2016-17
City of Santa Clara
Annual Budget

As Adopted June 21, 2016

Over 10,000 people passed through the Central Park Library doors in January 2016 to celebrate science, technology, engineering and math at the STEM Innovation Bowl.

City of Santa Clara
1500 Warburton Avenue, Santa Clara, CA 95050
www.santaclaraca.gov

City of Santa Clara
The Center of What's Possible

CITY OF SANTA CLARA
ANNUAL BUDGET

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City of Santa Clara
The Center of What's Possible

City Hall
1500 Warburton Ave.
Santa Clara, CA 95050
408.615.2210

July 1, 2016

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

Members of the City Council:

A balanced fiscal year 2016-17 budget for the City of Santa Clara was adopted by the City Council on June 21, 2016. The total adopted budget for 2016-17 of $753.6 million for operations and capital improvement projects represents an increase of $33.4 million, or 4.6% compared to the fiscal year 2015-16 adopted budget. The operating budget of $666.9 million for all funds, including the general operating funds, special revenue funds, internal service funds, and enterprise funds, increased by $19.6 million, or 3.0% over the prior fiscal year. The General Fund budget of $201.4 million represents an increase of $18.9 million, or 10.4% compared to the 2015-16 adopted budget. The General Fund increase is largely due to higher salary and benefit costs for existing positions and the funding of new and previously frozen positions in response to Council budget priorities and recently completed staffing studies. See later sections of this transmittal letter for a detailed discussion of these budget changes.

As part of this year's budget process, several additional study sessions were added to the schedule to allow for more up-front Council and public input on the budget. Three joint study sessions were held in February and March 2016 to receive Council input on budget priorities. Several key themes emerged from these sessions. Related to capital improvement projects the guidance included:

- a focus on completing projects which had been delayed due to lack of funding or insufficient staffing,
- pursuing an "A" grade for our infrastructure and equipment, and
- maintaining or improving our Pavement Condition Index (PCI) of 73.

With respect to the operating budget the guidance was focused on:

- enhancing staffing levels in several key areas to improve our core service levels and
- making sure that our reserves are well funded.

The capital improvement priorities are addressed in the separate 2016-17 Capital Improvement Project Budget and the operating budget priorities are addressed in later sections of this Transmittal Letter.

Our key economically sensitive revenue sources (i.e., sales tax, property tax, and transient occupancy tax) have each experienced strong growth the last several years, allowing the City to build reserves, increase staffing levels, and restore General Fund services. Revenues from the City's ground lease with the Santa Clara Stadium Authority (i.e., base rent, performance rent, and the senior and youth fee) coupled with new revenues flowing from recently completed (e.g., Santa Clara Town Centre) or soon to be completed (e.g., Santa Clara Square Marketplace) development projects, have allowed the City to more than make up for General Fund revenues that were lost as a result of the State's dissolution of the Redevelopment Agency.

The City has made significant progress in rebuilding reserves over the last several years and the Working Capital Reserve is currently at its targeted balance. Current estimates show that there will be additional monies that can be transferred to the reserves at 2015-16 year-end. In addition, the proposed General Fund budget for 2016-17 includes a $2.9 million transfer to the Working Capital Reserve (to keep that reserve at its 25% of General Fund expenditure budget target) and a $12.6 million transfer to the Capital Projects Reserve to support capital project needs (this amount includes $7.0 million of one-time 2016-17 sales tax collections as a result of the State's unwinding of the Triple Flip (see the Sales Tax section of this transmittal letter for more information on this one-time allocation).

In order to weather the significant revenue declines that occurred during the last two recessions, many authorized positions were either eliminated or frozen (i.e., frozen positions remained authorized but no funding was included in the budget). As many of these frozen positions have now been frozen for many years, they gave the false impression that the City had many more budgeted positions than it really had. In addition, a managed hiring freeze held vacant funded positions open in order to generate budgetary savings which were used to balance the budget and restore reserves.

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 $13.3 million of General Fund services in 2016-17.

This proposed budget continues progress in restoring service levels and rebuilding reserves. In terms of restoring service levels, the budget funds positions in the Police and Fire Departments based on recently completed staffing studies (positions called for in the Fire staffing study are fully funded in 2016-17 while positions called for in the Police staffing study are recommended by the Police Chief to be phased in over the next two fiscal years). It also reorganizes the Planning and Inspection Department by moving the Housing and Community Services Division back under its umbrella, funds additional planning and building positions, and changes the name of the department to the Community Development Department. See the Restoring and Enhancing Core Services theme discussion later in this transmittal letter for more details on recommended staffing changes.

Table 1 summarizes the appropriations by fund categories:

- General Operating Funds: provides funding for most City operating departments, including public safety, public works, community development, parks and recreation, libraries, 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 2015-16	Adopted 2016-17	Increase (Decrease)	Percent Change
General Operating Funds (w/Debt)	$ 184,992,229	$ 203,912,111	$ 18,919,882	10.2 %
Special Revenue Funds	1,657,975	4,182,845	2,524,870	152.3 %
Enterprise Funds	450,940,214	442,428,736	(8,511,478)	(1.9)%
Internal Service Funds	9,729,457	16,416,841	6,687,384	68.7 %
Operating Budget	647,319,875	666,940,533	19,620,658	3.0 %
Capital Projects Funds	72,883,897	86,629,032	13,745,135	18.9 %
TOTAL CITY BUDGET	$ 720,203,772	$ 753,569,565	$ 33,365,793	4.6 %

Consistent with the City Charter, the 2016-17 Adopted Budget is a balanced budget. The appropriations recommended 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 12, 2016 and the Budget Priorities which were developed by the City Council at three budget study sessions in February and March 2016. 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, principles, and priorities.

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 reviewed their two-year goals on March 24, 2015 and April 7, 2015 and confirmed the continuation of the following five goals for the 2015-2017 two-year period and identified strategic objectives under each goal:

- 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

ECONOMIC AND FINANCIAL OVERVIEW

The Silicon Valley economy has grown at a fast pace over the last several years and, as a result, Santa Clara has experienced strong growth in its revenues and in development activity. Job growth has outpaced the rest of the state and the nation, leading to rising housing prices and a significant increase in commercial and residential development activity. Looking to fiscal year 2016-17 and beyond, the City is projecting that the regional economy will continue growing, although at a somewhat slower pace.

The budgets for 2016-17 are based on the most recent national, 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 1-10 in the General Information and Summaries section of this document. The revenue and other resources included in this budget have been conservatively estimated and the City expects that it will realize these resources to cover the budgeted appropriations.

State Budget Impacts

The Governor released his May Revise budget proposal on May 13, 2016. Of key interest to cities are proposals for an additional $2 billion of funding for affordable housing projects, new regulations which are designed to encourage and fast track multi-family infill housing developments which include an affordable housing component, and a transportation funding proposal which would provide $3.6 billion annually with one half going to cities and counties for street maintenance and other street projects. The Governor will also be asking voters in November to approve a 12-year extension of the Proposition 30 higher income tax rate for those making over $250,000 per year, which the State's analysis indicates it needs to maintain service levels.

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.

