<u>\$ 541,092</u>	<u>\$ 1,139,964</u>	<u>\$ 1,260,219</u>	<u>\$ 120,255</u>
Full Time Positions	6.00	6.00	6.70	0.70
Total Direct Revenue	\$ 195,489	\$ 204,013	\$ 493,456	\$ 289,443

Division Mission

Improve the community, both socially and physically, through activities that address local needs, particularly for low- and moderate-income people.

Division Highlights

- Complete an annual Consolidated Plan for utilizing federal funding received by the City. The plan identifies community development and affordable housing needs and determines activities to be implemented that will assist low- and moderate-income people.
- Complete in a timely fashion those budgeted Capital Improvement projects receiving funds from the federal Community Development Block Grant Program and HOME Investment Partnership Act Program. The FY 2015-16 budget includes estimates for: CDBG: \$858,421 HOME: \$283,440 as actual notification of HUD grant award is known at this time. The annual plan was approved in May 2015 by City Council to be submitted to HUD requesting FY 2015-16 grants in the amount of: CDBG: \$858,421 HOME: \$283,440.
- Achieve the community service goals required of City-funded Public Service agencies.
- Encourage and finance the construction and maintenance of housing affordable to lower and moderate-income households utilizing the revenue to the Housing Authority's Affordable Housing Fund. Provide opportunities for affordable home ownership to moderate-income households.

* Reflects the move of the Housing and Community Services Division from the Planning and Inspection Department to the City Manager's Office in 2015-16.

Division: Housing and Community Services

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Federal & State Grant Administration				
Deputy City Manager	-	-	0.05	0.05
Housing and Community Services Division Manager	0.25	0.20	-	(0.20)
Housing Development Officer	0.25	0.25	0.25	-
Management Analyst	-	-	1.00	1.00
Staff Analyst I	0.20	-	-	-
Staff Analyst II	0.50	0.50	-	(0.50)
Office Specialist III	0.30	-	-	-
Subtotal	1.50	0.95	1.30	0.35
Neighborhood Conservation & Improvement				
Deputy City Manager	-	-	0.10	0.10
Housing and Community Services Division Manager	0.10	0.10	-	(0.10)
Housing Inspector	1.00	1.00	1.00	-
Staff Analyst I	0.50	0.50	0.50	-
Office Specialist III	0.30	-	-	-
Subtotal	1.90	1.60	1.60	-
Community Development Projects				
Deputy City Manager	-	-	0.05	0.05
Housing and Community Services Division Manager	0.25	0.20	-	(0.20)
Housing Development Officer	0.35	0.35	0.35	-
Staff Analyst II	0.30	0.30	1.00	0.70
Subtotal	0.90	0.85	1.40	0.55
Affordable Housing				
Deputy City Manager	-	-	0.50	0.50
Housing and Community Services Division Manager	0.40	0.50	-	(0.50)
Housing Development Officer	0.40	0.40	0.40	-
Staff Analyst I	0.30	0.50	0.50	-
Staff Analyst II	0.20	0.20	-	(0.20)
Office Specialist III	0.40	1.00	1.00	-
Subtotal	1.70	2.60	2.40	(0.20)
Total Division Positions	6.00	6.00	6.70	0.70

Division: Housing and Community Services**Program: Federal & State Grant Administration****Number: 001/5542**

Program Mission: Meet the expectations of City residents in delivering needed community services while meeting program administration requirements stipulated by the U.S. Department of Housing and Urban Development.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 215,424	\$ 153,082	\$ 184,625	\$ 31,543
Benefits	(59,764)	50,769	71,398	20,629
Other Operating Expenditures	36,001	15,568	18,777	3,209
Interfund Services	21,437	12,458	13,412	954
Total Expenditures	<u>\$ 213,099</u>	<u>\$ 231,877</u>	<u>\$ 288,212</u>	<u>\$ 56,335</u>
Full Time Positions	1.50	0.95	1.30	0.35

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Obtain approval by HUD of the City's annual Consolidated Plan.	100%	100%	100%	100%
2. Obtain approval by HUD of the City's Consolidated Annual Performance and Evaluation Report	100%	100%	100%	100%

Division: Housing and Community Services**Program: Neighborhood Conservation & Improvement****Number: 001/5543**

Program Mission: Improve the local housing stock for the protection of residents and the enhancement of the City.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 7,342	\$ 173,518	\$ 181,261	\$ 7,743
Benefits	53,736	82,454	89,144	6,690
Other Operating Expenditures	4,035	14,591	3,151	(11,440)
Interfund Services	8,242	4,644	6,174	1,530
Total Expenditures	<u>73,355</u>	<u>\$ 275,207</u>	<u>\$ 279,730</u>	<u>\$ 4,523</u>
Full Time Positions	1.90	1.60	1.60	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Complete minor and substantial rehabilitation of up to 50 owner-occupied houses.	44	27	50	50
2. Annually monitor for compliance all affordable housing contracts.	100%	100%	100%	100%

Division: Housing and Community Services**Program: Community Development Projects**

Number: 001/5544

Program Mission: Implement in a timely manner budgeted projects and programs that are identified as meeting particular community needs, primarily of low- and moderate-income people.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget
Salaries	\$ 23,676	\$ 99,405	\$ 135,136	\$ 35,731
Benefits	19,891	47,821	70,366	22,545
Other Operating Expenditures	65,226	62,417	64,813	2,396
Interfund Services	11,048	2,466	3,369	903
Total Expenditures	\$ 119,842	\$ 212,109	\$ 273,684	\$ 61,575

Full Time Positions	0.90	0.85	1.40	0.55
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Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Monitor the performance of all Public Service agencies contracting with the City for compliance with contractual obligations.	100%	100%	100%	100%
2. Implement 100% of capital improvement projects that are funded with federal CDBG or HOME program funds.	100%	100%	100%	100%

Division: Housing and Community Services**Program: Affordable Housing**

Number: 001/5545

Program Mission: Promote and facilitate the construction and retention of housing affordable to households with lower and moderate incomes.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget
Salaries	\$ 69,630	\$ 251,261	\$ 246,534	\$ (4,727)
Benefits	55,640	122,166	125,455	3,289
Other Operating Expenditures	138	43,050	40,990	(2,060)
Interfund Services	9,390	4,294	5,614	1,320
Total Expenditures	\$ 134,798	\$ 420,771	\$ 418,593	\$ (2,178)

Full Time Positions	1.70	2.60	2.40	(0.20)
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Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1 Facilitate the inclusion of ten percent of each years residential homeownership units as affordable housing.	10%	10%	10%	10%



City of Santa Clara

The Center of What's Possible

Information Technology

Application Systems

Web Services

Network Computer Support

Contract Technology Support

Telephone/Cable Support



Information Technology Department

Department Summary	2013-14 Actuals	2014-15 Adopted	2015-16 Budget
Application Systems	\$ 573,790	\$ 664,848	\$ 260,677
Web Services	188,077	237,159	283,936
Network Computer Support	922,601	853,392	1,023,947
Contract Technology Support	3,821,538	4,188,064	4,712,217
Telephone/Cable Systems	583,795	707,900	574,900
Total Department Expenditures	\$ 6,089,802	\$ 6,651,363	\$ 6,855,677
Total Full Time Positions	4.00	5.00	5.00
Total Department Revenue	\$ 1,251,417	\$ 1,110,000	\$ 1,315,335

Department Mission

To be the partner of choice for City information technology initiatives by providing thought leadership, domain expertise, and superior services. The IT Department looks to leverage and promote alignment of technology directions throughout the City to maximize technology investments in support of Departmental and Citywide information needs.

Department Overview

The Information Technology Department (ITD) has had a year of technology optimization. During the past year the IT Department has completed several initiatives to provide superb IT services and advanced business improvements. The IT Department provides a full range of IT services to the City's 15 Departments.

The IT Department was the recipient of the 2013-2014 Excellence in Information Technology Practices from the Municipal Information Systems Association of California (MISAC) recognizing technology practices that excel in creative and efficient uses of resources in local government.

The Information Technology Department:

- ♦ Supports and enables City departments to fulfill their Information Technology and telecommunication needs.
- ♦ Enhances the reliability, availability, and usability of the City's information technology resources.
- ♦ Maintains, supports, and enhances the City's enterprise wide technology infrastructure in support of City departments.
- ♦ Supports public information and civic engagement through the City's web and digital presence.
- ♦ Protects and strengthens the City network and information security.
- ♦ Improves the City's ability to recover from a serious disruption to IT services.
- ♦ Provides oversight on IT efforts and service delivery citywide.
- ♦ Improves City services via access to information relevant decision making.

Resource Level Changes

No changes to benefited staffing levels.

Divisions and Programs

Application Systems

- ◆ Application Systems

Contract Technology Support

- ◆ Contract Technology Support

Web Services

- ◆ Web Services

Telephone/Cable Systems

- ◆ Telecommunication Services

Network Computer Support

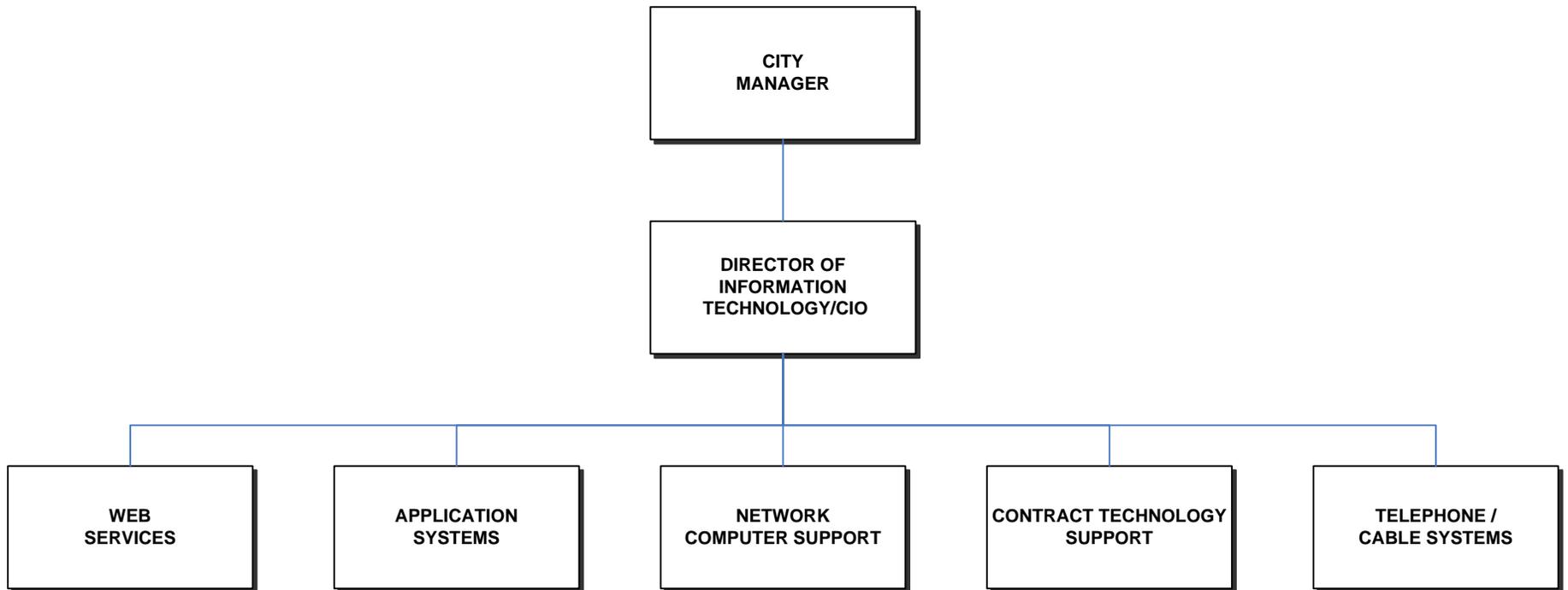
- ◆ Network Computer Support

2014-15 Department Accomplishments

- City Council issued tablets for their use instead of paper council packets – "Agenda to Go" application deployed.
- Business License Web Renewals application upgraded – 55% of customers now renew online.
- In partnership with public safety departments, designed and deployed the Common Operational Picture (COP), helping ensuring that visitors and residents have a safe and positive experience in and around the Levi's Stadium.
- Launched the MySantaClara, a mobile app that enables residents, businesses, and visitors to request services, such as graffiti removal from their mobile phones, tablets or computers.
- Integration of GIS mapping with the Water and Sewer Department's work order management system provides utility workers in the field and their supervisors with actionable information about pipeline assets in their geospatial context.

CITY OF SANTA CLARA

INFORMATION TECHNOLOGY DEPARTMENT



Information Technology Department (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions		Salary	
		2014-15 Adopted	2015-16 Budget	2014-15 Adopted	2015-16 Budget
Uncl	Director of Information Technology/ Chief Information Officer (CIO)	1.00	1.00	\$ 208,572	\$ 212,400
Uncl	Information Technology Services Manager	1.00	1.00	125,160	127,452
Uncl	Management Analyst	1.00	1.00	90,000	91,656
Uncl	Web and Digital Media Manager	1.00	1.00	104,184	105,648
A22	Office Specialist III	1.00	1.00	62,256	64,791
	Premium			-	26,858
	Stipend	<u> </u>	<u> </u>	<u>14,754</u>	<u>7,524</u>
	Salary & Wages-Regular	5.00	5.00	604,926	636,329
	Salary & Wages-As Needed			-	-
	Salary & Wages-Overtime/Vacation Relief			-	-
	Total	<u>5.00</u>	<u>5.00</u>	<u>\$ 604,926</u>	<u>\$ 636,329</u>

Department: Information Technology

Division: Application Systems

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Application Systems	\$ 573,790	\$ 664,848	\$ 260,677	\$ (404,171)
Total Expenditures	<u>\$ 573,790</u>	<u>\$ 664,848</u>	<u>\$ 260,677</u>	<u>\$ (404,171)</u>
Full Time Positions	1.00	1.00	1.00	-
Total Direct Revenue	\$ -	\$ -	\$ -	\$ -

Division Mission

To plan and implement information technology applications leveraging technology to meet citywide & departmental needs.

Division Highlights

- Continue to provide application support for mission critical and business critical departmental applications.
- Upgraded various mission critical and business critical systems. Implemented business process improvements resulting in efficiencies, paper elimination and cost savings.
- Upgraded the City's Financial System. This included business process improvements and vendor compliance updates.
- Upgraded desktop applications for Windows 7 compliance, rationalizing the portfolio where possible (retiring duplicative systems, eliminated out of compliance systems).
- Implemented Application Portfolio Management (APM) resulting in a better knowledge of the systems in use at the City, enabling us to develop an enterprise Applications Roadmap and provide for better planning and input to the City Budget Process.
- Retired aging infrastructure. Implement new technologies (iPad) enabling better business process – Sire Agenda To Go, Work Order Management.

Division: Application Systems

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Systems Analysis & Planning				
Information Technology Services Manager	1.00	1.00	1.00	-
Subtotal	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>-</u>
Total Division Positions	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>-</u>

Division: Application Systems

Program: Application Systems

Number: 001/1911

Program Mission:

To plan and implement information technology applications leveraging technology to meet citywide & departmental needs.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 128,121	\$ 128,289	\$ 135,418	\$ 7,129
Benefits	59,697	62,632	65,559	2,927
Other Operating Expenditures	382,221	466,315	42,005	(424,310)
Interfund Services	3,750	7,612	17,695	10,083
Total Expenditures	<u>\$ 573,790</u>	<u>\$ 664,848</u>	<u>\$ 260,677</u>	<u>\$(404,171)</u>
Full Time Positions	1.00	1.00	1.00	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Complete/update strategic technology plan for the City.	100%	100%	100%	100%
2. Percent of project milestones completed according to system specific schedules.	95%	91%	90%	90%

Department: Information Technology

Division: Web Services

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Web Services	\$ 188,077	\$ 237,159	\$ 283,936	\$ 46,777
Total Expenditures	<u>\$ 188,077</u>	<u>\$ 237,159</u>	<u>\$ 283,936</u>	<u>\$ 46,777</u>
Full Time Positions	1.00	1.00	1.00	-
Total Direct Revenue	\$ -	\$ -	\$ -	\$ -

Division Mission

Maintain a web presence that provides local government information and services to the residents and businesses of Santa Clara. Empower City employees to effectively serve the public using digital technologies.

Division Highlights

- Completed an upgrade of City's web content management system and a redesign of the City's website.
- Provided timely updates to citizens through the use of the City's expanding digital presence via the web and mobile devices.
- Ensured equal access to the City website for people with disabilities by providing websites that comply with accessibility requirements.
- Provide outstanding Web design, development, and support for nine websites.
- Launched a redesigned website for the Silicon Valley Animal Control Authority and migrated the site into the City's web content management system.
- Developed digital content to highlight the opportunities for businesses and amenities for residents.
- Developed an online marketing website to promote the City of Santa Clara as a destination for business, entertainment and living.
- Initiated a project with the Harvard Business School Community Partners to develop a marketing strategy for the City.

Division: Web Services

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Web Services				
Web and Digital Media Manager	1.00	1.00	1.00	-
Subtotal	1.00	1.00	1.00	-
Total Division Positions	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>-</u>

Division: Web Services
Program: Web Services

Number: 001/1912

*Program Mission:
Utilize the City website & Intranet to increase business efficiency and empower City employees to more effectively serve the public.*

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 107,130	\$ 106,789	\$ 112,251	\$ 5,462
Benefits	54,074	56,659	58,245	1,586
Other Operating Expenditures	22,483	67,375	98,705	31,330
Interfund Services	4,390	6,336	14,735	8,399
Total Expenditures	\$ 188,077	\$ 237,159	\$ 283,936	\$ 46,777
Full Time Positions	1.00	1.00	1.00	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Updated City websites within timeframe agreed upon with City staff.	100%	100%	100%	100%
2. Achieved incremental increases to number of unique users, pages views, number of pages per visit to the City website.	100%	100%	100%	100%

Department: Information Technology

Division: Network Computer Support

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Networks & Office Automation	\$ 922,601	\$ 853,392	\$ 1,023,947	\$ 170,555
Total Expenditures	<u>\$ 922,601</u>	<u>\$ 853,392</u>	<u>\$ 1,023,947</u>	<u>\$ 170,555</u>
Full Time Positions	2.00	3.00	3.00	-
Total Direct Revenue	\$ 4,374	\$ -	\$ -	\$ -

Division Mission

Provide a reliable and secure enterprise wide network computing infrastructure to enable City staff to accomplish business goals.

Division Highlights

- Continued consolidation of physical servers within Data Center using virtual server environment software at reduced cost with a green footprint.
- Implemented high-speed redundant core backbone between City Hall, PD Headquarters and Emergency Operations Center significantly improving bandwidth, compute and storage in support of city's mission critical systems.
- Continued enhancement of Data Center to address facility aspects in support of non-stop operations.
- Enhanced delivery of services to ensure the reliability, continuity, and sustainability of networks, servers, and desktop systems.
- Performed a comprehensive security and PCI audit to strengthen the security and improve the reliability of the internal City systems and network.
- Continued to deploy and upgrade tools to better manage the desktop and sever environments throughout the City network.
- Refreshed the business continuity and disaster recovery guidelines to secure the processes and procedures that ensure mission-critical City functions will continue during and after a disaster.

Division: Network Computer Support

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Network Computer Support				
Director of Information Technology/CIO	1.00	1.00	1.00	-
Management Analyst	1.00	1.00	1.00	-
Office Specialist III	-	1.00	1.00	-
Subtotal	<u>2.00</u>	<u>3.00</u>	<u>3.00</u>	<u>-</u>
Total Division Positions	<u>2.00</u>	<u>3.00</u>	<u>3.00</u>	<u>-</u>

Division: Network Computer Support
Program: Network Computer Support

Number: 001/1921

Program Mission:

Provide a reliable and secure enterprise wide network computing infrastructure to enable City staff to accomplish business goals.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 344,710	\$ 369,848	\$ 388,660	\$ 18,812
Benefits	129,088	172,405	185,607	13,202
Other Operating Expenditures	387,706	292,980	406,560	113,580
Interfund Services	61,098	18,159	43,120	24,961
Total Expenditures	<u>\$ 922,601</u>	<u>\$ 853,392</u>	<u>\$ 1,023,947</u>	<u>\$ 170,555</u>
Full Time Positions	2.00	3.00	3.00	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Maintain availability and accessibility of the City's servers and network infrastructure during scheduled hours of operation.	99.5%	99.7%	99.5%	99.5%

Department: Information Technology

Division: Contract Technology Support

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Contract Support	\$ 3,821,538	\$ 4,188,064	\$ 4,712,217	524,153
Total Expenditures	<u>\$ 3,821,538</u>	<u>\$ 4,188,064</u>	<u>\$ 4,712,217</u>	<u>\$ 524,153</u>
Full Time Positions	-	-	-	-
Total Direct Revenue	\$ -	\$ -	\$ -	\$ -

Division Mission

To provide superb professional, responsive, and cost effective information technology support services to the City.

Division Highlights

The Information Technology Department has a comprehensive sourcing initiative that is structured to drive significant cost savings annually, and provides for additional cost avoidance over the term of the managed contract. The agreement improves IT services and capabilities, providing best in class services, more flexibility and greater value at a lower cost.

- Continued efforts to implement information technology best practices and drive operational improvements.
- Enhanced support for business applications used within the City.
- Provided services to insure the reliability, continuity, and sustainability of network, server, storage and desktop systems.
- Structured Project Methodology and PMO.
- Maintains, supports, and enhances the City's enterprise wide technology infrastructure in support of City departments.

Division: Contract Technology Support
Program: Contract Technology Support

Number: 001/1931

Program Mission:

To provide excellent, professional, and cost effective information technology support services to the City.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Other Operating Expenditures	\$ 3,821,538	\$ 4,188,064	\$ 4,712,217	\$ 524,153
Total Expenditures	<u>\$ 3,821,538</u>	<u>\$ 4,188,064</u>	<u>\$ 4,712,217</u>	<u>\$ 524,153</u>
Full Time Positions	-	-	-	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of Help Desk clients rate provided technical service better than satisfactory.	99.5%	97.0%	97.0%	97.0%
2. Maintain production server uptime above 99.9%.	99.9%	99.9%	99.9%	99.9%

Department: Information Technology

Division: Telephone/Cable Systems

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Telecommunications Services	\$ 583,795	\$ 707,900	\$ 574,900	\$ (133,000)
Total Expenditures	<u>\$ 583,795</u>	<u>\$ 707,900</u>	<u>\$ 574,900</u>	<u>\$ (133,000)</u>
Full Time Positions	-	-	-	-
Total Direct Revenue	\$ 1,247,043	\$ 1,110,000	\$ 1,315,335	\$ 205,335

Division Mission

Provide support for general communications services for City staff, including telephone services, wireless communications and cable services. Manage the City's cable affairs, including the cable franchise, and liaison with citizens regarding cable services.

Division Highlights

- Provide and maintain high quality telephone services to all City staff and departments.
- Assist in the planning and implementation of telecommunications services at City facilities.
- Community liaison with Comcast and AT&T on various cable issues.
- Coordinated wireless communication service and billing issues.
- Updated the City's cell site lease agreements along with implementation of New Facilities.
- Assist in the City's effort to update installation and maintenance of AMI & WI-FI Devices.
- Work with Cable Providers on the implementation of their Projects to install U-Verse / Xfinity Product Services throughout the City of Santa Clara.
- Cable franchise oversight and monitoring
- Apply for specialized funding in the E-rate program with discounts available for telecommunication services for City Libraries.
- Reviewed and processed billing for all telecommunication services.

Division: Telephone/Cable Systems

Program: Telecommunications Services

Number: 001/1941

Program Mission: Provide support for all City staff telephone services, including equipment, landline, leased circuit and voice mail services, and provide for the management of the City's cable franchise, including providing an interface with the cable provider for citizens having concerns or problems with cable services.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Other Operating Expenditures	\$ 583,282	\$ 707,900	\$ 574,900	\$ (133,000)
Interfund Services	513	-	-	-
Total Expenditures	\$ 583,795	\$ 707,900	\$ 574,900	\$ (133,000)
Full Time Positions	-	-	-	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of requests for telephone service processed within two business days.	95%	95%	95%	95%
2. Percent of citizen cable complaints responded to within two business days.	100%	100%	100%	100%
3. Percent of reported/alleged Comcast Cable Franchise requirement infractions resolved within 5 business days.	95%	95%	95%	95%



City of Santa Clara

The Center of What's Possible

Human Resources

Benefits, Compensation
and Services

Recruitment, Selection
and Classification



Human Resources Department

Department Summary	2013-14 Actuals	2014-15 Adopted	2015-16 Budget
Benefits, Compensation and Services	\$ 1,329,256	\$ 1,473,331	\$ 1,664,583
Recruitment, Selection and Classification	936,878	958,397	1,141,049
Total Department Expenditures	<u>\$ 2,266,134</u>	<u>\$ 2,431,728</u>	<u>\$ 2,805,633</u>
Total Full Time Positions	14.50	14.50	14.50
Total Department Revenue	\$ 337	\$ -	\$ -

Department Mission

Provide efficient, cost effective administration of the City's workforce by recruiting, selecting, and retaining the most qualified individuals and providing quality benefits, compensation and services.

Department Overview

The Human Resources Department will continue to focus on streamlining operations and increasing efficiency in providing excellent service to the City's former, current, and future workforce with fewer resources.

The Department continues its goal to integrate job analysis into the selection process for each position to ensure the accuracy of job specifications and the validity of examinations. Considerable time, labor, and expense is involved in each recruitment, especially for sworn public safety positions where the process includes large pools of applicants and written, performance, and oral exams in addition to polygraph, psychological, comprehensive medical exams, and background investigations. Human Resources has launched an initiative to reduce the amount of paper used in the recruitment process.

The Department will continue to offer training programs in areas such as leadership and supervision, state-mandated harassment prevention training for supervisors and managers, and other areas of interest to employees. The Department will continue to investigate and resolve grievances and discrimination complaints in accordance with federal and state laws, and City policies.

The Department administers a variety of employee benefits, including health, dental, and retirement programs, Flexible Spending Accounts, VEBA, Dental Reimbursement, Retiree Medical Reimbursement Programs, and the Employee Assistance Program. The Department publishes a monthly newsletter covering health and benefit issues, and has quarterly Brown Bag Lunch Seminars on topics such as Healthy Lifestyles, Stress Management, Tax Preparation, and Financial Planning. Human Resources will continue to work with the IT Department to provide updated information to employees on the City's intranet and website. We plan to increase the City's wellness program to include additional activities for employees in the coming fiscal year.

The Department also processes retirements and administers benefits to retirees in the Retiree Medical Reimbursement programs.

Human Resources Department (continued)

Resource Level Changes

No changes to benefited staffing levels.

Divisions and Programs

Benefits, Compensation and Services

- ◆ Benefits, Compensation and Records
- ◆ Workers' Compensation, Safety and Staff Development

Recruitment, Selection and Classification

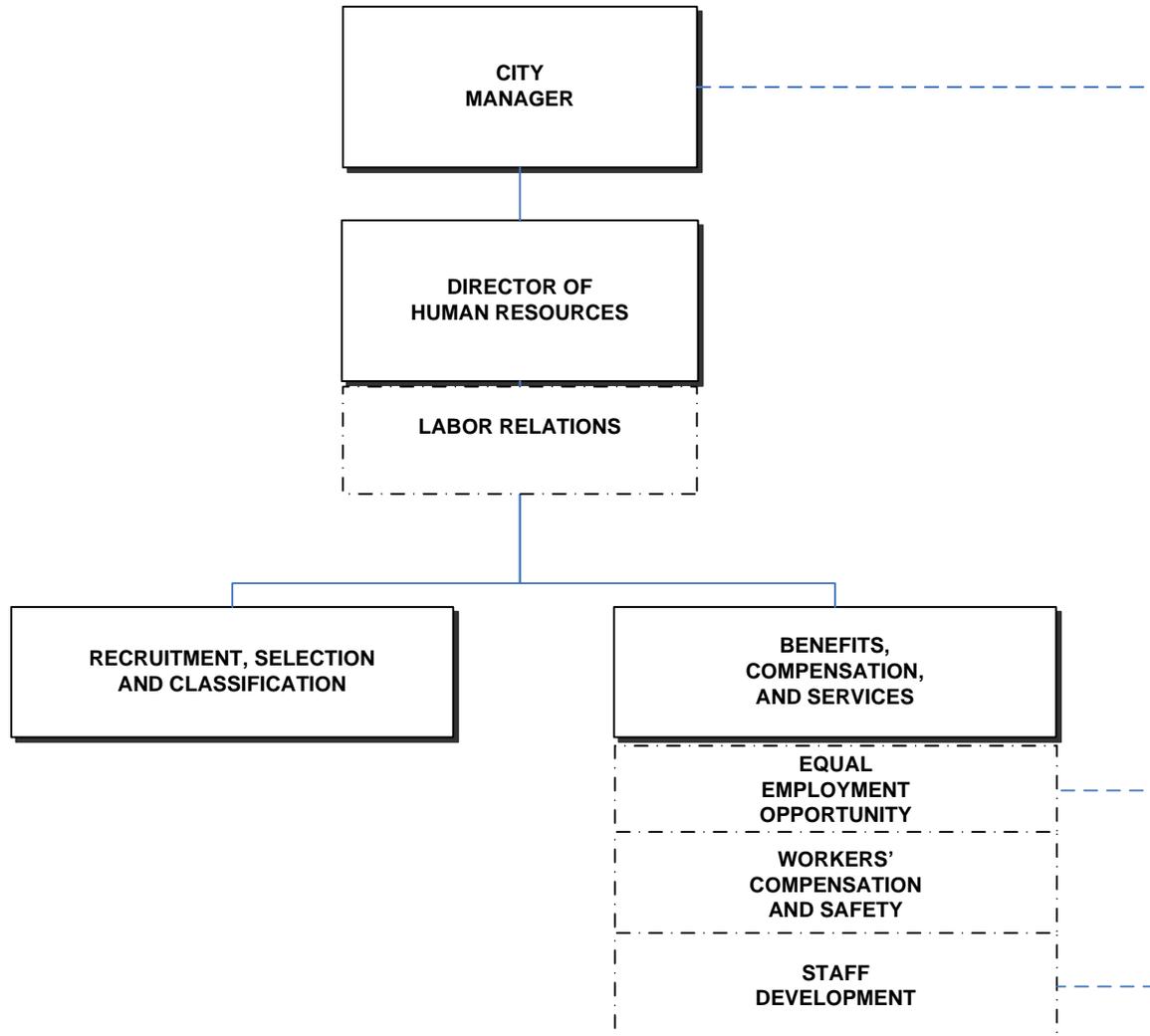
- ◆ Recruitment, Selection and Classification

2014-15 Department Accomplishments

- Maintained a Managed Hiring Freeze that saved the estimated \$2.8 Million in 2014-15
- Negotiated contracts with six (6) Bargaining Units
- Implemented components of the Affordable Care Act
- Conducted in-house harassment prevention training for supervisors, managers, and line staff
- Created new harassment prevention training video for line staff
- Coordinated City's internship program and Leadership Academy in conjunction with the Two County Next Generation Committee
- Hired 147 per diem City employees to staff special events at Levi's Stadium
- Enhanced recruitment strategies through social media
- Implemented electronic volunteer management system

CITY OF SANTA CLARA

HUMAN RESOURCES DEPARTMENT



Department of Human Resources (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions		Salary	
		2014-15 Adopted	2015-16 Budget	2014-15 Adopted	2015-16 Budget
Uncl	Director of Human Resources	1.00	1.00	\$ 179,832	\$ 183,132
Uncl	Assistant Director of Human Resources /Equal Employment Opportunity Officer	1.00	1.00	134,208	136,668
Uncl	Human Resources Division Manager /Training and Safety Officer	1.00	1.00	111,443	113,484
Uncl	Management Analyst *	2.00	2.00	100,344	102,180
A27	Human Resources Supervisor	1.00	1.00	87,552	87,792
A24	Senior Human Resources Technician	1.00	-	78,587	-
A23	Human Resources Technician	3.00	4.00	224,258	307,858
A22	Office Specialist III	1.00	1.00	80,203	79,560
A20	Senior Human Resources Assistant	0.50	-	-	-
A19	Human Resources Assistant *	3.00	3.50	216,280	217,104
	Premium			-	26,773
	Stipend			30,320	15,347
	Salary & Wages-Regular	14.50	14.50	1,243,027	1,269,898
	Salary & Wages-As Needed			42,463	234,414
	Salary & Wages-Overtime/Vacation Relief			-	25,000
	Total	14.50	14.50	\$ 1,285,490	\$ 1,529,312

* The Department has a total of (1.5) positions in Frozen/Unfunded status which lower actual available staffing in 2015-16.

Department: Human Resources

Division: Benefits, Compensation and Services

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Benefits, Compensation and Records	\$ 1,058,843	\$ 1,043,174	\$ 1,136,358	\$ 93,184
Workers' Compensation, Safety and Staff Development	270,413	430,157	528,225	98,068
Total Expenditures	<u>\$ 1,329,256</u>	<u>\$ 1,473,331</u>	<u>\$ 1,664,583</u>	<u>\$ 191,252</u>
Full Time Positions	7.80	7.80	7.80	0.00
Total Direct Revenue	\$ 337	\$ -	\$ -	\$ -

Division Mission

Provide quality service to employees and retirees in the responsible, cost efficient development and administration of City compensation, benefits, and related programs.

Division Highlights

- Administer current Memoranda of Understanding (MOU) with the City's ten bargaining groups. Prepare for labor negotiations and negotiate successor MOUs for many of the City's bargaining groups.
- Coordinate benefits administration for City employees.
- Collaborate with internal and external counsel and advise other departments and the City Manager on grievance resolution, disciplinary action, and other labor relations issues.
- Strive to ensure equal employment opportunity and provide a work environment free of discrimination and harassment.
- Administer Retiree Medical Reimbursement programs and process retirements resulting from changing CalPERS retirement benefits and the City's workforce demographics.
- Update and implement safety policies and programs, as mandated by Cal-OSHA and the Department of Transportation (DOT).
- Oversee the administration of the City's workers' compensation program.
- Provide necessary personal and professional development opportunities to improve the performance of employees.
- Provide wellness initiatives to encourage employees to strive for healthy lifestyle choices.
- Maintain and update the City's Financial and Human Resources Management System (FHRMS).
- Review, streamline, and update human resources policies and procedures to improve efficiency and reflect current employment laws and industry best practices.
- Maintain confidential personnel records and files of City employees.

Division: Benefits, Compensation and Services

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Benefits, Compensation and Records				
Director of Human Resources	0.60	0.60	0.60	-
Assistant Director of Human Resources/EEO Officer	0.50	0.50	0.50	-
Human Resources Div. Mgr/Trg. & Safety Officer	0.60	0.60	0.60	-
Management Analyst	0.50	0.50	0.50	-
Human Resources Supervisor	1.00	1.00	1.00	-
Senior Human Resources Technician	0.05	0.05	-	(0.05)
Human Resources Technician	1.05	1.05	1.10	0.05
Human Resources Assistant	0.70	0.70	0.70	-
Office Specialist III	0.35	0.35	0.35	-
Subtotal	5.35	5.35	5.35	-
Workers' Compensation/Safety/Staff Development				
Director of Human Resources	0.15	0.15	0.15	-
Management Analyst	0.20	0.20	0.20	-
Human Resources Div. Mgr/Trg. & Safety Officer	0.30	0.30	0.30	-
Human Resources Technician	1.00	1.00	1.00	-
Office Specialist III	0.15	0.15	0.15	-
Senior Human Resources Assistant	0.35	0.35	-	(0.35)
Human Resources Assistant	0.30	0.30	0.65	0.35
Subtotal	2.45	2.45	2.45	-
Total Division Positions	7.80	7.80	7.80	-

Division: Benefits, Compensation and Services

Program: Benefits, Compensation and Records

001/2514

Program Mission: Provide quality service to employees and retirees in the responsible, cost efficient development and administration of City compensation, benefits, labor relations, and records programs and ensure equal employment opportunity for all employees and employment applicants.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 533,972	\$ 530,914	\$ 568,596	\$ 37,682
Benefits	250,646	262,405	274,091	11,686
Other Operating Expenditures	249,964	225,901	262,001	36,100
Interfund Services	24,260	21,954	22,670	716
Capital Outlay	-	2,000	9,000	7,000
Total Expenditures	\$1,058,843	\$1,043,174	\$1,136,358	\$ 93,184
Full Time Positions	5.35	5.35	5.35	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of employee benefits & compensation transactions processed accurately and timely.	100%	100%	100%	100%
2. Percent of separation and retirement payoff calculations completed according to policy and within final pay period.	100%	100%	100%	100%
3. Percent of new hires processed for pay and benefits in time for their first paycheck.	100%	100%	100%	100%

Division: Benefits, Compensation and Services

Program: Workers' Compensation, Safety and Staff Development

001/2515

Program Mission: Oversee the administration of the City's Workers' Compensation program to ensure that employees who are injured or ill as a result of their employment receive prompt and appropriate medical care and that their claims are handled in compliance with State Workers' Compensation laws; ensure compliance with government regulations regarding workplace safety; and provide personal and professional development opportunities that improves the performance and health of all employees.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 168,965	\$ 212,270	\$ 280,819	\$ 68,549
Benefits	85,570	96,742	99,255	2,513
Other Operating Expenditures	6,318	107,322	134,402	27,080
Interfund Services	9,560	8,823	8,750	(73)
Capital Outlay	-	5,000	5,000	-
Total Expenditures	\$ 270,413	\$ 430,157	\$ 528,225	\$ 98,068
Full Time Positions	2.45	2.45	2.45	-
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of Workers' Compensation claims processed within five business days of receipt in Human Resources Department.	100%	100%	100%	100%
2. Percent of work hours lost as a result of industrial injuries and illnesses.	1.16%	1.17%	2%	2%
3. Percent of workforce that is accident free.	86.6%	87.8%	85%	85%
4. Percent of City-sponsored training classes rated very good or above by attendees.	95%	95%	95%	95%
5. Percent of City employees attending City sponsored training classes.	31.6%	61.0%	40%	40%

Department: Human Resources

Division: Recruitment, Selection and Classification

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Recruitment, Selection and Classification	\$ 936,878	\$ 958,397	\$ 1,141,049	\$ 182,652
Total Expenditures	<u>\$ 936,878</u>	<u>\$ 958,397</u>	<u>\$ 1,141,049</u>	<u>\$ 182,652</u>
Full Time Positions	6.70	6.70	6.70	-
Total Direct Revenue	\$ -	\$ -	\$ -	\$ -

Division Mission

Provide centralized hiring services by developing and administering City recruitment and selection processes; administer and update the City's Classification Plan; and promote the advancement of ethical and sound human resources policies and practices in accordance with Civil Service Rules and Regulations, federal and state guidelines and industry standards.

Division Highlights

- Develop and implement valid selection examinations designed to select and promote the most qualified candidates.
- Evaluate and revise the City's classification specifications at least every 5 years, in accordance with industry standards to ensure proper classification and updated duties and requirements.
- Review, streamline, and update human resources policies and procedures to improve efficiency and reflect current employment laws and industry best practices.
- Develop electronic enhancements to the City's website, intranet, and Citywide shared drive to make available to the public and employees employment information such as job opportunity announcements, job descriptions and salary and benefit data.
- Maintain and update an on-line applicant tracking system and on-line employment application.

Division: Recruitment, Classification & Staff Development

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Recruitment, Selection and Classification				
Director of Human Resources	0.25	0.25	0.25	-
Assistant Director of Human Resources/EEO Officer	0.50	0.50	0.50	-
Human Resources Div Mgr./Training and Safety Officer	0.10	0.10	0.10	-
Management Analyst	1.30	1.30	1.30	-
Senior Human Resources Technician	0.95	0.95	-	(0.95)
Human Resources Technician	0.95	0.95	1.90	0.95
Office Specialist III	0.50	0.50	0.50	-
Senior Human Resources Assistant	0.15	0.15	-	(0.15)
Human Resources Assistant	2.00	2.00	2.15	0.15
Subtotal	6.70	6.70	6.70	-
Total Division Positions	6.70	6.70	6.70	-

Division: Recruitment, Classification & Staff Development

Program: Recruitment, Selection and Classification

001/2521

Program Mission: Provide centralized hiring services by developing and administering City recruitment and selection processes; administer and update the City's Classification Plan; and promote the advancement of ethical and sound human resources policies and practices in accordance with Civil Service Rules and Regulations, federal and state guidelines, and industry standards.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 531,115	\$ 542,306	\$ 679,898	\$ 137,592
Benefits	258,486	272,043	282,320	10,277
Other Operating Expenditures	126,765	114,602	148,302	33,700
Interfund Services	20,512	20,446	21,530	1,084
Capital Outlay	-	9,000	9,000	-
Total Expenditures	\$ 936,878	\$ 958,397	\$ 1,141,049	\$ 182,652
Full Time Positions	6.70	6.70	6.70	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Average employee turnover rate.	7%	6%	7%	7%
2. Percent of recruitments completed within established timelines.	92%	100%	95%	95%
3. Percent of recruitments for which a job analysis is completed.	78%	95%	90%	90%



City of Santa Clara

The Center of What's Possible

Finance

Administrative Services

Budget and Treasury

Accounting

Municipal Services

Purchasing

Debt Service



Finance Department

Department Summary	2013-14 Actuals	2014-15 Adopted	2015-16 Budget
Administrative Services	\$ 388,942	\$ 425,428	\$ 508,653
Budget and Treasury	925,201	1,044,418	1,136,558
Accounting	2,136,720	2,313,095	2,758,087
Municipal Services	4,119,272	4,422,868	4,552,530
Purchasing	643,658	822,533	960,879
Debt Service	9,698,628	2,505,934	2,504,475
Total Department Expenditures and Financing Uses	<u>\$ 17,912,422</u>	<u>\$ 11,534,276</u>	<u>\$ 12,421,182</u>
Total Full Time Positions	58.00	58.25	60.25
Total Department Revenue and Financing Resources	\$ 1,276,343	\$ 1,275,000	\$ 1,278,000

Department Mission

Leverage management, staff and technology to make Department services a highly valued component of City operations and to facilitate Citywide efficiency and effectiveness, in compliance with laws, regulations and City policy.

Department Overview

The Finance Department administers the financial affairs of the City, including City-owned public utilities. Functions include: budget administration and control; maintaining a general accounting system and the preparation of comprehensive annual financial reports; collection of taxes, fees, special assessments and utility charges; investment of City funds; procurement of supplies, materials, equipment, and services; operating the City Warehouse; issuance of bonds and debt management; internal auditing; and financial management of contracts including leases.

The Finance Department will be focusing on the following areas during the 2015-16 fiscal year:

Administrative Services:

Monitor the State budget and related legislative activities. Assist with special projects including Stadium accounting and RDA dissolution.

Budgets and Fiscal Affairs:

Closely monitor City revenues and expenditures throughout the year. Provide leadership in balancing the budget for the upcoming budget year and with debt issuance for capital projects.

Financial and Fiscal Controls:

Conduct audits of external facilities; provide cashier training to staff in outside facilities.

Business and Utility Customer Service:

Provide customer service to our utility and business certificate customers. Provide courteous, accurate and speedy solutions to customer inquiries and requests. Implement new technologies to consolidate data bases and streamline meter reading and customer services.

Purchasing:

Procure required materials and services, operate the Utilities Warehouse, provide outgoing U.S. mail distribution, and dispose of surplus materials.

Finance Department (continued)

Resource Level Changes

The Department added two new Accounting Technician I/II positions to provide support for critical areas including cash management and payroll. In addition, one Purchasing Utility Worker position was unfrozen in order to support increased warehouse parts inventory. This position will be funded by additional contributions from the Enterprise Funds.

Divisions and Programs

Administrative Services

- ◆ Citywide Fiscal Planning & Administration
- ◆ Special Projects

Municipal Services

- ◆ Utility Billing Services
- ◆ Revenue Receipting-Cashiering
- ◆ Business Certificate
- ◆ Field Service
- ◆ Administration
- ◆ Contact Center

Budget and Treasury

- ◆ Budget & Financial Analysis
- ◆ Debt and Treasury Management

Purchasing

- ◆ Warehouse
- ◆ Purchasing
- ◆ Mail Services

Accounting

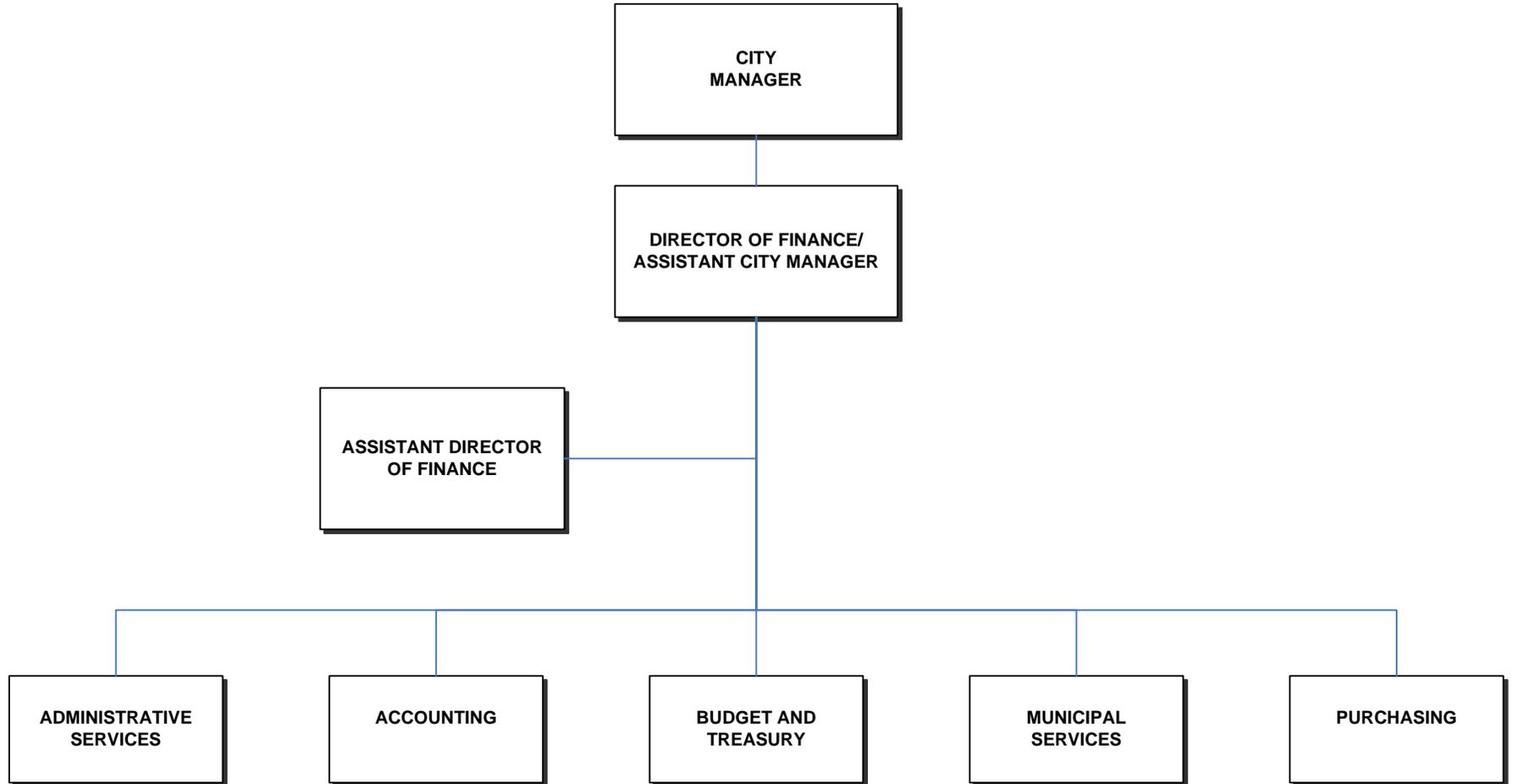
- ◆ General Accounting
- ◆ Payroll
- ◆ Accounts Payable
- ◆ Receivables/Fixed Assets

2014-15 Department Accomplishments

- Updated the City's purchasing code with the City Council adopting a new Purchasing Ordinance No. 1941 on June 16, 2015.
- Successfully moved Mailing Services to a more efficient workspace.
- Implemented the Questica budget software into the fiscal year 2015-16 Operating budget process. This generated ongoing savings in software maintenance costs, created process efficiencies, and provided greater accountability and accuracy in the budgeting process.
- Launched Outbound Calling Software to notify utility customers of real time outages and provide automated alerts regarding utility emergencies.
- Re-engineered My Account Utilities web-portal to provide 24/7 self-serve options to utility customers for starting and stopping utility service(s).
- Replaced the Utility Enterprise Customer Contact Center telephony and Interactive Voice Response system(s).

CITY OF SANTA CLARA

FINANCE DEPARTMENT



Finance Department (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions		Salary	
		2014-15 Adopted	2015-16 Budget	2014-15 Adopted	2015-16 Budget
Uncl	Director of Finance/Assistant City Manager	1.00	1.00	\$ 203,964	\$ 207,708
Uncl	Assistant Director of Finance	1.00	1.00	150,191	161,940
Uncl	Accounting Division Manager	1.00	1.00	136,643	139,140
Uncl	Municipal Services Division Manager	1.00	1.00	129,049	131,412
Uncl	Purchasing Division Manager	1.00	1.00	124,248	126,528
Uncl	Principal Financial Analyst	2.00	2.00	236,148	243,126
Uncl	Principal Accountant	2.00	2.00	232,320	236,592
A33	Financial Analyst	2.00	2.00	188,462	193,284
A33	Payroll Analyst	0.75	0.75	78,048	78,264
A32	Chief Storekeeper/Buyer	1.00	1.00	80,336	88,899
A31	Accountant	4.75	4.75	475,616	473,219
A28	Customer Service Supervisor	2.00	2.00	179,370	180,012
A28	Utility Services Technician	1.00	1.00	91,968	92,220
A28	Utility Field Services Supervisor	1.00	1.00	72,107	72,312
A26	Senior Accounting Technician	2.00	2.00	167,949	171,360
A24	Office Specialist IV	1.00	1.00	79,344	79,560
A23	Utility Field Services Worker	3.00	3.00	242,040	242,712
A23	Senior Materials Handler	1.00	1.00	80,997	81,576
A22	Office Specialist III	2.00	2.00	153,466	142,485
A22	Senior Customer Service Representative	4.00	5.00	304,354	370,896
A21	Meter Reader	4.00	4.00	301,190	304,424
A20	Accounting Technician II	2.75	2.75	186,660	186,141
A19	Materials Handler	2.00	2.00	125,210	132,135
A19	Purchasing Clerk	1.00	1.00	57,792	57,948
A19	Customer Service Representative	13.00	12.00	875,905	825,016
A18	Accounting Technician I	-	2.00	-	113,112
A15	Purchasing Utility Worker	1.00	1.00	-	52,512
	Premium			1,743	65,347
	Stipend			123,832	64,807
	Salary & Wages-Regular	58.25	60.25	5,078,952	5,314,687
	Salary & Wages-As Needed			301,814	122,144
	Salary & Wages-Overtime/Vacation Relief			20,520	21,520
	Total	58.25	60.25	\$ 5,401,286	\$ 5,458,351

Department: Finance

Division: Administrative Services

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Citywide Fiscal Planning & Administration	\$ 269,657	\$ 315,327	\$ 366,656	\$ 51,329
Special Projects	119,285	110,101	141,997	31,896
Total Expenditures	\$ 388,942	\$ 425,428	\$ 508,653	\$ 83,225
Full Time Positions	1.70	1.70	1.90	0.20
Total Direct Revenue	\$ -	\$ -	\$ -	\$ -

Division Mission

Be a proactive participant in Citywide strategic planning and decision making adding value as a provider of financial advice, analysis and planning.

Division Highlights

- Provide leadership in preparing the fiscal year 2016-17 Budget and Five-Year Financial Plan.
- Develop strategies to balance the budget where possible.
- Assist with special projects.
- Monitor the State budget and related legislative activities.

Division: Administrative Services**Summary of Regular Positions by Program**

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Citywide Fiscal Planning & Administration				
Director of Finance/Assistant City Manager	0.70	0.70	0.70	-
Office Specialist IV	0.35	0.35	0.35	-
Office Specialist III	0.20	0.20	0.20	-
Subtotal	<u>1.25</u>	<u>1.25</u>	<u>1.25</u>	<u>-</u>
Special Projects				
Director of Finance/Assistant City Manager	0.30	0.30	0.30	-
Office Specialist IV	0.15	0.15	0.35	0.20
Subtotal	<u>0.45</u>	<u>0.45</u>	<u>0.65</u>	<u>0.20</u>
Total Division Positions	<u>1.70</u>	<u>1.70</u>	<u>1.90</u>	<u>0.20</u>

Division: Administrative Services**Program: Citywide Fiscal Planning & Administration****Number: 001/3362**

Program Mission: Provide management staff and City Council with accurate financial information and forecasting to support sound resource allocation decisions.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 166,821	\$ 190,357	\$ 198,078	\$ 7,721
Benefits	78,328	83,340	88,967	5,627
Other Operating Expenditures	16,587	34,115	68,480	34,365
Interfund Services	7,920	7,515	11,131	3,616
Total Expenditures	\$ 269,657	\$ 315,327	\$ 366,656	\$ 51,329
Full Time Positions	1.25	1.25	1.25	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Prepare Operating Budget, Capital Improvement Plan and CAFR documents.	3	3	3	3
2. Meet with staff at least quarterly to review work plans.	4	5	4	4

Division: Administrative Services**Program: Special Projects****Number: 001/3363**

Program Mission: Perform financial, organizational and policy analysis of issues in order to provide financial advice to other City departments, City Manager and City Council; obtain for the City the appropriate insurance at the most favorable rate; and be proactive in reviewing and responding to proposed state and federal legislation which has the potential to significantly impact City revenues.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 86,460	\$ 74,919	\$ 94,401	\$ 19,482
Benefits	29,995	32,233	43,230	10,997
Interfund Services	2,830	2,949	4,366	1,417
Total Expenditures	\$ 119,285	\$ 110,101	\$ 141,997	\$ 31,896
Full Time Positions	0.45	0.45	0.65	0.20

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of legislative analysis completed within negotiated time frame.	100%	100%	100%	100%
2. Percent of special requests completed within negotiated time frame.	100%	100%	100%	100%

Department: Finance

Division: Budget and Treasury

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Debt and Treasury Management*	\$ 371,492	\$ 387,249	\$ 314,163	\$ (73,086)
Budget & Financial Analysis**	553,709	657,169	822,395	165,226
Total Expenditures	<u>\$ 925,201</u>	<u>\$ 1,044,418</u>	<u>\$ 1,136,558</u>	<u>\$ 92,140</u>
Full Time Positions	5.60	5.60	5.60	-
Total Direct Revenue	\$ -	\$ -	\$ -	\$ -

Division Mission

Be the primary source of financial analysis in the City's continuing effort to maintain and strengthen its fiscally responsible core value. This includes managing the City's investment, debt, and budget development processes and providing timely and accurate reports.

Division Highlights

- Manage the annual operating and capital budget development efforts for the City.
- Manage the Five-Year Financial Plan development efforts for the City.
- Manage the investment of cash deposits based on the City's investment policy.
- Manage the procurement, issuance, and annual disclosure requirements for City debt.
- Assist and provide support for negotiations with employee bargaining groups.
- Assist and provide support on debt financing for the Electric and Sewer Utilities.
- Assist and provide support for development negotiations.

*Consolidated the Cash Management, Contract Management, and Debt Management programs in 2015-16

**Consolidated the Budget Development & Analysis and Financial Analysis programs in 2015-16

Division: Budget and Treasury

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Debt and Treasury Management*				
Assistant Director of Finance	0.30	0.30	0.10	(0.20)
Principal Financial Analyst	1.00	1.00	0.80	(0.20)
Financial Analyst	0.70	0.70	0.50	(0.20)
Accounting Technician I	-	-	0.20	0.20
Subtotal	2.00	2.00	1.60	(0.40)
Budget & Financial Analysis**				
Assistant Director of Finance	0.70	0.70	0.90	0.20
Principal Financial Analyst	1.00	1.00	1.20	0.20
Financial Analyst	1.30	1.30	1.50	0.20
Office Specialist IV	0.50	0.50	0.30	(0.20)
Office Specialist III	0.10	0.10	0.10	-
Subtotal	3.60	3.60	4.00	0.40
Total Division Positions	5.60	5.60	5.60	-

*Consolidated the Cash Management, Contract Management, and Debt Management programs in 2015-16

**Consolidated the Budget Development & Analysis and Financial Analysis programs in 2015-16

Division: Budget and Treasury

Program: Debt and Treasury Management*

Number: 001/3312

Program Mission: Ensure that the cash needs of the City and its Agencies are met, providing for the safe investment of the City's cash, and assisting with the issuance and maintenance of debt obligations.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 226,376	\$ 243,050	\$ 187,592	\$ (55,458)
Benefits	123,388	117,174	93,753	(23,421)
Other Operating Expenditures	11,738	16,900	18,010	1,110
Interfund Services	9,990	10,125	14,807	4,682
Total Expenditures	\$ 371,492	\$ 387,249	\$ 314,163	\$ (73,086)
Full Time Positions	2.00	2.00	1.60	(0.40)

Performance Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Average weighted yield on unrestricted funds will be at least 100% of the twelve month average yield on two-year US Government Agency securities.	240%	155%	100%	100%
2. Submit debt schedules to Council no later than January 31 and July 31 of each year.	100%	100%	100%	100%

*Consolidated the Cash Management, Contract Management, and Debt Management programs in 2015-16

Division: Budget and Treasury

Program: Budget & Financial Analysis*

Number: 001/3315

Program Mission: Provide timely, accurate, and concise analyses of financial data for consistency with adopted financial policies and principles and manage the operating and capital improvement budget development and monitoring processes.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 369,000	\$ 425,558	\$ 483,810	\$ 58,252
Benefits	136,902	193,273	235,780	42,507
Other Operating Expenditures	29,295	22,170	79,060	56,890
Interfund Services	18,512	16,168	23,746	7,578
Total Expenditures	\$ 553,709	\$ 657,169	\$ 822,395	\$ 165,226
Full Time Positions	3.60	3.60	4.00	0.40

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Complete special projects by agreed upon due dates.	100%	100%	100%	100%
2. Receive California Society of Municipal Finance Officers (CSMFO) budget awards.	2	2	2	2

*Consolidated the Budget Development & Analysis and Financial Analysis programs in 2015-16

Department: Finance

Division: Accounting

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
General Accounting	\$ 1,250,101	\$ 1,462,253	\$ 1,880,272	\$ 418,019
Payroll	447,414	480,059	491,203	11,144
Accounts Payable	200,058	209,118	219,737	10,619
Receivables/Fixed Assets	239,147	161,665	166,875	5,210
Total Expenditures	<u>\$ 2,136,720</u>	<u>\$ 2,313,095</u>	<u>\$ 2,758,087</u>	<u>\$ 444,992</u>
Full Time Positions	13.70	13.95	15.75	1.80
Total Direct Revenue	\$ 3,000	\$ -	\$ -	\$ -

Division Mission

Provide relevant, accurate and timely transaction processing and financial reporting services in compliance with laws, regulations, City policies and professional standards.

Division Highlights

- Continue to enhance and utilize the Finance/Human Resources Management System (FHRMS) in support of relevant, accurate and timely accounting processes.
- Continue training of Accounting staff and Citywide end-users in FHRMS financial modules and process workflow.
- Identify areas of improvements and streamlining in accounting process in support of work product efficiencies and new technology offerings (e.g., SharePoint).

Division: Accounting

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
General Accounting				
Accounting Division Manager	0.60	0.60	0.60	-
Principal Accountant	1.80	1.80	1.80	-
Accountant	4.50	4.75	4.75	-
Office Specialist III	0.70	0.70	0.70	-
Accounting Technician I/II	-	-	1.80	1.80
Subtotal	7.60	7.85	9.65	1.80
Payroll				
Accounting Division Manager	0.20	0.20	0.20	-
Payroll Analyst	0.75	0.75	0.75	-
Senior Accounting Technician	1.00	1.00	1.00	-
Accounting Technician I/II	1.75	1.75	1.75	-
Subtotal	3.70	3.70	3.70	-
Accounts Payable				
Accounting Division Manager	0.10	0.10	0.10	-
Principal Accountant	0.10	0.10	0.10	-
Senior Accounting Technician	1.00	1.00	1.00	-
Subtotal	1.20	1.20	1.20	-
Receivables/Fixed Assets				
Accounting Division Manager	0.10	0.10	0.10	-
Principal Accountant	0.10	0.10	0.10	-
Accounting Technician I/II	1.00	1.00	1.00	-
Subtotal	1.20	1.20	1.20	-
Total Division Positions	13.70	13.95	15.75	1.80

Division: Accounting

Program: General Accounting

Number: 001/3322

Program Mission: Maintain the financial records of the City, including an effective Citywide Financial Management Information System and provide financial reporting services to City staff and other agencies, including the annual audited financial statements, in compliance with laws, regulations, City policies and professional standards.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 855,785	\$ 1,002,374	\$ 961,316	\$ (41,058)
Benefits	337,019	410,547	490,318	79,771
Other Operating Expenditures	14,580	16,053	379,380	363,327
Interfund Services	42,717	33,279	49,258	15,979
Total Expenditures	\$ 1,250,101	\$ 1,462,253	\$ 1,880,272	\$ 418,019
Full Time Positions	7.60	7.85	9.65	1.80

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Complete the external audit process and preparation of City's Comprehensive Annual Financial Report with an unqualified audit opinion by December 31.	100%	100%	100%	100%
2. Receive Government Financial Officers Association of the United States and Canada (GFOA) excellence in financial reporting award.	1	1	1	1
3. Complete the preparation and submission of various State, Local, and Federal Agency reports by due dates.	100%	100%	100%	100%
4. Complete the month-end accounting close process and distribution of department budget status reports by the 15th working day of the the following month.	83%	92%	83%	83%

Division: Accounting

Program: Payroll

Number: 001/3323

Program Mission: Maintain employee records, process bi-weekly payroll, including all applicable compliance reporting, and meet employee and City department needs for payroll information in compliance with federal, State and local requirements.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 288,066	\$ 306,717	\$ 304,883	\$ (1,834)
Benefits	142,483	157,563	164,626	7,063
Other Operating Expenditures	3,293	3,000	3,000	-
Interfund Services	13,572	12,779	18,694	5,915
Total Expenditures	\$ 447,414	\$ 480,059	\$ 491,203	\$ 11,144
Full Time Positions	3.70	3.70	3.70	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Process bi-weekly payroll and issuance of employee checks by the due date and time.	100%	100%	100%	100%
2. Complete and file the required monthly/quarterly State and federal tax returns before due date.	100%	100%	100%	100%
3. Issue employee W-2 forms by January 31.	100%	100%	100%	100%
4. Transmit the electronic version of W-2 to Social Security Administration by March 31.	100%	100%	100%	100%

Division: Accounting**Program: Accounts Payable****Number: 001/3324**

Program Mission: Provide transaction processing, tax reporting, documentation maintenance and information services for the purchase order issuance and vendor payment portion of the City's procurement process.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 129,672	\$ 138,683	\$ 143,830	\$ 5,147
Benefits	52,730	56,982	60,279	3,297
Other Operating Expenditures	8,339	8,800	8,800	-
Interfund Services	9,318	4,653	6,828	2,175
Total Expenditures	\$ 200,058	\$ 209,118	\$ 219,737	\$ 10,619
Full Time Positions	1.20	1.20	1.20	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of invoices processed.	39,388	45,478	40,000	42,000
2. Number of vendor warrants issued.	13,741	13,019	14,000	14,000
3. Percent of vendor invoices paid within 7 days of receipt.	96%	93%	95%	95%
4. Number of quick invoice vouchers processed.	13,598	15,270	15,000	17,500
5. Number of Payables process improvements	1	1	1	1

Division: Accounting**Program: Receivables/Fixed Assets****Number: 001/3325**

Program Mission: Provide centralized billing and collection services for all miscellaneous accounts receivables and provide accounting for franchise taxes and fixed assets.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 164,519	\$ 104,000	\$ 104,699	\$ 699
Benefits	70,284	53,217	55,742	2,525
Other Operating Expenditures	74	200	200	-
Interfund Services	4,270	4,248	6,234	1,986
Total Expenditures	\$ 239,147	\$ 161,665	\$ 166,875	\$ 5,210
Full Time Positions	1.20	1.20	1.20	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of time that invoices are mailed within 10 working days of receipt of documentation from City departments.	100%	100%	100%	100%

Department: Finance

Division: Municipal Services

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Utility Billing Service	\$ 1,552,431	\$ 1,676,762	\$ 1,706,074	\$ 29,312
Revenue Receipting	474,690	554,001	562,401	8,400
Business Certificate	252,193	259,252	309,855	50,603
Field Service	1,116,624	1,158,807	1,175,592	16,785
Administration	271,008	242,995	241,664	(1,331)
Contact Center	452,326	531,051	556,943	25,892
Total Expenditures	<u>\$ 4,119,272</u>	<u>\$ 4,422,868</u>	<u>\$ 4,552,530</u>	<u>\$ 129,661</u>
Full Time Positions	30.00	30.00	30.00	-
Total Direct Revenue	\$ 1,273,123	\$ 1,275,000	\$ 1,278,000	\$ 3,000

Division Mission

Provide customer service to our utility and business certificate customers, manage the activities of the Municipal Services division in accordance with the City's rules and regulations, code and policies consistent with professional and ethical standards, and be proactive in developing and delivering currently available automated features and conveniences to our customers.

Division Highlights

- Provide citizens with courteous, accurate and timely solutions to their inquiries and requests.
- Promote and enhance electronic payment offerings for customers.
- Continue upgrading the functionality and underlying business processes of the Utility Management Information System (UMIS).
- Promote and enhance on-line Business License enrollment and renewal.
- Provide citizens with safe, reliable self-service options for improved customer satisfaction.

Division: Municipal Services

Summary of Regular Positions by Program

	<u>2013-14</u> <u>Budget</u>	<u>2014-15</u> <u>Budget</u>	<u>2015-16</u> <u>Budget</u>	<u>Budget</u> <u>Change</u>
Utility Billing Service				
Municipal Services Division Manager	0.10	0.10	0.10	-
Customer Service Supervisor	0.85	0.85	0.85	-
Senior Accounting Technician	1.00	-	-	-
Utility Service Technician	0.70	0.70	0.70	-
Utility Field Services Supervisor	0.05	0.05	0.05	-
Senior Customer Service Representative	2.05	3.05	3.05	-
Customer Service Representative	4.75	4.75	4.75	-
Office Specialist III	-	0.15	0.15	-
Subtotal	9.50	9.65	9.65	-
Revenue Receipting				
Municipal Services Division Manager	0.10	0.10	0.10	-
Customer Service Supervisor	0.25	0.25	0.25	-
Senior Customer Service Representative	0.05	0.05	0.05	-
Utility Service Technician	0.05	0.05	0.05	-
Customer Service Representative	3.50	3.50	3.50	-
Subtotal	3.95	3.95	3.95	-
Business Certificate				
Municipal Services Division Manager	0.10	0.10	0.10	-
Customer Service Supervisor	0.25	0.25	0.25	-
Senior Customer Service Representative	0.75	0.75	0.75	-
Customer Service Representative	1.00	1.00	1.00	-
Subtotal	2.10	2.10	2.10	-
Field Service				
Municipal Services Division Manager	0.10	0.10	0.10	-
Customer Service Supervisor	0.10	0.10	0.10	-
Utility Field Services Supervisor	0.80	0.80	0.80	-
Utility Service Technician	0.15	0.15	0.15	-
Utility Field Service Worker	3.00	3.00	3.00	-
Meter Reader	4.00	4.00	4.00	-
Office Specialist III	-	0.15	0.15	-
Subtotal	8.15	8.30	8.30	-
Administration				
Municipal Services Division Manager	0.50	0.50	0.50	-
Customer Service Supervisor	0.20	0.20	0.20	-
Utility Service Technician	1.10	0.10	0.10	-
Utility Field Services Supervisor	0.10	0.10	0.10	-
Office Specialist III	-	0.70	0.70	-
Subtotal	1.90	1.60	1.60	-

Division: Municipal Services

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Contact Center				
Municipal Services Division Manager	0.10	0.10	0.10	-
Customer Service Supervisor	0.35	0.35	0.35	-
Utility Field Services Supervisor	0.05	0.05	0.05	-
Senior Customer Service Representative	0.15	0.15	1.15	1.00
Customer Service Representative	3.75	3.75	2.75	(1.00)
Subtotal	<u>4.40</u>	<u>4.40</u>	<u>4.40</u>	-
Total Division Positions	<u>30.00</u>	<u>30.00</u>	<u>30.00</u>	-

Division: Municipal Services**Program: Utility Billing Services****Number: 001/3332**

Program Mission: Accurately bill, collect and service approximately 59,000 utility accounts within the guidelines of the Utility Services Rules and Regulations. Minimize financial losses to the City and its utility ratepayers.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 765,068	\$ 761,722	\$ 754,810	\$ (6,912)
Benefits	369,963	395,794	412,562	16,768
Other Operating Expenditures	384,851	489,130	494,130	5,000
Interfund Services	32,549	30,116	44,572	14,456
Total Expenditures	<u>\$ 1,552,431</u>	<u>\$ 1,676,762</u>	<u>\$ 1,706,074</u>	<u>\$ 29,312</u>
Full Time Positions	9.50	9.65	9.65	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of closed delinquent accounts collected in-house.	83%	87%	80%	95%
2. Amount of late fees assessed.	\$ 828,494	\$ 764,278	\$ 825,000	\$ 825,000

Division: Municipal Services**Program: Revenue Receipting-Cashiering****Number: 001/3333**

Program Mission: Encode, endorse, verify and balance all City monies for daily deposit consistent with City guidelines and banking requirements.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 256,717	\$ 298,673	\$ 277,660	\$ (21,013)
Benefits	130,183	157,862	157,464	(398)
Other Operating Expenditures	75,450	85,300	109,400	24,100
Interfund Services	12,340	12,166	17,877	5,711
Total Expenditures	<u>\$ 474,690</u>	<u>\$ 554,001</u>	<u>\$ 562,401</u>	<u>\$ 8,400</u>
Full Time Positions	3.95	3.95	3.95	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Average monthly number of utility accounts paying by automated methods.	31,542	32,872	31,000	32,000
2. Average monthly utility payments processed.	52,857	52,010	51,000	51,000
3. Percent of cash drawers reconciled.	100%	100%	100%	100%

Division: Municipal Services

Program: Business Certificate

Number: 001/3334

Program Mission: Process approximately 12,000 tax certificates annually, accurately and efficiently, and assist customers over the telephones and at the counter in a professional and courteous manner at all times.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 159,946	\$ 164,265	\$ 167,000	\$ 2,735
Benefits	80,625	85,925	90,837	4,912
Other Operating Expenditures	4,722	2,200	42,000	39,800
Interfund Services	6,900	6,862	10,018	3,156
Total Expenditures	\$ 252,193	\$ 259,252	\$ 309,855	\$ 50,603
Full Time Positions	2.10	2.10	2.10	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of business tax certificates processed annually.	12,140	12,968	13,000	12,500
2. Percent of delinquent tax certificates at fiscal year end.	4%	2%	5%	1%

Division: Municipal Services

Program: Field Service

Number: 001/3335

Program Mission: Provide accurate meter reading and utility field services to approximately 59,000 utility customers monthly, assist customers in the field with utility related issues such as conservation, auditing and reading their own meters.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 718,689	\$ 702,705	\$ 698,312	\$ (4,393)
Benefits	307,848	344,920	360,254	15,334
Other Operating Expenditures	4,876	17,260	20,100	2,840
Interfund Services	85,210	93,922	96,926	3,004
Total Expenditures	\$ 1,116,624	\$ 1,158,807	\$ 1,175,592	\$ 16,785
Full Time Positions	8.15	8.30	8.30	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of monthly utility meters accurately read.	100.0%	100.0%	100.0%	100.0%
2. Number of service requests processed yearly.	35,344	35,548	40,000	40,000
3. Average number of meters read monthly.	80,043	80,487	80,000	81,500
4. Number of months where all 200 routes are read and billed.	12	12	12	12

Division: Municipal Services

Program: Administration

Number: 001/3336

Program Mission: Manage field and office personnel who provide customer assistance regarding utilities, business tax certificates, meter reading, and utility field services. Operate the Division at or below budget, maintain core services, and enhance the business environment for both internal and external customers. Minimize financial losses to the City and its utility ratepayers.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 180,192	\$ 157,030	\$ 151,779	\$ (5,251)
Benefits	82,057	78,369	78,998	629
Other Operating Expenditures	1,850	110	260	150
Interfund Services	6,910	7,486	10,627	3,141
Total Expenditures	\$ 271,008	\$ 242,995	\$ 241,664	\$ (1,331)
Full Time Positions	1.90	1.60	1.60	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of Accounts Receivables written off as bad debt annually.	0.01%	0.41%	0.40%	0.40%
2. Number of major UMIS initiatives successfully implemented during the year.	5	4	4	4

Division: Municipal Services

Program: Contact Center/Communication

Number: 001/3337

Program Mission: Provide primary customer contact for utility services, including new customer service orders, disconnection of customers who are moving, changes in service and providing timely information of utility issues related to interruption of services.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 273,026	\$ 320,036	\$ 346,610	\$ 26,574
Benefits	124,374	158,250	176,848	18,598
Other Operating Expenditures	40,416	39,370	14,370	(25,000)
Interfund Services	14,510	13,395	19,115	5,720
Total Expenditures	\$ 452,326	\$ 531,051	\$ 556,943	\$ 25,892
Full Time Positions	4.40	4.40	4.40	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of customer calls answered within 90 seconds.	37%	45%	40%	40%
2. Average hold time of sequenced calls (m:s).	4:05	3:41	4:00	4:00
3. Number of dropped calls to total calls.	14%	18%	15%	15%
4. Average hold time of sequenced calls before drop (m:s).	3:30	3:16	4:00	4:00
5. Average number of customer telephone calls taken monthly.	5,661	6,018	6,000	6,000
6. Average number of IVR calls received monthly.	10,818	11,716	12,000	12,000
7. Average number of outbound calls made by CSR's.	1,510	1,530	1,500	1,500

Department: Finance

Division: Purchasing

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Purchasing	\$ 210,901	\$ 210,126	\$ 184,950	\$ (25,176)
Warehouse	411,136	580,644	744,944	164,300
Mail Services	21,621	31,763	30,985	(778)
Total Expenditures	\$ 643,658	\$ 822,533	\$ 960,879	\$ 138,346
Full Time Positions	7.00	7.00	7.00	-
Total Revenue	\$ 220	\$ -	\$ -	\$ -

Division Mission

Support and facilitate the timely and efficient procurement of supplies, materials, equipment and services required by City Departments, ensuring compliance to City Policy and applicable government regulations and endeavor to obtain the lowest cost while maintaining appropriate internal controls.

Division Highlights

- Develop Purchasing guidelines and procedures based on the new Purchasing Ordinance and provide training to City Departments.
- Research, implement and deploy an online Vendor registration system.
- Increase the efficiency and effectiveness of warehouse inventory processing by implementing a bar code scanning system.

Division: Purchasing**Summary of Regular Positions by Program**

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Warehouse				
Purchasing Division Manager	-	0.30	0.30	-
Chief Storekeeper/Buyer	-	0.70	0.80	0.10
Purchasing Clerk	0.70	0.70	1.00	0.30
Senior Materials Handler	1.00	1.00	1.00	-
Materials Handler	2.00	2.00	2.00	-
Purchasing Utility Worker	1.00	1.00	1.00	-
Subtotal	4.70	5.70	6.10	0.40
Purchasing				
Purchasing Division Manager	1.00	0.70	0.70	-
Chief Storekeeper/Buyer	1.00	0.30	0.20	(0.10)
Purchasing Clerk	0.30	0.30	-	(0.30)
Subtotal	2.30	1.30	0.90	(0.40)
Total Division Positions	7.00	7.00	7.00	-

Division: Purchasing**Program: Warehouse**

Number: 001/3341

*Program Mission: To effectively and efficiently 1) warehouse and manage the procurement and distribution of materials and supplies for the City's Utilities;
2) manage the distribution of janitorial and copier supplies citywide; and
3) oversee the disposal of surplus materials and equipment for the City's Utilities.*

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 237,693	\$ 354,574	\$ 446,462	\$ 91,888
Benefits	123,066	185,145	248,493	63,348
Other Operating Expenditures	3,424	3,350	2,850	(500)
Interfund Services	46,953	37,575	47,139	9,564
Total Expenditures	\$ 411,136	\$ 580,644	\$ 744,944	\$ 164,300
Full Time Positions	4.70	5.70	6.10	0.40

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of material requisitions.	3,397	3,945	3,200	3,500
2. Number of inventory items cycle counted.	2,046	2,059	1,200	2,000

Division: Purchasing**Program: Purchasing**

Number: 001/3343

Program Mission: Provide professional procurement services to City departments and deliver the highest possible value.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 141,962	\$ 131,623	\$ 112,107	\$ (19,516)
Benefits	54,240	62,849	55,153	(7,696)
Other Operating Expenditures	8,798	8,010	10,175	2,165
Interfund Services	5,900	7,644	7,515	(129)
Total Expenditures	\$ 210,901	\$ 210,126	\$ 184,950	\$ (25,176)
Full Time Positions	2.30	1.30	0.90	(0.40)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of purchase orders.	1,362	1,259	1,250	1,200
2. Number of Procurement Card transactions.	NA	NA	NA	8,100

Division: Purchasing

Program: Mail Services

Number: 001/3344

Program Mission: Provide timely and efficient mail processing services to City departments.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 16,724	\$ 25,000	\$ 25,000	\$ -
Benefits	243	363	-	(363)
Other Operating Expenditures	4,655	6,400	5,985	(415)
Total Expenditures	\$ 21,621	\$ 31,763	\$ 30,985	\$ (778)
Full Time Positions	-	-	-	-
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of mail pieces processed.	148,363	151,260	147,000	147,000

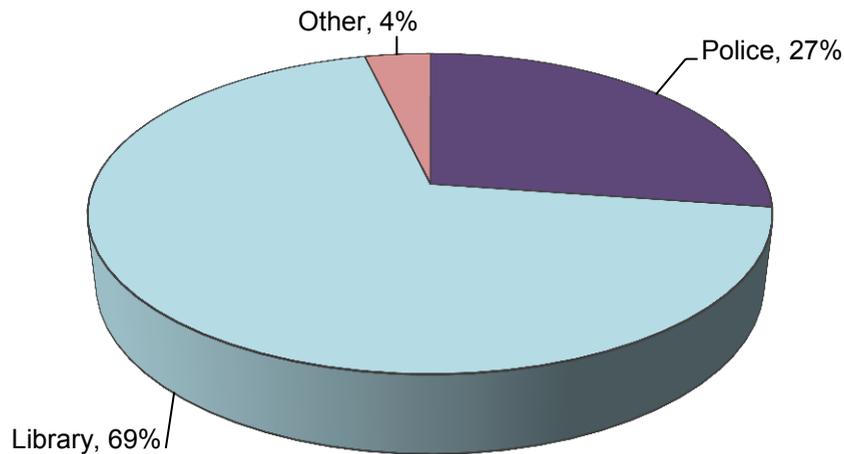
Department: Finance

Division: Debt Service

Major Programs	2013-14 Actuals*	2014-15 Adopted	2015-16 Budget	Budget Change
Debt Service	\$ 9,698,628	2,505,934	2,504,475	\$ (1,459)
Total Expenditures and Financing Uses	<u>\$ 9,698,628</u>	<u>\$ 2,505,934</u>	<u>\$ 2,504,475</u>	<u>\$ (1,459)</u>
Total Financing Resources	\$ -	\$ -	\$ -	\$ -

*Refunding of 2002 COPS shown as an expense of \$7,195,376 in 2013-14.

Breakdown of the General Fund Outstanding Debt By Function



Summary of General Fund Outstanding Debt by Source

	Outstanding as of June 30, 2015	Issue Date	Final Maturity	Interest Rates
2010 Lease Agreement (Refunding of 1997 COPS)	\$ 6,715,000	7/13/2010	8/1/2022	3.65
2013 Refunding COPS Unamortized Premium/Discount	16,955,000 909,472	3/28/2013	2/1/2032	2.00-3.75
TOTAL PRINCIPAL	<u>\$ 24,579,472</u>			

Division: Budget and Treasury**Program: 2010 Lease (Refunding 1997 COPS)****Number: 431/3394**

Program Mission: Refunding of the City's 1997 Certificates of Participation ("COPS") to reduce interest expense. The 1997 COPS were issued for the Police Administration building.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Debt Retirement	\$ 800,000	\$ 826,000	\$ 860,000	\$ 34,000
Interest Expense	297,147	267,709	237,250	(30,459)
Bond Cost Expense	490	3,500	3,500	-
Total Expenditures	<u>\$ 1,097,637</u>	<u>\$ 1,097,209</u>	<u>\$ 1,100,750</u>	<u>\$ 3,541</u>

Division: Budget and Treasury**Program: 2013 COPS (Refunding 2002A)****Number: 431/3395**

Program Mission: Refunding of the City's 2002A Certificates of Participation ("COPS") to reduce interest expense. The 2002A COPS were issued for the Central Park Library building.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Debt Retirement	\$ 835,000	\$ 750,000	\$ 760,000	\$ 10,000
Interest Expense	566,799	656,725	641,725	(15,000)
Bond Cost Expense	3,265	2,000	2,000	-
Total Expenditures	<u>\$ 1,405,064</u>	<u>\$ 1,408,725</u>	<u>\$ 1,403,725</u>	<u>\$ (5,000)</u>

Division: Budget and Treasury**Program: 2002 Certificates of Participation (COPS)**

Number: 441/3391

Program Mission: Issue the 2002A Certificates of Participation for the Central Park Library building.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Debt Retirement	\$ -	\$ -	\$ -	\$ -
Interest Expense	-	-	-	-
Bond Cost Expense	551	-	-	-
Total Expenditures	<u>\$ 551</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Division: Budget and Treasury**Program: 2002 Refunding COPS**

Number: 441/3392

Program Mission: Refunding of the City's 2002 Certificates of Participation ("COPS") to reduce interest expense. The 2002 COPS were issued for the Central Park Library building.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Debt Retirement	\$6,885,000	\$ -	\$ -	\$ -
Interest Expense	309,825	-	-	-
Bond Cost Expense	551	-	-	-
Total Expenditures	<u>\$ 7,195,376</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>



City of Santa Clara

The Center of What's Possible

Parks and Recreation

Parks and Playgrounds

Recreation

Special Recreation Programs –

Senior Nutrition Program

Cemetery



Parks & Recreation Department

Department Summary	2013-14 Actuals	2014-15 Adopted	2015-16 Budget
Parks & Playgrounds	\$ 7,961,452	\$ 8,712,204	\$ 8,956,348
Recreation	5,262,119	5,596,832	6,083,489
Special Recreation Programs	162,338	146,596	155,448
Cemetery	892,154	851,186	894,803
Total Department Expenditures	<u>\$ 14,278,063</u>	<u>\$ 15,306,818</u>	<u>\$ 16,090,088</u>
Total Full Time Positions	82.00	82.75	82.75
Total Department Revenue	\$ 2,965,950	\$ 2,971,579	\$ 3,022,898

Department Mission

Provide a wide variety of leisure programs and services to the community, including beautiful, well-maintained parks, athletic facilities, and popular recreation programs and services available to all. Provide affordable cemetery services at the historic Mission City Memorial Park.

Department Overview

The Parks and Recreation Department is responsible for managing the City's parks and recreational activities as well as the operations of the City-owned cemeteries. In addition to the primary responsibility for programming and maintaining the various parks and recreation facilities, the Department works cooperatively with public agencies (schools, churches, youth agencies, service clubs, etc.) in coordinating all leisure services within the City.

The Department offers a wide variety of leisure programs and activities throughout the year. Department programs are advertised three times a year in the Activity Guide that is mailed to all City of Santa Clara residents and available on-line. Several program areas are designed to meet the recreation needs of participants of all ages: Youth Activity Center, Senior Center, Community Recreation Center, Recreation Facilities, Aquatics, Sports, Teen Activities and Special Events, such as the annual Easter Egg Hunt, Silicon Valley BBQ Championships, the July 4th All-City Picnic, the International Swim Meet, the Art and Wine Festival and the Halloween Party.

The Department strives to provide the public with beautiful and well-maintained facilities and parks. The park land is dedicated to passive, active and specialized permitted uses. The grounds are on a year-round schedule of litter control, facility maintenance, vegetation, tree and turf care.

Mission City Memorial Park, the City's active cemetery, is a well laid out and beautifully maintained facility. The staff are professional and caring. In time of need, customers can choose from a selection of graves, crypts, and niches for interments. Presently the cemetery is providing service in pre-purchased properties and developing new facilities as Cemetery Master Plan projects are funded and completed.

Parks & Recreation Department (continued)

Resource Level Changes

No changes to benefited staffing levels.

Divisions and Programs

Parks Administration

- ◆ Park Maintenance
- ◆ Pool Maintenance
- ◆ Buildings Maintenance
- ◆ Parks Operations

Special Recreation Programs

- ◆ Senior Nutrition Program

Cemetery

- ◆ Maintenance of Grounds
- ◆ Maintenance of Buildings
- ◆ Cemetery Operations

Recreation

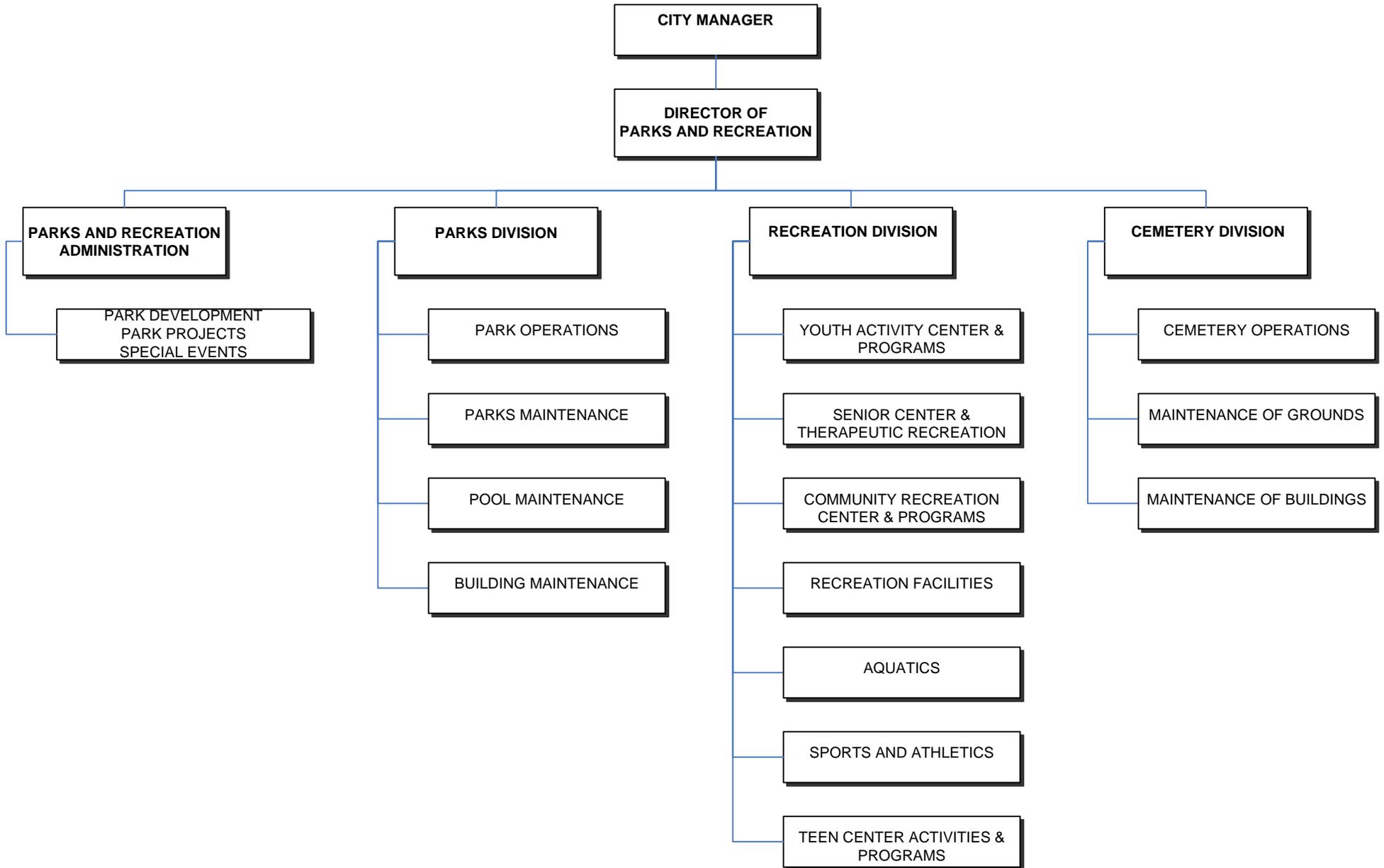
- ◆ Parks and Recreation Administration
- ◆ Youth and Teen Programs
- ◆ Senior Programs
- ◆ Cultural and Performing Arts
- ◆ Recreation Facilities
- ◆ Aquatics
- ◆ Sports
- ◆ Special Events (includes Parks Div. support)

2014-15 Department Accomplishments

- New Housing Development Impact Ordinance 1928 was adopted, establishing parkland dedication standards in accordance with the Quimby Act and Mitigation Fee Act (AB1600).
- Hosted successful 34th Annual Art and Wine festival, raising \$55,000 to donate to local charitable organizations; hosted third annual Silicon Valley BBQ Championship event.
- Initiated International Swim Center/Community Center/International Swim Hall of Fame planning, including schematic design, environmental study, and proposed business plan.
- Conducted feasibility study to provide options for Youth Soccer facilities.
- Initiated planning of Super Bowl 50 special events

CITY OF SANTA CLARA

PARKS AND RECREATION DEPARTMENT



Parks & Recreation Department (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions		Salary	
		2014-15 Adopted	2015-16 Budget	2014-15 Adopted	2015-16 Budget
<u>Parks & Recreation - Fund 001</u>					
Uncl	Parks and Recreation Director	1.00	1.00	\$ 177,432	\$ 180,684
Uncl	Deputy Parks & Recreation Director	1.00	1.00	141,012	143,604
Uncl	Recreation Manager	1.00	1.00	136,620	139,128
Uncl	Park Maintenance and Operations Supervisor	1.00	1.00	107,544	109,512
Uncl	Parks Construction, Maintenance, and Repair Supervisor	1.00	1.00	114,696	114,697
G29	Park Maintenance Crafts Worker	2.00	2.00	157,140	176,471
G23	Grounds Maintenance Worker III	8.00	8.00	575,040	624,321
G21	Grounds Maintenance Worker II *	17.00	16.00	1,039,788	1,040,190
G19	Grounds Maintenance Worker I *	18.00	18.00	1,127,076	1,242,605
A33	Park Foreperson	3.00	3.00	293,878	300,322
A32	Recreation Supervisor	8.00	8.00	758,288	771,227
A27	Senior Center Coordinator *	0.82	1.00	73,828	65,436
A27	Recreation Coordinator-Therapeutic	1.00	1.00	85,452	87,092
A27	Recreation Coordinator	4.00	4.00	348,108	349,808
A23	Health & Wellness Coordinator	0.75	0.75	52,812	49,448
A22	Office Specialist III	3.00	3.00	220,075	219,816
A18	Office Specialist II *	6.00	6.00	352,140	343,785
A16	Staff Aide I	-	1.00	-	53,712
	Premium			23,070	49,820
	Stipend			144,028	36,911
	Salary & Wages-Regular	76.57	76.75	5,928,027	6,098,589
	Salary & Wages-As Needed			1,472,203	1,711,930
	Salary & Wages-Overtime/Vacation Relief			18,000	18,000
	Total Parks & Recreation	<u>76.57</u>	<u>76.75</u>	<u>\$ 7,418,230</u>	<u>\$ 7,828,519</u>

Parks & Recreation Department (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions		Salary	
		2014-15 Adopted	2015-16 Budget	2014-15 Adopted	2015-16 Budget
Recreation Program Operations - Fund 111					
A27	Senior Center Coordinator *	0.18	-	\$ 16,096	\$ 24,576
	Premium			-	-
	Stipend			402	-
	Salary & Wages-Regular	0.18	-	16,498	24,576
	Salary & Wages-As Needed			15,717	14,990
	Salary & Wages-Overtime/Vacation Relief			-	-
	Total Recreation Program Operations - Fund 111	0.18	-	\$ 32,215	\$ 39,566
Cemetery - Fund 093					
Uncl	Cemetery Operations Superintendent	1.00	1.00	\$ 104,904	\$ 93,060
G23	Cemetery Worker III	1.00	1.00	73,224	81,510
G21	Cemetery Worker II	2.00	2.00	126,924	141,286
G19	Cemetery Worker I	1.00	1.00	66,480	74,003
A23	Cemetery Services Clerk *	1.00	1.00	-	-
	Premium			940	4,664
	Stipend			9,289	1,163
	Salary & Wages-Regular	6.00	6.00	381,761	395,685
	Salary & Wages-As Needed			-	-
	Salary & Wages-Overtime/Vacation Relief			-	-
	Total Cemetery	6.00	6.00	\$ 381,761	\$ 395,685
	Department Total	82.75	82.75	\$ 7,832,206	\$ 8,263,770

* The Department has a total of (5.0) positions in Frozen/Unfunded status which lower actual available staffing in 2015-16.

Department: Parks & Recreation

Division: Parks & Playgrounds

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Park Maintenance	\$ 5,253,282	\$ 6,141,198	\$ 6,249,169	\$ 107,971
Pool Maintenance	1,049,000	1,046,223	1,100,975	54,752
Building Maintenance	858,030	965,223	1,031,143	65,920
Park Operations	801,139	559,560	575,061	15,501
Total Expenditures	<u>\$ 7,961,452</u>	<u>\$ 8,712,204</u>	<u>\$ 8,956,348</u>	<u>\$ 244,144</u>
Full Time Positions	53.00	52.67	51.67	(1.00)
Total Direct Revenue	\$ 1,429	\$ -	\$ 49,000	\$ 49,000

Division Mission

Preserve Santa Clara's parks, open space, community centers, sports venues, and neighborhood park buildings for the public to enjoy.

Division Highlights

- Completed Bracher Park rehabilitation, including basketball court, playground, BBQ and a fitness cluster.
- Upgraded and maintained landscaping at 10 water well sites.
- Planted over 150 trees in 15 parks.

Division: Parks & Playgrounds

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Park Maintenance (1132)				
Deputy Director of Parks & Recreation	-	0.15	0.15	-
Park Maintenance & Operations Supervisor	1.00	0.98	0.98	-
Parks Construction & Repair Supervisor	0.50	0.50	0.50	-
Park Maintenance Crafts Worker	1.30	1.20	1.20	-
Grounds Maintenance Worker III	5.50	5.50	5.50	-
Grounds Maintenance Worker II	14.50	15.24	14.24	(1.00)
Grounds Maintenance Worker I	13.75	13.63	13.63	-
Park Foreman/Forewoman	1.74	1.82	1.82	-
Subtotal	38.29	39.02	38.02	(1.00)
Pool Maintenance (1133)				
Deputy Director of Parks & Recreation	-	0.10	0.10	-
Parks Construction & Repair Supervisor	0.25	0.25	0.25	-
Park Maintenance Crafts Worker	-	0.08	0.08	-
Grounds Maintenance Worker III	1.75	1.75	1.75	-
Grounds Maintenance Worker II	1.50	1.25	1.25	-
Grounds Maintenance Worker I	0.25	0.44	0.44	-
Park Foreman/Forewoman	0.83	0.73	0.73	-
Subtotal	4.58	4.60	4.60	-
Building Maintenance (1134)				
Deputy Director of Parks & Recreation	-	0.10	0.10	-
Parks Construction & Repair Supervisor	0.25	0.24	0.24	-
Park Maintenance Crafts Worker	0.70	0.70	0.70	-
Park Foreman/Forewoman	0.43	0.42	0.42	-
Grounds Maintenance Worker III	0.75	0.75	0.75	-
Grounds Maintenance Worker II	-	0.44	0.44	-
Grounds Maintenance Worker I	4.00	3.92	3.92	-
Subtotal	6.13	6.57	6.57	-
Park Operations (1135)				
Parks and Recreation Director	1.00	0.85	0.85	-
Deputy Director of Parks & Recreation	1.00	0.64	0.64	-
Grounds Maintenance Worker II	1.00	-	-	-
Office Specialist II	1.00	0.99	0.99	-
Subtotal	4.00	2.48	2.48	-
Total Division Positions	53.00	52.67	51.67	(1.00)

Division: Parks & Playgrounds**Program: Park Maintenance**

001/1132

Program Mission: Maintain the City's Central Park (45.04 acres), 25 neighborhood parks (122.67 acres), 5 mini parks (2.59 acres), public open space (41.71 acres), recreation facilities (14.86 acres excludes SCG&TC/BMX), and joint use facilities (47.52); including playgrounds, restrooms, picnic areas, turf, trees, vegetation, athletic fields, sports venues at defined levels of service that promotes the use of clean, safe and attractive facilities.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change	
Salaries	\$ 2,478,998	\$ 2,846,963	\$2,862,874	\$ 15,911	
Benefits	1,265,728	1,630,227	1,555,688	(74,539)	
Other Operating Expenditures	1,135,254	1,061,638	1,175,608	113,970	
Interfund Services	373,302	602,370	654,999	52,629	
Total Expenditures	<u>\$ 5,253,282</u>	<u>\$ 6,141,198</u>	<u>\$ 6,249,169</u>	<u>\$ 107,971</u>	
Full Time Positions	38.29	39.02	38.02	(1.00)	
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget	
1. Park acre/FTE maintenance staff	274.39/38.0	7.22	7.09	7.19	7.21
2. Cost per acre maintained.	\$ 20,502	\$ 22,195	\$ 21,573	\$ 22,775	

Division: Park & Playgrounds**Program: Pool Maintenance**

001/1133

Program Mission: Maintain eleven (11) clean, safe, attractive municipal swimming pools and support facilities at five sites (International Swim Center, Mary Gomez, Warburton, Montague, Senior Center).

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 337,733	\$ 388,667	\$ 394,286	\$ 5,619
Benefits	168,557	200,014	195,111	(4,903)
Other Operating Expenditures	472,231	440,070	489,570	49,500
Interfund Services	70,480	17,472	22,009	4,537
Total Expenditures	<u>\$ 1,049,000</u>	<u>\$ 1,046,223</u>	<u>\$ 1,100,975</u>	<u>\$ 54,752</u>
Full Time Positions	4.58	4.60	4.60	-
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Clean locker rooms, showers, and pool decks daily when facility is in use.	100%	100%	100%	100%
2. Monitor water temperature and water chemical balance a minimum of two times per day, when facility is in use.	100%	100%	100%	100%
3. Vacuum pools a minimum of one time per week.	52	52	52	52

Division: Parks & Playgrounds**Program: Building Maintenance**

001/1134

Program Mission: Maintain and support use of clean, safe, fully functional, attractive community center, senior center, youth activity center, teen center, and neighborhood park buildings. (261,280 sq ft)

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 379,808	\$ 484,885	\$ 523,236	\$ 38,351
Benefits	196,519	239,082	249,569	10,487
Other Operating Expenditures	214,642	220,210	232,090	11,880
Interfund Services	67,062	21,046	26,248	5,202
Total Expenditures	<u>\$ 858,030</u>	<u>\$ 965,223</u>	<u>\$ 1,031,143</u>	<u>\$ 65,920</u>
Full Time Positions	6.13	6.57	6.57	-
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of graffiti removed within two business days.	100%	100%	100%	100%
2. Cost per square foot of building maintained.	\$ 15.00	\$ 3.69	\$ 3.75	\$ 3.75

Division: Parks & Playgrounds**Program: Park Operations**

001/1135

Program Mission: Provide administrative direction, updated information, training, and technical support for division staff, public and contract operators of facilities. Plan for future parks & facility needs.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 485,513	\$ 320,263	\$ 322,115	\$ 1,852
Benefits	209,406	149,022	153,450	4,428
Other Operating Expenditures	40,679	66,260	71,705	5,445
Interfund Services	65,541	24,015	27,791	3,776
Total Expenditures	<u>\$ 801,139</u>	<u>\$ 559,560</u>	<u>\$ 575,061</u>	<u>\$ 15,501</u>
Full Time Positions	4.00	2.48	2.48	-
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Sustain Park System and supervise thirty-four municipal park sites and facilities daily.	100%	100%	100%	100%
2. Provide training and certifications for all employees to increase productivity and enhance effectiveness.	100%	100%	100%	100%

Department: Parks & Recreation**Division: Recreation**

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Recreation Operations	\$ 194,544	\$ 344,279	733,811	\$ 389,532
Youth Activity Center	786,026	777,978	872,191	94,213
Senior Center	1,301,810	1,362,495	1,297,192	(65,303)
Community Recreation Center	1,767,074	1,604,177	1,615,309	11,132
Recreation Facilities	31,724	101,812	102,513	701
Aquatics	311,002	342,720	347,372	4,652
Adult Sports	191,569	204,523	206,535	2,012
Teen Center	642,959	583,942	591,342	7,400
CW Special Events	35,412	274,906	317,225	42,319
Total Expenditures	<u>\$ 5,262,119</u>	<u>\$ 5,596,832</u>	<u>6,083,489</u>	<u>\$ 486,657</u>
Full Time Positions	23.00	23.90	25.08	1.18
Total Direct Revenue	\$ 2,348,933	\$ 2,278,833	<u>\$ 2,272,300</u>	\$ (6,533)

Division Mission

Provide recreation opportunities for all residents of Santa Clara at the Community Recreation Center, Youth Activity Center, Senior Center, Teen Center, Youth Soccer Park, City parks and athletic facilities, and City pools. Host a variety of special events during the year.

Division Highlights

- The Aquatics Program will offer a variety of summer swim lessons for all ages and year round access to lap swimming for adults and seniors at the International Swim Center and Senior Center.
- The Sports and Facilities Programs will offer competitive basketball and softball leagues for adults; coordinate use permits for the Youth Soccer Park and SCUSD fields; assist with Jr. Giants program at the Youth Activity Center.
- The Cultural and Performing Arts Program will provide a fine arts camp during the summer and several Junior Theatre and dance performance programs during the year.
- The Teen Center will offer age appropriate special events and after school drop in programs for Santa Clara teens.
- The Community Recreation center will provide a variety of fitness classes for adults, and enrichment programs for preschool aged children.
- The Recreation Division will coordinate city-wide special events: the Easter Egg Hunt, the Dance Recital the All City Picnic, the 34rd Annual Art and Wine Festival, and the Halloween Party and Silicon Valley BBQ Championships, Holiday Tree Lighting, and Super 50 Events
- The Senior Center will continue to offer a variety of programs for residents over 50 years of age and the disabled population at the Senior Center.
- Provide a therapeutic recreation program with fitness and enrichment opportunities for special needs population.

Division: Recreation

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Recreation Operations (1142)				
Parks and Recreation Director	-	0.13	0.13	-
Recreation Manager	-	0.55	0.55	-
Recreation Coordinator	-	-	0.99	0.99
Staff Aide I	-	-	1.00	1.00
Office Specialist III	-	0.50	0.95	0.45
Office Specialist II	1.00	0.99	0.99	-
Subtotal	1.00	2.17	4.61	2.44
Youth Activity Center & Programs (1143)				
Recreation Manager	-	0.05	0.05	-
Recreation Supervisor	1.00	0.95	0.95	-
Recreation Coordinator	1.00	0.99	0.99	-
Office Specialist III	1.00	0.99	0.99	-
Subtotal	3.00	2.98	2.98	-
Senior Center & Therapeutic Programs (1144)				
Recreation Manager	-	0.05	0.05	-
Recreation Supervisor	2.00	1.98	1.98	-
Senior Center Coordinator	1.00	0.77	0.95	0.18
Recreation Coordinator	-	0.70	0.70	-
Recreation Coordinator - Therapeutics	1.00	0.99	-	(0.99)
Health & Wellness Coordinator	-	0.75	0.75	-
Office Specialist III	1.00	0.45	-	(0.45)
Office Specialist II	2.00	1.98	1.00	(0.98)
Subtotal	7.00	7.67	5.43	(2.24)
Community Recreation Center (1145)				
Recreation Superintendent	-	-	-	-
Recreation Manager	1.00	0.10	0.10	-
Recreation Supervisor	2.00	1.98	1.98	-
Recreation Coordinator	1.00	0.97	0.97	-
Office Specialist III	1.00	0.99	0.99	-
Office Specialist II	1.00	0.55	1.53	0.98
Subtotal	6.00	4.59	5.57	0.98
Recreation Facilities (1146)				
Recreation Manager	-	0.05	0.05	-
Office Specialist II	-	0.40	0.40	-
Subtotal	-	0.45	0.45	-
Aquatics (1147)				
Recreation Manager	-	0.05	0.05	-
Recreation Supervisor	1.00	0.99	0.99	-
Subtotal	1.00	1.04	1.04	-
Sports & Athletics (1148)				
Recreation Manager	-	0.05	0.05	-
Recreation Supervisor	1.00	0.95	0.95	-
Subtotal	1.00	1.00	1.00	-

Division: Recreation

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Teen Center & Programs (1149)				
Recreation Manager	-	0.05	0.05	-
Recreation Supervisor	1.00	0.99	0.99	-
Recreation Coordinator	2.00	1.24	1.24	-
Office Specialist II	1.00	0.99	0.99	-
Subtotal	4.00	3.27	3.27	-
Special Events (1171)				
Parks and Recreation Director	-	0.02	0.02	-
Deputy Director of Parks & Recreation	-	0.01	0.01	-
Recreation Manager	-	0.05	0.05	-
Park Maint. & Operations Supervisor	-	0.02	0.02	-
Parks Const, Mtc & Repair Supervisor	-	0.01	0.01	-
Park Maintenance Craftworker	-	0.02	0.02	-
Grounds Maintenance Worker II	-	0.07	0.08	0.01
Grounds Maintenance Worker I	-	0.01	0.01	-
Park Foreperson	-	0.03	0.03	-
Recreation Supervisor	-	0.16	0.16	-
Recreation Coordinator	-	0.11	0.10	(0.01)
Senior Center Coordinator	-	0.05	0.05	-
Office Specialist III	-	0.07	0.07	-
Office Specialist II	-	0.10	0.10	-
Subtotal	-	0.73	0.73	-
Total Division Positions	23.00	23.90	25.08	1.18

Division: Recreation**Program: Recreation Operations**

001/1142

Program Mission: Provide administrative and technical support for all program and activity personnel. Handle all Department employment responsibilities including: hiring, terminations, payroll, and benefits. Responsible for the smooth transfer of information between divisions and programs. Accounting center for all Department financial transactions, and the Department liaison between all other City departments and the City Manager.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 74,778	\$ 206,954	\$ 449,318	\$ 242,364
Benefits	37,595	100,939	245,293	144,354
Other Operating Expenditures	63,912	32,475	32,475	-
Interfund Services	18,260	3,911	6,725	2,814
Total Expenditures	<u>\$ 194,544</u>	<u>\$ 344,279</u>	<u>\$ 733,811</u>	<u>\$ 389,532</u>
Full Time Positions	1.00	2.17	4.61	2.44
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Timely response to public requests for information.	100%	100%	100%	100%

Division: Recreation**Program: Youth Activity Center**

001/1143

Program Mission: Offer recreation activities for Santa Clara youth including classes, programs, open gym for children of all ages, after school activities to meet the needs of elementary and middle school students, and a wide variety of summer camps and activity classes when school is not in session.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 461,364	\$ 475,179	\$ 565,329	\$ 90,150
Benefits	132,572	141,447	141,935	488
Other Operating Expenditures	173,620	147,203	147,203	-
Interfund Services	18,470	14,149	17,724	3,575
Total Expenditures	<u>\$ 786,026</u>	<u>\$ 777,978</u>	<u>\$ 872,191</u>	<u>\$ 94,213</u>
Full Time Positions	3.00	2.98	2.98	-
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of After School Open Gym/Special Activities participants.	32,274	30,147	34,000	32,000
2. Number of Summer Sports Camp participants.	1,014	766	800	800

Division: Recreation**Program: Senior Center**

001/1144

Program Mission: Provide the main source of information, leisure, and socialization for Santa Clara senior citizens, and provide a year-around program to meet the common interests and needs of seniors.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 965,105	\$ 951,333	\$ 927,004	\$ (24,329)
Benefits	196,308	296,062	247,923	(48,139)
Other Operating Expenditures	97,887	88,826	88,826	-
Interfund Services	42,510	26,274	33,438	7,164
Total Expenditures	<u>\$ 1,301,810</u>	<u>\$ 1,362,495</u>	<u>\$ 1,297,192</u>	<u>\$ (65,303)</u>
Full Time Positions	7.00	7.67	5.43	(2.24)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of senior trip and tour participants.	1,575	2,050	2,750	2,200
2. Average monthly Health & Wellness part.	325	395	300	395
3. Average monthly Fitness attendance.	6,458	7,103	7,500	6,600
4. Senior Center Registration Cards Issued.	5,778	3,020	5,750	5,800

Division: Recreation**Program: Community Recreation Center**

001/1145

Program Mission: Coordinate recreation and leisure services for the City of Santa Clara including classes and activities for residents of all ages, facility use and reservations.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 744,843	\$ 756,539	\$ 756,325	\$ (214)
Benefits	210,741	217,142	223,254	6,112
Other Operating Expenditures	774,820	604,511	604,511	-
Interfund Services	36,670	25,985	31,219	5,234
Total Expenditures	<u>\$ 1,767,074</u>	<u>\$ 1,604,177</u>	<u>\$ 1,615,309</u>	<u>\$ 11,132</u>
Full Time Positions	6.00	4.59	5.57	0.98

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of recreation class participants.	9,941	10,315	9,500	10,000
2. Net income from the Art and Wine Festival available for charitable purposes.	\$ 60,000	\$ 55,000	\$ 50,000	\$ 55,000

Division: Recreation**Program: Recreation Facilities**

001/1146

Program Mission: Provide facility use permits for youth, adult and community activities, make reservations and insure the proper use of each facility. Continue coordination of field use between the City and the Santa Clara Unified School District and Mission College.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 29,289	\$ 81,488	\$ 81,833	\$ 345
Benefits	585	19,324	19,679	355
Other Operating Expenditures	-	1,000	1,000	-
Interfund Services	1,850	-	-	-
Total Expenditures	\$ 31,724	\$ 101,812	\$ 102,513	\$ 701
Full Time Positions	-	0.45	0.45	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Annual Santa Clara Youth Sports groups field permits.	18	26	15	20
2. Ability to accommodate field use requests for returning resident soccer and softball adult user groups.	100%	90%	85%	90%

Division: Recreation**Program: Aquatics**

001/1147

Program Mission: Provide swimming facilities for the health and enjoyment of all residents, instructional lessons and recreation swimming for children, adults, seniors and the disabled and support community competitive swim team training and competitions throughout the year.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 249,832	\$ 279,978	\$ 281,777	\$ 1,799
Benefits	48,671	54,899	55,882	983
Other Operating Expenditures	259	2,556	2,556	-
Interfund Services	12,240	5,287	7,157	1,870
Total Expenditures	\$ 311,002	\$ 342,720	\$ 347,372	\$ 4,652
Full Time Positions	1.00	1.04	1.04	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of summer swim lesson classes provided.	293	192	224	200
2. Number of summer swim lesson participants.	1,684	1,029	1,200	1,000

Division: Recreation**Program: Sports**

001/1148

Program Mission: Provide recreational sports programs and well-officiated competitive team sports for adults in Santa Clara, and seasonal league play for the sports of softball and basketball.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 120,461	\$ 124,763	\$ 124,418	\$ (345)
Benefits	46,575	43,500	44,941	1,441
Other Operating Expenditures	19,263	27,463	27,463	-
Interfund Services	5,270	8,797	9,713	916
Total Expenditures	<u>\$ 191,569</u>	<u>\$ 204,523</u>	<u>\$ 206,535</u>	<u>\$ 2,012</u>
Full Time Positions	1.00	1.00	1.00	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of registered adult softball teams.	69	41	40	41
2. Number of registered adult basketball teams.	22	23	40	23

Division: Recreation**Program: Teen Center**

001/1149

Program Mission: Provide a safe and enjoyable place for senior high school teenagers to socialize, take classes, participate in special events, and enroll in programs.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 406,903	\$ 395,816	\$ 394,211	\$ (1,605)
Benefits	170,707	147,799	153,266	5,467
Other Operating Expenditures	46,318	21,901	21,901	-
Interfund Services	19,030	18,426	21,963	3,537
Total Expenditures	<u>\$ 642,959</u>	<u>\$ 583,942</u>	<u>\$ 591,342</u>	<u>\$ 7,400</u>
Full Time Positions	4.00	3.27	3.27	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of hours Teen Center open per week for drop-in activities.	22	22	22	22
2. Number of special events for teens per year.	9	10	12	10

Division: Recreation

Program: Special Events

001/1171

Program Mission: To provide Citywide Special Events for community enjoyment, particularly City sponsored holidays and Civic traditions, such as: Annual Art & Wine Festival, July 4th All City Picnic; SVBBQ Championships; Holiday Tree Lighting; Egg Hunt; among others.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 8,477	\$ 105,402	\$ 145,792	\$ 40,390
Benefits	-	33,772	35,701	1,929
Other Operating Expenditures	26,935	135,732	135,732	-
Total Expenditures	\$ 35,412	\$ 274,906	\$ 317,225	\$ 42,319
Full Time Positions	-	0.73	0.73	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1 Net income from the Art and Wine Festival available for charitable purposes.	\$ 60,000	\$ 55,000	\$ 50,000	\$ 55,000
2. Increase annual attendance & sponsor participation.	NA	150,000	150,000	150,000

Department: Parks & Recreation

Division: Senior Nutrition Program

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget *	Budget Change
Special Recreation Programs	\$ 162,338	\$ 146,596	\$ 155,448	\$ 8,852
Total Expenditures	<u>\$ 162,338</u>	<u>\$ 146,596</u>	<u>\$ 155,448</u>	<u>\$ 8,852</u>
Full Time Positions	-	0.18	-	(0.18)
Total Direct Revenue	\$ 136,655	\$ 146,596	\$ 155,448	\$ 8,852

Division Mission

To provide a congregate meals program to improve senior health and ability to live independently.

Division Highlights

- Offer a Monday through Friday senior nutrition program.
- Encourage participation in water exercise and fitness activities and other opportunities at the Senior Center.
- Offer access to information about senior issues and current events.

* Due to the timing of the collection of fees and associated expenditures, and the ongoing nature of the operations, appropriations do not lapse at fiscal year end. The current year appropriations represent the Santa Clara County approved appropriations for the Santa Clara site.

Division: Senior Nutrition Program

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Senior Nutrition Program				
Recreation Coordinator	-	0.18	-	(0.18)
Total Division Positions	-	0.18	-	(0.18)

Division: Senior Nutrition Program

Program: Senior Nutrition

111/1112

Program Mission: Support recreation programs with supplies funded by participant fees.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 59,442	\$ 32,215	\$ 39,566	\$ 7,351
Benefits	1,623	8,375	-	(8,375)
Other Operating Expenditures	101,273	106,006	115,882	9,876
Total Expenditures	<u>\$ 162,338</u>	<u>\$ 146,596</u>	<u>\$ 155,448</u>	<u>\$ 8,852</u>
Full Time Positions	-	0.18	-	(0.18)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Average number of daily participants in the Senior Nutrition Program.	83	81	81	81
2. Total number of unduplicated participants in the Senior Nutrition Program, annually.	401	401	575	575
3. Total Annual Meals Served.	20,534	21,397	20,088	20,088

Department: Parks & Recreation

Division: Cemetery

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Maintenance of Grounds	\$ 542,814	\$ 571,894	\$ 621,250	\$ 49,356
Maintenance of Buildings	85,435	44,137	46,759	2,622
Cemetery Operations	263,905	235,155	226,793	(8,362)
Total Expenditures	<u>\$ 892,154</u>	<u>\$ 851,186</u>	<u>\$ 894,803</u>	<u>\$ 43,617</u>
Full Time Positions	6.00	6.00	6.00	-
Total Direct Revenue	\$ 478,933	\$ 546,150	\$ 546,150	\$ -

Division Mission

Provide burial and cemetery services in a well maintained customer oriented atmosphere.

Division Highlights

- Continue refinement of our burial practices and customer relations.
- Continue preparation for future installation of new burial sites in the Willow Bend area.
- Continue maintenance of heritage trees.

Division: Cemetery

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Maintenance of Grounds (1162)				
Cemetery Worker III	0.90	0.90	0.90	-
Cemetery Worker II	1.80	1.80	1.80	-
Cemetery Worker I	1.00	1.00	1.00	-
Subtotal	<u>3.70</u>	<u>3.70</u>	<u>3.70</u>	<u>-</u>
Maintenance of Buildings (1163)				
Cemetery Worker III	0.10	0.10	0.10	-
Cemetery Worker II	0.20	0.20	0.20	-
Subtotal	<u>0.30</u>	<u>0.30</u>	<u>0.30</u>	<u>-</u>
Cemetery Operations (1164)				
Cemetery Operations Superintendent	1.00	1.00	1.00	-
Cemetery Services Clerk	1.00	1.00	1.00	-
Subtotal	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>-</u>
Total Division Positions	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>-</u>

Division: Cemetery**Program: Maintenance of Grounds**

093/1162

Program Mission: Provide burial and customer services in a well maintained, park-like setting.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 218,883	\$ 253,719	\$ 274,530	\$ 20,811
Benefits	117,770	155,372	156,180	808
Other Operating Expenditures	109,394	103,354	109,568	6,214
Interfund Services	96,767	59,449	80,973	21,524
Total Expenditures	<u>\$ 542,814</u>	<u>\$ 571,894</u>	<u>\$ 621,250</u>	<u>\$ 49,356</u>
Full Time Positions	3.70	3.70	3.70	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Mow and trim turf areas once a week.	45	45	45	45
2. Prepare and complete all burials daily.	100%	100%	100%	100%
3. Prune needed trees annually for safety.	100%	100%	100%	100%
4. Cost per acre maintained. (22.6 ac.)	\$ 21,494	\$ 21,305	\$ 20,438	\$ 27,489

Division: Cemetery**Program: Maintenance of Buildings**

093/1163

Program Mission: Maintain cemetery buildings in a clean and proper manner in keeping with City standards.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 14,339	\$ 20,515	\$ 22,280	\$ 1,765
Benefits	8,721	12,578	12,671	93
Other Operating Expenditures	61,465	10,465	11,107	642
Interfund Services	910	579	702	123
Total Expenditures	<u>\$ 85,435</u>	<u>\$ 44,137</u>	<u>\$ 46,759</u>	<u>\$ 2,622</u>
Full Time Positions	0.30	0.30	0.30	-

Performance Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Clean and maintain all buildings daily.	100%	100%	100%	100%
2. Cost per square foot maintained.	\$ 4.62	\$ 3.01	\$ 3.01	\$ 3.02

Division: Cemetery**Program: Cemetery Operations**

093/1164

Program Mission: Provide exemplary cemetery services and maintain excellent customer relations on behalf of the City.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 141,633	\$ 107,527	\$ 98,876	\$ (8,651)
Benefits	54,159	56,865	53,315	(3,550)
Other Operating Expenditures	2,956	3,725	7,085	3,360
Interfund Services	65,157	67,038	67,517	479
Total Expenditures	<u>\$ 263,905</u>	<u>\$ 235,155</u>	<u>\$ 226,793</u>	<u>\$ (8,362)</u>
Full Time Positions	2.00	2.00	2.00	-

Performance Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Cemetery existing capacity remaining (est.).	1%		1%	1%
2. Development of In-ground Spaces.	0		25	0
3. Development of Niche Bank Spaces.	192		50	0



City of Santa Clara

The Center of What's Possible

Library

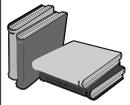
Administration

Youth & Extension Services

Adult Services

Collection Services

Support Services



Library Department

Department Summary	2013-14 Actuals	2014-15 Adopted	2015-16 Budget
Administration	\$ 396,367	\$ 541,702	\$ 570,244
Youth & Extension Services	1,582,403	2,564,960	2,876,555
Adult Services	3,206,958	3,108,467	3,445,552
Collection Services	531,075	804,532	711,217
Support Services	1,234,232	1,250,577	1,345,502
Total Department Expenditures	<u>\$ 6,951,035</u>	<u>\$ 8,270,238</u>	<u>\$ 8,949,069</u>
Total Full Time Positions	42.00	46.50	47.00
Total Department Revenue	\$ 211,992	\$ 212,800	\$ 212,800

Department Mission

Provide relevant educational and recreational information, in both new and traditional formats, to our diverse community through free and equal access to ideas, customer-centered services, and the use of current technology.

Department Overview

During these challenging times, the Library Department has positioned itself as a dynamic provider of educational and recreational information to the Santa Clara community. The 2013-2014 fiscal year saw 844,248 visitors check out 2.4 million items at the Central Park Library, Mission Library Family Reading Center, and Northside Branch which opened in August 2014. The 2014-2015 fiscal year to date shows we had 556,291 visitors. This is 56,000 more visitors than last year at this time.

Library collections and services reflect the diverse, changing needs and interests of Silicon Valley. Books and audiobooks now are offered through the library in digital, as well as traditional formats. Free computer classes taught by Library staff teach citizens how to use emerging technologies to better their professional and personal lives. An extensive genealogy and local history section attracts researchers nationwide. Multiple weekly storytimes draw capacity crowds, and introduce early literacy skills, while promoting the joy of reading to children and their families. Electronic databases are available through the Library's website 24/7, and allow citizens to do research, learn a new language, or receive homework help online free of charge. Partnerships with other local agencies allow the Library to maximize its community impact.

The Library has responded to the changing economic climate with exciting new programs to meet community needs, and bring in new patrons. In 2014, the Library received a State grant for our Getting Started program which reaches out to our newest citizens and provides them with the resources and skills to better adapt to their new community.

Mission Library Family Reading Center is home to Read Santa Clara, the Library's adult literacy program. Adults wishing to improve their reading and writing skills can receive free, confidential tutoring from a literacy volunteer.

Staff continually seek innovative ways to deliver exemplary customer service, and streamlined cost-efficient workflows. The library strives to provide a welcoming and accessible environment for our richly diverse community.

Library Department (continued)

Resource Level Changes

The Department added a new half-time Library Assistant, unfroze two half-time Library Assistant positions, unfroze a half-time Librarian II position, and unfroze a three-quarter time Librarian II position. These positions will support restoring hours at the Central Park and Mission Libraries.

Divisions and Programs

Administration

- ◆ Administration

Collection Services

- ◆ Technical Services
- ◆ Collection Management

Youth & Extension Services

- ◆ Youth Services
- ◆ Young Adult
- ◆ Mission Library
- ◆ Extension Services
- ◆ Northside Branch Library

Support Services

- ◆ Facilities
- ◆ Technology

Adult Services

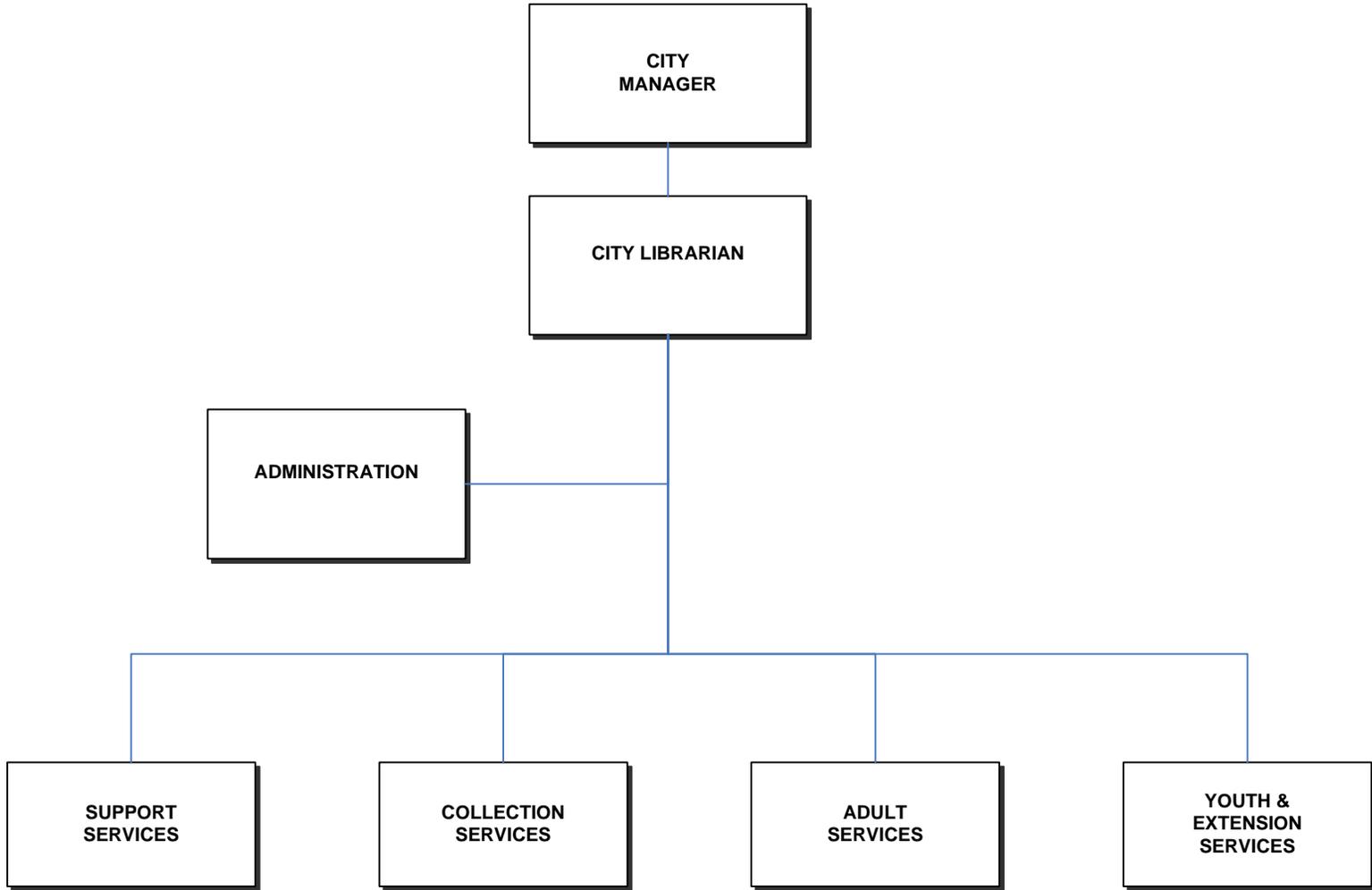
- ◆ Reference and Adult Collections
- ◆ Periodicals
- ◆ Local History
- ◆ Circulation

2014-15 Department Accomplishments

- Completed Northside Branch Project on time and on budget .
- Installed new HVAC units at Central Library.
- Upgraded Audio Visual Equipment in Central Library Community rooms.
- Created Central Studio for art programs at Central Library.
- Developed new workflows that have reduced staff time and increased customer satisfaction..

CITY OF SANTA CLARA

LIBRARY DEPARTMENT



Library Department (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions		Salary	
		2014-15 Adopted	2015-16 Budget	2014-15 Adopted	2015-16 Budget
Uncl	City Librarian	1.00	1.00	\$ 174,120	\$ 177,312
Uncl	Assistant City Librarian	1.00	1.00	139,296	141,852
Uncl	Library Division Manager - Youth & Extension Services	1.00	-	108,828	-
Uncl	Library Division Manager - Support Services	1.00	1.00	114,300	131,115
Uncl	Library Division Manager* - Collection Services	1.00	1.00	-	-
A34	Library Program Coordinator - Youth Services/Local History	2.00	1.00	213,502	106,920
A34	Library Program Coordinator	1.00	1.00	91,968	88,161
A34	Library Program Coordinator - Reference	1.00	1.00	83,340	90,006
A34	Library Program Coordinator - Cataloging	1.00	1.00	87,159	91,851
A34	Library Program Coordinator - Technology	1.00	1.00	104,064	104,352
A30	Librarian I/II	9.00	11.00	719,593	962,292
A28	Library Circulation Supervisor	1.00	1.00	88,829	91,300
A28	Literacy Program Supervisor	1.00	1.00	89,760	90,012
A25	Senior Library Assistant*	5.00	5.00	303,024	332,944
A25	Library Technology Assistant	1.00	1.00	82,704	83,568
A20	Library Assistant I/II	15.50	16.00	1,004,699	1,050,002
A20	Literacy Student/Tutor Coordinator	1.00	1.00	73,980	75,744
A18	Office Specialist II*	0.50	0.50	-	-
A15	Library Material Mender/Processor	1.00	1.00	67,116	67,296
A12	Literacy Advocate	0.50	0.50	29,586	29,670
	Premium			15,150	33,103
	Stipend			89,401	46,430
	Salary & Wages-Regular	46.50	47.00	3,680,419	3,793,930
	Salary & Wages-As Needed			894,033	894,033
	Salary & Wages-Overtime/Vacation Relief			22,121	16,496
	Total	46.50	47.00	\$ 4,596,573	\$ 4,704,458

* The Department has a total of (2.5) positions in Frozen/Unfunded status which lower actual available staffing in 2015-16.

Department: Library

Division: Administration

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Administration	<u>\$ 396,367</u>	<u>\$ 541,702</u>	<u>\$ 570,244</u>	<u>\$ 28,542</u>
Total Expenditures	<u>\$ 396,367</u>	<u>\$ 541,702</u>	<u>\$ 570,244</u>	<u>\$ 28,542</u>
Full Time Positions	3.00	3.00	3.00	-
Total Direct Revenue	\$ -	\$ -	\$ -	\$ -

Division Mission

Plan, direct, organize, and manage the activities of the Library Department for the educational and recreation benefit of the Santa Clara Community; provide staff support for the Department's central and administrative services.

- Promote implementation of technology upgrades and enhancements to provide responsive, patron-centric service to the Santa Clara community.
- Collaborate with departments city-wide to implement programs that support the City Council Principles and Priorities.
- Manage the Mission Library renovation project ensuring better service to our community.
- Restore hours to the Central Park library and Mision Library.

Division: Administration

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Administration				
City Librarian	1.00	1.00	1.00	-
Assistant City Librarian	0.50	0.50	0.50	-
Senior Library Assistant	1.00	1.00	1.00	-
Office Specialist II	0.50	0.50	0.50	-
Subtotal	3.00	3.00	3.00	-
Total Division Positions	3.00	3.00	3.00	-

Division: Administration**Program: Administration****Number: 001/1221**

Program Mission: Manage the Library Department activities and provide clerical support for central services, such as payroll records, purchase order issuance, reports, and other administrative functions.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 258,896	\$ 337,635	\$ 350,543	\$ 12,908
Benefits	95,536	153,858	165,431	11,573
Other Operating Expenditures	28,851	31,510	31,515	5
Interfund Services	13,084	18,699	22,755	4,056
Total Expenditures	<u>\$ 396,367</u>	<u>\$ 541,702</u>	<u>\$ 570,244</u>	<u>\$ 28,542</u>
Full Time Positions	3.00	3.00	3.00	-
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of hours Library facilities are open to the public annually	4,028	5,924	4,000	4,000
2. Number of patron visits to existing Library facilities annually	840,627	1,132,723	850,000	850,000

Department: Library

Division: Youth & Extension Services

Major Programs	2013-14 Actual	2014-15 Adopted	2015-16 Budget	Budget Change
Youth Services	\$ 803,256	\$ 797,370	\$ 773,877	\$ (23,493)
Young Adult	100,612	104,410	130,022	25,612
Mission Library	535,625	587,629	587,161	(468)
Extension Services	41,000	146,812	142,042	(4,770)
Northside Branch Library	101,911	928,739	1,243,453	314,714
Total Expenditures	<u>\$ 1,582,403</u>	<u>\$ 2,564,960</u>	<u>\$ 2,876,555</u>	<u>\$ 311,595</u>
Full Time Positions	11.25	15.75	18.25	2.50
Total Direct Revenue	\$ 1,663	\$ -	\$ -	\$ -

Division Mission

Provide relevant materials, programming, and services to children, young adults, and their families and caregivers for the informational, cultural, educational, and entertainment interest of Library users; provide the Santa Clara community with opportunities to serve the City and the Library through volunteer activities.

Division Highlights

- Deliver tutoring services to English-speaking adults with limited literacy skills, targeting adults who need stronger literacy skills for employment.
- Recognize and honor the cultures of our diverse community through programming and collection development.
- Provide engaging, meaningful volunteer opportunities for populations such as teens, seniors, and adult who want to make a difference in their community.
- Publicize the Library's resources, services, and programs to elementary, middle, and high schools within the City of Santa Clara, and position the Library as a community educational partner.
- Support the role of parents as their child's first and most important teacher through collections, programs, and resources targeted to children age 0 to 5.
- Support the National Math and Science Initiative by providing quality STEM learning activities for students of all ages.

Division: Youth & Extension Services

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Youth Services				
Library Division Manager - Youth & Extension Svcs	0.50	0.50	-	(0.50)
Library Program Coordinator-Youth	1.00	1.00	1.00	-
Librarian I/II	2.44	2.44	1.75	(0.69)
Library Assistant I/II	0.56	0.56	0.50	(0.06)
Subtotal	4.50	4.50	3.25	(1.25)
Young Adult				
Library Division Manager - Youth & Extension Svcs	0.10	0.10	-	(0.10)
Librarian I/II	0.56	0.50	0.85	0.35
Subtotal	0.66	0.60	0.85	0
Mission Library				
Library Division Manager - Youth & Extension Svcs	0.30	0.30	-	(0.30)
Librarian I/II	-	-	0.30	0.30
Library Assistant I/II	1.00	1.00	1.00	-
Literacy Program Supervisor	1.00	1.00	1.00	-
Literacy Student/Tutor Coordinator	1.00	1.00	1.00	-
Literacy Advocate	0.50	0.50	0.50	-
Subtotal	3.80	3.80	3.80	-
Extension Services				
Library Division Manager - Youth & Extension Svcs	0.10	0.10	-	(0.10)
Librarian I/II	-	-	0.10	0.10
Library Program Coordinator - Outreach Services	-	-	-	-
Senior Library Assistant	1.00	1.00	1.00	-
Library Assistant I/II	1.19	1.25	1.25	-
Subtotal	2.29	2.35	2.35	-
Northside Branch Library				
Library Program Coordinator	-	1.00	1.00	-
Librarian II	-	1.00	2.00	1.00
Library Assistant I/II	-	2.50	5.00	2.50
	-	4.50	8.00	3.50
Total Division Positions	11.25	15.75	18.25	2.50

Division: Youth & Extension Services**Program: Youth Services**

Number: 001/1231

Program Mission: Introduce children to the joys of reading and to the language and literature of childhood; supply the information resources young people need for success in school and for their personal interests and pursuits.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 462,561	\$ 487,389	\$ 467,176	\$ (20,213)
Benefits	149,312	165,117	158,053	(7,064)
Other Operating Expenditures	170,099	136,250	136,250	-
Interfund Services	21,284	8,614	12,398	3,784
Total Expenditures	<u>\$ 803,256</u>	<u>\$ 797,370</u>	<u>\$ 773,877</u>	<u>\$ (23,493)</u>
Full Time Positions	4.50	4.50	3.25	(1.25)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of programs for children and parents offered	209	224	250	250
2. Number of reference and reader's advisory questions answered annually	41,709	39,186	35,000	35,000
3. Number of participants registered in Summer Reading Club	2,902	2,765	2,800	2,800
4. Number of children and adults attending programs	26,139	26,849	30,000	30,000

Division: Youth & Extension Services**Program: Young Adult**

Number: 001/1232

Program Mission: Provide popular, relevant materials, programs, and services to the middle school and high school students of the Santa Clara community at Central Library, Mission Branch.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 48,276	\$ 61,127	\$ 75,830	\$ 14,703
Benefits	23,333	29,657	39,855	10,198
Other Operating Expenditures	24,549	12,000	12,000	-
Interfund Services	4,454	1,626	2,337	711
Total Expenditures	<u>\$ 100,612</u>	<u>\$ 104,410</u>	<u>\$ 130,022</u>	<u>\$ 25,612</u>
Full Time Positions	0.66	0.60	0.85	0

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of Young Adult programs offered	49	84	20	20
2. Number of Young Adult items circulated	71,480	67,016	75,000	75,000
3. Number of participants in the Teen Summer Reading Program	940	844	800	800

Division: Youth & Extension Services**Program: Mission Library**

Number: 001/1233

Program Mission: Provide programs, services, and collections of materials for the informational, cultural, educational, technical, and entertainment interests of the Santa Clara community at the Mission Branch, as well as provide free basic literacy instruction to English-speaking adults in the City of Santa Clara.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 315,671	\$ 351,717	\$ 335,066	\$ (16,651)
Benefits	136,160	162,081	162,523	442
Other Operating Expenditures	67,690	65,600	77,700	12,100
Interfund Services	16,104	8,231	11,872	3,641
Total Expenditures	\$ 535,625	\$ 587,629	\$ 587,161	\$ (468)
Full Time Positions	3.80	3.80	3.80	-
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of items circulated	23,527	22,645	26,000	26,000
2. Number of programs for children and parents	19	50	11	11
3. Number of participants registered in Summer Reading Club	95	163	200	200
4. Number of matched literacy pairs	67	68	75	75
5. Number of children and adults attending programs	823	2,438	400	400

Division: Youth & Extension Services**Program: Extension Services**

Number: 001/1234

Program Mission: Provide programs, services, and collections of materials for the informational, cultural, educational, technical, and entertainment interest of the community at Santa Clara schools, senior facilities, and neighborhood locations through outreach and volunteer services.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 19,223	\$ 90,536	\$ 87,508	\$ (3,028)
Benefits	15,220	53,169	51,073	(2,096)
Other Operating Expenditures	193	700	-	(700)
Interfund Services	6,364	2,407	3,461	1,054
Total Expenditures	\$ 41,000	\$ 146,812	\$ 142,042	\$ (4,770)
Full Time Positions	2.29	2.35	2.35	-
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of homebound patrons served each month	18	15	20	20
2. Number of programs for adults	11	11	11	11
3. Number of volunteer hours	16,035	15,825	15,000	15,000

Division: Youth & Extension Services

Program: Northside Branch Library

Number: 001/1235

Program Mission: Provide programs, services and collections of materials for the informational, cultural, educational and entertainment interest of the Santa Clara community north of Bayshore.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget*	Budget Change
Salaries	\$ 1,040	\$ 407,695	\$ 586,571	\$ 178,876
Benefits	12,404	180,772	303,404	122,632
Other Operating Expenditures	88,467	322,570	333,775	11,205
Interfund Services	-	17,702	19,704	2,002
Total Expenditures	\$ 101,911	\$ 928,739	\$ 1,243,453	\$ 314,714
Full Time Positions	-	4.50	8.00	3.50

Performance Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget*
1. Number of items circulated	NA	320,971	250,000	250,000
2. Number of programs for children and/or adults	NA	125	150	150
3. Number of children and/or adults attending programs	NA	13,882	3,500	3,500
4. Number of participants registered in the Summer Reading Program	NA	302	1,000	1,000

* Due to Redevelopment Agency dissolution, the Northside Branch Library did not open in 2013-14 as planned. The 2014-15 budget and performance measures reflect a full year of operation.

Department: Library**Division: Adult Services**

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Reference and Adult Collections	\$ 1,284,655	\$ 1,119,461	\$ 1,432,815	\$ 313,354
Adult Collections	22,122	-	-	-
Periodicals	206,432	190,474	192,944	2,470
Local History	201,664	169,406	153,499	(15,907)
Circulation	1,492,085	1,629,126	1,666,294	37,168
Total Expenditures	<u>\$ 3,206,958</u>	<u>\$ 3,108,467</u>	<u>\$ 3,445,552</u>	<u>\$ 337,085</u>
Full Time Positions	17.75	17.75	17.75	-
Total Direct Revenue	\$ 210,330	\$ 212,800	\$ 212,800	\$ -

Division Mission

Provide information and readers advisory services through effective reference and information delivery systems; select, evaluate, and deselect Library materials for adults, including books, periodicals, audio-visual materials, and materials in electronic formats; provide special programs, collections, and services, such as the genealogy collection; provide services in support of the borrowing and return of materials by Library patrons.

Division Highlights

- Work with members of the community to build a digital library of our historic photographs.
- Evaluate methods of collecting reference statistics in order to better inform our staff training and services to the public.
- Offer new and returning popular, informative, and cultural programming for the community, including an ESL conversation club.
- Teach Internet classes to educate the public and promote awareness of resources, including job search and emerging technologies, such as Twitter, LinkedIn, and Facebook.
- Cultivate community partnerships through presenting joint classes, programs, book discussions, and workshops, both at the Library and offsite.
- Present e-book classes and workshops, teaching how to use the variety of devices and how to access digital books for reading and listening.
- Evaluate the adult collections for currency and relevance, enabling some shifting of the collection to provide more study space for patrons.
- Encourage creativity and promote the arts with in our community by transforming a portion of our space into an artists studio with materials, resources and programming dedicated encourage and foster local artists to teach and hone their craft.

Division: Adult Services

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Reference and Adult Collections				
Library Program Coordinator-Reference	1.00	1.00	1.00	-
Librarian I/II	4.50	4.50	4.50	-
Subtotal	5.50	5.50	5.50	-
Periodicals				
Senior Library Assistant	1.00	1.00	1.00	-
Subtotal	1.00	1.00	1.00	-
Local History				
Librarian II	1.00	1.00	1.00	-
Subtotal	1.00	1.00	1.00	-
Circulation				
Library Circulation Supervisor	1.00	1.00	1.00	-
Senior Library Assistant	1.00	1.00	2.00	1.00
Library Assistant I/II	8.25	8.25	7.25	(1.00)
Subtotal	10.25	10.25	10.25	-
Total Division Positions	17.75	17.75	17.75	-

Division: Adult Services**Program: Reference and Adult Collections**

Number: 001/1241

Program Mission: Provide and manage information and reference services for a culturally diverse community, in person, by phone and electronically. Select circulating and reference materials in a variety of formats to provide a balanced collection that reflects diverse viewpoints; provide access to all materials without restriction.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 579,897	\$ 601,341	\$ 594,011	\$ (7,330)
Benefits	219,832	255,992	266,861	10,869
Other Operating Expenditures	456,447	247,765	551,600	303,835
Interfund Services	28,480	14,363	20,343	5,980
Total Expenditures	<u>\$ 1,284,655</u>	<u>\$ 1,119,461</u>	<u>\$ 1,432,815</u>	<u>\$ 313,354</u>
Full Time Positions	5.50	5.50	5.50	-
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of reference and reader's advisory questions answered annually	112,348	97,873	75,000	80,000
2. Number of programs offered to adults	233	239	90	100
3. Total attendance at programs offered to adults	7,418	8,740	4,000	4,000

Division: Adult Services**Program: Periodicals**

Number: 001/1243

Program Mission: Provide access to the periodicals collection by arranging, retrieving, shelving, and maintaining the Library's periodicals so that Library patrons may use these resources as easily as possible.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 111,582	\$ 109,824	\$ 109,540	\$ (284)
Benefits	41,275	43,581	45,349	1,768
Other Operating Expenditures	47,199	34,793	34,793	-
Interfund Services	6,376	2,276	3,262	986
Total Expenditures	<u>\$ 206,432</u>	<u>\$ 190,474</u>	<u>\$ 192,944</u>	<u>\$ 2,470</u>
Full Time Positions	1.00	1.00	1.00	-
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of periodicals checked in and processed monthly	751	3,948	2,000	2,000
2. Number of requests for Service resolved by Periodicals staff monthly	845	3,020	1,400	1,400

Division: Adult Services**Program: Local History**

Number: 001/1244

Program Mission: Collect, preserve, organize, and provide access to Santa Clara City historical materials for the purpose of providing the community with local history research opportunities and fostering civic pride by sharing the City's colorful heritage.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 146,721	\$ 109,556	\$ 95,855	\$ (13,701)
Benefits	45,733	51,973	49,294	(2,679)
Other Operating Expenditures	2,784	4,965	4,165	(800)
Interfund Services	6,426	2,912	4,185	1,273
Total Expenditures	<u>\$ 201,664</u>	<u>\$ 169,406</u>	<u>\$ 153,499</u>	<u>\$ (15,907)</u>
Full Time Positions	1.00	1.00	1.00	-
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of programs presented/sponsored annually	33	24	20	20
2. Number of displays developed annually	7	6	5	5
3. Research inquiries answered annually	3,496	2,003	3,000	3,000

Division: Adult Services**Program: Circulation**

Number: 001/1245

Program Mission: Provide and manage procedures for the circulation of Library materials with an emphasis on customer-centered services, including circulation of materials, reserves, patron registration, shelf maintenance, and collection of fines and fees. Provide and manage general patron advisory, referral, and assistance services.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 1,083,150	\$ 1,160,663	\$ 1,169,684	\$ 9,021
Benefits	336,992	414,613	432,747	18,134
Other Operating Expenditures	23,948	33,500	34,500	1,000
Interfund Services	47,995	20,350	29,363	9,013
Total Expenditures	<u>\$ 1,492,085</u>	<u>\$ 1,629,126</u>	<u>\$ 1,666,294</u>	<u>\$ 37,168</u>
Full Time Positions	10.25	10.25	10.25	-
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of items circulated annually	2,311,103	2,361,714	2,400,000	2,400,000
2. Number of patrons registered annually	12,874	19,722	14,000	14,000

Department: Library

Division: Collection Services

Major Programs	2013-14 Actual	2014-15 Adopted	2015-16 Budget	Budget Change
Technical Services	\$ 515,343	\$ 590,982	\$ 547,357	\$ (43,625)
Collection Management	15,732	213,550	163,860	(49,690)
Total Expenditures	<u>\$ 531,075</u>	<u>\$ 804,532</u>	<u>\$ 711,217</u>	<u>\$ (93,315)</u>
Full Time Positions	7.00	7.00	5.00	(2.00)
Total Direct Revenue	\$ -	\$ -	\$ -	\$ -

Division Mission

Select, acquire, process, and organize a balanced collection of materials which reflect diverse points of view in a variety of formats, ensuring access without restriction; expand access to materials through resource sharing; promote use of collections via displays, programs, and the Library website; monitor timely expenditure of the Library materials budget.

Division Highlights

- Implement cost-savings benefits by purchasing pre-processed Library materials (DVD's purchased, cataloged and processed).
- Completed the Northside Library Branch opening day collection project within three months. Current collection size is over 61,000 items.
- A total of 10,469 items added to the Northside Branch between August 2014 and February 2015 using the Patron Driven Acquisition method.
- Cost-saving benefits through new vendor control negotiations.
- Enhance electronic, media and language collections to meet community demand.
- Cross train staff to provide better customer service.

Division: Collection Services

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Technical Services				
Library Program Coordinator-Cataloging	1.00	1.00	1.00	-
Librarian I/II	0.50	0.50	0.50	-
Library Assistant I/II	1.50	1.50	0.50	(1.00)
Library Material Mender/Processor	1.00	1.00	1.00	-
Subtotal	4.00	4.00	3.00	(1.00)
Collection Management				
Assistant City Librarian	0.50	0.50	0.50	-
Library Division Manager - Collection Svcs	1.00	1.00	1.00	-
Senior Library Assistant	1.00	1.00	-	(1.00)
Library Assistant I/II	0.50	0.50	0.50	-
Subtotal	3.00	3.00	2.00	(1.00)
Total Division Positions	7.00	7.00	5.00	(2.00)

Division: Collection Services**Program: Technical Services**

Number:001/1251

Program Mission: Manage the acquisition, cataloging, processing and repair of all types of library materials and the organization of these materials into collections for the use of library customers.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 280,938	\$ 361,933	\$ 329,206	\$ (32,727)
Benefits	125,755	144,531	130,341	(14,190)
Other Operating Expenditures	91,335	76,800	77,000	200
Interfund Services	17,315	7,718	10,810	3,092
Total Expenditures	<u>\$ 515,343</u>	<u>\$ 590,982</u>	<u>\$ 547,357</u>	<u>\$ (43,625)</u>

Full Time Positions	4.00	4.00	3.00	(1.00)
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Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of items added to the collection each month.	7,815 *	5,393	2,500	2,500

* 2013-14 actual number increased due to opening of Northside Branch Library.

Division: Collection Services**Program: Collection Management**

Number: 001/1254

Formally Program 1242 in Adult Services Division

Program Mission: Provide balanced collections reflecting diverse points of view in a variety of formats, ensuring access without restriction due to age, gender, culture, educational background, religion, or physical ability; monitor timely expenditure of the Library materials budget over the course of the fiscal year.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 1,476	\$ 140,183	\$ 105,512	\$ (34,671)
Benefits	6,371	70,897	54,310	(16,587)
Other Operating Expenditures	2,450	200	-	(200)
Interfund Services	5,435	2,270	4,038	1,768
Total Expenditures	<u>\$ 15,732</u>	<u>\$ 213,550</u>	<u>\$ 163,860</u>	<u>\$ (49,690)</u>

Full Time Positions	3.00	3.00	2.00	(1.00)
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Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Books held per capita	2.98	3.30	3.00	3.00
2. Total items per capita	3.39	3.77	3.40	3.40
3. Library materials expenditures per capita	\$ 4.15	\$ 3.80	\$ 3.80	\$ 3.80

Department: Library

Division: Support Services

Major Programs	2013-14 Actual	2014-15 Adopted	2015-16 Budget	Budget Change
Facilities	\$ 760,562	\$ 736,034	\$ 826,090	\$ 90,056
Technology	473,670	514,543	519,412	4,869
Total Expenditures	<u>\$ 1,234,232</u>	<u>1,250,577</u>	<u>\$ 1,345,502</u>	<u>\$ 94,925</u>
Full Time Positions	3.00	3.00	3.00	-
Total Direct Revenue	\$ -	\$ -	\$ -	\$ -

Division Mission

Manage Library facilities which are safe, accessible, and functional for all Library visitors; manage operations and systems which support Library services; provide access to Library collections, electronic resources, and information sources beyond the Library by utilizing current technology for the benefit of the community and the delivery of customer-centered services.

Division Highlights

- Implement Square register to accept credit card payments at the front desk.
- Setup Central Technologic system to page staff when jams occur off hours.
- Setup all workstation, printers, laptop and printer and the new Northside Library branch.
- Setup Welcome email for new patrons who just signed up for a Library card.
- Setup patron registration to allow patrons to only opt out of enotify boosting the Library enotify subscribers.
- Setup fitbits and bikelocks to be able to be checked out.
- Setup the Northside staff ipads to assist patrons looking for items.
- Upgrade Audio Visual equipment in both Central Library program rooms.
- Assist in the implantation of popular Library databases of Zinio, Freegal and Indieflix
- Implement Dust free server boxes for Library Technologic systems to protect them from outages.

Division: Support Services

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Facilities				
Library Division Manager - Support Svcs	1.00	1.00	1.00	-
Subtotal	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>-</u>
Technology				
Library Program Coordinator-Technology	1.00	1.00	1.00	-
Library Technology Assistant	1.00	1.00	1.00	-
Subtotal	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>-</u>
Total Division Positions	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>-</u>

Division: Support Services**Program: Facilities****Number: 001/1271**

Program Mission: Manage Library facilities which are safe, accessible, and functional for all Library visitors, and provide for modifications and improvements which are responsive to the service needs of Library customers.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 127,491	\$ 130,419	\$ 152,571	\$ 22,152
Benefits	56,804	59,732	66,753	7,021
Other Operating Expenditures	569,001	542,768	602,297	59,529
Interfund Services	7,265	3,115	4,469	1,354
Total Expenditures	<u>\$ 760,562</u>	<u>\$ 736,034</u>	<u>\$ 826,090</u>	<u>\$ 90,056</u>
Full Time Positions	1.00	1.00	1.00	-
Performance and Workload Measures				
	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of safety inspections made annually	12	12	12	12
2. Percent of facility issues resolved within 48 hours of report	99%	99%	99%	99%

Division: Support Services**Program: Technology****Number: 001/1272**

Program Mission: Plan for, establish, and manage the Library's electronic utilities, systems, and services, including upgrades, improvements, and innovations.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 223,737	\$ 246,555	\$ 245,386	\$ (1,169)
Benefits	89,457	94,243	98,056	3,813
Other Operating Expenditures	148,675	168,695	168,695	-
Interfund Services	11,801	5,050	7,275	2,225
Total Expenditures	<u>473,670</u>	<u>\$ 514,543</u>	<u>\$ 519,412</u>	<u>\$ 4,869</u>
Full Time Positions	2.00	2.00	2.00	-
Performance and Workload Measures				
	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of problem reports responded to within 24 hours of receipt	100%	100%	100%	100%
2. Number of tickets/requests for services resolved by Technology Staff	2,370	3,431	1,000	1,000
3. Number of tickets/request for services resolved by Technology Aides	18,622	18,078	12,000	12,000
4. Number of Library public computer users	126,597	137,625	108,000	108,000
5. Number of Public laptop users	145,966	204,226	70,000	70,000



City of Santa Clara

The Center of What's Possible

Planning and Inspection

Planning
Building Inspection



Planning and Inspection Department

Department Summary	2013-14* Actuals	2014-15* Adopted	2015-16 Budget
Planning	\$ 2,199,603	\$ 2,769,658	\$ 2,453,325
Building Inspection	4,169,716	4,327,775	5,248,986
Total Department Expenditures	<u>\$ 6,369,319</u>	<u>\$ 7,097,433</u>	<u>\$ 7,702,311</u>
Total Full Time Positions	34.00	38.00	42.00
Total Department Revenue	\$ 9,208,665	\$ 7,727,000	\$ 9,168,000

Department Mission

Plan for and review the development and maintenance of the privately owned, physical environment of the City.

Department Overview

The Department's primary purpose is to ensure that the construction and use of private property conforms to the standards of the City and State. The Department acts as an advisor to the City's decision-makers in this area and carries out the policies of the City Council. Santa Clara's policies and standards are contained in the General Plan, Zoning Ordinance and California Building Code. Plans for new structures are reviewed and inspections of construction are made to verify the safety and basic quality of work.

Enhancement of the development permit process continues as a primary objective of the Department with a focus on making the permitting system accessible on the Internet and more useful to all City departments dealing with infrastructure and development.

The Department will continue to provide responsive customer service within a challenging financial environment. The Department is anticipating an increase in planning and permitting activity as the economy continues to grow.

* Figures represent the move of the Housing and Community Services Division from the Planning and Inspection Department to the City Manager's Office in 2015-16. Fiscal Year 2013-14 and 2014-15 figures have been restated in this document.

Planning and Inspection Department (continued)

Resource Level Changes

The Department added a Senior Plans Examiner, a Plans Examiner and a Senior Inspector position to enhance response and efficiency in plan check and inspection services. In addition, a new Staff Analyst position was added to assist with data collection and analysis. The majority of the funding for these positions will be from the Building Inspection Reserve and revenues. These additions to resource staffing levels were offset by the transfer of six positions from the Housing and Community Development Division to the City Manager's Office.

Divisions and Programs

Planning

- ◆ Current Planning
- ◆ Advanced Planning
- ◆ Planning Services
- ◆ Enforcement Services

Building Inspection

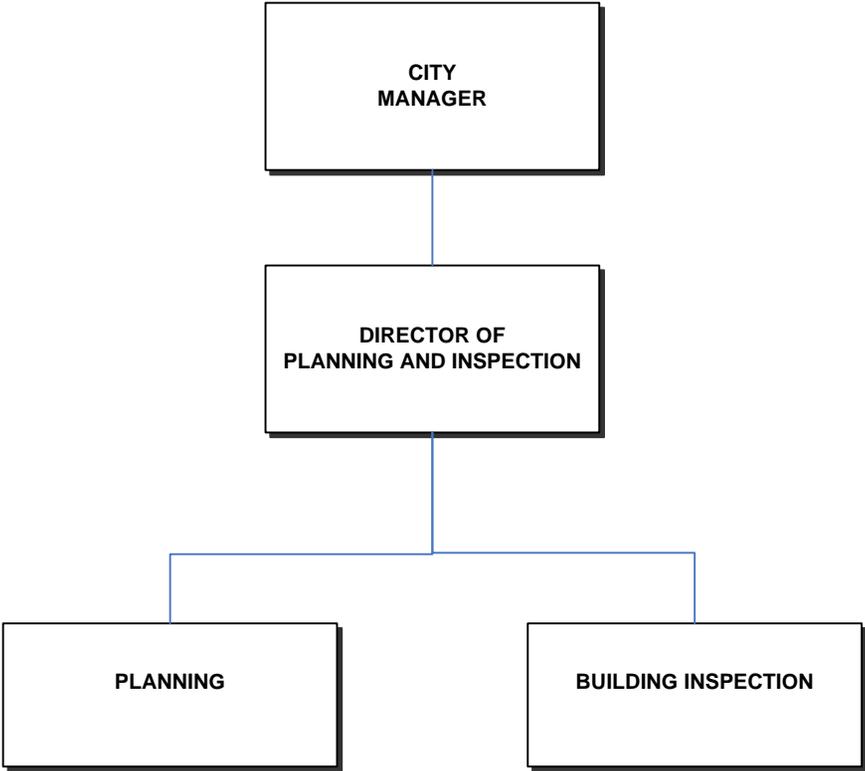
- ◆ Permit Services
- ◆ Field Inspection
- ◆ Housing Inspection

2014-15 Department Accomplishments

- Issued permits for the Santa Clara Square office project Phases II and III.
- Issued permits for 222 apartments at 45 Buckingham.
- Issued permits for 186 apartments at 2611 El Camino Real.
- Issued permits for 825 apartments and 40,000 sq. ft. of retail at Monticello Village, 3515 Monroe St.
- Completed construction of Santa Clara Town Centre at 2000 El Camino Real, including the opening of a new Target store and Sprouts market.
- Updated the Single-Family Design Guidelines.
- Updated the General Plan & Housing Element for Phase II, 2015-2023.
- Earned \$850,000 from a MTC Grant for the El Camino Real Precise Plan.
- Entitlements issued for 476 apartment and up to 108,000 sq. ft. of retail space, including live-work units at Gateway Village, 3610 and 3640 (3700) El Camino Real.
- Completed 133 apartments at Tuscany, 3229 El Camino Real.
- Entitlements issued for 33 townhomes at 166 Saratoga Avenue.

* Reflects the move of the Housing and Community Services Division from the Planning and Inspection Department to the City Manager's Office in 2015-16.

CITY OF SANTA CLARA
PLANNING AND INSPECTION DEPARTMENT



Planning and Inspection Department (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions		Salary	
		2014-15* Adopted	2015-16 Budget	2014-15* Adopted	2015-16 Budget
General (001) Fund					
Uncl	Director of Planning and Inspection	1.00	1.00	\$ 196,091	\$ 199,692
Uncl	Building Official	1.00	1.00	168,204	177,660
Uncl	City Planner	1.00	1.00	136,631	139,140
Uncl	Permit Center Manager	1.00	1.00	147,552	157,776
Uncl	Principal Planner	1.00	1.00	116,160	118,284
Uncl	Inspection Manager	1.00	1.00	129,623	132,000
Uncl	Development Review Officer	1.00	1.00	129,265	131,640
A41	Senior Plans Examiner	1.00	2.00	114,516	219,180
A39	Senior Inspector	1.00	1.00	114,516	114,828
A39	Senior Inspector	1.00	1.00	114,516	114,828
A39	Senior Inspector	-	1.00	-	99,228
A39	Plans Examiner	3.00	4.00	331,848	434,382
A37	Combination Inspector	8.00	8.00	818,544	817,412
A36	Associate Planner	4.00	5.00	426,742	529,944
A32	Code Enforcement Officer	-	1.00	-	79,560
A32	Staff Analyst I	-	1.00	-	79,560
A31	Assistant Planner II	1.00	-	94,200	-
A27	Senior Permit Technician	1.00	1.00	76,754	80,640
A24	Office Specialist IV	1.00	1.00	79,345	79,560
A23	Permit Technician	2.00	2.00	172,979	144,726
A23	Code Enforcement Technician	2.00	1.00	141,456	64,020
A22	Office Specialist III	1.00	1.00	71,936	75,744
A19	Customer Service Representative-Permit Center	1.00	1.00	59,478	62,710
A18	Office Specialist II **	4.00	4.00	207,984	257,279
	Premium			9,860	59,549
	Stipend			96,207	53,872
	Salary & Wages-Regular	38.00	42.00	3,954,407	4,423,214
	Salary & Wages-As Needed			311,522	411,522
	DEPARTMENT TOTAL	38.00	42.00	\$ 4,265,929	\$ 4,834,736

* Figures represent the move of the Housing and Community Services Division from the Planning and Inspection Department to the City Manager's Office in 2015-16. Fiscal Year 2014-15 figures have been restated in this document.

** The Department has (1) position in Frozen/Unfunded status which lowers actual available staffing in 2015-16.

Department: Planning & Inspection

Division: Planning

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Current Planning	\$ 907,312	\$ 1,091,384	\$ 963,962	\$ (127,422)
Advanced Planning	481,577	423,805	601,621	177,816
Planning Services	454,753	467,722	500,712	32,990
Enforcement Services	355,961	786,747	387,030	(399,717)
Total Expenditures	<u>\$ 2,199,603</u>	<u>\$ 2,769,658</u>	<u>\$ 2,453,325</u>	<u>\$ (316,333)</u>
Full Time Positions	13.00	14.00	13.50	(0.50)
Total Direct Revenue	\$ 653,356	\$ 400,000	\$ 550,000	\$ 150,000

Division Mission

Plan for and review the development and maintenance of the privately and publically owned, physical environment of the City.

Division Highlights

- Review the ongoing construction and completion of approved development projects.
- Continue streamlining the development permit process through new technologies (new permit system, GIS, SharePoint) and the Internet.
- Continue implementation of the City's affordable housing projects.
- Support planning and implementation for revitalization of the City's economic development efforts.
- Update the City's Zoning Code.
- Continue work with VTA on planning for transit services.
- Provide support for CEQA/NEPA review of City and Redevelopment Agency Capital projects, affordable housing and other public projects.
- Support the City's historic preservation efforts.
- Provide code enforcement that responds to community concerns and supports zoning code regulations.
- Completion of annual update to the City's Climate Action Plan.
- Work with consultants to prepare area plans for Lawrence Station Area, Tasman East Area, Downtown and the El Camino Real Precise Plan.
- Review Proposals and plans for Superbowl 50 facilities.

Division: Planning**Summary of Regular Positions by Program**

	2013-14 Budget	2014-15 Budget	2015-16 Budget	Budget Change
Current Planning				
Director of Planning and Inspection	0.40	0.40	0.35	(0.05)
City Planner	0.40	0.40	0.40	-
Development Review Officer	0.20	0.20	0.30	0.10
Principal Planner	1.00	1.00	0.10	(0.90)
Associate Planner	1.20	1.60	2.00	0.40
Staff Analyst I	-	-	0.20	0.20
Assistant Planner II	1.00	0.50	-	(0.50)
Office Specialist IV	0.40	0.40	0.40	-
Office Specialist II	1.00	1.00	1.00	-
Subtotal	5.60	5.50	4.75	(0.75)
Advanced Planning				
Director of Planning and Inspection	0.20	0.20	0.15	(0.05)
City Planner	0.20	0.20	0.20	-
Development Review Officer	0.20	0.20	0.10	(0.10)
Principal Planner	-	-	0.90	0.90
Staff Analyst I	-	-	0.20	0.20
Associate Planner	0.60	1.00	1.25	0.25
Assistant Planner II	0.40	0.20	-	(0.20)
Office Specialist IV	0.20	0.20	0.20	-
Office Specialist II	0.40	0.40	0.40	-
Subtotal	2.20	2.40	3.40	1.00
Planning Services				
Director of Planning and Inspection	0.20	0.20	0.15	(0.05)
City Planner	0.20	0.20	0.20	-
Development Review Officer	0.40	0.40	0.40	-
Associate Planner	0.90	1.20	1.50	0.30
Staff Analyst I	-	-	0.20	0.20
Assistant Planner II	0.40	0.20	-	(0.20)
Office Specialist IV	0.20	0.20	0.20	-
Office Specialist II	0.40	0.40	0.40	-
Subtotal	2.70	2.80	3.05	0.25
Enforcement Services				
Director of Planning and Inspection	0.20	0.20	0.15	(0.05)
City Planner	0.20	0.20	0.20	-
Development Review Officer	0.20	0.20	0.20	-
Associate Planner	0.30	0.20	0.25	0.05
Code Enforcement Officer	-	-	1.00	1.00
Associate Planner	1.00	2.00	-	(2.00)
Assistant Planner II	-	-	0.10	0.10
Code Enforcement Technician	0.20	0.10	-	(0.10)
Staff Analyst I	0.20	0.20	0.20	-
Assistant Planner II	0.20	0.20	0.20	-
Subtotal	2.50	3.30	2.30	(1.00)
Total Division Positions	13.00	14.00	13.50	(0.50)

Division: Planning**Program: Current Planning**

Number: 001/5522

Program Mission: Maintain and improve the development review process in cooperation with customers, other City departments and outside agencies, conduct environmental and land use review and support the activities of the Planning Commission and the City Council.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 513,714	\$ 724,768	\$ 633,340	\$ (91,428)
Benefits	224,844	294,779	259,174	(35,605)
Other Operating Expenditures	135,448	50,157	44,691	(5,466)
Interfund Services	33,307	21,680	26,757	5,077
Total Expenditures	<u>\$ 907,312</u>	<u>\$ 1,091,384</u>	<u>\$ 963,962</u>	<u>\$ (127,422)</u>
Full Time Positions	5.60	5.50	4.75	(0.75)
Performance Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of items forwarded to the Planning Commission.	55	63	85	85
2. Process applications to the Planning Commission within an average of 6 weeks of application deemed complete and environmental review	95%	90%	90%	90%

Division: Planning**Program: Advanced Planning**

Number: 001/5523

Program Mission: Maintain and update the General Plan, monitor its implementation, prepare related policy plans and respond to mandated State and Federal legislation.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 267,228	\$ 270,658	\$ 383,985	\$ 113,327
Benefits	121,982	128,382	191,704	63,322
Other Operating Expenditures	81,106	14,646	14,646	-
Interfund Services	11,260	10,119	11,286	1,167
Total Expenditures	<u>\$ 481,577</u>	<u>\$ 423,805</u>	<u>\$ 601,621</u>	<u>\$ 177,816</u>
Interfund Services				
Full Time Positions	2.20	2.40	3.40	1.00
Performance Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Provide an annual report to the Planning Commission and City Council on the	1	1	1	1
2. Number of planning related Agenda Reports sent to City Council	N/A	24%	N/A	20

Division: Planning**Program: Planning Services****Number: 001/5524**

Program Mission: Provide public information, support architectural review and building permit activities, and advise the Historical and Landmark Commission, the Planning Commission and the City Council on historic preservation and CEQA matters.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 302,589	\$ 308,024	\$ 323,983	\$ 15,959
Benefits	138,905	147,526	162,507	14,981
Other Operating Expenditures	-	1,123	1,723	600
Interfund Services	13,260	11,049	12,499	1,450
Total Expenditures	<u>\$ 454,753</u>	<u>\$ 467,722</u>	<u>\$ 500,712</u>	<u>\$ 32,990</u>
Full Time Positions	2.70	2.80	3.05	0.25

Performance Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of items forwarded to the Historical and Landmarks Commission	N/A	63	N/A	60
2. Process applications to the Historical and Landmarks Commission within 8 weeks of application deemed complete and environmental review.	90%	90%	90%	90%
3. Number of Planning Permit inquires.	9,500	9,734	9,100	10,000

Division: Planning**Program: Enforcement Services****Number: 001/5525**

Program Mission: Provide land use tracting, reporting and regulatory enforcement to ensure that residential, commercial, and industrial properties are maintained in accordance with the applicable regulations of the Zoning Ordinance and the Municipal Code for land use and acceptable property standards.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 235,742	\$ 302,096	\$ 234,720	\$ (67,376)
Benefits	110,688	153,491	118,854	(34,638)
Other Operating Expenditures	-	302,100	2,100	(300,000)
Interfund Services	9,530	9,060	11,357	2,297
Capital Outlay	-	20,000	20,000	-
Total Expenditures	<u>\$ 355,961</u>	<u>\$ 786,747</u>	<u>\$ 387,030</u>	<u>\$ (399,717)</u>
Full Time Positions	2.50	3.30	2.30	(1.00)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of complaints.	450	1,424	575	700
2. Percent of complaints responded to within 5 business days.	90%	90%	90%	95%
3. Percent of complaints resolved within 30 business days.	90%	80%	80%	90%

Department: Planning & Inspection

Division: Building Inspection

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Permit Services	\$ 2,372,299	\$ 2,159,182	\$ 2,642,117	\$ 482,935
Field Inspection	1,644,567	1,992,325	2,493,254	500,929
Housing Inspection	152,851	176,268	113,615	(62,653)
Total Expenditures	<u>\$ 4,169,716</u>	<u>\$ 4,327,775</u>	<u>\$ 5,248,986</u>	<u>\$ 921,211</u>
Full Time Positions	21.00	24.00	28.50	4.50
Total Direct Revenue	\$ 8,555,309	\$ 7,327,000	\$ 8,618,000	\$ 1,291,000

Division Mission

Regulate and control the design, construction, quality of materials, use and occupancy, location and maintenance of all buildings and structures in order to safeguard life, health, property and public welfare.