The two main drivers behind pension rate increases are the market losses experienced during the Great Recession and policy changes implemented by the CalPERS Board designed to move agencies toward 100% funding faster than under prior policies. 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 2016-17 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 2016-17 CIP budget for the City is $86.6 million in new project appropriations, an increase of $13.7 million, or 18.9% from the 2015-16 Adopted CIP Budget of $72.9 million. There are no additional appropriations recommended for the Authorities (which includes the Housing Authority, Sports and Open Space Authority, and Stadium Authority) for 2016-17.

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; uncontrolled crosswalk improvements; storm drain improvements; new and upgraded sports fields; playground upgrades; additional Automated External Defibrillators (AEDs); Mission Library refurbishment; public building improvements; Convention Center improvement; Levi's Stadium capital improvements; technology improvements and upgrades; replacement of the Computer Aided Dispatch (CAD) and Records Management System (RMS); Fire Department personal protective equipment replacement, and various 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 Restoring and Enhancing Core Services, Economic Development, and Santa Clara Utilities. Selected items and related issues, programs, and/or projects which are significant in the 2016-17 budget under the theme categories are presented below and on the following pages.

Restoring and Enhancing Core Services

When revenues fell during and after the Great Recession, the City used reserves to maintain service levels as long as possible. However, as the revenue impacts lasted well beyond the technical end of the recession, and revenues were further reduced as a result of the State's dissolution of Redevelopment Agencies, it was necessary to reduce ongoing expenditures through service level reductions to balance the budget. This was accomplished through eliminating positions and freezing positions (i.e., frozen positions were still included in the authorized FTE position counts but there was no money budgeted to fill them).

Once economically sensitive revenues began to grow again, the City took a cautious approach, focusing first on fiscal stability and rebuilding reserves. In order to generate savings to restore reserve levels, a managed hiring freeze was implemented and about 15 to 20 vacant funded positions were held vacant. Beginning with the 2013-14 budget, some positions began to be restored and more positions were funded in the 2015-16 budget.

This adopted budget for 2016-17, responds to the City Council's budget priority to focus on core services through the addition of staff positions in targeted areas which will bring our core service levels up significantly.

Position Changes for Fiscal Year 2016-17:

For about a dozen years, the number of authorized full-time equivalent (FTE) City positions was somewhat misleading as many positions were frozen, meaning that there was no money budgeted to fill them. In fact, none of these frozen positions were assumed to be restored in our Five-Year Financial Plan. In addition, another 15-20 authorized and funded positions were held vacant the last three years to generate budgetary savings. Although these position were funded, the vacancies were not allowed to be filled.

In the 2016-17 budget, staffing levels are recommended to be increased, largely in response to the results of the Police and Fire staffing studies, additional development activity, and the Council's budget priorities. Note that some portion of the development related positions being added may be reduced through attrition once the current peak in development activity subsides. In order to get a sense for how many additional positions will be filled, the following discussion focuses not just on comparing authorized position counts but rather on comparing authorized and funded position counts.

In the 2015-16 budget, the authorized positon count was 1,054.50 FTEs. However only 1,009.50 were funded. For the 2016-17 budget, the authorized position count is increasing to 1,078.25 FTEs, representing an increase of 23.75 FTEs from the 2015-16 adopted budget. However, all 1,078.25 FTEs are funded, representing an increase of 68.75 FTEs over the number of funded positions in the 2015-16 budget (with 50.65 of the additional funded FTEs in the General Fund). The following sections describe the change in the number of funded positions for the General Fund and other funds. A schedule listing of the departments which added new authorized FTEs is included in the Summary of Full Time Equivalents (FTE) schedule and within each department's or fund's section of this document.

The General Fund accounts for 50.65 of the increase in funded FTEs. These positions were added to restore or enhance core service levels and handle additional workload. Below is a summary of the major focus areas related to the FTE position changes:

- 15.0 additional funded FTEs in the first year of a two-year phased implementation of the Police Operations and Staffing Study that was presented to the City Council on January 26, 2016. The second year in 2017-18 will add the remaining 9.0 FTEs. These positions will allow the department to provide a high level of service to the community.

- The Community Development Department is increased by 8.0 FTEs to handle increased service demand for permitting services, inspections, advanced planning, and large development proposals. These position costs are mostly offset by additional development fees. In addition, 7.0 FTEs were transferred from the City Manager's Office with the reorganization of the Housing and Community Services Division.

- In the Public Works Department, 7.9 FTEs are funded to address development activity, help reduce the backlog of capital improvement projects (including an engineering position dedicated to Parks and Recreation capital projects), to address building maintenance needs, and enhance street maintenance services.

- The Fire Department's funded FTEs are increasing by 5.0 based on the results of the Comprehensive Fire Department Standards of Coverage Analysis and Headquarters Study by Citygate Associates, LLC that was presented to the City Council on April 5, 2016. These are in addition to the 9.0 FTEs that were unfrozen in the 2015-16 budget.

- The City Manager's Office added 4.0 FTEs to support three Council budget priorities. 2.0 FTEs are being added to assist with communications and community relations, 1.0 FTE is being added to serve as the Stadium Manager, and 1.0 FTE is being added to serve as the City's land, contract, and sustainability manager.

- The position count in the City Clerk's Office is increasing by 2.0 FTEs to provide staffing for the Lobbying Ordinance and Calendaring Ordinance which were approved by the City Council on January 12, 2016. With the passing of both ordinances, it was determined that two positions were needed to support these programs as well as previously unmet service needs. Some of these costs will be offset by a reduction in as-needed funding or covered by new lobbyist registration fees.

- The Human Resources Department added 2.0 FTEs as part of a department reorganization designed to allow it to keep up with service demands. One of the two positions is funded by the Electric Utility.

- The Finance Department added 1.5 FTEs to address service level needs in the payroll group and to restore the Budget and Treasury Division Manager position which had been eliminated during the Great Recession.

- The Parks and Recreation Department added 1.25 FTEs including 1.0 FTE Management Analyst in the Recreation Division and a 0.25 FTE increase to the Health and Wellness Coordinator position at the Senior Center. In addition, a 1.0 FTE project engineer was added in the Public Works Department to provide engineering services specifically for Parks and Recreation capital improvement projects.

- The City Council Office added 1.0 FTE to add a Staff Analyst position in response to a Council budget priority.

- The Library Department added 1.0 FTE to add an analyst to help the library make data driven decisions, streamline workflows, and take advantage of current and future technologies.

- The Information Technology Department added 2.0 FTEs to meet operational demand for services.

The following non-General Fund position changes are proposed:

- The Electric Utility added 13.0 FTEs with some positions being added to reduce budgeted overtime and some being added to lower contractual services expenditures through insourcing where employees rather than contractors can perform the work at lower cost. Other positions are being added for compliance requirements, expansion of in-house expertise, and succession planning.

- The Water and Sewer Utility added 4.0 FTEs to meet operational needs and expedite delivery of infrastructure capital projects.

- The Public Works Department reduced the Solid Waste Fund FTE count by 0.65 and increased the Automotive Services FTEs by 1.75 to address service demands.

Based on fully staffing all positions identified in the police and fire staffing studies, as well as funding other position needs identified by departments and Council's budget priorities, all remaining frozen positions have been eliminated, meaning that for the first time in many years, our authorized position count is now a true reflection of our staffing level. Any additional position needs will be brought forward on an as needed basis for authorization either via subsequent budget processes or mid-year. Besides the second phase of the Police staffing study positions, which are scheduled to be added to the 2017-18 budget, there are currently two other areas where additional position needs have already been identified.