Division Highlights

- Provide efficient and customer-friendly services at the Permit Center and inspection services (next business day inspection service).
- Implement a City-wide basemap with up-to-date parcel, zoning, and address information shared by other departments.
- Continue to use document imaging to include all historical addresses assigned to utilities and document to the permit tracking system to enhance our service.
- Streamline permit services by providing on-line inspection request, on-line permit applications, and on-line plan check.
- Complete research and begin implementation of replacement of existing permit tracking system with a more flexible, user-friendly system that has the capability to include all current functions and real-time inspections.
- Enforce the New California Building Code.

Division: Building Inspection

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Permit Services				
Director of Planning and Inspection	-	-	0.10	0.10
Building Official	0.50	0.50	0.50	-
Permit Center Manager	0.95	0.95	0.90	(0.05)
Inspection Manager	0.30	0.30	0.10	(0.20)
Senior Plans Examiner	0.95	0.95	2.00	1.05
Senior Inspector	0.05	0.05	0.10	0.05
Senior Inspector	0.30	0.30	0.10	(0.20)
Plans Examiner	1.95	2.95	4.00	1.05
Combination Inspector	0.45	0.45	-	(0.45)
Staff Analyst I	-	-	0.15	0.15
Senior Permit Technician	1.00	1.00	1.00	-
Permit Technician	2.00	2.00	2.00	-
Office Specialist III	0.40	0.40	0.50	0.10
Customer Service Representative-Permit Center	1.00	1.00	1.00	-
Office Specialist II	1.30	1.30	1.20	(0.10)
Subtotal	11.15	12.15	13.65	1.50
Field Inspection				
Director of Planning and Inspection	-	-	0.10	0.10
Building Official	0.45	0.45	0.45	-
Permit Center Manager	0.05	0.05	0.10	0.05
Inspection Manager	0.60	0.60	0.80	0.20
Senior Plans Examiner	0.05	0.05	-	(0.05)
Senior Inspector	0.90	0.90	0.90	-
Senior Inspector	0.70	0.70	0.90	0.20
Senior Inspector	-	-	1.00	1.00
Plans Examiner	0.05	0.05	-	(0.05)
Combination Inspector	5.00	7.00	8.00	1.00
Staff Analyst I	-	-	0.15	0.15
Office Specialist III	0.50	0.50	0.50	-
Office Specialist II	0.50	0.50	0.80	0.30
Code Enforcement Technician	-	-	0.50	0.50
Subtotal	8.80	10.80	14.20	3.40
Housing Inspection				
Building Official	0.05	0.05	0.05	-
Inspection Manager	0.10	0.10	0.10	-
Senior Inspector	0.05	0.05	-	(0.05)
Combination Inspector	0.55	0.55	-	(0.55)
Office Specialist III	0.10	0.10	-	(0.10)
Office Specialist II	0.20	0.20	-	(0.20)
Code Enforcement Technician	-	-	0.50	0.50
Subtotal	1.05	1.05	0.65	(0.40)
Total Division Positions	21.00	24.00	28.50	4.50

Division: Building Inspection**Program: Permit Services****Number: 001/5532**

Program Mission: Ensure compliance with minimum code standards to safeguard life, health, property and public welfare, by regulating and controlling the design and construction of all buildings and structures.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 1,199,679	\$ 1,420,527	\$ 1,728,513	\$ 307,986
Benefits	514,217	581,155	702,553	121,398
Other Operating Expenditures	613,522	115,965	130,481	14,516
Interfund Services	44,880	41,535	50,570	9,035
Capital Outlay	-	-	30,000	30,000
Total Expenditures	\$ 2,372,299	\$ 2,159,182	\$ 2,642,117	\$ 482,935
Full Time Positions	11.15	12.15	13.65	1.50
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of express plan checks performed within 2 working days.	100%	100%	95%	95%
2. Percent of short cycle plan checks performed within ten business days.	81.1%	89.2%	90%	85%
3. Percent of regular cycle plan checks performed within 30 calendar days.	86.3%	82.8%	85%	85%
4. Percent of service provided to all Permit Center customers within 20 minutes of their arrival.	74.1%	72.4%	90%	80%

Division: Building Inspection**Program: Field Inspection****Number: 001/5533**

Program Mission: Through inspection, ensure compliance with minimum code standards for construction, occupancy and maintenance of all buildings and structures.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 1,085,987	\$ 1,158,288	\$ 1,510,323	\$ 352,035
Benefits	428,901	552,345	755,136	202,791
Other Operating Expenditures	48,772	118,240	67,291	(50,949)
Interfund Services	80,907	103,452	100,504	(2,948)
Capital Outlay	-	60,000	60,000	-
Total Expenditures	\$ 1,644,567	\$ 1,992,325	\$ 2,493,254	\$ 503,877
Full Time Positions	8.80	10.80	14.20	3.40
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of code complaints responded to within 2 working days.	76.3%	46.3%	90%	80%
2. Percent of inspections performed the next working day.	91.4%	81.3%	90%	90%

Division: Building Inspection**Program: Housing Inspection**

Number: 001/5534

Program Mission: Promote environmentally sound rental housing by administering and enforcing compliance with Municipal and State codes pertaining to housing, health and safety.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 99,176	\$ 101,568	\$ 55,873	\$ (45,695)
Benefits	45,956	48,934	29,729	(19,205)
Other Operating Expenditures	-	21,938	23,000	1,062
Interfund Services	7,719	3,828	5,013	1,185
Total Expenditures	<u>152,851</u>	<u>\$ 176,268</u>	<u>\$ 113,615</u>	<u>\$ (62,653)</u>
Full Time Positions	1.05	1.05	0.65	(0.40)
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of multi-family rental housing complexes inspected per month.	0%	0%	1%	1%
2. Percent of housing code complaints responded to within two business days.	NA	NA	90%	90%

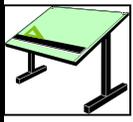


City of Santa Clara

The Center of What's Possible

Public Works

Engineering
Maintenance



Public Works Department

Department Summary	2013-14 Actuals	2014-15 Adopted	2015-16 Budget
Engineering	\$ 5,479,865	\$ 6,387,625	\$ 7,068,277
Building Maintenance	1,730,000	1,954,643	1,923,582
Streets	28,363,946	30,109,499	32,185,127
Automotive Services	6,624,441	7,665,110	9,494,178
Total Department Expenditures	\$ 42,198,252	\$ 46,116,877	\$ 50,671,165
Total Full Time Positions	126.50	127.50	129.50
Total Department Revenue	\$ 31,910,538	\$ 30,279,656	\$ 35,627,935

Department Mission

The Public Works Department is dedicated to provide the highest quality public works services to the residents of Santa Clara, the development community, and our customers in a responsible and efficient manner.

Department Overview

The Public Works Department is made up of two groups: Engineering and Maintenance. The Engineering group has four Divisions: Land and Property Development, Design, Field Services, and Traffic. The Maintenance group has two Divisions: Building Maintenance and Street and Automotive Services. Street and Automotive Services consists of Street and Traffic, Parkways and Boulevards, Solid Waste and Storm Drain and Automotive Services. The Department is responsible for designing and maintaining Citywide public infrastructures, buildings and facilities, and landscaping; maintaining the City fleet; and providing/managing various City programs/services such as solid waste/recycling/hazardous materials collection, street sweeping, annual clean-up campaign, illegal dumping/signs and graffiti removal, citywide beautification, etc. The Department is also responsible for coordinating and providing managing support to Hyatt Regency, Techmart, Convention Center Complex Maintenance District, and Franklin Square Complex.

Public Works (continued)

Resource Level Changes

The Department added two new Grounds Maintenance Worker I positions to keep pace with the maintenance of streets and curbs and one Staff Aide position was transferred from the Solid Waste Enterprise Fund in order to consolidate the Urban Runoff Pollution Prevention program in the General Fund. In addition, one Principal and one Senior Engineer position was unfrozen in order to meet the growing level of development activity. These position will be funded by fees collected in the Encroachment Permits processing.

Groups, Divisions and Programs

Engineering

Support Services

- ◆ Division Administration
- ◆ Development Support
- ◆ Capital Improvement Projects

Land and Property Development

- ◆ Division Administration
- ◆ Development Support & Review

Design

- ◆ Division Administration
- ◆ Development Support
- ◆ Capital Improvement Projects

Field Services

- ◆ Division Administration
- ◆ Development Support
- ◆ Capital Improvement Projects Inspection

Traffic Engineering

- ◆ Division Administration
- ◆ Development Support
- ◆ Capital Improvement Projects
- ◆ Traffic Signal Management
- ◆ Traffic Striping & Signing

Maintenance

Building Maintenance

- ◆ Maintenance/Repair
- ◆ Janitorial
- ◆ Convention Center Maintenance District

Maintenance (continued)

Street & Traffic Maintenance

- ◆ Street Maintenance
- ◆ Curb, Gutter & Sidewalk Maintenance
- ◆ Clean-Up Campaign
- ◆ Utility Trenching Pavement Restoration
- ◆ Leaf Vacuuming
- ◆ Striping and Signing
- ◆ Downtown Parking District

Parkways & Boulevards

- ◆ Landscape Maintenance
- ◆ Street Tree Program
- ◆ Clean-Up Campaign

Solid Waste

- ◆ Garbage Collection & Disposal
- ◆ Clean Green
- ◆ Clean-Up Campaign
- ◆ Residential Recycling
- ◆ Street Sweeping
- ◆ Household Hazardous Waste
- ◆ Nuisance Abatement
- ◆ Urban Run-off Pollution Prevention

Storm Drain

- ◆ Storm Maintenance
- ◆ Pump Station Maintenance
- ◆ Clean-Up Campaign
- ◆ Urban Runoff Pollution Prevention Program

Automotive Services

- ◆ Automotive Maintenance/Repair/Fuel/Parts
- ◆ Equipment Replacement/Disposal

Public Works (continued)

2014-15 Department Accomplishments

Engineering

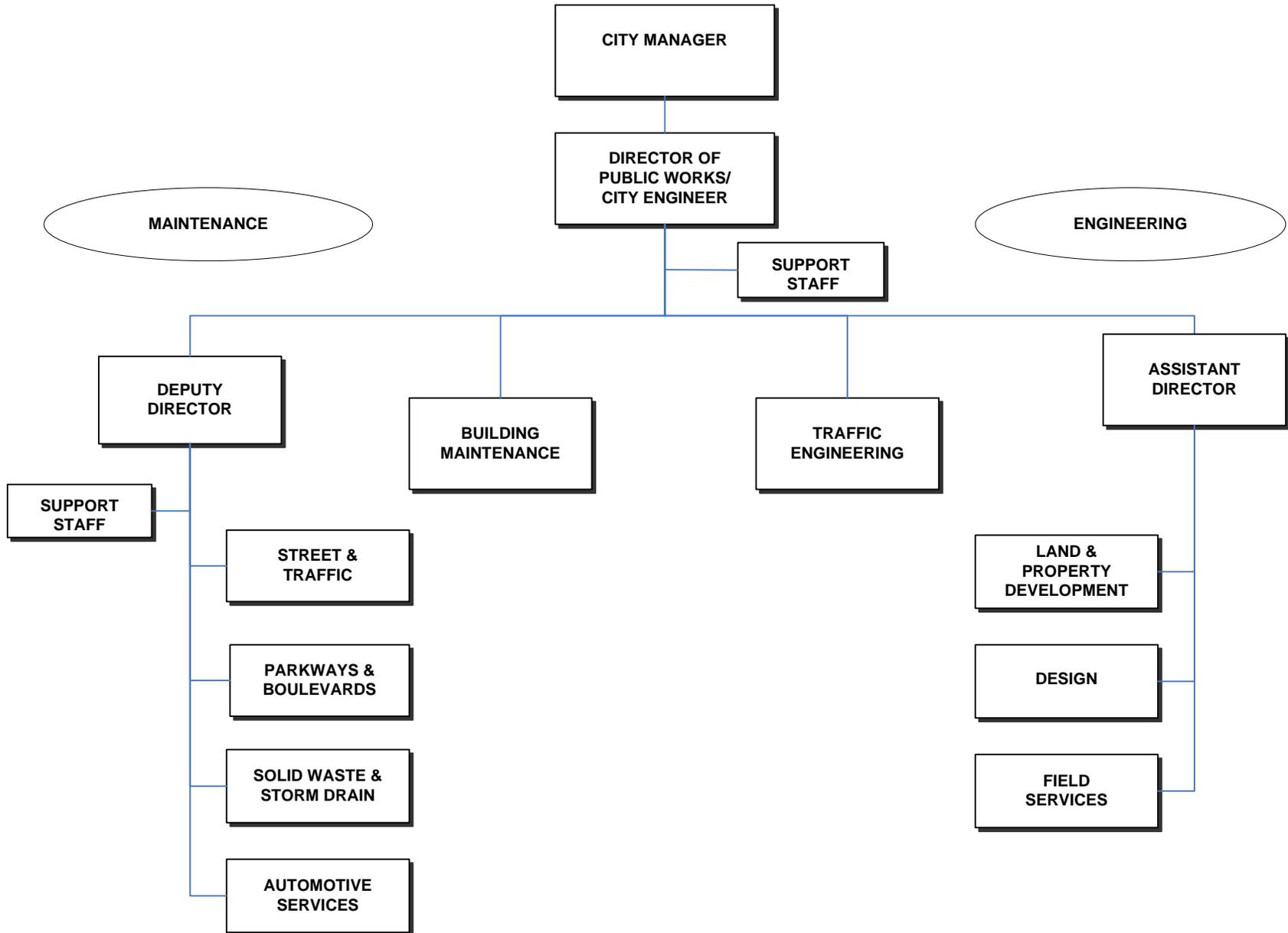
- Implemented an electronic scheduling calendar to improve customer turnaround time and balance workloads.
- Upgraded traffic signal controllers, communications, and re-timed De la Cruz Blvd. (Brokaw Rd. to Central Expressway), Scott Blvd. (El Camino Real to Central Expressway), Lafayette St. (Reed Ave. & Nobili Ave. Sanitary Sewer Improvements, Cabrillo Ave./Main St. Sewer Replacement, Winchester Blvd., & Newhall St. Storm Drain Replacement, Lafayette St. UPRR Underpass Storm Drain Improvements, Street Corporation Yard Bunker Wash Area, Clyde Ave. Pavement Rehabilitation, Various Streets and Roads Preservation Project, and Annual American Disabilities Act (ADA) Curb Ramp Project.

Maintenance

- Building Maintenance worked on Harris Lass Historic House with new paint and barn roof.
- Building Maintenance completed demolition of Kings Highway Motel.
- Building Maintenance relocated Community Services to City Hall East Wing.
- Building Maintenance fully automated Preventive Maintenance (PM) notifications to user departments.
- Building Maintenance integrated its Fleet Management software with MS Excel for tracking PM services and improved information sharing.
- Building Maintenance implemented Bureau of Automotive Repair (BAR) On-Board Diagnostics Inspection System (OIS) for performing state regulated smog inspections.
- Building Maintenance implemented an electronic scheduling calendar to improve customer turnaround time and balance workloads.
- Street implemented the Lucity asset management system for the Street Tree Program.
- Street installed full trash capture devices in three (3) trash management areas.
- Street created an Adopt-a-Spot community based beautification program.
- Street fabricated and posted no parking on event day signage around Levi's Stadium.
- Street implemented single-use carryout bag and expanded polystyrene foam food service ware ordinances.
- Street installed planter pots at various locations along El Camino Real.
- Automotive Services fully automated Preventive Maintenance (PM) notifications to user departments.
- Automotive Services integrated its Fleet Management software with Microsoft Excel for tracking PM services and improved information sharing.
- Automotive Services implemented Bureau of Automotive Repair (BAR) On-Board Diagnostics Inspection System (OIS) for performing state regulated smog inspections.
- Automotive Services implemented an electronic scheduling calendar to improve customer turnaround time and balance workloads.

CITY OF SANTA CLARA

PUBLIC WORKS DEPARTMENT



Public Works (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions		Salary	
		2014-15 Adopted	2015-16 Budget	2014-15 Adopted	2015-16 Budget
Engineering, General - Fund 001					
Uncl	Director of Public Works	1.00	0.75	\$ 231,803	\$ 177,039
Uncl	Asst Dir of Public Works/City Engineer	1.00	1.00	165,648	168,684
Uncl	Traffic Engineer	1.00	1.00	158,963	161,880
Uncl	Principal Engineer	3.00	3.00	334,679	487,500
E41	Senior Engineer (Civil)	8.00	8.00	826,192	970,121
E38	Traffic Operations Engineer	1.00	1.00	119,963	124,008
E34	Associate Engineer	8.00	8.00	819,701	849,268
A34	Chief of Party	1.00	1.00	83,340	103,920
A34	Materials Testing Technician	1.00	1.00	104,064	105,208
A33	Public Works Inspector*	4.00	4.00	281,790	291,716
A32	Principal Engineering Aide	1.00	1.00	101,484	101,760
A28	Senior Engineering Aide*	4.00	4.00	181,728	164,532
A24	Office Specialist IV	1.00	1.00	81,225	76,640
A23	Account Clerk II	1.00	1.00	77,617	77,832
A18	Office Specialist II*	2.00	2.50	70,415	105,912
Salary & Wages-Regular		38.00	38.25	3,638,612	3,966,020
Building Maintenance, General - Fund 001					
Uncl	Building Maintenance Manager	0.90	0.90	106,985	114,394
G29	Mechanical Maintenance Worker-Building	2.00	2.00	156,610	174,040
G26	Building Maintenance Worker	5.00	5.00	396,672	431,103
G19	Utility Worker	1.00	1.00	68,064	75,766
A31	Building Maintenance Foreperson	1.00	1.00	98,952	86,412
A31	Mechanical Maintenance Foreperson	1.00	1.00	80,257	93,766
A18	Office Specialist II	0.50	-	35,208	-
Salary & Wages-Regular		11.40	10.90	942,748	975,481
Street, General - Fund 001					
Uncl	Director of Public Works	-	0.25	-	59,013
Uncl	Superintendent of Street and Solid Waste	1.00	1.00	137,964	121,044
Uncl	Landscape Superintendent/City Arborist	1.00	1.00	118,872	121,044
G29	Street Maintenance Worker IV*	5.00	5.00	336,082	374,114
G27	Equipment Operator	2.00	2.00	167,124	166,472
G26	Senior Tree Trimmer	2.00	2.00	161,088	179,316
G23	Street Maintenance Worker III*	15.00	15.00	823,553	914,741
G23	Grounds Maintenance Worker III	3.00	3.00	226,524	253,877
G21	Grounds Maintenance Worker II	2.50	2.50	176,312	198,450
G21	Street Maintenance Worker I/II	6.00	6.00	376,941	409,249
G19	Grounds Maintenance Worker I	8.00	10.00	509,424	690,894
E36	Construction Project Engineer*	1.00	1.00	-	-
A37	Landscape Foreman / Forewoman	2.00	2.00	224,788	229,656

Public Works (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions		Salary	
		2014-15 Adopted	2015-16 Budget	2014-15 Adopted	2015-16 Budget
A35	Street Maintenance Foreperson*	1.00	1.00	-	-
A31	Traffic Foreman / Forewoman	1.00	1.00	98,952	99,228
A28	Time and Material Clerk	0.75	0.75	66,411	67,509
A26	Staff Aide II - Environmental Programs	-	1.00	-	70,922
A23	Code Enforcement Technician	2.00	2.00	141,456	141,852
A22	Office Specialist III	0.50	0.50	39,670	39,780
A18	Office Specialist II	1.00	1.00	59,220	56,556
	Salary & Wages-Regular	<u>54.75</u>	<u>58.00</u>	<u>3,664,381</u>	<u>4,193,715</u>
	Premium			57,150	124,859
	Stipend			<u>206,141</u>	<u>64,668</u>
	General Fund Salary & Wages-Regular	104.15	107.15	8,509,032	9,324,743
	Salary & Wages-Overtime/Vacation Relief			<u>124,890</u>	<u>445,312</u>
	Total	<u>104.15</u>	<u>107.15</u>	<u>8,633,922</u>	<u>9,770,055</u>

Public Works (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions		Salary	
		2014-15 Adopted	2015-16 Budget	2014-15 Adopted	2015-16 Budget
Street, Solid Waste - Fund 096					
Uncl	Deputy Public Works Director	1.00	1.00	147,263	149,964
Uncl	Superintendent of Street and Solid Waste	-	-	-	-
G28	Street Sweeper Operator	3.00	3.00	255,744	285,817
A35	Solid Waste Foreman/Forewoman	1.00	1.00	109,152	109,452
A28	Time & Material Clerk	0.25	0.25	22,137	22,503
A26	Staff Aide II - Environmental Programs	1.00	-	68,784	-
A26	Staff Aide II - Public Works/Recycling	1.00	1.00	81,658	83,568
A22	Office Specialist III	0.50	0.50	39,672	39,780
	Premium			4,690	13,405
	Stipend			18,108	5,066
	Salary & Wages-Regular	7.75	6.75	747,208	709,555
	Salary & Wages-Overtime/Vacation Relief			24,633	29,633
	Total	7.75	6.75	771,841	739,188
Street, Downtown Parking District - Fund 025					
G21	Grounds Maintenance Worker II	0.50	0.50	35,096	39,773
	Stipend			877	-
	Salary & Wages-Regular	0.50	0.50	35,973	39,773
	Total	0.50	0.50	35,973	39,773

Public Works (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions		Salary	
		2014-15 Adopted	2015-16 Budget	2014-15 Adopted	2015-16 Budget
Street, Convention Center Maintenance District - Fund 026					
Uncl	Building Maintenance Manager	0.10	0.10	11,887	12,710
Uncl	Deputy Public Works Director	-	-	-	-
	Premium			-	636
	Stipend			297	159
	Salary & Wages-Regular	0.10	0.10	12,184	13,505
	Total	0.10	0.10	12,184	13,505
Street, Automotive Services - Fund 053					
Uncl	Fleet Manager	1.00	1.00	115,296	117,408
A30	Automotive Foreman/Forewoman	2.00	2.00	192,912	193,440
G28	Automotive Technician III	7.00	7.00	598,056	666,485
A24	Auto Services Coordinator	1.00	1.00	83,340	83,568
A23	Fleet Assistant	1.00	1.00	79,840	81,576
A19	Account Clerk I*	1.00	1.00	-	-
A19	Materials Handler/Auto Parts Technician	1.00	1.00	72,108	72,312
A15	Automotive Services Utility Worker	1.00	1.00	63,840	52,512
	Premium			920	7,789
	Stipend			30,135	7,510
	Salary & Wages-Regular	15.00	15.00	1,236,447	1,282,600
	Salary & Wages-Overtime/Vacation Relief			500	500
	Total	15.00	15.00	1,236,947	1,283,101
	Department Total	127.50	129.50	\$ 10,690,867	\$ 11,845,622

* The Department has a total of (11.0) positions in Frozen/Unfunded status which lowers actual available staffing in 2015-16.



Engineering

Engineering Summary	2013-14 Actuals	2014-15 Adopted	2015-16 Budget
Support Services	\$ 607,593	\$ 967,455	\$ 975,034
Design	1,179,738	1,566,841	1,607,565
Land & Property Development	1,043,776	1,002,270	1,397,140
Field Services	1,212,512	1,353,184	1,414,628
Traffic	1,436,257	1,497,875	1,673,910
Total Engineering Expenditures	\$ 5,479,875	\$ 6,387,625	\$ 7,068,277
Total Full Time Positions	38.00	38.00	38.25
Total Engineering Revenue	\$ 2,980,757	\$ 1,770,550	\$ 2,968,726

Engineering Mission

To serve our customers and the community through efficient delivery of projects and services.

Engineering Overview

Engineering, managed through four Divisions, plans, designs and provides construction management for public infrastructure projects such as storm drains, sanitary sewers, roads, traffic signals, bicycle and pedestrian facilities, and public buildings. It facilitates private residential, commercial, and industrial developments by providing plan review functions, processing of easements and encroachment permits for work in the public rights-of-way. It also coordinates projects and programs with local, state, and federal agencies. All of the above work is supported by surveying and materials testing functions, signage and pavement striping and markings in the public right-of-way for the safe flow of vehicular and pedestrian traffic, and cleanup of contaminated soils and groundwater for City projects and programs.

Department: Public Works-Engineering

Division: Engineering - Support Services

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Division Administration	\$ 370,663	\$ 322,434	\$ 326,432	\$ 3,998
Development Support	105,427	291,199	290,596	(603)
Capital Improvement Projects	131,503	353,822	358,005	4,183
Total Expenditures	<u>\$ 607,593</u>	<u>\$ 967,455</u>	<u>\$ 975,033</u>	<u>\$ 7,578</u>
Full Time Positions	6.00	6.00	6.25	0.25
Total Direct Revenue	\$ 1,762	\$ -	\$ 1,000,000	\$ 1,000,000

Division Mission

Provide Administrative Support Services which meet the needs of the division, departments, and community.

Division Highlights

- Provide management oversight of all Department activities, represent the department at the City Council meetings, and represent the City at various agency meetings.
- Provide an efficient and cost effective Department operating budget and public works capital improvement budget.
- Provide management and assistance in the development and delivery of various Capital Improvement Projects.

Division: Engineering - Support Services

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Division Administration				
Director of Public Works	0.33	0.33	0.25	(0.08)
Director of Public Works/City Engineer	-	-	-	-
City Engineer	0.33	0.33	0.33	-
Office Specialist IV	0.33	0.33	0.33	-
Account Clerk II	0.30	0.30	0.30	-
Office Specialist II	0.66	0.66	0.83	0.17
Subtotal	1.95	1.95	2.04	0.09
Development Support				
Director of Public Works	0.34	0.34	0.25	(0.09)
Director of Public Works/City Engineer	-	-	-	-
City Engineer	0.33	0.33	0.33	-
Office Specialist IV	0.33	0.33	0.33	-
Account Clerk II	0.10	0.10	0.10	-
Office Specialist II	0.66	0.66	0.83	0.17
Subtotal	1.76	1.76	1.84	0.08
Capital Improvement Projects				
Director of Public Works	0.33	0.33	0.25	(0.08)
Director of Public Works/City Engineer	-	-	-	-
City Engineer	0.34	0.34	0.34	-
Office Specialist IV	0.34	0.34	0.34	-
Account Clerk II	0.60	0.60	0.60	-
Office Specialist II	0.68	0.68	0.84	0.16
Subtotal	2.29	2.29	2.37	0.08
Total Division Positions	6.00	6.00	6.25	0.25

Division: Engineering - Support Services

Program: Administration

Number: 001/4411

Program Mission: Provide efficient administration of the Public Works department through efficient handling of department tasks and accounting services. Provide support to departmental staff, the public, outside agencies and other City departments, and chair the Americans With Disabilities Act Committee.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 295,012	\$ 210,627	\$ 207,912	\$ (2,715)
Benefits	66,738	95,394	100,407	5,013
Other Operating Expenditures	1,783	9,233	9,603	370
Interfund Services	7,130	7,180	8,510	1,330
Total Expenditures	\$ 370,663	\$ 322,434	\$ 326,432	\$ 3,998
Full Time Positions	1.95	1.95	2.04	0.09

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of Agenda reports completed on time.	88%	62%	90%	90%
2. Percent of Agenda reports completed satisfactorily.	83%	96%	90%	90%
3. Percent of City Manager assignment requests responded within time requested.	90%	NA	90%	90%
4. Percent of customers surveyed that are very satisfied.	NA	NA	90%	90%

Division: Support Services

Program: Development Support

Number: 001/4412

Program Mission: Provide management support to other staff during the review of proposed private developments by staff, and provide the public with quick and accurate response to requests for information.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 39,072	\$ 196,736	\$ 191,396	\$ (5,340)
Benefits	59,846	87,767	91,273	3,506
Other Operating Expenditures	-	-	-	-
Interfund Services	6,510	6,696	7,927	1,231
Total Expenditures	\$ 105,427	\$ 291,199	\$ 290,596	\$ (603)
Full Time Positions	1.76	1.76	1.84	0.08

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
This program's performance measures are covered under Program 4411.				

Division: Support Services**Program: Capital Improvement Projects****Number: 001/4413**

Program Mission: Provide management oversight, planning, retention of consultant services, and project management and administration for various capital improvement projects, and to provide budget and accounting support.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 44,175	\$ 236,716	\$ 233,765	\$ (2,951)
Benefits	79,187	108,987	114,639	5,652
Other Operating Expenditures	-	-	-	-
Interfund Services	8,140	8,119	9,602	1,483
Total Expenditures	\$ 131,503	\$ 353,822	\$ 358,005	\$ 4,183
Full Time Positions	2.29	2.29	2.37	0.08

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
This program's performance measures are covered under Program 4411.				

Department: Public Works-Engineering**Division: Engineering - Design**

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Division Administration	\$ 434,355	\$ 379,124	\$ 388,270	\$ 9,146
Development Support	76,047	151,445	155,515	4,070
Capital Improvement Projects	669,336	1,036,272	1,063,780	27,508
Total Expenditures	\$ 1,179,738	\$ 1,566,841	\$ 1,607,565	\$ 40,724
Full Time Positions	9.00	9.00	9.00	-
Total Direct Revenue	\$ 788,201	\$ -	\$ 55,000	\$ 55,000

Division Mission

To serve our customers and the community through efficient and effective delivery of Capital Improvement Projects and encourage professional development and fulfillment of the Staff.

Division Highlights

- ❑ Provide effective Capital Improvement Project administration and development for projects including Graham Lane Neighborhood Street Improvements Project, Annual Street Pavement Rehabilitation Project, Great America Parkway/Mission College Boulevard Intersection Improvements, Northside and Rabello Sanitary Sewer Pump Station Emergency Bypass Connection Project, Sanitary Sewer Master Plan Study, Storm Drain Master Plan Study, and various other sanitary sewer system, storm drain system, bridge, and roadway improvement projects.
- ❑ Continue to work with the Federal Emergency Management Agency (Community Rating System) to maintain the City's current Class 8 rating. This provides a reduction in flood insurance premiums for those property owners with flood insurance in the City of Santa Clara.
- ❑ Continue to provide property owners with the information needed to properly submit a Federal Emergency Management Agency (FEMA) Elevation Certificate, Letter of Map Amendment, or Letter of Map Revision to obtain the appropriate flood insurance premium rate reduction.
- ❑ Enhance the effectiveness and efficiency of the Design Division through ongoing training of staff on various City design procedures and by developing newer procedures to streamline the process.

Division: Engineering - Design

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Division Administration				
Principal Engineer	0.30	0.30	0.30	-
Senior Engineer (Civil)	0.80	0.80	0.80	-
Associate Engineer	0.60	0.60	0.60	-
Senior Engineering Aide	0.30	0.30	0.30	-
Subtotal	2.00	2.00	2.00	-
Development Support				
Principal Engineer	0.10	0.10	0.10	-
Senior Engineer (Civil)	0.40	0.40	0.40	-
Associate Engineer	0.30	0.30	0.30	-
Senior Engineering Aide	0.10	0.10	0.10	-
Subtotal	0.90	0.90	0.90	-
Capital Improvement Projects				
Principal Engineer	0.60	0.60	0.60	-
Senior Engineer (Civil)	2.80	2.80	2.80	-
Associate Engineer	2.10	2.10	2.10	-
Senior Engineering Aide	0.60	0.60	0.60	-
Subtotal	6.10	6.10	6.10	-
Total Division Positions	9.00	9.00	9.00	-

Division: Engineering - Design**Program: Administration**

Number: 001/4441

Program Mission: To effectively and efficiently administer/manage the functions of the Division.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 292,142	\$ 234,652	\$ 240,162	\$ 5,510
Benefits	90,807	108,508	109,753	1,245
Other Operating Expenditures	40,153	28,128	29,000	872
Interfund Services	11,253	7,836	9,355	1,519
Total Expenditures	<u>\$ 434,355</u>	<u>\$ 379,124</u>	<u>\$ 388,270</u>	<u>\$ 9,146</u>
Full Time Positions	2.00	2.00	2.00	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
This program's performance measures are covered under Program 4443.				

Division: Design**Program: Development Support**

Number: 001/4442

Program Mission: To provide engineering support for proposed private developments according to City standards.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 31,344	\$ 100,219	\$ 103,243	\$ 3,024
Benefits	40,503	47,628	48,086	458
Interfund Services	4,200	3,598	4,186	588
Total Expenditures	<u>\$ 76,047</u>	<u>\$ 151,445</u>	<u>\$ 155,515</u>	<u>\$ 4,070</u>
Full Time Positions	0.90	0.90	0.90	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
This program's performance measures are covered under Program 4443.				

Division: Design**Program: Capital Improvement Projects****Number: 001/4443**

Program Mission: To maintain or enhance the quality of life for the community through the effective and efficient design and management of Capital Improvement Projects that meet or exceed the Project Goals.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 364,371	\$ 685,968	\$ 716,186	\$ 30,218
Benefits	276,215	325,718	328,691	2,973
Interfund Services	28,750	24,586	18,903	(5,683)
Total Expenditures	<u>669,336</u>	<u>\$1,036,272</u>	<u>\$ 1,063,780</u>	<u>\$ 27,508</u>
Full Time Positions	6.10	6.10	6.10	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of Capital Improvement Projects designed within budget.	100%	100%	80%	80%
2. Percent of Capital Improvement Projects designed within approved schedule.	100%	100%	80%	80%

Department: Public Works-Engineering

Division: Engineering - Land & Property Development

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Division Administration	\$ 116,239	\$ 83,838	\$ 204,769	\$ 120,931
Development Support	927,537	918,432	1,192,372	273,940
Total Expenditures	<u>\$ 1,043,776</u>	<u>\$ 1,002,270</u>	<u>\$ 1,397,141</u>	<u>\$ 394,871</u>
Full Time Positions	8.00	8.00	8.00	-
Total Direct Revenue	\$ 453,441	\$ 435,539	\$ 300,708	\$ (134,831)

Division Mission

To serve our customers and the community by providing effective and efficient services during project development and public improvement design phases.

Division Highlights

- Facilitate development projects, such as Monticello Village Project at Monroe St. and French St., Santa Clara Technology Campus at Augustine Dr./Scott Blvd. and Bowers Ave., and Data Centers at various locations through effective and efficient processing of site reviews, subdivision maps, property title documents, public improvement plan checks, and development fee collections.

- Continue to be significantly involved in the development of various public projects, such as the Centennial Gateway at Tasman Drive and Centennial Blvd. and City Place proposed to be developed on the existing City's golf course.

- Develop new procedures to streamline processes and use new technology to facilitate current procedures.

Division: Engineering - Land & Property Development

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Division Administration				
Principal Engineer	0.40	0.40	0.40	-
Senior Engineer (Civil)	0.35	0.35	0.35	-
Associate Engineer	0.15	0.15	0.15	-
Senior Engineering Aide	0.05	0.05	0.05	-
Principal Engineering Aide	0.05	0.05	0.05	-
Subtotal	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>-</u>
Development Support				
Principal Engineer	0.60	0.60	0.60	-
Senior Engineer (Civil)	1.65	1.65	1.65	-
Associate Engineer	2.85	2.85	2.85	-
Principal Engineering Aide	0.95	0.95	0.95	-
Senior Engineering Aide	0.95	0.95	0.95	-
Subtotal	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>	<u>-</u>
Total Division Positions	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>	<u>-</u>

Division: Engineering - Land & Property Development

Program: Division Administration

Number: 001/4451

Program Mission: To effectively and efficiently administer/manage the functions of the Division.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 87,145	\$ 48,237	\$ 130,849	\$ 82,612
Benefits	23,230	24,775	62,650	37,875
Other Operating Expenditures	1,044	9,103	9,256	153
Interfund Services	4,820	1,723	2,014	291
Total Expenditures	\$ 116,239	\$ 83,838	\$ 204,769	\$ 120,931
Full Time Positions	1.00	1.00	1.00	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
This program's performance measures are covered under Program 4452.				

Division: Land & Property Development

Program: Development Support & Review

Number: 001/4452

Program Mission: To provide effective and efficient encroachment permit, site review, easement acquisition, development fee, subdivision map, and agreement services during the project development and public improvement design phases.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 574,968	\$ 601,367	\$ 785,740	\$ 184,373
Benefits	323,019	296,301	382,178	85,877
Interfund Services	29,550	20,764	24,454	3,690
Total Expenditures	927,537	\$ 918,432	\$1,192,372	\$ 273,940
Full Time Positions	7.00	7.00	7.00	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of subdivision maps first submittals reviewed within 15 business days.	33%	80%	75%	75%
2. Percent of subdivision maps subsequent submittals reviewed within 10 business days	43%	61%	75%	75%
3. Percent of Title documents drafted within 10 business days.	87%	74%	75%	85%
4. Percent of private development plans reviewed on first review within 20 business days.	46%	65%	75%	75%
5. Percent of private development plans reviewed on subsequent reviews within 15 business days.	71%	75%	75%	75%

Department: Public Works-Engineering

Division: Engineering - Field Services

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Division Administration	\$ 182,945	\$ 177,366	\$ 202,539	\$ 25,173
Development Support	382,371	465,963	484,689	18,726
Capital Improvement Project Inspection	647,197	709,855	727,401	17,546
Total Expenditures	<u>\$ 1,212,512</u>	<u>\$ 1,353,184</u>	<u>\$ 1,414,629</u>	<u>\$ 61,445</u>
Full Time Positions	9.00	9.00	9.00	-
Total Direct Revenue	\$ 1,682,129	\$ 828,500	\$ 912,190	\$ 83,690

Division Mission

To serve our clients and the community through effective and efficient construction inspection, materials testing, surveying, and administration services of public improvement projects.

Division Highlights

- ❑ Provide effective construction inspection, materials testing, surveying and administration services for Capital Improvement Projects, such as the Substandard Streets Improvements Project, various sanitary sewer replacement projects, various traffic signal interconnect and coordination projects, and annual curb ramp projects.
- ❑ Provide effective construction inspection, materials testing, surveying, and administration services for private development that involves the City's infrastructure, such as the Creekside Vista Condominiums at 2585 El Camino Real, the Santa Clara Technology Campus at Bowers Avenue and Augustine Drive, the senior housing project at 2525 El Camino Real, the Lawson Lane Office Campus at 2200 Lawson Lane, the 222-unit residential project at 45 Buckingham Drive, and a large variety of private permits for improvement throughout the City.

Division: Engineering - Field Services

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Division Administration				
Principal Engineer	0.30	0.30	0.30	-
Senior Engineer (Civil)	0.10	0.10	0.10	-
Chief of Party	0.20	0.20	0.20	-
Subtotal	0.60	0.60	0.60	-
Development Support				
Principal Engineer	0.30	0.30	0.30	-
Senior Engineer (Civil)	0.40	0.40	0.40	-
Chief of Party	0.40	0.40	0.40	-
Materials Testing Technician	0.40	0.40	0.40	-
Public Works Inspector	1.00	1.00	1.00	-
Senior Engineering Aide	0.50	0.50	0.50	-
Subtotal	3.00	3.00	3.00	-
Capital Improvement Projects Inspection				
Principal Engineer	0.40	0.40	0.40	-
Senior Engineer (Civil)	0.50	0.50	0.50	-
Chief of Party	0.40	0.40	0.40	-
Materials Testing Technician	0.60	0.60	0.60	-
Public Works Inspector	3.00	3.00	3.00	-
Senior Engineering Aide	0.50	0.50	0.50	-
Subtotal	5.40	5.40	5.40	-
Total Division Positions	9.00	9.00	9.00	-

Division: Engineering - Field Services**Program: Division Administration****Number: 001/4461***Program Mission: To effectively and efficiently administer/manage the functions of the Division.*

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 110,673	\$ 79,405	\$ 86,866	\$ 7,461
Benefits	22,032	35,663	39,916	4,253
Other Operating Expenditures	5,110	26,474	26,810	336
Interfund Services	45,130	35,824	48,947	13,123
Total Expenditures	<u>\$ 182,945</u>	<u>\$ 177,366</u>	<u>\$ 202,539</u>	<u>\$ 25,173</u>

Full Time Positions	0.60	0.60	0.60	-
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Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of complaints responded to within one business day.	81%	86%	90%	90%
2. Number of construction activity complaints.	26	59	50	50

Division: Field Services**Program: Development Support****Number: 001/4462***Program Mission: To provide effective and efficient inspection and materials testing services for private development construction that involves the City's infrastructure.*

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 266,670	\$ 309,662	\$ 317,151	\$ 7,489
Benefits	103,021	147,281	156,274	8,993
Interfund Services	12,680	9,020	11,264	2,244
Total Expenditures	<u>\$ 382,371</u>	<u>\$ 465,963</u>	<u>\$ 484,689</u>	<u>\$ 18,726</u>

Full Time Positions	3.00	3.00	3.00	-
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Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of inspection requests responded to within one business day.	99%	100%	95%	95%

Division: Field Services

Program: Capital Improvement Projects Inspection

Number: 001/4463

Program Mission: To maintain or enhance the quality of life for the community through effective and efficient administration, inspection, surveying, and materials testing of Capital Improvement Projects.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 453,732	\$ 469,428	\$ 474,436	\$ 5,008
Benefits	174,206	226,092	235,273	9,181
Other Operating Expenditures	89	-	-	-
Interfund Services	19,170	14,335	17,692	3,357
Total Expenditures	\$ 647,197	\$ 709,855	\$ 727,401	\$ 17,546
Full Time Positions	5.40	5.40	5.40	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of Capital Improvement projects that reached substantial completion within the construction contract time.	NA	100%	75%	75%
2. Percent of Capital Improvement Projects completed within approved budget.	NA	100%	100%	100%
3. Percent of customers rating services as satisfactory.	NA	100%	100%	100%
4. Percent of Capital Improvement Projects completed with Change Orders under 5% of construction cost.	NA	25%	75%	75%

Department: Public Works-Engineering

Division: Engineering - Traffic

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Division Administration	\$ 397,097	\$ 195,551	\$ 207,897	\$ 12,346
Development Support	261,750	225,642	237,384	11,742
Capital Improvement Projects	178,734	257,666	265,970	8,304
Traffic Signal Management	583,880	773,955	916,095	142,140
Traffic Striping and Signing	14,796	45,061	46,563	1,502
Total Expenditures	\$ 1,436,257	\$ 1,497,875	\$ 1,673,909	\$ 176,034
Full Time Positions	6.00	6.00	6.00	-
Total Direct Revenue	\$ 55,224	\$ 506,511	\$ 700,828	\$ 194,317

Division Mission

Provide safe and efficient movement of pedestrian, bicycle and vehicular traffic.

Division Highlights

- Increase safety for pedestrians and bicyclists through implementation of new or improved facilities such as bike lanes and intersection improvements.
- Enhance safety and reduce delays for all users of the City roadway system through implementation and installation of new innovative technologies.
- Review, design and install traffic signals, traffic signal modifications, and other traffic related infrastructure improvements as needed to maintain level of service and safety.
- Maintain and upgrade traffic and parking facilities in an efficient and timely manner.
- Apply for and process transportation grants to augment the City's finances for improving traffic, pedestrian, and bicycle-related infrastructure.
- Improve efficiency and productivity of Traffic Division through continued training on new technology and cross-training of job duties and skills.
- Coordination and operation of transportation system for safe and efficient travel before and after Stadium events.

Division: Engineering - Traffic

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Division Administration				
Traffic Engineer	0.15	0.15	0.15	-
Senior Engineer (Civil)	0.35	0.35	0.35	-
Traffic Operations Engineer	0.05	-	-	-
Associate Engineer	0.40	0.40	0.40	-
Senior Engineering Aide	0.60	0.60	0.60	-
Subtotal	<u>1.55</u>	<u>1.50</u>	<u>1.50</u>	-
Development Support				
Traffic Engineer	0.60	0.60	0.60	-
Senior Engineer (Civil)	0.30	0.30	0.30	-
Traffic Operations Engineer	0.05	-	-	-
Associate Engineer	0.20	0.20	0.20	-
Senior Engineering Aide	0.20	0.20	0.20	-
Subtotal	<u>1.35</u>	<u>1.30</u>	<u>1.30</u>	-
Capital Improvement Projects				
Traffic Engineer	0.10	0.10	0.10	-
Senior Engineer (Civil)	0.25	0.25	0.25	-
Associate Engineer	0.90	0.90	0.90	-
Traffic Operations Engineer	0.30	0.30	0.30	-
Senior Engineering Aide	0.10	0.10	0.10	-
Subtotal	<u>1.65</u>	<u>1.65</u>	<u>1.65</u>	-
Traffic Signal Management				
Traffic Engineer	0.10	0.10	0.10	-
Traffic Operations Engineer	0.55	0.65	0.65	-
Senior Engineer (Civil)	0.05	0.05	0.05	-
Associate Engineer	0.40	0.40	0.40	-
Subtotal	<u>1.10</u>	<u>1.20</u>	<u>1.20</u>	-

Division: Traffic (Continued)

Summary of Regular Positions by Program (Continued)

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Traffic Signing & Striping				
Traffic Engineer	0.05	0.05	0.05	-
Traffic Operations Engineer	0.05	0.05	0.05	-
Senior Engineer (Civil)	0.05	0.05	0.05	-
Associate Engineer	0.10	0.10	0.10	-
Senior Engineering Aide	0.10	0.10	0.10	-
Subtotal	<u>0.35</u>	<u>0.35</u>	<u>0.35</u>	<u>-</u>
Total Division Positions	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>-</u>

Division: Engineering - Traffic**Program: Division Administration****Number: 001/4431**

Program Mission: Process service requests, provide information, issue special (over-size/weight) transportation permits, process parking restrictions resolutions, and apply for and process transportation-related grants.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 180,672	\$ 101,530	\$ 106,892	\$ 5,362
Benefits	68,411	51,746	51,072	(674)
Other Operating Expenditures	135,978	26,646	35,243	8,597
Interfund Services	12,036	15,629	14,690	(939)
Total Expenditures	\$ 397,097	\$ 195,551	\$ 207,897	\$ 12,346
Full Time Positions	1.55	1.50	1.50	-
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of grants applied for or being processed.	4	3	6	5
2. Number of special transportation permits issued.	492	530	375	550
3. Number of citizen/customer requested studies completed.	157	87	120	65

Division: Traffic**Program: Development Support****Number: 001/4432**

Program Mission: Review traffic and parking studies, development plans, and traffic control plans.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 231,414	\$ 149,934	\$ 158,287	\$ 8,353
Benefits	24,016	70,308	72,815	2,507
Interfund Services	6,320	5,400	6,282	882
Total Expenditures	\$ 261,750	\$ 225,642	\$ 237,384	\$ 11,742
Full Time Positions	1.35	1.30	1.30	-
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of preliminary site and development plans for Project Clearance and Subdivision Committee reviewed.	106	135	95	95
2. Number of encroachment permits, Capital Improvement Projects, and traffic control plans reviewed.	189	284	150	150

Division: Traffic**Program: Capital Improvement Projects**

Number: 001/4433

Program Mission: Design and manage Consultants of traffic signal, interconnection, bicycle, and pedestrian facilities improvement projects. Provide construction administration support.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 141,253	\$ 168,035	\$ 174,791	\$ 6,756
Benefits	31,460	83,831	84,330	499
Interfund Services	6,020	5,800	6,849	1,049
Total Expenditures	<u>\$ 178,734</u>	<u>\$ 257,666</u>	<u>\$ 265,970</u>	<u>\$ 8,304</u>
Full Time Positions	1.65	1.65	1.65	-
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of traffic projects under design.	7	3	5	5
2. Number of projects under construction requiring Traffic Division support.	3	0	7	7

Division: Traffic**Program: Traffic Signal Management**

Number: 001/4434

Program Mission: Time and coordinate traffic signals.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 42,718	\$ 210,601	\$ 342,002	\$ 131,401
Benefits	40,063	68,936	68,696	(240)
Other Operating Expenditures	498,399	490,000	500,000	10,000
Interfund Services	2,700	4,418	5,397	979
Total Expenditures	<u>\$ 583,880</u>	<u>\$ 773,955</u>	<u>\$ 916,095</u>	<u>\$ 142,140</u>
Full Time Positions	1.10	1.20	1.20	-
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of timing, coordination, detection, equipment, or other signal management requests responded to.	233	220	190	240

Division: Traffic**Program: Traffic Striping and Signing****Number: 001/4435**

Program Mission: Review and prepare signing and striping plans and create work orders for Street Department Signing and Striping Crew.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 7,429	\$ 29,478	\$ 30,788	\$ 1,310
Benefits	6,234	14,566	14,574	8
Other Operating Expenditures	93	-	-	-
Interfund Services	1,040	1,017	1,201	184
Total Expenditures	\$ 14,796	\$ 45,061	\$ 46,563	\$ 1,502
Full Time Positions	0.35	0.35	0.35	-
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of work orders created for Street Department action.	68	56	75	75



Building Maintenance

Division Summary	2013-14 Actuals	2014-15 Adopted	2015-16 Budget
Building Maintenance	\$ 1,730,000	\$ 1,954,643	\$ 1,923,582
Total Division Expenditures	<u>\$ 1,730,000</u>	<u>\$ 1,954,643</u>	<u>\$ 1,923,582</u>
Total Full Time Positions	11.50	11.40	10.90
Total Division Revenue	\$ 5,000	\$ -	\$ -

Building Maintenance Mission

Perform cost effective repair and maintenance procedures which will ensure that City-owned buildings remain safe, attractive and energy efficient in the service of the citizens and employees of the City of Santa Clara.

Building Maintenance Overview

The Building Maintenance Division is responsible for repair and maintenance of approximately 700,000 square feet of City-owned buildings. The Division provides janitorial services to most City buildings using contracted services.

Department: Public Works

Division: Maintenance - Building Maintenance

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Maintenance/Repair	\$ 1,432,519	\$ 1,654,035	\$ 1,620,689	\$ (33,346)
Janitorial	297,482	300,608	302,893	2,285
Total Expenditures	<u>\$ 1,730,000</u>	<u>\$ 1,954,643</u>	<u>\$ 1,923,582</u>	<u>\$ (31,061)</u>
Full Time Positions	11.50	11.40	10.90	(0.50)
Total Direct Revenue	\$ -	\$ -	\$ -	\$ -

Division Mission

Perform cost effective repair and maintenance procedures which will ensure that City-owned buildings remain safe, attractive and energy efficient in the service of the citizens and employees of the City of Santa Clara.

Division Highlights

- Continued lighting retrofit projects to reduce energy consumption.
- Continue roof replacement /refurbishment projects.

Division: Maintenance - Building Maintenance

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Maintenance/Repair				
Building Maintenance Manager	0.80	0.72	0.72	-
Building Maintenance Foreperson	0.70	0.70	0.70	-
Mechanical Maintenance Foreperson	1.00	1.00	1.00	-
Mechanical Maintenance Worker (Building)	2.00	2.00	2.00	-
Building Maintenance Worker	4.50	4.50	4.50	-
Utility Worker	0.90	0.90	0.90	-
Office Specialist II	0.40	0.40	-	(0.40)
Subtotal	<u>10.30</u>	<u>10.22</u>	<u>9.82</u>	<u>(0.40)</u>
Janitorial				
Building Maintenance Manager	0.20	0.18	0.18	-
Building Maintenance Foreperson	0.30	0.30	0.30	-
Building Maintenance Worker	0.50	0.50	0.50	-
Utility Worker	0.10	0.10	0.10	-
Custodian	-	-	-	-
Office Specialist II	0.10	0.10	-	(0.10)
Subtotal	<u>1.20</u>	<u>1.18</u>	<u>1.08</u>	<u>(0.10)</u>
Total Division Positions	<u>11.50</u>	<u>11.40</u>	<u>10.90</u>	<u>(0.50)</u>

Division: Maintenance - Building Maintenance**Program: Maintenance/Repair**

Number: 001/2222

Program Mission: Perform cost effective repair and maintenance procedures which will ensure that City-owned buildings remain safe, attractive and energy efficient in the service of citizens and employees of the City of Santa Clara.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 796,303	\$ 873,975	\$ 896,930	\$ 22,955
Benefits	407,641	477,448	474,996	(2,452)
Other Operating Expenditures	137,784	122,026	122,107	81
Interfund Services	86,463	130,586	126,655	(3,931)
Capital Outlay	4,328	50,000	-	(50,000)
Total Expenditures	<u>\$ 1,432,519</u>	<u>\$ 1,654,035</u>	<u>\$ 1,620,689</u>	<u>\$ (33,346)</u>
Full Time Positions	10.30	10.22	9.82	(0.40)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of all requests for service responded to within four business days.	100%	100%	95%	95%

Division: Building Maintenance**Program: Janitorial**

Number: 001/2223

Program Mission: Maintain City-owned buildings in a clean and attractive manner using efficient cost effective methods. Perform cost effective janitorial services that will maintain City-owned buildings in a clean and healthful environment.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 116,445	\$ 108,304	\$ 102,336	\$ (5,968)
Benefits	52,786	56,110	53,266	(2,844)
Other Operating Expenditures	107,830	129,916	140,081	10,165
Interfund Services	20,420	6,278	7,210	932
Total Expenditures	<u>\$ 297,482</u>	<u>\$ 300,608</u>	<u>\$ 302,893</u>	<u>\$ 2,285</u>
Full Time Positions	1.20	1.18	1.08	(0.10)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Clean all the rest rooms in all major buildings daily.	100%	100%	95%	95%



Street

Street Summary	2013-14 Actuals	2014-15 Adopted	2015-16 Budget
Street Maintenance	\$ 2,451,290	\$ 2,794,893	\$ 2,590,084
Traffic Maintenance	737,489	1,035,826	1,401,462
Storm Drain	1,109,615	1,251,005	1,442,611
Parkways & Boulevards	3,645,478	4,165,871	4,677,674
Solid Waste	19,045,210	19,325,972	20,570,770
Downtown Parking District	134,019	191,846	163,008
Convention Center Maintenance District	1,240,846	1,344,086	1,339,519
Total Street Expenditures	\$ 28,363,946	\$ 30,109,499	\$ 32,185,127
Total Full Time Positions	61.00	63.10	65.35
Total Street Revenue	\$ 22,041,815	\$ 21,693,603	\$ 23,289,647

Street Mission

Maintain City streets and sidewalks to lengthen service life, improve rideability and enhance public safety. Fabricate, install and maintain traffic signs, striping, curb markings, pavement messages, and other traffic related facilities. Maintain maximum efficiency of storm drain collection and pumping facilities. Maintain comprehensive system for the periodic collection, removal and disposal of all refuse from all premises within the City including solid waste collection, recycling, hazardous waste collection and street sweeping. Maintain healthy and safe City trees by providing trimming, removal and replacement services. Maintain median landscaping and landscaping of various City-owned properties. Minimize nuisances caused by graffiti, illegal signs, and code violations. Minimize storm water pollution.

Street Overview

Maintain high efficiency and quality while conducting street repair and maintenance. Timely response to and identification of areas with poor curb and gutter drainage and sidewalk tripping hazards.

Fabricate, install, and maintain quality traffic signs, striping, curb markings, pavement messages, and other traffic related facilities in the public right-of-way for the safe flow of vehicular and pedestrian traffic.

Continue landscape of City buildings and other Citywide landscaped areas. Install landscaping and irrigation improvements at various Citywide right-of-way properties.

Administer contracted collection of garbage and clean green materials. Administer contracted residential curbside recycling collection. Street sweeping in residential neighborhoods, with the goal of sweeping at least once every two weeks. Provide nuisance abatement task of regulation enforcement, illegal sign removal, and graffiti abatement.

Coordinate and maintain Franklin Square complex improvements.

Coordinate and manage Hyatt Regency, Techmart, and Convention Complex Maintenance District. Evaluate and provide input into projects which have decreased the overflow parking options for the Convention Center Complex events.

Provide review and input any new capital improvement programs, or private development programs.

Department: Public Works-Street

Division: Maintenance - Street Maintenance

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Street Maintenance	\$ 1,655,307	\$ 1,703,438	\$ 2,590,084	\$ 886,646
Curb, Gutter & Sidewalk Maintenance	135,874	444,959	-	(444,959)
Clean-Up Campaign	218,827	134,241	-	(134,241)
Utility Trenching Pavement Restoration	240,537	222,164	-	(222,164)
Leaf Vacuuming	200,744	290,091	-	(290,091)
Total Expenditures	<u>\$ 2,451,290</u>	<u>\$ 2,794,893</u>	<u>\$ 2,590,084</u>	<u>\$ (204,809)</u>
Full Time Positions	20.10	20.10	19.30	(0.80)
Total Direct Revenue	\$ 741,994	\$ 441,000	\$ 781,000	\$ 340,000

Division Mission

Maintain and repair in a timely and cost efficient manner City streets, sidewalks and public parking lots to assure adequate and safe conditions in the public traveled way.

Division Highlights

- Repair potholes and address other roadway hazards in a timely fashion.
- Repair utility line pavement trench cuts in the roadway.
- Repair damaged concrete cur, gutter, and sidewalks.
- Implement the City's graffiti abatement program.

Division: Maintenance - Street Maintenance

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Street Maintenance				
Director of Public Works/City Engineer	-	-	0.10	0.10
Superintendent of Street and Solid Waste	0.25	0.25	0.75	0.50
Equipment Operator	1.00	1.00	2.00	1.00
Street Maintenance Worker IV	1.50	1.50	3.00	1.50
Street Maintenance Worker III	4.50	4.50	8.00	3.50
Street Maintenance Worker I/II	1.50	1.50	3.00	1.50
Construction Project Engineer	0.50	0.50	1.00	0.50
Street Maintenance Foreperson	0.50	0.50	1.00	0.50
Time & Material Clerk	0.20	0.20	0.35	0.15
Office Specialist III	0.10	0.10	0.10	-
Subtotal	10.05	10.05	19.30	9.25
Curb Gutter & Sidewalk Maintenance				
Superintendent of Street and Solid Waste	0.20	0.20	-	(0.20)
Street Maintenance Worker IV	0.60	0.60	-	(0.60)
Equipment Operator	0.40	0.40	-	(0.40)
Street Maintenance Worker III	1.80	1.80	-	(1.80)
Street Maintenance Worker I/II	0.60	0.60	-	(0.60)
Construction Project Engineer	0.50	0.50	-	(0.50)
Street Maintenance Foreperson	0.20	0.20	-	(0.20)
Time & Material Clerk	0.05	0.05	-	(0.05)
Subtotal	4.35	4.35	-	(4.35)
Annual Clean-Up Campaign				
Equipment Operator	0.14	0.14	-	(0.14)
Street Maintenance Worker IV	0.21	0.21	-	(0.21)
Street Maintenance Worker III	0.63	0.63	-	(0.63)
Street Maintenance Worker I/II	0.21	0.21	-	(0.21)
Street Maintenance Foreperson	0.07	0.07	-	(0.07)
Subtotal	1.26	1.26	-	(1.26)
Utility Trenching & Pavement Rest.				
Superintendent of Street and Solid Waste	0.20	0.20	-	(0.20)
Street Maintenance Worker IV	0.24	0.24	-	(0.24)
Equipment Operator	0.16	0.16	-	(0.16)
Street Maintenance Worker III	0.72	0.72	-	(0.72)
Street Maintenance Worker I/II	0.24	0.24	-	(0.24)
Street Maintenance Foreperson	0.08	0.08	-	(0.08)
Time & Material Clerk	0.05	0.05	-	(0.05)
Subtotal	1.69	1.69	-	(1.69)

Division: Street Maintenance (Continued)

Summary of Regular Positions by Program (Continued)

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Leaf Vacuuming				
Equipment Operator	0.30	0.30	-	(0.30)
Street Maintenance Worker IV	0.45	0.45	-	(0.45)
Street Maintenance Worker III	1.35	1.35	-	(1.35)
Street Maintenance Worker I/II	0.45	0.45	-	(0.45)
Street Maintenance Foreperson	0.15	0.15	-	(0.15)
Time & Material Clerk	0.05	0.05	-	(0.05)
Subtotal	<u>2.75</u>	<u>2.75</u>	<u>-</u>	<u>(2.75)</u>
Total Division Positions	<u>20.10</u>	<u>20.10</u>	<u>19.30</u>	<u>(0.80)</u>

Division: Maintenance - Street Maintenance**Program: Street Maintenance**

Number : 001/2911

Program Mission: Maintain and repair City street and public right-of-ways to efficient levels of pavement condition to provide safe and smooth passage to City residents and travelers.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 809,432	\$ 608,740	\$1,154,505	\$ 545,765
Benefits	308,484	352,613	613,965	261,352
Other Operating Expenditures	251,856	290,316	389,411	99,095
Interfund Services	285,534	451,769	432,203	(19,566)
Total Expenditures	<u>\$ 1,655,307</u>	<u>\$ 1,703,438</u>	<u>\$ 2,590,084</u>	<u>\$ 886,646</u>
Full Time Positions	10.05	10.05	19.30 \$ 12.30	9.25

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of pothole repair requests responded to within three business days, except during Clean-Up Campaign.	85%	90%	95%	95%
2. Percent of sidewalk tripping complaints inspected within three (3) work days.	95%	95%	98%	95%
3. Percent of pedestrian tripping hazards repaired within thirty (30) days of notification.	98%	98%	98%	90%
4. Percent of minor utility trench repairs completed within thirty (30) days after notification and release.	85%	80%	95%	90%
5. Percent of graffiti vandalism incidents removed from private property within three (3) business days.	NA	97%	100%	100%

Division: Street Maintenance**Program: Curb, Gutter & Sidewalk Maintenance**

Number: 001/2912

Program Mission: Maintain City sidewalks, remove drainage problems and remove pedestrian tripping hazards from the City right-of-ways.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 42,329	\$ 242,477	-	\$ (242,477)
Benefits	56,593	143,150	-	(143,150)
Other Operating Expenditures	-	38,337	-	(38,337)
Interfund Services	36,952	20,995	-	(20,995)
Total Expenditures	<u>\$ 135,874</u>	<u>\$ 444,959</u>	<u>-</u>	<u>\$ (444,959)</u>
Full Time Positions	4.35	4.35	-	(4.35)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
The performance and workload measures for this program have been incorporated into the				

Division: Street Maintenance**Program: Clean-Up Campaign**

Number: 001/2913

Program Mission: Supply manpower and equipment to assist with the Solid Waste Division's Annual Clean-Up Campaign.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 114,075	\$ 83,650	-	\$ (83,650)
Benefits	58,590	44,232	-	(44,232)
Interfund Services	46,162	6,359	-	(6,359)
Total Expenditures	<u>\$ 218,827</u>	<u>\$ 134,241</u>	-	<u>\$ (134,241)</u>
Full Time Positions	1.26	1.26	-	(1.26)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
This program has no reportable performance measures.				

Division: Street Maintenance**Program: Utility Trenching Pavement Restoration**

Number: 001/2914

Program Mission: Construct permanent street pavement repairs to utility trenches for the City's Electric, Water, and Sewer Utilities.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 116,310	\$ 123,868	-	\$ (123,868)
Benefits	78,521	66,209	-	(66,209)
Other Operating Expenditures	-	21,992	-	(21,992)
Interfund Services	45,706	10,095	-	(10,095)
Total Expenditures	<u>\$ 240,537</u>	<u>\$ 222,164</u>	-	<u>\$ (222,164)</u>
Full Time Positions	1.69	1.69	-	(1.69)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
The performance and workload measures for this program have been incorporated into the Street Maintenance program (001/2911).				

Division: Street Maintenance**Program: Leaf Vacuuming**

Number: 001/2915

Program Mission: Collect and remove the bulk loading of leaf fall in the months of October, November and December in coordination with the City's street sweeping program.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 73,486	\$ 161,781	-	\$ (161,781)
Benefits	62,096	96,703	-	(96,703)
Other Operating Expenditures	-	3,145	-	(3,145)
Interfund Services	65,162	28,462	-	(28,462)
Total Expenditures	<u>\$ 200,744</u>	<u>\$ 290,091</u>	-	<u>\$ (290,091)</u>
Full Time Positions	2.75	2.75	-	(2.75)
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
This program has no reportable performance measures.				

Department: Public Works-Street

Division: Maintenance - Traffic Maintenance

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Traffic Striping and Signing	\$ 737,489	\$ 1,035,826	\$ 1,401,462	\$ 365,636
Total Expenditures	<u>\$ 737,489</u>	<u>\$ 1,035,826</u>	<u>\$ 1,401,462</u>	<u>\$ 365,636</u>
Full Time Positions	7.25	7.25	8.15	0.90
Total Direct Revenue	\$ 57,294	\$ 80,000	\$ 212,000	\$ 132,000

Division Mission

Fabricate, install and maintain traffic signs, striping, curb markings, pavement messages and other traffic related facilities to meet applicable safety standards for visibility and retroreflectivity.

Division Highlights

- Install and maintain "no parking" signage for Levi's Stadium events in surrounding neighborhoods and commercial areas.
- Repair and replace traffic signage and pavement markings and messages to ensure safe travel by motorists, bicyclists, and pedestrians.

Division: Maintenance - Traffic Maintenance

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Traffic Striping & Signing				
Director of Public Works/City Engineer	-	0.00	0.05	0.05
Superintendent of Street & Solid Waste	0.15	0.15	0.00	(0.15)
Street Maintenance Worker IV	1.00	1.00	1.00	-
Street Maintenance Worker III	4.00	4.00	5.00	1.00
Street Maintenance Worker I/II	1.00	1.00	1.00	-
Traffic Foreman/Forewoman	1.00	1.00	1.00	-
Office Specialist III	0.10	0.10	0.10	-
Total Division Positions	<u>7.25</u>	<u>7.25</u>	<u>8.15</u>	<u>0.90</u>

Division: Maintenance - Traffic Maintenance

Program: Traffic Striping and Signing

Number: 001/2971

Program Mission: Fabricate and install traffic signs, striping, curb markings, painted messages and other traffic related facilities.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 389,214	\$ 478,042	\$ 751,736	\$ 273,694
Benefits	183,036	277,374	363,877	86,503
Other Operating Expenditures	92,475	160,764	162,000	1,236
Interfund Services	72,763	119,646	123,850	4,204
Total Expenditures	\$ 737,489	\$ 1,035,826	\$ 1,401,462	\$ 365,636
Full Time Positions	7.25	7.25	8.15	0.90
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percentage of traffic signs repaired or replaced within three (3) working days.	NA	90	98%	98%

Department: Public Works-Street

Division: Maintenance - Storm Drain

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Storm Maintenance	\$ 505,072	\$ 531,346	\$ 911,212	\$ 379,866
Pump Station Maintenance	313,541	335,290	-	(335,290)
Clean-up Campaign	40,290	50,445	-	(50,445)
Urban Runoff Pollution Prevention Program	250,712	333,924	531,399	197,475
Total Expenditures	<u>\$ 1,109,615</u>	<u>\$ 1,251,005</u>	<u>\$ 1,442,611</u>	<u>\$ 191,606</u>
Full Time Positions	6.35	7.35	8.55	1.20
Total Direct Revenue	\$ 316,524	\$ 299,000	\$ 250,000	\$ (49,000)

Division Mission

Maintain, repair, and keep in operational condition the storm drain collection and pump station facilities to assure the rapid removal of storm water runoff to minimize inundation and protect the City residents. Assist in the prevention of release of identified pollutants through the storm drain system.

Division Highlights

- Install and maintain full-trash capture devices to achieve no visual impact from trash by 2022.
- Implement an "Adopt-a-Spot" community based beautification program.
- Increase efficiency of the storm drain collection system by routinely cleaning laterals, catch basins, and pump station wet wells.

Division: Maintenance - Storm Drain

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Storm System Maintenance				
Superintendent of Street and Solid Waste	0.05	0.05	0.25	0.20
Street Maintenance Worker IV	0.60	0.60	1.00	0.40
Street Maintenance Worker III	1.20	1.20	1.00	(0.20)
Street Maintenance Worker I/II	1.20	1.20	2.00	0.80
Time & Material Clerk	0.10	0.10	0.10	-
Office Specialist III	0.10	0.10	0.10	-
Subtotal	3.25	3.25	4.45	1.20
Storm Pump Station Maintenance				
Superintendent of Street and Solid Waste	0.05	0.05	-	(0.05)
Street Maintenance Worker IV	0.23	0.23	-	(0.23)
Street Maintenance Worker III	0.46	0.46	-	(0.46)
Street Maintenance Worker I/II	0.46	0.46	-	(0.46)
Subtotal	1.20	1.20	-	(1.20)
Annual Clean-Up Campaign				
Street Maintenance Worker IV	0.07	0.07	-	(0.07)
Street Maintenance Worker III	0.14	0.14	-	(0.14)
Street Maintenance Worker I/II	0.14	0.14	-	(0.14)
Code Enforcement Technician	0.07	0.07	-	(0.07)
Subtotal	0.42	0.42	-	(0.42)
Urban Runoff Pollution Prevention Program				
Director of Public Works/City Engineer	-	-	0.10	0.10
Superintendent of Street and Solid Waste	0.05	0.05	-	(0.05)
Street Maintenance Worker IV	0.10	0.10	-	(0.10)
Street Maintenance Worker III	0.20	0.20	1.00	0.80
Street Maintenance Worker I/II	0.20	0.20	-	(0.20)
Staff Aide II - Environmental Programs	-	-	1.00	1.00
Code Enforcement Technician	0.93	1.93	2.00	0.07
Subtotal	1.48	2.48	4.10	1.62
Total Division Positions	6.35	7.35	8.55	1.20

Division: Maintenance - Storm Drain

Program: Storm Maintenance

Number: 001/2921

Program Mission: Maintain and operate the City's storm water collection system. Facilitate the rapid removal of storm runoff to protect areas draining to City property from flooding emergencies.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 299,728	\$ 241,000	\$ 362,070	\$ 121,070
Benefits	129,181	138,381	194,390	56,009
Other Operating Expenditures	24,530	40,280	231,887	191,607
Interfund Services	51,633	111,685	122,865	11,180
Total Expenditures	\$ 505,072	\$ 531,346	\$ 911,212	\$ 379,866
Full Time Positions	3.25	3.25	4.45	1.20

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of catch basin inlets cleaned	100%	100	100%	100%
2. Percent of pump station wet wells cleaned	52%	75	70%	70%
3. Percent of storm drain outfalls visually	100%	100	100%	100%

Division: Storm Drain

Program: Pump Station Maintenance

Number: 001/2922

Program Mission: Work in collaboration with Engineering and Water/Sewer Departments to maintain the City's storm pump stations for the protection of areas of draining to city right of way/property and private.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 124,705	\$ 87,758	\$ -	\$ (87,758)
Benefits	52,445	51,614	-	(51,614)
Other Operating Expenditures	132,754	187,849	-	(187,849)
Interfund Services	3,638	8,069	-	(8,069)
Total Expenditures	\$ 313,541	\$ 335,290	\$ -	\$(335,290)
Full Time Positions	1.20	1.20	-	(1.20)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
The performance and workload measures for this program have been incorporated into the Storm Maintenance Program (001/2912).				

Division: Storm Drain**Program: Clean-up Campaign****Number: 001/2923**

Program Mission: Supply manpower and equipment to assist with the Solid Waste Division's Annual Clean-Up Campaign.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 25,300	\$ 30,126	\$ -	\$ (30,126)
Benefits	12,104	17,568	-	(17,568)
Interfund Services	2,886	2,751	-	(2,751)
Total Expenditures	\$ 40,290	\$ 50,445	\$ -	\$ (50,445)
Full Time Positions	0.42	0.42	-	(0.42)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
This program has no reportable performance measures.				

Division: Storm Drain**Program: Urban Runoff Pollution Prevention****Number: 001/2924**

Program Mission: Comply with the provisions of the California Regional Water Quality Control Board Municipal Regional Storm Water National Pollution Discharge Elimination System (NPDES) Storm Water Discharge Permit.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 129,498	\$ 182,693	\$ 325,798	\$ 143,105
Benefits	92,023	100,944	176,762	75,818
Other Operating Expenditures	1,363	6,755	13,285	6,530.00
Interfund Services	27,828	16,532	15,554	(978)
Capital Outlay	-	27,000	-	(27,000)
Total Expenditures	\$ 250,712	\$ 333,924	\$ 531,399	\$ 197,475
Full Time Positions	1.48	2.48	4.10	1.62

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of industrial/commercial facilities re-inspected within ten business days following a notice of violation.	100%	100%	100%	100%
2. Percent of active construction sites over one acre inspected once a month during the wet season.	100%	100%	100%	100%
3. Administration and on-time submittal of all program required reports and reporting	100%	100%	100%	100%

Department: Public Works-Street

Division: Maintenance - Parkways & Boulevards

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Landscape Maintenance	\$ 2,494,284	\$ 2,873,979	\$ 3,688,574	\$ 814,595
Street Tree Program	1,055,119	1,027,281	989,100	(38,181)
Clean-up Campaign	5,610	29,818	-	(29,818)
Tasman Parking Structure	90,465	234,793	-	(234,793)
Total Expenditures	<u>\$ 3,645,478</u>	<u>\$ 4,165,871</u>	<u>\$ 4,677,674</u>	<u>\$ 746,596</u>
Full Time Positions	19.95	20.05	22.00	1.95
Total Direct Revenue	\$ 157,263	\$ 85,000	\$ 205,000	\$ 120,000

Parkways & Boulevards Mission

Maintain City street trees and median landscaping; repair and install various City-owned property landscaping assuring a safe Citywide tree canopy and greenery which enhances public health, energy conservation, aesthetics and property value.

Parkways & Boulevards Highlights

- Provide care for over 11,000 City owned street trees at various locations throughout the City.
- Maintain landscape areas in medians and parkstrips throughout the City.
- Maintain the San Tomas Aquino Creek Trail.
- Maintain the Harris-Lass House, Headen-Inman House, Jamison-Brown House and Berryessa Adobe landscapes.

Division: Maintenance - Parkways & Boulevards

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Landscape Maintenance				
Deputy Director of Public Works - Maintenance	0.45	-	-	-
Landscape Superintendent/City Arborist	-	0.50	0.50	-
Grounds Maintenance Worker III	2.94	2.94	3.00	0.06
Grounds Maintenance Worker II	2.46	2.46	2.50	0.04
Grounds Maintenance Worker I	7.84	7.84	10.00	2.16
Landscape Foreman/Forewoman	1.00	1.00	1.00	-
Time & Material Clerk	0.20	0.20	0.20	-
Office Specialist III	0.10	0.10	0.10	-
Office Specialist II	0.50	0.50	0.50	-
Subtotal	15.49	15.54	17.80	2.26
Street Tree Program				
Deputy Director of Public Works - Maintenance	0.45	-	-	-
Landscape Superintendent/City Arborist	-	0.50	0.50	-
Senior Tree Trimmer	2.00	2.00	2.00	-
Landscape Foreman/Forewoman	1.00	1.00	1.00	-
Time & Material Clerk	0.10	0.10	0.10	-
Office Specialist III	0.10	0.10	0.10	-
Office Specialist II	0.50	0.50	0.50	-
Subtotal	4.15	4.20	4.20	-
Annual Clean-Up Campaign				
Grounds Maintenance Worker III	-	0.06	-	(0.06)
Grounds Maintenance Worker II	0.16	0.04	-	(0.04)
Grounds Maintenance Worker I	-	0.16	-	(0.16)
Subtotal	0.16	0.26	-	(0.26)
Tasman Parking Structure				
Asst. Director of Streets & Auto. Svcs./City Arborist	-	-	-	-
Superintendent of Street and Solid Waste	0.05	0.05	-	(0.05)
Grounds Maintenance Worker III	0.06	-	-	-
Grounds Maintenance Worker II	0.04	-	-	-
Subtotal	0.15	0.05	-	(0.05)
Total Division Positions	19.95	20.05	22.00	1.95

Division: Maintenance - Parkways & Boulevards

Program: Landscape Maintenance

Number: 001/2951

Program Mission: Provide high quality maintenance on all median and right-of-way landscaping enhancing energy conservation aesthetics and property value; provide assistance on City events.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$1,142,019	\$1,164,410	\$1,463,583	\$ 299,173
Benefits	547,540	671,308	773,903	102,595
Other Operating Expenditures	569,865	687,610	964,512	276,902
Interfund Services	234,860	350,651	486,575	135,924
Capital Outlay	-	-	-	-
Total Expenditures	\$2,494,284	\$2,873,979	\$3,688,574	\$ 814,595

Full Time Positions	15.49	15.54	17.80	2.26
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Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Remove graffiti from public property within one working day once notified and properly documented.	NA	90%	95%	95%
2. Respond to public trash container complaints within two (2) business days, following notification.	NA	100%	100%	100%
3. Keep the Tasman Parking Garage open and operational all year long	100%	100%	100%	100%

Division: Parkways & Boulevards

Program: Street Tree Program

Number: 001/2952

Program Mission: Reduce backlog of citizen requests and provide high quality tree care service that assures a safe Citywide urban forest; promote proper tree care education to the public and a sense of stewardship.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 297,971	\$ 389,451	\$ 412,633	\$ 23,182
Benefits	152,727	202,385	211,889	9,504
Other Operating Expenditures	420,361	291,025	328,301	37,276
Interfund Services	184,060	144,420	36,277	(108,143)
Total Expenditures	\$1,055,119	\$1,027,281	\$ 989,100	\$ (38,181)

Full Time Positions	4.15	4.20	4.20	-
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Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of citizen requested inspections completed within 30 days.	100%	100%	100%	100%
2. Maintain "Tree City USA" certification.	Yes	Yes	Yes	Yes

Division: Parkways & Boulevards**Program: Clean-up Campaign**

Number: 001/2953

Program Mission: Provide assistance / support in annual Citywide Clean-up Campaign.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 1,886	\$ 17,982	\$ -	\$ (17,982)
Benefits	2,344	10,928	-	(10,928)
Interfund Services	1,380	908	-	(908)
Total Expenditures	<u>\$ 5,610</u>	<u>\$ 29,818</u>	<u>\$ -</u>	<u>\$ (29,818)</u>
Full Time Positions	0.16	0.26	-	(0.26)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
This program has no reportable performance measures.				

Division: Parkways & Boulevards**Program: Tasman Drive Parking Structure**

Number: 001/2954

Program Mission: Maintain Tasman Drive Parking Structure

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 26,049	\$ 7,070	\$ -	\$ (7,070)
Benefits	406	3,372	-	(3,372)
Other Operating Expenditures	46,720	205,400	-	(205,400)
Interfund Services	17,290	18,951	-	(18,951)
Total Expenditures	<u>\$ 90,465</u>	<u>\$ 234,793</u>	<u>\$ -</u>	<u>\$ (234,793)</u>
Full Time Positions	0.15	0.05	-	(0.05)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
The performance and workload measures for this program have been incorporated into the Landscape Maintenance Programs (001/2951).				

Department: Public Works-Street

Division: Maintenance - Solid Waste

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Garbage Collection & Disposal	\$ 12,997,810	\$ 12,935,413	\$ 14,066,944	\$ 1,131,531
Clean Green	2,197,103	2,273,842	2,316,882	43,040
Clean-up Campaign	1,478,186	1,655,421	1,680,978	25,557
Residential Recycling	1,544,026	1,568,146	1,591,394	23,248
Street Sweeping	697,937	714,506	806,630	92,124
Household Hazardous Waste	53,121	105,144	107,942	2,798
Nuisance Abatement	75,943	62,300	-	(62,300)
Urban Runoff Pollution Prevention	1,083	11,200	-	(11,200)
Total Expenditures	\$ 19,045,210	\$ 19,325,972	\$ 20,570,770	\$ 1,244,798
Full Time Positions	6.75	7.75	6.75	(1.00)
Total Direct Revenue	\$ 20,046,870	\$ 19,983,000	\$ 21,098,409	\$ 1,115,409

Solid Waste Mission

Collect solid waste set out Citywide for disposal and recycling, and remove unwanted debris from City streets to facilitate proper sanitation and aesthetics.

Solid Waste Highlights

- Ensure the adequate collection of solid waste services at residential and commercial properties.
- Provide street sweeping services on residential and commercial streets.
- Implement the annual Clean-Up Campaign.
- Provide convenient household hazardous waste drop-off services by utilizing the Countywide Household Hazardous Waste Program.

Division: Maintenance - Solid Waste

Summary of Regular Positions by Program

	<u>2013-14</u> <u>Budget</u>	<u>2014-15</u> <u>Budget</u>	<u>2015-16</u> <u>Budget</u>	<u>Budget</u> <u>Change</u>
Garbage Collection				
Deputy Director of Public Works	-	0.35	0.40	0.05
Superintendent of Street and Solid Waste	0.35	-	-	-
Solid Waste Foreman/Forewoman	0.20	0.20	0.30	0.10
Time & Material Clerk	0.05	-	-	-
Staff Aide II - Environmental Programs	-	1.00	-	(1.00)
Office Specialist III	0.25	0.25	0.25	-
Subtotal	0.85	1.80	0.95	(0.85)
Clean Green				
Deputy Director of Public Works	-	0.10	0.10	-
Superintendent of Street and Solid Waste	0.05	-	-	-
Solid Waste Foreman/Forewoman	0.08	0.20	0.30	0.10
Time & Material Clerk	0.05	0.05	-	(0.05)
Subtotal	0.18	0.35	0.40	0.05
Annual Clean-Up Campaign				
Deputy Director of Public Works	-	0.15	0.15	-
Superintendent of Street and Solid Waste	0.15	-	-	-
Street Sweeper Operator	0.21	0.30	0.30	-
Solid Waste Foreman/Forewoman	0.07	0.05	0.05	-
Office Specialist III	0.05	-	-	-
Time & Material Clerk	0.10	0.10	0.10	-
Subtotal	0.58	0.60	0.60	-
Recycling				
Deputy Director of Public Works	-	0.10	0.10	-
Superintendent of Street and Solid Waste	0.10	-	-	-
Staff Aide II - Public Works/Recycling	1.00	1.00	1.00	-
Office Specialist III	0.15	0.25	0.25	-
Subtotal	1.25	1.35	1.35	-
Street Sweeping				
Deputy Director Public Works	-	0.05	0.05	-
Superintendent of Street and Solid Waste	0.05	-	-	-
Street Sweeper Operator	2.79	2.70	2.70	-
Solid Waste Foreman/Forewoman	0.35	0.25	0.35	0.10
Time & Material Clerk	0.05	0.05	0.15	0.10
Subtotal	3.24	3.05	3.25	0.20
Hazardous Waste				
Office Specialist III	0.05	-	-	-
Deputy Director of Public Works	-	0.20	0.20	-
Superintendent of Street and Solid Waste	0.20	-	-	-
Subtotal	0.25	0.20	0.20	-

Division: Maintenance - Solid Waste**Summary of Regular Positions by Program**

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Nuisance Abatement				
Deputy Director of Public Works	-	0.05	-	(0.05)
Superintendent of Street and Solid Waste	0.05	-	-	-
Solid Waste Foreman/Forewoman	0.30	0.30	-	(0.30)
Subtotal	<u>0.35</u>	<u>0.35</u>	<u>-</u>	<u>(0.35)</u>
Urban Runoff Pollution Prevention				
Deputy Director of Public Works	-	0.05	-	(0.05)
Superintendent of Street and Solid Waste	0.05	-	-	-
Subtotal	<u>0.05</u>	<u>0.05</u>	<u>-</u>	<u>(0.05)</u>
Total Division Positions	6.75	7.75	6.75	(1.00)

Division: Maintenance - Solid Waste**Program: Garbage Collection & Disposal**

Number: 096/2931

Program Mission: Administer the residential garbage collection contract, non-exclusive franchise (industrial) hauling contracts and proper disposal of City refuse.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 84,644	\$ 166,043	\$ 117,119	\$ (48,924)
Benefits	40,630	83,683	57,001	(26,682)
Other Operating Expenditures	215,452	29,770	297,840	268,070
Resource and Production Costs	11,367,553	11,329,000	12,190,000	861,000
Interfund Services	724,420	756,917	799,984	43,067
Contribution In-lieu of Taxes	565,111	570,000	605,000	35,000
Total Expenditures	\$ 12,997,810	\$ 12,935,413	\$ 14,066,944	\$ 1,131,531

Full Time Positions	0.85	1.80	0.95	(0.85)
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Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Ensure that garbage collection contractor services all of regularly scheduled collection routes.	100%	100%	100%	100%
2. Respond and resolve complaints of missed collection within one (1) working day of initial contact.	100%	100%	100%	100%
3. Administer landfill disposal contract to ensure that all of the refuse collected is processed and disposed of properly.	100%	100%	100%	100%

Division: Solid Waste**Program: Clean Green**

Number: 096/2932

Program Mission: Administer the weekly collection and processing of compostable materials set out at curbside by residents.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 26,966	\$ 38,999	\$ 49,180	\$ 10,181
Benefits	19,441	18,533	23,853	5,320
Other Operating Expenditures	1,567	48	-	(48)
Resource and Production Costs	2,125,916	2,213,000	2,241,000	28,000
Interfund Services	23,213	3,262	2,849	(413)
Total Expenditures	\$ 2,197,103	\$ 2,273,842	\$ 2,316,882	\$ 43,040

Full Time Positions	0.18	0.35	0.40	0.05
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Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Ensure that Clean Green Green collection contractor services all of regularly scheduled collection routes.	100%	100%	100%	100%
2. Respond and resolve complaints of missed collection within one (1) working day of initial contact.	100%	100%	100%	100%

Division: Solid Waste**Program: Clean-up Campaign**

Number: 096/2933

Program Mission: Administer the City's Annual Clean-Up Campaign providing residents the opportunity to dispose of unwanted bulky items and other debris not usually included in weekly garbage or clean green collection.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 68,037	\$ 77,754	\$ 81,367	\$ 3,613
Benefits	25,677	32,379	33,629	1,250
Other Operating Expenditures	913,818	949,045	954,045	5,000
Resource and Production Costs	466,993	595,000	610,000	15,000
Interfund Services	3,660	1,243	1,938	695
Total Expenditures	\$ 1,478,186	\$ 1,655,421	\$ 1,680,978	\$ 25,557
Full Time Positions	0.58	0.60	0.60	-
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Complete annual Clean-Up Campaign within a four week (20 day) time frame.	100%	100%	100%	100%

Division: Solid Waste**Program: Residential Recycling**

Number: 096/2934

Program Mission: Administer, expand, and encourage source reduction and recycling opportunities for residents and businesses to divert solid wastes from landfilling.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 136,762	\$ 119,125	\$ 120,685	\$ 1,560
Benefits	46,994	60,110	63,476	3,366
Other Operating Expenditures	4,416	1,917	1,917	-
Resource and Production Costs	1,350,936	1,385,000	1,402,000	17,000
Interfund Services	4,920	1,994	3,316	1,322
Total Expenditures	\$ 1,544,026	\$ 1,568,146	\$ 1,591,394	\$ 23,248
Full Time Positions	1.25	1.35	1.35	-
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Ensure that recycling collection contractor services all of regularly scheduled collection routes.	100%	100%	100%	100%
2. Respond and resolve complaints of missed collection within one (1) working day of initial contact.	100%	97%	100%	100%

Division: Solid Waste**Program: Street Sweeping**

Number: 096/2935

Program Mission: Sweep City residential streets on a regular basis (at least once every two weeks), and sweep industrial streets at least once every eight working days, and remove accumulated debris and leaves from the gutterline.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 288,803	\$ 291,072	\$ 338,970	\$ 47,898
Benefits	144,814	151,249	167,363	16,114
Other Operating Expenditures	25,094	31,180	21,255	(9,925)
Interfund Services	239,226	241,005	279,042	38,037
Total Expenditures	<u>\$ 697,937</u>	<u>\$ 714,506</u>	<u>\$ 806,630</u>	<u>\$ 92,124</u>
Full Time Positions	3.24	3.05	3.25	0.20
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of sweeping complaints resolved within one (1) work day.	100%	100%	100%	100%
2. Percent of residential streets swept on a bi-weekly basis.	99%	96%	95%	95%

Division: Solid Waste**Program: Household Hazardous Waste**

Number: 096/2936

Program Mission: Administer the disposal of hazardous wastes generated from residential households and City departments.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 29,386	\$ 30,189	\$ 31,867	\$ 1,678
Benefits	2,808	14,029	14,822	793
Other Operating Expenditures	9,616	60,251	60,251	-
Resource and Production Costs	10,181	-	-	-
Interfund Services	1,130	675	1,001	326
Total Expenditures	<u>\$ 53,121</u>	<u>\$ 105,144</u>	<u>\$ 107,942</u>	<u>\$ 2,798</u>
Full Time Positions	0.25	0.20	0.20	-
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Corporation Yard hazardous waste sheds serviced on a quarterly basis.	100%	75%	100%	100%

Division: Solid Waste**Program: Nuisance Abatement**

Number: 096/2937

Program Mission: Administer the illegal sign removal program, graffiti abatement program, and various other nuisance abatement programs on an as-needed basis.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 56,143	\$ 41,112	\$ -	\$ (41,112)
Benefits	15,647	19,288	-	(19,288)
Other Operating Expenditures	2,533	1,064	-	(1,064)
Interfund Services	1,620	836	-	(836)
Total Expenditures	<u>\$ 75,943</u>	<u>\$ 62,300</u>	<u>\$ -</u>	<u>\$ (62,300)</u>
Full Time Positions	0.35	0.35	-	(0.35)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
The performance and workload measures for this program have been incorporated in the Street Maintenance Program (001/2911).				

Division: Solid Waste**Program: Urban Runoff Pollution Prevention**

Number: 096/2938

Program Mission: Comply with the California Regional Water Quality Control Board Municipal Regional Storm Water National Pollution Discharge Elimination System (NPDES) Storm Water Discharge Permit

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 136	\$ 7,547	\$ -	\$ (7,547)
Benefits	668	3,507	-	(3,507)
Interfund Services	280	146	-	(146)
Total Expenditures	<u>\$ 1,083</u>	<u>\$ 11,200</u>	<u>\$ -</u>	<u>\$ (11,200)</u>
Full Time Positions	0.05	0.05	-	(0.05)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
The performance and workload measures for this program have been incorporated into the Urban Runoff Pollution Prevention Program (001/2924).				

Department: Public Works-Street

Division: Maintenance - Downtown Parking District

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Downtown Parking District	\$ 134,019	\$ 191,846	\$ 163,008	\$ (28,838)
Total Expenditures	<u>\$ 134,019</u>	<u>\$ 191,846</u>	<u>\$ 163,008</u>	<u>\$ (28,838)</u>
Full Time Positions	0.50	0.50	0.50	-
Total Direct Revenue	\$ 11,913	\$ 14,200	\$ 14,200	\$ -

Downtown Parking District Mission

Provide maintenance on all landscaping and exterior amenities with minimum impact to daily merchant operations while enhancing property value.

Downtown Parking District Highlights

- Prepare and implement maintenance of all exterior landscape and hardscape areas.
- Implement repairs on arbors and concrete planter facilities.

Division: Maintenance - Downtown Parking District

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Franklin Mall				
Grounds Maintenance Worker I	-	-	-	-
Grounds Maintenance Worker II	0.50	0.50	0.50	-
Subtotal	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>-</u>
Total Division Positions	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>-</u>

Division: Maintenance - Downtown Parking District

Program: Downtown Parking District

Number: 025/2941

Program Mission: Provide high quality maintenance on all landscaping, roadways, sidewalks, fountains and exterior amenities with minimum impact to daily merchant operations while enhancing property value.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 18,974	\$ 35,973	\$ 39,773	\$ 3,800
Benefits	19,956	21,571	22,101	530
Other Operating Expenditures	74,709	99,384	99,920	536
Resource and Production Costs	-	-	-	-
Interfund Services	1,410	1,297	1,214	(83)
Capital Outlay	18,970	33,621	-	(33,621)
Total Expenditures	\$ 134,019	\$ 191,846	\$ 163,008	\$ (28,838)
Full Time Positions	0.50	0.50	0.50	-
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Inspect and evaluate the sweeping contractors performance at the site every Wednesday, and provide contractor with City's monthly report.	100%	100%	100%	100%

Department: Public Works-Street

Division: Maintenance - Convention Center Maintenance District

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Convention Center Maintenance District	\$ 1,240,846	\$ 1,344,086	\$ 1,339,519	\$ (4,567)
Total Expenditures	<u>\$ 1,240,846</u>	<u>\$ 1,344,086</u>	<u>\$ 1,339,519</u>	<u>\$ (4,567)</u>
Full Time Positions	0.10	0.10	0.10	-
Total Direct Revenue	\$ 709,958	\$ 791,403	\$ 729,038	\$ (62,365)

Convention Center Maintenance District Mission

Provide maintenance on all landscaping and exterior amenities to assure a safe environment while enhancing aesthetics and property value.

Convention Center Maintenance District Highlights

- Repair and/or replace damaged and deteriorated equipment, signs, and landscaping.
- Replace failing concrete sidewalk, curb and gutter.
- Repaint electroliers on all surface parking lots, service roads, and pedestrian bridges
- Repaint railings and repair railing footings in the garage and pedestrian bridges
- Continue to improve landscaping in the Complex

Division: Maintenance - Convention Center Maintenance District

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Convention Center Maintenance District				
Asst. Director of Streets & Auto. Svcs./City Arborist	-	-	-	-
Building Maintenance Manager	-	0.10	0.10	-
Deputy Director of Public Works	0.10	-	-	-
Subtotal	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>	<u>-</u>
Total Division Positions	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>	<u>-</u>

Division: Maintenance - Convention Center Maintenance District

Program: Convention Center Maintenance District

Number: 026/2961

Program Mission: Provide high quality maintenance on all landscaping, roadways, sidewalks, garage structure and exterior amenities with minimum impact to daily events/operations while enhancing aesthetics, public safety and property value.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 9,580	\$ 12,184	\$ 13,505	\$ 1,321
Benefits	8,038	5,840	6,626	786
Other Operating Expenditures	1,168,392	1,266,739	1,256,837	(9,902)
Interfund Services	54,835	59,323	62,552	3,229
Total Expenditures	\$ 1,240,846	\$ 1,344,086	\$ 1,339,519	\$ (4,567)
Full Time Positions	0.10	0.10	0.10	-
Performance and Workload Measures				
	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percentage of complaints from the Santa Clara Convention Center, Hyatt Regency, Equity Office, and the public within three working days.	NA	98%	98%	98%



Automotive Services

Automotive Services Summary	2013-14 Actuals	2014-15 Adopted	2015-16 Budget
Automotive Services	\$ 3,965,283	\$ 4,204,110	\$ 4,352,778
Equipment Pool Revolving	2,659,158	3,461,000	5,141,400
Total Automotive Services Expenditures	<u>\$ 6,624,441</u>	<u>\$ 7,665,110</u>	<u>\$ 9,494,178</u>
Total Full Time Positions	15.00	15.00	15.00
Total Automotive Services Revenue	\$ 6,882,966	\$ 6,815,503	<u>\$ 6,927,352</u>

Automotive Services Mission

To promote and maintain the highest standards of personal and professional conduct among all involved with Automotive Services.

Automotive Services Overview

Provide support for the diverse fleet operations to ensure safe, efficient, and cost effective maintenance, repair, fueling, and replacement of City-owned vehicles and equipment.

Division: Maintenance - Automotive Services

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Maintenance/Repairs	\$ 3,965,283	\$ 4,204,110	\$ 4,352,778	\$ 148,668
Total Expenditures	<u>\$ 3,965,283</u>	<u>\$ 4,204,110</u>	<u>\$ 4,352,778</u>	<u>\$ 148,668</u>
Full Time Positions	15.00	15.00	15.00	-
Total Direct Revenue	\$ 4,166,689	\$ 4,164,713	\$ 4,228,162	\$ 63,449

Division Mission

Ensure safe, efficient, and cost effective maintenance, repair, and fueling of City owned vehicles and equipment.

Division Highlights

- Maintain regulatory compliance with City, County, State, and Government regulations at all fuels sites, dispensing Unleaded, Diesel, and Propane fuels.
- Complete California Highway Patrol (CHP) BIT Program Administrative Review Inspection without violations.
- Ongoing evaluation of Preventive Maintenance (PM) program.

Division: Maintenance - Automotive Services

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Maintenance/Repairs				
Fleet Manager	1.00	1.00	1.00	-
Automotive Technician III	7.00	7.00	7.00	-
Automotive Foreman/Forewoman	2.00	2.00	2.00	-
Auto Services Coordinator	1.00	1.00	1.00	-
Fleet Assistant	1.00	1.00	1.00	-
Account Clerk I	1.00	1.00	1.00	-
Materials Handler/Auto Parts Technician	1.00	1.00	1.00	-
Automotive Services Utility Worker	1.00	1.00	1.00	-
Subtotal	<u>15.00</u>	<u>15.00</u>	<u>15.00</u>	<u>-</u>
Total Division Positions	<u>15.00</u>	<u>15.00</u>	<u>15.00</u>	<u>-</u>

Division: Maintenance - Automotive Services

Program: Maintenance / Repairs

Number: 053/2123

Program Mission: Optimize safety, cost, and availability of vehicles and equipment through established preventative maintenance and repair programs.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 1,213,468	\$ 1,236,947	\$ 1,283,101	\$ 46,154
Benefits	606,663	658,793	677,406	18,613
Other Operating Expenditures	2,006,658	2,158,345	2,208,345	50,000
Interfund Services	138,494	150,025	183,926	33,901
Capital Outlay	-	-	-	-
Total Expenditures	\$ 3,965,283	\$ 4,204,110	\$ 4,352,778	\$ 148,668
Full Time Positions	15.00	15.00	15.00	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Compliance with Department of California Highway Patrol (CHP) Biennial Inspection of Terminals (BIT) program.	100%	100%	100%	100%
2. Percentage of Preventive Maintenance (PM) completed within two weeks of due date.	70%	90%	85%	90%

Division: Maintenance - Equipment Pool Revolving

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Equipment Pool Revolving	\$ 2,659,158	\$ 3,461,000	\$ 5,141,400	\$ 1,680,400
Total Expenditures	<u>\$ 2,659,158</u>	<u>\$ 3,461,000</u>	<u>\$ 5,141,400</u>	<u>\$ 1,680,400</u>
Full Time Positions	-	-	-	-
Total Direct Revenue	\$ 2,716,276	\$ 2,650,790	\$ 2,699,190	\$ 48,400

Equipment Pool Mission

Establish sustainable equipment replacement program based on equipment class usage and determine most cost effective point of replacement.

Equipment Pool Highlights

- Evaluate fleet vehicles up for replacement and collaborate with using departments on right sizing their equipment.
- Continue to evaluate replacement vehicles with Hybrid/Flex fueled vehicles as applicable.
- Research alternative fueled equipment in Heavy Duty and Off Road equipment applications.

Division: Maintenance - Equipment Pool Revolving

Program: Equipment Pool Revolving

Number: 050/2111

Program Mission: To collaborate with using departments on the procurement, up fit, and disposal of all vehicles and equipment within the City.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Capital Outlay	\$ 2,659,158	\$ 3,461,000	\$ 5,141,400	\$ 1,680,400
Total Expenditures	<u>\$ 2,659,158</u>	<u>\$ 3,461,000</u>	<u>\$ 5,141,400</u>	<u>\$ 1,680,400</u>
Full Time Positions	-	-	-	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Procure equipment and vehicles identified for replacement during fiscal year.	60%	91%	90%	90%
2. Collaborate with using departments on replacement equipment and vehicles before each purchase.	100%	100%	100%	100%
3. Evaluate Alternative fuel options before purchasing new equipment.	NA	100%	100%	100%



City of Santa Clara

The Center of What's Possible

Police

Field Operations

Investigations

Administrative Services



Police Department

Department Summary	2013-14 Actual	2014-15 Adopted	2015-16 Budget
Field Operations	\$ 24,096,873	\$ 25,043,092	\$ 28,941,060
Investigations	10,076,244	14,742,811	19,358,361
Administrative Services	11,200,159	12,984,706	14,174,295
Technical Services - Operation	479,070	-	-
Communications Equipment Acquisition	1,071,520	235,279	235,279
Total Department Expenditures	\$ 46,923,867	\$ 53,005,888	\$ 62,708,994
Total Full Time Positions	222.00	219.00	222.00
Total Department Revenue	\$ 3,236,639	\$ 6,403,320	\$ 10,167,679

Department Mission Statement

The mission of the Santa Clara Police Department is to always provide quality police service to the public. Working together, and in partnership with the community, we will identify and resolve problems utilizing all available resources. We will perform this service professionally and with integrity.

Department Overview

The Police Department provides law enforcement and other policing services to the City of Santa Clara around the clock. The Police Department handles about 60,000 "events" per year, whether they are calls for service or contacts initiated by officers in the field. The department is divided into three divisions.

The Field Operations Division is comprised of the "first responders" to the vast majority of calls for service and is made up of patrol teams, a motorcycle traffic unit, reserve police officers, community service officers, and the Special Response Team. The Field Operations Division is also responsible for many other services including the Field Training Program, crime scene evidence collection, parking control, and abandoned vehicle abatement. Additionally, the Temporary Holding Facility (THF) and the Jail Service Officers (JSO) are assigned to this Division.

The Investigations Division is responsible for the majority of follow-up investigations, particularly for major crimes. Detectives are assigned by type of crime, including: homicide, robbery, domestic violence, assault, theft, juvenile crimes, burglary, narcotics and financial crimes. The Investigations Division keeps track of and continues to pursue "cold cases". The Investigations Division also has a Forensic Coordinator and a Crime Analyst. The Records Unit is also part of the Investigations Division.

The Administrative Services Division is comprised of many sub-units and functions, including: Neighborhood Watch, Business Watch, Crime Prevention, Permits, School Resource Officers, DARE, Crossing Guards, Safety Patrol, Evidence, Training and PAL, and Professional Standards (Internal Affairs, Personnel and Recruiting). Administrative Services Division also includes the 9-1-1 Communications Dispatch Unit. The Dispatch Unit provides all emergency and routine Police, Fire, and medical dispatching throughout the city. The Nuisance Suppression Unit and the Rivermark Substation personnel are assigned to this division.

The Police Department is committed to providing a high level of service to our residents and businesses; working in partnership with them to face the challenges that arise in our community.

Police Department (continued)

Resource Level Changes

The Department added two new Police Officer positions and one Community Service Officer, and three Police Sergeants positions were unfrozen in order to support increased patrol on streets and service needs of residents.

Divisions and Programs

Field Operations

- ◆ General Patrol
- ◆ Traffic
- ◆ Special Operations/Temporary Holding Facility
- ◆ Reserves

Administrative Services

- ◆ Professional Standards
- ◆ Department Support
- ◆ Community Services/Nuisance Suppression Unit
- ◆ Dispatch

Investigations

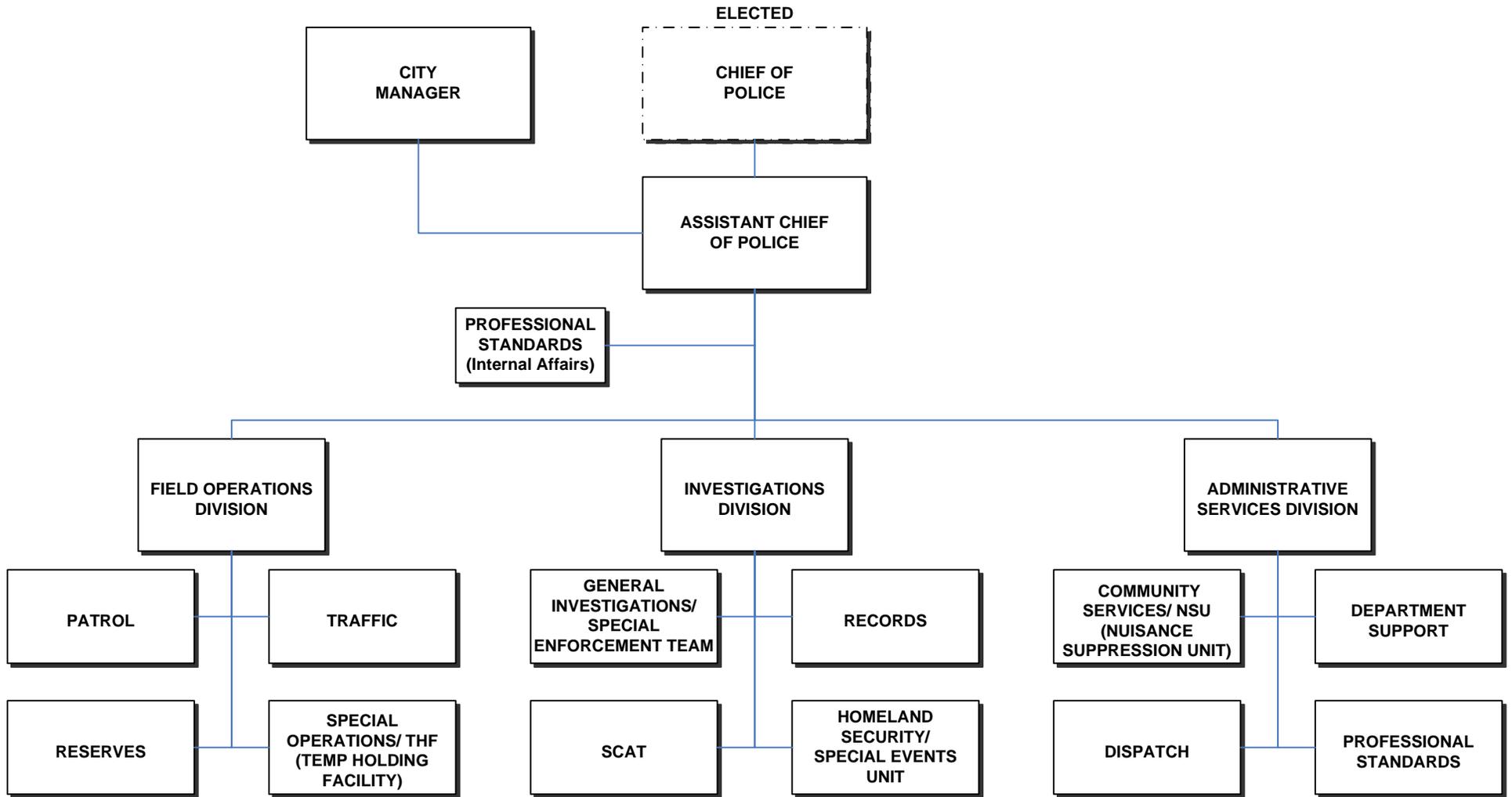
- ◆ General Investigations/Special Enforcement Team
- ◆ Specialized Crimes Action Team (SCAT)
- ◆ Records
- ◆ Homeland Security/Special Events
- ◆ Communications Equipment Acquisition

2014-15 Department Accomplishments

- Transitioned to a new state of the art P25 digital radio system in cooperation with the Silicon Valley Regional Interoperability Authority (SVRIA).
- Provided law enforcement services for 23 major events at Levi's Stadium with over 1,300,000 spectators.
- Organized a framework of public safety needs for Super Bowl 50, established 25 subcommittees to fulfill these needs and identified key local, State and Federal personnel to support these subcommittees.
- Hired approximately 120 Per Diem Special Events Police Officers to provide police services at Levi's Stadium.
- Approximately 58 Per Diem Traffic Control personnel were hired to provide traffic control services for events held at Levi's Stadium.
- Developed a policy to support the Department's new Mentorship Program for sworn and civilian staff.
- Implemented a software tracking database (LEA Data) to track Use of Force incidents, Internal Affairs Complaints, Officer involved collisions, and Awards.
- Dedicated resources for the return of the Special Enforcement Team (SET) which arrested 498 suspects and recovered 21 stolen vehicles.
- Researched, conducted field tests, upgraded in-house and outside data storage and developed a policy to support a purchase of Body Worn Cameras for Police Officers and Police Reserves.
- The Nuisance Suppression Unit managed approximately 300 continuing quality of life issues city-wide and issued an estimated \$40,000 in citations in the Santa Clara University footprint.
- Fulfilled grant goals and objectives, including \$75,000 Alcoholic Beverage Control Grant, \$30,000 Avoid the 13 Grant and \$50,000 Office of Traffic Safety Grant.
- Initiated a strategic plan to evaluate Department staffing levels with anticipated results in Fall, 2015.
- Continue to enhance the web and digital media initiative to provide community outreach and interaction (Facebook, Twitter, Instagram, Pinterest, Nextdoor, YouTube, eNotify and www.scpd.org)

CITY OF SANTA CLARA

POLICE DEPARTMENT



Police Department

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions		Salary	
		2014-15 Adopted	2015-16 Budget	2014-15 Adopted	2015-16 Budget
Police - Fund 001					
Uncl	Police Chief	1.00	1.00	\$ 223,200	\$ 248,484
Uncl	Assistant Police Chief	1.00	1.00	202,440	230,785
Uncl	Police Captain	3.00	3.00	607,320	659,710
Uncl	Communications Operations Manager	1.00	1.00	129,540	123,228
Uncl	Management Analyst	1.00	1.00	113,628	115,716
Uncl	Police Records Manager	1.00	1.00	101,484	105,504
B43	Police Lieutenant	8.00	8.00	1,370,474	1,466,694
B37	Police Sergeant	31.00	31.00	4,109,172	4,867,092
B31	Police Officer	103.00	105.00	12,743,138	13,984,182
H34	Senior Communications Dispatcher	3.00	3.00	336,941	360,693
H31	Communications Dispatcher III	3.00	3.00	303,417	326,833
H28	Communications Dispatcher I/II	13.00	13.00	1,171,787	1,250,747
H26	Police Records Supervisor*	4.00	4.00	272,787	293,831
H22	Jail Service Officer	5.00	5.00	413,330	440,113
H22	Police Records Specialist I/II*	14.00	14.00	957,444	1,017,637
H22	Community Service Officer I/II*	16.00	17.00	1,114,841	1,288,788
A34	Forensic Coordinator	1.00	1.00	101,484	101,760
A32	Crime Analyst*	2.00	1.00	87,507	-
A32	Staff Analyst I	-	1.00	-	92,220
A24	Office Specialist IV	1.00	1.00	79,328	79,560
A22	Office Specialist III	3.00	3.00	226,551	229,944
A18	Office Specialist II	3.00	3.00	183,216	169,668
A32	Communications Technician I/II	1.00	1.00	96,456	96,720
	Premium			421,950	559,018
	Stipend			27,979	14,937
	Salary & Wages-Regular	219.00	222.00	25,395,414	28,123,864
	Salary & Wages-As Needed			1,755,292	2,481,292
	Salary & Wages-Overtime/Vacation Relief			3,314,000	4,715,000
	Salary & Wages-Holiday			911,131	994,706
	Department Total	219.00	222.00	\$ 31,375,837	\$ 36,314,862

* The Department has a total of (6) positions in Frozen/Unfunded status which lower actual available staffing in 2015-16.

Department: Police

Division: Field Operations

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
General Patrol	\$ 19,489,321	\$ 20,394,475	\$ 23,247,689	\$ 2,853,214
Traffic	2,854,440	2,981,084	3,024,310	43,226
Special Operations	1,357,177	1,279,321	1,387,133	107,812
Reserves	395,935	388,212	391,929	3,717
Animal Control	-	-	890,000	890,000
Total Expenditures	<u>\$ 24,096,873</u>	<u>\$ 25,043,092</u>	<u>\$ 28,941,060</u>	<u>\$ 3,007,968</u>
Full Time Positions	117.00	113.00	118.00	5.00
Total Direct Revenue	\$ 1,843,102	\$ 1,275,700	\$ 1,347,600	\$ 71,900

Division Mission

*Provide immediate police services to the citizens of our city.
We are the first responders to all emergencies 24 hours a day.
Protect and serve with honesty, fairness, professionalism and integrity.
Maintain a community atmosphere that will provide our citizens with a quality of life
that will enable them to enjoy our community to the fullest.*

Division Highlights

- The Traffic Enforcement Unit will continue to monitor traffic violations and enforce laws at identified problem areas and intersections. Emphasis will be placed on pedestrian safety.
- Field Operations personnel will continue to identify, track, and curtail gang activity in the city.
- Field Operations personnel will continue to address alcohol and disturbance violations caused by residents and others visiting the Santa Clara University area.
- The Field Training program will continue to train all newly hired officers this coming year.
- Field Operations personnel will continue to address laptop computer and GPS thefts by frequent patrols and educating the public.
- Members of our Reserve Unit will continue to volunteer thousands of hours in service to the community.
- Field Operations Personnel will manage and maintain two (2) Temporary Holding Facilities (PD and Stadium) in accordance with all State and Federal regulations.
- Field Operations Personnel will maintain a well trained Bicycle Patrol Unit that provides essential services to stadium operations.

Division: Field Operations

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
General Patrol				
Police Captain	1.00	1.00	1.00	-
Police Lieutenant	3.50	3.50	3.55	0.05
Police Sergeant	13.00	13.00	12.00	(1.00)
Police Officer	67.00	68.00	74.00	6.00
Office Specialist III	1.00	1.00	1.00	-
Community Service Officer I/II	6.00	4.00	5.00	1.00
Subtotal	91.50	90.50	96.55	6.05
Traffic				
Police Lieutenant	0.50	0.50	0.45	(0.05)
Police Sergeant	2.00	1.00	2.00	1.00
Police Officer	11.00	10.00	8.00	(2.00)
Community Service Officer I	-	-	-	-
Community Service Officer I/II	2.00	2.00	2.00	-
Office Specialist II	1.00	1.00	1.00	-
Subtotal	16.50	14.50	13.45	(1.05)
Special Operations				
Police Lieutenant	0.50	0.50	0.50	-
Police Sergeant	3.00	1.00	1.00	-
Police Officer	5.00	-	-	-
Jail Service Officers	-	5.00	5.00	-
Community Service Officer I/II	-	1.00	1.00	-
Subtotal	8.50	7.50	7.50	-
Reserves				
Police Lieutenant	0.50	0.50	0.50	-
Subtotal	0.50	0.50	0.50	-
Total Division Positions	117.00	113.00	118.00	5.00

Division: Field Operations**Program: General Patrol**

Number: 001/7722

Program Mission: Be the immediate responders to any emergency or other problem perceived by the community as needing police attention, any time of the day or night. Resolve the problem as quickly as possible, with fairness, professionalism and integrity, utilizing all available resources.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 12,760,465	\$ 13,037,970	\$ 14,627,998	\$ 1,590,028
Benefits	5,999,785	6,492,156	7,592,566	1,100,410
Other Operating Expenditures	86,214	81,100	81,475	375
Interfund Services	642,857	783,249	935,650	152,401
Capital Outlay	-	-	10,000	10,000
Total Expenditures	\$ 19,489,321	\$ 20,394,475	\$ 23,247,689	\$ 2,853,214

Full Time Positions	91.50	90.50	96.55	6.05
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Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Average response time to priority one Calls For Service (CFS).	4:37 min.	4:35 min.	3:35 min.	4:19 min.
2. Ratio of CFS to officer self-initiated events.	3:1	3:1	3:1	3:1
3. Arrests by beat officers.	3,963	4,470	4,300	4,500
4. Citations by beat officers.	2,550	3,631	4,500	4,500
5. Warrant arrests by beat officers	1,163	1,323	1,000	1,000

Division: Field Operations**Program: Traffic**

Number: 001/7723

Program Mission: Provide the citizens of our community a safe environment for traveling upon our streets, safe pedestrian movement, and the abatement of abandoned vehicles.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 1,841,585	\$ 1,883,520	\$ 1,870,833	\$ (12,687)
Benefits	898,500	960,555	993,545	32,990
Other Operating Expenditures	30,225	38,150	38,538	388
Interfund Services	84,130	98,859	121,393	22,534
Total Expenditures	\$ 2,854,440	\$ 2,981,084	\$ 3,024,310	\$ 43,226

Full Time Positions	16.50	14.50	13.45	(1.05)
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Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of moving violation and equipment violation citations.	NA	8,473	NA	8,500
3. Parking citations issued.	8,693	7,183	16,000	16,000
4. Response to radar projects to citizen concerns.	58	5	12	12
5. Abandoned vehicles abated within 7 days.	2,934	1,978	2,600	2,600

Division: Field Operations**Program: Special Operations/Temporary Holding Facility**

Number: 001/7724

Program Mission: Provide officers who are specially trained in teams to handle a wide variety of extraordinary and sometimes life-threatening incidents encountered in our community. These teams are the extra layer of protection that the men and women of the Field Operations Division provide in addition to normal patrol resources.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 849,344	\$ 776,887	\$ 833,719	\$ 56,832
Benefits	431,708	418,835	459,773	40,938
Other Operating Expenditures	27,785	31,550	32,275	725
Interfund Services	48,340	52,049	61,365	9,316
Total Expenditures	<u>\$ 1,357,177</u>	<u>\$ 1,279,321</u>	<u>\$ 1,387,133</u>	<u>\$ 107,812</u>
Full Time Positions	8.50	7.50	7.50	-
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Pass annual State and Federal facility inspections.	NA	100%	100%	100%

Division: Field Operations**Program: Reserves**

Number 001/7725

Program Mission: Provide appropriately trained staff to supplement the police department so it may accomplish its goals and respond to emergency situations.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 282,591	\$ 278,211	\$ 280,037	\$ 1,826
Benefits	45,700	47,721	48,480	759
Other Operating Expenditures	56,244	57,100	57,100	-
Interfund Services	11,400	5,180	6,312	1,132
Total Expenditures	<u>\$ 395,935</u>	<u>\$ 388,212</u>	<u>\$ 391,929</u>	<u>\$ 3,717</u>
Full Time Positions	0.50	0.50	0.50	-
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Ratio of paid to unpaid hours.	1:3.25	3:02	1:4.25	3:2
2. Hours of continuing professional training hours per officer.	64	40	32	40
3. Number of arrests.	74	41	88	56
4. Number of citations.	1,456	1,250	1,200	1,500
5. Number of contacts with registered sex offenders.	145	95	175	120

Division: Field Operations

Program: Animal Control

Number: 001/7726

Program Mission:

Provide the cities of Santa Clara, Campbell, Monte Sereno and Mountain View with the care of sick, injured, lost, and abandoned companion animals, animal cruelty investigations, enforcement of animal laws, education and outreach programs, volunteer and foster programs. This program is conducted as part of the City's participation in the regional operations of the Silicon Valley Animal Control Shelter.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-
Other Operating Expenditures	-	-	890,000	890,000
Interfund Services	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ 890,000	\$ 890,000
Full Time Positions	-	-	-	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Attend meetings with the Silicon Valley Animal Control Authority (SVACA) and participating cities concerning Animal Control Services.	6	6	6	6
2. Number of SVACA Control Officer animal responses.	4,071	3,978	8,000	6,000

* This is a new program for the Department moved from the City Manager's Office.

Department: Police

Division: Investigations

Major Programs	2013-14 Actual	2014-15 Adopted	2015-16 Budget	Budget Change
General Investigations/Special Enforcement Team	\$ 5,509,057	\$ 6,305,309	\$ 6,234,393	\$ (70,916)
SCAT	1,147,940	1,597,739	1,313,846	(283,893)
Records	3,229,180	2,720,131	2,956,264	236,133
Homeland Security/Special Events	190,067	4,119,632	8,853,858	4,734,226
Total Expenditures	<u>\$ 10,076,244</u>	<u>\$ 14,742,811</u>	<u>\$ 19,358,361</u>	<u>\$ 4,615,550</u>
Full Time Positions	53.00	57.00	54.50	(2.50)
Total Direct Revenue	\$ 294,854	\$ 4,715,300	\$ 8,427,800	\$ 3,712,500

Division Mission

The Investigations Division will receive reports of crimes that have occurred in our community and will conduct follow-up investigations, utilizing statements, physical evidence, crime analysis and deductive reasoning to identify perpetrators of crime.

The SCAT unit will continue to operate as an undercover unit dedicated to the suppression of narcotics and vice in our community. The subpoenas unit will ensure that subpoenas for trial witness be promptly delivered.

The Records/Warrants Unit will keep accurate records and provide timely service to the public.

The Homeland Security/Special Events unit will provide a safe environment for all special events in Santa Clara.

Division Highlights

- We will use crime analysis to appropriately respond to crime trends.
- We will continue our efforts to resolve prosecutable violent cold cases after a thorough analysis of information and evidence already gathered.
- We will continue to aggressively track and monitor registered sexual offenders.
- We will continue to fulfill Public Records Act requests in a timely manner.
- We will proactively investigate internet crimes against children.
- We will continue to combat residential and commercial burglaries with aggressive follow up, the apprehension of offenders, and suppression efforts.
- We will thoroughly investigate all violent crimes that occur within the City.
- The Special Enforcement Team (SET) will proactively investigate and seek out criminals resulting in a high volume of prosecutable cases.
- The Homeland Security/Special Events Unit will continue to provide a safe environment for guests attending events within the City including Levis' Stadium culminating with a successful effort in Super Bowl 50.

Division: Investigations

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
General Investigations				
Police Captain	1.00	1.00	0.75	(0.25)
Police Lieutenant	1.00	1.00	1.25	0.25
Police Sergeant	7.00	7.00	7.75	0.75
Police Officer	7.00	11.00	10.00	(1.00)
Office Specialist III	1.00	1.00	1.00	-
Community Service Officer I/II	1.00	1.00	1.00	-
Forensic Coordinator	1.00	1.00	1.00	-
Crime Analyst	1.00	1.00	1.00	-
Office Specialist II	1.00	1.00	-	(1.00)
Subtotal	21.00	25.00	23.75	(1.25)
SCAT				
Police Sergeant	1.00	1.00	1.00	-
Police Officer	5.00	6.00	4.00	(2.00)
Subtotal	6.00	7.00	5.00	(2.00)
RECORDS				
Police Sergeant	1.00	-	-	-
Police Records Manager	1.00	1.00	1.00	-
Police Records Supervisor	4.00	4.00	4.00	-
Police Records Specialist I/II	14.00	14.00	14.00	-
Community Service Officer I/II	1.00	1.00	1.00	-
Jail Service Officer	5.00	-	-	-
Subtotal	26.00	20.00	20.00	-
Homeland Security/Special Events				
Police Captain	-	-	0.25	0.25
Police Lieutenant	-	1.00	0.75	(0.25)
Police Sergeant	-	3.00	2.25	(0.75)
Police Officer	-	1.00	1.50	0.50
Office Specialist II	-	-	1.00	1.00
Subtotal	-	5.00	5.75	0.75
Total Division Positions	53.00	57.00	54.50	(2.50)

Division: Investigations**Program: General Investigations/Special Enforcement Team**

Number: 001/7732

Program Mission: Working together and in partnership with the Community, provide a full array of criminal investigative services in an effort to better the quality of life in the City.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 3,498,584	\$ 3,897,505	\$ 3,619,165	\$ (278,340)
Benefits	1,632,349	1,938,798	1,838,204	(100,594)
Other Operating Expenditures	260,005	326,699	358,081	31,382
Interfund Services	118,118	142,307	418,943	276,636
Total Expenditures	\$ 5,509,057	\$ 6,305,309	\$ 6,234,393	\$ (70,916)
Full Time Positions	21.00	25.00	23.75	(1.25)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of cases solved through investigation.	NA	80%	NA	94%
2. Number of non-traffic cases submitted to the District Attorney's Office for filing.	2,745	2,827	2,500	2,500

Division: Investigations**Program: Specialized Crimes Action Team (SCAT)**

Number: 001/7733

Program Mission: Reduce narcotics and vice activities in the City of Santa Clara through criminal investigation and prosecution; conduct surveillances and other undercover operations as needed.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 760,631	\$ 1,053,006	\$ 855,378	\$ (197,628)
Benefits	354,542	503,183	405,041	(98,142)
Other Operating Expenditures	997	2,125	2,125	-
Interfund Services	31,770	39,425	51,301	11,876
Total Expenditures	\$ 1,147,940	\$ 1,597,739	\$ 1,313,846	\$ (283,893)
Full Time Positions	6.00	7.00	5.00	(2.00)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of SCAT initiated cases submitted to the District Attorney's Office for filing.	73	66	100	100

Division: Investigations**Program: Records****Number: 001/7734**

Program Mission: Provide records support for the department, front counter assistance to citizens, and develop more efficient information exchange and retrieval within the department.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 1,960,439	\$ 1,492,395	\$ 1,630,114	\$ 137,719
Benefits	1,063,379	844,672	924,891	80,219
Other Operating Expenditures	127,842	270,737	270,925	188
Interfund Services	77,520	112,327	130,334	18,007
Total Expenditures	<u>\$ 3,229,180</u>	<u>\$ 2,720,131</u>	<u>\$ 2,956,264</u>	<u>\$ 236,133</u>
Full Time Positions	26.00	20.00	20.00	-
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of all requests for police reports by allied agencies or the public processed within three days.	95%	95%	95%	95%

Division: Investigations**Program: Homeland Security/Special Events****Number: 001/7735**

Program Mission: To manage, staff, and oversee the police protection for city-wide special events, includes events at Levi's Stadium, and to ensure a safe environment for all.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 150,378	\$ 2,903,629	\$ 5,735,695	\$ 2,832,066
Benefits	39,690	116,003	450,598	334,595
Other Operating Expenditures	-	1,100,000	2,600,000	1,500,000
Interfund Services	-	-	67,565	67,565
Total Expenditures	<u>\$ 190,067</u>	<u>\$ 4,119,632</u>	<u>\$ 8,853,858</u>	<u>\$ 4,734,226</u>
Full Time Positions	-	5.00	5.75	0.75
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of managed pre-planned events.	NA	23	35	35

Note: This was a new program in 2014-15 which provides a safe environment for all Special Events that occur Santa Clara.

Department: Police

Division: Administrative Services

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Administrative Services	\$ 1,306,396	\$ 1,644,807	\$ 1,984,183	\$ 339,376
Professional Standards	1,094,422	813,366	1,203,271	389,905
Department Support	2,698,829	3,506,405	3,223,891	(282,514)
Community Services	2,521,525	2,723,149	3,193,177	470,028
9-1-1 Dispatch	3,578,985	4,296,979	4,569,772	272,793
Total Expenditures	<u>\$ 11,200,159</u>	<u>\$ 12,984,706</u>	<u>\$ 14,174,295</u>	<u>\$ 1,189,588</u>
Full Time Positions	48.00	49.00	49.50	0.50
Total Direct Revenue	\$ 217,951	\$ 266,600	\$ 157,000	\$ (109,600)

Division Mission

Provides support for the operational divisions of the Police Department, including Records Management Services; recruits and hires Police Officers and support staff; organizes in-service training for officers and civilian employees; and Internal Affairs. This support also includes community-oriented policing in the form of a pro-active Crime Prevention Unit and school services programs.

Division Highlights

- ❑ In FY 2015-16 the Professional Standards Unit (PSU) will continue to recruit and hire highly qualified and motivated people to serve the Santa Clara community. PSU works closely with the City's Human Resources Department to ensure Santa Clara recruits, hires, and retains quality individuals. PSU is responsible for hiring police officers, dispatchers, records specialists, jail service officers, community service officers, the support staff for the entire department, and the newly created Per Diem Police Officer for Special Events.
- ❑ In FY 2015-16 the Police Department will continue its emphasis on in-service training. The department strives to surpass minimum training standards as set forth by the State of California and other regulatory agencies. The department is fortunate to have many subject-matter experts in-house who deliver up to date, comprehensive training to their peers. The department will continue to host and seek local training that benefits our employees.
- ❑ One of the most successful programs in the department continues in FY 2015-16. Drug Abuse Resistance Education (D.A.R.E.) enters its 18th year. This highly acclaimed program teaches children strategic skills for decision making, dealing with peer pressure and bullying. Our three D.A.R.E. officers currently teach all of the 5th grade students in over 20 schools, both public and private, in the city. We also have conducted D.A.R.E. refresher training in our middle schools. The department will also continue with our "Every 15 Minutes" program in our high schools. This program educates students about the dangers of driving under the influence of alcohol.
- ❑ Another successful program in the department that continues in FY 2015-16 is the Santa Clara Police Athletic League. PAL currently has nine different programs with over 2,500 participating youth. The programs include BMX, Bowling, Boxing, Deep Sea Fishing, Explorers, Judo, Soccer, Softball, and Wrestling. PAL also provides two Community Outreach Projects made possible with the help of volunteers and charitable contributions: The "Back to School Backpack" project that reaches 700 local school children, and the Christmas "Shop With A PAL" project in which 50 middle school and high school students participate.

Division: Administrative Services

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Administrative Services				
Police Chief	1.00	1.00	1.00	-
Assistant Police Chief	1.00	1.00	1.00	-
Police Captain	1.00	1.00	1.00	-
Crime Analyst	1.00	-	-	-
Staff Analyst I	-	1.00	1.00	-
Office Specialist IV	1.00	1.00	1.00	-
Office Specialist III	1.00	1.00	1.00	-
Office Specialist II	-	1.00	-	(1.00)
Subtotal	<u>6.00</u>	<u>7.00</u>	<u>6.00</u>	<u>(1.00)</u>
Professional Standards				
Police Sergeant	3.00	2.00	2.00	-
Police Officer	2.00	-	1.50	1.50
Office Specialist II	1.00	-	-	-
Subtotal	<u>6.00</u>	<u>2.00</u>	<u>3.50</u>	<u>1.50</u>
Department Support				
Police Sergeant	-	1.00	1.00	-
Police Officer	-	1.00	-	(1.00)
Community Service Officer I/II	2.00	2.00	2.00	-
Police Records Specialist II	-	-	1.00	1.00
Subtotal	<u>2.00</u>	<u>4.00</u>	<u>4.00</u>	<u>-</u>
Community Services				
Police Lieutenant	1.00	1.00	1.00	-
Police Sergeant	1.00	2.00	2.00	-
Police Officer	6.00	6.00	6.00	-
Community Service Officer I/II	4.00	5.00	5.00	-
Subtotal	<u>12.00</u>	<u>14.00</u>	<u>14.00</u>	<u>-</u>

Division: Administrative Services (continued)

Summary of Regular Positions by Program (continued)

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Dispatch				
Communications Operations Manager	1.00	1.00	1.00	-
Management Analyst	1.00	1.00	1.00	-
Police Lieutenant	1.00	-	-	-
Senior Communications Dispatcher	3.00	3.00	3.00	-
Communications Dispatcher III	3.00	3.00	3.00	-
Communications Dispatcher I/II	13.00	13.00	13.00	-
Communications Technician I/II	-	1.00	1.00	-
Subtotal	<u>22.00</u>	<u>22.00</u>	<u>22.00</u>	<u>-</u>
Total Division Positions	<u>48.00</u>	<u>49.00</u>	<u>49.50</u>	<u>0.50</u>

Division: Administrative Services**Program: Administrative Services**

Number: 001/7742

Program Mission: Provide the administrative and clerical support for the Police Department and ensure that the philosophy of Community Oriented Policing and Problem Solving is maintained.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 719,623	\$ 923,583	\$ 987,644	\$ 64,061
Benefits	368,058	407,404	517,996	110,592
Other Operating Expenditures	181,483	240,952	254,851	13,899
Interfund Services	37,232	72,868	223,692	150,824
Total Expenditures	<u>\$ 1,306,396</u>	<u>\$ 1,644,807</u>	<u>\$ 1,984,183</u>	<u>\$ 339,376</u>
Full Time Positions	6.00	7.00	6.00	(1.00)
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Identify two grant funding opportunities.	17	19	2	2

Division: Administrative Services**Program: Professional Standards**

Number: 001/7744

Program Mission: Manage the personnel functions within the Police Department to include recruiting and hiring, training, and Internal Affairs.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 535,683	\$ 348,766	\$ 574,713	\$ 225,947
Benefits	299,058	169,034	304,262	135,228
Other Operating Expenditures	226,692	249,543	274,543	25,000
Interfund Services	32,990	46,023	49,753	3,730
Total Expenditures	\$ 1,094,422	\$ 813,366	\$ 1,203,271	\$ 389,905

Full Time Positions	6.00	2.00	3.50	1.50
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Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Respond to all recruiting inquiries within 72 hours.	100%	100%	100%	100%
2. Complete 100% of all Internal Affairs investigations within the time constraints prescribed by the MOU.	100%	100%	100%	100%

Division: Administrative Support**Program: Department Support**

Number: 001/7745

Program Mission: Support the department's total enforcement effort using effective crime analysis and evidence management, and oversee the purchase and accountability of all department supplies and equipment.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 161,469	\$ 343,578	\$ 443,773	\$ 100,195
Benefits	93,480	181,517	244,896	63,379
Other Operating Expenditures	860,342	1,156,172	1,164,154	7,982
Interfund Services	1,583,538	1,825,138	1,371,068	(454,070)
Total Expenditures	\$ 2,698,829	\$ 3,506,405	\$ 3,223,891	\$ (282,514)

Full Time Positions	2.00	4.00	4.00	-
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Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of accuracy related to the documentation, storage, and disposition of firearms, drug, and money cases.	100%	100%	100%	100%

Note: A portion of this program has been consolidated into the Records and Temporary Holding Facility (7734) program in the Investigations Division

Division: Administrative Services**Program: Community Services/Nuisance Suppression Unit**

Number: 001/7746

Program Mission: To provide the non-emergency community outreach and education function of the Police Department, including D.A.R.E. in the Schools.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 1,673,794	\$1,794,197	\$2,071,993	\$ 277,796
Benefits	746,066	806,102	979,346	173,244
Other Operating Expenditures	34,366	37,834	38,059	225
Interfund Services	67,300	85,016	103,780	18,764
Total Expenditures	\$ 2,521,525	\$ 2,723,149	\$ 3,193,177	\$ 470,028
Full Time Positions	12.00	14.00	14.00	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Provide Crime Prevention presentations during the fiscal year.	123	140	100	100
2. Conduct Code Red training sessions.	15	25	25	25
3. Number of continuing issues classified as Nuisance Suppression Unit investigations.	260	300	260	260
4. Number of Administrative Citations issued around Santa Clara University zone.	125	150	300	300
5. Number of quality of life/nuisance associated citations and arrests by NSU	NA	250	NA	208
6. Number of nuisance violation notices delivered	NA	75	NA	75

Division: Administrative Services**Program: Dispatch**

Number: 001/7747

Program Mission: Ensure efficient staffing to receive, process, and document all 9-1-1 calls, other emergency calls and routine phone calls requesting emergency and non-emergency assistance from the Police and Fire Departments 365 days a year.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 2,193,917	\$2,642,590	\$2,783,801	\$ 141,211
Benefits	969,769	1,229,893	1,331,379	101,486
Other Operating Expenditures	274,664	305,640	306,141	501
Interfund Services	140,636	118,856	148,451	29,595
Total Expenditures	\$ 3,578,985	\$ 4,296,979	\$ 4,569,772	\$ 272,793
Full Time Positions	22.00	22.00	22.00	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of life-threatening medical calls for service dispatched within 60 seconds.	75%	67%	83%	85%
2. Percent of 9-1-1 calls answered within 10 seconds.	93%	90%	94%	95%

Department: Police

Division: Technical Services

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Technical Services Operation	\$ 479,070	\$ -	\$ -	\$ -
Total Expenditures	<u>\$ 479,070</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Full Time Positions	4.00	-	-	-
Total Direct Revenue	\$ 735,013	\$ -	\$ -	\$ -

Division Mission

Develop, administer and maintain communication system equipment in support of City services.

Division Highlights

- Division function was turned over to the Information Technology Department in 2014-15.

Division: Technical Services

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
*Technical Services Operation				
Communications Technical Services Manager	1.00	-	-	-
Communications Technician I/II	<u>3.00</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal	4.00	-	-	-
Total Division Positions	<u>4.00</u>	<u>-</u>	<u>-</u>	<u>-</u>

*Moved to the General Fund Program 7747.

Division: Technical Services

Program: Technical Services Operation

Number: 0477771

Program Mission: Plan, design, engineer, install and maintain the radio, telephone, sound, intercom, alarm video, and data communications systems equipment in support of City departments and the delivery of City services.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 262,561	\$ -	\$ -	\$ -
Benefits	117,973	-	-	-
Other Operating Expenditures	71,698	-	-	-
Interfund Services	26,839	-	-	-
Total Expenditures	\$ 479,070	\$ -	\$ -	\$ -
Full Time Positions	4.00	-	-	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of non-functioning, non-critical, radio equipment being repaired within one (1) week of receiving necessary parts.	92%	NA	NA	NA
2. Percent of non-public safety communication equipment adds, moves, and changes being performed within two (2) weeks of receiving necessary equipment.	84%	NA	NA	NA
3. Percent of budgeted equipment acquisitions accomplished	100%	NA	NA	NA

Department: Police

Division: Communications Equipment Acquisition

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Communications Equipment Acquisition	\$ 1,071,520	\$ 235,279	\$ 235,279	\$ -
Total Expenditures	<u>\$ 1,071,520</u>	<u>\$ 235,279</u>	<u>\$ 235,279</u>	<u>\$ -</u>
Full Time Positions	-	-	-	-
Total Direct Revenue	\$ 145,720	\$ 145,720	\$ 235,279	\$ 89,559

Division Mission

Replace amortized electronic equipment within the City.

Division Highlights

- Provide continued funding for communications equipment replacement as necessary.

Division: Communications Equipment Acquisition

Program: Communications Equipment Acquisition

Number: 048/7781

Program Mission: Replace all aging and economically not-feasible-to-repair amortized electronic equipment for the City.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Capital Outlay	\$ 1,071,520	\$ 235,279	\$ 235,279	\$ -
Total Expenditures	\$ 1,071,520	\$ 235,279	\$ 235,279	\$ -
Full Time Positions	-	-	-	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of budgeted equipment acquisitions accomplished.	100%	100%	100%	100%



City of Santa Clara

The Center of What's Possible

Fire

Protection

Fire Prevention/
Hazardous Materials

Training

Emergency Medical Services



Fire Department

Department Summary	2013-14 Actuals	2014-15 Adopted	2015-16 Budget
Protection	\$ 28,797,346	\$ 31,069,893	\$ 33,596,567
Fire Prevention/Hazardous Materials	2,052,964	3,012,764	3,201,917
Training	628,892	1,369,587	1,767,169
Hazardous Materials	698,843	-	-
Emergency Medical Services	910,507	370,442	619,798
Total Department Expenditures	\$ 33,088,552	\$ 35,822,686	\$ 39,185,451
Total Full Time Positions	179.50	179.50	179.50
Total Department Revenue	\$ 2,681,939	\$ 2,316,350	\$ 2,666,950

Department Mission

It is the mission of the Santa Clara Fire Department to protect and enhance the quality of life of the people we serve. We will provide caring, customer-oriented service to protect life, property and the environment through education, prevention, emergency preparedness and emergency response.

Department Overview

The Fire Department responds with highly trained and equipped personnel to emergency scenes, maintaining a City-wide response time of less than 5:30 minutes to 90% of all high level emergency calls. Response time is measured from the time of dispatch to the time of arrival at a call. During non-emergency periods, the focus is on fire prevention through public education and inspections.

In fiscal year 2015-16, the Fire Department will focus on preparation for Super Bowl 50 and related events. This will be done through developing an Incident Action Plan to provide all-risk hazard abatement, developing and participating in large scale regional drills, Emergency Medical Services planning, code enforcement, plan review and ensuring regulatory compliance for temporary structures for the Super Bowl game and related activities.

The Emergency Medical Services Division (EMS) will also participate in the County-wide implementation of software that will give the Fire Department more accurate data regarding operational and clinical care delivery and contract compliance.

In addition to hosting Federally sponsored training for the Super Bowl game and other large scale events, the Training Division will be working to develop a foundation of State and Federal in-house instructors with the goal of delivering mandated training to all personnel, including regional operations.

Fire Department (continued)

Resource Level Changes

The Department unfroze one Battalion Chief, one Deputy Marshal and four Firefighter positions in order to better manage resources and meet the needs for services.

Divisions and Programs

Protection

- ◆ Administration
- ◆ Emergency Response

Training

- ◆ Training

Fire Prevention/Hazardous Materials

- ◆ Code Enforcement/Public Education
- ◆ Hazardous Materials

Emergency Medical Services

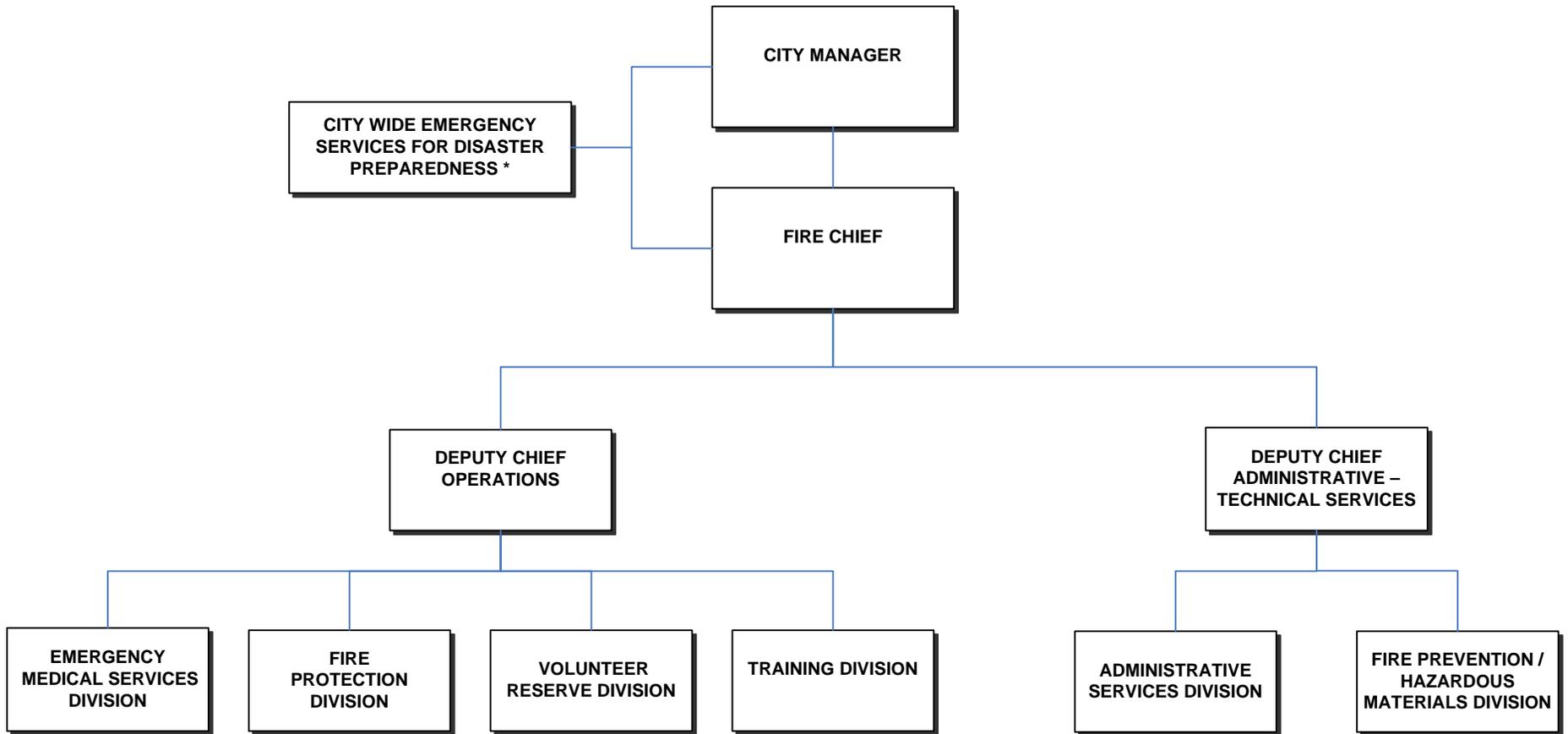
- ◆ Paramedic Services

2014-15 Department Accomplishments

- Developed contingency plans for emergency response, an emergency response model and an Incident Action Plan template for events at Levi's Stadium.
- Completed the hiring process and recruit academy for nine new Firefighters.
- Completed the structural reorganization of the Fire Prevention/Hazardous Materials Division, which resulted in a personnel cost savings.
- Developed and implemented a multi-discipline drill (Fire and Emergency Medical Services) for all emergency response personnel at Levi's Stadium.
- Reviewed, updated and archived Continuing Education (CE) data on all Santa Clara Fire Department Emergency Medical Technicians and Paramedics.
- Four Emergency Medical Technicians fully trained and now serving as Paramedics.

CITY OF SANTA CLARA

FIRE DEPARTMENT



*Function reports directly to City Manager/Director of Emergency Services

Fire Department

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	Salary			
		2014-15 Adopted	2015-16 Budget	2014-15 Adopted	2015-16 Budget
Uncl	Fire Chief	1.00	1.00	\$ 226,020	\$ 226,020
Uncl	Deputy Fire Chief	2.00	2.00	389,328	395,064
Uncl	Battalion Chief	2.00	2.00	186,828	336,168
Uncl	Battalion Chief 24 Hours	3.00	3.00	529,056	520,536
Uncl	Fire Marshal	1.00	1.00	194,820	166,320
Uncl	Assistant Fire Marshal	1.00	1.00	147,024	146,880
Uncl	Emergency Services Coordinator	1.00	1.00	140,004	103,872
C40	Deputy Fire Marshal/Hazardous Materials*	4.00	4.00	443,724	400,607
C38	Deputy Fire Marshal	5.00	5.00	576,851	719,884
C1-41	Assistant Training Officer*	3.00	3.00	258,480	271,673
C41	Fire Captain-Training	2.00	-	253,992	-
C1-38	Fire Captain*	37.00	39.00	5,242,103	5,692,034
C1-33	Driver Engineer*	48.00	48.00	4,797,832	5,002,240
C1-30	Firefighter I/II*	58.00	58.00	5,532,806	6,284,143
H35	Fire Prevention Specialist	2.00	2.00	222,048	237,560
A30	Senior Staff Aide	1.00	1.00	96,456	96,720
A25	Fire Plan Draftsperson	1.00	1.00	81,348	81,576
A24	Staff Aide I	2.00	2.00	143,594	150,760
A24	Office Specialist IV	1.00	1.00	73,911	77,808
A18	Office Specialist II	4.00	4.00	269,400	247,673
A12	Office Assistant	0.50	0.50	30,354	30,890
	Premium			596,690	844,317
	Stipend			20,878	9,866
	Salary & Wages - Regular	179.50	179.50	20,453,547	22,042,612
	Salary Attrition and VTO			-	-
	Salary & Wages-As Needed			97,600	119,600
	Salary & Wages-Overtime/Vacation Relief			639,000	1,002,104
	Salary & Wages-Holiday Pay			859,941	939,933
	Total	179.50	179.50	\$ 22,050,088	\$ 24,104,249

* The Department has a total of (18) positions in Frozen/Unfunded status which lower actual available staffing in 2015-16.

Department: Fire

Division: Protection

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Administration	\$ 1,683,616	\$ 2,233,561	\$ 2,653,503	\$ 419,942
Emergency Response	27,113,731	28,836,332	30,943,064	2,106,732
Total Expenditures	<u>\$ 28,797,346</u>	<u>\$ 31,069,893</u>	<u>\$ 33,596,567</u>	<u>\$ 2,526,674</u>
Full Time Positions	153.50	155.50	154.50	(1.00)
Total Direct Revenue	\$ 87,053	\$ 307,500	\$ 604,300	\$ 296,800

Division Mission

Provide highly trained and well-equipped personnel who can identify hazards and take action to mitigate or reduce them; respond to alarms that include fire, natural disasters, hazardous materials emergencies, and medical emergencies; and provide service that is occasionally needed by a citizen for a request which may be unique and unusual.

Division Highlights

- Develop an Incident Action Plan for Super Bowl 50 that will provide all-risk hazard abatement.
- Participate in a large scale, multi-disciplinary, multi-jurisdictional and regional drill in preparation for Super Bowl 50.

Division: Protection

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Administration				
Fire Chief	1.00	1.00	1.00	-
Deputy Fire Chief	2.00	2.00	2.00	-
Emergency Services Coordinator	-	1.00	1.00	-
Fire Plan Draftsperson	1.00	1.00	1.00	-
Senior Staff Aide	1.00	1.00	1.00	-
Office Specialist IV	1.00	1.00	1.00	-
Office Specialist II	2.00	2.00	2.00	-
Office Assistant	0.50	0.50	0.50	-
Subtotal	8.50	9.50	9.50	-
Emergency Response				
Battalion Chief	3.00	3.00	3.00	-
Fire Captain	36.00	37.00	36.00	(1.00)
Driver/Engineer	48.00	48.00	48.00	-
Firefighter I/II	58.00	58.00	58.00	-
Subtotal	145.00	146.00	145.00	(1.00)
Total Division Positions	153.50	155.50	154.50	(1.00)

Division: Protection

Program: Administration

Number: 001/7821

Program Mission: Provide management, organization, and administrative/clerical support for the various divisions of the Fire Department actively engaged in the protection of life and property. This is accomplished through fiscally responsible budgeting and purchasing; coordination with other City departments and outside agencies for the maintenance of buildings, grounds, apparatus, and equipment; processing of payroll, personnel actions, and other required reports; providing clerical and administrative support; and forecasting and planning for future departmental needs.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 890,923	\$ 1,200,954	\$ 1,672,173	\$ 471,219
Benefits	376,793	591,957	616,182	24,225
Other Operating Expenditures	321,611	284,644	301,894	17,250
Interfund Services	94,288	156,006	63,254	(92,752)
Total Expenditures	<u>\$ 1,683,616</u>	<u>\$ 2,233,561</u>	<u>\$ 2,653,503</u>	<u>\$ 419,942</u>
Full Time Positions	8.50	9.50	9.50	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of hours contributed by Volunteer/Reserve Division.	8,381	9,018	7,000	10,000
2. Number of fire responses.	187	156	180	140
3. Number of emergency medical responses.	4,437	4,479	4,200	4,200
4. Number of non-emergency medical responses.	1,675	1,683	1,500	1,500
5. Number of hazardous materials responses.	26	24	20	20

Division: Protection**Program: Emergency Response****Number: 001/7822**

Program Mission: Provide quality emergency response to the citizens of Santa Clara at the most reasonable cost possible.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 17,249,920	\$ 18,070,324	\$ 19,121,370	\$ 1,051,046
Benefits	7,565,021	8,756,885	9,816,831	1,059,946
Other Operating Expenditures	381,614	280,100	320,700	40,600
Interfund Services	1,905,295	1,697,223	1,635,262	(61,961)
Capital Outlay	11,881	31,800	48,900	17,100
Total Expenditures	\$ 27,113,731	\$ 28,836,332	\$ 30,943,064	\$ 2,106,732
Full Time Positions	145.00	146.00	145.00	(1.00)
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Response time in 90% of all high level emergency medical calls.	5:52 min.	6:10 min.	5:30 min.	5:30 min.
2. Response time in 90% of all high level emergency fire calls.	5:05 min.	5:20 min.	5:30 min.	5:30 min.
3. Number of emergency responses.	5,785	5,774	5,500	5,500
4. Number of non-emergency responses.	2,552	2,618	2,000	2,200
5. Percent of total alarms categorized as false.	10.4%	9.7%	10.0%	10.0%

Note: Response time is measured from time of dispatch to time of arrival.

Department: Fire

Division: Fire Prevention/Hazardous Materials

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Code Enforcement/Public Education	\$ 1,820,259	\$ 1,871,909	\$ 2,126,865	\$ 254,956
Hazardous Materials	232,705	1,140,855	1,075,052	(65,803)
Total Expenditures	<u>\$ 2,052,964</u>	<u>\$ 3,012,764</u>	<u>\$ 3,201,917</u>	<u>\$ 189,153</u>
Full Time Positions	10.00	15.00	15.00	-
Total Direct Revenue	\$ 1,958,689	\$ 1,668,850	\$ 1,722,650	\$ 53,800

Division Mission

Delivering public education programs dealing with fire and life safety information; enforce all applicable codes regarding the safe storage, use, and handling of hazardous materials; investigate the cause and origin of fires and hazardous materials releases and perform fire and life safety inspections in select occupancies. Provide a plan review service that assures the incorporation of all appropriate life safety standards, as well code compliance, in all regulated, new construction in the City. Supervise and coordinate some 10,000 fire and life safety inspections annually. Inspect all commercial occupancies at least once a year and residential occupancies upon request. Correct more than 5,000 code violations annually.

Division Highlights

- Through efforts in plan review and code enforcement, prepare Levi's Stadium for temporary structures and ensure regulatory compliance for the Super Bowl game and related activities.
- In cooperation with the Santa Clara County Fire Marshals, complete review and amendment process for the 2015 International Fire Code for adoption by the City in the Fall of 2016.

Division: Fire Prevention/Hazardous Materials

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Code Enforcement/Public Education				
Fire Marshal	1.00	1.00	1.00	-
Deputy Fire Marshal	5.00	5.00	5.00	-
Fire Prevention Specialist	2.00	2.00	2.00	-
Office Specialist II	1.00	1.00	1.00	-
Subtotal	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	<u>-</u>
 Hazardous Materials				
Assistant Fire Marshal	-	1.00	1.00	-
Deputy Fire Marshal - Hazardous Materials	1.00	4.00	4.00	-
Staff Aide I	-	1.00	1.00	-
Subtotal	<u>1.00</u>	<u>6.00</u>	<u>6.00</u>	<u>-</u>
 Total Division Positions				
	<u>10.00</u>	<u>15.00</u>	<u>15.00</u>	<u>-</u>

Division: Fire Prevention/Hazardous Materials

Program: Code Enforcement/Public Education

Number: 001/7832

Program Mission: Enforce all applicable fire, life safety, hazardous materials, and non-point source regulations in the most accurate and efficient manner possible. Continue public education to reduce the potential loss of life and property during emergencies such as fire and earthquakes.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 1,173,808	\$1,195,152	\$1,342,592	\$ 147,440
Benefits	485,276	557,544	660,790	103,246
Other Operating Expenditures	50,402	12,900	12,800	(100)
Interfund Services	110,773	106,313	110,683	4,370
Total Expenditures	<u>\$ 1,820,259</u>	<u>\$ 1,871,909</u>	<u>\$ 2,126,865</u>	<u>\$ 254,956</u>
Full Time Positions	9.00	9.00	9.00	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of inspections performed by the Fire Prevention Bureau.	3,111	3,035	3,000	3,200
2. Number of inspections performed by the Protection Division.	3,295	3,056	3,000	3,200
3. Number of citizens complaints.	10	4	10	8
4. Number of community participants in fire and safety training and education programs.	2,430	2,945	2,000	2,500
5. Number of public safety presentations/meetings.	21	16	15	12
6. Number of permit inspections.	1,935	1,818	1,800	1,800
7. Number of new business license inspections.	641	238	800	250
8. Number of plans reviewed.	1,390	2,337	1,200	1,500
9. Percent of multi-family occupancies inspected.	68.2%	51.5%	50.0%	50.0%
10. Number of fires investigated.	22	22	20	12

Division: Fire Prevention/Hazardous Materials

Program: Hazardous Materials

Number: 001/7833

Program Mission: Provide professional and competent investigation services when requested in the areas of fire cause and origin, hazardous material accidents or releases, and other criminal matters that are under the authority of the Fire Marshal.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 151,294	\$ 673,560	\$ 646,951	\$ (26,609)
Benefits	67,837	360,639	346,127	(14,512)
Other Operating Expenditures	649	1,000	1,700	700
Interfund Services	12,926	105,656	80,274	(25,382)
Total Expenditures	\$ 232,705	\$ 1,140,855	\$ 1,075,052	\$ (65,803)
Full Time Positions	1.00	6.00	6.00	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of hazardous materials incidents investigated.	1	2	2	3
2. Number of hazardous materials emergency responses.	4	10	2	8
3. Number of hazardous materials inspections.	443	355	200	400

Hazardous Materials Division merged with the Prevention Division in FY 2014-15.

Department: Fire

Division: Training

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Training	\$ 628,892	\$ 1,369,587	\$ 1,767,169	\$ 397,582
Total Expenditures	<u>\$ 628,892</u>	<u>\$ 1,369,587</u>	<u>\$ 1,767,169</u>	<u>\$ 397,582</u>
Full Time Positions	8.00	7.00	8.00	1.00
Total Direct Revenue	\$ -	\$ -	\$ -	\$ -

Division Mission

Deliver quality education and training in the area of public safety to the members of the Santa Clara Fire Department and to the employees of the City of Santa Clara.

Division Highlights

- Develop and implement local and regional response / mitigation drills focused on Levi's Stadium 50th Super Bowl events.
- Develop foundation of State and Federal in-house instructors with the goal of delivering mandated training to all personnel, including regional operations.

Division: Training

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Training				
Battalion Chief	1.00	1.00	1.00	-
Assistant Training Officer	3.00	3.00	3.00	-
Fire Captain - Training	3.00	2.00	-	(2.00)
Fire Captain	-	-	3.00	3.00
Office Specialist II	1.00	1.00	1.00	-
Subtotal	<u>8.00</u>	<u>7.00</u>	<u>8.00</u>	<u>1.00</u>
Total Division Positions	<u>8.00</u>	<u>7.00</u>	<u>8.00</u>	<u>1.00</u>

Division: Training**Program: Training****Number: 001/7841**

Program Mission: Conduct training evolutions in the areas of firefighting, hazardous materials, emergency medical response, and rescue operations. Provide public safety training to other City departments.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 353,875	\$ 815,634	\$1,048,864	\$ 233,230
Benefits	134,849	431,761	540,160	108,399
Other Operating Expenditures	78,958	57,940	101,700	43,760
Interfund Services	61,210	64,252	69,145	4,893
Capital Outlay	-	-	7,300	7,300
Total Expenditures	<u>\$ 628,892</u>	<u>\$ 1,369,587</u>	<u>\$ 1,767,169</u>	<u>\$ 397,582</u>
Full Time Positions	8.00	7.00	8.00	1.00
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of fire prevention training hours.	620	487	500	500
2. Number of hazardous materials training hours.	813	752	500	500
3. Number of emergency medical services training hours.	1,499	1,385	1,400	1,500
4. Number of rescue training hours.	1,096	1,010	1,000	1,200
5. All other training hours.	6,842	5,473	7,000	5,500

Department: Fire

Division: Hazardous Materials

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Hazardous Materials Code Enforcement	\$ 698,843	\$ -	\$ -	\$ -
Total Expenditures	<u>\$ 698,843</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Full Time Positions	6.00	-	-	-
Total Direct Revenue	\$ 267,370	\$ -	\$ -	\$ -

Division Mission

Provide technical consultation to the Fire Department, the City, residents, and the business community by providing guidance on construction, process installation, and the safe use and handling of hazardous materials. Provide technical assistance and consultation at the scene of hazardous materials emergencies to mitigate potentially dangerous situations.

Division Highlights

The Hazardous Materials Division merged with the Prevention Division in FY 2014-15.

Division: Hazardous Materials

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Hazardous Materials Code Enforcement				
Hazardous Materials Administrator	1.00	-	-	-
Hazardous Materials Specialist	4.00	-	-	-
Office Specialist II	1.00	-	-	-
Subtotal	<u>6.00</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Division Positions	<u>6.00</u>	<u>-</u>	<u>-</u>	<u>-</u>

Division: Hazardous Materials

Program: Hazardous Materials Code Enforcement

Number: 001/7851

Program Mission: Provide technical consultation to the Fire Department, the City, residents, and the business community by providing guidance on construction, process installation, and the safe use and handling of hazardous materials.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 386,179	\$ -	\$ -	\$ -
Benefits	176,359	-	-	-
Other Operating Expenditures	1,203	-	-	-
Interfund Services	135,102	-	-	-
Total Expenditures	\$ 698,843	\$ -	\$ -	\$ -
Full Time Positions	6.00	-	-	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of Hazardous Materials emergency responses.	NA	NA	NA	NA
2. Number of business inspections.	NA	NA	NA	NA

* Hazardous Materials Division merged with the Prevention Division in F 2014-15.

Department: Fire

Division: Emergency Medical Services

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Paramedic Services	\$ 910,507	\$ 370,442	\$ 619,798	\$ 249,356
Total Expenditures	<u>\$ 910,507</u>	<u>\$ 370,442</u>	<u>\$ 619,798</u>	<u>\$ 249,356</u>
Full Time Positions	2.00	2.00	2.00	-
Total Direct Revenue	\$ 368,828	\$ 340,000	\$ 340,000	\$ -

Division Mission

Deliver quality emergency medical services to citizens and visitors of Santa Clara. This is presently delivered through staffing of ten fire stations with EMT-D personnel, and staffing of four fire stations strategically located throughout the City with EMT-P personnel.

Division Highlights

- Participate in and develop as needed, preparatory training and EMS planning for Super Bowl 50, to be held in Santa Clara in 2016.
- Participate in the County-wide implementation of First Watch, a data management "dashboard", which will give the Fire Department accurate data regarding operational and clinical care delivery and contract compliance.
- Participate in the implementation of the "Elite Platform" version of the bedside patient data entry system, and provide system enhancement guidance to the Santa Clara County EMS Agency.

Division: Emergency Medical Services

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Paramedic Services				
Battalion Chief	1.00	1.00	1.00	-
Staff Aide I	1.00	1.00	1.00	-
Subtotal	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>-</u>
Total Division Positions	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>-</u>

Division: Emergency Medical Services

Program: Paramedic Services

Number: 001/7861

Program Mission: Deliver quality Basic Life Support (BLS) and Advanced Life Support (ALS) emergency medical services to our citizens and to those who work in and visit the City of Santa Clara.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 601,508	\$ 94,464	\$ 272,298	\$ 177,834
Benefits	39,427	44,583	131,548	86,965
Other Operating Expenditures	145,300	150,800	169,500	18,700
Interfund Services	124,272	80,595	46,451	(34,144)
Total Expenditures	<u>\$ 910,507</u>	<u>\$ 370,442</u>	<u>\$ 619,798</u>	<u>\$ 249,356</u>
Full Time Positions	2.00	2.00	2.00	-
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Response time in 90% of all high level emergency medical calls.	5:52 min.	6:10 min.	5:30 min.	5:30 min.

Note: Response time is measured from time of dispatch to time of arrival.



City of Santa Clara

The Center of What's Possible

Electric Utility

Administrative Services

Planning and Strategic Services:

Customer Service/Marketing

Planning and Strategic Services:

Resource Management

Operations



Electric Utility Department

Department Summary	2013-14 Actuals	2014-15 Adopted	2015-16 Budget
Administrative Services	\$ 298,448,544	\$ 291,975,318	\$ 304,215,217
Planning and Strategic Services			
- Customer Service/Marketing	10,399,644	14,193,911	14,753,894
- Resource Management	52,477,082	12,092,190	13,277,407
Operations			
- Energy Distribution and Generation	25,888,924	27,422,381	29,672,082
Total Department Expenditures and Financing Uses	<u>\$ 387,214,194</u>	<u>\$ 345,683,800</u>	<u>\$ 361,918,601</u>
Total Full Time Positions	142.00	156.00	166.00
Total Department Revenue and Financing Resources	\$ 346,888,959	\$ 343,419,030	<u>\$ 380,315,265</u>

Department Mission

Be a progressive, service-oriented utility, offering reliable, competitively priced energy services for the benefit of the City of Santa Clara and its customers.

Department Overview

Silicon Valley Power provides electric power to over 53,000 City customers. The City has more than 1,768 industrial accounts that comprise more than 88% of the City's load and approximately 87% of customer service revenues. The Electric Department has a staff of 166 employees who provide such diverse services as operating, maintaining and dispatching electric service, engineering, system planning, administrative and financial management, marketing, customer services, power trading, outdoor Wi-Fi services and dark fiber leasing services, all of which work together to make Silicon Valley Power successful for the City and its citizens.

The Electric Utility's Mission Statement reaffirms the basic values that have guided the City's electric utility for many years. While the business environment has changed, and continues to do so, the Utility's dedication to its traditional values remains paramount.

The goals of Silicon Valley Power are:

- Maintain a continuous focus on customer service.
- Provide economic value to the City of Santa Clara and its customers, by maintaining low residential rates and offering competitive market rates for all customer classes.
- Manage debt and resources to achieve and maintain a competitive position.
- Be a strategically-driven organization with a focus on our performance as an energy services supplier.
- Operate Silicon Valley Power in a safe, reliable, efficient and environmentally responsible manner.
- Enhance value to our customers through the delivery of new products and services.
- Manage Silicon Valley Power's participation in its Joint Powers Agencies to achieve the City's goals.
- Develop flexibility to respond to changing business environments.
- Achieve quality communications with all stakeholders.

Electric Utility Department (continued)

Resource Level Changes

The Department added ten positions in order to keep pace with demand for service and maintenance of aging infrastructure. The positions added include: Electric Program Manager, Senior Electric Utility Engineer, Principal Engineering Aide, Senior Energy Systems Analyst, Electrician, Electric Utility Engineer, Resource Analyst II, Energy Conservation Specialist, Electric Utility Programmer/Analyst, and an Assistant City Manager/Chief Operating Officer.