- The Parks and Recreation Department has identified that once they open the three new parks that are in development (i.e., the developer built park on Kiely Road across from Central Park, the San Tomas/Monroe Neighborhood Park and Community Garden, and the soccer and athletic fields at Reed and Grant Streets), totaling approximately 13 acres, they will need additional grounds maintenance positions.

- The Information Technology Department (ITD) has hired an outsourcing advisor to complete an IT sourcing strategy. The advisor has conducted an assessment of the City's technology environment, which included interviews with over 90 stakeholders across all City departments and an intensive data collection and analysis process. Although the results of this study are not complete, the department and the advisor have determined that at least three positions are needed as soon as possible regardless of which IT Sourcing strategy is selected. Based on evaluating our environment to their best practice standards, the advisor has recommended that the City fund 3.0 additional FTEs to fill key positions. Two of the three recommended positions have been included in the 2016-17 budget.

Economic Development

The City of Santa Clara has seen remarkable interest and activity in both commercial and residential development during 2015 and 2016, and economic forecasts anticipate this to continue at a steady level in the next few years. Building permit valuations projected for permit activities in 2015-16 show $1.4 billion in valuation attributed to 8,000 building permits, versus $890 million in valuation attributed to 7,180 building permits in the previous fiscal year. The significant construction activity during 2015 and 2016 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 three office buildings in Phase I of the Irvine Company's *Santa Clara Square Project* totaling 600,000 square feet of Class A office space.

- *Whole Foods* has been secured as an anchor tenant for the 120,000 square foot retail center, *MarketPlace*, nearing completion at the Irvine Company's *Santa Clara Square Project.* Premier restaurants and retail stores will locate in the center.

- *Target, Carters, Sprouts, Mission City Grill, Habit Burger, Panera Bread, Peet's Coffee, Chipotle,* and other new businesses continue to thrive in the 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 car dealerships and rentals.

- *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.

- *UC Santa Cruz Extension* is now relocated to the corner of Scott and Bowers from Augustine Drive accommodating the new Irvine *Santa Clara Square Project*.

Projects Under Construction

- *Essex Properties* has started demolition and site work on the former Kohl's site at 3700 El Camino Real at the southwest corner of El Camino Real and Lawrence Expressway, and will begin construction on the residential portion of the mixed-use project at *Gateway Village* that features 476 living units. Construction on the 108,000 square feet of commercial space retail will begin in late 2016 or early 2017.

- *The Gallery at Central Park*: The developer of the 552 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 portions are now leased. The second building is substantially complete with occupancy anticipated starting summer 2016. The single-family home builder, *DR Horton*, is in its last phase of construction and has completed and sold the majority of the attached units and detached homes on the west side of the site. Approximately a dozen units remain under construction.

- *Sobrato Companies* has completed 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* has completed 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 nearing completion 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* continues completion of an expanded office complex at 3333 Scott Boulevard.

- *NVIDIA*: Approved in December 2008, the Phase I 500,000 square foot R&D building had plans reviewed and building permits issued with construction and inspections underway. The overall project encompasses 1.95 million square feet on 35 acres at Central and San Tomas Expressways.

- *Silicon Sage Builders* has made construction progress 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 nearing construction completion with leasing offices opening in June 2016 and initial occupancy in July 2016 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. Over 1,000 building inspections have been conducted for the project.

- *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* Downtown Gateway mixed-use project of 14,700 square feet of retail space and 44 condominiums began grading.

- *Santa Clara Square* by *The Irvine Company* has begun construction of Phases II and III of the 1.2-million square foot office development/commercial retail center at Augustine and Bowers with an anticipated buildout by 2017. The University of California Santa Cruz satellite campus has relocated to a nearby sole-use campus.

Projects Under Review or Approved, But Not Yet Under Construction

- *The Related Company* continues through the entitlement process for *City Place Santa Clara* on 240 City-owned acres north of Tasman Drive. The more than $6 billion development concept includes a mixed-use retail, entertainment, office and residential project totaling 9 million square feet. CEQA environmental work has been completed, and the Master Community Plan and concepts for the Development Area Plans are being reviewed in joint study sessions with the Planning Commission and City Council.

- *Westfield Valley Fair* received recent approval for a new 10 screen AMC movie theater along the Winchester frontage of the shopping center, and a new 15,000 square foot Chase Bank will be constructed at the corner of Stevens Creek and Winchester Boulevard.

- A new 92-unit market rate senior housing project by *USA Properties* at 100 North Winchester Boulevard was approved in January 2016 and will offer needed housing near transit and retail services.

- *City Ventures* received approval for 40 new LEED certified townhomes at 1525 Alviso Street and will start construction this year.

- *The Irvine Company* has received approval for another phase of *Santa Clara Square* adding 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. Building permits for the apartments and garage have been under review.

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 continues to be a Council priority and a variety of opportunities are being studied to move forward on this goal in the near future. Frank Fuller, the City's consultant in developing a master plan, has conducted multiple workshops and staff is preparing a summary report which will be brought forward for Council direction.

- The City has selected *Perkins + Will* as the 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.

Santa Clara Utilities

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

The 2016-17 Electric Department Operating Budget is $354.0 million (including debt service), a decrease of 2.1% over 2015-16. When combined with the Capital Improvement Budget of $30.3 million, the total budget is $384.2 million, which represents a decrease of 1.0% over the prior year.

Total projected revenue and financing sources of $403.3 million are comprised of revenue of $381.7 million, developer contributions of $4.1 million, wholesale revenue from sales of renewable energy credits of $5.0 million, use of land sale revenues of $3.0 million, greenhouse gas/carbon allowances of $2.6 million, and other revenue of $6.9 million. The 2016-17 revenue is projected to be $10.3 million, or 2.6% greater than 2015-16 due to load growth and a proposed rate increase effective January 1, 2017. Assuming a 3.0% electric rate increase is approved by City Council effective January 1, 2017, a surplus of $19.0 million is expected at the end of 2016-17. The surplus would be applied to rebuild reserve levels to the $120 million target range, which was depleted during the drought, and maintenance of the utility's bond ratings.

The cost of producing and procuring energy is projected to decrease by 5.9%. The decrease is primarily due to installation of the Phase Shifting Transformer Project, improved hydro resource conditions for this year and continuing low natural gas costs, higher revenues from sale of renewable energy credits and greenhouse gas allowances, and reductions in Joint Power Agency costs. The decreased costs are offset by continuing increased cost of transmission charges from the California Independent System Operator, new renewable resources which have higher early year costs while remaining cost effective over the life of the projects, and significant increases in the fixed distribution cost of natural gas to the generation stations.

Department salary and benefit costs are up 12.8% due to higher pension and health care costs and the addition of 13.0 FTEs. There are savings associated with adding some 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. Other positions are required to meet new compliance requirements, expansion of in-house expertise, and succession planning with an aging workforce.