Divisions and Programs

Administrative Services

- ◆ Administrative Services

Planning and Strategic Services

Customer Service & Marketing

- ◆ Customer Service & Marketing
- ◆ Market Analysis and Pricing
- ◆ Public Benefits Program

Resource Management

- ◆ Resource Management
- ◆ Power and Fuel Supply
- ◆ Power Trading & Settlements
- ◆ Joint Action Coordination
- ◆ Market Risk Management
- ◆ Project Debt Management'

Communication & Network Infrastructure

- ◆ SVP Fiber Leasing Services
- ◆ System Support

Operations

Generation

- ◆ Generation Engineering
- ◆ Generation Operations

Energy Distribution

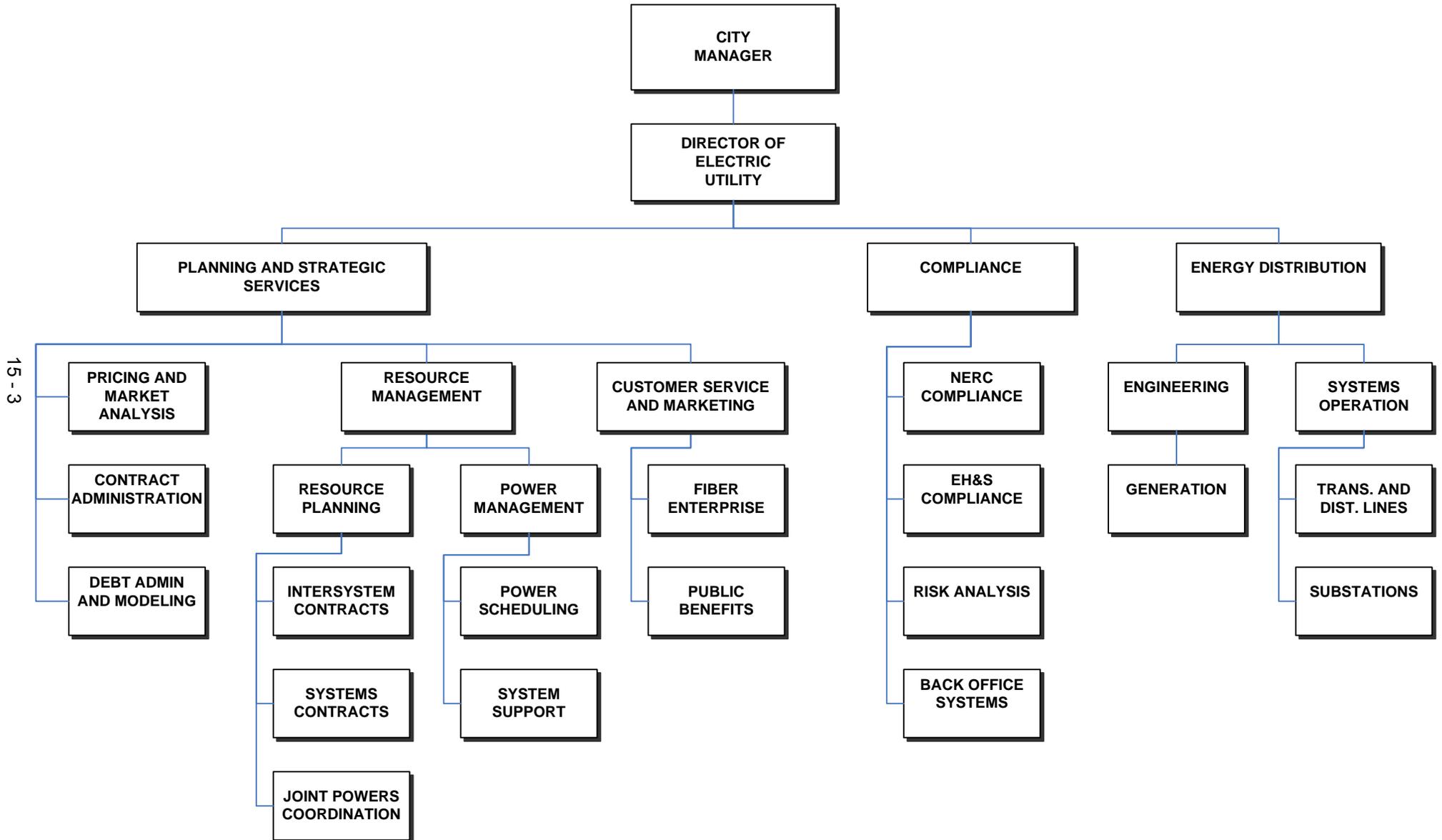
- ◆ Electrical Engineering
- ◆ Power System Control
- ◆ Field Administration
- ◆ Metering
- ◆ Substation/Municipal Services
- ◆ Transmission and Distribution

2014-15 Department Accomplishments

- Maintained the lowest system average electricity rates in California for utilities over 5,000 customers.
- Ranked number one for small and medium size business satisfaction in a California state-wide survey of electric utilities.
- Installed and connected four new solar systems to Santa Clara non-profit organizations for an estimated 125,000 kWh of new solar power and approximately \$12,000 per year electricity cost savings
- Exceeded 35% (36.3%) in eligible renewable power for the first time on its annual power content label.
- Completed the retrofit from conventional to energy efficient LEDs for 3,000 streetlights.
- Established in house professional fiber crew to support SVP Operations, City Departments and multiple
- Connected two new fiber lease agreements, bringing the total to 25 dark fiber lease agreements generating \$2.5 million in annual revenues.
- Expanded dark fiber network creating loops in the northern Santa Clara and increasing capacity to the central fiber ring.
- Awarded scholarship and technical grants for the tenth year running, with a cumulative total of \$162,000 to 35 award recipients during the course of the ten year program.

CITY OF SANTA CLARA

ELECTRIC UTILITY



Electric Utility Department (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions		Salary	
		2014-15 Adopted	2015-16 Budget	2014-15 Adopted	2015-16 Budget
Electric Operating (091) Fund					
Uncl	Director of Electric Utility	1.00	1.00	\$ 215,232	\$ 219,180
Uncl	Asst. City Manager/COO	-	1.00	-	228,624
Uncl	Asst. Dir. of Electric Utility-Planning & Strat.	1.00	1.00	169,512	181,248
Uncl	Asst. Dir. of Electric Utility-Energy Dist.	1.00	1.00	169,512	172,620
Uncl	Senior Electric Division Manager	3.00	3.00	501,444	543,492
Uncl	Senior Elec. Div. Mgr-Mrt. Anal. & Pricing	1.00	1.00	163,536	166,536
Uncl	Electric Division Manager	9.00	9.00	1,374,480	1,414,968
Uncl	Electric Div. Manager-Customer Services	1.00	1.00	160,416	152,940
Uncl	Electric Program Manager	1.00	2.00	123,900	288,972
Uncl	Compliance Manager	1.00	1.00	105,384	107,316
Uncl	Power Trader	3.00	3.00	481,944	472,776
Uncl	Senior Power Analyst	1.00	1.00	122,940	125,196
Uncl	Senior Power System Scheduler Trader	1.00	1.00	134,508	136,980
Uncl	Power System Scheduler/Trader	6.00	6.00	728,568	741,948
Uncl	Principal Utility Information Systems Manager	1.00	1.00	126,372	160,308
Uncl	Risk Control Analyst	1.00	1.00	128,100	130,452
E46	Senior Electric Utility Engineer	9.00	9.00	1,226,418	1,274,213
E46	Senior Electric Utility Engineer - Distribution Planning	1.00	1.00	114,852	118,044
E46	Senior Electric Utility Engineer - Fiber	1.00	1.00	114,852	166,533
E46	Senior Electric Utility Engineer - Transmission Operations Planning	-	1.00	-	143,388
E42	Electric Utility Engineer	2.00	3.00	227,233	375,426
D2-22	Electric Maintenance Worker	2.00	2.00	182,724	188,208
D2-22	Electric Utility Equipment Operator	2.00	2.00	163,505	172,216
D2-22	Utility Locator	1.00	1.00	73,356	75,564
D2-20	Electric Helper/Driver	4.00	4.00	278,832	302,916
D1-40	Senior Electric & Water System Operator	1.00	1.00	153,660	158,280
D1-39	Cable Splicer Leader	1.00	1.00	133,318	138,816
D1-39	Electric Crew Foreperson	4.00	3.00	542,269	430,822
D1-38	Senior Electrician Technician	2.00	2.00	242,828	289,445
D1-38	Senior Electric Utility Generation Tech	5.00	5.00	650,787	693,758
D1-38	Senior Electric Meter Technician	1.00	1.00	133,626	141,080
D1-38	Senior Instrument and Control Technician	1.00	1.00	107,832	107,680
D1-38	Troubleshooter	2.00	2.00	236,424	268,583
D1-37	Service Coordinator-Inspector	1.00	1.00	132,202	138,816
D1-36	Underground Crew Leader	-	1.00	-	137,888
D1-36	Electric & Water System Operator	5.00	5.00	693,710	714,696
D1-35	Utility Electrician Technician	4.00	4.00	500,141	493,797
D1-35	Electric Utility Generation Technician	9.00	9.00	1,108,202	1,097,680
D1-35	Principal Electrical Estimator	1.00	1.00	125,220	131,397
D1-35	Journey Lineworker	12.00	12.00	1,374,264	1,390,974
D1-34	Service Coordinator-Inspector (Fiber)	2.00	2.00	195,768	217,080
D1-33	Electric Utility Programmer/Analyst	-	1.00	-	99,228
D1-32	Electrician	6.00	7.00	672,202	816,367
D1-32	Electric Meter Technician	3.00	3.00	302,748	356,052
D1-32	Fiber Splicing Technician	1.00	1.00	93,276	96,072
D1-31	Senior Electrical Estimator	4.00	4.00	408,720	444,470
A43	Senior Energy Systems Analyst	2.00	3.00	239,927	364,260
A43	Senior Resource Analyst	1.00	1.00	105,312	104,352
A43	Electric Utility Network Administrator	1.00	1.00	126,384	126,732
A39	Senior Key Customer Representative	1.00	1.00	93,126	98,037

Electric Utility Department (continued)

POSITION AND SALARY DETAIL (Continued)

Schedule/ Range	Position Title	No. of Positions		Salary	
		2014-15 Adopted	2015-16 Budget	2014-15 Adopted	2015-16 Budget
Electric Operating (091) Fund (continued)					
A38	Senior Business Analyst	1.00	1.00	113,790	116,979
A36	Electric Utility Programmer/Analyst	1.00	1.00	87,552	93,345
A35	Resource Analyst II	1.00	2.00	148,680	206,142
A35	Business Analyst- Fiber	1.00	1.00	104,064	104,352
A35	Key Customer Representative	2.00	2.00	211,334	213,840
A35	Project Manager	1.00	1.00	85,452	85,692
A33	Power Contract Specialist	1.00	1.00	98,952	99,228
A32	Principal Engineering Aide	-	1.00	-	96,720
A28	Senior Engineering Aide	2.00	2.00	183,936	184,440
A26	Staff Aide II	2.00	2.00	156,336	170,692
A25	Account Clerk III	1.00	1.00	85,452	85,692
A25	Power Account Clerk III	1.00	1.00	81,348	83,402
A24	Office Specialist IV	1.00	1.00	83,340	83,568
A23	Account Clerk II	2.00	2.00	153,456	154,668
A23	Senior Materials Handler	1.00	1.00	77,616	77,832
A22	Office Specialist III	2.00	2.00	159,062	159,120
A21	Engineering Aide (Fiber)	1.00	1.00	60,708	60,876
A21	Engineering Aide (Electric)	3.00	3.00	212,311	216,171
A19	Power Account Clerk I	1.00	1.00	70,416	72,170
A19	Account Clerk I	1.00	1.00	72,108	72,312
A18	Office Specialist II	3.00	3.00	199,407	202,941
	Premium			138,010	410,547
	Stipend			236,827	136,268
	Salary & Wages-Regular	153.00	162.00	18,279,723	20,303,423
	Salary & Wages-As Needed			130,000	145,000
	Salary & Wages-Overtime/Vacation Relief			760,820	1,290,000
	Furlough			-	-
	Subtotal Electric Operating Fund	153.00	162.00	19,170,543	21,738,423
Electric Public Benefit (191) Fund*					
Uncl	Electric Program Manager	1.00	1.00	131,160	133,561
A35	Business Analyst-Public Benefits	1.00	1.00	106,620	106,920
A28	Energy Conservation Coordinator	1.00	1.00	87,552	87,792
A21	Energy Conservation Specialist	-	1.00	-	68,676
	Premium			-	6,678
	Stipend			8,134	4,962
	Salary & Wages-Regular	3.00	4.00	333,466	408,588
	Salary & Wages-As Needed			20,000	20,000
	Subtotal Electric Public Benefit Fund	3.00	4.00	353,466	428,588
	Total Electric Fund	156.00	166.00	\$ 19,524,009	\$ 22,167,012

Department: Electric Utility

Division: Administrative Services

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Administrative Services	\$ 298,448,544	\$ 291,975,318	\$ 304,215,217	\$ 12,239,899
Total Expenditures	<u>\$ 298,448,544</u>	<u>\$ 291,975,318</u>	<u>\$ 304,215,217</u>	<u>\$ 12,239,899</u>
Full Time Positions	3.00	4.00	8.00	4.00
Total Direct Revenue and Financing Resources	334,435,905.13	\$ 334,108,846	\$ 369,280,548	\$ 35,171,702

Division Mission

Plan, develop, coordinate and support the administrative activities of the department.

Division Highlights

- Develop plans utilizing the issues in the Strategic Plan to achieve strategic goals and objectives.
 - Assign priorities and apply resources.
 - Establish performance measures.

- Secure required organizational resources.
 - Identify all resource requirements and incorporate into proposed annual budget.
 - Develop and promote the meeting of human resources needs and staff retention.
 - Develop appropriate contracts and allocation of resources.

- Develop staff training and growth opportunities.
 - Determine, implement, review and provide resources for staff training and skill development.
 - Provide all staff with time and resources for involvement and growth to achieve department goals.
 - Develop staff understanding of departmental goals and objectives and empower individuals with the responsibility and authority to accomplish these goals.

- Enhance the use of technology to meet increasing information demands of Silicon Valley Power.

- Maintain regulatory and legislative compliance and system security.

Division: Administrative Services

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Administrative Services				
Director of Electric Utility	1.00	1.00	1.00	-
Asst. City Manager/Chief Operating Officer	-	-	1.00	1.00
Senior Electric Division Manager	-	1.00	1.00	-
Electric Division Manager	-	-	1.00	1.00
Compliance Manager	-	-	1.00	1.00
Senior Electric Utility Engineer - Fiber	-	-	1.00	1.00
Staff Aide II	-	-	1.00	1.00
Office Specialist IV	1.00	1.00	1.00	-
Office Specialist II	1.00	1.00	-	(1.00)
Subtotal	<u>3.00</u>	<u>4.00</u>	<u>8.00</u>	<u>4.00</u>
Total Division Positions	<u>3.00</u>	<u>4.00</u>	<u>8.00</u>	<u>4.00</u>

Division: Administrative Services

Program: Administrative Services

Number: 091/191/491 132

Program Mission: Provide clerical support, budget development, monitoring of department work plans and special projects, minimize processing time while maximizing the quality of support services.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 501,858	\$ 548,629	\$ 1,297,358	\$ 748,729
Benefits	199,381.10	243,369.0	583,099	339,730
Other Operating Expenditures	3,488,289	2,398,500	434,000	(1,964,500)
Resource & Production	177,965,670	246,586,004	256,840,049	10,254,045
Interfund Services	9,278,822	9,707,971	10,274,792	566,821
Contribution In-lieu of Taxes	16,591,452	17,468,451	19,218,263	1,749,812
Debt Service	90,423,071	15,022,394	15,567,657	545,263
Total Expenditures	\$ 298,448,544	\$ 291,975,318	\$ 304,215,217	\$ 12,239,899
Full Time Positions	3.00	4.00	8.00	4.00

Service Level Changes

Support for all Utility administrative and general services if provided by the Administrative Services Division.

Performance and Workload Meas	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Administrative and general expenses per retail customer (excludes wholesale trading expenses).	\$ 566.00	\$ 582.00	\$ 500.00	\$ 500.00

Department: Electric Utility

Division: Planning and Strategic Services: Customer Service and Marketing

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Customer Service & Marketing	\$ 10,399,644	\$ 14,193,911	\$ 14,753,894	\$ 559,983
Total Expenditures	<u>\$ 10,399,644</u>	<u>\$ 14,193,911</u>	<u>\$ 14,753,894</u>	<u>\$ 559,983</u>
Full Time Positions	16.00	17.00	16.00	(1.00)
Total Direct Revenue	\$ 11,903,555	\$ 9,310,184	\$ 11,034,717	\$ 1,724,533

Customer Service and Marketing Division Mission

Planning and Strategic Services oversees Customer Service and Marketing and Resource Management. The mission of the Customer Service and Marketing Division is to retain and attract electric utility customers to the Santa Clara electric system by enhancing the value of our utility to the City and all stakeholders and by pursuing cost effective debt management options, supporting environmental improvement programs, leveraging fiber optic assets and implementing a sound marketing and communication strategy to accomplish the utility's goals.

Division Highlights

- Sharp customer focus:
 - Actively seek understanding of electric customers' valuation of energy service needs and empower staff to directly meet customers' needs through the development of additional service offerings.
- Foster environmental stewardship as a business and community priority.
- Enhance the use of technology to meet increasing information demands of Silicon Valley Power.
 - Develop and manage a fiber optic system to support the goals for operation of the Utility and to provide additional telecommunication services to benefit the businesses and citizens of Santa Clara.
 - Use advanced metering technology to provide customers with greater access to usage information and to provide better outage isolation and management of distribution assets.
 - Invest in customer-facing information technologies as necessary to respond to rapidly changing demands brought by social media, mobile platforms and other evolving IT options
- Review and amend the marketing plan as necessary to meet the needs of a dynamic market place.
- Deliver high quality energy efficiency and renewable energy programs. Achieve goals for implementation levels and customer satisfaction. Report on progress to appropriate state agencies.
- Retain and attract electric utility customers through enhanced customer service, marketing, market analysis and pricing strategies.
- Support the communication, information, and program development needs of other divisions and departments of the City to increase customer service, satisfaction, and retention.
- Provide communication services to support and maintain SVP Fiber Enterprise in a reliable, secure, and consistent manner in order to:
 1. Develop and improve the SVP Fiber Leasing business model
 2. Manage efficient use of SVP infrastructure and assets to enhance customer value and services
 3. Retain and attract commercial customers to Santa Clara
 4. Sustain Electric Substation communications and reliability
 5. Support city government networking and communicating needs

Division: Customer Service & Marketing

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Customer Service & Marketing				
<i>Electric Operating (091) Fund</i>				
Assistant Director of Electric Utility - Planning & Strategic Services	1.00	1.00	1.00	-
Electric Division Manager	1.00	1.00	1.00	-
Senior Electric Division Manager - Customer Services	1.00	1.00	1.00	-
Electric Program Manager	1.00	1.00	1.00	-
Senior Electric Division Manager - Mkt. Analysis and Pricin	1.00	1.00	1.00	-
Senior Key Customer Representative	1.00	1.00	1.00	-
Senior Business Analyst	1.00	1.00	1.00	-
Business Analyst-Fiber	1.00	1.00	1.00	-
Key Customer Representative	2.00	2.00	1.00	(1.00)
Electric Utility Programmer/Analyst	-	1.00	-	(1.00)
Staff Aide II	1.00	1.00	1.00	-
Office Specialist III	1.00	1.00	1.00	-
Office Specialist II	1.00	1.00	1.00	-
Subtotal Electric Operating (091) Fund	13.00	14.00	12.00	(2.00)
<i>Electric Public Benefit (191) Fund</i>				
Electric Program Manager	1.00	1.00	1.00	-
Business Analyst-Public Benefits	1.00	1.00	1.00	-
Energy Conservation Coordinator	1.00	1.00	1.00	-
Energy Conservation Specialist	-	-	1.00	1.00
Subtotal Electric Public Benefit (191) Fund	3.00	3.00	4.00	1.00
Total Division Positions	16.00	17.00	16.00	(1.00)

Division: Planning and Strategic Services

Program: Customer Service & Marketing

Number: 091/191 131

Program Mission: Provide highly reliable power to our customer owners at low stable rates by focusing on superior customer service, by actively pursuing cost and revenue efficiencies and by developing and marketing mutually beneficial programs. Achieve superior customer service and value by listening and responding to customers in a manner that fosters trust and loyalty.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 2,059,454	\$ 2,027,122	\$ 1,989,849	\$ (37,273)
Benefits	850,206	943,426	949,332	5,906
Other Operating Expenditures	7,328,824	11,072,983	11,651,156	578,173
Interfund Services	161,160	147,880	158,557	10,677
Capital Outlay	-	2,500	5,000	2,500
Total Expenditures	\$ 10,399,644	\$ 14,193,911	\$ 14,753,894	\$ 559,983
Full Time Positions	16.00	17.00	16.00	(1.00)

Performance and Workload Measure	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Percent of sales under contract.	47.8%	48.4%	35.0%	35.0%
2. Percent of customers enrolled in Santa Clara Green Program.	7.6%	7.8%	10.0%	10.0%
3. Annual net GWh's saved through energy efficiency programs.*	12.27 GWh	10.49 GWh	24.3 GWh	23.0 GWh
4. Cumulative total GWh enrolled in Santa Clara Green Program.	133 GWh	160 GWh	120 GWh	125 GWh
5. Annual SVP Fiber Leasing Services gross revenue	\$2.25 Million	\$2.46 Million	\$2.1 Million	\$2.3 Million

*Annual Net GWh saved through energy efficiency programs.

Department: Electric Utility

Division: Planning and Strategic Services: Resource Management

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Resource Management	\$ 52,477,082	\$12,092,190	\$ 13,277,407	\$ 1,185,217
Total Expenditures	<u>\$ 52,477,082</u>	<u>\$12,092,190</u>	<u>\$ 13,277,407</u>	<u>\$ 1,185,217</u>
Full Time Positions	30.00	28.00	34.00	6.00
Total Direct Revenue	\$ -	\$ -	\$ -	\$ -

Resource Management Division Mission

Manage the adequacy and cost of the Electric Utility's fuel and electric resources in a competitive market.

Division Highlights

- Assure adequate generation resources for reliable, economically-competitive service to all SVP customers.
- Explore new generation and transmission resources to service growing sales and to reduce SVP's risks and average costs.
- Explore and procure renewable or low-carbon generating resources.
- Procure cost-competitive fuel resources for all SVP-owned power production.
- Optimize value of assets through power trading and scheduling.
- Interface with the California Independent System Operator and the regional reliability councils.
- Provide tracking, analysis and recommendations related to State and federal legislation and regulatory proceedings.
- Work with Joint Power Agencies to enhance value of joint projects and services.
- Manage outstanding debt and annual debt service. Optimize the use of low cost variable rate debt.
- Work through Joint Powers Agency to reduce debt. Optimize the use of cash, including the Cost Reduction Fund to manage debt.
- Provide analysis and advice regarding the appropriate level and use of Cost Reduction Fund amounts.
- Manage and maintain utility's technology systems and connected communication systems with the Bulk Electric Grid.

Program: Resource Management

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Resource Management				
Senior Electric Division Manager	1.00	1.00	1.00	-
Electric Division Manager	3.00	3.00	3.00	-
Power Trader	3.00	2.00	3.00	1.00
Power Contract Specialist	1.00	1.00	1.00	-
Risk Control Analyst	1.00	1.00	1.00	-
Senior Power Analyst	1.00	1.00	1.00	-
Sr. Power System Scheduler/Trader	1.00	1.00	1.00	-
Power System Scheduler/Trader	6.00	6.00	6.00	-
Senior Electric Utility Engineer	1.00	1.00	1.00	-
Account Clerk III	1.00	1.00	1.00	-
Account Clerk II	1.00	2.00	2.00	-
Account Clerk I	1.00	1.00	-	(1.00)
Power Account Clerk III	1.00	1.00	1.00	-
Power Account Clerk I	1.00	1.00	1.00	-
Electric Utility Programmer/Analyst	1.00	-	2.00	2.00
Principal Utility Information Systems Manager	1.00	1.00	1.00	-
Project Manager	1.00	1.00	1.00	-
Senior Energy Systems Analyst	1.00	1.00	2.00	1.00
Resource Analyst II	1.00	1.00	2.00	1.00
Senior Resource Analyst	1.00	-	1.00	1.00
Electric Utility Network Administrator	1.00	1.00	1.00	-
Key Customer Representative	-	-	1.00	1.00
Subtotal	30.00	28.00	34.00	6.00
Total Division Positions	30.00	28.00	34.00	6.00

Division: Planning and Strategic Services

Program: Resource Management

Number: 091/135

Program Mission: Manage the Electric Utility's resources in a competitive market, and evaluate long-term viability of its resources in the market.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 3,258,170	\$ 3,590,945	\$ 4,417,076	\$ 826,131
Benefits	1,548,484	1,663,079	2,078,057	414,978
Other Operating Expenditures	6,240,006	6,569,993	6,491,815	(78,178)
Resource & Production	41,158,892	-	-	-
Interfund Services	271,530	262,673	284,959	22,286
Capital Outlay	-	5,500	5,500	-
Total Expenditures	<u>\$ 52,477,082</u>	<u>\$ 12,092,190</u>	<u>\$ 13,277,407</u>	<u>\$ 1,185,217</u>
Full Time Positions	30.00	28.00	34.00	6.00

Performance and Workload Measu	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Cost stabilization contribution from wholesale transactions.	\$ -	\$ -	\$ 6,400,000	\$ 6,700,000

Department: Electric Utility

Division: Operations

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Energy Distribution and Generation	\$ 25,888,924	\$ 27,422,381	\$ 29,672,082	\$ 2,249,701
Total Expenditures	<u>\$ 25,888,924</u>	<u>\$ 27,422,381</u>	<u>\$ 29,672,082</u>	<u>\$ 2,249,701</u>
Full Time Positions	93.00	107.00	108.00	1.00
Total Direct Revenue	549,499	\$ -	\$ -	\$ -

Division Mission

Provide safe and reliable energy to the City of Santa Clara and its customers

Division Highlights

- Maintain continuous effort to improve reliability
 - o Track duration and number of electric outages
 - o Target areas for improvement
 - o Implement plan to improve reliability
 - o Perform scheduled maintenance and inspections

- Strengthen the electric distribution infrastructure
 - o Identify aging equipment
 - o Research, design and develop plans to replace equipment
 - o Replace equipment and optimize the capacity to provide energy

- Continue to build and improve the knowledge base of the Electric distribution workforce
 - o Review and develop operating and safety procedures
 - o Ensure compliance with outside regulatory agencies
 - o Train employees to enhance job skills and leadership ability

Division: Operations

Summary of Regular Positions by Program

	<u>2013-14</u> <u>Budget</u>	<u>2014-15</u> <u>Budget</u>	<u>2015-16</u> <u>Budget</u>	<u>Budget</u> <u>Change</u>
Energy Distribution and Generation				
Assistant Director of Electric Utility				
- Energy Distribution	1.00	1.00	1.00	-
Cable Splicer Leader	1.00	1.00	1.00	-
Compliance Manager	1.00	1.00	-	(1.00)
Electric Division Manager	5.00	5.00	4.00	(1.00)
Electric Maintenance Worker	2.00	2.00	2.00	-
Electric Meter Technician	2.00	3.00	3.00	-
Electric Program Manager	-	-	1.00	1.00
Electric Utility Engineer	2.00	2.00	3.00	1.00
Electric Utility Equipment Operator	1.00	1.00	2.00	1.00
Electric Utility Generation Technician	9.00	9.00	9.00	-
Electric Utility Helper/Driver	-	4.00	4.00	-
Electric & Water System Operator	5.00	5.00	5.00	-
Engineering Aide Electrical	3.00	3.00	3.00	-
Engineering Aide Fiber	-	1.00	1.00	-
Equipment Operator	-	1.00	1.00	-
Fiber Splicing Tech	-	1.00	1.00	-
Electric Crew Foreperson	4.00	4.00	3.00	(1.00)
Underground Crew Leader	-	-	1.00	1.00
Journey Lineworker	12.00	12	12.00	-
Office Specialist III	1.00	1.00	1.00	-
Office Specialist II	1.00	1.00	2.00	1.00
Principal Electrical Estimator	2.00	1.00	1.00	-
Principal Engineering Aide	-	-	1.00	1.00
Senior Electric Division Manager	2.00	1.00	-	(1.00)
Senior Electric Utility Engineer	8.00	7.00	6.00	(1.00)
Senior Electric Utility Engineer - Distribution Planning	1.00	3.00	3.00	-
Senior Electric Utility Engineer - Transmission Operations Pla	-	-	1.00	1.00
Senior Electric Utility Generation Technician	5.00	5.00	5.00	-
Senior Electrical Estimator	1.00	4.00	4.00	-
Senior Electric & Water System Operator	1.00	1.00	1.00	-
Senior Energy System Analyst	1.00	1.00	1.00	-
Senior Engineering Aide	2.00	2.00	2.00	-
Senior Electric Meter Technician	1.00	1.00	1.00	-
Senior Electrician Technician	2.00	2.00	2.00	-
Service Coordinator - Inspector	1.00	1.00	1.00	-
Service Coordinator - Inspector (Fiber)	-	2.00	2.00	-
Staff Aide II	1.00	1.00	-	(1.00)
Account Clerk I	1.00	1.00	1.00	-
Troubleshooter	2.00	2.00	2.00	-
Electrician	6.00	6.00	7.00	1.00
Materials Handler	-	-	-	-
Utility Electrician Technician	4.00	4	4.00	-
Senior Instrument and Control Technician	1.00	1.00	1.00	-
Senior Materials Handler	1.00	1.00	1.00	-
Senior Resource Analyst	-	1.00	-	(1.00)
Utility Locator	-	1.00	1.00	-
Subtotal	<u>93.00</u>	<u>107.00</u>	<u>108.00</u>	<u>1.00</u>
Total Division Positions	<u>93.00</u>	<u>107.00</u>	<u>108.00</u>	<u>1.00</u>

Division: Operations

Program: Energy Distribution and Generation

Number: 091/136/37

Program Mission: Operate the energy distribution system in a safe, reliable, efficient and environmentally responsible manner for the benefit of the City of Santa Clara and its customers.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 11,187,916	\$ 13,327,433	\$ 14,462,729	\$ 1,135,296
Benefits	4,631,182	5,915,549	6,305,718	390,169
Other Operating Expenditures	6,215,994	6,860,000	7,363,325	503,325
Resource & Production	2,713,379	-	-	-
Interfund Services	951,740	833,395	975,895	142,500
Capital Outlay	188,713	486,004	564,416	78,412
Total Expenditures	\$ 25,888,924	\$ 27,422,381	\$ 29,672,082	\$ 2,249,701
Full Time Positions	93.00	107.00	108.00	1.00

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Average System Availability Index (ASAI). Percent of time power is available to each customer.	99.99%	99.98%	99.99%	99.99%
2. System Average Interruption Duration Index (SAIDI). Average outage duration for each customer served.	52.63 minutes	81.94 minutes	60 minutes	60 minutes
3. OSHA reportable injuries: All Electric Dept. employees.	5	6	0	0



City of Santa Clara

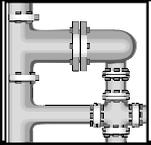
The Center of What's Possible

Water and Sewer Utilities

Water Utility

Water Recycling

Sewer Utility



Water & Sewer Utilities Department

Department Summary	2013-14 Actuals	2014-15 Adopted	2015-16 Budget
Water Engineering	\$ 2,138,056	\$ 2,808,907	\$ 2,844,847
Water Construction, Maintenance & Operations	25,047,500	29,360,373	34,257,566
Sewer	16,480,446	19,881,269	26,213,422
Solar Construction & Maintenance	222,021	243,173	229,352
Recycled Water Construction & Maintenance	1,939,912	2,613,501	4,010,854
Total Department Expenditures	\$ 45,827,936	\$ 54,907,223	\$ 67,556,040
Total Full Time Positions	61.00	65.00	70.00
Total Department Revenue	\$ 66,270,880	\$ 70,562,975	\$ 87,428,875

Department Mission

Provide customers with a dependable supply of safe, healthful and potable water; collect, treat and dispose of their wastewater in an efficient, cost effective and environmentally sound manner.

Department Overview

The Department of Water and Sewer Utilities is a utility enterprise which provides planning, design, construction, maintenance and operation of the City's water distribution system. In 2014, the utilities produced and distributed 7.6 billion gallons of water to approximately 25,500 service connections. This is a 7% decrease from 2013 water production. Of the total water supply, 60% is obtained from the City's own wells; 25% is treated water purchased from two wholesale potable water agencies; and 15% is from recycled water delivered through the South Bay Water Recycling system, which is a jointly-owned regional recycled water system. The Department constructs, operates and maintains the recycled water system within the Santa Clara City limits. This recycled water system distributes highly treated wastewater for non-potable use.

The Department also operates and maintains a sanitary sewage collection system which collects and conveys wastewater to the jointly-owned San Jose-Santa Clara Regional Wastewater Facility for treatment and disposal.

In addition, the Department operates one of the country's few municipal solar energy utilities, providing solar energy systems to customers for swimming pool and domestic hot water heating on a fee for service basis.

The Department of Water and Sewer Utilities provides for the design, construction, distribution, metering, quality monitoring and system maintenance for both potable and recycled water. Solar heating systems are designed, installed and maintained for city and private facilities. The Sewer Utility operates and maintains sewer collection system and sewer pump stations. The Sewer Utility assists the Street Department in the operation and maintenance of the Storm pump stations.

The focus for the Department during 2015-16 will be to continue to improve water quality and water supply reliability and to expand the use of recycled water for non potable uses.

Water & Sewer Utilities Department (continued)

Resource Level Changes

The Department added five positions in order to keep pace with demand for service and maintenance of aging infrastructure. The positions added were one Facilities Technician and four Water & Sewer Operators.

Divisions and Programs

Water Operating (092) Fund:

Water Engineering

- ◆ Administration/Design Engineering
- ◆ Water Quality
- ◆ Water Resources

Solar Construction & Maintenance

- ◆ Solar System Construction
- ◆ Solar System Maintenance

Water Construction, Maintenance & Operations

- ◆ Water System Maintenance
- ◆ Water System Construction
- ◆ Water System Operations

Sewer Operating (094) Fund:

Sewer

- ◆ Sewer System Administration
- ◆ Sewer System Maintenance
- ◆ Sewer Operations
- ◆ S.J./Santa Clara Water Pollution Control Plant
- ◆ Storm Pump Maintenance

Recycled Water Operating (097) Fund:

Recycled Water Construction & Maintenance

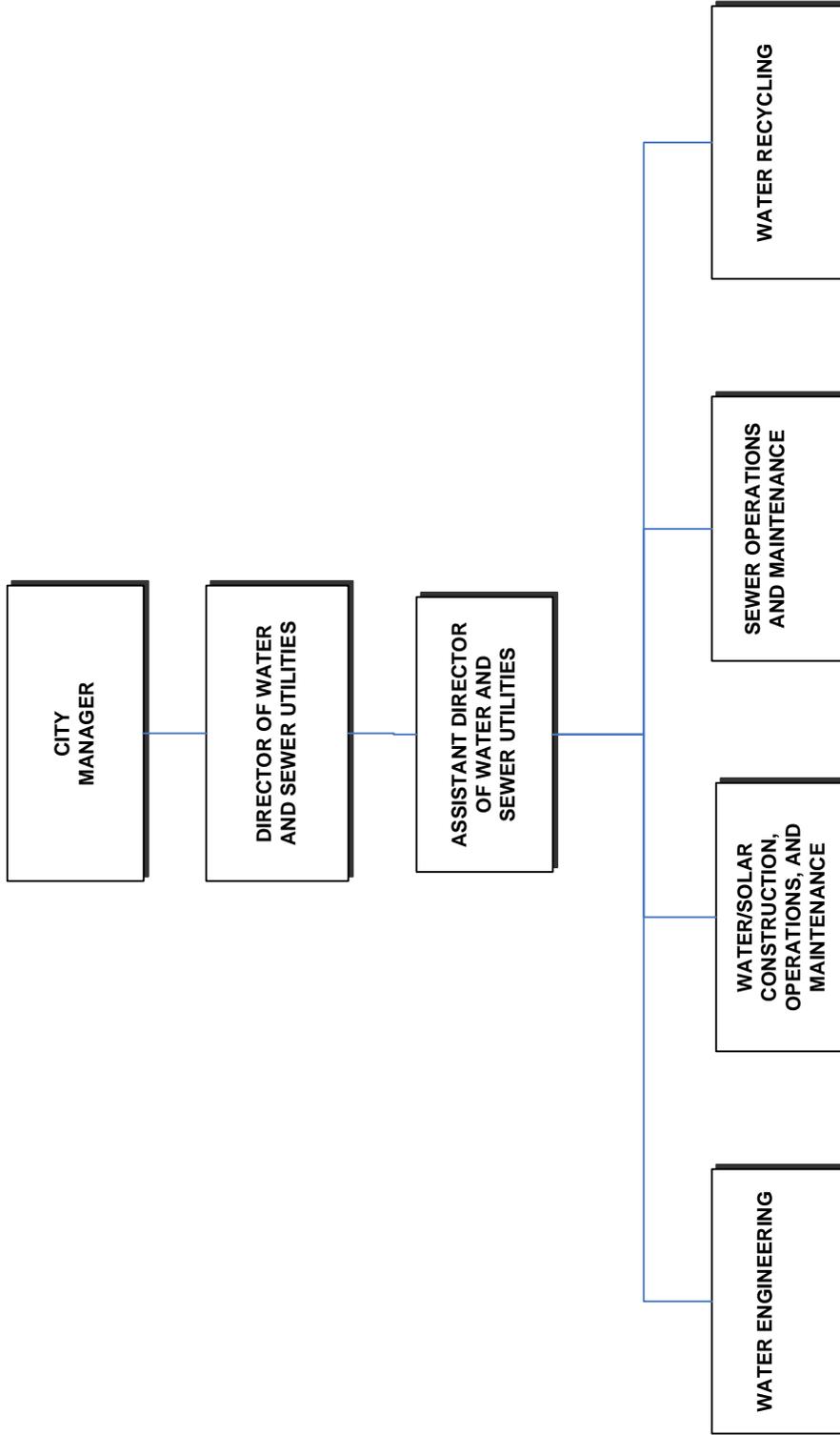
- ◆ Recycled Water System Maintenance, City
- ◆ South Bay Water Recycling System Maintenance

2014-15 Department Accomplishments

- Northside Water Storage Tanks rehabilitated including new motor control centers, generator, and piping changes to improve capacity and efficiency
- Design of a new 2.0 MG potable water storage tank was completed
- Water mains were replaced in the Agate Drive and Painted Rock Drive neighborhoods
- AMI compatible water meters were installed for approximately 2,000 industrial, commercial, and residential customers
- Central Park Pond was modified to allow the use of recycled water, saving over 1.4 million gallons of potable water a year
- Four control valves were installed on recycled water mains to allow for more efficient operations
- Flowmeters at two sewer pump stations were upgraded to allow for remote reading

CITY OF SANTA CLARA

WATER AND SEWER UTILITIES



Water & Sewer Utilities Department (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions		Salary	
		2014-15 Adopted	2015-16 Budget	2014-15 Adopted	2015-16 Budget
<u>Water Utility - Fund 092</u>					
Uncl	* Director of Water and Sewer Utilities	0.60	0.60	\$ 115,610	\$ 117,727
Uncl	Assistant Director of Water & Sewer Utilities	0.65	0.65	96,642	98,413
Uncl	Principal Engineer-Water	0.50	0.50	75,102	73,362
Uncl	Water & Sewer Superintendent	0.75	0.75	102,933	104,823
Uncl	Assistant Water & Sewer Superintendent	0.60	0.60	73,922	75,276
Uncl	Compliance Manager	0.60	0.60	63,230	64,390
Uncl	Utility Business Systems Manager	0.50	0.50	73,274	62,526
Uncl	Management Analyst	0.50	0.50	47,502	46,800
A34	Water Resource Planner	1.00	1.00	86,465	83,568
G27	Pump Maintenance Technician - Solar	1.00	1.00	82,222	91,902
G27	Pump Maintenance Technician - Water	1.00	1.00	72,662	84,782
G27	Equipment Operator	4.00	4.00	334,248	358,801
G27	Facilities Technician	1.00	1.00	84,564	94,133
G27	Water Service Technician I/II	5.75	5.75	451,049	506,002
G23	Water & Sewer Maintenance Worker I/II	11.70	11.70	788,503	812,583
E41	Senior Water Utility Engineer	0.90	0.90	91,530	94,079
E34	Water Utility Engineer	1.80	1.80	187,639	192,845
A38	Assistant Water Superintendent	1.80	1.80	189,792	193,086
A35	Utility Crew Supervisor	2.00	2.00	189,352	207,002
A35	Utility Crew Supervisor/Water	3.00	3.00	315,608	320,724
A35	Maintenance Systems Specialist	0.50	0.50	49,456	42,846
A35	Water and Sewer System Operator	-	2.00	-	171,384
A35	Facilities Inspection Supervisor	-	1.00	-	85,692
A28	Senior Engineering Aide	2.00	2.00	165,948	166,404
A28	Time & Material Clerk	-	-	-	-
A24	Office Specialist IV	0.60	0.60	47,705	48,946
A23	Code Enforcement Technician	0.15	0.15	10,254	10,815
A18	Office Specialist II	1.00	1.00	70,416	70,608
	Premium			36,610	60,317
	Stipend			96,641	29,141
	Salary & Wages-Regular	43.90	46.90	3,998,879	4,368,975
	Salary & Wages-As Needed			98,350	88,350
	Salary & Wages-Overtime/Vacation Relief			73,660	80,000
	Separation Payouts			100,000	100,000
	Total	43.90	46.90	4,270,889	4,637,325

* 40% allocated to Sewer Utility

Water & Sewer Utilities Department (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions		Salary	
		2014-15 Adopted	2015-16 Budget	2014-15 Adopted	2015-16 Budget
<u>Sewer Utility - Fund 094</u>					
Uncl *	Director of Water & Sewer Utilities	0.40	0.40	77,073	78,485
Uncl	Assistant Director Water & Sewer Utilities	0.35	0.35	52,038	52,991
Uncl	Principal Engineer-Water & Sewer	0.40	0.40	60,082	58,690
Uncl	Compliance Manager	0.40	0.40	42,154	42,926
Uncl	Water & Sewer Superintendent	0.25	0.25	34,311	34,941
Uncl	Assistant Water & Sewer Superintendent	0.40	0.40	49,282	50,184
Uncl	Utility Business Systems Manager	0.40	0.40	58,619	50,021
Uncl	Management Analyst	0.50	0.50	47,502	46,800
G27	Pump Maintenance Technician - Sewer	1.00	1.00	66,480	89,658
G27	Equipment Operator	1.00	1.00	66,480	82,173
G27	Facilities Technician	0.80	0.80	53,184	49,929
G27	Sewer Inspection Technician	2.00	2.00	132,960	164,395
G23	Water & Sewer Maintenance Worker I/II	5.00	5.00	347,099	363,877
A38	Assistant Sanitary Sewer Superintendent	1.00	1.00	100,074	105,630
A35	Utility Crew Supervisor	2.00	2.00	194,604	209,107
A35	Maintenance Systems Specialist	0.50	0.50	49,456	42,846
A35	Water and Sewer System Operator	-	2.00	-	171,384
A24	Office Specialist IV	0.40	0.40	31,804	32,630
A23	Code Enforcement Technician	0.10	0.10	6,836	7,210
A19	Office Records Specialist	1.00	1.00	73,980	74,184
	Premium			13,230	13,225
	Stipend			38,603	24,119
	Salary & Wages-Regular	17.90	19.90	1,595,851	1,845,406
	Salary & Wages-As Needed			17,000	17,000
	Salary & Wages-Overtime/Vacation Relief			61,500	61,500
	Separation Payouts			75,000	150,000
	Total	17.90	19.90	1,749,351	2,073,906

* 60% allocated to Water Utility

Water & Sewer Utilities Department (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions		Salary	
		2014-15 Adopted	2015-16 Budget	2014-15 Adopted	2015-16 Budget
<u>Recycled Water - Fund 097</u>					
Uncl	Principal Engineer-Water & Sewer	0.10	0.10	15,020	14,672
Uncl	Utility Business Systems Manager	0.10	0.10	14,655	12,505
Uncl	Management Analyst	1.00	1.00	92,250	97,500
G27	Facilities Technician	0.20	0.20	13,296	12,482
G27	Water Service Technician I/II	0.25	0.25	19,185	22,414
G23	Water & Sewer Maintenance Worker I/II	0.30	0.30	17,865	20,061
E41	Senior Water Utility Engineer	0.10	0.10	10,170	10,453
E34	Water Utility Engineer	0.20	0.20	20,849	21,427
A38	Asst. Water Superintendent	0.20	0.20	22,923	22,402
A23	Code Enforcement Technician	0.75	0.75	51,271	54,074
	Premium			-	6,234
	Stipend			6,937	2,913
	Salary & Wages-Regular	3.20	3.20	284,421	297,138
	Salary & Wages-As Needed			-	-
	Salary & Wages-Overtime/Vacation Relief			1,995	1,995
	Total	3.20	3.20	286,416	299,133
	Department Total	65.00	70.00	\$ 6,306,656	\$ 7,010,364

Department: Water & Sewer Utilities

Division: Water Engineering

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Administration/Design Engineering	\$ 1,774,854	\$ 2,326,899	\$ 2,376,280	\$ 49,381
Water Quality	258,276	273,722	262,266	(11,456)
Water Resources	104,925	208,286	206,301	(1,985)
Total Expenditures	<u>\$ 2,138,056</u>	<u>\$ 2,808,907</u>	<u>\$ 2,844,847</u>	<u>\$ 35,940</u>
Full Time Positions	11.10	11.00	11.00	-
Total Direct Revenue	\$ 31,058,691	\$ 34,157,000	\$ 37,924,000	\$ 3,767,000

Division Mission

Provide a dependable supply of safe, healthful and potable water, sufficient for present and future; and to manage the Water Utility in the most efficient manner.

Division Highlights

- Continue to improve seismic safety of water utility system.
- Enhance the use of technology to optimize the computerized maintenance management system.
- Construct improvements to Santa Clara Valley Water District Turnout.
- Replace the water system Supervisory Control And Data Acquisition System for improved efficiency.
- Undertake engineering studies of the condition and reliability of water system assets.
- Construct a new 2 million gallon potable water storage tank and booster pump station to improve reliability.

Division: Water Engineering

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Administration/Design Engineering (1411)				
Director of Water & Sewer Utilities	0.55	0.55	0.55	-
Assistant Director of Water & Sewer Utilities	0.60	0.60	0.60	-
Assistant Water & Sewer Superintendent	0.60	0.60	0.60	-
Principal Engineer - Water & Sewer	0.90	0.50	0.50	-
Utility Business Systems Manager	-	0.50	0.50	-
Management Analyst	-	0.50	0.50	-
Water Resource Planner	0.80	-	-	-
Senior Water Utility Engineer	0.90	0.90	0.90	-
Water Utility Engineer	1.80	1.80	1.80	-
Time & Material Clerk	-	-	-	-
Senior Engineering Aide	2.00	2.00	2.00	-
Office Specialist IV	0.60	0.60	0.60	-
Office Specialist II	1.00	1.00	1.00	-
Maintenance Systems Specialist	0.25	0.25	0.25	-
Water and Sewer System Operator	-	-	-	-
Subtotal	10.00	9.80	9.80	-
Water Quality (1412)				
Assistant Director of Water & Sewer Utilities	0.05	0.05	0.05	-
Water & Sewer Superintendent	-	0.25	-	(0.25)
Compliance Manager	0.30	0.30	0.30	-
Water Resource Planner	-	-	0.25	0.25
Water Treatment Technician	-	-	-	-
Subtotal	0.35	0.60	0.60	-
Water Resources (1413)				
Director of Water & Sewer Utilities	0.05	0.05	0.05	-
Water & Sewer Superintendent	0.25	0.25	0.25	-
Compliance Manager	0.30	0.30	0.30	-
Code Enforcement Technician	0.15	-	-	-
Subtotal	0.75	0.60	0.60	-
Total Division Positions	11.10	11.00	11.00	-

Division: Water Engineering**Program: Administration/Design Engineering**

Number: 092/1411

Program Mission: Provide professional administrative and engineering support for the Water Utility and manage water projects in an efficient, cost-effective and environmentally-sound manner.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 875,673	\$ 1,300,304	\$ 1,297,922	\$ (2,382)
Benefits	421,108	544,756	552,511	7,755
Other Operating Expenditures	197,502	218,656	241,431	22,775
Interfund Services	280,571	263,183	284,416	21,233
Total Expenditures	<u>\$ 1,774,854</u>	<u>\$ 2,326,899</u>	<u>\$ 2,376,280</u>	<u>\$ 49,381</u>
Full Time Positions	10.00	9.80	9.80	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of plans reviewed.	439	487	220	220
2. Complete review of plans by the required due dates.	83%	88%	90%	90%

Division: Water Engineering**Program: Water Quality**

Number: 092/1412

Program Mission: Ensure the City's potable water supply continues to meet federal and State drinking water quality standards.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 105,893	\$ 62,181	\$ 63,403	\$ 1,222
Benefits	26,924	31,644	32,625	981
Other Operating Expenditures	95,234	153,060	137,500	(15,560)
Interfund Services	30,226	26,837	28,737	1,900
Total Expenditures	<u>\$ 258,276</u>	<u>\$ 273,722</u>	<u>\$ 262,266</u>	<u>\$ (11,456)</u>
Full Time Positions	0.35	0.60	0.60	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Create and publish the Annual Consumer Confidence Report in accordance with the California Safe Drinking Water Act requirement.	1	1	1	1
2. Number of water quality samples processed.	3,617	3,741	3,000	3,000

Division: Water Engineering

Program: Water Resources

Number: 092/1413

Program Mission: Promote water conservation and use of alternative water supplies in accordance with best management practices.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 53,426	\$ 150,459	\$ 145,087	\$ (5,372)
Benefits	36,266	39,872	41,004	1,132
Other Operating Expenditures	384	3,760	5,400	1,640
Interfund Services	14,849	14,195	14,810	615
Total Expenditures	<u>\$ 104,925</u>	<u>\$ 208,286</u>	<u>\$ 206,301</u>	<u>\$ (1,985)</u>
Full Time Positions	0.75	0.60	0.60	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Promote water conservation at public events.	6	9	4	4

Department: Water & Sewer Utilities

Division: Water Construction, Maintenance & Operations

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Water System Maintenance	\$ 1,343,177	\$ 1,701,698	\$ 1,711,903	\$ 10,205
Water System Construction	1,474,195	2,359,732	2,604,670	244,938
Water System Operations	22,230,128	25,298,943	29,940,992	4,642,049
Total Expenditures	<u>\$ 25,047,500</u>	<u>\$ 29,360,373</u>	<u>\$ 34,257,566</u>	<u>\$ 4,897,192</u>
Full Time Positions	30.50	31.40	34.40	3.00
Total Direct Revenue	\$ 95,682	\$ 500,000	\$ 500,000	\$ -

Division Mission

Operate the Water Utility in the most efficient manner and to assure that the customers' needs are met.

Division Highlights

- Increase reliability of the water system through replacement of obsolete mains and appurtenances.
- Two water wells will be rehabilitated to continue to provide reliable water service.
- Test and repair or replace 1,000 meters to ensure accurate customer billing.

Division: Water Construction, Maintenance & Operations

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Water System Maintenance (1422)				
Water & Sewer Superintendent	0.25	0.25	0.25	-
Water Service Technician I/II	5.75	5.75	5.75	-
Utility Crew Supervisor	1.00	1.00	1.00	-
Maintenance Systems Specialist	0.25	0.25	0.25	-
Subtotal	7.25	7.25	7.25	-
Water System Construction (1423)				
Water & Sewer Superintendent	0.25	0.25	0.25	-
Equipment Operator	2.00	2.00	2.00	-
Facilities Technician	1.00	1.00	1.00	-
Water & Sewer Maintenance Worker I/II	6.70	6.70	6.70	-
Assistant Water Superintendent	1.00	1.00	1.00	-
Utility Crew Supervisor/Water	2.00	2.00	2.00	-
Code Enforcement Technician	-	0.15	0.15	-
Facilities Inspection Supervisor	-	-	1.00	1.00
Subtotal	12.95	13.10	14.10	1.00
Water System Operations (1424)				
Pump Maintenance Technician - Solar	0.50	0.50	0.50	-
Pump Maintenance Technician - Water	1.00	1.00	1.00	-
Equipment Operator	2.00	2.00	2.00	-
Water Resource Planner	-	0.75	0.75	-
Water & Sewer Maintenance Worker I/II	4.00	4.00	4.00	-
Assistant Water Superintendent	0.80	0.80	0.80	-
Utility Crew Supervisor	1.00	1.00	1.00	-
Utility Crew Supervisor/Water	1.00	1.00	1.00	-
Water and Sewer System Operator	-	-	2.00	2.00
Subtotal	10.30	11.05	13.05	2.00
Total Division Positions	30.50	31.40	34.40	3.00

Division: Water Construction, Maintenance and Operations

Program: Water System Maintenance

Number: 092/1422

Program Mission: Maintain City's water system for the most efficient operation and provide prompt and courteous response to service requests.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 578,142	\$ 635,699	\$ 677,891	\$ 42,192
Benefits	291,654	345,910	357,084	11,174
Other Operating Expenditures	207,209	420,610	442,400	21,790
Interfund Services	266,172	299,479	234,528	(64,951)
Total Expenditures	\$ 1,343,177	\$ 1,701,698	\$ 1,711,903	\$ 10,205
Full Time Positions	7.25	7.25	7.25	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Maintain an industrial standard for unaccounted water of 5% or less.	≤5%	≤5%	<5%	<5%
2. Number of responses to customer service requests.	1,541	1,726	1,600	1,600
3. Respond to customer service requests within 30 minutes of receipt of calls (excluding scheduled appointments and after hours call back requests).	91%	93%	80%	80%
4. Number of backflow prevention devices tested.	2,875	3,062	2,000	2,000
5. Number of meters changed for routine, repair and testing.	1,141	3,004	800	800
6. Number of main break repairs/broken valve replacements performed.	103	73	95	95

Division: Water Construction, Maintenance and Operations**Program: Water System Construction**

Number: 092/1423

Program Mission: Provide a dependable, efficient and safe construction operation to ensure that the customers' needs are met.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 473,604	\$ 1,082,324	\$ 1,209,193	\$ 126,869
Benefits	524,461	599,133	651,942	52,809
Other Operating Expenditures	31,038	42,280	51,350	9,070
Interfund Services	445,092	635,995	692,185	56,190
Total Expenditures	<u>\$ 1,474,195</u>	<u>\$ 2,359,732</u>	<u>\$ 2,604,670</u>	<u>\$ 244,938</u>
Full Time Positions	12.95	13.10	14.10	1.00

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of lineal feet of water mains installed.	5,597	9,154	7,500	7,500
2. Number of new service installations.	100	98	50	50
3. Number of underground utility locates performed.	3,764	4,773	2,000	2,000

Division: Water Construction, Maintenance and Operations**Program: Water System Operations**

Number: 092/1424

Program Mission: Provide for the efficient, reliable and safe operation of the City's water distribution system.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 848,266	\$ 916,464	\$ 1,130,261	\$ 213,797
Benefits	439,426	502,354	605,679	103,325
Other Operating Expenditures	2,473,205	2,000,270	2,040,350	40,080
Resource and Production Costs	16,873,593	20,167,000	24,330,500	4,163,500
Interfund Services	1,595,638	1,712,855	1,834,202	121,347
Total Expenditures	<u>\$ 22,230,128</u>	<u>\$ 25,298,943</u>	<u>\$ 29,940,992</u>	<u>\$ 4,642,049</u>
Full Time Positions	10.30	11.05	13.05	2.00

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Perform routine maintenance on City fire hydrants.	715	745	750	750
2. Number of production meters read and recorded.	768	768	800	800
3. Number of mainline water valves tested and exercised.	1,704	386	800	800

Department: Water & Sewer Utilities

Division: Sewer

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Sewer System Administration	\$ 2,015,172	\$ 2,269,259	\$ 2,385,498	\$ 116,239
Sewer System Maintenance	1,511,198	1,883,876	1,875,161	(8,715)
Sewer Operations	497,637	648,443	1,069,136	420,693
S.J./S.C. Water Pollution Control Plant	12,372,680	13,821,629	19,610,832	5,789,203
Storm Pump Maintenance	83,759	118,062	132,796	14,734
Sewer Debt Service	-	1,140,000	1,140,000	-
Total Expenditures	<u>\$ 16,480,446</u>	<u>\$ 19,881,269</u>	<u>\$ 26,213,422</u>	<u>\$ 6,332,154</u>
Full Time Positions	15.60	17.90	19.90	2.00
Total Direct Revenue	\$ 32,017,247	\$ 32,763,975	\$ 44,546,875	\$ 11,782,900

Division Mission

Collect, treat and dispose of wastewater in an efficient, cost effective and environmentally safe manner. Provide for efficient maintenance of storm water pump stations.

Division Highlights

- Additional property line clean-outs will be installed for access to maintain residential sewer laterals.
- Clean and maintain 350,000 feet of sewer mains this year.
- Maintain seven sanitary and twenty-one storm water pump stations to insure reliable service.
- Assist the industrial waste inspectors from the WPCP in some investigations of City industries.
- Implement Sanitary Sewer Management Plan as submitted to the State and Regional Water Quality Control Board regulations.

Division: Sewer

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Sewer System Administration (1511)				
Director of Water & Sewer Utilities	0.30	0.30	0.30	-
Assistant Director of Water & Sewer Utilities	0.30	0.30	0.30	-
Principal Engineer-Water & Sewer	-	0.40	0.40	-
Code Enforcement Technician	0.10	0.10	0.10	-
Water & Sewer Superintendent	0.25	0.25	0.25	-
Assistant Water & Sewer Superintendent	0.40	0.40	0.40	-
Compliance Manager	0.10	0.10	0.10	-
Senior Project Engineer	1.00	-	-	-
Utility Business Systems Manager	-	0.40	0.40	-
Management Analyst	-	0.50	0.50	-
Assistant Sanitary Sewer Superintendent	0.10	0.10	0.10	-
Maintenance Systems Specialist	0.25	0.25	0.25	-
Office Records Specialist	-	-	-	-
Office Specialist IV	0.40	0.40	0.40	-
Subtotal	3.20	3.50	3.50	-
Sewer System Maintenance (1512)				
Compliance Manager	0.15	0.15	0.15	-
Equipment Operator	1.00	1.00	1.00	-
Facilities Technician	0.80	0.80	0.80	-
Water & Sewer Maintenance Worker I/II	5.50	4.60	4.60	-
Sewer Inspection Technician	-	2.00	2.00	-
Assistant Sanitary Sewer Superintendent	0.40	0.40	0.40	-
Utility Crew Supervisor	1.70	1.70	1.70	-
Office Records Specialist	-	0.90	0.90	-
Subtotal	9.55	11.55	11.55	-
Sewer Operations (1514)				
Assistant Director of Water & Sewer Utilities	0.05	0.05	0.05	-
Compliance Manager	0.15	0.15	0.15	-
Pump Maintenance Technician - Sewer	0.50	0.50	0.50	-
Water & Sewer Maintenance Worker I/II	0.30	0.30	0.20	(0.10)
Assistant Sanitary Sewer Superintendent	0.40	0.40	0.40	-
Utility Crew Supervisor	0.20	0.20	0.20	-
Office Records Specialist	-	-	0.10	0.10
Maintenance Systems Specialist	0.25	0.25	0.25	-
Water and Sewer System Operator	-	-	2.00	2.00
Subtotal	1.85	1.85	3.85	2.00

Division: Sewer

Summary of Regular Positions by Program

	<u>2013-14</u> <u>Budget</u>	<u>2014-15</u> <u>Budget</u>	<u>2015-16</u> <u>Budget</u>	<u>Budget</u> <u>Change</u>
San Jose/Santa Clara Water Pollution Control Plant (1515)				
Director of Water and Sewer Utilities	0.10	0.10	0.10	-
Subtotal	0.10	0.10	0.10	-
Storm Pump Maintenance (1516)				
Pump Maintenance Technician - Sewer	0.50	0.50	0.50	-
Water & Sewer Maintenance Worker I/II	0.20	0.20	0.20	-
Assistant Sanitary Sewer Superintendent	0.10	0.10	0.10	-
Utility Crew Supervisor	0.10	0.10	0.10	-
Subtotal	0.90	0.90	0.90	-
Total Division Positions	15.60	17.90	19.90	2.00

Division: Sewer**Program: Sewer System Administration****Number: 094/1511**

Program Mission: Provide oversight of and administrative support for the safe, efficient and reliable collection treatment and disposal of sanitary sewer flows, and the efficient and reliable operation of sewer pumping stations.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 349,449	\$ 539,751	\$ 617,759	\$ 78,008
Benefits	140,133	212,304	220,089	7,785
Other Operating Expenditures	1,378,983	1,419,620	1,444,187	24,567
Interfund Services	146,606	97,584	103,463	5,879
Total Expenditures	<u>\$ 2,015,172</u>	<u>\$ 2,269,259</u>	<u>\$ 2,385,498</u>	<u>\$ 116,239</u>
Full Time Positions	3.20	3.50	3.50	-
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Prepare annual Sewer Revenue Program (as required for federal program and WPCP cost distribution) by due dates each year.	2	1	2	2
2. Prepare monthly status reports and Treatment Plant Advisory Committee (TPAC) agenda reports.	12	12	12	12

Division: Sewer**Program: Sewer System Maintenance****Number: 094/1512**

Program Mission: Provide for the safe, efficient and reliable collection of sanitary sewer flows through the maintenance of all sewer mains and the public right-of-way portion of all customer laterals.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 895,351	\$ 940,380	\$ 992,293	\$ 51,913
Benefits	347,758	497,531	516,992	19,461
Other Operating Expenditures	74,645	186,640	212,530	25,890
Interfund Services	193,444	259,325	153,347	(105,978)
Total Expenditures	<u>\$ 1,511,198</u>	<u>\$ 1,883,876</u>	<u>\$ 1,875,161</u>	<u>\$ (8,715)</u>
Full Time Positions	9.55	11.55	11.55	-
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of feet of mainlined jetted.	125,692	66,309	350,000	350,000
2. Percentage of sanitary sewer overflows reported to the State CIQWS database within the time frame required by regulations.	100%	100%	100%	100%
3. Number of reportable sewer spills.	7	3	<3	<3

Division: Sewer**Program: Sewer Operations**

Number: 094/1514

Program Mission: Provide for the efficient, reliable and safe operation of all sewer pumps, generators and pump stations.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 202,082	\$ 179,063	\$ 361,416	\$ 182,353
Benefits	67,682	88,249	184,569	96,320
Other Operating Expenditures	31,088	82,750	88,930	6,180
Resource and Productions Costs	75,466	123,750	123,750	-
Interfund Services	121,320	174,631	310,471	135,840
Total Expenditures	<u>\$ 497,637</u>	<u>\$ 648,443</u>	<u>\$ 1,069,136</u>	<u>\$ 420,693</u>
Full Time Positions	1.85	1.85	3.85	2.00
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of pump and metering stations inspections performed.	396	396	396	396
2. Provide all preventative and routine maintenance as specified in operations and maintenance manuals.	100%	100%	100%	100%

Division: Sewer**Program: San Jose/Santa Clara Water Pollution Control Plant**

Number: 094/1515

Program Mission: Provide support for the Joint Powers Authority and the City of San Jose as administering agency for the San Jose/Santa Clara Water Pollution Control Plant which provides the treatment and disposal of the City's sewage.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 20,183	\$ 19,750	\$ 20,848	\$ 1,098
Benefits	7,799	8,185	8,796	611
Resource and Production Costs	11,567,495	12,976,658	18,712,700	5,736,042
Interfund Services	777,203	817,036	868,488	51,452
Total Expenditures	<u>\$ 12,372,680</u>	<u>\$ 13,821,629</u>	<u>\$ 19,610,832</u>	<u>\$ 5,789,203</u>
Full Time Positions	0.10	0.10	0.10	-
Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Support TPAC members to represent the City in matters relating to the WPCP at monthly meetings.	12	12	12	12
2. Provide sufficient funding for all WPCP approved projects.	75%	75%	100%	100%

Division: Sewer**Program: Storm Pump Maintenance****Number: 094/1516**

Program Mission: Provide for the efficient, reliable and safe operation of all storm water pumps, generators and pump stations.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 52,055	\$ 70,407	\$ 81,591	\$ 11,184
Benefits	24,365	38,873	42,185	3,312
Other Operating Expenditures	-	-	-	-
Interfund Services	7,340	8,782	9,020	238
Total Expenditures	\$ 83,759	\$ 118,062	\$ 132,796	\$ 14,734
Full Time Positions	0.90	0.90	0.90	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of storm pump stations inspected.	408	408	408	408
2. Provide all preventative and routine maintenance as specified in operations and maintenance manuals.	100%	100%	100%	100%
3. Coordinate annual load test for generators.	2	0	10	10

Division: Sewer**Program: Debt Service****Number: 494/1519**

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Debt Service	\$ -	\$ 1,140,000	\$ 1,140,000	\$ -
Total Expenditures	\$ -	\$ 1,140,000	\$ 1,140,000	\$ -

Department: Water & Sewer Utilities

Division: Solar Construction & Maintenance

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Solar System Maintenance	\$ 222,021	\$ 243,173	\$ 229,352	\$ (13,821)
Total Expenditures	<u>\$ 222,021</u>	<u>\$ 243,173</u>	<u>229,352</u>	<u>\$ (13,821)</u>
Full Time Positions	1.50	1.50	1.50	-
Total Direct Revenue	\$ (1,080)	\$ 133,000	\$ 133,000	\$ -

Division Mission

Provide installation and maintenance of solar heating systems for commercial, residential and pool water heating.

Division Highlights

- Maintain more than 210 swimming pool systems.
- Maintain 13 domestic solar hot water systems.

Division: Solar Construction & Maintenance

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Solar System Maintenance (1532)				
Pump Maintenance Technician - Solar	0.50	0.50	0.50	-
Water & Sewer Maintenance Worker I/II	1.00	1.00	1.00	-
Subtotal	<u>1.50</u>	<u>1.50</u>	<u>1.50</u>	<u>-</u>
Total Division Positions	<u>1.50</u>	<u>1.50</u>	<u>1.50</u>	<u>-</u>

Division: Solar Construction and Maintenance

Program: Solar System Maintenance

Number: 092/1532

Program Mission: Provide for maintenance of solar heating systems for commercial, residential and pool water heating.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 110,958	\$ 123,458	\$ 113,570	\$ (9,888)
Benefits	67,259	69,966	64,162	(5,804)
Other Operating Expenditures	7,927	16,250	16,250	-
Interfund Services	35,877	33,499	35,370	1,871
Total Expenditures	\$ 222,021	\$ 243,173	\$ 229,352	\$ (13,821)
Full Time Positions	1.50	1.50	1.50	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of systems provided with semi-annual winterization service.	121	93	110	55
2. Number of removal and reinstallation requests.	24	27	12	6

Department: Water & Sewer Utilities

Division: Recycled Water Construction & Maintenance

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Recycled Water System Maintenance, City	\$ 1,739,905	\$ 2,319,748	3,708,647	\$ 1,388,899
South Bay Water Recycling System Maintenance	200,007	293,753	302,207	8,454
Total Expenditures	<u>\$ 1,939,912</u>	<u>\$ 2,613,501</u>	<u>4,010,854</u>	<u>\$ 1,388,899</u>
Full Time Positions	2.30	3.20	3.20	-
Total Direct Revenue	\$ 3,100,340	\$ 3,009,000	\$ 4,325,000	\$ 1,316,000

Division Mission

Provide for the safe, efficient and reliable distribution of a high quality recycled water product which meets all requirements of State regulations and local codes.

Division Highlights

- Design and construction of new recycled water pipelines by City forces.
- Provide connection of water services for landscape irrigation of commercial and industrial sites, City parks and school fields.
- Contract management for construction of new South Bay Recycled Water pipelines.
- Coordinate planning efforts for the future expansions of recycled water systems in the County.
- Coordinate and compile semiannual site inspections required by state.

Division: Recycled Water Construction & Management

Summary of Regular Positions by Program

	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>Budget Change</u>
Recycled Water System Maintenance, City (1522)				
Water Service Technician I/II	0.25	0.25	0.25	-
Management Analyst	-	1.00	1.00	-
Utility Business Systems Manager	-	0.10	0.10	-
Water Resource Planner	0.20	-	-	-
Subtotal	<u>0.45</u>	<u>1.35</u>	<u>1.35</u>	<u>-</u>
South Bay Water Recycling System Maintenance (1525)				
Principal Engineer-Water	0.10	0.10	0.10	-
Facilities Technician	0.20	0.20	0.20	-
Water & Sewer Maintenance Worker I/II	0.30	0.30	0.30	-
Senior Water Utility Engineer	0.10	0.10	0.10	-
Water Utility Engineer	0.20	0.20	0.20	-
Assistant Water Superintendent - Maintenance	0.20	0.20	0.20	-
Code Enforcement Technician	0.75	0.75	0.75	-
Subtotal	<u>1.85</u>	<u>1.85</u>	<u>1.85</u>	<u>-</u>
Total Division Positions	<u>2.30</u>	<u>3.20</u>	<u>3.20</u>	<u>-</u>

Division: Recycled Water Construction and Maintenance

Program: Recycled Water System Maintenance, City

Number: 097/1522

Program Mission: Provide safe, efficient maintenance of City owned facilities and customer services in support of the recycled water system.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 6,741	\$ 129,242	\$ 139,295	\$ 10,053
Benefits	11,783	67,447	73,522	6,075
Other Operating Expenditures	150,121	143,800	210,900	67,100
Resource and Production Costs	1,495,718	1,900,000	3,200,000	1,300,000
Interfund Services	75,543	79,259	84,930	5,671
Total Expenditures	\$ 1,739,905	\$ 2,319,748	\$ 3,708,647	\$ 1,388,899
Full Time Positions	0.45	1.35	1.35	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of recycled water meters greater than 2" tested annually.	2	0	18	18

Division: Recycled Water Construction and Maintenance

Program: South Bay Water Recycling System Maintenance

Number: 097/1525

Program Mission: Provide for the operation and maintenance of the South Bay Water Recycling pipelines as required in Agreement for Services and in the operations and maintenance manuals.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Salaries	\$ 100,977	\$ 157,174	\$ 159,838	\$ 2,664
Benefits	66,232	83,035	84,664	1,629
Other Operating Expenditures	10,325	34,750	35,900	1,150
Interfund Services	22,473	18,794	21,805	3,011
Total Expenditures	\$ 200,007	\$ 293,753	\$ 302,207	\$ 8,454
Full Time Positions	1.85	1.85	1.85	-

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Provide all O & M services as required in Agreement for Services.	100%	100%	100%	100%



City of Santa Clara

The Center of What's Possible

HUD Programs

Community Development Block
Grant Allocation
Home Program

Housing and Community Services Programs

COMMUNITY DEVELOPMENT BLOCK GRANT Fiscal Year 2015-16

Financing Sources:

Revenue:

Community Development Block Grant (CDBG) Entitlement	\$	858,421
Reallocated CDBG Program Income		25,164

Total:	\$	883,585
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Appropriations:

1. CDBG Administration (20% of entitlement) 562-5510	\$	171,684
2. Public Services -(see table below) 562-5510		153,927
3. Removal of Barriers to the Physically Challenged 562-5551		200,000
4. Neighborhood Conservation and Improvement Program 562-5552		157,974
5. El Camino Economic Development 562-5562		200,000

Total:	\$	883,585
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Public Services Table

CDBG (1)

Bill Wilson Center		\$57,700
Long Term Care Ombudsman		6,100
Senior Nutrition		22,000
YWCA Services for Battered Women		7,500
Senior Adult Legal Services		4,800
Senior Adult Day Care		4,000
Heart of the Valley		8,300
Saint Justin Community Ministry		11,100
Healthier Kids Foundation		14,240
Next Door Solutions		13,187
Silicon Valley Independent Living		5,000
	\$	153,927

(1) Includes 15% of the 2015-16 entitlement and CDBG reallocated program income from prior years. Allowable reimbursement for program administration and public services is limited to 35% of entitlement for CDBG.

Housing and Community Services Programs (continued)

HOME INVESTMENT PARTNERSHIP ACT PROGRAM

Fiscal Year 2015-16

Financing Sources:

Revenue:

Home Program Entitlement Grant	\$	283,440
Reallocated HOME Program Income		18,798
Total:	\$	302,238

Appropriations:

1. HOME Administration (10% of entitlement) 562-5910	\$	28,344
2. Project Sentinel Fair Housing Services 562-5910		18,798
3. Neighborhood Conservation and Improvement Program 562-5552		255,096
Total:	\$	302,238

Summary of CDBG & HOME Administration services provided by the General Fund:

HOME (10% of entitlement)	\$	28,344
CDBG (20% of the entitlement)		171,684
Services provided by the General Fund	\$	200,028



City of Santa Clara

The Center of What's Possible

Housing Authority

SANTA CLARA HOUSING AUTHORITY BUDGET

Fiscal Year 2015-16

Housing Authority Functions and Activities

The Santa Clara Housing Authority (Housing Authority) was established through a City Council Resolution in February 2011. Based upon approval by the City, Redevelopment Agency (Agency), and Housing Authority, all funding and administration required to carry-out the activities of the Agency's Housing Program Funds were assigned and committed to the Housing Authority on March 8, 2011.

Effective February 1, 2012, all California redevelopment agencies were dissolved by the State of California's Dissolution Act. The City serves as the Successor Agency of the Redevelopment Agency of the City of Santa Clara (Successor Agency). Related to the Agency's dissolution, the Housing Due Diligence Review by the California Department of Finance was completed and settled in 2013-14. Therefore, the projects remaining in Housing Program Funds 910 and 915 were closed in 2013-14, which is detailed in the Capital Improvement Project (CIP) budget book.

Since the establishment of the Housing Program Funds in 1990, appropriations of over \$159.1 million have been used to improve or preserve affordable housing in the City. These funds have assisted over 3,239 housing units for low- and moderate-income households.

The Housing Authority budget is in Housing Program Fund 564, and new appropriations in 2015-16 assist with administrative and monitoring activities related to assets on the approved Housing Asset Transfer list and for providing case management to the chronically homeless.

HOUSING AUTHORITY BUDGET

Fiscal Year 2015-16

	<u>Housing Funds</u>
Estimated Revenues:	
Housing Program Income	\$ 496,708
Total Estimated Revenues	<u>\$ 496,708</u>
Appropriations:	
Capital Projects:	
Housing Authority Administration(1)	\$ 496,708
Total 2014-15 Appropriations	<u>496,708</u>
Reserves:	
Future Housing Projects or Administration	-
Total 2014-15 Appropriations and Reserves	<u>\$ 496,708</u>

(1) The Housing Authority's appropriations are also shown in the Capital Improvement Project Budget book in Fund 564.



City of Santa Clara

The Center of What's Possible

Successor Agency

**CITY OF SANTA CLARA
SUCCESSOR AGENCY OF THE REDEVELOPMENT AGENCY BUDGET**

Fiscal Year 2015-16

Successor Agency Functions and Activities

The Redevelopment Agency of the City of Santa Clara (Agency) was created through a City Council Ordinance in 1957. It was legally and technically a State agency existing under the Community Redevelopment Law of the State of California. The Agency existed as a public body, separate and distinct from the City, and was activated for the purpose of redevelopment of blighted areas in the community, identified by appropriate proceedings set forth in the Community Redevelopment Law. The Santa Clara City Council served as the Agency Board of Directors and the City Manager served as Executive Director. Santa Clara had two redevelopment project areas - the Bayshore North Project and the University Project.

Effective February 1, 2012, all California redevelopment agencies, including the Redevelopment Agency of the City of Santa Clara, were dissolved by the State of California's Dissolution Act. The City serves as the Successor Agency of the Redevelopment Agency of the City of Santa Clara (Successor Agency). The Successor Agency plays a key role in the day-to-day activities assuring that the obligations of the former Agency are properly paid, and that the former Agency's assets and properties are disposed of in an appropriate manner. An Oversight Board of seven representatives selected largely by the County and various local taxing entities oversees the Successor Agency. The Successor Agency's Redevelopment Obligation Retirement Fund (RORF) pays the former Agency's debt obligations from assets of the former Agency and funds received from the County's Redevelopment Property Tax Trust Fund.

The RORF's appropriations for fiscal year 2015-16 total \$67.5 million of which \$21.3 million is for debt service, \$7.3 million is for the Convention Center, and \$38.9 million is for defeasance of unspent bond proceeds. The Administrative Cost Allowance of \$833 thousand has been estimated based on the legal maximum rate of 3%, and the actual Allowance collected will be provided to the General Fund where the actual expenditures take place.

**SUCCESSOR AGENCY OF THE
REDEVELOPMENT AGENCY BUDGET**

Fiscal Year 2015-16

		<u>Redevelopment Obligation</u>	
		<u>Retirement Fund</u>	
Estimated Revenues:			
Redevelopment Property Tax Trust Fund	\$	833,168	
Lease Revenue		21,747,009	
Convention Center - Operations		6,025,248	
Defease/Redeem Unspent Bond Proceeds:			
2011 Tax Allocation Bonds		26,700,000	
1999 Tax Allocation Bonds		12,200,000	
Total Estimated Revenues	\$	67,505,425	
 Appropriations:			
Debt Service:			
1999 Tax Allocation Bonds Series A	\$	1,708,863	
1999 Tax Allocation Bonds Series B		4,347,869	
2003 Tax Allocation Bonds		6,122,750	
2011 Tax Allocation Bonds		2,080,613	
Miscellaneous Debt Costs		14,100	
Contribution to Stadium Authority		6,209,333	*
Promissory Note		N/A	**
Loan Agreement		N/A	**
Administrative Cost Allowance		833,168	
Convention Center:			
Operations		6,559,833	
Maintenance District Assessment		602,424	
Property Insurance		126,472	
Defease/Redeem Unspent Bond Proceeds:			
2011 Tax Allocation Bonds		26,700,000	
1999 Tax Allocation Bonds		12,200,000	
Total 2015-16 Appropriations	\$	67,505,425	

* Per 2011 Cooperation and Predevelopment Funding Agreement, as modified by First Amendment.

** Promissory Note and Loan Agreement - AB 1484 allows these notes to be reentered with approval of the Oversight Board and after Department of Finance issuance of finding of completion.



City of Santa Clara

The Center of What's Possible

Sports and Open Space Authority

**CITY OF SANTA CLARA
SPORTS AND OPEN SPACE AUTHORITY BUDGET**

Fiscal Year 2015-16

Sports and Open Space Authority Functions and Activities

The Sports and Open Space Authority of the City of Santa Clara (Authority) was created by the City Council in 1974 to establish a separate entity to acquire and develop open space within the City of Santa Clara. The validity of the Authority and its legal existence was established in 1975 by final judgment of the Santa Clara County Superior Court. Since its creation, the Authority has been involved in a number of successful projects for, and on behalf of, the City. These projects include the following: the Santa Clara Golf and Tennis Club developed by the Authority on City-owned land and operated under a management agreement with a private company; a private restaurant facility at the Golf and Tennis Club leased to a private operator; and the lease of Authority property (a portion of the former Fairway Glen Golf Course) to a private developer for the development of apartment complexes. In 1997-98, the City Council set aside approximately 40 acres of the former golf course site to be preserved and maintained as open space, and in 1999 the Authority approved the sale of 4.3 acres of the former golf course property to the City's Redevelopment Agency to be disposed of as a site for development of affordable housing.

Each of these projects provides ongoing revenue, recreational and/or housing opportunities, in addition to employment and diversification of land uses in the City.

Golf and Tennis Club Fund

The projected Golf and Tennis Club revenues of approximately \$3.1 million and expenditures of approximately \$2.0 million are based on an annual budget prepared by the club managers. The net income generated from the operation of the facility is transferred to the SOSA Fund on a monthly basis. Under the terms of an agreement between the City and the Authority, net revenues received by the Authority from the operation of the club are transferred to the City as a payment for the use of the land. The projected land use payment to the City for 2015-16 is approximately \$1.1 million.

SOSA Fund

The Authority's budgeted revenues for fiscal year 2015-16 does not include estimated payments of \$505 thousand from the lease of Authority property to a private developer; this revenue source is not currently available as it is subject to a preliminary injunction related to the dissolution of the RDA. The property provides 252 units of multi-family rental housing. The Authority also receives rental income from the lease of a restaurant located at the Golf and Tennis Club site. It is estimated that this facility will generate approximately \$70 thousand in rental income for the Authority in the 2015-16 fiscal year. \$127 thousand is budgeted for the Authority's legal, consulting, and administrative expense.

In 1985, the City and the Authority adopted joint resolutions stating that it was the intent of both bodies that all net revenue received from the use of the Fairway Glen site be transferred to the City at least until such time as the City is reimbursed for debt issued by the City to refund SOSA debt obligations. In January 1999, the City and the Authority confirmed the intent of the 1985 resolutions. The Authority's 2015-16 budget projects a repayment of \$1.0 million to the City of Santa Clara General Fund.

SPORTS AND OPEN SPACE AUTHORITY BUDGET

Fiscal Year 2015-16

	Golf Course Fund	SOSA Administration	SOSA Capital Projects	Total
Estimated Revenues:				
Loan from General Contingency Reserve	\$ -	\$ -	\$ -	\$ -
Revenue from Use of City Land (Golf Course)	-	1,074,125	-	1,074,125
Rent Revenue (David's Restaurant)	-	70,000	-	70,000
Lease Revenue (Fairway Glen Developments)	-	-	-	-
Interest	-	600	-	600
Golf Course Revenue (1)	3,108,446	-	-	3,108,446
Total Estimated Revenues	\$ 3,108,446	\$ 1,144,725	\$ -	\$ 4,253,171
Appropriations:				
Golf Course Expenditures (1)	\$ 2,034,321	\$ -	\$ -	\$ 2,034,321
Legal, Consulting and Administrative	-	126,667	-	126,667
Capital Projects (2)	-	-	-	-
Transfer Revenue from Use of City Land	1,074,125	-	-	1,074,125
Operating Transfer to City	-	1,018,058	-	1,018,058
Total 2015-16 Appropriations	\$ 3,108,446	\$ 1,144,725	\$ -	\$ 4,253,171

(1) Santa Clara Golf and Tennis Club revenues are shown net of Cost of Sales; and appropriations include operating and capital outlay expenses.

(2) These amounts are also shown in the Capital Improvement Project Budget book in Fund 840.



City of Santa Clara

The Center of What's Possible

Stadium Authority

SANTA CLARA STADIUM AUTHORITY BUDGET

Fiscal Year 2015-16 (April 1, 2015 through March 31, 2016)

Stadium Authority Functions and Activities

On June 2, 2009, the City Council approved a Term Sheet between the City of Santa Clara (City), the Redevelopment Agency of the City of Santa Clara (Agency), and the 49er Stadium Company, LLC for the construction and operation of an NFL stadium in the Bayshore North Redevelopment Area. A special election was held on June 8, 2010, to allow Santa Clara voters to have the opportunity to decide whether a stadium should be built under the conditions negotiated in the Term Sheet. Measure J, the Santa Clara Stadium Taxpayer Protection and Economic Progress Act, was approved by 58.2% of voters on June 8, 2010.

The City and Agency entered into a Joint Exercise of Powers Agreement (JPA agreement) in February 2011 creating the Santa Clara Stadium Authority. The JPA agreement was amended in May 2011 to add the Bayshore North Project Enhancement Authority (Enhancement Authority). The JPA agreement set basic ground rules for the Stadium Authority's operation. These ground rules provide a means of accomplishing the cooperation and coordination between the entities, which is necessary to provide for the development and operation of the proposed stadium, and ensures that the stadium serves the goals of both the City and the Agency. The Stadium Authority is structured so that neither the City, Enhancement Authority nor the Agency will be liable for the debts or obligations of the Stadium Authority. On June 28, 2011, the Governor signed into law Assembly Bill No. X1 26 (ABX1 26) which called for the dissolution of Redevelopment Agencies throughout the State. As a result, on February 1, 2012, all California Redevelopment Agencies were dissolved. The Successor Agency of the City of Santa Clara then assumed the obligations of the Agency under the JPA agreement.

On December 13, 2011, the Stadium Authority executed the Disposition and Development Agreement (DDA) that led to a series of follow-up agreements in March 2012. These approved agreements included the Ground and Stadium Lease, Design-Build Agreement with Turner/Devcon, Parking Rights Agreement, Non-Relocation Agreement, Credit Agreement, Final Financing Plan and Development Budget.

On May 9, 2013 the Stadium Authority executed a 20-year Naming Rights Agreement with Levi Strauss & Co. Under the terms of the agreement the name of the Stadium will be "Levi's Stadium". In return, Levi Strauss & Co. will make annual payments to the Stadium Authority starting at \$5.7 million per year and increasing 3% annually for the term of the agreement.

In early 2013, the Stadium Authority and Forty Niners SC Stadium Company (StadCo) began preparing to refinance the Levi's Stadium project to replace the existing construction financing with permanent financing. On June 11, 2013 the Stadium Authority approved the permanent financing documents. This new permanent financing also resulted in amendments to the following agreements: Ground Lease, Stadium Lease, and Non-Relocation Agreement. The final development budget for the Stadium project is \$1.273 billion which includes \$1.186 billion in development costs and \$87 million in financing costs. The development budget includes \$258 million in tenant improvement and other costs that will be paid directly by StadCo.

Levi's Stadium reached substantial completion on July 31, 2014 and thereafter began operations. In its first operating fiscal year there were a number of NFL games and Non-NFL events held in Levi's Stadium. The closeout of construction carried through the first fiscal year of operation with the final closeout expected sometime within the current fiscal year.

STADIUM AUTHORITY BUDGET

Fiscal Year 2015-16

	Operating	Capital Projects ⁽¹⁾	Debt Service
Beginning Balances	\$ 13,654,000	\$ 2,700,000	\$ 8,115,000
Estimated Revenues:			
Ticket Surcharge	8,366,000	-	-
SBL Proceeds	30,596,000	-	-
SBL Resale Proceeds	500,000	-	-
Net Revenue from Non-NFL Events	5,000,000	-	-
Naming Rights Revenue	6,000,883	-	-
Sponsorship Revenue (STR)	541,414	-	-
Rent Revenue	24,500,000	-	-
Senior/Youth Fee Revenue	239,000	-	-
Fanwalk Brick Revenue	112,600	-	-
Non-NFL Ticket Surcharge	2,194,000	-	-
Contribution from Successor Agency	-	-	6,209,333
Contribution from Community Facilities District	-	-	2,709,160
Transfers	(54,563,000)	3,090,000	51,473,000
Total Beginning Balances, Estimated Revenues, and Operating Transfers	\$ 37,140,897	\$ 5,790,000	\$ 68,506,493
Appropriations:			
Stadium Manager Operating Expenditures	\$ 6,446,000	\$ -	\$ -
SBL Sales and Service	1,574,000	-	-
Insurance	2,626,996	-	-
Senior/Youth Program Fees	239,000	-	-
Other Expenditures	3,020,089	-	-
Ground Rent	215,000	-	-
Performance Rent	2,410,000	-	-
Discretionary Fund Expense	670,000	-	-
Capital Expenditures	-	3,000,000	-
Agency Advance Debt Service	-	-	6,209,333
CFD Advance Debt Service	-	-	2,709,160
Term A & B Debt Service	-	-	45,046,000
StadCo Subordinated Loan Debt Service	-	-	6,427,000
Total 2015-16 Appropriations	\$ 17,201,085	\$ 3,000,000	\$ 60,391,493
Reserves:			
O&M Reserve	\$ 9,639,812	\$ -	\$ -
Operating Reserve	10,300,000	-	-
Capital Expenditure Reserve	-	2,790,000	-
Debt Service Reserve	-	-	8,115,000
Total 2015-16 Reserves	\$ 19,939,812	\$ 2,790,000	\$ 8,115,000
Total 2015-16 Appropriations and Reserves	\$ 37,140,897	\$ 5,790,000	\$ 68,506,493

⁽¹⁾ The Stadium Authority Capital Projects Fund has prior year appropriations, which are shown in the Capital Improvement Project Budget book in Fund 875.



City of Santa Clara

The Center of What's Possible

Santa Clara Convention Center Convention-Visitors Bureau



Santa Clara Convention Center

Summary	2013-14 Actuals	2014-15 Adopted	2015-16 Budget
Convention Center	\$ 6,106,561	\$ 6,358,831	\$ 6,559,833
Total Expenditures	<u>\$ 6,106,561</u>	<u>\$ 6,358,831</u>	<u>\$ 6,559,833</u>
Total Direct Revenue	\$ 7,254,188	\$ 6,751,000	\$ 6,025,248

Department Mission

To provide a full service, largely self-supporting, Convention Center that will enhance the image of Santa Clara and the level of revenues from sales and transient occupancy taxes and provide a Convention and Visitor's Bureau to market the Convention Center and other City attractions to potential visitors throughout the world.

Department Overview

The Convention Center will continue to serve conventions and trade shows booked by the Convention/Visitor's Bureau and to book and serve "fill-in" type business of other types including public shows, meetings and banquets.

Indirect Revenue and Other Resources (1)	2013-14 Actuals	2014-15 Adopted	2015-16 Budget
Ballroom Lease	\$ 300,780	\$ -	\$ -
Hotel Lease Payments	1,594,019	-	-
Beginning Balance	-	-	-
Total Indirect Revenue	<u>\$ 1,894,799</u>	<u>\$ -</u>	<u>\$ -</u>

Other Costs (2)	2013-14 Actuals	2014-15 Adopted	2015-16 Budget
Convention Marketing & Sales	\$ 958,877	\$ 952,539	\$ 954,000
Maintenance District	604,555	603,455	598,888
Debt Service	2,910,499	-	-
Total Other Costs	<u>\$ 4,473,931</u>	<u>\$ 1,555,994</u>	<u>\$ 1,552,888</u>

(1) Indirect revenue includes revenue received by the City in prior year's (beginning balance) and estimated to be received in the General Fund during the current budget year that is used to support the Convention Center operations. These revenue sources are not currently available as they are subject to a preliminary injunction related to the dissolution of the RDA.

(2) Other City costs associated with the Convention Center include a portion of the Convention/Visitor Bureau's Marketing division which is included in that budget, the Convention Center area Maintenance District which is included in the City's Special Revenue Funds, and a portion of the debt service paid by the Successor Agency. (As of June 1, 2014, the debt was paid off.)

Santa Clara Convention Center (continued)

Resource Level Changes

Staff is provided via a management agreement with the Santa Clara Chamber of Commerce.

Divisions and Programs

Convention Center

- ◆ Convention Center

FY2014-15 Department Accomplishments

- Purchase Chrome Chairs for the Exhibit Halls
- Pyramid Glass Repair

Department: Santa Clara Convention Center

Division: Convention Center

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Center Operations	\$ 6,644,286	\$ 6,358,831	\$ 6,559,833	\$ 201,002
Total Expenditures	<u>\$ 6,644,286</u>	<u>\$ 6,358,831</u>	<u>\$ 6,559,833</u>	<u>\$ 201,002</u>
Total Direct Revenue	\$ 7,254,188	\$ 6,751,000	\$ 6,025,248	\$ (725,752)

Division Mission

To provide a venue for successful conventions, trade shows and other events which result in new economic activity in the community and/or which enhance direct revenue to the Center.

Division Capital Improvement Highlights

- The Center received no Capital Improvement Project funding for 2015-16.

Division: Convention Center**Program: Convention Center****Number: 860/8014**

Program Mission: To provide services which support a safe, clean, well maintained and secure building environment in order to achieve a high level of customer satisfaction.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Other Operating Expenditures	\$ 6,644,286	\$ 6,358,831	\$ 6,559,833	\$ 201,002
Total Expenditures	<u>\$ 6,644,286</u>	<u>\$ 6,358,831</u>	<u>\$ 6,559,833</u>	<u>\$ 201,002</u>

Note: Convention Center provides 38.00 Full Time Positions for Operations.

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Number of conventions and trade shows.	79	83	79	82
2. Number of public shows, meetings and banquets.	427	320	410	430
3. Percent of operating costs recovered by revenue.	119%	114%	106%	92%



Convention-Visitors Bureau

Summary	2013-14 Actuals	2014-15 Adopted	2015-16 Budget
Convention-Visitors Bureau	\$ 1,598,128	\$ 1,587,565	\$ 1,590,000
Total Expenditures	<u>\$ 1,598,128</u>	<u>\$ 1,587,565</u>	<u>\$ 1,590,000</u>

Direct Revenue and Other Resources (1)	2013-14 Actuals	2014-15 Adopted	2015-16 Budget
Total Direct Revenue	\$ 45,065	\$ 45,975	\$ 48,414
Beginning Balance	3,413	20,064	20,060
City contractual payments	1,521,526	1,521,526	1,521,526
Total Direct Revenue and Other Resources	<u>\$ 1,570,004</u>	<u>\$ 1,587,565</u>	<u>\$ 1,590,000</u>

(1) City contractual payments to support the work of the Convention-Visitors Bureau are appropriated in the General Administration budget. The total budget for the Convention-Visitors Bureau is presented for additional information regarding this activity.

Department Mission

Market and sell the City of Santa Clara as an overnight destination for the economic benefit of the community.

Department Vision

Leading the way in service, sustainability and innovation as a destination for leisure, business, sports and conference travelers.

Department Overview

The Convention-Visitors Bureau (CVB) is the official destination sales and marketing agency for the City of Santa Clara. It markets the City of Santa Clara as a tourist and meeting/group destination and services the visitors, meeting planners, and delegates.

Convention-Visitors Bureau (continued)

Resource Level Changes

There is no increase in the CVB contribution from the City of Santa Clara.

Divisions and Programs

Convention-Visitors Bureau

- ◆ Group Marketing & Sales
- ◆ Convention Services
- ◆ Visitor Marketing and Communications

2014-15 Department Accomplishments

- Hotel Group bookings are up 25% and Hotel room night bookings up 37% since FY 2012-13.
- CVB Convention Center group bookings up 75% and convention center hotel room night bookings are up 42% from last fiscal year.
- CVB sales and marketing team generated \$8.7 Million in Gross Revenue for the Santa Clara Convention Center from group business up 28% since FY 2012-13.
- Handled Over 130 general inquiries and produced 443 hotel group lead opportunities compared to 351 leads in FY 2012-13.
- Delivered 190 full city bid proposals which included city bids for Super Bowl 50, College Football Championships, WWE, PAC12 and many more.
- Conducted over 504 sales calls/face-time to potential meeting planners and attended over 130 industries related events.
- Contacted over 162 meeting planners that have booked their event in Santa Clara for potential future services (up 77% from last fiscal year) and serviced 93 definite groups totaling 574,829 delegates (up 190% from last fiscal year).

Department: Convention-Visitors Bureau

Division: Convention-Visitors Bureau

Major Programs	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Group Marketing & Sales	\$ 958,877	\$ 952,539	\$ 954,000	\$ 1,461
Convention Services	143,831	142,881	143,100	219
Visitor Marketing and Communications	495,420	492,145	492,900	755
Total Expenditures	<u>\$ 1,598,128</u>	<u>\$ 1,587,565</u>	<u>\$ 1,590,000</u>	<u>\$ 2,435</u>
Total Direct Revenue	\$ 45,065	\$ 45,975	\$ 48,414	\$ 2,439

Division Mission

Publicize and sell the City of Santa Clara as a meeting, conference, convention and special event destination concentrating on the Corporate, Association, Sports and SMERF (Social, Military, Educational, Religious and Fraternal) group markets, in the State, National and International sectors.

Division Vision

Leading the way in service, sustainability and innovation as a destination for leisure, business, sports and conference travelers.

Division Highlights

- Publicize Santa Clara's hospitality community assets using web, social media, media releases, and e-marketing programs.
- Harvest visitor and group lead opportunities with emphasis on group business that require hotel/motel sleeping room nights and group business that will generate revenue for hotels convention facilities, city attractions and other local entertainment facilities.
- Grow hospitality industry revenue via Great America hotel/theme park package advertising, online hotel reservations, leisure consumer and group business, and overall destination promotion.
- Look for new revenue opportunities for the CVB within the hospitality industry.
- Target the student and family travel market through partnerships with Great America, Intel Museum and other entertainment and attraction facilities.
- Provide city assistance and excellent services to Santa Clara visitors, meeting planners and delegates which include: city information, city bid proposals, coordination of city site visits, group pre/post-cons, and other types of required group services.
- Develop/determine the Tourism Improvement District sales and marketing efforts.
- Work jointly with the Super Bowl Host Committee and City of Santa Clara from the bid process to conclusion of Super Bowl 50.

Division: Convention-Visitors Bureau

Program: Group Marketing & Sales

Number: 001/1042

Program Mission: Market and sell the City of Santa Clara as an overnight destination for the economic benefit of the community.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Other Operating Expenditures	\$ 958,877	\$ 952,539	\$ 954,000	\$ 1,461
Total Expenditures	<u>958,877</u>	<u>\$ 952,539</u>	<u>954,000</u>	<u>\$ 1,461</u>

Note: The Convention Marketing & Sales program provides 7.0 Full-Time Positions and 3.0 Full-Time Shared Positions for operations.

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Total number of hotel room nights booked.	71,480	72,622	60,000	62,000
2. Number of groups booked.	131	164	170	170
3. Average number of hotel room nights per booking.	546	443	353	365
4. Number of attendees.	256,923	205,975	165,000	185,000
5. Average number of attendees per booking.	1,961	1,256	971	1,088
6. Sales leads sent to hotels.	420	443	250	350
7. Number of site inspections conducted by the Bureau.	76	70	60	75

Division: Convention-Visitors Bureau

Program: Convention Services

Number: 001/1042

Program Mission: Provide convention registration, housing and general services to all groups who request the service.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Other Operating Expenditures	\$ 143,831	\$ 142,881	\$ 143,100	\$ 219
Total Expenditures	<u>\$ 143,831</u>	<u>\$ 142,881</u>	<u>\$ 143,100</u>	<u>\$ 219</u>

Note: The Convention Services program provides 1.0 Full-Time and 1.0 Part-Time Positions.

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Contact with all booked group's meeting planners.	NA	169	NA	180
2. Increase registration and housing services revenue.	NA	\$500	NA	\$3,100
3. Attend all required Hotel & Convention Pre/Post-cons.	NA	38	NA	42
4. Provide off-site venue proposals and assistance to all Group and Convention Center definite clients.	NA	93	NA	100
5. Meet with hotel service managers on a quarterly basis.	100%	100%	100%	100%
6. Coordinate and participate in definite group site inspections.	NA	40	NA	50
7. Develop new ways to generate revenue for the CVB.	NA	0	NA	\$3,000

Division: Convention-Visitors Bureau

Program: Visitor Marketing and Communications

Number: 001/1042

Program Mission: Increase the number of room nights occupied in Santa Clara hotels and increase the number of visitors to local attractions.

Note: Media releases and other CVB communications are managed by this department.

Category	2013-14 Actuals	2014-15 Adopted	2015-16 Budget	Budget Change
Other Operating Expenditures	\$ 495,420	\$ 492,145	\$ 492,900	\$ 755
Total Expenditures	<u>\$ 495,420</u>	<u>\$ 492,145</u>	<u>\$ 492,900</u>	<u>\$ 755</u>

Note: The Visitor Marketing and Communications program provides 3.0 Full-Time Positions for operations.

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2014-15 Adopted	2015-16 Budget
1. Grow outbound hotel/theme park package links to Santa Clara hotels.	NA	NA	NA	10%
2. Grow opt-in "Visit Santa Clara" social media following.	NA	NA	NA	10%
3. Track and grow Santa Clara destination video views.	NA	NA	NA	10%
4. Grow mobile engagement (increase user sessions) on SantaClara.org.	NA	NA	NA	10%
5. Track and grow media generated from in-house press releases.	NA	NA	NA	5%
6. Grow "50 Awesome Things to Do in Santa Clara" blog.	NA	NA	NA	10%



City of Santa Clara

The Center of What's Possible

Five-Year Financial Plan



2016-17 through 2020-21 Five-Year Financial Plan

July 1, 2015

ABOUT THIS REPORT

The purpose of the Five-Year Financial Plan is to provide policy-makers and the public an updated assessment of the City's fiscal health that takes into account the latest economic developments. The report includes historical perspective on revenues and expenditures and a five-year financial outlook beyond the proposed budget year. The value of this type of analysis is to give the City Council, staff, and the public a tool to assist with strategic decision-making as they work to adopt the budget for the coming year.

The Five-Year Financial Plan is a collaborative effort between the City Manager's Office, Finance Department, and City departments. Individual projections of revenues and expenditures are incorporated into the City's Plan and refined on a moving forward basis as part of the City's commitment to fiscal responsibility.

EXECUTIVE SUMMARY

The combination of careful stewardship of limited resources, an improved economy, exciting development and redevelopment projects happening throughout the City, and monies beginning to flow to the City from NFL and non-NFL events at the recently opened Levi's Stadium have generated budget surpluses the last several years which have helped rebuild reserves and have allowed the City to begin to restore service levels which were necessarily reduced due to the lingering effects of the last recession. The Five-Year Financial Plan results show that, based on the best information available at this time, the City should be able to maintain these enhanced service levels throughout the five-year horizon, with some cushion remaining to be able to continue to build reserves and/or add additional staffing.

As with any multi-year forecast, the accuracy of the results are only as good as the assumptions upon which they are based. While this Plan has been based on the primary assumption that the economy will continue to grow at a moderate rate, an appropriate amount of conservatism has been built into the projections given the typical amount of economic volatility in the local and regional economies. For example, although there are several large development projects currently under review that are likely to begin construction in the next couple of years, the forecast does not include the likely positive impact that these projects will have on General Fund tax collections.

Despite the positive turnaround in the economy, there continues to be risks. Of primary concern is the possible negative impact on the economy from the eventual unwinding of the Federal Reserve's fiscal stimulus. Once the stimulus is removed and interest rates start to return to more normal levels, the housing market likely will experience a slowdown as fewer buyers will be able to qualify for loans and income that is currently available for consumption of goods and services will instead be spent on higher housing costs. Other concerns include significant regional infrastructure needs (e.g., bridges and roads) and Silicon Valley's reliance on the world economy.

ECONOMIC OUTLOOK

Most economists believe that the economic recovery that began in the second half of 2009 will continue for at least the next few years. Commerce Department records show that the nation's Gross Domestic Product (GDP), the broadest measure of economic activity, after declining in 2008 and 2009, has now risen for five straight years with stronger quarterly results in recent quarters indicating the economy is now growing at a faster pace than in the first few years of recovery. Consumers, who took a long time to feel optimistic about the outlook for the economy, have recently been more confident about spending. The Conference Board's Consumer Confidence Index stood at 95.2 as of April 2015. This is a significant improvement from the low reading of 25.0 during the last recession and well above the 81.7 reading just 12 months prior in April 2014.

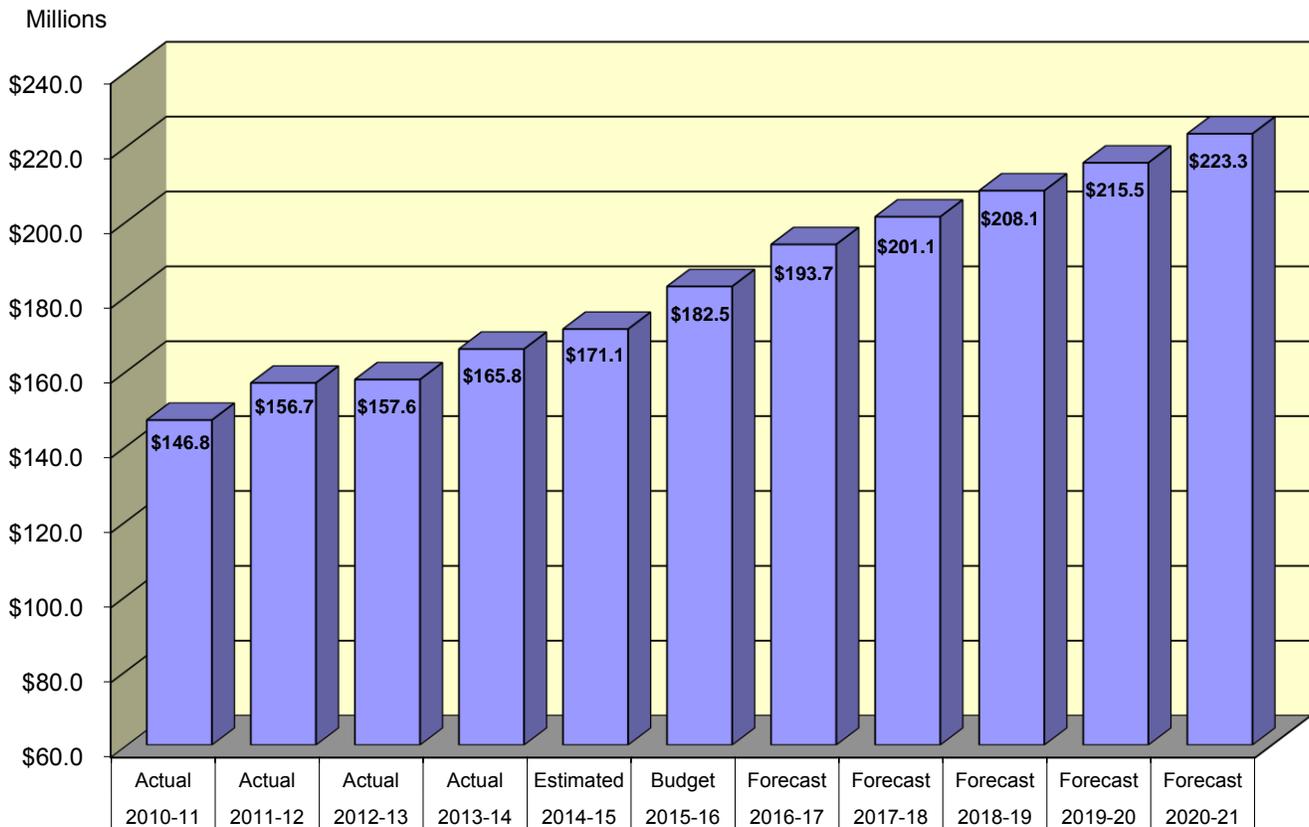
For several years after the recession ended, job growth was weak and the unemployment rate remained stubbornly high. Over the last two years, job growth has picked up significantly and unemployment rates have declined to more normal levels. According to data from the Bureau of Labor Statistics, the national unemployment rate peaked at 10.0% in October 2009, the first time the rate had been at 10% or above since 1983. Replacing this many jobs has taken longer than in a typical recovery. Over the last 12 months, the U.S. unemployment rate has declined from 6.2% in April 2014 to 5.4% in April 2015.

California was hit harder than most states by the recession, largely due to the collapse in home values. The Employment Development Department reported California's unemployment rate rose past the 10% level in February 2009, reached a peak of 12.4% in early 2010, and began declining in late 2010. In the last year, the California unemployment rate declined from 7.8% in April 2014 to 6.3% in April 2015. Santa Clara County's and the City of Santa Clara's experience over the last year has been similar with unemployment rates declining to 3.8% and 3.4% respectively.

SANTA CLARA'S FINANCES

Total General Fund resources are estimated at \$182.5 million in 2015-16, representing an increase of 6.7% when compared to estimated 2014-15 year-end actuals. As shown in Chart 1, General Fund resources, which began to recover in 2010-11, are expected to grow at an average annual rate of 3.6% in the out years as moderate economic growth continues, reaching an estimated \$223.3 million by the end of the forecast period (i.e., 2020-21).

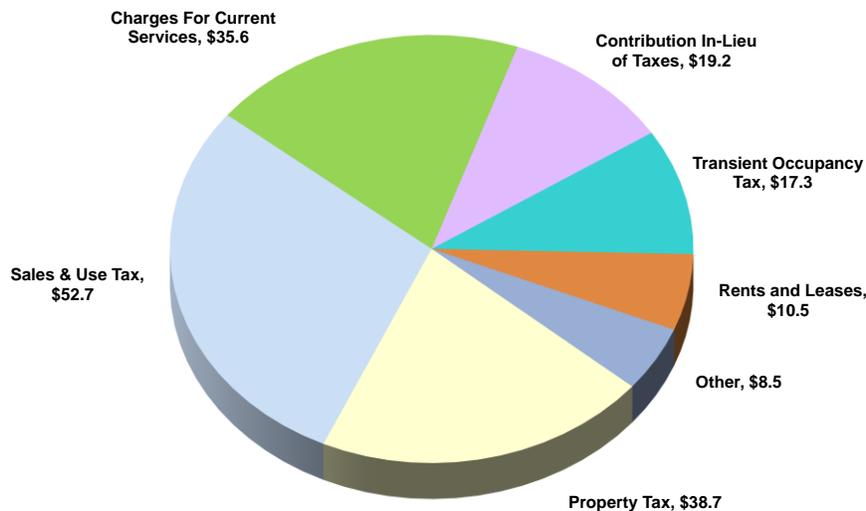
**Chart 1
General Fund Resources**



Sources of General Fund Revenues

Major sources of revenue for the General Fund are shown in Chart 2. Sales tax and property tax comprise the largest sources of General Fund revenues, representing a combined \$91.4 million or 50.1% of the total. These and other major sources of revenue are described on the following pages.

**Chart 2
2015-16 General Fund Resources**
Total General Fund Resources = \$182.5 Million

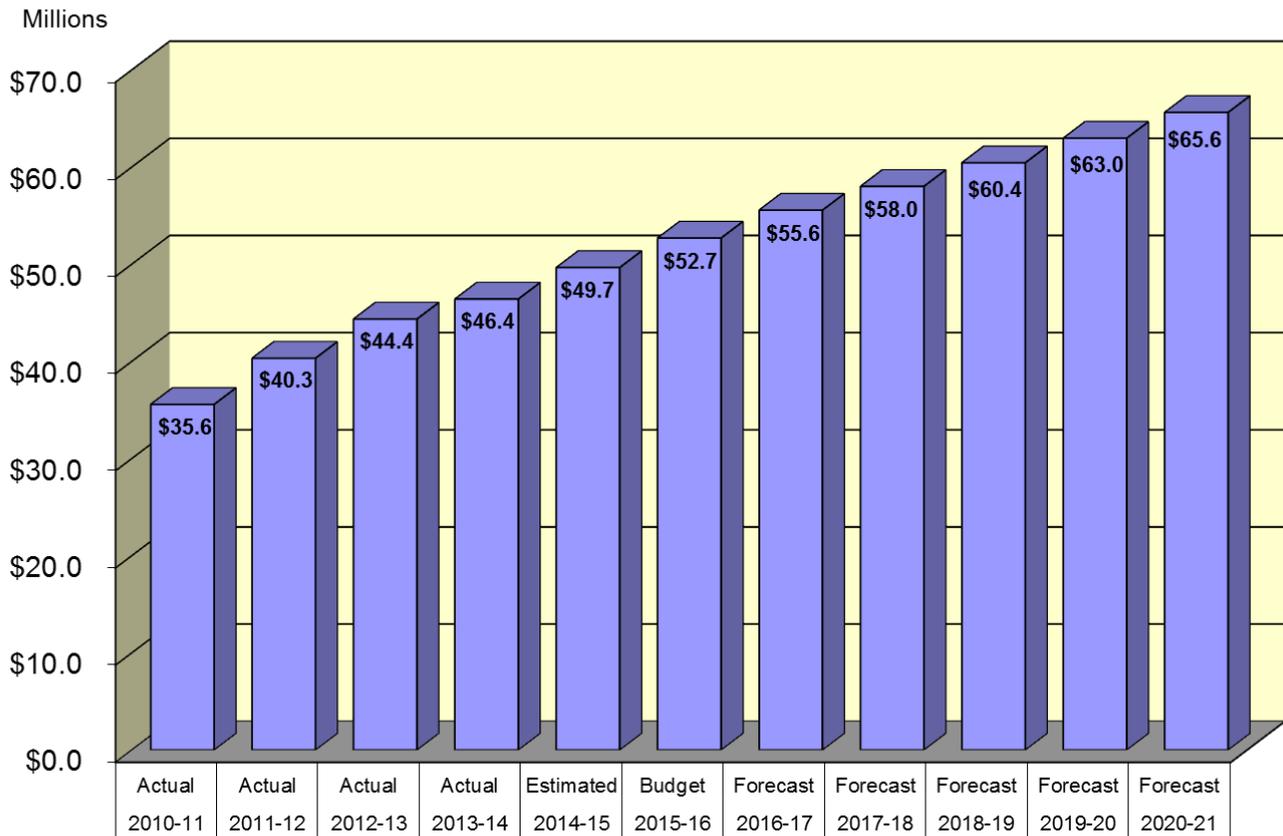


Sales Tax

Santa Clara’s sales tax collections are directly influenced by local, regional, national, and international economic and business cycles. This key revenue source remains the largest, and one of the most volatile General Fund revenue sources. As the City’s largest revenue source, sales tax collections reached a dot-com high of \$51.1 million in 2000-01. After falling almost \$17 million by 2002-03, collections rebounded to \$43.2 million by 2006-07 as rising home values and stock prices fueled consumer spending. Over the next three years, sales tax revenues fell \$13.1 million or 30% due to the impact of the Great Recession. Sales tax revenues began to grow again in 2010-11, and the strong growth in collections the last four fiscal years is expected to continue in 2015-16. The year-end estimate of \$49.7 million for 2014-15 is 7.0% over actual 2013-14 collections (see Chart 3).

Based on projections from our sales tax consultant, MuniServices, we expect \$52.7 million of sales tax collections in 2015-16 and collections to grow at an average annual rate of 5.2% through the forecast period. Based on these projections, annual collections would surpass the previous all-time high of \$51.1 million in 2015-16 (15 years later).

**Chart 3
General Fund Sales Tax Revenue**

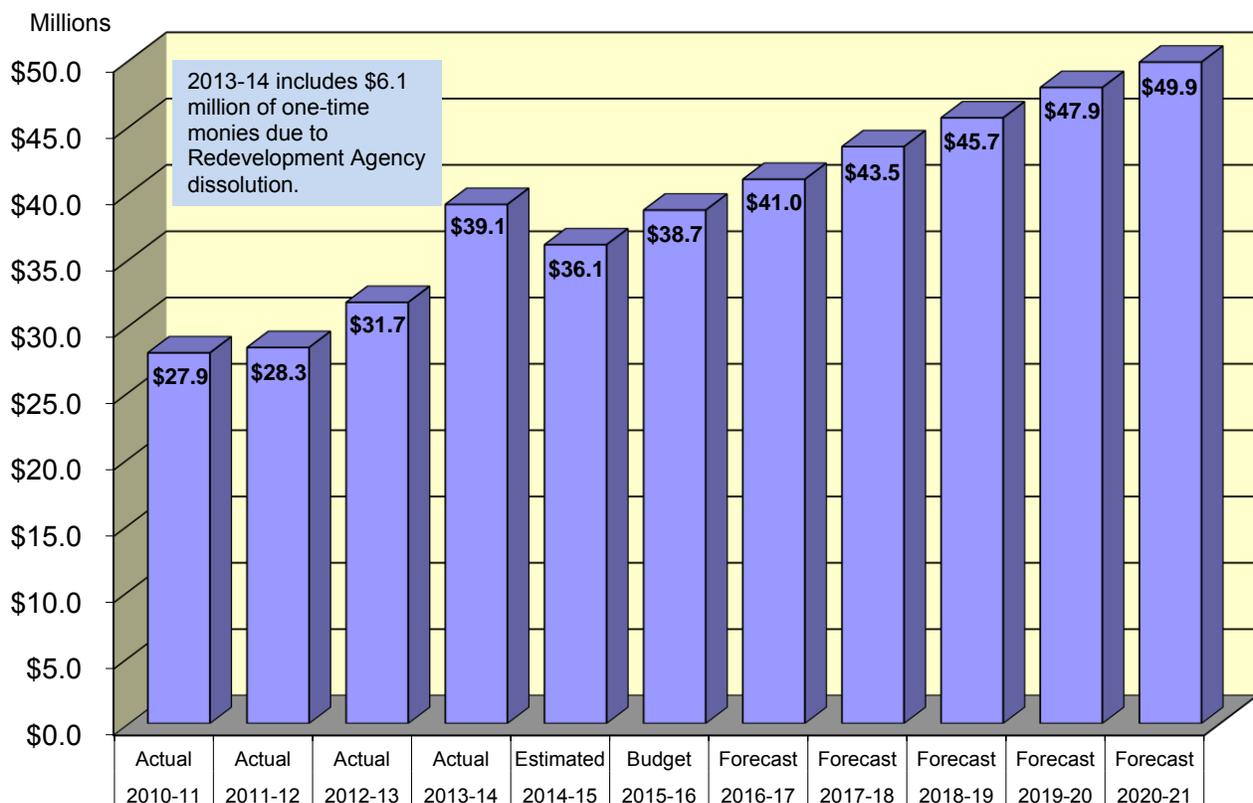


Property Tax

Property tax has traditionally been one of the City's most stable sources of revenue. After strong growth for much of the last decade, property tax revenues reached a peak of \$29.9 million in 2008-09. Property valuations, the basis for the 1% Proposition 13 property tax of which the City receives about 10%, tend to lag the economy by one to two years. Due to the recession-related decline in both home and commercial values in the late-2000s, property owners were able to request Proposition 8 temporary valuation adjustments based on comparable sales data. Additionally, the County Assessor's Office was proactive in implementing adjustments based on their own analysis of property values. These reductions in valuation resulted in actual property tax collection declines of \$0.5 million in 2009-10 and \$1.5 million in 2010-11.

This trend reversed in 2011-12 when collections rose \$0.4 million to \$28.3 million. Growth continued in 2012-13 with actual collections of \$31.7 million, passing the 2008-09 pre-recession high of \$29.9 million (four years later). Note that 2012-13 actual collections included \$1.1 million of one-time revenues for prior year overpayment of property tax administration fees. In 2013-14, collections continued to rise as the Proposition 8 temporary valuation adjustments began rolling off and \$6.1 million of one-time monies were received as a result of the dissolution of the Redevelopment Agency. 2014-15 year-end collections are currently projected at \$36.1 million, growing to \$38.7 million in 2015-16. Property tax collections are then projected to rise at a rate of 6% per year from 2016-17 through 2017-18 as new construction assessed valuation is added to the property tax rolls, 5% per year from 2018-19 through 2019-20, and 4% in 2010-21 (see Chart 4).

Chart 4
General Fund Property Tax Revenue

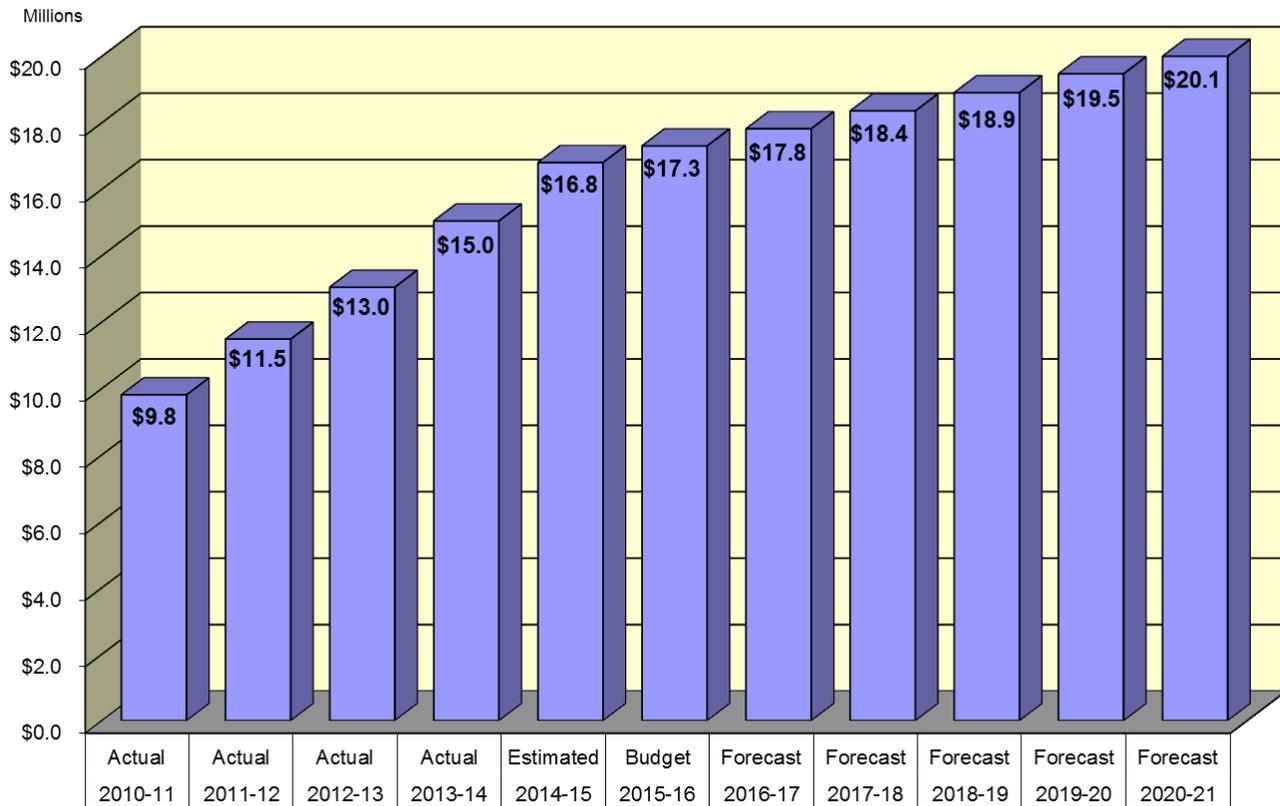


Transient Occupancy Tax

Transient occupancy tax (TOT), also known as hotel/motel tax, is another key revenue source for the General Fund. Like the sales tax, TOT is sensitive to business cycles and therefore prone to volatility. After reaching a pre-recession peak of \$11.3 million in 2007-08, these revenues fell sharply to \$8.1 million in 2009-10. Collections turned around in 2010-11 due to the combination of higher occupancy levels and increases in the average daily rate (ADR) and strong growth has continued through 2014-15 with year-end collections expected to reach \$16.8 million.

The 2015-16 TOT budget projection is for collections to rise to \$17.3 million based on a projected 3% base growth assumption (see Chart 5). The forecast projects that growth will continue at a rate of 3% per year as ADR continues to rise. Although several new hotels have been proposed in the Stadium area, they will not be included in the forecast until they start construction.

**Chart 5
General Fund Transient Occupancy Tax Revenue**



Charges for Current Services

Charges for current services are estimated at \$35.6 million in 2015-16, up 14.4% over the 2014-15 year-end estimate. The primary reason for the increase in this category in 2014-15 and 2015-16 is events at Levi's Stadium. The 2015-16 proposed budget includes \$9.5 million of costs and service charges. This amount includes one-time revenues to reimburse the City for a projected \$2.7 million in Super Bowl 50 costs (the cost of the services is included in the expenditure projections).

Major sources of revenue within this category include charges for services provided to other funds (\$25.2 million), recreation charges (\$2.1 million), fire prevention and HazMat charges (\$2.6 million), planning and engineering fees (\$4.0 million), and various other customer service fees. As a result of comprehensive fee studies in 2008-09 and 2012-13, many fees have been increased to reflect gradual attainment of cost recovery for fees over a several year period. The amount charged to outside entities and other funds includes \$9.5 million to reimburse the General Fund for stadium-related services provided to the San Francisco 49ers and the Santa Clara Stadium Authority.

Contribution In-Lieu of Taxes

In accordance with the City's charter, Silicon Valley Power pays 5% of gross revenues as contribution-in-lieu of taxes (CLT). For 2015-16, CLT is projected to total \$19.2 million. The forecast is that CLT will increase to \$21.3 million by the end of the forecast period. The forecast is primarily driven by market projections for electric consumption and any rate increases assumed in the Electric Five-Year Financial Plan.

Rents and Leases

In 2015-16, revenue recorded as rents and leases is estimated to total \$10.5 million. It is important to note that this projection does not include any leases affected by the Redevelopment Agency dissolution process and that the General Fund budget has been balanced without reliance on those monies.

The amount projected for 2015-16 includes lease payments from the Irvine Company's Santa Clara Gateway project (\$3.3 million), the ground lease of the Levi's Stadium site (\$2.6 million), \$3.3 million in right-of-way rental fees charged to the water and sewer utilities, and other smaller leases totaling about \$1.3 million. Growth projections for the Five-Year Financial Plan are based on individual lease agreements.

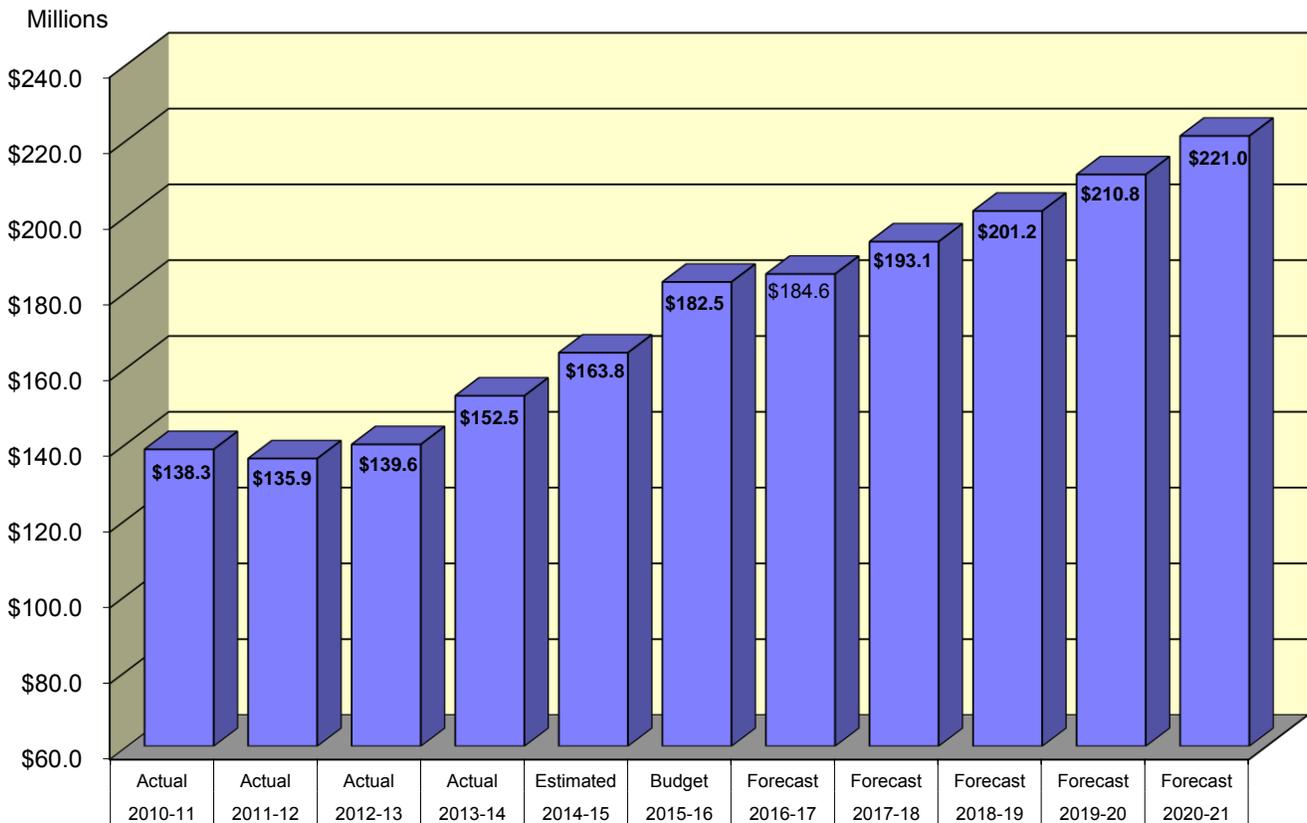
Interest Income

The City invests all funds not needed for current cash requirements in accordance with the City Council approved Investment Policy. These funds are invested in securities having a maximum maturity of five years. The factors that directly influence General Fund interest income include prevailing interest rates, the size of the portfolio, and the relative percentage of the portfolio allocated to the General Fund. Over the last several fiscal years, the return on the City's portfolio has declined from 4.92% in 2005-06 to 0.76% in June 2015. These declines are primarily due to the extraordinary actions by the Federal Reserve to hold interest rates low. Based on the expectation that the Federal Reserve will gradually begin to increase interest rates later in 2015, the General Fund is expected to receive \$0.95 million in interest in 2015-16 and earnings are projected to grow slowly through the remaining years of the forecast period.

Expenditures

Chart 6 provides historic information on General Fund expenditures. To help balance a structural budget deficit, General Fund expenditure growth was constrained in 2009-10 as a managed hiring freeze was put in place and positions were left unfilled. Actual expenditures declined in 2010-11 and 2011-12 due to an expanded hiring freeze, the elimination of positions, and the implementation of unpaid furloughs for most bargaining groups. In total, more than 100 positions were either eliminated, frozen, or held vacant, generating significant savings. In 2012-13, expenditures began to increase once again as unpaid furloughs rolled off and pension costs climbed. In 2013-14, the frozen and held vacant positions were carefully managed to cover additional revenue losses associated with the dissolution of the Redevelopment Agency. In 2014-15, some positions were added, unfrozen, or restored resulting in a year-end estimate of \$163.8 million. This amount is expected to grow to \$182.5 million in 2015-16 and to \$221.0 million by the end of the forecast period.

**Chart 6
General Fund Expenditures**



Despite actions to reduce expenditure growth, the primary growth driver continues to be increases in benefit costs. Consistent with calendar year Memorandums of Understanding (MOUs), 2015-16 includes one-time stipends for those bargaining groups that have them and general salary adjustments and other benefit enhancements for other bargaining groups that recently completed negotiations. Beyond the term of any existing MOU, a Consumer Price Index (CPI) based general salary adjustment is assumed for the each successive forecast year. Projections call for CPI to gradually increase from 2.3% in 2016-17 to 3.2% in 2020-21.

As shown in Charts 7 and 8, salary and benefits costs represent the majority (\$144.8 million) of budgeted 2015-16 operating expenditures. Salary and benefits costs as a percentage of total operating expenditures grew from 75.6% in 2001-02 to 79.3% in 2015-16 (see Chart 9). Significant factors driving this growth include negotiated labor agreements and rising pension costs. During this same time period, other operating expenses, consisting mainly of materials, services, and supplies, fell from 24.4% to 20.7% of total operating expenditures.

**Chart 7
General Fund Salary & Benefit Expenditures**

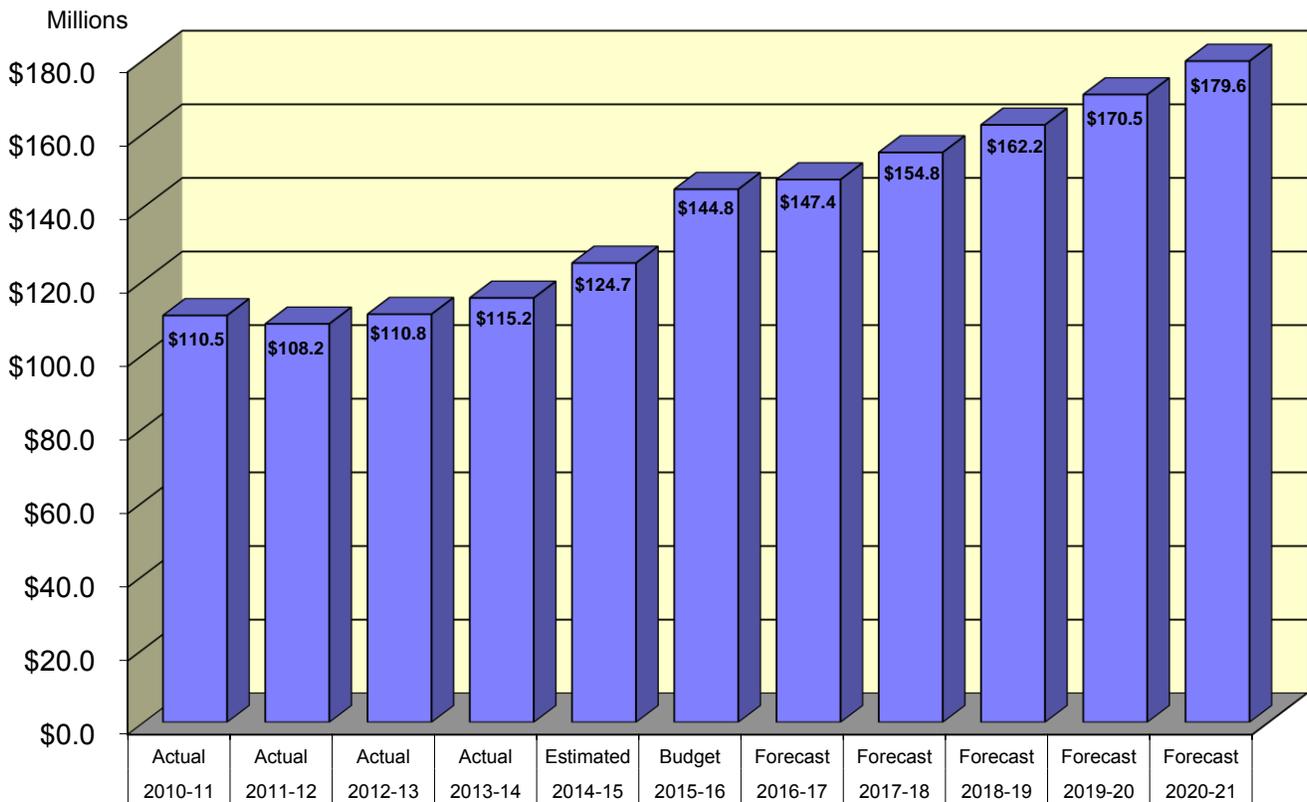
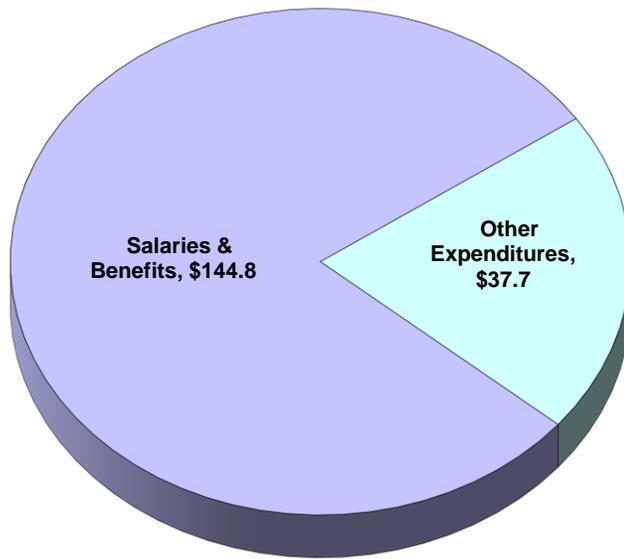
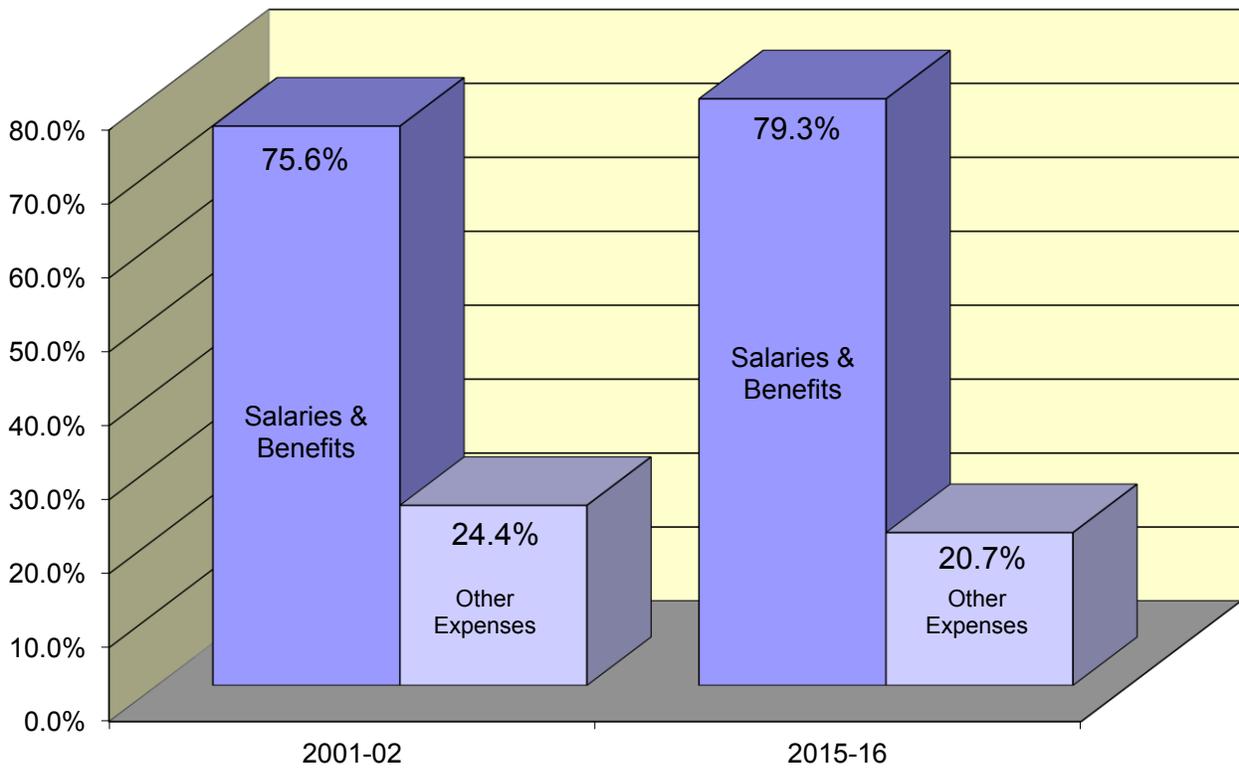


Chart 8
2015-16 General Fund Expenditure Components



Total General Fund Expenditures = \$182.5 Million

Chart 9
Time Comparison of Major Expenditure Categories



Retirement Costs

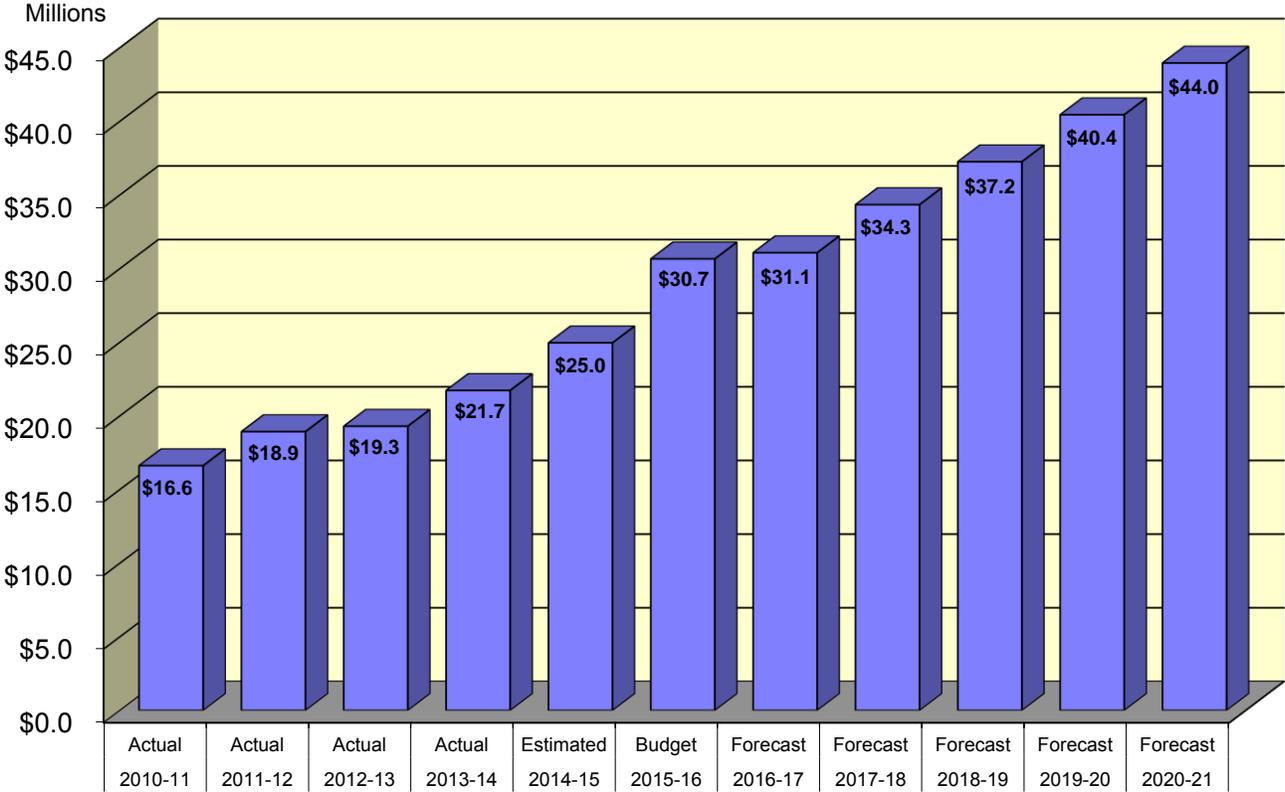
The City contributes to the California Public Employees Retirement System (CalPERS), which provides a defined benefit plan for participating public entities within the State of California. CalPERS offers a menu of benefit provisions that are established by State statutes within the Public Employee Retirement Law. The City selected its benefit provisions from the benefit menu by contract with CalPERS and adopted those benefits through local ordinance, following negotiations with employee bargaining groups.

The City's two defined benefit pension plans (Miscellaneous Plan and Safety Plan) with CalPERS provide retirement and disability benefits, annual cost-of-living adjustments, and death benefits to plan members and beneficiaries. Benefits for employees in the Miscellaneous Plan and Safety Plan vest after five years of CalPERS credited service. The retirement benefits under both plans are based on the retiree's age, years of CalPERS credited service, and a benefit factor of 2.7% at age 55 for Miscellaneous Plan members and 3% at age 50 for Safety Plan members.

In September 2012, the Governor signed AB 340, the Public Employees' Pension Reform Act of 2013. This Act replaced existing pension benefit formulas for new hires with new lower benefit formulas for those new members who begin service January 1, 2013 or after. The City's new Miscellaneous Plan benefit formula is 2.0% at age 62 and the new Safety Plan benefit formula is 2.7% at age 57. Additionally, the salary basis for the retirement benefit is changed for all new hires from single highest year to highest average annual compensation over a three-year period. These changes are expected to slowly reduce rates over the next generation of employees.

CalPERS retirement costs rose sharply over the past decade as a result of the market losses in the early 2000s followed by benefit enhancements in the mid-2000s. In 2005-06, General Fund pension costs were \$12.8 million. Ten years later, 2015-16 pension costs are projected to be \$30.7 million. As shown in Chart 10, retirement payments on behalf of employees are expected to rise dramatically as required employer rate increases are rolled in to make up for investment losses in fiscal years 2007-08 and 2008-09, a lower investment return assumption, shorter smoothing and amortization periods, and other demographic assumption changes including longer lifespans for retirees. These increases accelerated beginning in 2011-12, and continue to ramp up as CalPERS phases each of them in. By the end of the Five-Year Financial Plan period, PERS expenditures are projected to reach an estimated \$44.0 million, more than two and a half times the cost from ten years earlier, and consume an estimated 19.7% of General Fund revenues.

**Chart 10
General Fund PERS Expenditures**



The first major driver behind current and future rising retirement costs is the steep market losses experienced during the Great Recession. The CalPERS investment portfolio lost 4.9% in 2007-08 and 24.0% in 2008-09. CalPERS' actuarial assumption at that time was that it would earn a 7.75% annual investment return; this is the rate of growth needed to keep employer rates stable, all other things being equal. Given this assumption, CalPERS fell short of its actuarial estimate by 44.4% over this two year period, placing significant upward pressure on future rates. Rate increases to make up for these losses were phased in over three years beginning in 2011-12.

The second major driver behind pension rate increases are decisions made by the CalPERS Board. In 2012, the CalPERS Board revised their investment earnings assumption downward from 7.75% to 7.5% and in 2013 the Board modified smoothing policies from 15-year rolling average to five-year direct smoothing and changed the amortization period for investment gains and losses from a rolling to a fixed 30-year period. These changes were designed to help agencies move toward 100% funding faster than under the prior policies. The lower investment earnings assumption was incorporated into the calculation of rates beginning in 2014-15. The smoothing and amortization policy changes are being implemented beginning in 2016-17. In 2014, the CalPERS Board approved new actuarial assumptions including mortality assumptions which show that retirees and their beneficiaries are expected to live longer than previously assumed, necessitating higher rates to fund higher lifetime pension payouts. These changes will be implemented over the five year period beginning in 2017-18.

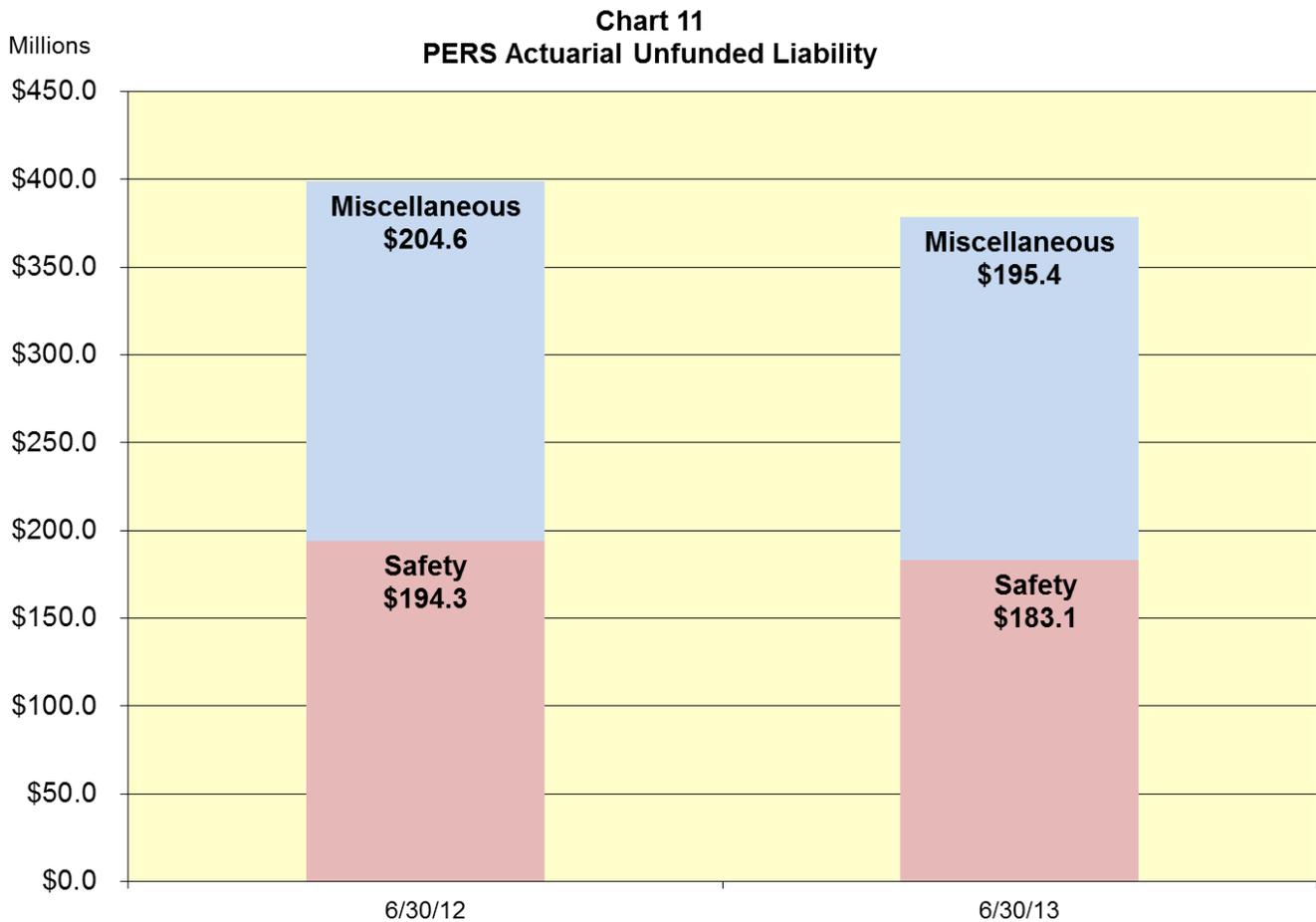
Year-by-year pension rate projections are shown in Table 1.

**Table 1
Projected CalPERS Employer Rates**

Fiscal Year	<u>Percent of Salary:</u>	
	Miscellaneous Plan	Safety Plan
2013-14	25.216%	35.340%
2014-15	26.989%	38.977%
2015-16	29.562%	41.948%
2016-17	31.693%	44.810%
2017-18	33.187%	46.920%
2018-19	34.680%	49.030%
2019-20	36.173%	51.140%
2020-21	36.267%	50.750%

Chart 11 examines the City’s unfunded PERS liability. In 2000-01, after years of double-digit returns on PERS investments, the value of the City’s assets held by CalPERS actually exceeded projected liabilities, resulting in a super-funded scenario that allowed rates for the Miscellaneous Plan to drop to zero. However, due to investment losses, changes in actuarial assumptions, and benefit enhancements, by June 30, 2012, the actuarial unfunded liability had grown to \$398.9 million (\$204.6 million for the Miscellaneous Plan and \$194.3 million for the Safety Plan) and the funded status declined to 61.4% of liabilities for the Miscellaneous Plan and 65.9% for the Safety Plan.

Based on higher employer contributions and positive investment returns for the year ending June 30, 2013 (the most recent actuarial valuation date), the unfunded liability declined to \$378.5 million with the funded status increasing to 64.6% for the Miscellaneous Plan and 69.1% for the Safety Plan.



Budgets are Balanced Moving Forward

General Fund revenues fell sharply while expenditures continued to rise as a result of the last recession, causing a structural budget deficit. However, as shown in Charts 12 and 13, beginning in 2010-11, revenues rebounded as the regional and local economies experienced an economic recovery that, thus far, has outpaced that of the State of California and the United States.

For the first time in three years, the General Fund ended 2010-11 with a surplus of \$8.5 million, allowing for much needed contributions to reserves which had fallen to dangerously low levels. For 2011-12, a surplus of \$20.8 million was primarily the result of growth in economically sensitive revenues and \$6.1 million of restricted one-time revenues for the Levi's Stadium project (unspent monies from these restricted revenues were transferred at year-end to the Building Inspection Reserve in accordance with applicable laws and adopted Council policy). In 2012-13, a surplus of \$18.0 million was the result of continuing revenue growth coupled with careful management of staffing costs. It is important to note that, through 2012-13, about \$13 million per year of lease revenues from former Redevelopment Agency (RDA) properties flowed to the General Fund in accordance with cooperation agreements that have since been invalidated by the RDA Dissolution Act. These lease revenues were part of these surplus amounts. A fourth straight year of revenue growth and a managed hiring freeze led to a 2013-14 surplus of \$13.3 million, with the loss of lease revenues from the properties tied to the former Redevelopment Agency being partly made up with a one-time \$6.1 million residual property tax distribution representing the City's share of monies that were distributed to taxing entities from the dissolution process. A fifth straight year of revenue growth and additional savings from the managed hiring freeze are projected to result in a 2014-15 surplus of about \$7.3 million. This amount is on top of the \$3.0 million transfer to the Working Capital Reserve that was budgeted for this year.

Although the 2015-16 Budget is balanced, it includes a \$7.0 million budgeted transfer to the Working Capital Reserve (this amount is noted at the bottom of the second page of Schedule A). In Chart 13, this amount is shown as a surplus to highlight this transfer to the reserve.

Beyond another projected surplus in 2016-17, the individual revenue and expenditure projections described previously result in declining surpluses from 2017-18 through 2020-21 due to a higher projected growth rate in expenditures than revenues (i.e., an average annual growth rate over these four years of 3.6% for total resources vs. 4.6% for expenditures). The primary drivers behind the higher growth rate for expenditures continue to be rising pension rates and expected increases in other benefit costs which are projected to grow by 5% per year primarily due to health care cost projections.

It is important to note that revenue projections assume a moderately growing economy throughout the forecast period but do not include project specific revenues that may result from several large commercial and residential development projects currently under review or entitled but not yet under construction. If any of the development projects are completed and yield positive economic benefit, the outlook would improve.

Chart 12
General Fund Resources and Expenditures

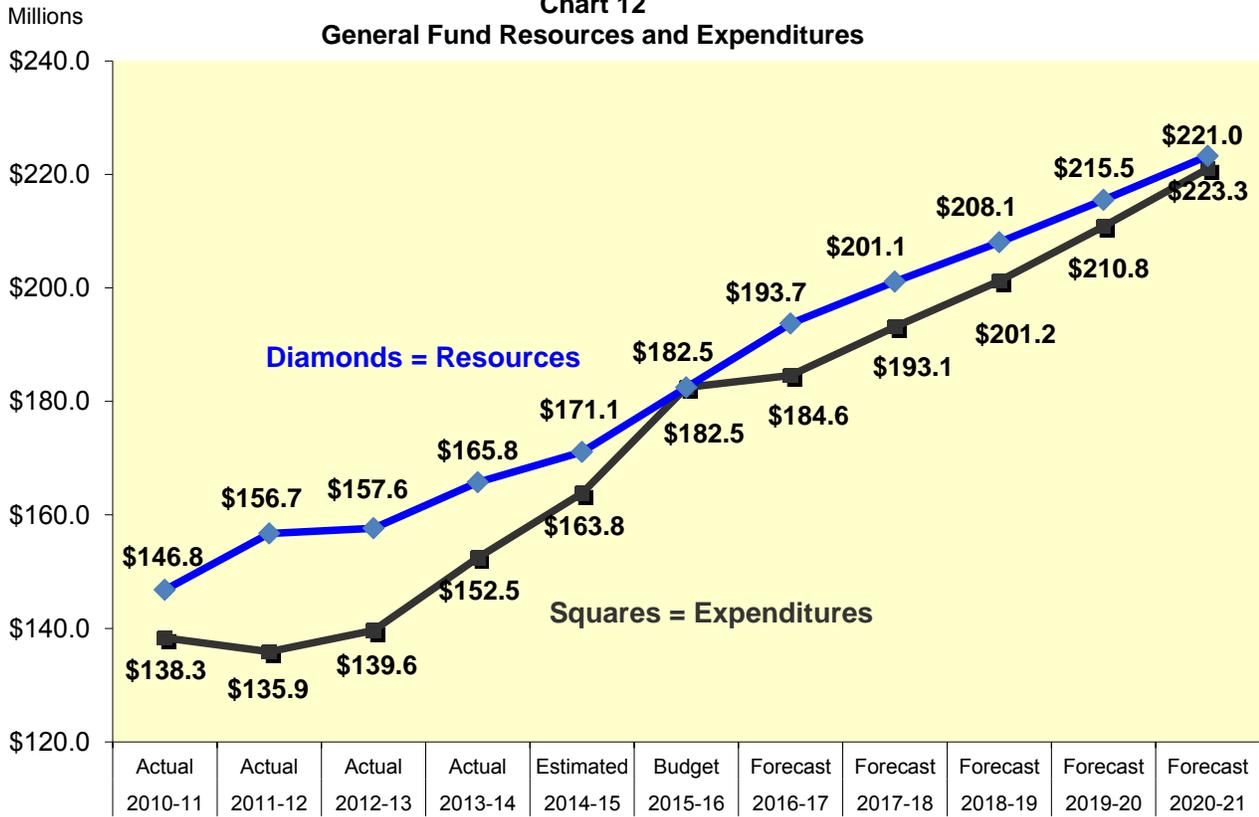
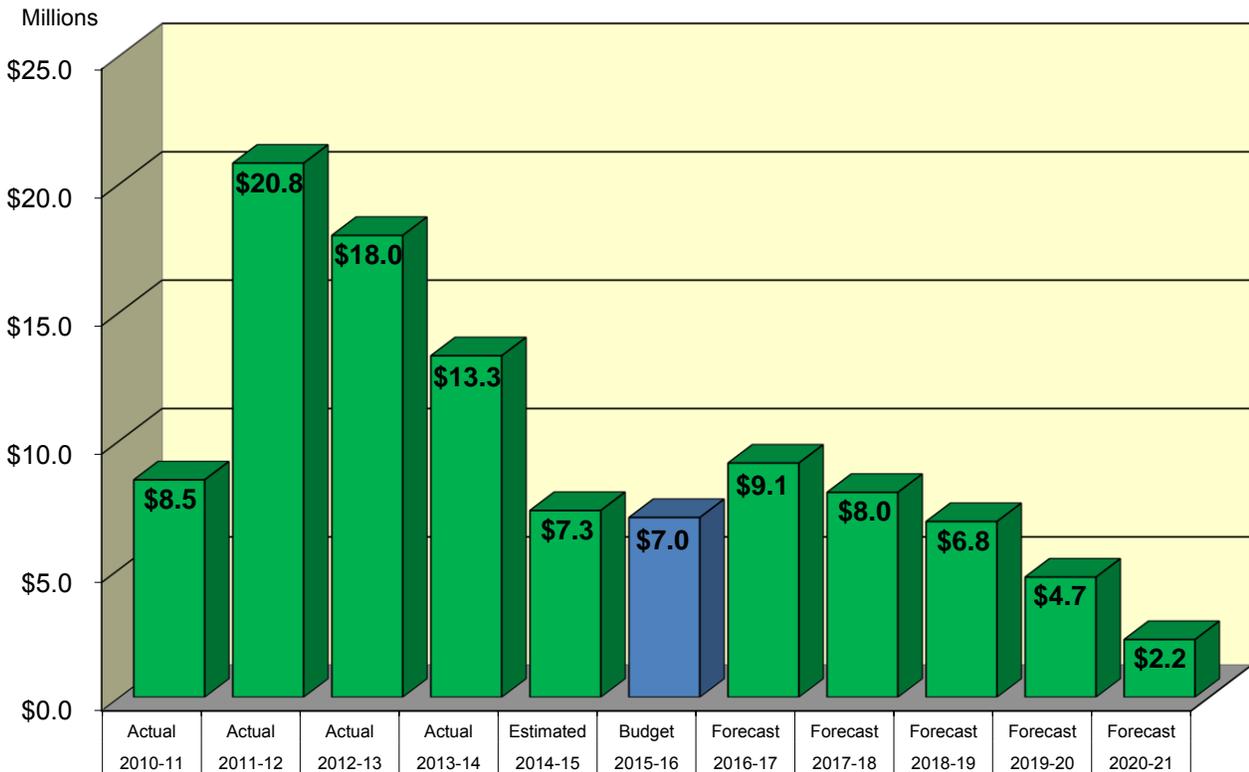


Chart 13
General Fund Operating Surplus/(Deficits)



Reserves

During 1985-86, the City Council established a policy regarding use of the City's General Contingency Reserve funds. Under that policy, two separate reserves were established: a *Working Capital Reserve* and a *Capital Projects Reserve*. The Working Capital Reserve is set aside to protect vital General Fund services during economic downturns or to handle financial crisis or disaster situations. The target size for the Working Capital Reserve is 25% of General Fund expenditures or enough to provide funding for 90 days of operations. For 2014-15, the target was \$41.2 million compared to an available balance of \$27.9 million as of June 30, 2014.

During fiscal years 2002-03, 2003-04 and 2004-05, the City drew down its Working Capital Reserve to meet its financial needs. By 2004-05, the reserve ended with a balance of \$13.8 million (see Chart 14). The City rebuilt the reserve to \$21.1 million by 2007-08, thanks to strong economic growth and three consecutive years of operating surpluses. But as revenues began to fall in 2008-09, the City again had to turn to its reserves in an effort to protect vital services for its residents and other stakeholders, leaving a balance of only \$2.5 million at June 30, 2010. Using the reserve helped sustain service levels but depleted an important source of funding that provides flexibility to respond to unanticipated operating events.

Economic recovery began to take hold in 2010-11 and as a result of four consecutive years of surpluses, the reserve level rose to \$27.9 million as of June 30, 2014. Additional contributions during 2014-15, on top of a budgeted \$3.0 million contribution, have brought the reserve balance up to \$32.9 million. Based on year-end revenue and expenditure estimates completed in spring 2015, an additional contribution to the reserves of about \$7.3 million is expected to be available. Assuming that \$4.0 million of that went to the Working Capital Reserve, the balance would increase to \$36.9 million. The 25% target for 2015-16 is \$45.6 million. An additional contribution to the reserve of \$7.0 million has been budgeted for 2015-16 which would bring the balance to \$43.5 million (after funding loans to the Cemetery enterprise fund each year).

Chart 14
Working Capital Reserve Ending Balances

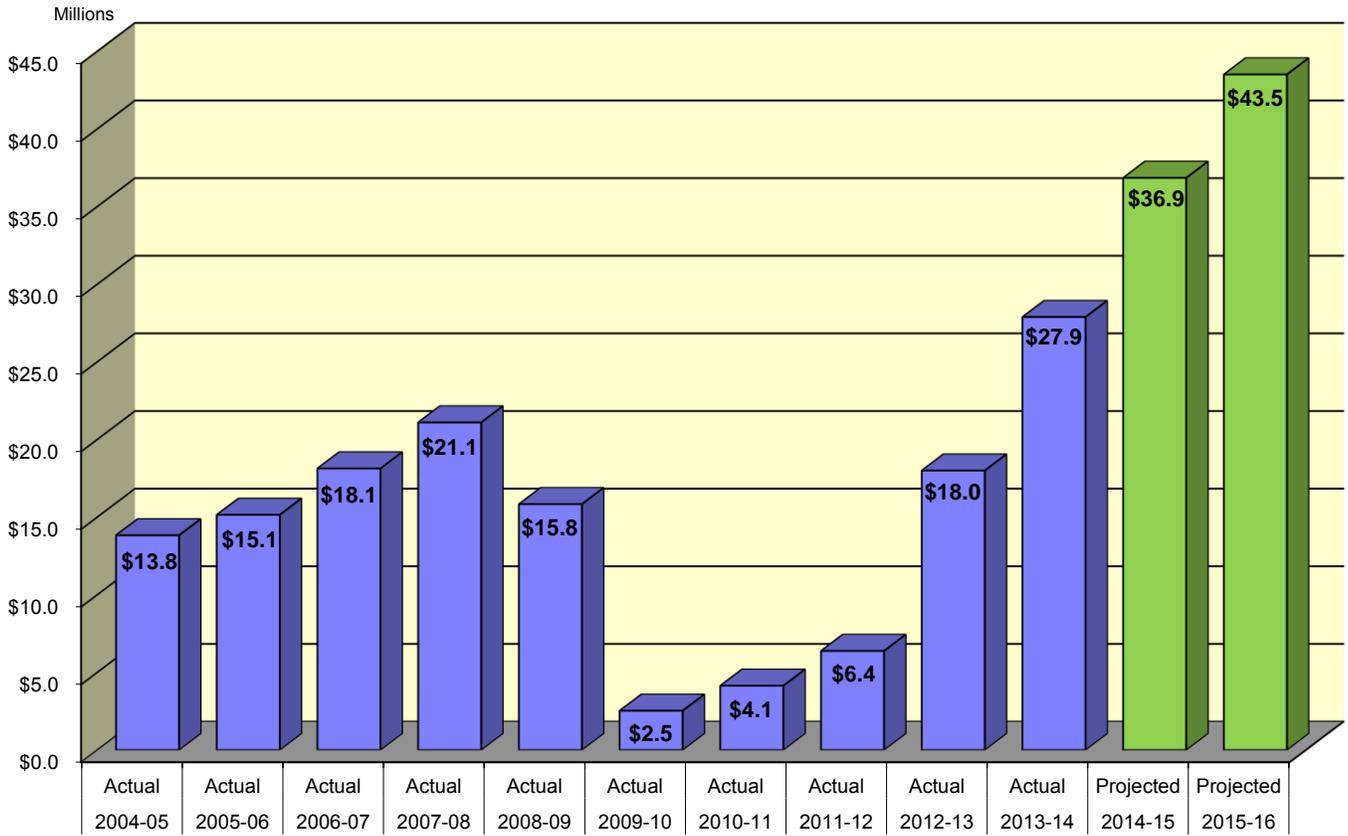
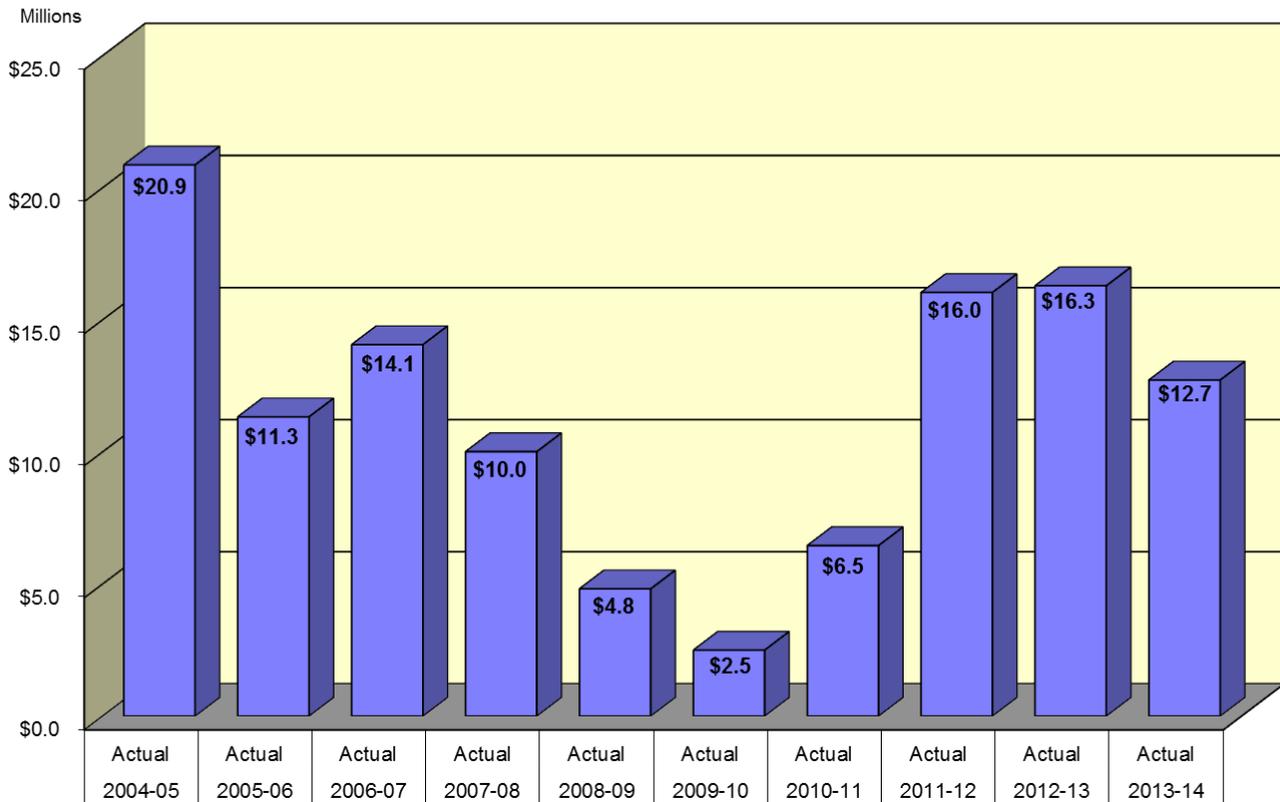


Chart 15 paints a similar picture for the City’s Capital Projects Reserve. This reserve is set aside to fund the portion of the City’s capital spending program that has no other funding sources to support it. The projects in the program maintain basic City infrastructure and provide quality facilities. The Council adopted a policy in 1996-97 to maintain a minimum of \$5 million in the Capital Projects Reserve. Since 2000-01, the City drew down this key resource from \$69.1 million to a low of \$2.5 million on June 30, 2010. Surpluses the last four fiscal years have allowed for year-end contributions to the Capital Projects Reserve and the funding of capital projects that had been delayed during the recession. The balance has now exceeded the reserve target each of the last four years. At June 30, 2014, the balance stood at \$12.7 million.