The budget includes planned capital funding of $30.3 million, which includes substation upgrades, equipment replacement, new technology deployment, development of a new utility center, and other economic development projects. To meet safety and reliability requirements, SVP continues its ninth 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 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 2016-17 Water, Sewer, and Recycled Water Operating Budget is $65.8 million (including debt service), which represents a decrease of 2.7% over the prior year. Most of this decrease is due to a decrease in funds budgeted for Operations and Maintenance (O&M) costs associated with the San Jose/Santa Clara Regional Wastewater Facility (RWF). Excluding the decrease in RWF, the Operating Budget for the Water and Sewer Utilities would have increased by 4.7%. Significant capital infrastructure replacement projects are needed in both the Water and Sewer Utilities. 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 24, 2016:

- For fiscal year 2016-17, increases of 18.8% for potable water and 20.0% 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 $9.48 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 2016-17 will result in a $3.71 per month per single-family and multi-family residential account based on a 9.8% increase on July 1, 2016.

Capital project expenses are budgeted for $4.8 million for the Water Utility, $0.2 million for the Recycled Water Utility, and $17.6 million for the Sewer Utility for a total of $22.6 million, resulting in a decrease of $1.2 million from 2015-16 budgeted levels. The CIP budget includes $15.2 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 2015-16	Adopted 2016-17	Increase (Decrease)	Percent Change
Property Tax	$ 38,704,661	$ 46,690,000	$ 7,985,339	20.6 %
Sales Tax	52,690,000	64,267,475	11,577,475	22.0 %
Transient Occupancy Tax	17,300,000	20,000,000	2,700,000	15.6 %
Other Taxes	4,726,935	5,353,800	626,865	13.3 %
Licenses and Permits	7,682,700	9,594,000	1,911,300	24.9 %
Fines and Penalties	1,903,300	1,870,300	(33,000)	(1.7)%
Interest	3,339,639	3,631,693	292,054	8.7 %
Other Use of Money and Property	13,304,349	18,591,237	5,286,888	39.7 %
Revenue from Other Agencies	5,813,271	6,527,515	714,244	12.3 %
Charges for Current Services	520,509,185	546,282,812	25,773,627	5.0 %
Contribution In-Lieu	19,218,263	19,652,620	434,357	2.3 %
Other Revenue/Debt Proceeds	16,086,735	7,527,006	(8,559,729)	(53.2)%
Transfers From (To) Reserves	11,919,568	(6,459,621)	(18,379,189)	(154.2)%
Interfund Transfers	1,849,698	(733,536)	(2,583,234)	(139.7)%
Estimated Beginning Balance	5,155,468	10,774,264	5,618,796	109.0 %
Total Estimated Resources	$ 720,203,772	$ 753,569,565	$ 33,365,793	4.6 %

APPROPRIATIONS	Adopted 2015-16	Adopted 2016-17	Increase (Decrease)	Percent Change
Salaries and Benefits	$ 191,095,316	$ 212,629,550	$ 21,534,234	11.3 %
Other Operating Expenditures	70,493,461	81,889,513	11,396,052	16.2 %
Resource and Production	319,649,999	300,247,970	(19,402,029)	(6.1)%
Contribution In-lieu & Franchise Fees	19,823,263	20,307,620	484,357	2.4 %
Interfund Services	27,045,703	30,145,184	3,099,481	11.5 %
Debt Service	19,212,132	21,720,696	2,508,564	13.1 %
Operating Budget	647,319,875	666,940,533	19,620,659	3.0 %
Capital Improvement Projects Budget	72,883,897	86,629,032	13,745,135	18.9 %
Total Appropriations	$ 720,203,772	$ 753,569,565	$ 33,365,793	4.6 %

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 to or 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 2016-17, these three revenue sources are expected to collect $131.0 million, an increase of $22.3 million, or 20.5% over the 2015-16 Adopted Budget of $108.7 million. Together these three revenue sources are expected to generate 65.0% of General Fund resources for 2016-17. A brief analysis of the major General Fund revenue sources follows, including references to 2015-16 year-end estimates where applicable.

Property Tax

As a result of the Great 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 2016-17 the adjustment factor based on CCPI is 1.525%.

Property tax revenue for fiscal year 2016-17 is projected at $46.7 million, a 20.6% or $8.0 million increase from the 2015-16 budget of $38.7 million. 2015-16 projected year-end actual collections include $0.8 million in one-time monies from the County Education Revenue Augmentation Fund known as ERAF and $4.2 million in pass through and residual monies from the unwinding of the Redevelopment Agency. Assessed valuation growth on secured property is projected at 7% based on rising home values and the value of new construction projects being added to the rolls. Projections do not include new property taxes generated by development projects that are not yet under construction.

Sales Tax

Sales tax is the General Fund's largest revenue source, and one of its most volatile. The City's sales tax collections have risen and fallen over the years due to local, regional, and national economic cycles. The 2016-17 projection of $64.3 million is 31.9% of total General Fund resources projected for 2016-17. The 2016-17 estimate represents a projected 30.2% or $14.9 million increase over the 2015-16 year-end estimate of $49.4 million and a 22.0% increase over the 2015-16 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 unwinding of the State of California's "triple flip". The triple flip was due to the State's takeaway of ¼ of the local Bradley-Burns 1% sales tax rate which the State then used to guarantee their economic recovery 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 was then backfilled from the State General Fund (flip 3).

Because the backfill amounts were made based on estimates, there was an annual true-up adjustment for any prior year over or underpayment. In 2015-16, the triple flip was sunset due to the bonds being paid off by the State. However, due to timing of the sunset, the final true-up payment to cities will not be made until August 2016. For Santa Clara, this one-time amount is estimated at $7.0 million. This one-time revenue is recommended to be transferred to the Capital Projects Reserve in 2016-17, along with other surplus monies, to support future year project needs.

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%. As with sales tax, this revenue source was greatly impacted by the Great 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 five fiscal years continued in 2015-16 with high occupancy levels and rising average daily room rates further boosting collections, and the one-time impact of hosting Super Bowl 50 increasing collections by an estimated $310,000.

TOT revenue is budgeted at $20.0 million for fiscal year 2016-17, equal to the year-end estimate for 2015-16, when adjusted downward for the estimated one-time Super Bowl impact. This amount is 15.6% or $2.7 million higher than the 2015-16 budget. Collections have been positively impacted by Levi's Stadium events which have helped fill hotel rooms on weekends that were traditionally more difficult to book.

Interest Income

Interest income in all City funds for fiscal year 2016-17 is projected at $3.6 million, a $0.3 million or 8.7% increase over the 2015-16 adopted budget level. Interest income for the General Fund is projected at $1.0 million, an increase of 5.3% compared to the adopted budget for 2015-16. 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. The Federal Reserve raised interest rates in late-2015 for the first time in six years. It is expected that they will continue to raise rates slowly over time, and that the City's interest income will 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 are 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 2016-17 is $546.3 million, an increase of 5.0% or $25.8 million from the adopted budget of $520.5 million in 2015-16. General Fund charges for services are projected at $39.4 million for 2016-17, an increase of $3.8 million or over the 2015-16 budget of $35.6 million. The increases are primarily due to fee adjustments to align with the City Council adopted Budget Principle of full cost recovery, and increased levels development activity, partially offset by the removal of one-time charges for public safety services for Super Bowl 50.

Rents and Leases

For 2016-17, total General Fund projected revenues from rents and leases are estimated at $12.6 million. This amount is for leases not affected by the dissolution of the City's Redevelopment Agency. As part of the Redevelopment Agency dissolution process, the County of Santa Clara raised concerns about whether certain lease payments 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 2015, the Superior Court of the State of California ruled for the County of Santa Clara, the Santa Clara Unified School District, and the Santa Clara County Office of Education. On January 8, 2016, the parties executed a settlement agreement requiring that the properties in question be transferred back to the Successor Agency along with all lease revenues collected since the effective date of the dissolution act's look back period. The 2016-17 General Fund budget has been balanced without any reliance on these monies.