**Chart 15
Capital Projects Reserve Ending Balances**



Having well-funded reserves, good fiscal management practices, and an excellent credit rating have historically allowed Santa Clara to maintain its fiscal health. Now that the economy is growing again and we are currently experiencing operating surpluses, it is important that we rebuild our reserves to make the City of Santa Clara stronger.

ENTERPRISE TYPE ACTIVITIES

The City owns and operates various enterprise type activities including the Electric, Water, and Sewer utilities, City Cemetery, and Solid Waste program. A five-year projection of major enterprise fund revenues and expenses is included in the attached schedules. The projections were prepared by the respective entities with underlying economic and other pertinent assumptions that may differ from those outlined in this Plan. Also, this Plan does not include any analysis of the respective enterprise entities' reserves or plans for financing the listed projects. Presentation of enterprise fund information in this Plan is designed to draw attention to their financial relationship to the City's General Fund, and to give Council an overview of their major capital improvement projects over the next five years.

Silicon Valley Power

Silicon Valley Power (SVP) provides electric power and services to over 53,000 City customers. In calendar year 2014, the City of Santa Clara served approximately 1,758 industrial accounts that comprised more than 88% of the City's load and more than 87% of customer service revenues. The Electric Department provides diverse services including operating, maintaining and dispatching electric service, engineering, system design and planning, administrative and financial management, marketing, customer services, power trading, free outdoor Wi-Fi (powered by SVP Meter Connect) and dark fiber leasing services -- all of which make Silicon Valley Power a successful and reliable resource for the City and its citizens. SVP owns power generation facilities, invests in joint ventures that produce electric power, and trades power on the open market. Its primary goals are to provide safe, reliable service while remaining competitive in the marketplace and placing a premium on a high level of customer satisfaction. While the business environment has changed, SVP remains dedicated to responsive, low cost and reliable customer service.

Over the next five years, SVP will continue to build and expand its state-of-the-art power and communications infrastructure. SVP's mission is to be a progressive, service-oriented utility, offering reliable, competitively priced energy services for the benefit of Santa Clara and its customers. This means implementing energy efficiency programs, green technologies, ensuring reliable service, streamlining operations, and improving communications. SVP continually works with Santa Clara customers to enhance the value they receive from municipal ownership of their electric utility.

Also, over the coming years, significant activities will be required to comply with continually increasing legislative and regulatory mandates such as California State's Renewable Portfolio Standard (RPS) and the carbon cap-and-trade program. The State's RPS program requires electric service providers to increase procurement from eligible renewable energy resources to 33% of total procurement by 2020 and the governor has proposed increasing that to 50% of total procurement by 2030. While SVP already exceeds current state-wide RPS goals, the RPS requires the utility to continue its support of this broad range of programs encouraging wise use of energy resources, especially renewable energy generation. The California carbon cap-and-trade program began in mid-2012 and works to cap and reduce CO₂ emissions by auctioning emission allowances and investing the proceeds in consumer benefits such as energy efficiency, renewable energy, and other clean energy technologies. At a Federal level, the North American Electric Reliability Corporation (NERC) has issued new reliability standards with mandatory requirements to ensure power system reliability throughout the country. SVP has established a framework to assure that the City is in and stays in compliance with NERC mandatory standards. Finally, SVP's upgraded bond ratings have reinforced the need to maintain a positive net income in normal operating years and rebuild Electric Utility reserves to the \$120 to \$180 million target range.

The drought and related reduction in hydroelectric power output, and increased transmission costs are the major contributors to the increase in costs along with additional renewable projects in the near term. Because the additional renewable resources were acquired to meet future state mandates and are not immediately needed, the additional costs are being partially offset by wholesale sales of the renewable energy. Special efforts were made to assure that costs for the procurement of natural gas and emissions allowances for carbon are properly projected.

To ensure safety and reliability requirements, SVP continues its multi-year substation rebuilding projects. The forecast assumes capital expenditures including substation upgrades, equipment replacement, new technology deployment, and economic development projects. Two projects (Northern Receiving Station Phase Shifting Transformer and SVP Fiber Optic Expansion Project) will result in reduced operating costs as well as improving the Utility's communications and business opportunities. The Phase Shifting Transformer project has been funded by a short-term loan, which will be repaid through the operating cost savings. The Fiber Optic expansion will be funded by Electric Customer Service Charges.

In other ongoing capital projects, the Electric Department continues to improve, demonstrate, and implement new technologies to support tomorrow's power grid. Some key projects being deployed in this area are the continuing development of an Advanced Metering Infrastructure (AMI) Project; the SVP Meter Connect program (which powers the City's free outdoor Wi-Fi); the ongoing Operational and Technology Project, updating the power scheduling and back office systems required to schedule, track and settle power purchase, sales and delivery transactions; LED streetlight upgrade projects; and the improvement of the electric system cyber and physical security as required by mandatory federal reliability standards.

SVP continues to improve electric infrastructure to provide a reliable and low-cost business environment so Santa Clara's economy can grow and thrive. Rapid growth in energy demand, aging grids, communication technologies, and environmental impacts are driving change in how utilities do business and operate. New services, customer demand, and regulatory requirements continue to drive the need for advanced technology solutions to improve customer energy services.

The Electric Department's Five-Year Financial Plan (see Schedule C) assumes a potential rate increase of 3% to 5% in January 2016, subject to further review and to City Council approval. The potential rate increase maintains a positive net income required to rebuild reserve levels to the \$120 million target range. Yet, even with the potential rate increase, Santa Clara's Electric Utility projects that it will continue to offer among the lowest system average electric rates in the State of California.

Water and Sewer Utilities

Water Utility (see Schedule D) – Water Utility expenditures are projected to increase by 13% between fiscal year 2015-16 and 2016-17 primarily due to fluctuations in capital project spending. Expenditures are projected to increase by 8% between 2016-17 and 2017-18. Expenditures are projected to increase by 6% to 8% per year over the last three years of the five-year planning period. Projected increases in the wholesale cost of water is the primary component of the increases in 2016-17 through 2020-21. Moderate increases are also projected in Salaries and Benefits, Right-of-Way Fee, Other Operating Expenditures, and Internal Service Fund Allocations. The projected expenditures for Utility Capital Improvements are relatively stable over the planning period after the decrease in between 2015-16 and 2016-17.

Sewer Utility (see Schedule E) – Sewer Utility expenditures are projected to increase by 5% between fiscal year 2015-16 and 2016-17 due to a projected increase in Capital Improvements at the San Jose/Santa Clara Regional Wastewater Facility. Sewer Utility expenditures are expected to increase by 25% due to a significant increase in Capital Improvements in 2016-17 and 2017-18. The Sewer Utility expenditures are projected to decrease by 11% and 22% in 2018-19 and 2019-20, respectively, in response to lower levels of Capital Project funding. The final year of the planning period shows an 11% increase in expenditures, again related to the level of Capital funding required in that budget period. The fluctuations in the estimated expenditures for the Sewer Utility are significantly affected by the projected expenditures for Utility Capital Improvements. The projections indicate the Utility Capital Improvements represent from 42% to 61% of the total estimated expenditures for the Sewer Utility in any given year. The Utility Capital Improvement category includes capital projects at the San Jose/Santa Clara Regional Wastewater Facility and critical in-City rehabilitation and replacement of sewer system infrastructure. The level of capital funding required has dictated the use of debt financing

to mitigate rate impacts. The Sewer Utility is assuming debt financing for a portion of the capital costs related to the Regional Wastewater Facility.

Recycled Water Utility (see Schedule F) – Recycled Water Utility revenue and expenditures are projected to increase by 8% per year over the planning period. Increasing demand for and sale of, recycled water are the primary component of the projected increases.

Even with the projected increases in revenues and expenditures, the Utilities anticipate maintaining combined water, sewer and electric rates at a level that is affordable for residents and attractive for businesses. The combined utility rates are expected to remain the lowest in the nine Bay Area counties.

CAPITAL IMPROVEMENT PLAN

General information regarding the City's current land use, development potential, and specific plans as outlined in the City General Plan (2010–2035) adopted in November 2010, have been considered in the preparation of the Plan. Several significant projects are scheduled for completion during the forecast period.

The Capital Improvement Project (CIP) funding for 2015-16 was developed with consideration of the mission and vision statement, current economic conditions, limited financing resources and Council priorities. The adopted 2015-16 CIP includes \$76.4 million of new project appropriations (including Authority projects), an increase of \$8.0 million, or 11.8% from the 2014-15 Adopted CIP Budget of \$68.3 million. The majority of the increase reflects funding of \$10.5 million for Parks and Recreation and Library projects, including \$6.3 million for youth soccer fields, and \$2.2 million for remodeling projects at the City's three libraries. These projects are primarily funded by developer contributions and monies allocated from the City's Land Sale Reserve. The Capital Projects Reserve is expected to maintain a fund balance above the target level of at least \$5 million.

Due to insufficient monies being available over the last several years, many capital projects were delayed. The current list of unfunded project needs totals \$429.8 million during the forecast period. However, the majority of these anticipated costs, \$372.4 million, are for new projects in the Parks and Recreation CIP Fund where the primary funding source for most new projects is anticipated to be Quimby Act or Mitigation Fee Act revenues charged on new development projects. A summary of the Proposed Capital Project Costs is contained in Schedule B along with available project funding.

NEXT STEPS

The Five-Year Financial Plan provides policy-makers and the public an updated assessment of the City's financial condition that takes into account the latest projections of economic conditions. The value of the Five-Year Financial Plan is to provide the City Council, staff, and public a clear assessment of the City's finances and facilitate an informed discussion during budget deliberations. The Plan serves as a starting point to provide perspective and analysis of what will happen if current financial decisions and operating practices continue into the future. The Five-Year Financial Plan was presented as part of the City Council budget study sessions on May 19, 2015 and June 16, 2015 and a public hearing to adopt the 2015-16 Operating and CIP Budgets was held on June 16, 2015.

**RESOURCE AND EXPENDITURE TREND
GENERAL FUND**

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimated
<u>ESTIMATED RESOURCES</u>					
Property Tax	\$ 27,945,684	\$ 28,347,475	\$ 31,747,458	\$ 39,135,396	\$ 36,092,000
Sales Tax	35,567,421	40,322,018	44,351,021	46,408,534	49,650,000
Transient Occupancy Tax	9,805,926	11,483,363	13,046,576	15,042,438	16,800,000
Franchise Tax	3,146,270	3,361,039	3,342,501	3,515,786	3,604,100
Documentary Transfer Tax	543,681	727,688	1,004,613	1,189,605	1,100,000
Subtotal	77,008,982	84,241,583	93,492,169	105,291,759	107,246,100
Licenses and Permits	3,721,952	7,070,754	4,461,962	4,789,470	7,074,800
Fines and Penalties	1,961,566	2,068,367	2,157,223	2,059,613	1,837,600
Interest	3,122,571	2,250,304	2,153,871	1,676,679	1,100,000
Rents and Leases	9,030,640	16,204,608	16,876,124	5,399,653	7,413,100
Revenue From Other Agencies	776,734	650,674	390,988	613,147	760,000
Charges For Current Services	26,508,966	30,465,108	24,714,568	30,771,701	31,150,000
Contribution In-Lieu of Taxes	14,912,599	15,342,885	15,218,781	16,591,452	17,434,623
Other Revenue	5,714,513	203,421	354,204	955,512	275,000
Subtotal	65,749,541	74,256,121	66,327,721	62,857,227	67,045,123
Net Interfund Transfers	4,034,987	(1,789,033)	(2,192,161)	(2,383,729)	(3,198,002)
Total Estimated Resources	\$ 146,793,510	\$ 156,708,671	\$ 157,627,729	\$ 165,765,257	\$ 171,093,221
<u>ESTIMATED EXPENDITURES</u>					
Salaries	\$ 79,757,265	\$ 75,372,860	\$ 76,153,460	\$ 78,634,215	\$ 84,958,200
Separation Payouts	1,763,225	2,301,884	2,388,903	1,290,295	750,000
Benefits	28,963,250	30,524,961	32,295,012	35,323,866	39,030,126
Materials, Services, and Supplies	19,842,331	19,741,648	20,878,681	28,701,805	30,070,000
Interfund Services	7,987,001	7,965,301	7,914,369	8,497,212	8,816,700
Capital Outlay	14,707	-	7,631	16,209	194,600
Total Estimated Expenditures	\$ 138,327,779	\$ 135,906,654	\$ 139,638,056	\$ 152,463,602	\$ 163,819,626
Surplus/(Deficit)	\$ 8,465,731	\$ 20,802,017	\$ 17,989,673	\$ 13,301,655	\$ 7,273,595

Note: Net interfund transfers includes one-time budgeted transfer to the Working Capital Reserve of \$3.0 million in 2014-15.

**RESOURCE AND EXPENDITURE TREND
GENERAL FUND**

	2015-16 Budget	2016-17 Forecast	2017-18 Forecast	2018-19 Forecast	2019-20 Forecast	2020-21 Forecast
<u>ESTIMATED RESOURCES</u>						
Property Tax	\$ 38,704,661	41,026,900	43,488,500	45,662,900	47,946,000	49,863,800
Sales Tax	52,690,000	55,560,000	58,010,000	60,440,000	62,970,000	65,620,000
Transient Occupancy Tax	17,300,000	17,819,000	18,353,600	18,904,200	19,471,300	20,055,400
Franchise Tax	3,593,935	3,722,400	3,783,100	3,844,800	3,907,700	3,971,500
Documentary Transfer Tax	1,133,000	1,159,100	1,185,800	1,216,600	1,251,900	1,292,000
Subtotal	113,421,596	119,287,400	124,821,000	130,068,500	135,546,900	140,802,700
Licenses and Permits	7,682,700	7,859,400	8,040,200	8,249,200	8,488,400	8,760,000
Fines and Penalties	1,903,300	1,947,100	1,991,900	2,043,700	2,103,000	2,170,300
Interest	950,000	1,050,000	1,150,000	1,250,000	1,350,000	1,450,000
Rents and Leases	10,474,098	10,443,800	10,652,500	10,873,600	11,191,000	11,846,500
Revenue From Other Agencies	317,000	324,300	331,800	340,400	350,300	361,500
Charges For Current Services	35,641,886	33,720,400	34,490,200	35,380,400	36,399,200	37,556,000
Contribution In-Lieu of Taxes	19,218,263	20,075,700	20,633,200	20,864,200	21,098,500	21,328,400
Other Revenue	305,456	312,500	319,700	328,000	337,500	348,000
Subtotal	76,492,703	75,733,200	77,609,500	79,329,500	81,317,900	83,820,700
Net Interfund Transfers	(7,426,545)	(1,310,200)	(1,322,100)	(1,330,300)	(1,346,600)	(1,358,400)
Total Estimated Resources	\$ 182,487,754	\$ 193,710,400	\$ 201,108,400	\$ 208,067,700	\$ 215,518,200	\$ 223,265,000
<u>ESTIMATED EXPENDITURES</u>						
Salaries	\$ 96,299,720	\$ 97,613,000	\$ 100,834,000	\$ 104,464,000	\$ 108,538,000	\$ 113,097,000
Separation Payouts	2,300,000	2,369,000	2,440,000	2,513,000	2,588,000	2,666,000
Benefits	46,166,929	47,418,400	51,500,600	55,270,400	59,364,900	63,823,600
Materials, Services, and Supplies	28,329,190	27,687,000	28,637,000	29,009,000	30,094,000	30,852,000
Interfund Services	9,190,715	9,402,000	9,618,000	9,868,000	10,154,000	10,479,000
Capital Outlay	201,200	100,000	100,000	100,000	100,000	100,000
Total Estimated Expenditures	\$ 182,487,754	\$ 184,589,400	\$ 193,129,600	\$ 201,224,400	\$ 210,838,900	\$ 221,017,600
Surplus/(Deficit)	\$ 0	\$ 9,121,000	\$ 7,978,800	\$ 6,843,300	\$ 4,679,300	\$ 2,247,400

Note: Net interfund transfers includes one-time budgeted transfer to the Working Capital Reserve of \$7.0 million in 2015-16.

PLANNED FUTURE CAPITAL PROJECT COSTS

Fund	Fund Name	2016 - 17	2017 - 18	2018 - 19	2019 - 20	2020 - 21
Streets and Highways Programs:						
521	Special Gas Tax (2105)	\$ 429,587	\$ 387,623	\$ 445,940	\$ 404,548	\$ 463,457
522	Special Gas Tax (2107)	725,000	725,000	725,000	725,000	725,000
523	Special Gas Tax (2103)	300,000	300,000	300,000	300,000	300,000
524	Collier-Unruh Act (2106)	300,000	300,000	300,000	300,000	300,000
525	Traffic Mitigation	1,567,500	1,967,500	2,045,000	1,525,000	1,525,000
531	Street Beautification	50,000	50,000	50,000	50,000	50,000
533	Streets and Highways	690,000	690,000	690,000	690,000	690,000
	Subtotal	\$ 4,062,087	\$ 4,420,123	\$ 4,555,940	\$ 3,994,548	\$ 4,053,457
General Government Programs:						
532	Parks and Recreation	\$ 30,847,500	\$ 48,860,000	\$ 76,081,750	\$ 141,003,250	\$ 163,845,000
535	Storm Drains	10,005,000	3,075,000	4,400,000	3,150,000	2,850,000
536	Fire Department	175,000	590,000	525,000	120,000	-
537	Library	230,300	151,700	58,700	9,900	9,900
538	Public Buildings	13,265,000	2,755,000	505,000	405,000	380,000
539	General Government-Other	7,118,767	2,372,312	1,364,000	894,000	594,000
562	Community Services (HUD)	400,000	400,000	400,000	250,000	250,000
	Subtotal	\$ 62,041,567	\$ 58,204,012	\$ 83,334,450	\$ 145,832,150	\$ 167,928,900
TOTAL PROPOSED COSTS		\$ 66,103,654	\$ 62,624,135	\$ 87,890,390	\$ 149,826,698	\$ 171,982,357

FUNDED / UNFUNDED PROJECT COSTS

	2016 - 17	2017 - 18	2018 - 19	2019 - 20	2020 - 21
Funded Project Costs:					
Streets and Highways Program	\$ 3,582,087	\$ 3,590,123	\$ 3,148,440	\$ 3,107,048	\$ 3,165,957
General Government Program	20,057,971	21,722,502	35,714,190	13,544,190	982,900
Subtotal	\$ 23,640,058	\$ 25,312,625	\$ 38,862,630	\$ 16,651,238	\$ 4,148,857
Unfunded Project Costs:					
Streets and Highways Program	\$ 480,000	\$ 830,000	\$ 1,407,500	\$ 887,500	\$ 887,500
General Government Program	41,983,596	36,481,510	47,620,260	132,287,960	166,946,000
Subtotal	\$ 42,463,596	\$ 37,311,510	\$ 49,027,760	\$ 133,175,460	\$ 167,833,500
TOTAL FUNDED AND UNFUNDED COSTS	\$ 66,103,654	\$ 62,624,135	\$ 87,890,390	\$ 149,826,698	\$ 171,982,357

**CITY OF SANTA CLARA
ELECTRIC UTILITY
REVENUE AND EXPENDITURE PROJECTIONS**

	Forecast				
	2016-17	2017-18	2018-19	2019-20	2020-21
ESTIMATED REVENUE					
Charges For Svcs	\$ 379,240,704	\$ 389,653,437	\$ 393,549,971	\$ 397,485,471	\$ 401,460,326
Mandated Revenues	10,808,360	11,105,123	11,216,174	11,328,336	11,441,619
Other Fees For Svcs	1,900,227	1,956,364	2,019,966	2,074,400	2,053,339
Interest	1,887,686	2,213,112	2,702,802	3,226,496	3,697,450
Rents	2,877,250	2,935,777	2,995,006	3,054,946	3,115,606
Other Revenue	4,800,000	4,800,000	4,800,000	4,800,000	4,800,000
Wholesale Revenues (REC Sales) (1)	3,701,361	6,705,959	5,370,644	4,976,070	-
Wholesale Revenues (GHG Sales)	2,583,221	3,734,946	6,553,105	9,076,123	9,432,597
Transfers Out	(1,470,680)	(606,280)	(340,017)	(340,017)	(295,200)
Total Revenues	\$ 406,328,130	\$ 422,498,437	\$ 428,867,651	\$ 435,681,825	\$ 435,705,737
ESTIMATED EXPENDITURES					
Salary Account	\$ 22,365,511	\$ 22,879,918	\$ 23,474,796	\$ 24,155,565	\$ 24,928,543
Benefit Accounts	9,989,827	10,219,593	10,485,303	10,789,376	11,134,636
Mat/Serv/Sup	16,535,639	16,915,959	17,355,774	17,859,091	18,430,582
Resources: Non-JPA	117,232,038	127,637,139	133,351,324	139,897,045	147,888,983
Generation & Pumping Expense	44,552,581	46,135,767	47,895,873	49,559,440	48,999,779
Wholesale Transaction Credits	(28,436,317)	(24,896,109)	(19,852,126)	(19,737,578)	(21,131,602)
Resources - JPA	122,496,889	111,266,522	105,701,185	107,292,348	115,618,209
Resource/Product	255,845,191	260,143,319	267,096,255	277,011,254	291,375,369
Interfund Services	11,830,677	12,102,782	12,417,455	12,777,561	13,186,443
Contribution In Lieu of Taxes	20,075,711	20,633,191	20,864,196	21,098,482	21,328,417
Public Benefits Expense	10,808,360	11,105,123	11,216,174	11,328,336	11,441,619
Capital Outlay	583,024	596,434	611,941	629,687	649,837
Capital Improvement Projects	31,515,000	33,190,000	40,790,000	19,290,000	17,000,000
Debt Service	18,169,690	19,930,110	19,999,563	20,093,756	20,194,473
Total Expenditures	\$ 397,718,631	\$ 407,716,428	\$ 424,311,456	\$ 415,033,110	\$ 429,669,920
Total Available Revenue (2)	\$ 8,609,499	\$ 14,782,008	\$ 4,556,194	\$ 20,648,715	\$ 6,035,818
CASH Balance - EOY	\$ 254,553,986	\$ 270,818,838	\$ 277,503,477	\$ 293,532,596	\$ 290,623,165
Rate Stabilization Fund Balance - EOY	\$ 90,219,868	\$ 105,001,877	\$ 109,558,071	\$ 130,206,786	\$ 136,242,604
Assumed Rate Increases	1/1/2017	1/1/2018	1/1/2019	1/1/2020	1/1/2021
	3.0%	0.0%	0.0%	0.0%	0.0%

(1) REC and carbon revenues are used to cover the power costs for new renewables

(2) Available Revenue to be added to Rate Stabilization Fund, which includes the Cost Reduction Fund

**CITY OF SANTA CLARA
WATER UTILITY
REVENUE AND EXPENDITURE PROJECTIONS**

ESTIMATED REVENUE	Forecast				
	2016-17	2017-18	2018-19	2019-20	2020-21
Transfers From (To) Reserves	\$ 359,900	\$ (724,300)	\$ (218,400)	\$ (512,000)	\$ (38,800)
Transfers From (To) Fund 097	350,000	300,000	200,000	100,000	-
Customer Service Charges 1. 2.	37,718,000	43,649,100	48,528,200	51,493,100	55,193,802
Other Revenue 3.	1,082,000	1,093,000	1,105,000	1,119,000	1,133,000
Use of Money and Property 3.	202,200	226,700	257,300	293,700	296,400
Additional Revenue from Rate Adjustments 1. 2.	5,931,100	4,879,100	2,964,900	3,700,700	3,946,598
Total Revenue	\$ 45,643,200	\$ 49,423,600	\$ 52,837,000	\$ 56,194,500	\$ 60,531,000
 ESTIMATED EXPENDITURES					
Salaries and Benefits 4.	\$ 7,141,900	\$ 7,427,600	\$ 7,724,700	\$ 8,033,700	\$ 8,355,000
Other Operating Expenditures 4.	1,323,000	1,375,900	1,430,900	1,488,200	1,547,700
Resources and Production 5.	26,202,900	29,352,700	32,292,100	35,613,200	39,223,200
Internal Service Fund Allocations 4.	3,329,600	3,462,800	3,601,300	3,745,400	3,895,200
Right-of-Way Fee	1,710,800	1,757,000	1,808,000	1,864,000	1,919,900
Utility Capital Improvements	5,935,000	6,047,600	5,980,000	5,450,000	5,590,000
Total Expenditures	\$ 45,643,200	\$ 49,423,600	\$ 52,837,000	\$ 56,194,500	\$ 60,531,000
 TOTAL AVAILABLE REVENUE	 \$ -				

1. Assumes 0.1% increase in sales in FY2015-16, 8% in FY2016-17, 2% in FY2017-18 and 0.1% per year thereafter.

2. Assumes 15% rate increase in FY 2015-16, 12% in FY2016-17, 9% in FY2017-18, 6% in FY2018-19, and 7% in FY2019-20 and FY2020-21.

3. Assumes 2% per year increases.

4. Assumes 4% per year increases.

5. Assumes agency projections for wholesale rates and 0.1% increase use for 2015-16 and thereafter.

**CITY OF SANTA CLARA
SEWER UTILITY
REVENUE AND EXPENDITURE PROJECTIONS**

ESTIMATED REVENUE	Forecast				
	2016-17	2017-18	2018-19	2019-20	2020-21
Transfers From (To) Reserves	\$ 776,000	\$ 1,551,600	\$ 866,100	\$ (7,445,100)	\$ (4,547,100)
Customer Service Charges & Fees (1)	35,588,500	39,164,300	42,508,900	46,352,800	47,516,300
Other Misc. Revenue	261,500	272,000	282,900	294,200	306,000
Sewer Connection and Conveyance Fees	1,445,000	1,450,000	1,450,000	1,455,200	1,460,500
Use of Money and Property	371,400	426,900	476,000	517,300	611,800
Bonds or Certificates of Participation (2)	7,000,000	15,000,000	5,000,000	-	-
Additional Revenue from Rate Adjustments	3,575,800	3,344,600	3,843,900	1,163,500	1,425,500
Total Revenue	\$ 49,018,200	\$ 61,209,400	\$ 54,427,800	\$ 42,337,900	\$ 46,773,000
ESTIMATED EXPENDITURES					
Salaries and Benefits (3)	\$ 2,898,300	\$ 3,014,200	\$ 3,134,800	\$ 3,260,200	\$ 3,390,600
Other Operating Expenditures	364,400	379,000	394,100	409,900	426,300
Resources and Production	17,996,000	16,701,200	14,384,900	14,603,900	17,592,300
Internal Service Fund Allocations	1,579,700	1,642,900	1,708,600	1,776,900	1,848,000
Right of Way Fee	1,432,500	1,471,200	1,513,900	1,560,800	1,607,600
Utility Capital Improvements (2)	23,028,200	35,750,800	29,903,700	16,959,200	18,141,200
Debt Service	1,719,100	2,250,100	3,387,800	3,767,000	3,767,000
Total Expenditures	\$ 49,018,200	\$ 61,209,400	\$ 54,427,800	\$ 42,337,900	\$ 46,773,000
TOTAL AVAILABLE REVENUE	\$ -				

(1) Assumes a 9.5% rate increases in FY2015-16 and FY2016-17, an 8% increase in FY2017-18, an 8.5% increase in FY2018-19, a 2% increase in FY2019-20, and a 3% increase in FY2020-21.

(2) Capital projects at the Regional Wastewater Facility assumed to be partially funded with debt financing through the Clean Water Financing Authority in FY2016-17 through FY2018-19.

(3) Assumes 4% per year increase.

**CITY OF SANTA CLARA
RECYCLED WATER UTILITY
REVENUE AND EXPENDITURE PROJECTIONS**

ESTIMATED REVENUE	Forecast				
	2016-17	2017-18	2018-19	2019-20	2020-21
Transfers From (To) Reserves	\$ 43,000	\$ 63,100	\$ 43,400	\$ 36,900	\$ 45,000
Transfers From (To) Fund 092 1.	(350,000)	(300,000)	(200,000)	(100,000)	-
Customer Service Charges 2.	4,031,900	4,314,100	4,601,600	4,909,000	5,237,000
Other Revenue	310,000	310,000	310,000	310,000	310,000
Use of Money and Property 3.	23,500	24,000	24,500	25,000	25,500
Additional Revenue from Rate Adjustments :	239,500	241,900	258,800	276,100	294,500
Total Revenue	\$ 4,297,900	\$ 4,653,100	\$ 5,038,300	\$ 5,457,000	\$ 5,912,000
 ESTIMATED EXPENDITURES					
Salaries and Benefits 5.	440,800	458,400	476,700	495,800	515,600
Other Operating Expenditures 5.	49,100	51,100	53,100	55,200	57,400
Resources and Production 4.	3,490,600	3,807,500	4,153,200	4,530,300	4,941,700
Internal Service Fund Allocations 5.	115,800	120,400	125,200	130,200	135,400
Right-of-Way Fee	201,600	215,700	230,100	245,500	261,900
Total Expenditures	\$ 4,297,900	\$ 4,653,100	\$ 5,038,300	\$ 5,457,000	\$ 5,912,000
 TOTAL AVAILABLE REVENUE	 \$ -				

1. Compensate Fund 092 for "lost water sales revenue"
 2. Assumes 1% increase in sales and 11% increase in retail rates in FY2015-16 and 6% thereafter.
 3. Assumes 2% per year increases.
 4. Assumes agency projections for wholesale rates.
 5. Assumes 4% increase per year.

**CITY OF SANTA CLARA
CEMETERY
REVENUE AND EXPENDITURE PROJECTIONS**

	2016-17	2017-18	Forecast 2018-19	2019-20	2020-21
ESTIMATED REVENUE *					
Sales-Facilities (1)	\$ 137,000	\$ 138,000	\$ 139,000	\$ 140,000	\$ 142,000
Sales-Labor (4)	237,000	239,000	241,000	243,000	245,000
Sales-Endowment Care (3)	250	300	350	400	450
Sales-Material (2)	135,000	137,000	139,000	172,000	180,000
Use of Money and Property (5)	21,000	21,000	21,000	21,000	21,000
Loan from General Contingency Reserve (6)	299,750	297,700	294,650	260,600	250,550
Total Revenue	\$ 830,000	\$ 833,000	\$ 835,000	\$ 837,000	\$ 839,000
ESTIMATED EXPENDITURES *					
Salaries and Benefits	\$ 582,000	\$ 583,000	\$ 584,000	\$ 585,000	\$ 586,000
Other Operating Expenditures	121,000	121,000	121,000	121,000	121,000
Internal Service Fund Allocations	127,000	129,000	130,000	131,000	132,000
Repayment of General Contingency Reserve loan	-	-	-	-	-
Total Expenditures	\$ 830,000	\$ 833,000	\$ 835,000	\$ 837,000	\$ 839,000
TOTAL AVAILABLE REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -

* Includes Cemetery Operating Fund 093. Does not include Cemetery Capital Projects Fund 593.

- | | |
|--|--|
| (1) Pre-need sales in new Willow Bend area. | (4) Burials vary from year to year. |
| (2) Sale of pre-installed crypt(s) at time of property purchase. | (5) Interest from endowment principal. |
| (3) Related to quantity (volume) of new property purchases and increased fees. | (6) Loan needed to cover expenditures. |



City of Santa Clara

The Center of What's Possible

Additional Information

BUDGETS AND ACCOUNTING SUMMARY

The following information is presented to help the reader understand the way the City budgets and accounts for the operations of the City. Explanations are presented in two categories: Budgets and Fund Accounting.

BUDGETS

A. GENERAL OVERVIEW

Definition of Budget

The budget of the City is a detailed operating plan that identifies estimated costs and program benefits in relation to estimated revenues. The budget is prepared on a non-GAAP budgetary accounting basis and the annual financial reports include the reconciliation between GAAP modified and/or full accrual accounting for the financial reports and the budgetary basis budget. All of the year-end financial reports are kept on the basis of modified or full accrual accounting. The budget includes:

- (1) The proposed services to be provided during the fiscal year and the associated appropriations to cover the costs of the proposed programs, projects, services and activities, and
- (2) The estimated revenue available to finance the proposed service levels.

Budget Process

The budget process is the mechanism through which policy decisions are made, implemented and controlled. The City Charter requires that the City establish a budgetary system for general operations, and prohibits expending funds for which there is no legal appropriation. The City is required to adopt an annual operating budget on or before June 30 for the ensuing fiscal year that begins July 1.

The procedures to establish the budget are as follows:

1. The City Manager submits to the City Council a proposed operating budget for the fiscal year commencing the following July 1.
2. Public hearings are conducted to obtain taxpayer comments.
3. The budget is legally enacted through passage of a minute order.

From the effective date of the budget, the amounts stated therein, as proposed expenditures become appropriations to the applicable governmental funds. The City Council may amend the budget by motion during the fiscal year. The legal level of budgetary control (that is, the level at which expenditures cannot legally exceed the appropriated amount) is at the departmental object category level within the fund.

The operating budget is prepared at the object level within programs in departments. Budget information is presented on a non-GAAP budgetary basis.

In addition to the annual appropriated operating budget, each year a project length Capital Improvement Project (CIP) Budget is adopted and a Five-Year Financial Plan is updated and accepted by the City Council for the City's anticipated capital projects to be funded over the next five years. For the CIP Budget, the legal level of budgetary control is at the project level.

B. PROGRAM BUDGET WITH PERFORMANCE MEASURES

Program Budgeting

All City departments have identified the core services provided to the public and other departments. Hundreds of services have been grouped into divisions and programs. Each department, division and program has a “mission” statement. Each mission statement addresses what the City is trying to accomplish in providing the service. In addition to missions, divisions and programs have division highlights and performance measures that provide insight into the delivery of the service.

Indirect Cost Allocation

City department budgets take into consideration the cost of internal services provided by other City departments in calculating the full cost of providing fee-based services. Enterprise funds are charged for these services with payments flowing into the General Fund to cover the cost of the services. The service provider departments include City Council, City Manager, City Clerk, City Attorney, Finance, Information Technology, and Human Resources. These service costs are allocated to user departments in the Full Cost Allocation Plan, which is updated about every three years. The costs are adjusted by the change in the CPI between the updates. The last update occurred in 2012-13.

Departments. This budget document is organized into departments. Under the program budget, the budget of each department contains three components:

- Department overview
- Division summaries
- Program detail

Measuring Performance Different types of information, financial and narrative, are provided in each of these areas. This format allows the reader to review a department budget at the level desired, from an overview of the department as a whole, to detailed funding and performance measures for any specific departmental program.

Department Overview, Resource Level Changes and Department Accomplishments. The “Department Overview” outlines the main areas of program focus for the department for the fiscal year. “Resource Level Changes” identify any new or changed staffing for the department in the adopted budget. Prior year “Department Accomplishments” are listed in the adopted budget.

Divisions. Divisions are groups of programs. They are key areas of like services. An example would be Administrative Services in the Finance Department. Programs and divisions allow Council and the public to prioritize services and see the costs of meaningful groupings of activities.

Programs. Programs are logical groups of related services. For instance, the programs of, Financial & City-Wide Fiscal Administration and Special Projects are logically related services under the Administrative Services division in the Finance Department. The performance of programs supports the mission of a division.

Positions. Under program budgeting, employees charge their time to specific programs. As a consequence, detailed information about positions and the cost of services can be developed. At the department level, the number of personnel in each division is shown. A detailed listing of regular, permanent positions and the amount of time spent for each program is shown at the beginning of each division. In addition, a detailed list by department is shown after the department overview.

In program budgeting, “Division Highlights” and “Performance Measures” are used to measure the performance of the department. These are ways by which City staff will be held accountable for budget dollars allocated to provide services. Division highlights and performance measures will also allow the public to see what they are getting for their tax dollars.

Division Highlights. Division highlights are major projects, plans, or priorities for the coming fiscal year. These are usually one-time in nature. Division highlights are located at each division level in the budget document.

Performance and Workload Measures. Performance measures provide insight into how efficiently or effectively the City is providing services in each major activity. They are the measures through which the value of services can be assessed by Council and the public. Workload measures provide insight into the volume of effort that is required to provide each service. Performance and workload measures remain the same year after year to provide longitudinal data which allows trends to be evaluated. There are, however, some programs which do not have performance measures. These are in areas where quantifiable results are either not appropriate or where it would be too costly to gather the information.

C. BUDGET PRESENTATION DETAIL

Understanding the Details

In each program, there are up to five expenditure lines: Salaries, Benefits, Other Operating Expenditures, Interfund Services, and Debt Service and, in some cases, Resource & Production Costs and Contribution In-Lieu of Taxes & Franchise Fees.

Salaries: This category includes regular salaries, overtime pay, vacation pay, holiday, separation payouts and premium pays such as out-of-class pay, night differential pay, hazard pay, evidence tech pay, and paramedic pay.

Benefits: This category includes Medicare, social security, health allocation, other post employment benefits (OPEB) and CalPERS retirement. Other benefits such as VEBA, dental, life insurance, uniform allowance, meal allowance, employee assistance program, auto allowance, mobile phone allowance, and professional development are included if applicable.

Other Operating Expenditures. This category includes all expenditure items that the department has direct control over such as contract costs, supplies, equipment purchases and utility charges.

Interfund Services. Interfund Services are made up of two types of costs. The first type is charges that one department (or fund) charges to another for services provided. An example would be charges that Automotive Services makes to the General Fund Police Department to maintain police vehicles. The second type of allocated charge is citywide in nature; for example, citywide liability insurance costs are apportioned to each department in the City.

Debt Service. Interest and principal on outstanding debt.

Revenues: Total direct revenues, excluding interfund transfers, are displayed for each department and division. In each department, revenues are shown as a single line item.

FUND ACCOUNTING

The accounts of the City are organized and operated on the basis of funds, each of which is considered a separate accounting entity. Government resources are allocated to and accounted for in individual funds based upon the purposes for which the resources are to be spent. A general description of each follows:

Governmental Fund Types

Governmental funds are those through which most governmental functions of the City are financed. The following are the City's Governmental Fund Types:

General Fund - Used to account for the general operations of the City.

Special Revenue Funds - Used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specific purposes.

Debt Service Funds - Used to account for the accumulation of financial resources to be used for the payment of principal and interest on General Government Operating and Capital long-term obligations, which are not accounted for in proprietary funds.

Capital Projects Funds - Used to account for financial resources to be used for the acquisition or construction of General Government major capital facilities.

Proprietary Fund Types

Proprietary funds are used to account for the City's ongoing organizations and activities which are similar to those often found in the private sector. Proprietary Fund Types include Enterprise Funds and Internal Service Funds and are described as follows:

Enterprise Funds - Used to account for operations (a) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs and expenses, including depreciation, of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

The various enterprise funds of the City and a brief description of each follows:

1. The Electric Utility Fund is used to account for the City's purchase, generation, transmission and distribution of electric power to City residents and businesses.
2. The Water Utility Fund is used to account for the City's purchase, pumping and distribution of water.
3. The Water Recycling Fund is used to account for the City's portion of the South Bay Water Recycling program.
4. The Sewer Utility Fund is used to account for the financing, construction and operation of the City's sewage collection system and the wastewater treatment joint venture with the City of San Jose.
5. The Solid Waste Fund is used to account for the administration of the City's garbage and rubbish collection service.
6. The Cemetery Fund is used to account for the construction and operations of the City's municipal memorial park.
7. The Sports and Open Space Authority Fund is used to account for the acquisition, construction, maintenance and operations of open space within the City including leasing to private operators for commercial purposes.
8. The Santa Clara Golf and Tennis Club Fund is used to account for the operations of the Santa Clara Golf and Tennis Club.
9. The Santa Clara Convention Center Fund is used to account for the operations of the Santa Clara Convention Center.

Internal Service Funds - Used to account for the financing of goods, services or facilities provided by one department or agency to other departments or agencies of the City, or to other governments, on a cost-reimbursement basis. Services provided include automotive, technical equipment, special liability insurance claims and workers' compensation insurance claims.

Accounting for Encumbrances

The City utilizes an encumbrance system of accounting. The City Charter requires recording an encumbrance as a charge against appropriations in the accounting period in which a purchase order is issued, rather than in the accounting period when goods or services are received. Open encumbrances at year-end are available for subsequent year expenditures based on the encumbered appropriation authority carried over to the next fiscal year.

2015-16 Budget Calendar

December 8	City Manager's Capital Improvement Project meeting with Department Directors
December 9	Budget Kickoff meeting for capital improvement budget held by Finance with departments
January 16	CIP budgets due to Finance
January 19 – February 6	IT Project Review meetings with departments
January 20	City Manager's operating budget meeting with Department Directors
January 21	Budget Kickoff meeting for operating budget held by Finance with departments
January 21	Five-Year Financial Plan kickoff
February 4 – February 27	Review of CIP budget submissions with City Manager. CIP project prioritization with City Manager
February 12	Operating budget and Municipal Fee Schedule submissions due to Finance
March 2 – March 20	Review operating budget submissions with City Manager
March 6	Five-Year Financial Plan submissions due to Finance
March 10	Approval of CDBG/HOME program funding allocations
April 8	Planning Commission meeting to review proposed CIP projects for consistency with General Plan
April 21	Public hearing for adoption of municipal fee schedule with City Council
May 19 & June 16	Study sessions to review proposed Operating budget and proposed Capital Improvement Project budget with City Council
June 16	Public hearing and adoption of proposed Operating budget and Capital Improvement Project budget by City Council

FINANCIAL POLICIES AND PRACTICES

We present the relevant policies and practices that define specifically the way the City manages its budget, investments, debts and reserves.

BUDGETS

Control

The City Council is responsible in approving the appropriation of fiscal resources to cover estimated expenditures in relation to estimated revenues for a budget year. This action is undertaken through the adoption of the annual budget. City Council action is also required for the following: amendment of the budget by motion during the fiscal year, use of Reserves or Designated Fund Balances, approval of appropriations of grant monies, and authorization of service contracts exceeding \$150,000 for electric, water and sewer services, and \$100,000 for all other services.

The City Manager presents the proposed budget to City Council. After the budget is adopted, the City Manager is responsible for transfers within expenditure account categories and executing service contracts up to and including \$150,000 for electric, water and services, and \$100,000 for all other services. The City Manager is also authorized to expend grant monies approved by the City Council.

City Departments are responsible to administer, control and review budgetary spending of Departmental level. These include purchase transactions, payments for personnel and other expenses, and deposit of City revenues.

Reporting

Financial reports on actual performance in relation to budget are prepared by the Finance Department through monthly financial statements. Financial and performance measure reports are presented to the City Council monthly. City Departments are responsible for reviewing these reports and identifying potential budget problems and recommending corrections. The Finance Department prepares a Five-Year Financial Plan which is incorporated into the budget planning process and presented to the City Council annually.

INVESTMENTS

Purpose

The City undertakes investment related activities that are made with prudence. On an annual basis, the City formalizes these activities in the Investment Policy Statement which is adopted by a resolution of the City Council. The policy is to invest public funds, including bond proceeds, reserves and other special City funds, in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow demands of the City and conforming to all state and local statutes governing the investment of public funds.

Authority and Controls

The City of Santa Clara Charter gives the Director of Finance the authority and responsibility to deposit and invest all City funds. It authorizes the Director of Finance to invest the City's idle cash in allowable investment vehicles with a maximum remaining maturity of five years at the time of purchase. The City Council may grant express authority either specifically or as part of an approved investment program to invest in vehicles with remaining maturity that exceeds the five-year restriction. Authority must be given to the Director of Finance at least three months prior to the investment. California Government Code also allows the City to invest in the same investment vehicles as authorized by the City Council. The Director of Finance establishes written depository and investment policy procedures for the operation of the investment program consistent with the City Investment policy, establishes a process of independent review by an external auditor and provides monthly investment reports to the City Council.

DEBT

Purpose

The City believes that debt is an equitable means of financing projects and represents an important source of meeting fiscal responsibilities. The City obtains and maintains long-term debt for large Capital Improvement projects. The Finance Department manages the City's debt with prudence, diligence, and with attention to prevailing economic conditions and applicable laws.

Administration and Reporting

The Finance Department is responsible for the administration of the City's debt and related activities. It manages issuance of debt, administers debt proceeds, prepares ongoing disclosure, handles debt and tax compliance, and makes debt service payments. City Departments with debt-financed capital programs coordinate with the Finance Department in implementing and handling debt related transactions. Semiannual updates to the City Council are prepared by the Finance Department on outstanding debt for the City of the Santa Clara, its Agencies and Corporations. This report is presented as a standard management practice that provides a valuable overview of the current status of the City's long-term debt obligations.

RESERVES

General Contingency

The City Council annually approves the transfer of any budgetary surplus to the General Contingency Reserve resulting from General Fund revenues in excess of expenditures during the preceding fiscal year. The City Council established a policy regarding use of the City's General Contingency Reserve, under which two separate reserves were established, the Working Capital Reserve and the Capital Projects Reserve.

The Working Capital Reserve is set aside for weathering economic downturns, emergency financial crisis, or disaster situations. The reserve target is equal to the cost of the City's General Fund operations for three months (90-day working capital reserve). A year-end transfer to this Reserve is made during years where there are operating surpluses while money may be appropriated from this Reserve during years of revenue decline.

The Capital Projects Reserve supports the City's five-year capital spending program. The yearly CIP Budget includes appropriations from this Reserve while the close out of projects with remaining balances and reductions in project budgets release back money to the Reserve. The minimum policy target is \$5.0 million.

The City Council also established the General Contingency Reserve for Land Sale Reserves. The net proceeds from the sale of City owned land are held in this account.

The City Council approved the establishment of the Building Inspection Reserve to account for surplus funds generated from user fees in the Planning Department's Building's Inspection Division. The funds from this reserve are used to fund additional services or projects directly related to the Building Inspection Division's long-range planning activities, and can only be used when Building Inspection revenues are not sufficient to cover related costs.

The City Council reviews this policy annually as part of the yearly budget process.

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2015-16 ADOPTED TRAVEL AND TRAINING BUDGET
Listing by Department

Fund	Department	Month	Conference Name	Location	Employee (s)	2015-16 Budget
001	Board/Commission	Various	Cultural Commission	TBD	Commission Members	11,014
001	Board/Commission	Various	Historical and Landmarks Commission	TBD	Commission Members	8,370
001	Board/Commission	Various	Planning Commission	TBD	Commission Members	9,621
001	Board/Commission	Various	Library Board of Trustees	TBD	Commission Members	450
001	Board/Commission	Various	Civil Service Commission	TBD	Commission Members	450
001	Board/Commission	Various	Parks & Recreation Commission	TBD	Commission Members	5,179
001	Board/Commission	Various	Senior Advisory Commission	TBD	Commission Members	2,250
001	Board/Commission	Various	Youth Commission	TBD	Commission Members	4,050
001	City Attorney's Office	TBD	League Annual Conference	Los Angeles	Attorney	433
001	City Attorney's Office	TBD	League City Attys Dept Conference	So CA	2 Attorneys	2,153
001	City Attorney's Office	TBD	Misc Parking Fees-Court Appearances	Various	4 Attorneys	640
001	City Attorney's Office	TBD	League Annual Conference	Los Angeles	Attorney	186
001	City Attorney's Office	TBD	League City Attys Dept Conference	So CA	2 Attorneys	923
001	City Attorney's Office	TBD	Misc Parking Fees-Court Appearances	Various	4 Attorneys	275
001	City Attorney's Office	TBD	Training Courses/MCLE/BACA	Various	Attorneys/Staff	3,990
001	City Attorney's Office	TBD	Training Courses/MCLE/BACA	Various	Attorneys/Staff	1,710
001	City Clerk City Auditor	TBD	Local Records Mgmt Meetings	Local	Assistant City Clerk	100
001	City Clerk City Auditor	TBD	City Clerk	Unknown	IIMC Annual Conference	2,300
001	City Clerk City Auditor	TBD	Clerk's Association Annual Conf	Unknown	City Clerk	2,000
001	City Clerk City Auditor	TBD	Clerk's Association Nuts & Bolts	Manteca, CA	City Clerk	400
001	City Clerk City Auditor	TBD	Software Programs Training	Local	City Clerk	250
001	City Clerk City Auditor	TBD	NCCCA Quarterly Session	Unknown	City Clerk	200
001	City Clerk City Auditor	TBD	NCCCA Quarterly Session	Unknown	City Clerk	200
001	City Clerk City Auditor	TBD	NCCCA Quarterly Session	Unknown	City Clerk	200
001	City Clerk City Auditor	TBD	NCCCA Quarterly Session	Unknown	City Clerk	200
001	City Clerk City Auditor	TBD	Technical Track for Clerks	Riverside, CA	Office Specialist to CC	2,000
001	City Clerk City Auditor	TBD	Technical Track for Clerks	Riverside, CA	Office Specialist to CC	2,000
001	City Clerk City Auditor	TBD	Technical Track for Clerks	Riverside, CA	Office Specialist to CC	2,000
001	City Clerk City Auditor	December	League New Law/Election Seminar	City Clerk	City Clerk	1,275
001	City Clerk City Auditor	TBD	FPPC Workshops	Local	City Clerk	50
001	City Council	TBD	League of CaCities Annual Conf.	Sacramento CA	Mayor & Members	1,800
001	City Council	TBD	League of CaCities New Member Academy	Sacramento, CA	New Members	1,800
001	City Council	TBD	Santa Clara Chamber of Commerce Retreat	California	Mayor & Members	2,000
001	City Council	TBD	Sister Cities Annual Conference	TBD	Member	3,100
001	City Council	TBD	Sister Cities Annual Conference	TBD	Mayor	1,000
001	City Council	TBD	Official Local Breakfast/Lunch/Dinners	Varies	Varies	3,000
001	City Council	TBD	Misc Local Conf/Workshops	Varies	Varies	3,000
001	City Council	TBD	Legislative Conferences	Varies	Varies	600
001	City Council	TBD	Local Government Commission	Yosemite, CA	Two members	2,360
001	City Council	TBD	National League of Cities	Washington DC	Two members	5,090
001	City Council	TBD	US Conference of Mayors Sports Committee	New Orleans, LA	Two members	4,200
001	City Council	TBD	US Conference of Mayors Annual Conference	San Francisco	Two members	2,500
001	City Council	TBD	National Assoc.of Sports Commission	Milwaukee, WI	Two members	5,130
001	City Council	TBD	TBD	TBD	TBD	100
001	City Manager	TBD	ICSC	Southern California	City Mgr./EDO	2,500
001	City Manager	TBD	ICSC	Las Vegas, NV	City Mgr./EDO	4,890
001	City Manager	TBD	ICSC	Monterey/SF	City Mgr./EDO	610
001	City Manager	Sept. 30-Oct. 2	LCC Annual Conference	San Jose, CA	City Manager/Asst. CM	5,500
001	City Manager	TBD	ICMA	Seattle, WA	City Mgr./Designee	4,500
001	City Manager	Feb.	LCC City Managers Dept Meeting	San Francisco, CA	City Manager/Asst. CM	1,000
001	City Manager	April	CAPIO Annual Conference	Southern California	ACM/Pub Comm Mgr	1,500
001	City Manager	TBD	Various	TBD	City Mgr./Designee	1,000
001	City Manager	Oct.	MMANC Annual Conference	TBD	Staff	1,500
001	City Manager	Spring	Council/ Chamber Retreat	TBD	Staff	300
001	City Manager	Various	Monthly Meetings	Local	Designated Staff	2,200
001	City Manager	June	Pacific Builders	San Francisco	Housing Insp/Staff Analyst	500
001	City Manager	TBD	NonProfit Housing Annual Conference	San Francisco	TBD	275
001	City Manager	TBD	Various Training	Unknown	TBD	12,800
001	City Manager	Various	HUD Con Plan/IDIS/Federal Regs	San Francisco	H&CS Staff	1,600

2015-16 ADOPTED TRAVEL AND TRAINING BUDGET
Listing by Department

Fund	Department	Month	Conference Name	Location	Employee (s)	2015-16 Budget
001	Finance	Jan	CAPPO	CA	Pur. Mgr./Ch. St.Buyer	2,000
001	Finance	Feb	CSMFO Annual Seminar	Monterey, CA	Director / Assistant Director / Accounting Manager	1,200
001	Finance	TBD	Travel and Training Opportunity	TBD	Various	5,000
001	Finance	May	Harris Pacific Users Group	Santa Clara, CA	CS Supervisors	450
001	Finance	Oct	Harris Annual Customer Training Conference	Atlanta, GA	Muni Svcs. Manager /Cust. Svc. Supervisor	3,510
001	Finance	Sept	League Annual Conference	San Jose	Director	700
001	Finance	March	CSMFO Annual Seminar	Anaheim	Director /Assistant Director/ Accounting Manager	1,200
001	Finance	Dec	League of Calif. Cities Fin. Conf.	San Diego	Director	1,200
001	Finance	Various	Misc Local Meetings	Various - Local	Director/ Misc	400
001	Finance	Nov	League of CA Cities: League Leaders Mtg	Sacramento	Director	400
001	Finance	April	League of CA Cities: Legislative Action Day	Sacramento	Director	210
001	Finance	Various	League of CA Cities: Policy Committee Meetings	Sac & Ontario	Director	670
001	Finance	Sept	LAIF Annual Meetings	Sacramento	Fin. Analyst/Assistant Director	250
001	Finance	Feb	CSMFO Annual Seminar	Anaheim, CA	Principal Financial Analyst	1,200
001	Finance	TBD	Travel and Training Opportunity	TBD	Various	2,500
001	Finance	Various	GASB/Computer trainings	Local Bay Area	Acctng. Mgr./Accountants	1,390
001	Finance	TBD	Training Opportunities	TBD	Various	10,400
001	Finance	Qtrly	CMRTA Workshops	Local Bay Area	Sr. CSR and CSR	150
001	Finance	Various	Investment/Debt CDIAAC Training	Various	Prin Finan Analyst, Analyst	200
001	Finance	TBD	TBD	TBD	TBD	450
001	Finance	Various	1st Line Supervisors	TBD	Muni Svcs. Sect. Supvr. (3)	1,370
001	Finance	February	ABAG Regional Forecast	Berkeley	Principal Financial Analyst	100
001	Finance	Various	Training Seminars	Various	Various	750
001	Finance	TBD	Training Opportunity for Budget and Treasury	TBD	Various	5,000
001	Fire	TBD	Expenses for Local conferences	Various	Various	1,200
001	Fire	TBD	League of CA Cities/Fire Chiefs	San Jose	Fire Chief and Deputy Chief	1,000
001	Fire	TBD	California Fire Chiefs Assoc. Annual Conference	TBD	Fire Chief and Deputy Chief	2,500
001	Fire	TBD	National Fire Academy	Maryland	4 Chief Officers	4,000
001	Fire	TBD	International Assoc. of Fire Chiefs Annual Conference	Atlanta, GA	Fire Chief	2,000
001	Fire	TBD	Misc. Training Classes for all divisions	Various	Determined by Fire Chief	25,000
001	Fire	TBD	In Service Training/Educ. Reimbursement	Various	Determined by Fire Chief	60,000
001	Human Resources	TBD	IPMA-HR or PTC Conference	Unknown	Asst. Director of H.R.	250
001	Human Resources	TBD	CAL PELRA (includes conference and travel expense estimate)	Monterey, CA	Director of H.R., AD, Analysts	5,600
001	Human Resources	TBD	PARMA	Unknown	HR Manager, ADHR, Analyst	2,370
001	Human Resources	TBD	EEOC Technical Asst. Program	Unknown	Asst. Director of H.R.	640
001	Human Resources	TBD	Department training, in-service	Varies	Dept. Staff to be assigned.	1,000
001	Human Resources	TBD	Department training, in-service	Varies	Dept. Staff to be assigned.	1,000
001	Human Resources	TBD	Leadership Academy (\$850 each)	Varies	TBD	2,250
001	Human Resources	TBD	Professional Employee Development: Supervision, Management, and Leadership Training	Varies	TBD	35,000
001	Human Resources	TBD	LCW Consortium and Training	Varies	TBD	3,242
001	Human Resources	TBD	Harassment Prevention - Train the Trainer	Varies	TBD	1,350
001	Human Resources	TBD	EmTrain Harassment Prevention Training	Varies	TBD	2,990
001	Human Resources	TBD	Department training, in-service	Varies	Dept. Staff to be assigned.	2,000
001	Information Technology	TBD	TBD	TBD	Various	1,425
001	Information Technology	TBD	TBD	TBD	Various	1,425
001	Information Technology	TBD	TBD	TBD	Various	2,850
001	Library	Fall	Internet Librarian	Monterey, CA	Dept Staff	750
001	Library	Spring	NorCal Innovative Users Group	Northern CA	Librarians, Supervisors	200
001	Library	Fall	Internet Librarian	Monterey, CA	Dept Staff	375
001	Library	Spring	Link+ Users Group	Emeryville	City Librarian, Lib. Assts.	150
001	Library	Spring	NorCal Innovative Users Group	Northern CA	Librarians, Supervisors	100

2015-16 ADOPTED TRAVEL AND TRAINING BUDGET
Listing by Department

Fund	Department	Month	Conference Name	Location	Employee (s)	2015-16 Budget
001	Library	Fall	Internet Librarian	Monterey, CA	Dept Staff	375
001	Library	Nov.	California Library Association	Oakland	Librarians, Supervisors	1,300
001	Library	Spring	NorCal Innovative Users Group	Northern CA	Librarians, Supervisors	100
001	Library	Sept.	ISMA	Northern CA	Division Manager	400
001	Library	Qtrly	ISMA	Northern CA	TBD	100
001	Library	Spring	CLA, ALA	Northern CA	Librarians, Supervisors	2,000
001	Library	Spring	NorCal Innovative Users Group	Northern CA	Librarians, Supervisors	300
001	Library	May	National Innovative Users Group	Various	Librarians, Supervisors	100
001	Library	April	Society of California Archivists	California	Program Coordinator	90
001	Library	Ongoing	InfoPeople Workshops	Local/online	Librarians, Library Assistants	200
001	Library	Ongoing	Various Workshops/Training	Local/online	Librarians, Library Assistants	100
001	Library	Ongoing	Various Workshops/Training	Local/online	Librarians, Library Assistants	100
001	Library	Ongoing	Various Workshops/Training	Local/online	Librarians, Library Assistants	1,600
001	Library	Ongoing	Customer Service Training	Local/online	Dept staff	200
001	Library	Ongoing	InfoPeople Workshops	Local/online	Librarians, Library Assistants	200
001	Library	Ongoing	Customer Service Training	Local/online	Dept staff	1,450
001	Library	Ongoing	InfoPeople Workshops	Local/online	Librarians, Library Assistants	325
001	Library	Ongoing	Various Workshops/Training	Local/online	Librarians, Library Assistants	100
001	Library	TBD	Web Page Training	Local/online	Sr. Library Asst.	400
001	Library	Ongoing	Various Workshops/Training	Local/online	Librarians, Library Assistants	300
001	Library	April	ACL Institute	SF Bay Area	Librarians	190
001	Library	TBD	Computer/Technology Training	Various	Library IT staff	100
001	Library	Ongoing	Various Workshops/Training	Local/online	Librarians, Library Assistants	100
001	Library	Ongoing	Customer Service Training	Local/online	Dept staff	100
001	Library	August	Sustainability	Local	TBD	200
001	Library	April	HVAC	Local	Div Mgr/Facilities	150
001	Library	TBD	Training Course	Local/online	TBD	100
001	Library	Ongoing	Various Workshops/Training	Local/online	Librarians, Library Assistants	100
001	Library	Ongoing	InfoPeople Workshops	Local/online	Librarians, Library Assistants	1,400
001	Library	TBD	Computer/Technology Training	varies	Library IT staff	1,000
001	Library	Ongoing	InfoPeople Workshops	Local/online	Librarians, Library Assistants	200
001	Library	Ongoing	Various Workshops/Training	Local/online	Librarians, Library Assistants	100
001	Library	Ongoing	Various Workshops/Training	Local/online	Librarians, Library Assistants	100
001	Library	TBD	Bureau of Educ. Research	varies	Librarians	250
001	Library	Ongoing	InfoPeople Workshops	Local/online	Librarians, Library Assistants	200
001	Library	TBD	Computer/Technology Training	varies	Library IT staff	100
001	Library	Ongoing	Various Workshops/Training	Local/online	Librarians, Library Assistants	100
001	Parks & Recreation	March	California Parks & Recreation Society (CPRS)	CA	Director	350
001	Parks & Recreation	TBD	Therapeutics Continued Ed. Hours	TBD	Rec Supervisor Therapeutics	250
001	Parks & Recreation	January	Local Recreation Seminars	Bay Area	Recreation Staff	200
001	Parks & Recreation	TBD	TBD	TBD	Rec. Manager Superintendent,	350
001	Parks & Recreation	October	Maintenance Superintendents Association	CA	Parks Supervisors & GMW	200
001	Parks & Recreation	January	Local Maintenance Seminars	Bay Area	Grounds Maintenance Staff	250
001	Parks & Recreation	Various	BARMS	Bay Area-San Jose	Parks & Recreation Staff	300
001	Parks & Recreation	Various	BARMS	Bay Area-San Jose	Parks & Recreation Staff	600
001	Parks & Recreation	Various	Training Classes in Landscape, Pesticide Application, Management & Supervision	Bay Area	Parks Staff	1,800
001	Parks & Recreation	Various	BARMS	Bay Area-San Jose	Parks & Recreation Staff	300
001	Parks & Recreation	Various	BARMS	Bay Area-San Jose	Parks & Recreation Staff	600
001	Parks & Recreation	Various	Tuition Reimbursement for Continuing Education Classes	Bay Area	Staff	300
001	Parks & Recreation	Various	BARMS	Bay Area-San Jose	Parks & Recreation Staff	900
001	Parks & Recreation	Various	Training Classes in Landscape, Pesticide Application, Management & Supervision	Bay Area	Parks Staff	1,800
001	Parks & Recreation	Various	Tuition Reimbursement for Continuing Education Classes	Bay Area	Staff	325
001	Parks & Recreation	Various	BARMS	Bay Area-San Jose	Parks & Recreation Staff	300
001	Planning and Inspection	October	State APA Conference	Varies	City Planner/Planning Staff	5,750
001	Planning and Inspection	Fall/Spring	Misc Local Meetings	Santa Clara County	Planning Staff	1,500
001	Planning and Inspection	TBD	IAPMO Annual Conference - 2 staff members	TBD	TBD	4,000

2015-16 ADOPTED TRAVEL AND TRAINING BUDGET
Listing by Department

Fund	Department	Month	Conference Name	Location	Employee (s)	2015-16 Budget
001	Planning and Inspection	April	CA Pres Foundation	Northern California	Planning Staff	400
001	Planning and Inspection	TBD	California Building Officials Annual Conference	TBD	TBD - 2 Staff Members	3,000
001	Planning and Inspection	TBD	International Code Council Annual Conference	TBD	TBD - 2 Staff Members	5,000
001	Planning and Inspection	TBD	International Code Council Code Hearings	TBD	TBD - 1 Staff Member	2,000
001	Planning and Inspection	Fall/Spring	Misc Local Meetings	Santa Clara County	Planning Staff	500
001	Planning and Inspection	Fall/ Spring	Professional Development (APA, AICP)	Santa Clara	Planning Staff	2,000
001	Planning and Inspection	TBD	ICC, CALBO, IAEL, IAPMO, and other Local chapter and org training	TBD	TBD	10,000
001	Planning and Inspection	TBD	ICC, CALBO, IAEL, IAPMO, and other Local chapter and org training	TBD	TBD	9,500
001	Planning and Inspection	Fall/ Spring	Professional Development (APA, AICP)	Santa Clara	Planning Staff	2,000
001	Planning and Inspection	TBD	ICC, CALBO, IAEL, IAPMO, and other Local chapter and org training	TBD	TBD	500
001	Police	Oct	Printrack (CAD) Users	TBD	Various	796
001	Police	TBD	California Crime Analyst	TBD	Lawson	914
001	Police	TBD	National Nena	TBD	TBD	796
001	Police	Annual	California Police Chiefs	TBD	Sellers	913
001	Police	Annual	Int'l Assoc. of Chiefs of Police	TBD	Sellers	1,195
001	Police	Annual	FBI California Training	TBD	Sellers	1,383
001	Police	Annual	ARC-CSI Crash	TBD	2 Traffic Officers	1,938
001	Police	Annual	Women Leaders in L.E.	TBD	TBD	1,875
001	Police	Apr	State DARE	TBD	Various	1,125
001	Police	Oct	Western States Burglary	Las Vegas	1 Investigator	988
001	Police	Feb	Robbery Investigation	Reno	1 Investigator	988
001	Police	Feb	Homicide Investigator	Southern California	1 Investigator	988
001	Police	May	Financial Crimes	TBD	1 Investigator	988
001	Police	TBD	Sexual Assault	TBD	1 Investigator	988
001	Police	TBD	Law Enforcement Intelligence	TBD	1 Investigator	988
001	Police	Annual	Calif Assoc of Tactical Officer	TBD	3 SRT Supervisors	3,625
001	Police	TBD	CLEARs	TBD	Various	938
001	Police	All	On-Going Training	Various	Various	102,500
001	Police	All	Specialty Training	Various	Various	22,500
001	Public Works	August	Annual ITE	TBD	Traffic Engineer	400
001	Public Works	Various	League of California City	TBD	DPW/and Others	1,000
001	Public Works	TBD	Annual APWA	TBD	DPW	500
001	Public Works	Monthly	American Public Works Association	Local	DPW/CE & Principal Engrs.	400
001	Public Works	Monthly	Municipal Public Works Officials	Local	DPW/CE	140
001	Public Works	TBD	California Land Surveyors Assoc.	TBD	Principal Engineer	716
001	Public Works	Various	Tuition/Fee reimbursement for Various classes	Local	Staff	600
001	Public Works	Various	Seminars, classes and training	Local	Staff	646
001	Public Works	February	Green Custodial Products	Local	K. Winland	100
001	Public Works	Various	Tuition/Fee reimbursement for Various classes	Local	Staff	600
001	Public Works	Various	Seminars, classes and training	Local	Staff	646
001	Public Works	Various	Tuition/Fee reimbursement for Various classes	Local	Staff	600
001	Public Works	Various	Seminars, classes and training	Local	Staff	646
001	Public Works	Various	Computer/Software Training	Local	Staff	2,500
001	Public Works	Various	Qualified SWPPP Developer/Qualified SWPPP Practitioner Training	Local	Staff	1,000
001	Public Works	Various	Tuition/Fee reimbursement for Various classes	Local	Staff	600
001	Public Works	Various	Seminars, classes and training	Local	Staff	646
001	Public Works	Various	Tuition/Fee reimbursement for Various classes	Local	Staff	600
001	Public Works	Various	Seminars, classes and training	Local	Staff	646
001	Public Works	Various	Qualified SWPPP Developer/Qualified SWPPP Practitioner Training	Local	Staff	1,000
001	Public Works	October	Schlage Lock and Keying Systems	Local	Sal Muniz, John Graciano	406
001	Public Works	May	Team Leading/Coaching Skills	Local	All Building Maintenance	142

2015-16 ADOPTED TRAVEL AND TRAINING BUDGET
Listing by Department

Fund	Department	Month	Conference Name	Location	Employee (s)	2015-16 Budget
001	Streets	TBD	Misc. Local Seminars & Prof. Meetings	Local	Landscape Superintendent	65
001	Streets	May	Intl. Society of Arboriculture	TBD	Assistant Director/ City Arborist	614
001	Streets	TBD	CASQA Conference	Monterey, CA	Staff Aide Environmental Programs	1,000
001	Streets	TBD	OSHA Safety Training	Local	All	17,000
001	Streets	TBD	Respirator Fit Exams	Local	Parkways & Blvds Division	1,540
001	Streets	TBD	PCA & QAC License Renewal	Local	Parkways & Blvds Division	1,500
001	Streets	TBD	Annual Pesticide & Safety Training	Local	Parkways & Blvds Division	521
001	Streets	Feb.	Target Pest Management Seminar	Local	Landscape Foremen	115
001	Streets	TBD	OSHA Safety Training	Local	All	3,000
001	Streets	TBD	OSHA Safety Training	TBD	TBD	5,000
001	Streets	TBD	OSHA Safety Training	Local	All	18,000
001	Streets	TBD	Urban Runoff Mgmt Insp. & Planning	Local	Storm Drain Division	700
001	Streets	January	Information Management, Technology, and Policy	San Francisco, CA	Staff Aide II Environmental Programs	5,000
001	Streets	TBD	OSHA Safety Training	Local	All	5,000
001	Streets	TBD	International Marking Sign Assoc.	Local	Traffic Maintenance Division	4,000
053	Auto	TBD	Faster User Conference	VA	TBD	1,050
053	Auto	TBD	California Fire Mechanics - Fire Apparatus Training	Sacramento, CA	TBD	3,000
053	Auto	TBD	Miscellaneous Classes for Technicians	Various	TBD	5,780
091	Electric	TBD	ISO Related Meeting	California	Staff	2,500
091	Electric	TBD	nMarket User Group	TBD	Staff	1,000
091	Electric	TBD	Sungard/Zainet	TBD	Staff	1,000
091	Electric	Various	Miscellaneous Business Travel	Various	Various	600
091	Electric	TBD	Risk Management	TBD	Staff	600
091	Electric	TBD	WSPP	TBD	Staff - 2 mmeetings	500
091	Electric	October	JMUX Users Group	TBD	D. Steffani, G. Garcia	1,000
091	Electric	Nov	Cascade Users Group	Portland, OR	G. Garcia	1,000
091	Electric	Fall	Circuit Breaker Test and Mtce	Atlanta, GA	Substation Div Staff	1,000
091	Electric	Spring	Doble Client Conference	Boston	Substation Div Staff	1,000
091	Electric	Fall	EnoServe Relay (Users Group)	Colorado	Substation Div Staff	1,000
091	Electric	TBD	Techcon North America	Charlotte, NC	Substation Div Staff	1,000
091	Electric	May, Sept.	Western Underground (2 mtgs/yr)	Various in CA/NV/AZ	Eng/T&D Staff	1,000
091	Electric	Various	Electric Sup. Safety Comm Mtg (6)	CA/NV	Padilla	1,500
091	Electric	September	NCPA Annual	Napa	Staff	4,100
091	Electric	March	CMUA Annual Meeting	Napa	Staff	3,800
091	Electric	June	APPA Annual Meeting	TBD	DEU, Council, City Mgr	2,000
091	Electric	Feb	APPA L&R Committee	Washington DC	DEU, Council	2,000
091	Electric	TBD	WECC Meetings (3)	Western US	Staff	2,000
091	Electric	TBD	NCPA Strategic Planning Meeting	Sacramento	Staff	1,500
091	Electric	TBD	CMUA Energy Conference	California	Key Customer Reps	1,000
091	Electric	October	APPA Cust. Connections (1) Mtgs	California	Key Customer Reps	-
091	Electric	TBD	Climate Change/Renewables	Various	Staff	1,000
091	Electric	TBD	Esource Conference	Denver, CO	Staff	1,500
091	Electric	TBD	Utility Energy Forum	TBD	Staff	300
091	Electric	TBD	Key Customer Rep Prog Exchange	TBD	Key Customer Reps	500
091	Electric	Various	EUSERC Meetings (4)	Western U.S	Ryker	2,000
091	Electric	TBD	TBD	TBD	TBD	2,200
091	Electric	Various	Miscellaneous Business Travel	Various	Various	1,000
091	Electric	May, Sept.	Western Underground (2 mtgs/yr)	Various in CA/NV/AZ	Eng/T&D Staff	1,000
091	Electric	April	ArcFM User Group Meeting	TBD - national	Engineering Staff (CIP)	1,000
091	Electric	Oct	Electric & Gas Utilities Users Group	TBD - national	Engineering Staff (CIP/GIS)	1,000
091	Electric	TBD	Standards (NERC/WECC)	Various	Compliance Staff	1,000
091	Electric	October	Western Protective Relay Conference	Spokane, WA	Protection Engineer	1,000
091	Electric	TBD	UTC Regional Meeting	Reno, NV	Debby Barry	1,000
091	Electric	TBD	Comtel Conference	San Francisco/Bay Area	TBD	1,000

2015-16 ADOPTED TRAVEL AND TRAINING BUDGET
Listing by Department

Fund	Department	Month	Conference Name	Location	Employee (s)	2015-16 Budget
091	Electric	Various	Miscellaneous Business Travel	Various	Various	3,000
091	Electric	TBD	NCMEA Annual Meeting	Redding, CA	Staff	200
091	Electric	TBD	Elster User Conference	TBD	TBD	3,000
091	Electric	TBD	DistribuTech	TBD	TBD	2,000
091	Electric	TBD	Siemens User Conference	TBD	TBD	3,000
091	Electric	TBD	Smart Grid Conference	TBD	TBD	3,000
091	Electric	TBD	Tropos	TBD	TBD	1,000
091	Electric	Oct	SCADA Users Group	Texas	Control Staff	1,000
091	Electric	April	APPA E & O	TBD	Staff (2)	1,000
091	Electric	TBD	Enviro Health and Safety (EHS)	California	Beck/Cervantes	500
091	Electric	Various	Miscellaneous Business Travel	Various	Various	2,000
091	Electric	October	GE Users Group	TBD	Gen. Staff (2/DM&Tech)	2,000
091	Electric	TBD	Allison Turbine	TBD	Staff	1,000
091	Electric	Nov - Dec	Power Gen Conference	Florida	Generation Staff	1,000
091	Electric	March	WesternTurbine User Conference	Western US	Gen. Staff	1,000
091	Electric	TBD	Enviro Health and Safety (EHS)	California	Beck/Cervantes	500
091	Electric	TBD	Environmental Systems Corp (ESC)	TBD	Gen. Staff (Beck)	500
091	Electric	TBD	HRSG/Chemistry	TBD	Gen. Staff (Hammond)	500
091	Electric	TBD	Mitsubishi	TBD	Gen. Staff (Technicians)	500
091	Electric	TBD	ISO Related Meeting	California	Staff	2,500
091	Electric	October	JMUX Users Group	TBD	C. Fortuno, D. Steffani, G.	4,000
091	Electric	TBD	SANS Security Conference	TBD	Dennis Steffani	3,000
091	Electric	Various	Miscellaneous Business Travel	Various	Various	1,500
091	Electric	Oct and April	Aces Users Group	TBD	Staff	1,000
091	Electric	Various	Miscellaneous Business Travel	Various	Various	3,500
091	Electric	TBD	FERC (Federal Energy Regulatory Commission)	Washington, DC	Staff	2,500
091	Electric	TBD	ISO Related Meeting	California	Staff	2,500
091	Electric	TBD	WSPP	TBD	Staff (2 mtgs)	1,500
091	Electric	Sept	NCPA Facilities & LEC	TBD	TBD	1,000
091	Electric	TBD	CEC and CARB	TBD	TBD	1,000
091	Electric	TBD	WAPA	TBD	Staff	500
091	Electric	TBD	ACES	TBD	Staff	3,500
091	Electric	TBD	ISO	TBD	Staff	3,000
091	Electric	TBD	nMarket	TBD	Betty Sargent	1,500
091	Electric	TBD	Risk Management	TBD	Staff	1,500
091	Electric	TBD	Contracts/ Adobe	TBD	Staff	500
091	Electric	TBD	Apprenticeship School	TBD	Substations & T&D	20,000
091	Electric	TBD	Relay testing	West Coast	Substation staff	8,000
091	Electric	Ongoing	Gpi Learn Technical Training	On Line	Gen./Subst./Meter Staff	6,000
091	Electric	TBD	Traffic Certification	Western US	Substation staff	3,000
091	Electric	TBD	Railroad Right of Way/VTA	San Jose	Field Crews	2,000
091	Electric	TBD	Apprenticeship School	TBD	Substations & T&D	40,000
091	Electric	TBD	Professional Development	TBD	Staff	8,000
091	Electric	TBD	Customer Service Training	TBD	Key Customer Reps	1,000
091	Electric	TBD	APPA Key Accounts Training	TBD	TBD	1,000
091	Electric	TBD	Advanced Meter Training	TBD	Meter Shop	5,500
091	Electric	Sept	Metering School	Seattle, WA	Metering Tech	4,500
091	Electric	April	IMN or equivalent	TBD	Tran	500
091	Electric	TBD	Estimator Training (Designer Tool)	Various CA	Estimating Staff	18,000
091	Electric	TBD	GIS System Training	California	Eng/Fiber Grp	3,000
091	Electric	October	SEL Technical Training (Engs)	California	Engineering Staff	2,000
091	Electric	TBD	ASPEN Software Training	TBD	Staff	1,000
091	Electric	TBD	AutoCad Application	California	Engineering	1,000
091	Electric	TBD	Power Quality Training	In-House Training	Staff	1,000
091	Electric	TBD	Sharepoint	TBD	TBD	1,000
091	Electric	TBD	OSI Soft	TBD	TBD	1,000
091	Electric	TBD	ABB Controls	TBD	TBD	1,000
091	Electric	TBD	GE PSLF	TBD	TBD	1,000
091	Electric	TBD	OATI	TBD	TBD	1,000
091	Electric	TBD	GIS System Training	California	Eng/Fiber Grp	800

2015-16 ADOPTED TRAVEL AND TRAINING BUDGET
Listing by Department

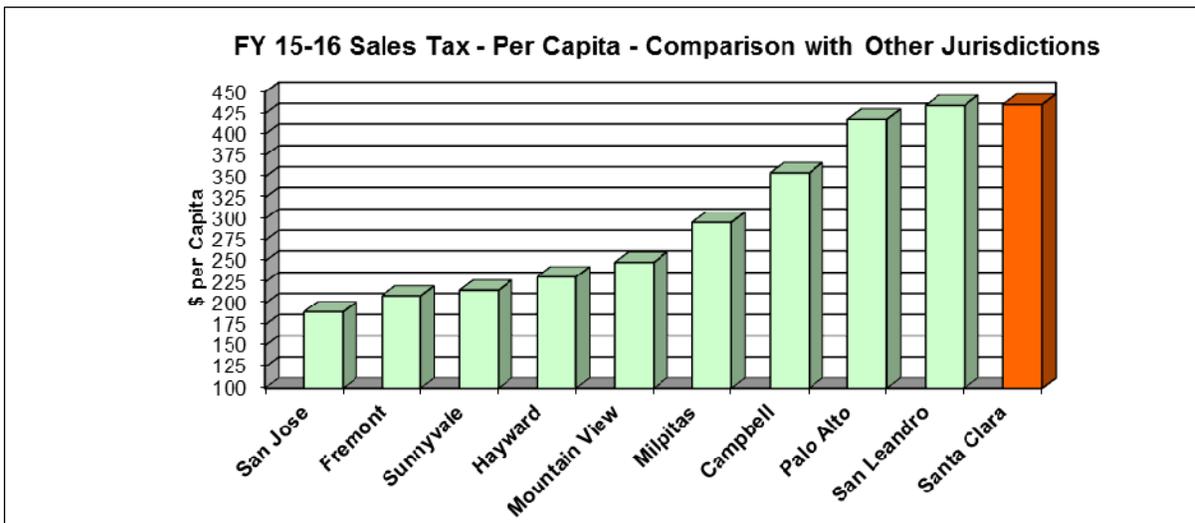
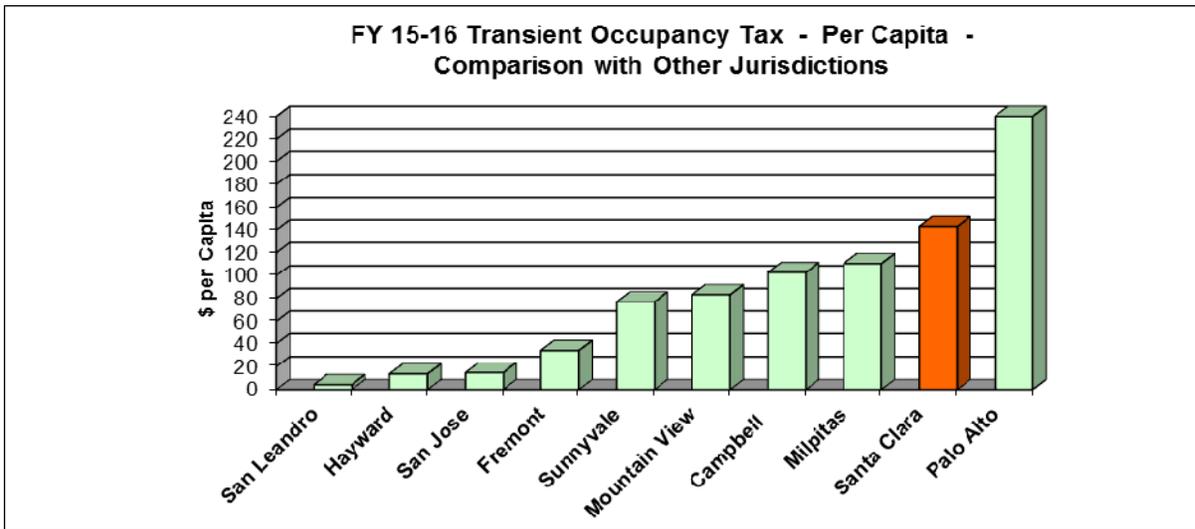
Fund	Department	Month	Conference Name	Location	Employee (s)	2015-16 Budget
091	Electric	TBD	Ntest (FiberWatch) Maintenance and Mapping Software	California	Fiber Staff	4,500
091	Electric	TBD	Resource Planning	TBD	TBD	1,000
091	Electric	TBD	Advanced Meter Training	TBD	Meter Shop	4,000
091	Electric	TBD	Energy Engaged Training	TBD	TBD	1,000
091	Electric	TBD	NERC/WECC Mandated Training	TBD	Staff	30,000
091	Electric	TBD	DHS (Water) Mandated training	TBD	Operators	2,000
091	Electric	TBD	Skills Enhancement/Mandated Safety	TBD	TBD	15,000
091	Electric	TBD	Hazardous Materials Training	TBD	NES	8,000
091	Electric	TBD	CPR/First Aid & Safety	TBD	Field Crews	1,000
091	Electric	TBD	Confined Space/Electric Utility Vault Training	Santa Clara	Field Crews	15,000
091	Electric	TBD	Grounding	Santa Clara or Oroville, CA	T&D Journeymen	20,000
091	Electric	TBD	Rubber Glove Refresher	Santa Clara or Oroville	T&D Journey Linemen	20,000
091	Electric	TBD	OSHA 30	TBD	Compliance Manager	300
091	Electric	TBD	title 22 Hazardous Waste Manifest	Folsom, CA	Compliance Manager	400
091	Electric	TBD	Poletop & Bucket Rescue	Santa Clara	Field Crews	8,000
091	Electric	TBD	Save-A-Back Safety Training	Santa Clara	All Electric Employees	2,425
091	Electric	TBD	Enviro Health & Safety	TBD	Generation	22,000
091	Electric	July - June	Technical Training	Various	Generation Employees	12,000
091	Electric	Ongoing	Gpi Learn Technical Training	On Line	Gen./Subst./Meter Staff	10,000
091	Electric	October	DOT Pipeline Training	TBD	Generation Staff	1,000
091	Electric	TBD	JMUX Training	TBD	Staff	10,000
091	Electric	TBD	Network Security	TBD	Staff	5,000
091	Electric	TBD	Power Scheduling	TBD	Staff	5,000
091	Electric	TBD	Resource Planning	TBD	TBD	3,000
091	Electric	TBD	CAISO Training	TBD	TBD	3,000
191	Electric	Various	Miscellaneous Business Travel	Various	Various	200
191	Electric	TBD	CMUA Energy Conference	California	Staff (3)	550
191	Electric	TBD	PV Manager's Meeting	TBD	Staff	400
191	Electric	July	SEPA Utility Solar Conference	TBD	L. Brown	1,600
191	Electric	TBD	Utility Energy Forum	TBD	Staff	500
191	Electric	TBD	Esource Conference	TBD	Staff	1,200
191	Electric	Fall	Emerging Technologies Summit (every So CAL - TBD other year event)	TBD	M. Medeiros	600
191	Electric	October	APPA Cust. Connections (1) Mtgs	Indianapolis, IN	M.Medeiros	1,600
191	Electric	All Year	Misc. NCPA and CEC Meetings	CA	Medeiros/L. Brown	900
191	Electric	Spring/Fall	APPA DEED Board Meetings (2)	Washington DC & TBD	M.Medeiros	1,700
191	Electric	July	Intersolar North America	San Francisco	L. Brown	800
191	Electric	TBD	CEE Meeting	TBD	TBD	700
191	Electric	TBD	Efficiency Exchange	Portland, OR	M. Medeiros McEnroe	600
191	Electric	TBD	Energy Efficiency Training	TBD	KCR's, PBCoordinator	2,000
191	Electric	TBD	Marketing Training	TBD	KCR's, PB Program Mgr	500
191	Electric	TBD	Public Benefits/Compliance	TBD	Public Benefits/Energy Conservation Ees	3,000
092	Water	APR	AWWA, CAL-NEV SECTION	Southern CA	Assistant Director/ Principal Engineer	1,400
092	Water	OCT	MMANC	California	Director	1,100
092	Water	Various	Miscellaneous Local	Local	Various	100
092	Water	TBD	Lucity	TBD	Utility Business Sys. Mgr	1,500
092	Water	Various	Water Resources	Northern CA	Various	400
092	Water	Various	Water Quality	Northern CA	Various	500
092	Water	Various	Miscellaenous Training	Local	Various	350
092	Water	Various	Miscellaenous Training	Local	Various	350
092	Water	Various	SCADA Training	Northern CA	Various	2,400
092	Water	Various	Miscellaenous Training	Local	Various	350
092	Water	Various	X-Connection Control	Northern CA	Various	2,500
092	Water	Various	AutoCad Training	Northern CA	Various	2,000
092	Water	Various	OSHA 40 Hr Course	Various	Various	900
092	Water	Various	Miscellaenous Training	Local	Various	250
093	Cemetery	TBD	Computer Classes & BARMS	TBD	Mgmt & office staff	93

2015-16 ADOPTED TRAVEL AND TRAINING BUDGET
Listing by Department

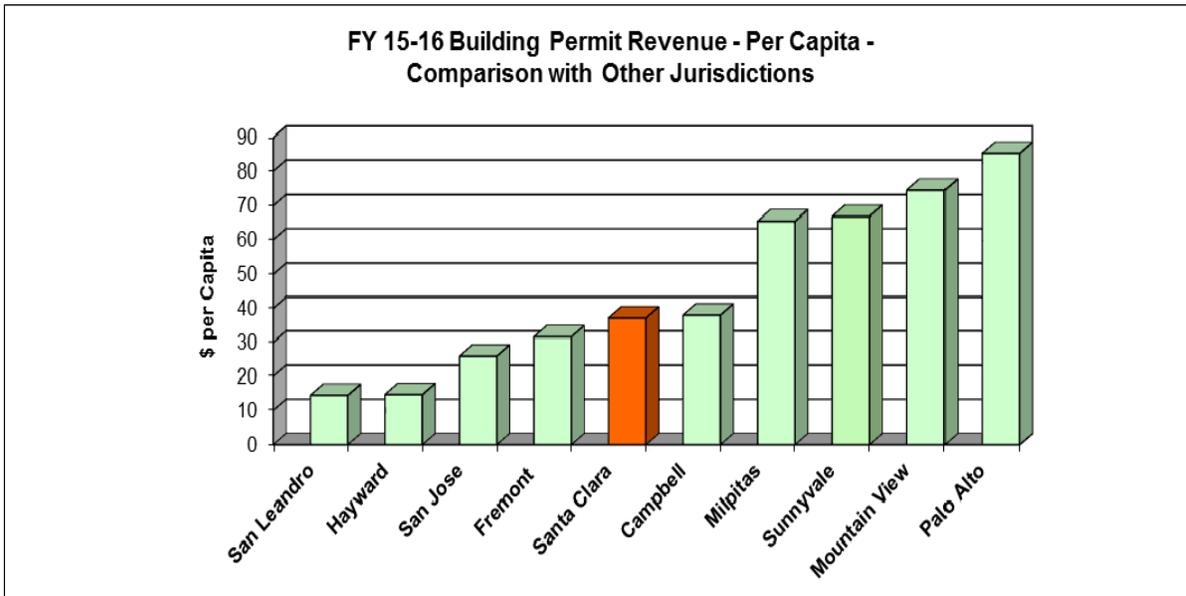
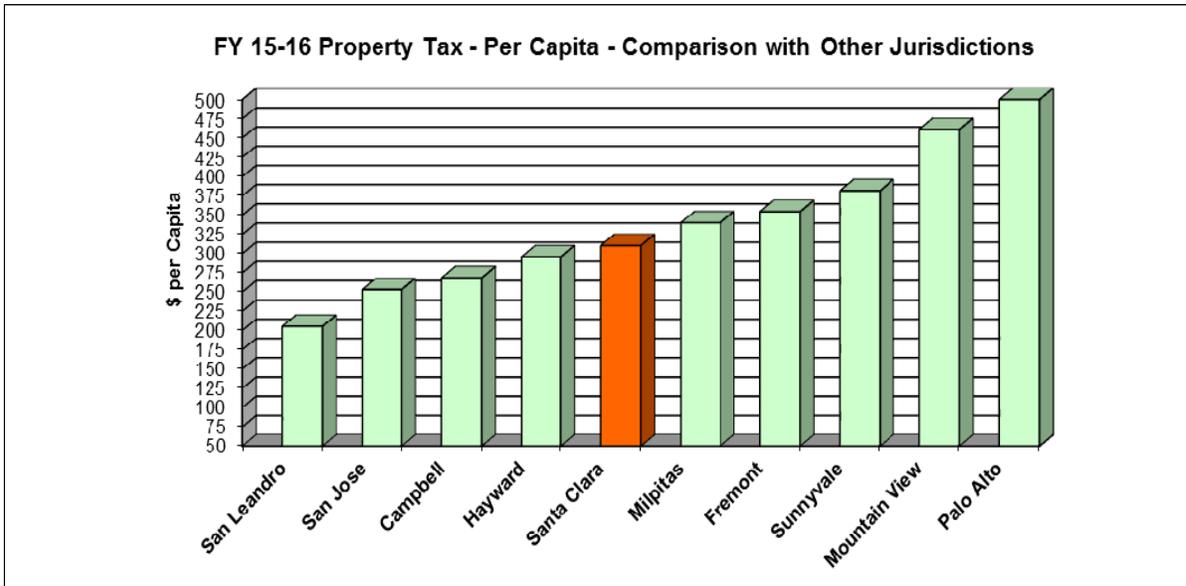
Fund	Department	Month	Conference Name	Location	Employee (s)	2015-16 Budget
094	Sewer	TBD	Lucity	TBD	TBD	1,500
094	Sewer	OCT	CWEA, California	Northern CA	Water/Sewer Supt.	1,000
094	Sewer	Various	SSO-WDR Complaiance Workshops	Local	Various	500
094	Sewer	Various	Hazardous Materials	Local	Various	800
094	Sewer	Various	Misc. Training Courses	Local	Various	900
094	Sewer	Various	Pump Controls	Local	Various	700
096	Solid Waste	TBD	Miscellaneous Seminars & Meetings	Local	Deputy Director of Public	110
096	Solid Waste	Jul/Aug	CRRA Conference	Los Angeles, CA	Deputy Director of Public	800
096	Solid Waste	Jul/Aug	CRRA Conference	Los Angeles, CA	Staff Aide II - Environmental Programs	800
096	Solid Waste	TBD	Miscellaneous Seminars & Meetings	Local	Staff Aide II - Environmental Programs	100
096	Solid Waste	All	Training Classes and Seminars	Local	Dept. Staff	141
096	Solid Waste	All	Mgmt. & Supervision Workshops	Local	Dept. Staff	217
096	Solid Waste	TBD	OSHA Safety Training	TBD	TBD	4,000
097	Water Recycling	TBD	MISC. Local	TBD	TBD	100
097	Water Recycling	TBD	WEF Tech	NEW ORLEANS	Assistant Director	1,200
097	Water Recycling	Various	California Wateruse Association	SOUTHERN CA	Director & Assistant Director	900
097	Water Recycling	Various	Miscellaneous Training	Local	Various	800
097	Water Recycling	Various	Certificate Training (X-Connection)	Northern, CA	Various	1,200
					Total	1,135,177

Per Capita Revenue Comparison Santa Clara Compared to Other Cities in the Local Area

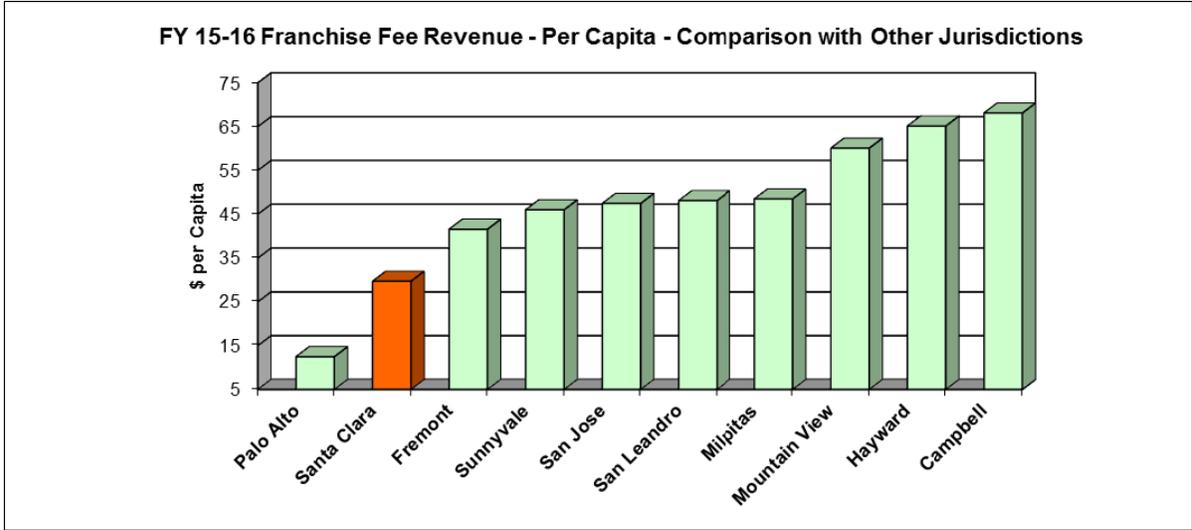
The bar graphs below compare fiscal year 2015-16 budgeted per capita revenues from key sources in the City of Santa Clara to other cities in our area. This data is assembled each year by the City of Milpitas. Sales tax and property tax are the top two revenue sources for the City of Santa Clara. The sources of revenue compared on a per capita basis are property tax, transient occupancy tax (TOT), sales tax, building permits and franchise fees. As shown below, Santa Clara compares favorably with other cities for TOT and sales tax but unfavorably for property tax, building permit fees and franchise fees.