APPROPRIATIONS

Overall, appropriations across all City funds total $753.6 million. This total includes the Capital Improvement Project Budget which is subject to yearly swings in appropriation depending on project needs and funding availability (e.g., use of reserves). The operating budget portion of the total City budget is $666.9 million. The following sections analyze expenditure categories that make up the majority of the changes in the fiscal year 2016-17 operating budget compared to the 2015-16 adopted budget.

Salaries and Benefits

The expenditure category for salaries and benefits across all funds in the 2016-17 budget rose to $212.6 million, an increase of $21.5 million or 11.3% from the 2015-16 adopted budget. In the General Fund, this category increased by $15.1 million or 10.4% from the prior year's budget. There are two primary reasons for the overall growth in General Fund salaries and benefits costs:

- Increase in salaries of $7.2 million or 7.3% due primarily to negotiated pay increases and increased salaries expense from additional budgeted positions (see prior sections of this letter for details on these additional recommended positions).

- Increase in City share of pension costs of $5.2 million or 17.0% 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.

Other Operating Expenditures

The budget for this item for 2016-17 is $81.9 million, up 16.2% or $11.4 million from the 2015-16 Adopted Budget of $70.5 million. Approximately $4.0 million of the increase is due to a change in budgeting for three Internal Service Funds which the City historically had not included as part of the adopted budget. The three funds included in this fiscal year's budget are the Workers' Compensation, Special Liability Insurance, and Unemployment Insurance funds. The remaining increase is primarily due to contractual service cost increases. More detail on these changes are reflected within each department's or fund's narrative pages.

Resource and Production

The budget for this item for 2016-17 is $300.2 million, down 6.1% or $19.4 million from the 2015-16 adopted budget of $319.6 million. The decrease is due to projected decreases in the Electric and Sewer Utilities. The Sewer Utility decrease is due to a lower required contribution from the City of Santa Clara to the San Jose/Santa Clara Regional Wastewater Facility for operating reserves. The Electric Utility decrease is from lower cost of production and procuring of energy, including savings associated with the installation of the Phase Shifting Transformer project.

Contribution In-lieu & Franchise Fees

The budget for this item for 2016-17 is $20.3 million, up 2.4% or $0.5 million from the 2015-16 adopted budget of $19.8 million. This increase is primarily due to a projected increase in Electric Utility revenues, which results in an increase in the in-lieu fee to the City's General Fund.

Interfund Services

The budget for this item for 2016-17 is $30.1 million, up 11.5% or $3.1 million from the 2015-16 adopted budget of $27.0 million. This increase is due to a change in budgeting for three Internal Service Funds which the City historically had not included as part of the adopted budget. The three funds are the Workers' Compensation, Special Liability Insurance, and Unemployment Insurance funds.

Debt Service

The budget for this item for 2016-17 is $21.7 million, up 13.1% or $2.5 million from the 2015-16 adopted budget of $19.2 million. This increase is due to increased principal and interest payments for the Electric Utility to fund capital improvement projects.

ENTERPRISE FUND RATES

Rates in several City Enterprise activities were approved or are proposed to be increased this year. Increases in the City Enterprise activities planned for the 2016-17 fiscal year are consistent with contractual cost of living adjustments for private contractors, implementation of mandated programs, and service cost recovery adjustments.

For Silicon Valley Power (SVP), the budget assumes a rate increase of 3% in January 2017. Staff will present the rate increase to Council for approval in November 2016. Previously, the City Council approved a 2% rate increase which was effective in January 2016. The Electric Department's Five-Year Financial Plan assumes future potential rate increases of 3% in January 2017 and 3% in January 2018, 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 24, 2016 and the following rate increases were approved by the City Council:

- The water rate increase will result in an average increase of $9.48 per month for single-family residential accounts. This increase is based on the price per hundred cubic feet (hcf) of water increasing by 18.8% from $4.16/hcf to $4.95/hcf and an average usage of 12 hcf/month. The base recycled water rate will increase by 20.0%. The impact of the rate increase will vary by the size and type of the commercial account.

- The residential sewer rate increase will result in an increase of $3.71/month on July 1, 2016 for single-family residential and multi-family residential accounts from $37.94 to $41.65 per month. Commercial and industrial sewer rates will increase by 9.8% on July 1, 2016.

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 rate increase for the sewer utility is primarily due to the City's share of 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 needs to increase rates to achieve full cost recovery on both operating and Capital Improvement Project (CIP) expenditures. Garbage service rates will increase by $0.37 per month for a customer with one can/cart service (from $12.25 per month to $12.62 per month for 32-gallons per week), the Clean Green service rate will increase by $0.12 per month (from $10.21 per month to $10.33 per month), the Residential Recycling service rate will increase by $0.08 per month (from $2.60 per month to $2.68 per month), and the Clean-Up Campaign rate will increase by $0.85 per month (from $4.32 per month to $5.17 per month) in fiscal year 2016-17. 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 were increased in fiscal year 2015-16 for the first time 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). In 2016-17, the single-family dwelling rate will be increased from $1.04/month to $1.41/month per dwelling unit. The multi-family dwelling rates will increase from $1.04/month to $1.41/month for the first four dwelling units, and from $0.39/month to $0.53/month for each additional dwelling unit in the complex. The commercial, industrial and other non-residential property rate will increase from $14.17/month/acre to $19.29/month/acre.

GENERAL CONTINGENCY RESERVE

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 why a surplus may occur:

(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 Great 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 several 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 $47.5 million and the Capital Projects Reserve balance grew to $15.4 million at June 30, 2016. After funding amounts approved in the 2016-17 Adopted Budget, the unencumbered balance in the Working Capital Reserve is $47.2 million and the Capital Projects Reserve stands at $2.9 million as of July 1, 2016. The General Fund is expected to end 2015-16 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 15 years 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 that lasted one to two years after the technical end of the recession, 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 2014-15, year-end transfers to the Working Capital Reserve have grown the balance to the 25% reserve target for the first time in many years, demonstrating the progress that has been made in restoring the fiscal health of the City.

- The 2016-17 General Fund budget includes a budgeted $2.9 million transfer to the Working Capital Reserve to keep it at its reserve target.

Capital Projects Reserve

The Capital Projects Reserve began 2016-17 with a balance of $15.4 million. Of this amount, $12.5 million was allocated to 2016-17 CIP projects as part of the adopted budget bringing the balance down to $2.9 million.

The Council's Budget Priorities related to capital projects include:

- Focusing on CIP projects that have been delayed,

- Pursuing an "A" grade for our infrastructure and equipment, and

- Maintaining or improving the 2014 Pavement Condition Index of 73.

The 2016-17 Capital Improvement Project Budget has identified $209.1 million of unfunded project needs. However, the majority of these anticipated costs, $126.5 million, are for 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.

In order to be able to continue to make progress on achieving these Council Budget Priorities, the 2016-17 General Fund budget includes a $12.6 million transfer to the Capital Projects Reserve. In addition, it is anticipated that additional monies will be available to transfer to reserves as a part of the 2015-16 year-end process. Due to the backlog of capital projects, it is recommended that a significant portion of any surplus in the 2015-16 budget be transferred to the Capital Projects Reserve.

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 $63.9 million as of June 30, 2016.

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 CIP budget included an additional appropriation of $5.6 million. The remaining $2.4 million is included in the 2016-17 CIP budget, bringing the July 1, 2016 balance in the reserve down to $61.6 million. Of the $10.0 million, $9.4 million was allocated to the new parcel at Reed and Grant Streets, adjacent to the City's Dog Park, and $0.6 million was allocated toward upgrading fields at the Youth Soccer Park.

Of the remaining balance of $61.6 million, $5.8 million has been earmarked from the Land Sale Reserve as a match for County Boomerang funds for low/moderate income housing and $50 thousand is included in the 2016-17 CIP budget for soil testing and environmental review at the 1031 El Camino Real affordable housing site which was purchased with Land Sale Reserve monies. The City Council has discussed additional allocations to fund the acquisition of the Morse Mansion and the Reed Street and Grant Street land parcels.

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 (now known as the Community Development Department's Building Division). Funds accumulated in the Building Inspection Reserve are used to fund Building Division costs in years when current year fees do not cover the costs, additional services or projects directly related to the Building Division, and advance and long range planning activities. The balance in the Building Inspection Reserve stood at $7.7 million as of the end of fiscal year 2014-15. After funding 2015-16 CIP projects and additional contractual services, the balance in the reserve was $2.9 million as of June 30, 2016. Based on peak levels of development activity in 2015-16, a year-end transfer to the Building Inspection Reserve is expected.

The 2016-17 CIP budget includes the use of $0.2 million in Building Inspection Reserve funds for the GIS Enterprise System ($150,000), FHRMS Update ($23,563), and the Financial Management System Replacement ($9,351) projects. Based on projected development activity, it is estimated that there will be a $2.5 million transfer to the Building Inspection Reserve at the end of 2016-17.

BUDGET AWARDS

The City received the Excellence in Budgeting Award for the fiscal year 2015-16 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 2015-16 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 sixteenth year that the City has received an award for its Annual Budget and the twentieth year for its Capital Improvement Budget.

SUMMARY

As in past years, revenues have been conservatively estimated based on the most up-to-date information available to the City. A team effort has been used to ensure that expenditures come in 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 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 annual production of Five-Year Financial Plans 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 worked together as a team with the City Manager and the Finance Department to prepare this fiscally responsible, balanced budget. The budget maintains the level of funding needed to continue the City's goal of excellent service to the Santa Clara community. The hard work and dedication of City's Department Heads and employees is greatly appreciated and the community participation and policy leadership of the City Council is a reflection of the City's status as an All-America City. The Annual Budget (Operating and Capital Improvement Project Budgets) is consistent with the City of Santa Clara's mission, and will facilitate the goals of the Santa Clara City Council.

Respectfully submitted,

Rajeev Batra
Acting City Manager

Gary Ameling
Director of Finance

Budget Principles for 2016-17

(As adopted by the City Council on January 12, 2016)

- 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.
- Ensure ongoing revenues are sufficient to cover the full cost of any staffing changes or service level enhancements.
- It is important to find the right balance between compensation for existing employees and funding for new positions.
- As positions become vacant through attrition, it is prudent to review the services they supported to determine whether the resources would be better allocated to other areas based on today's environment.
- One-time unrestricted revenues (e.g. annual General Fund surplus) should only be used for one-time uses such as building reserves, funding capital projects, paying off debt, or paying off unfunded pension or other post-employment benefit liabilities.
- Funding challenges due to the impacts of the last recession resulted in the delay of many capital improvement, major maintenance, and technology projects (e.g. street resurfacing, equipment replacement, replacing older and/or obsolete computer applications, etc.) creating a backlog of needed work. It is important to set aside a portion of one-time monies to reduce this backlog.
- In accordance with Council policy, continue to maintain the General Fund Working Capital Reserve balance at or above targeted levels 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