**Per Capita Revenue Comparison
Santa Clara Compared to Other Cities in the Local Area (cont'd)**



**Per Capita Revenue Comparison
Santa Clara Compared to Other Cities in the Local Area (cont'd)**



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**CITY OF SANTA CLARA / AUTHORITIES
2015-16 CAPITAL IMPROVEMENT PROJECT (CIP) BUDGET**

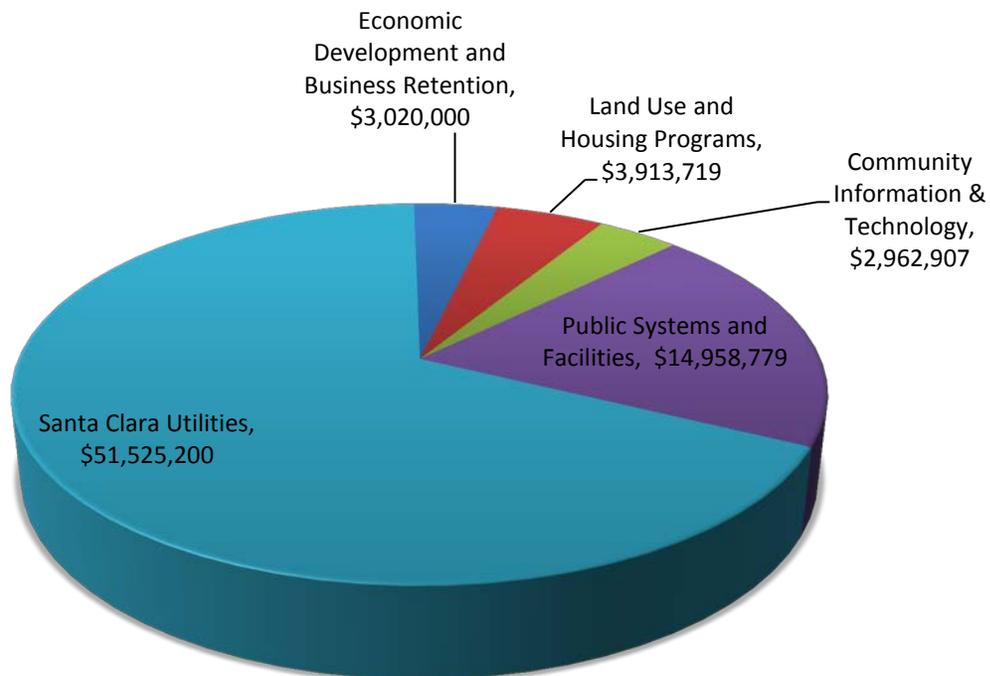
TOTAL PROJECT FUNDING \$76,380,605

MAJOR CAPITAL PROJECT THEMES

In evaluating projects for inclusion in the 2015-16 CIP Budget, projects were prioritized based on need and future operating budget impacts. Projects were then placed in major theme categories consistent with Council's goals. The major theme categories are: Santa Clara Utilities, Public Systems and Facilities, Economic Development and Business Retention, Land Use and Housing Programs, and Community Information and Technology.

The graph below shows the percentage allocations of the total 2015-16 CIP Budget for the City, Housing Authority, Stadium Authority, and Sports and Open Space Authority by the major capital project theme.

2015-16 CIP Budget By Major Theme



2015-16 CIP BUDGET SUMMARY BY FUND GROUP

Fund Group	Prior Years*	2015-16	Total Appropriations
Special Revenue Funds:			
521 - Special Gas Tax	\$ 10,250,914	\$ 1,396,823	\$ 11,647,737
562 - Housing and Community Services (HUD)	11,697,557	1,185,823	12,883,380
565 - City Affordable Housing Fund	708,637	301,279	1,009,916
Subtotal	22,657,108	2,883,925	25,541,033
Capital Project Funds:			
525 - Traffic Mitigation	19,742,931	787,500	20,530,431
531 - Street Beautification	1,770,000	20,000	1,790,000
533 - Streets and Highways	17,328,980	662,220	17,991,200
532 - Parks and Recreation	4,205,384	8,345,900	12,551,284
535 - Storm Drains	6,453,381	725,000	7,178,381
536 - Fire Department	1,947,174	306,000	2,253,174
537 - Library	1,870,048	2,175,336	4,045,384
538 - Public Buildings	5,373,325	350,000	5,723,325
539 - General Government - Other	40,224,254	5,092,816	45,317,070
Subtotal	98,915,477	18,464,772	117,380,249
Enterprise Funds:			
534 - Street Lighting	9,288,479	1,575,000	10,863,479
591 - Electric Utility	151,755,371	24,995,000	176,750,371
592 - Water Utility	17,849,471	2,985,000	20,834,471
597 - Recycled Water	1,210,000	200,000	1,410,000
594 - Sewer Utility	85,898,879	20,557,200	106,456,079
596 - Solid Waste	5,906,000	1,213,000	7,119,000
593 - Cemetery	110,768	10,000	120,768
Subtotal	272,018,968	51,535,200	323,554,168
TOTAL - ALL CITY FUNDS	\$ 393,591,553	\$ 72,883,897	\$ 466,475,450
Authority Funds:			
564 - Housing Authority	\$ 528,703	\$ 496,708	\$ 1,025,411
840 - Sports and Open Space Authority	461,916	-	461,916
875 - Stadium Authority	1,260,171,111	3,000,000	1,263,171,111
TOTAL - ALL AUTHORITY FUNDS	\$ 1,261,161,730	\$ 3,496,708	\$ 1,264,658,438
TOTAL - ALL FUNDS	\$ 1,654,753,283	\$ 76,380,605	\$ 1,731,133,888

*Gas Tax Funds 521, 522, 523, and 524 have been combined into Fund 521.

*Amount represents cumulative budget totals since project inception.

**2015-16 ADOPTED CIP
LISTING BY PROJECT THEME**

Project Title	Project ID	Department	2015-16	Total Appropriations**
Community Information and Technology				
Broadband Community System General Government Network (GGNET)	6003	Info Tech	-	790,000
Telephone System Upgrades	6053	Info Tech	75,000	1,275,000
Administration Document Imaging	6062	City Clerk	-	295,000
Institutional Telecommunications	6072	Info Tech	100,000	918,000
Permit Information System, Phase II	6075	Planning	-	2,302,668
Planning and Inspection Document	6093	Planning	-	851,500
Utility Management Information System (UMIS) Enhancements	6103	Finance	362,500	10,362,823
CAD System Server	6118	Police	-	1,445,000
IT Disaster Protection Enhancements	6119	Info Tech	-	400,000
FHRMS Update Project	6501	Finance	-	3,048,212
Telecomm Infrastructure Replacement	6504	Info Tech	-	330,000
Replace Network Equipment	6505	Info Tech	100,000	1,275,000
DIVCA Implementation	6506	Info Tech	-	246,427
Computer Replacement Program	6513	Info Tech	150,000	1,725,000
Consolidate and Upgrade Servers	6514	Info Tech	-	1,500,000
Data Center Enhancements	6516	Info Tech	-	540,000
Software Upgrade Licenses	6517	Info Tech	248,455	1,533,543
Web Content Management System	6521	Info Tech	50,000	340,000
Intranet Collaboration Suite	6532	Info Tech	-	58,000
GIS Enterprise System (Geospatial Information System)	6534	Info Tech	650,000	1,625,000
Volunteer Management System	6015	Human Resources	-	25,000
Automotive Services IT Upgrades	6542*	Auto Services	100,000	100,000
Digital Radio System Infrastructure	6543*	Police	976,952	976,952
IT Services Contract Renewal	6546*	Info Tech	150,000	150,000
Community Information and Technology Subtotal			\$ 2,962,907	\$ 32,113,125

Economic Development and Business Retention

Street Tree Planting	8039	Street & Auto	20,000	210,000
Public Right-of-Way Landscaping	8040	Street & Auto	-	1,580,000
Golf Course Drainage Restoration	9532	Parks and Rec	-	461,916
Levi's Stadium	4912	City Manager	-	1,259,871,111
Levi's Stadium Capital Improvements	4913	City Manager	3,000,000	3,300,000
Economic Dev. and Business Retention Subtotal			\$ 3,020,000	\$ 1,265,423,027

* Represents new project in fiscal year 2015-16.

**Amount represents cumulative appropriations since project inception, including 2015-16.

**2015-16 ADOPTED CIP
LISTING BY PROJECT THEME**

Project Title	Project ID	Department	2015-16	Total Appropriations**
Land Use and Housing Programs				
Municipal Transit Demand Management (TDM) Program	6102	Planning	-	10,000
General Plan Update	6520	Planning	110,000	2,801,000
Housing element Update 2014	6535	Planning	-	184,000
Precise Plan for El Camino Real	6536	Planning	485,909	965,909
Specific Plan for Lawrence Station	6537	Planning	134,000	827,114
1031 El Camino Real Land Purchase	6541	City Manager	-	1,850,000
Specific Plan for Tasman East	6544*	Planning	750,000	750,000
Specific Plan for the Downtown Focus	6545*	Planning	650,000	650,000
CDBG Administration	5510	City Manager	325,611	1,285,234
Neighborhood Conservation and Improvement Program NCIP	5552	City Manager	413,070	7,117,083
City Hall Complex ADA Compliance Study and Enhancements	5559	Planning	-	300,000
Liberty Tower Domestic Water Pump Replacement	5561	City Manager	-	67,500
HOME Administration	5910	City Manager	47,142	355,525
Homeless Tenant-Based Rental	5935	City Manager	-	150,000
Fire Station 6 Housing Project	5938	City Manager	-	1,437,036
El Camino Economic Development	5562*	City Manager	200,000	200,000
City Housing Administration	5210	City Manager	301,279	1,009,916
Housing Administration and Grants to Non-Profit Housing Service Providers	5410	City Manager	496,708	1,025,411
Land Use and Housing Programs Subtotal			\$ 3,913,719	\$ 20,985,728

Public Systems and Facilities

Santa Clara Valley Transportation Authority - Congestion Management	3401	Public Works	221,823	221,823
Annual Street Maintenance and Rehabilitation Program	3422	Public Works	150,000	900,000
Replacement of Underground Traffic Signal Infrastructure	3423	Public Works	-	111,640
El Camino Real In-Pavement Crosswalk	3424	Public Works	-	400,000
Traffic Signal Modification - El Camino-	1409	Public Works	-	80,000
Neighborhood Traffic Calming	1462	Public Works	150,000	1,232,252
LED Traffic Signal Replacements	1464	Public Works	200,000	800,000
Traffic Signal Controller Replacement	1467	Public Works	75,000	710,211
Annual Street Maintenance and Rehabilitation Program	1468	Public Works	300,000	2,408,089
Miscellaneous Street Rehabilitation	1515	Public Works	-	900,000
Substandard Street Improvements	1516	Public Works	-	1,500,000
Annual Street Maintenance and Rehabilitation Program	1650	Public Works	300,000	1,733,722

* Represents new project in fiscal year 2015-16.

**Amount represents cumulative appropriations since project inception, including 2015-16.

**2015-16 ADOPTED CIP
LISTING BY PROJECT THEME**

Project Title	Project ID	Department	2015-16	Total Appropriations**
Calabazas Creek Bridge Replacement	1652	Public Works	-	650,000
Great America Parkway-Bus Turnout	2616	Public Works	-	225,000
Improvements-Great America Parkway	2621	Public Works	-	2,601,000
Coleman Avenue Widening	2624	Public Works	-	190,000
Traffic Signal Modification and Highway 101 Off-ramp Widening at Great	2628	Public Works	-	390,000
Mission College Blvd. and Gap Intersection Improvement	2630	Public Works	-	5,256,086
Industrial Sidewalk Program	2631	Public Works	-	189,579
San Tomas Expressway at Saratoga Avenue - Intersection Improvements	2637	Public Works	-	677,985
Lawrence Expressway at Monroe Street.- Intersection Improvement Phase "B"	2638	Public Works	-	300,000
Traffic Signal Modification - San Tomas Expressway at Homestead Road Phase	2639	Public Works	-	548,470
Traffic Signal - Lafayette Street at Great America Way	2640	Public Works	-	150,000
Traffic Studies and Signal Needs Assessment/Upgrade	2649	Public Works	-	400,000
Travel Demand Model Development & Maintenance - Phase "B"	2653	Public Works	-	150,000
Intersection Improvements - El Camino Real at San Tomas Expressway - Phase	2658	Public Works	-	2,843,588
Intersection Improvements - ECR at Lafayette Street - Phase "B"	2660	Public Works	-	1,250,000
Pedestrian and Bicycle Enhancement Facilities 2005/06 - 2009/10	2662	Public Works	-	1,198,678
Central Control Traffic Signal Upgrade	2665	Public Works	200,000	875,649
Traffic Signal - Monroe Street and	2666	Public Works	-	50,000
Install Sidewalks on San Tomas	2667	Public Works	-	105,000
Traffic Pre-Emptors	2668	Public Works	-	845,259
Traffic Signal Enhancements	2669	Public Works	100,000	500,000
Pedestrian and Bicycle Enhancement	2670	Public Works	200,000	686,637
Master Plan for Expanding Creeks Trails	2671	Public Works	-	110,000
Traffic Monitoring at Various Locations -	2672	Public Works	37,500	187,500
Traffic Management Center Construction - Phase "C"	2673	Public Works	250,000	300,000

* Represents new project in fiscal year 2015-16.

**Amount represents cumulative appropriations since project inception, including 2015-16.

**2015-16 ADOPTED CIP
LISTING BY PROJECT THEME**

Project Title	Project ID	Department	2015-16	Total Appropriations**
Peppertree Neighborhood Traffic	2674	Public Works	-	100,000
Saratoga Creek Bicycle and Pedestrian	2675	Public Works	-	400,000
River Oaks Bicycle/Pedestrian Bridge	1314	Public Works	-	649,000
Bridge Maintenance Program	1325	Public Works	62,220	497,644
Development Extensions	1326	Public Works	-	754,092
South of Forest Neighborhood Street Improvements	1333	Public Works	-	5,624,717
Traffic Signal Timing and Interconnect	1355	Public Works	-	1,635,999
Annual Street Maintenance and Rehabilitation Program	1356	Public Works	200,000	600,000
Traffic Signal Controller Upgrade -	1357	Public Works	400,000	1,152,500
Bicycle & Pedestrian Improvements	1359	Public Works	-	35,754
Lafayette Street Traffic Signal Timing and Interconnect	1362	Public Works	-	1,913,500
Lafayette at Lewis Signal ITS	1364	Public Works	-	149,000
Lafayette at Agnew Signal ITS	1365	Public Works	-	122,000
Mission College Blvd. Signal Timing	1366	Public Works	-	315,000
Stevens Creek Blvd. Signal Timing	1368	Public Works	-	513,000
Scott Blvd. Bicycle Lanes	1369	Public Works	-	196,000
Pedestrian Bicycle Access to Central	1370	Public Works	-	198,194
Santa Clara Various Streets and Roads Presevation Project	1371	Public Works	-	2,140,000
Graham Lane Neighborhood Street	1372	Public Works	-	265,000
Materials and Lab Testing for Street Maintenance and Rehabilitations	1373	Public Works	-	100,000
Stevens Creek Boulevard Bus Priority	1374	Public Works	-	66,800
Saratoga Avenue Signal Timing and Interconnect Project	1375	Public Works	-	498,000
Vehicle Emissions Reductions Based in Schools (VERBS) Phase 2	1376	Public Works	-	565,000
Miscellaneous Park Improvements	3001	Parks & Rec	150,000	150,000
Community Recreation Center	3002	Parks & Rec	25,000	25,000
Tennis & Sports Court Resurfacing	3003	Parks & Rec	165,000	165,000
Youth Activity Center Refurbishment	3004	Parks & Rec	25,000	349,056
Senior Center Refurbishment	3005	Parks & Rec	410,000	410,000
Teen Center Refurbishment	3006	Parks & Rec	-	-
Mission City Center for Performing Arts Maintenance	3007	Parks & Rec	50,000	175,000

* Represents new project in fiscal year 2015-16.

**Amount represents cumulative appropriations since project inception, including 2015-16.

**2015-16 ADOPTED CIP
LISTING BY PROJECT THEME**

Project Title	Project ID	Department	2015-16	Total Appropriations**
Townsend Field, Washington BallPark, Elmer Johnson Field Maintenance	3008	Parks & Rec	200,000	300,000
Tree Inventory, Replacement & Habitat	3009	Parks & Rec	25,000	25,000
Park Building Roof & Structure Rehabilitation & Replacement	3010	Parks & Rec	160,000	160,000
International Swim Center Pool	3172	Parks & Rec	500,900	1,901,000
Misc. Swim Pool Improvements Phase	3176	Parks & Rec	30,000	161,228
Youth Soccer Fields & Athletic Facilities	3177	Parks & Rec	5,000,000	7,000,000
Playground Construction	3178	Parks & Rec	275,000	400,000
Ulistac Natural Area Maintenance	3179*	Parks & Rec	25,000	25,000
Youth Soccer Park Fields Replacement	3180*	Parks & Rec	1,280,000	1,280,000
Park Impact Fees (Quimby, MFA, Developer) Monitoring Project	3181*	Parks & Rec	25,000	25,000
Pump Station Rehabilitation	1811	Public Works	-	830,000
Development Extensions	1830	Public Works	50,000	83,473
Miscellaneous Storm Drain	1831	Public Works	50,000	821,028
Storm Drain System Improvements	1834	Public Works	-	440,374
Storm Drain Outfall Reconstruction	1835	Public Works	-	973,000
Storm Water Retention Basin	1837	Public Works	-	955,000
Storm Pump Motor and Control	1838	Public Works	250,000	1,040,317
Urban Runoff Pollution Prevention Program (URPPP)	1839	Public Works	375,000	1,604,689
Kiely Blvd.-Saratoga Creek Storm Drain Outfall Relocation	1840	Public Works	-	145,500
Laurelwood Pump Station Rehabilitation	1841	Public Works	-	285,000
Automatic External Defibrillators (AED's) for City Facilities	4080	Fire	16,000	278,600
Protective Equipment Replacement	4084	Fire	100,000	1,134,010
Emergency Operations Center Communications Systems Upgrade	4085	Fire	-	145,829
Emergency Operations Center Capital Refurbishment	4086	Fire	-	50,000
EMS System First Responder Projects	4088	Fire	-	74,735
Defibrillator/Monitor Replacement	4089	Fire	-	380,000
Fire Station 9 Exhaust System	4091*	Fire	90,000	90,000
Fire Station Generator Replacements	4092*	Fire	100,000	100,000
Automated Library System, Phase IV	5042	Library	59,500	626,160
Central Park Library Refurbishment	5043	Library	102,000	1,405,388
Remodel of Mission Branch Library	5044*	Library	1,893,836	1,893,836
Northside Shades	5045*	Library	120,000	120,000

* Represents new project in fiscal year 2015-16.

**Amount represents cumulative appropriations since project inception, including 2015-16.

**2015-16 ADOPTED CIP
LISTING BY PROJECT THEME**

Project Title	Project ID	Department	2015-16	Total Appropriations**
City Building Needs Study	6047	Public Works	-	84,489
Civic Center Building Renovation	6049	Public Works	-	318,038
Street Corporation Yard Renovation	6054	Public Works	-	1,022,000
Council Chamber Remodel	6078	Public Works	-	198,458
Cafeteria Upgrade	6085	Public Works	-	140,000
Public Building Parking Lot	6123	Public Works	50,000	250,000
City Hall HVAC Renovation	6132	Public Works	-	793,000
Overfill-Tank Replacement	6134	Public Works	-	431,313
Historic Buildings-Improvement to	6136	Public Works	-	80,631
Monitoring Wells Project	6137	Public Works	50,000	571,572
Repairs-Modifications to City Buildings	6138	Public Works	100,000	785,000
Repair to Historic Buildings	6139	Public Works	40,000	331,492
Triton Museum Repair and Modifications	6140	Public Works	35,000	287,332
Central Park Sports Complex Parking Lot Rehabilitation	6141	Public Works	-	355,000
Police Building Parking Lot	6143*	Police	75,000	75,000
Northside Branch Library	6539	Library	-	5,165,922
Removal of Barriers to the Physically	5551	Planning	200,000	1,971,002
Repurchase Cemetery Property	3622	Parks & Rec	10,000	65,768
Cremation Niche Bank Project	3626	Parks & Rec	-	55,000
Public Systems and Facilities Subtotal			\$ 14,958,779	\$ 89,178,608

* Represents new project in fiscal year 2015-16.

**Amount represents cumulative appropriations since project inception, including 2015-16.

**2015-16 ADOPTED CIP
LISTING BY PROJECT THEME**

Project Title	Project ID	Department	2015-16	Total Appropriations**
Santa Clara Utilities				
Miscellaneous Street Lighting	2871	Electric	50,000	438,421
New Development Street Lighting	2872	Electric	50,000	450,058
El Camino Real Street Lighting	2873	Electric	-	4,000,000
LED Street Lighting Retrofit	2874	Electric	200,000	3,200,000
Great America Street Light Replacement	2875*	Electric	1,275,000	2,775,000
Fiber Optic Network Work Orders	2004	Electric	700,000	700,000
New Business Estimate Work	2005	Electric	3,000,000	3,000,000
Distribution Capital Maintenance and	2006	Electric	2,000,000	2,000,000
Transmission Capital Maintenance and	2007	Electric	250,000	250,000
Substation Capital Maintenance &	2008	Electric	500,000	500,000
Building and Grounds	2010	Electric	250,000	250,000
Generation Capital Maintenance and	2119	Electric	500,000	6,401,548
Transmission System Reinforcements	2124	Electric	150,000	3,834,439
Major Engine Overhaul and Repair	2127	Electric	5,000,000	20,727,373
Utility Communications Infrastructure	2406	Electric	50,000	450,000
Bucks Creek Relicensing	2407	Electric	500,000	1,509,005
Electric Planning and Strategic Services Building and Grounds	2408	Electric	25,000	125,000
Electric Vehicle Charging Center	2414	Electric	-	393,540
SCADA EMS	2415*	Electric	475,000	475,000
Black Butte Afterbay Erosion	2416*	Electric	175,000	175,000
Outage Management/Comm Prog	2417*	Electric	300,000	300,000
Serra Substation Re-Build	2104	Electric	-	16,974,097
De La Cruz Junction Substation 60kV	2116	Electric	-	12,499,528
Install Fairview Substation	2403	Electric	-	21,037,725
Install Phase Shifting Transformer at	2404	Electric	4,500,000	27,235,619
Substation Protective Relay	2409	Electric	-	450,000
Replace NRS 115/60kV Transformers	2410	Electric	500,000	650,000
Esperanca Substation	2418*	Electric	600,000	600,000
Brokaw Substation Expansion	2419*	Electric	500,000	500,000
System Short Circuit Fault Duty	2106	Electric	-	4,471,040
SCADA System II Phase II	2108	Electric	-	500,000
Implementation of Advanced Metering Infrastructure (AMI)	2111	Electric	3,500,000	28,271,674
Power Scheduling	2122	Electric	110,000	3,343,446
Customer Service Program	2123	Electric	50,000	867,464
Public Benefits Program	2125	Electric	-	1,215,133
Green Building Feasibility Study	2126	Electric	-	200,000
Backup Control Center	2385	Electric	-	550,000

* Represents new project in fiscal year 2015-16.

**Amount represents cumulative appropriations since project inception, including 2015-16.

**2015-16 ADOPTED CIP
LISTING BY PROJECT THEME**

Project Title	Project ID	Department	2015-16	Total Appropriations**
PC Lifecycle Replacement	2387	Electric	110,000	722,002
Electric Cyber Security	2390	Electric	300,000	3,230,231
Operations and Planning Technology	2395	Electric	200,000	5,571,630
Clean Energy and Carbon Reduction	2398	Electric	-	1,461,075
Fiber Expansion	2405	Electric	500,000	2,683,802
Control Center Transmission Outage Application Suite (TOA)	2411	Electric	-	375,000
Distributed Antenna System	2413	Electric	250,000	2,250,000
Buildings and Grounds	7005	Water & Sewer	100,000	100,000
Services and Development	7006	Water & Sewer	420,000	420,000
Wells and Pumps	7008	Water & Sewer	620,000	620,000
Seismic Retrofit for Storage Tanks	7045	Water & Sewer	250,000	4,489,635
Solar Pool Heating	7052	Water & Sewer	20,000	330,238
Domestic Hot Water Heating	7053	Water & Sewer	20,000	208,659
Distribution System	7054	Water & Sewer	175,000	10,954,389
Northside Tank Site Improvements	7055	Water & Sewer	100,000	2,000,000
Office Rehabilitation	7056	Water & Sewer	50,000	481,550
Asset Management Program	7057*	Water & Sewer	300,000	300,000
SCADA Replacement and Process	7058*	Water & Sewer	50,000	50,000
New and Replacement Wells	7059*	Water & Sewer	800,000	800,000
Tank Rehabilitation	7060*	Water & Sewer	80,000	80,000
Recycled Water System Mains and Central Park Pond Recycled Water	7505	Water & Sewer	50,000	350,000
Retrofit of City Parks with Recycled	7506	Water & Sewer	-	910,000
Miscellaneous Sewer Improvements	7507*	Water & Sewer	150,000	150,000
Lift Station Equipment Replacement	1904	Public Works	100,000	1,700,000
Development Extensions	1906	Water & Sewer	50,000	1,473,348
S.J./S.C. Regional Wastewater Facility	1907	Public Works	50,000	220,445
Sanitary Sewer Capacity Improvements	1908	Water & Sewer	17,442,200	60,968,012
Sanitary Sewer Hydraulic Modeling	1909	Public Works	930,000	10,555,274
Sanitary Sewer System Condition Assessment Study	1910	Public Works	10,000	485,000
Sanitary Sewer System Improvements	1911	Public Works	375,000	2,875,000
Sanitary Sewer Pump Station	1912	Public Works	1,000,000	8,500,000
SCADA Replacement	1913	Public Works	250,000	2,569,000
Sewer Asset Management System	1914	Water & Sewer	250,000	1,600,000
Walsh Avenue @ San Tomas Aquino Creek Sanitary Sewer Siphon	1915	Water & Sewer	100,000	760,000
Trimble Road Trunk Sanitary Sewer	1916	Public Works	-	750,000
Sanitary Landfill Development-Post	1917	Public Works	-	14,000,000
	6109	Street & Auto	1,213,000	7,119,000
Santa Clara Utilities Subtotal			\$ 51,525,200	\$ 323,433,400
Grand Total			\$ 76,380,605	\$ 1,731,133,888

* Represents new project in fiscal year 2015-16.

**Amount represents cumulative appropriations since project inception, including 2015-16.

Meeting Date: _____

AGENDA REPORT

City of Santa Clara, California

Agenda Item # _____



Date: June 16, 2015

To: City Manager for Council Action

From: Director of Finance/Assistant City Manager

Subject: Adoption of Resolution Establishing Fiscal Year 2015-16 Appropriations Limit

EXECUTIVE SUMMARY:

On November 6, 1979, the California electorate passed Proposition 4, which created Article XIII B of the State Constitution placing limits on the amount of revenue that can be spent by governmental agencies. This section of the Constitution placed a restriction on the amount of revenue that the City can appropriate in any fiscal year. Not all revenues are restricted by the limit, only those that are categorized as proceeds of taxes.

The City's limit has been based on actual appropriations during fiscal year 1978-79, increased annually by an adjustment factor. On June 5, 1990, the California electorate approved Proposition 111 which modified the method of adjusting the annual Appropriations Limit. Beginning with the 1990-91 appropriations limit, the City may choose from the following indices when arriving at an adjustment factor:

1. The annual growth in the City's population or the annual growth in the County's population as provided by the State Department of Finance.

AND

2. The annual growth in the California Per Capita Income or the growth in the non-residential assessed valuation due to new construction within the City.

In computing the fiscal year 2015-16 appropriations limit, we used the population growth of the County of Santa Clara (1.13%) and the growth in non-residential assessed valuation from new construction (5.31%). For fiscal year 2015-16, the City of Santa Clara appropriations limit is \$363,345,984 (Schedule 1). An analysis of the request for appropriations from estimated proceeds of taxes, as reflected in the proposed fiscal year 2015-16 budget, indicates that for fiscal year 2015-16 the City will be at 36.73% (\$133,461,118) of its limit.

Schedule 1 provides the history of the City's appropriations limits as adopted by Council for fiscal year 2006-07 through fiscal year 2014-15, including allowable retroactive adjustments, and the appropriations limit being recommended for adoption for fiscal year 2015-16.

ADVANTAGES AND DISADVANTAGES OF ISSUE:

By adopting the fiscal year 2015-16 appropriations limit, the City will be in compliance with the existing State law.

ECONOMIC/FISCAL IMPACT:

By adopting the resolution, the City will have a total increase of its appropriations limit of \$22,189,334.

RECOMMENDATION:

That the Council adopt a resolution establishing the City's fiscal year 2015-16 appropriations limit of \$363,345,984.



Gary Ameling
Director of Finance/
Assistant City Manager

APPROVED:



Julio J. Fuentes
City Manager

Documents Related to this Report:

- 1) *Schedule 1*
- 2) *Resolution for Appropriations Limit*

SCHEDULE 1 (UPDATED 08/20/15)

CITY OF SANTA CLARA
 PROPOSITION 4 APPROPRIATIONS LIMIT
 FYs 2006-07 THROUGH 2015-16

FISCAL YEAR	BEGINNING APPROPRIATIONS LIMIT	PRICE FACTOR	POPULATION FACTOR	ADJUSTMENT FACTOR	ENDING APPROPRIATIONS LIMIT	REVENUE SUBJECT TO APPROPRIATIONS	% of LIMIT
	(1)	(2)	(3)	(4) = (2) X (3)	(1) X (4)	(1) X (4)	
2015-16	\$ 341,156,650	1.0531	X 1.0113	= 1.0650	\$ 363,345,984	\$ 133,461,118	36.73%
2014-15	327,531,346	1.0262	X 1.0150	= 1.0416	341,156,650	123,316,251	36.15%
2013-14	306,762,357	1.0512	X 1.0157	= 1.0677	327,531,346	115,952,115	35.40%
2012-13	291,996,814	1.0377	X 1.0124	= 1.0506	306,762,357	104,189,998	33.96%
2011-12	280,361,369	1.0251	X 1.0160	= 1.0415	291,996,814	96,358,949	33.00%
2010-11	283,808,346	0.9746	X 1.0136	= 0.9879	280,361,369	161,572,257	57.63%
2009-10	276,718,902	1.0062	X 1.0193	= 1.0256	283,808,346	170,487,959	60.07%
2008-09	260,849,378	1.0429	X 1.0172	= 1.0608	276,718,902	190,535,647	68.86%
2007-08	243,287,759	1.0442	X 1.0268	= 1.0722	260,849,378	119,933,440	45.98%
2006-07	229,611,995	1.0396	X 1.0192	= 1.0596	243,287,759	111,091,459	45.66%

On June 5, 1990, the California electorate passed Proposition 111 which modified the method of adjusting the annual appropriations limit. Beginning with the 1990-91 Appropriations Limit the City may choose from one of the following indices when determining the adjustment factor:

The annual growth in the City's population OR the annual growth in the County's population as provided by the State Department of Finance.

AND

The annual growth in the California Per Capita Income OR the growth in the non-residential assessed valuation due to new construction within the City.

The 1990-91 appropriations limit was revised by applying the new growth factors to the appropriations limits for 1986-87 and each subsequent year. In computing the FY 2015-16 appropriations limit, the population growth of Santa Clara County and the growth in the non-residential assessed valuation due to new construction within the City were used.

RESOLUTION NO. 15-8242

**A RESOLUTION OF THE CITY OF SANTA CLARA,
CALIFORNIA ESTABLISHING FISCAL YEAR 2015-16
APPROPRIATIONS LIMIT PURSUANT TO ARTICLE
XIIIB OF THE CALIFORNIA STATE CONSTITUTION AS
IMPLEMENTED BY TITLE 1, DIVISION 9 (ENTITLED
"EXPENDITURE LIMITATIONS" – SECTION 7900 ET
SEQ.) OF THE CALIFORNIA GOVERNMENT CODE**

BE IT RESOLVED BY THE CITY OF SANTA CLARA AS FOLLOWS:

WHEREAS, Proposition 4, commonly known as the Gann Initiative, was adopted by voters on November 6, 1979;

WHEREAS, the Proposition created Article XIIIB of the California State Constitution placing limits on the amount of revenue which can be spent by all entities of government;

WHEREAS, the limit based on the Proposition 4 formula is updated annually using growth data supplied by the State Department of Finance; and,

WHEREAS, the appropriation limit is required to be adopted by the legislative body of each government entity.

**NOW THEREFORE, BE IT FURTHER RESOLVED BY THE CITY OF SANTA CLARA
AS FOLLOWS:**

1. Appropriations Limit. That the appropriations limit for fiscal year 2015-16 be Three Hundred Sixty Three Million Three Hundred Forty Five Thousand Nine Hundred and Eighty Four Dollars (\$363,345,984).
2. Calculation Factors. Pursuant to Section 8 of Article XIIIB of the California Constitution, the City Council determines that for 2015-16 the change in the cost of living shall be measured by the percentage change in California per capita personal income or the growth in the non-residential assessed valuation due to new construction within the City and the change in population shall be

measured by the annual growth in the County or the City's population as provided by the State Department of Finance, whichever is higher.

3. Factors for 2015-16. That for purposes of computing the appropriations limit for 2015-16, the growth in non-residential assessed valuation due to new construction within the City is 5.31% and the annual percent change in population minus exclusions in the County's population as provided by the State Department of Finance is 1.13%.

4. Notice of Action to be Taken. Pursuant to Government Code Section 7910, no judicial action or proceeding to attack, review, set aside, void, or annul the action of the City Council in establishing the appropriations limit for 2015-16 shall be brought unless such action or proceeding shall have been commenced within forty-five (45) days of the date of adoption of this resolution.

8. Constitutionality, severability. If any section, subsection, sentence, clause, phrase, or word of this resolution is for any reason held by a court of competent jurisdiction to be unconstitutional or invalid for any reason, such decision shall not affect the validity of the remaining portions of the resolution. The City of Santa Clara, California, hereby declares that it would have passed this resolution and each section, subsection, sentence, clause, phrase, and word thereof, irrespective of the fact that any one or more section(s), subsection(s), sentence(s), clause(s), phrase(s), or word(s) be declared invalid.

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9. Effective date. This resolution shall become effective immediately.

I HEREBY CERTIFY THE FOREGOING TO BE A TRUE COPY OF A RESOLUTION PASSED AND ADOPTED BY THE SANTA CLARA STADIUM AUTHORITY, AT A REGULAR MEETING THEREOF HELD ON THE 16TH DAY OF JUNE, 2015, BY THE FOLLOWING VOTE:

AYES:	COUNCILORS:	Caserta, Gillmor, Kolstad, Marsalli and O'Neill and Vice Mayor Davis
NOES:	COUNCILORS:	None
ABSENT:	COUNCILORS:	Mayor Matthews
ABSTAINED:	COUNCILORS:	None

ATTEST:



ROD DIRIDON, JR.
CITY CLERK
CITY OF SANTA CLARA

Attachments incorporated by reference: None

**CITY OF SANTA CLARA
LEGAL DEBT MARGIN INFORMATION
Last Ten Fiscal Years
(In Thousands)**

Table 1

Fiscal Year Ending June 30	Net Assessed Valuation	Debt Limit- 15% of Assessed Valuation*	Debt Applicable to Limit	Legal Debt Margin
2004 / 05	\$ 17,972,599	\$ 2,695,890	\$ 20,000	\$ 2,675,890
2005 / 06	18,702,210	2,805,332	20,000	2,785,332
2006 / 07	20,365,381	3,054,807	20,000	3,034,807
2007 / 08	22,125,638	3,318,846	-	3,318,846
2008 / 09	24,362,076	3,654,311	-	3,654,311
2009 / 10	24,556,241	3,683,436	-	3,683,436
2010 / 11	23,587,425	3,538,114	-	3,538,114
2011 / 12	23,715,437	3,557,316	-	3,557,316
2012 / 13	25,182,664	3,777,400	-	3,777,400
2013 / 14	26,902,139	4,035,321	-	4,035,321

Notes: * Section 1309 of the City Charter of the City states: "Bonded Debt Limit.

The bonded indebtedness of the City may not in the aggregate exceed the sum of fifteen percent (15%) of the total assessed valuation of property within the City, exclusive of revenue bonds or any indebtedness that has been or may hereafter be incurred for the purposes of acquiring, constructing, extending, or maintaining municipally owned utilities for which purposes a further indebtedness may be incurred by the issuance of bonds, subject only to the provisions of the State Constitution and this Charter."

Sources: County of Santa Clara, Department of Finance
City of Santa Clara

CITY OF SANTA CLARA
ASSESSED AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY
Last Ten Fiscal Years
(In Thousands)

Table 2

Fiscal Year Ending June 30	Net Local Secured Roll (1)	State Assessed Valuation	Net Unsecured Roll	Net Assessed Valuation	Total Assessed Valuation	Ratio of Net Assessed Valuation To Total Assessed Valuation	% of Growth of Assessed Valuation	Total Direct Tax Rate
2004 / 05	\$ 14,978,836	\$ 2,471	\$2,991,292	\$17,972,599	\$18,081,181	99.40%	-5.03%	1.08%
2005 / 06	15,663,135	1,756	3,037,319	18,702,210	18,813,195	99.41%	4.06%	1.15%
2006 / 07	17,458,047	1,605	2,905,729	20,365,381	20,478,830	99.45%	8.89%	1.14%
2007 / 08	19,148,464	909	2,976,265	22,125,638	22,241,709	99.48%	8.64%	1.08%
2008 / 09	20,545,808	3,689	3,812,579	24,362,076	24,479,723	99.52%	10.11%	1.12%
2009 / 10	20,707,612	3,689	3,844,940	24,556,241	24,674,410	99.52%	0.80%	1.13%
2010 / 11	19,949,252	3,689	3,634,484	23,587,425	23,704,433	99.51%	-3.95%	1.11%
2011 / 12	19,818,648	4,641	3,892,148	23,715,437	23,830,461	99.52%	0.54%	1.14%
2012 / 13	20,475,348	4,641	4,702,675	25,182,664	25,295,792	99.55%	6.19%	1.16%
2013 / 14	22,216,962	4,641	4,680,536	26,902,139	27,012,697	99.59%	6.83%	1.14%

Notes:

(1) Net of Home Owner Property Tax Relief.

Source: County of Santa Clara, Department of Finance

**CITY OF SANTA CLARA
PRINCIPAL PROPERTY TAX PAYERS
2013-14 AND 2004-05 COMPARISON FOR GENERAL FUND
(In Thousands)**

Table 3

Taxpayers	2013-14		2004-05	
	Assessed Valuation	Percentage of Total Assessed Valuation	Assessed Valuation	Percentage of Total Assessed Valuation
Intel Corporation	\$ 1,251,884,397	4.63%	\$ 1,383,919	7.70%
Sobrato Interest (formerly Sobrato Development Company)	656,065,803	2.43%	450,831	2.51%
Nvidia Corporation (formerly Nvidia Land Development LLC)	354,965,213	1.31%		0.00%
Oracle America Inc. (formerly Sun Microsystems)	296,608,314	1.10%	267,547	1.49%
M West Propco XIII LLC	266,765,225	0.99%		0.00%
Agilent Technologies, Inc.	249,912,323	0.93%	157,949	0.88%
Marvell Semiconductor Inc. (formerly Marvell Technology Inc.)	211,069,768	0.78%		0.00%
Xeres Ventures LLC	208,596,942	0.77%		0.00%
Applied Materials Inc.	199,058,338	0.74%	559,582	3.11%
City of Santa Clara/Hyatt Equities LLC	194,262,736	0.72%	-	0.00%
Santa Clara College		0.00%	313,790	1.75%
Kaiser Foundation Hospitals		0.00%	310,730	1.73%
National Semiconductor Corporation		0.00%	206,224	1.15%
Prudential Insurance Company		0.00%	149,730	0.83%
City of Santa Clara		0.00%	138,694	0.77%
Top Ten Total	\$ 3,889,189,059	14.40%	\$ 3,938,996	21.92%
City Total	<u>\$ 27,012,697,344</u>		<u>\$ 17,972,599</u>	

Source: Santa Clara County Assessor 2013-14 and 2004-05 Combined Tax Rolls through HdL Coren & Cone.

**CITY OF SANTA CLARA
PRINCIPAL PRIVATE EMPLOYERS
Current Year and Ten Years Ago**

Table 4

Company	2014		2004	
	Number of Employees	Percentage of Total City Employment	Number of Employees	Percentage of Total City Employment
Intel Corporation	10,801	9.0%	8,000	15.7%
Applied Materials, Inc.	8,554	7.1%		
Texas Instruments Inc	3,500	2.9%		0.0%
California's Great America	2,500	2.1%		0.0%
Avaya Inc.	2,000	1.7%		0.0%
EMC Corporation	1,418	1.2%		0.0%
City of Santa Clara	1,413	1.2%		0.0%
Macy's	1,400	1.2%		0.0%
Santa Clara University	1,201	1.0%		0.0%
ON Semiconductor Corporation	1,100	0.9%		0.0%
National Semiconductor Corporation			2,000	3.9%
Oracle (formerly Sun Microsystems)			3,500	6.9%
Nortel Networks			1,500	2.9%
Kaiser Foundation Hospitals			2,500	4.9%
Agilent Technologies			3,000	5.9%
Nvidia Corporation			1,500	2.9%
3Com Corporation			1,000	2.0%
Integrated Device Technology			3,000	5.9%
United Defense			800	1.6%
Total Top Ten	33,887	19.3%	18,800	52.6%
All Others	86,438	80.7%	32,100	47.4%
Total Employment	120,325	100%	50,900	100%

Source: Fiscal Year 2013: ReferenceUSA database, Infogroup, Inc., Papillion, Nebraska; Finance Office, City of Santa Clara
Fiscal Year 2004: Northern California Business Directory, California Employment Development Department

CITY OF SANTA CLARA
CAPITAL ASSETS STATISTICS BY FUNCTION
Last Ten Fiscal Years

Table 5

	Fiscal Year Ending June 30									
	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005
Culture and Recreation:										
Number of community centers	4	4	4	4	4	4	4	4	4	4
Number of parks	32	32	32	32	32	32	32	32	31	30
Park acreage	273	273	273	273	273	282	282	282	282	277
Number of golf courses	1	1	1	1	1	1	1	1	1	1
Number of swimming pools (1)	5	5	5	5	5	5	5	4	4	4
Number of tennis courts	28	28	28	28	28	28	28	28	28	27
Number of lawn bowling greens	1	1	1	1	1	1	1	1	1	1
Number of lighted soccer fields	3	3	3	3	3	3	3	3	3	3
Number of lighted softball fields	7	7	7	7	7	7	7	7	7	7
Number of neighborhood park buildings	8	8	8	8	8	8	8	8	8	8
Number of gymnastic centers	1	1	1	1	1	1	1	1	1	1
Number of skate parks	1	1	1	1	1	1	1	1	1	1
Number of community theaters	1	1	1	1	1	1	1	1	1	1
Number of libraries	2	2	2	2	2	2	2	2	2	2
Cemetery	2	2	2	2	2	2	2	2	2	2
Fire Protection:										
Number of stations	10	10	10	10	10	10	10	10	10	10
Police Protection:										
Number of stations	2	2	2	2	2	2	2	2	2	2
Electric System:										
Number of meters	52,775	52,957	52,867	52,327	52,090	51,832	51,514	50,858	50,069	49,775
Miles of high voltage lines	590	586	582	579	573	573	548	479	479	477
Number of substations (1)	26	26	26	26	24	23	23	23	23	22
Sewerage System:										
Miles of sanitary sewers	288	288	286	285	285	279	279	282	282	282
Miles of storm sewers	-	141	141	140	140	140	140	138	138	138
Number of treatment plants	1 Tertiary	1 Tertiary	1 Tertiary	1 Tertiary	1 Tertiary	1 Tertiary	1 Tertiary	1 Tertiary	1 Tertiary	1 Tertiary
Water System:										
Miles of water mains	335	335	335	335	335	335	335	335	334	301
Number of fire hydrants	3,315	3,315	3,315	3,315	3,315	3,313	3,285	3,261	3,249	3,249
Miles of recycled water mains	33	33	33	23	21	20	20	20	19	19
Streets:										
Miles of Streets	249	249	249	249	249	249	249	249	249	249
Number of Street Lights	8,054	8,077	8,046	7,993	7,990	7,976	8,481	8,181	8,179	8,170
Number of Traffic Signals	196	191	188	188	188	188	187	187	184	182

(1) Certain amounts in the prior years have been reclassified in order to be consistent with current years presentation.

Source: City of Santa Clara

**CITY OF SANTA CLARA
DEMOGRAPHIC AND ECONOMIC STATISTICS
Last Ten Calendar Years**

Table 6

Year	Population	Personal Income (\$000)	Per Capita Buying Income	Median Age	Public School Enrollment	County Unemployment Rate	City Unemployment Rate
2004 / 05	107,200	\$ 2,720,598	\$ 26,465	35.7	13,839	6.2%	5.9%
2005 / 06	109,106	2,765,258	26,513	35.3	13,317	5.5%	4.8%
2006 / 07	110,771	3,831,569	34,590	-	13,366	5.0%	4.3%
2007 / 08	115,503	4,121,147	35,680	34.4	13,802	4.7%	4.3%
2008 / 09	117,242	4,225,531	36,738	34.4	14,729	11.8%	10.9%
2009 / 10	116,308	4,291,695	36,607	34.9	14,446	11.3%	10.4%
2010 / 11	118,169	4,727,907	40,010	34.3	14,731	10.3%	9.4%
2011 / 12	118,813	4,399,786	37,031	33.8	14,686	8.7%	8.0%
2012 / 13	120,284	4,530,093	37,662	34.1	14,705	6.8%	6.2%
2013 / 14	121,229	4,739,710	39,097	35.0	15,169	5.4%	4.9%

Note: (-) Data unavailable

Sources:

- Population data by the California Department of Finance Projections as provided by MuniServices LLC.
- Starting in FY 2006-07 Personal Income Data is determined using 2005 American Community Survey Data and adjusted for inflation in accordance with rates provided by the Bureau of Labor Statistics as provided by MuniServices LLC.
- Prior Years Personal Income Data are from Sales and Marketing Power Management-Survey of Buying Power.
- 2009/10 Population was revised based on 2010 U.S. Census results and the California Department of Finance demographics estimates now incorporate 2010 Census counts as the benchmark.
- Public School Enrollment data provided by the Santa Clara Unified School District.
- Unemployment Data by the State of California Employment Development Department.

CITY OF SANTA CLARA
RATIOS OF OUTSTANDING DEBT BY TYPE
Last Ten Fiscal Years
(In Thousands)

Table 7

Fiscal Year Ending June 30	Governmental Activities Public Financing Authority				Former Redevelopment Agency	Business Activities	Santa Clara Stadium Authority	Total Primary Government	Population	Debt per Capita	Total Personal Income (\$000)	Debt/Income Ratio
	Insurance Funding Bonds		Assessment Bonds	Total Governmental Activities	Tax Allocation Bonds (2)	Revenue Bonds (1)	Revenue Bonds					
	Certificates of Participation											
2004 / 05	\$ 66,725	\$ 20,000	\$ 6,700	\$ 93,425	\$ 141,938	\$ 275,360	\$ -	\$ 510,723	107,200	\$ 4,764	\$ 2,720,598	18.77%
2005 / 06	63,345	20,000	5,875	89,220	140,225	269,883	-	499,328	109,106	4,577	2,765,258	18.06%
2006 / 07	59,850	20,000	5,015	84,865	135,325	258,015	-	478,205	110,771	4,317	3,831,569	12.48%
2007 / 08	56,240	-	4,110	60,350	130,640	230,970	-	421,960	115,503	3,653	4,121,147	10.24%
2008 / 09	52,500	-	3,155	55,655	125,335	227,390	-	408,380	117,242	3,483	4,225,531	9.66%
2009 / 10	48,620	-	2,155	50,775	119,660	223,170	-	393,605	118,830	3,312	4,291,695	9.17%
2010 / 11	43,822	-	-	43,822	138,511	223,920	-	406,253	118,169	3,438	4,727,907	8.59%
2011 / 12	39,528	-	-	39,528	-	210,646	132,630	382,804	118,813	3,222	4,399,786	8.70%
2012 / 13	34,784	-	-	34,784	-	199,676	396,140	630,600	120,284	5,243	4,530,093	13.92%
2013 / 14	26,210	-	-	26,210	-	227,163	653,367	906,740	121,229	7,480	4,739,710	19.13%

Sources: Note 11, Note 2; Statement of Net Position; MuniServices LLC

(1) Fiscal Year 2011-12 amounts have been restated to include related premiums, discounts, and adjustments.

(2) Beginning Fiscal Year 2011-12, Tax Allocation Bonds Direct Debt amounts for the Former Redevelopment Agency are shown in the Successor Agency of the City of Santa Clara's Statistical Section, Table 4.

Note: Oct. 8, 2013 Per Maze Auditors, the amounts presented in the debt capacity schedule should be the same amounts reported in the basic financial statements (net of related premiums, discounts, and adjustments). Similarly, the amounts shown for deep-discounted debt should agree with the accrete amounts reported in the basic financial statements. [Q&A 9.24.6; GAAFR, page 627] CAFR for FY ended June 30, 2012 - See Page 193, Table 9 Business-type Activities. Refer to page 91 (Note 11 Table A - Summary of Long-Term Obligations)

Added a foot note to account for the change in Bond amounts presentation.

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GLOSSARY AND TERMS

The following explanations of glossary and terms are presented to aid in understanding the information included in this document:

Abatement - A complete or partial cancellation of a levy imposed by a government and usually applied to tax levies, special assessments and service charges.

Accounting System - The total structure of records and procedures which discover, record, classify, summarize and report information on the results of operations and the financial position of a government or any of its funds, fund types, balanced account groups, or organizational components.

Accrual Basis of Accounting - A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

Adopted Budget - The annual City budget as approved by City Council on or before June 30 for the fiscal year beginning July 1. This adopted budget establishes the legal authority for the expenditure of funds. To adopt the budget requires at least five out of seven Council votes. This formal action by the City Council sets the spending path for the year.

Agency - Redevelopment Agency of the City of Santa Clara. Also see RDA.

Allocation - To divide or share out financial resources or expenditures for a specific purpose to particular funds or departments.

American Recovery and Reinvestment Act (ARRA) - An act established by the federal government in February 2009 whose intent is to create and save jobs, spur economic activity and focus on long term growth through the funding of various projects and initiatives.

Annual Budget - A consolidated budget document presented on an annual basis that includes the City's Operating Budget and the City's Capital Improvement Project (CIP) Budget.

Appropriation - A legal authorization granted by the City Council to make expenditures and to incur obligations for specific purposes. For purposes of the Capital Improvement Project budget, appropriations are automatically renewed, for the life of the project, unless altered or revoked. For the operating budget, appropriations lapse at the end of the fiscal year to the extent they have not been expended or encumbered.

Appropriations Limit - The California State Constitution limits a city's appropriations growth rate to two factors: changes in population, and either the change in California per capita income or the change in the local assessment roll due to non-residential new construction.

Assessed Valuation - A valuation set upon real estate or other property by a government as a basis for levying taxes. In California, the assessed valuation subject to ad valorem tax levy is governed by Proposition 13 and AB8 (1978).

Assets - A probable future economic benefit obtained or controlled by a particular entity as a result of past transactions or events. This includes financial resources such as cash, receivables, inventory, and plant and equipment, net of depreciation.

Audit - A formal examination of the City's accounts by an independent audit firm to determine whether the City's financial statements fairly present the City's financial position and results of operations in conformity with Generally Accepted Accounting Principles.

Authorized Positions - Regular positions authorized in the budget to be employed during the fiscal year.

GLOSSARY AND TERMS

Balanced Budget - The budget for a fund is balanced when total budgeted resources, including revenues, transfers in from other funds, and available fund balance from the previous year, meets or exceeds total budgeted uses of resources, including expenditures and transfers out to other funds.

Basis of Accounting - The timing of recognition, that is, when the effects of transactions or events are recognized for financial reporting or budgeting purposes. The three bases of accounting for governmental agencies are: (1) cash basis (when cash is received or paid), (2) accrual basis (when the underlying transaction or event takes place), and (3) modified accrual basis (revenues are recognized in the accounting period in which they become available and measurable and expenditures are recognized in the accounting period in which the fund liability occurred).

Beginning Fund Balance - The amount of prior year's unappropriated funds used to finance appropriated expenditures in the current budget year.

Bond - A city may raise capital by issuing a written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, together with periodic interest at a specific rate.

Bond Rating - An evaluation of a bond issuer's credit quality and perceived ability to pay the principal and interest on time and in full. Three agencies regularly review city bonds and generate bond ratings: Moody's Investors Service, Standard and Poor's and Fitch Ratings.

Budget - A plan of financial operation embodying an estimate of proposed expenditures for a given period and the estimated financial resources available to finance them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year.

Budgetary Control - The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorized appropriations.

Budget Public Hearing - A public meeting at which any member of the community may appear and be heard regarding any item in the proposed budget as presented by the City Manager to the City Council.

Budget Transmittal Letter - A general discussion of the budget as presented in writing by the City Manager to the City Council. The message contains an explanation of principal budget items and summaries found in the budget.

Capital Asset - Land, buildings, equipment, improvements to buildings, and infrastructure (i.e., roads, bridges, and other immovable assets). The City's policy is to capitalize equipment with a cost exceeding \$5,000 and building, improvements and infrastructure with costs exceeding \$20,000. A capital asset is defined as an asset with a useful life extending beyond a single accounting period.

Capital Improvement - A permanent addition to the City's assets, including the design, construction or purchase of land, buildings, or facilities, or major renovations of same.

Capital Improvement Project (CIP) Budget - A plan of annual appropriation for capital improvements and various kinds of major facility maintenance. These projects are often multi-year in length, which requires funding beyond the one-year period in the annual budget. The appropriations, therefore, do not lapse at the end of the fiscal year but continue until the project is completed or closed.

Capital Outlay - A budget category which includes all equipment having a unit cost of \$1,000 or more, and an estimated useful life of over one year or capital improvements costing less than a certain dollar amount. Capital Outlay is budgeted in the operating budget in the Other Operating Expenditure Category.

Contingency - A budgetary reserve set aside for emergency or unanticipated expenditures, revenue shortfalls, and/or unknown expenditures. Generally used in the Capital Improvement Project budget.

GLOSSARY AND TERMS

Certificates of Participation (COPs) - This financing technique provides long-term financing through a lease, installment sale agreement or loan agreement. Certificates of Participation (COPs) allow the public to purchase participation in a stream of lease payments, installment payments or loan payments relating to the acquisition or construction of specific equipment, land or facilities. The lending agreement is secured by a lease on the acquired asset or other assets of the City.

Comprehensive Annual Financial Report (CAFR) - The official annual report of the City's financial condition at the conclusion of the fiscal year, June 30. The report is prepared to conform to Generally Accepted Accounting Principles (GAAP) for governmental units and provides a quantitative look at the operating success, financial health, and compliance of the City's reporting units.

Consumer Price Index (CPI) - A statistical measure of a weighted average of prices of a specified set of goods and services purchased by wage earners in urban areas.

Debt - Obligations of the City to repay, with or without interest, in installments and/or at a later date, some amount of money utilized resulting from the borrowing of money or from the purchase of goods and services. Debts of governments include bonds, notes, or certificates of participation (COPs).

Debt Financing - Issuance of bonds and other debt instruments to finance municipal improvements and services.

Debt Service - Payment of the principal and interest on an obligation resulting from the issuance of bonds, notes or certificates of participation (COPs).

Deficit - An excess of expenditures or expenses over revenue (resources).

Department - An organizational unit comprised of divisions and/or programs. It is the basic unit of service responsibility encompassing a broad mandate of related activities. Department directors generally report directly to the City Manager's Office, for instance, Fire and Finance.

Depreciation - An allocation of the cost of fixed assets (buildings, plant or equipment) over the estimated useful life of the asset.

Designation - A portion of fund equity set aside by Council Action for a specific purpose.

Dissolution Act - Also known as Redevelopment Dissolution Act; on December 29, 2011 the California Supreme Court found the Dissolution Act (ABx1 26) constitutional in the California Redevelopment Association vs. Matosantos case. The Act continued the suspension and prohibition of most redevelopment activities in effect since late June 2011; dissolved RDAs as of February 1, 2012; created successor agencies and oversight boards; and established roles for the County-Auditor Controller, the Department of Finance and State Controller's Office in the dissolution process and satisfaction of enforceable obligations of former RDAs.

Division - An organizational unit within a City department. For instance, Fire Protection, Fire Prevention, and Fire Training.

Encumbrance - Obligations in the form of purchase orders, contracts, or salary commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid.

Enterprise Fund - Used to account for the following operations: a) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs and expenses, including depreciation or capital replacement, of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

GLOSSARY AND TERMS

Environmental Impact Report (EIR) - An assessment of the likely influence a project might have on the environment.

Equity - The net assets of a fund (i.e. the assets less the liabilities on a fund balance sheet).

Expenditure - Actual cash disbursements for the cost of goods delivered or services rendered to the City.

Expenditure Object Category (Expenditure Category) - Expenditure categories are a group of similar expenditure objects. The expenditure categories used in Santa Clara's Operating Budget, are, in most programs (1) Salaries and Benefits, (2) Other Operating Supplies, (3) Interfund Services and (4) Debt Service. In some programs there are also (5) Resource and Production Costs and (6) Contribution In-Lieu of Taxes & Franchise Fees.

Fee - The payment for direct receipt of a public service by the party who benefits from the service.

Fiscal Year - The time period designated by the City signifying the beginning and ending period for recording financial transactions. Consistent with all cities and counties in the State of California, the City of Santa Clara has specified July 1 to June 30 as its fiscal year.

Five-Year Financial Plan - A strategic planning document showing the estimated results of operations and capital improvement project requirements over the next five years. This plan is reviewed and accepted by Council and no appropriations result from that acceptance.

Fixed Assets - Assets of a long-term character such as land, buildings, machinery, furniture and other equipment with a value greater than \$1,000 and a useful life longer than one year.

Franchise - A special privilege granted by a government, permitting the continued use of public property, such as city streets and usually involving the elements of a monopoly or regulation, for example cable TV, gas, refuse, and others.

Fund - An independent fiscal and accounting entity with a self-balancing set of accounts recording its assets, liabilities, fund equity, revenues and expenditures or expenses and other changes in residual fund equity or balances, segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, limitations, or public policy.

Fund Balance - The amount of financial resources immediately available for use. Generally, this represents the difference between unrestricted current assets over current liabilities.

Fund Type - A category into which funds with similar characteristics are grouped. The fund types used in the City budget are General, Special Revenue, Capital Projects, Enterprise, and Internal Service funds.

Furlough - A planned temporary unpaid leave of employees designed to create budgetary savings necessitated by a budget deficit.

General Fund - The primary fund of the City used to account for all revenues and expenditures of the City not accounted for in another fund. Examples of departmental operations accounted for in the General Fund include the City Council, Police and Fire Departments, Library, Parks and Recreation, and others.

Generally Accepted Accounting Principles (GAAP) - Uniform minimum standards and guidelines for financial accounting and reporting that govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the GASB (Governmental Accounting Standards Board).

GLOSSARY AND TERMS

Governmental Accounting - The composite activity of analyzing, recording, summarizing, reporting, and interpreting the financial transactions of governments.

Governmental Accounting Standards Board (GASB) - The authoritative accounting and financial reporting standard-setting body for government entities.

Governmental Fund - A fund type to account for tax-supported activities. There are five different types of governmental funds: the General Fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

Grant - Contributions of cash or other assets from another government entity to be used or expended for a specific purpose, activity, or facility. An example is the Community Development Block Grant given by the federal government.

Housing Authority – The City of Santa Clara Housing Authority was established by Resolution 11-7827 on February 22, 2011 to ensure the provision of safe and sanitary housing for persons of low income.

Housing and Urban Development (HUD) – The Federal agency whose mission is to increase home ownership, support community development, and increase access to affordable housing free from discrimination.

Indirect Cost Allocation Plan - The City uses an indirect cost allocation plan to ensure that enterprises and certain special revenue supported operations pay for themselves and are not subsidized by City taxpayers. General Fund supported central services costs such as payroll, accounting, data processing, personnel, city management and facilities maintenance are allocated to those funds benefiting from these services based on statistical data reflecting use of these support services.

Infrastructure - Facilities on which the continuance and growth of a community depend on such as roads, water lines, sewers, public buildings, parks and airports.

Interfund Services - Services provided by one fund within the City for the benefit of another fund for which the fund that benefits is charged a fee.

Interfund Transfers – With Council approval, resources may be transferred from one City fund to another. The purpose of the majority of transfers is to reimburse a fund that has made expenditure on behalf of another fund. Less often, a transfer may be made to open or close a fund.

Internal Service Funds - These funds account for special activities and services performed by a designated department for other departments in the City on a cost reimbursement basis

Legal Debt Limit - Per section 6.07 of the City Charter, bonded indebtedness of the City may not exceed 10% of the total assessed valuation of property within the City, exclusive of any indebtedness incurred for the purpose of water supply or sewers or storm drains.

Levi's Stadium – The stadium is located at 4900 Marie P. DeBartolo Way, Santa Clara, CA 95054 and is the home of the San Francisco 49ers professional football team, It has a permanent seating capacity of approximately 68,500 seats with expansion to approximately 75,000 seats for larger events, such as an NFL Super Bowl. The stadium was built based on the City of Santa Clara approved Measure J, the Santa Clara Stadium Taxpayer Protection and Economic Progress Act, on June 8, 2010.

Levy - An amount of taxes, special assessments or service charges imposed by a government for the support of government activities.

Liability - Probable future sacrifices of economic benefits arising from present obligations of a particular entity to transfer assets or provide services to other entities in the future as a result of past transactions or events. That is, a financial obligation or claim of financial resources of a specific fund to be liquidated at a future date.

GLOSSARY AND TERMS

Long-term Debt - Debt with a maturity of more than one year after the date of issue.

Mission - The overriding purpose of the department, division, or program.

Modified Accrual Basis of Accounting - Revenues are recognized in the accounting period in which they become available and measurable; expenditures are recognized in the accounting period in which the fund liability is incurred (if measurable), except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

Municipal Code - A compilation of City Council approved ordinances currently in effect. The Code defines City policy in various categories, for example, Civil Service rules, traffic regulations, sanitation and health standards, building regulations, and planning and zoning regulations.

Object Category - See Expenditure Object Category.

Operating Budget - The portion of the budget that pertains to the City's daily operations and activities engaged in to provide services to the community. The operating budget contains appropriations for such expenditures as personnel (salaries, wages and benefits), supplies and materials, utilities, travel and fuel.

Ordinance - A formal legislative enactment by City Council. It has the full force and effect of law within City boundaries unless pre-empted by a higher form of law (State or Federal). An ordinance has a higher legal standing than a resolution. Revenue raising measures, such as the imposition of taxes, special assessments and service charges are some examples of actions that would require the enactment of an ordinance.

Other Financing Sources - Changes in residual fund equity or balances not arising from revenues or expenditures/expenses. Includes governmental fund general long-term debt proceeds, amounts equal to the present value of minimum lease payments arising from capital leases, proceeds from the sale of general fixed assets, and operating transfers in.

Performance Measures - This is a non-financial measurement of activity such as number of meters read, number of bills sent, number of customer service calls handled and response time to emergency calls. Performance-based budgeting incorporates performance measures into the budget process.

Program - The program is a service activity that may or may not correspond to an organizational unit such as a division. The presentation of budgeted expenditures is the expenditure category for a program.

Property Tax – An ad valorem (based on value) tax on real property and tangible personal property levied by the local government on the property located within the City's jurisdiction. Property tax is determined by two factors: the assessed value of the property and the tax rate for the area in which the property is located.

Public Facilities Financing Corporation (PFFC) - The City of Santa Clara Public Facilities Financing Corporation (PFFC) was formed in 1997 for the purpose of issuing Certificates of Participation (COPs) to provide financing for the construction of major City facilities. Members of the City Council are also members of the PFFC Board. Debt service on the COPs is secured by lease payments made by the City's General Fund to the PFFC for the use of the constructed facilities for public purposes. In accordance with lease agreements, the PFFC assigns lease payments received from the City to the trustee for payment to the certificate holders.

Redevelopment Agency of the City of Santa Clara (RDA) - The Redevelopment Agency of the City of Santa Clara (Agency) was established by the City Council in 1957 with the authority and responsibility for developing and upgrading blighted areas of the City. The members of the City Council are also members of the Agency's Board of Directors and, as such, are authorized to transact business and exercise power to plan, engineer, and implement projects of the Redevelopment Plan.

GLOSSARY AND TERMS

Redevelopment Dissolution Act – See Dissolution Act.

Reimbursement - Repayments of amounts remitted on behalf of another party, or interfund transactions that constitute reimbursements to a fund for expenditures or expenses initially made from it but properly applied to another fund.

Reserve - An account used to earmark a portion of fund balance to indicate that it is not available for expenditure or legally segregated for a specific future use.

Resolution - A special or temporary legislative order of the City Council/Agency/Authority. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the City. A resolution requires less legal formality and has a lower legal status than an ordinance.

Revenue - Resources received by the government available for use in supporting services including such items as taxes, fees, permits, licenses, grants and interest.

Risk Management - An organized attempt to protect a government's assets against accidental loss in the most economical method. The City is exposed to various risks of losses related to torts, errors and omissions, general liability, injuries to employees and unemployment claims. Claims, expenditures and liabilities are reported when it is probable that a loss has occurred and the amount of that loss can be reasonably estimated using actuarial methods or other estimating techniques. These losses include an estimate of claims that have been incurred but not reported.

Sales Tax - A tax imposed by the government on retailers at the point of sale for the privilege of selling tangible personal property. It is usually calculated as a percentage of the selling price and collected by the retailer from the consumer. The rate in the City of Santa Clara is 8.75%.

Silicon Valley Power (SVP) - The City's Electric Utility Department provides electricity to City residents and businesses under the name Silicon Valley Power.

Special Assessment - A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Revenue Fund - A fund in which revenue collected is restricted by the city, state or federal government as to how the city might spend its resources.

Sports and Open Space Authority (SOSA) - The City of Santa Clara Sports and Open Space Authority (SOSA) was created by the City Council in 1974 for the acquisition and development of open space within the City. The members of the City Council are also members of SOSA's Board of Directors and, as such, are authorized to transact business and exercise power to purchase, lease or otherwise obtain and dispose of real and personal property, to acquire, construct, maintain, repair, manage and operate real and personal property, including leasing to private operators for commercial purposes, surplus space which is not economical to use for open space planning.

Stadium Authority – As required by the Term Sheet between the City and the 49ers Stadium Company, the City and the Redevelopment Agency entered into a joint powers agreement creating the Stadium Authority in 2011. The Stadium Authority's governing board is the seven members of the City Council. The Stadium Authority will build, own and operate the Stadium, and have all powers granted to it by the City and the Agency. The Stadium Authority is a separate and distinct legal entity, and neither the City nor the Agency is liable for the debts or obligations of the Stadium Authority.

GLOSSARY AND TERMS

Successor Agency to the Former Redevelopment Agency of the City of Santa Clara - Pursuant to State legislation ABx1 26, the "Dissolution Act," the Redevelopment Agency (RDA) of the City of Santa Clara was dissolved effective February 1, 2012. The City has elected to become the Successor Agency for the RDA non-housing functions, responsible for paying off the former Redevelopment Agency's existing debts, disposing of the former Redevelopment Agency's properties and assets to help pay off debts, returning revenues to the local government entities that receive property taxes, and winding down the affairs of the former Redevelopment Agency. The City has also elected to retain the former Redevelopment Agency's housing functions, including retaining all of the housing assets, rights, power, duties, obligations and functions previously performed by the Redevelopment Agency in administering its Low and Moderate Income Housing Fund.

Subsidy - A grant by a government entity to another government entity to pay all or a portion of an activity of the government deemed advantageous to the public.

Surplus - An excess of revenue (resources) over expenditures or expenses.

Taxes - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. The term does not include specific charges made against particular persons or property for permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, water service charges.

Transient Occupancy Tax (TOT) - A locally controlled tax imposed on travelers who stay in temporary lodging facilities for stays thirty days or less. The rate in the City of Santa Clara is currently 9.5%.

User Charges - The payment of a fee for direct receipt of a public service by the party benefiting from the service.

List of Acronyms

AB	Assembly Bill
ARRA	American Recovery and Reinvestment Act
ASAI	Average System Availability Index
BAREC	Bay Area Research Extension Center
BMP	Below Market Price
BNPEA	Bayshore North Project Enhancement Authority
CAFR	Comprehensive Audited Financial Report
CAHF	City Affordable Housing Fund
CalPERS	California Public Employees' Retirement System
CDBG	Community Development Block Grant
CEQA	California Environmental Quality Act
CFD	Community Facilities District
CIP	Capital Improvement Project
CLT	Contribution In-Lieu of Tax
CNG	Compressed Natural Gas
COLA	Cost of Living Adjustment
COP	Certificates of Participation
COPS	Citizens' Option for Public Safety
CPI	Consumer Price Index
CSMFO	California Society of Municipal Finance Officers
CVB	Convention-Visitors Bureau
DVR	Donald Von Raesfeld Power Plant
EEO	Equal Employment Opportunity
EIR	Environmental Impact Report
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
EOPS	Enforceable Obligation Payment Schedule
ERAF	Educational Revenue Augmentation Fund
FEMA	Federal Emergency Management Agency
FERC	Federal Energy Regulatory Commission
FHRMS	Finance Human Resources Management System
FMIS	Finance Management Information System
FPPC	Fair Political Practices Commission

List of Acronyms

FTE	Full Time Equivalent (Employee)
FTHB	First Time Homebuyer
GAAP	Generally Accepted Accounting Practices
GASB	Governmental Accounting Standards Board
GDP	Gross Domestic Product
GIS	Geographical Information Systems
GFGC	General Fund General Contingency
GFOA	Government Finance Officers Association
GPS	Global Positioning System
GWh	Giga Watt Hour
HA	Housing Authority
HIPPA	Health Insurance Portability and Accountability Act
HOME	Home Investment Partnerships Act
HR	Human Resources
HMG	Hazard Mitigation Grant
HUD	Housing and Urban Development
IBEW	International Brotherhood of Electric Workers
JPA	Joint Power Agreement
kWh	Kilo Watt Hour
LED	Light Emitting Diodes
LEED	Leadership in Energy and Environmental Design
LPD	Land, Property & Development
LLEBG	Local Law Enforcement Block Grants Program
m:s	minutes: seconds
MOU	Memorandum of Understanding
Muni	Municipal
N/A	Not Applicable
NCIP	Neighborhood Conservation and Improvement Program
NCPA	Northern California Power Agency
O&M	Operations and Maintenance
OBAG	One Bay Area Grant
OSHA	Occupational Safety and Health Administration
OTS	California Office Traffic Safety

List of Acronyms

PBC	Public Benefits Charge
PEMCHA	Public Employees' Medical and Hospital Care Act (California)
PEPRA	Public Employees' Pension Reform Act of 2013
PERS	Public Employees' Retirement System
PG&E	Pacific Gas and Electric
POP	Problem Oriented Policing
RDA	Redevelopment Agency
RMRP	Retiree Medical Reimbursement Program
ROPS	Recognized Obligation Payment Schedule
SA	Successor Agency
SAIDI	System Average Interruption Duration Index
SB	Senate Bill
SCAT	Specialized Crime Action Team
SCSA	Santa Clara Stadium Authority
SOSA	Sports and Open Space Authority
SRT	Special Response Team
SVACA	Silicon Valley Animal Control Authority
SVP	Silicon Valley Power (City owned Electric Utility)
TDA	Transportation Development Act
TDM	Traffic Demand Management
TMP	Transportation Management Program
TOT	Transient Occupancy Tax
TPAC	Treatment Plant Advisory Committee
UMIS	Utility Management Information System
Uncl	Unclassified Employee
VoIP	Voice over Internet Protocol
VLF	Vehicle License Fee
WiFi	Wireless Fidelity Communication Technology
WPCP	Water Pollution Control Plant

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