Operating Budget Excellence Award
Fiscal Year 2015-2016

Presented to the

City of Santa Clara

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

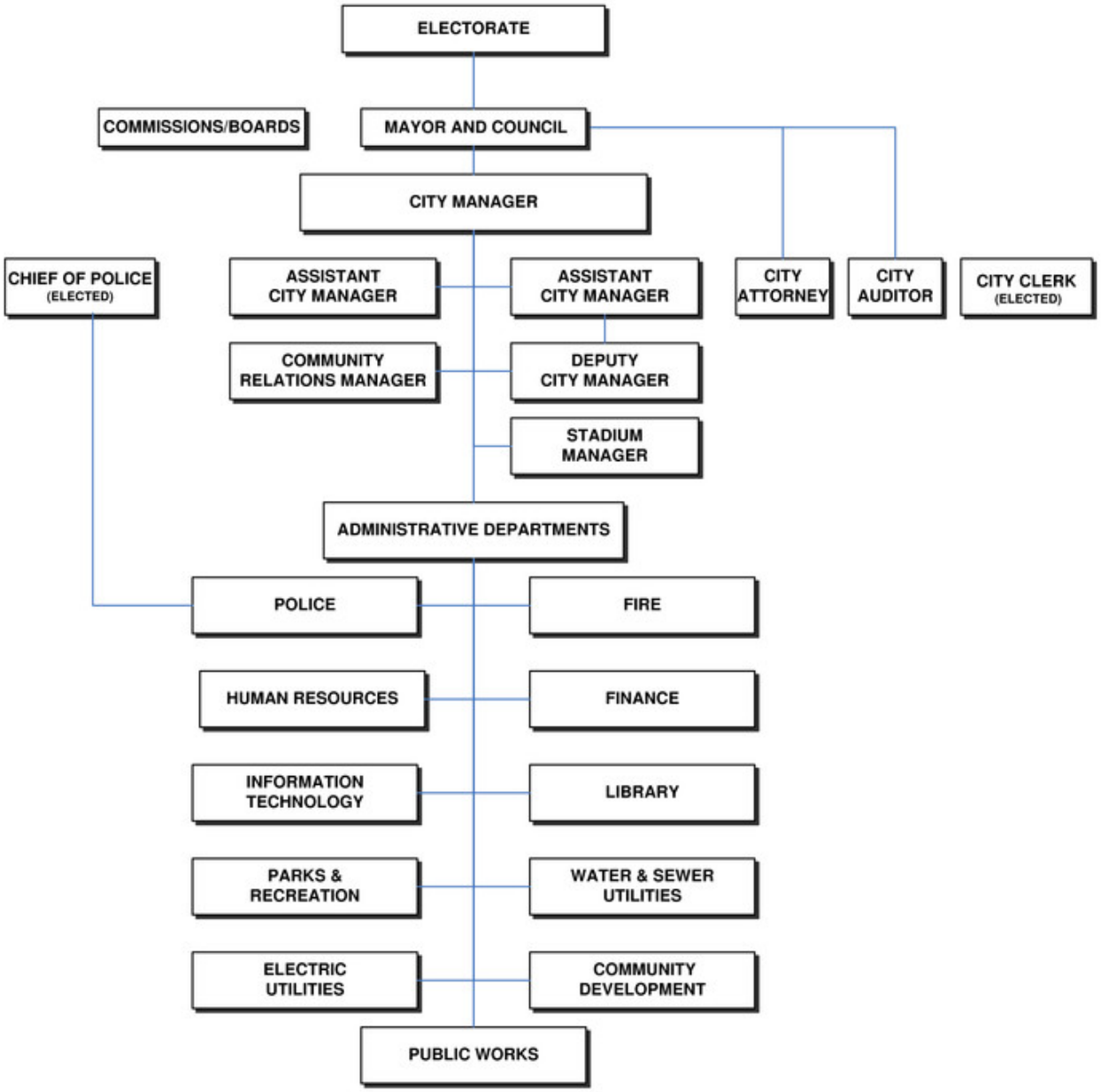
February 23, 2016

Jesse Takahashi
CSMFO President

Michael Gomez, Chair
Professional Standards and Recognition Committee

Dedicated Excellence in Municipal Financial Reporting

CITY OF SANTA CLARA
ORGANIZATION CHART



ROSTER OF COUNCIL AND COMMISSION MEMBERS
FY 2016-17

CITY COUNCIL

Mayor	**Lisa M. Gillmor**
Councilmember	**Dominic J. Caserta**
Councilmember	**Debi Davis**
Councilmember	**Patrick Kolstad**
Councilmember	**Jerry Marsalli**
Councilmember	**Teresa O'Neill**
Councilmember	**Kathleen Watanabe**

BOARD OF LIBRARY TRUSTEES

Leonne Broughman, Jan Hintermeister, Ashish Mangla, Stephen Ricossa, Peter Yoon,

CIVIL SERVICE COMMISSION

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

CULTURAL COMMISSION

Loretta Beavers, Harbir K. Bhatia, Fatima Fagundes, Eversley Forte, Kathleen Ryan, Usha Srinivasan, Jordan Zweigoron

HISTORICAL & LANDMARKS COMMISSION

Priya Cherukuru, Stephen Estes, Michael Hyams, Brian Johns, Patricia Leung, Regina "Jeannie" Mahan, J.L. "Spike" Standifer

HOUSING REHABILITATION LOAN COMMITTEE

Councilmember Teresa O'Neill, Michael Louis Ferrito, Carmen Pascual, Bianca Placencia

PARKS AND RECREATION COMMISSION

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

PLANNING COMMISSION

Raj Chahal, Yuki Ikezi, Sudhanshu Jain, Steve Kelly, Michael O'Halloran, Brandon Reinhardt, Jan-Yu Weng

SENIOR ADVISORY COMMISSION

Wanda Buck, ArLyne Diamond, Ph.D., Barbara A. "Bobbi" Estrada, Alma M. Garcia, Grant L. McCauley, Samuel Orme, Nancy Toledo

YOUTH COMMISSION

Nithyashri Baskaran, Antonio Davila, Ria Grewal, Genevieve Iben, Icko Iben, Ahmed Iftekhar, Caroline Kloes, Alicia Luong, Damarah Madriaga, Pyper Olsen, Tamara Pantic, Catherine Petersen, Alyssa Riley, Meera Suresh, Ryan Winter

As of June 23, 2016

CITY OF SANTA CLARA
EXECUTIVE MANAGEMENT TEAM
FY 2016-17

ACTING CITY MANAGER
Rajeev Batra

ASSISTANT CITY MANAGER
Alan Kurotori

ASSISTANT CITY MANAGER
Ruth Shikada

DEPUTY CITY MANAGER
Tamera Haas

COMMUNITY RELATIONS MANAGER
Jennifer Yamaguma

DIRECTOR OF HUMAN RESOURCES
Elizabeth Brown

DIRECTOR OF INFORMATION TECHNOLOGY
Gaurav Garg

DIRECTOR OF PARKS & RECREATION
James Teixeira

DIRECTOR OF ELECTRIC UTILITY
John Roukema

DIRECTOR OF PUBLIC WORKS
Vacant

CITY ATTORNEY
Richard E. Nosky, Jr.

CITY CLERK/CITY AUDITOR
Rod Diridon, Jr.

CHIEF OF POLICE
Michael J. Sellers

FIRE CHIEF
William Kelly

DIRECTOR OF FINANCE
Gary Ameling

CITY LIBRARIAN
Hilary Keith

DIRECTOR OF WATER & SEWER UTILITIES
Vacant

DIRECTOR OF COMMUNITY DEVELOPMENT
Andrew Crabtree

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 2016 population of the City of Santa Clara is estimated at 123,752[1] 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 bachelor degree or higher[2]. Median age of 34.1[2] 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 42,343[2] 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 $980,000[4] 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 reliability[6] 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 5,385 undergraduate students and 3,133 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 2016 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 2015)

City of Santa Clara
The Center of What's Possible

COMMUNITY PROFILE[1]

GEOGRAPHY

Persons per Square Miles

Santa Clara: 6,327.4
County: 1,381.0

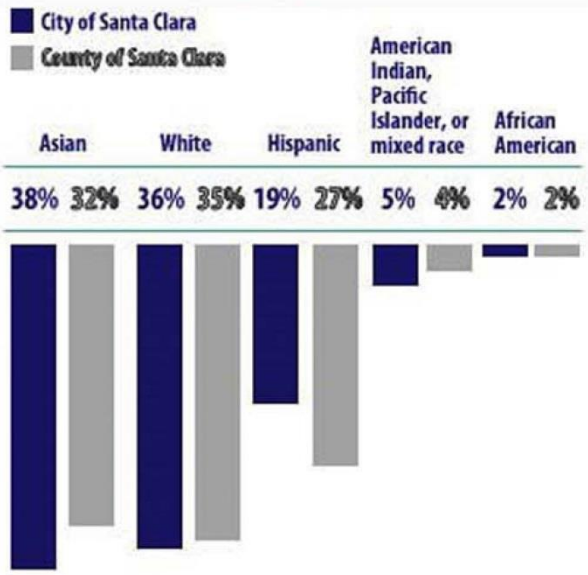
Land in Square Miles

Santa Clara: 18.41
County: 1,290.1

POPULATION

Santa Clara	County
123,752	1,927,888

DIVERSITY



AGE

Santa Clara	County
Median Age 34.1 years	Median Age 36.2 years
Age 18-64: 69%	Age 18-64: 65%

FOREIGN BORN

Santa Clara: 40%

County: 37%

EDUCATION

High School Graduate or Higher

Santa Clara	County
92%	86%

Bachelor's Degree or Higher

Santa Clara	County
52%	46%

MEDIAN FAMILY INCOME

Santa Clara	County
$91,583	$91,702

LABOR MARKET

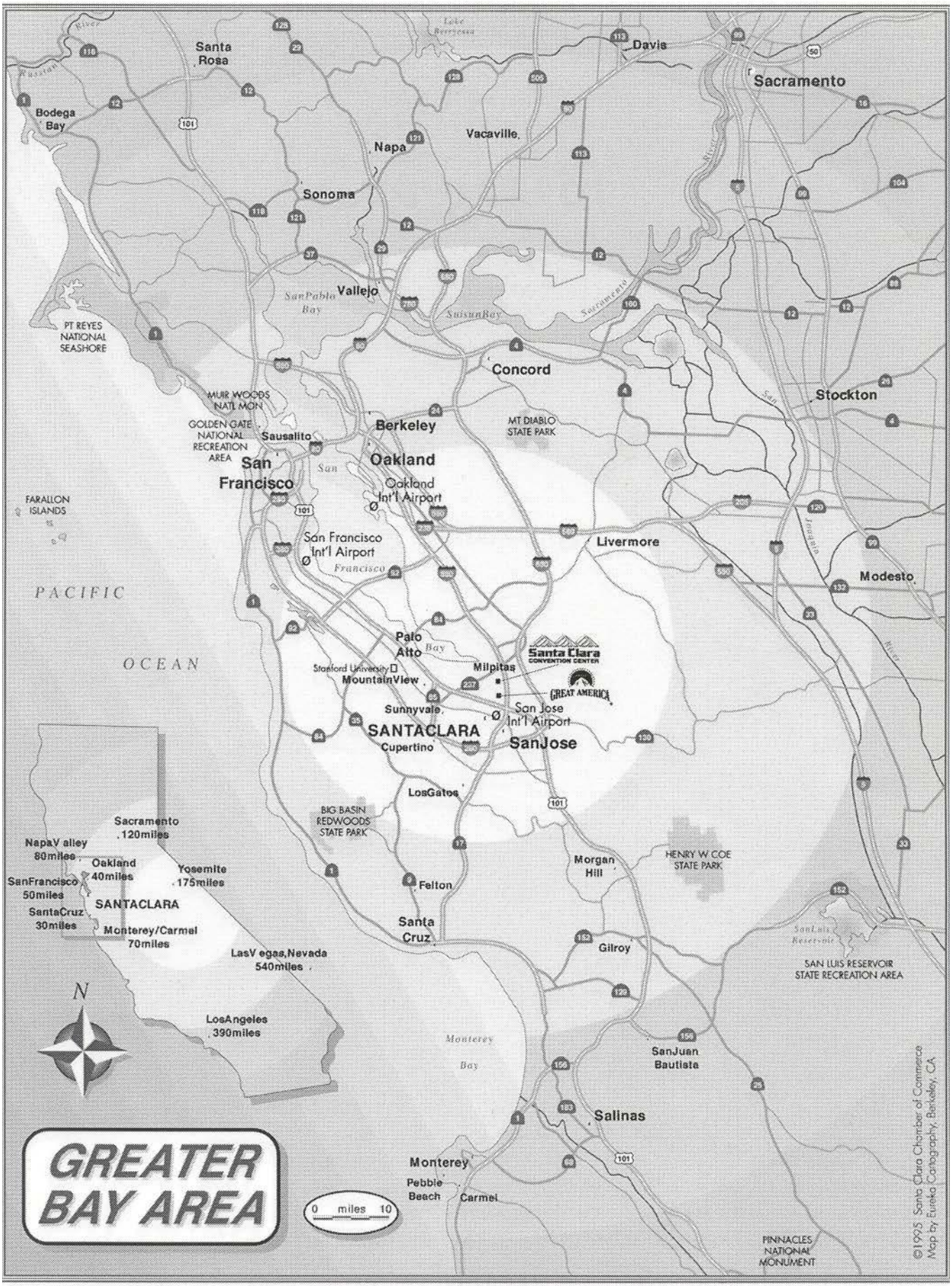
Labor Force

Santa Clara: 65,800
County: 995,600

Unemployment Rate

Santa Clara: 4.7%
County: 5.2%

[1] Department of Finance – Census 2010; Quickfacts from US Census Bureau 2009-2013; CA EDD – Labor Market Info, April 2015; Department of Finance – Demographics Research Unit, January 2016 Population Table.


GREATER BAY AREA
Santa Rosa
Bodega Bay
Napa
Vacaville
Davis
Sacramento
Sonoma
Vallejo
PT REYES NATIONAL SEASHORE
Concord
Stockton
MUIR WOODS NATL MON
GOLDEN GATE NATIONAL RECREATION AREA
Sausalito
Berkeley
MT DIABLO STATE PARK
San Francisco
Oakland
Oakland Int'l Airport
FARALLON ISLANDS
San Francisco Int'l Airport
Livermore
Modesto
PACIFIC
OCEAN
Palo Alto
Santa Clara CONVENTION CENTER
Stanford University
Milpitas
MountainView
GREAT AMERICA
Sunnyvale
San Jose Int'l Airport
SANTACLARA
Cupertino
SanJose
LosGatos
BIG BASIN REDWOODS STATE PARK
Sacramento 120miles
NapaV alley 80miles
Oakland 40miles
Yosemite 175miles
SanFrancisco 50miles
SANTACLARA
SantaCruz 30miles
Monterey/Carmel 70miles
LasV egas,Nevada 540miles
Morgan Hill
HENRY W COE STATE PARK
Felton
Santa Cruz
Gilroy
SAN LUIS RESERVOIR STATE RECREATION AREA
N
LosAngeles 390miles
Monterey Bay
SanJuan Bautista
Salinas
Monterey
Pebble Beach
Carmel
0 miles 10
PINNACLES NATIONAL MONUMENT
©1995 Santa Clara Chamber of Commerce
Map by Eureka Cartography, Berkeley, CA

City of Santa Clara

The Center of What's Possible

General Information and Summaries

Your City Budget 2016-2017

City of Santa Clara
The Center of What's Possible

Where the City Gets Its Money

Revenue and Other Financing Resources (in millions)

Taxes	
Property Tax	$ 46.7
Sales Tax	64.3
Transient Occupancy Tax	20.0
Other Taxes	5.3
Intergovernmental	
Revenue from Other Agencies	6.5
User Fees	
Charges for Current Services – Enterprise	487.6
Charges for Current Services – Other	58.7

Other	
Interest Income	3.6
Licenses & Permits / Fines & Penalties	11.5
Contribution In-Lieu	19.6
Rents and Leases	15.6
Misc. Revenue	1.5
Sale of Land	3.0
Capital Project Revenue	5.6
Beginning Balance/Reserves/Transfers	4.1
Total Revenue and Other Financing Resources	**$753.6**

What Your $753.6 Million Buys

$335.9 Electric

$106.8 Police, Fire, 9-1-1 (Communications)

$86.6 Capital Projects

$64.6 Water & Sewer

$23.7 Public Works

$21.8 Solid Waste

$21.7 Debt Service

$19.1 City Administration*

$17.7 Parks & Recreation

$16.4 Internal Services

$14.5 Finance & Human Resources

$13.4 Community Development

$9.9 Library

$1.5 Convention/Visitors Bureau

*Includes Information Technology, City Council, City Attorney, City Clerk & City Manager's offices

1500 Warburton Ave., Santa Clara, CA 95050
www.SantaClaraCA.gov

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

Bill Wilson Center - $ 63,470

Provides family and individual counseling and youth crisis intervention at local schools and grief support services, including individual and group counseling.

Catholic Charities Long Term Care Ombudsman - $ 6,710

Monitors quality of care to elderly and disabled residents of long-term care facilities.

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.

Concerts in the Park - $ 3,700

Provides six concerts at Central Park near the Pavillion.

Convention-Visitors Bureau - $1,489,315

Market City as a tourism and convention destination

Heart of the Valley - $ 9,130

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.

Live Oak Adult Day Services - $ 4,400

Provides adult day care for dependent and disabled seniors.

Miss Santa Clara Pageant - $ 12,000

Provides an opportunity to receive an educational scholarship.

Next Door Solutions - $ 18,761

Provides case management for residents at HomeSafe Santa Clara, a transitional housing program for victims of domestic violence.

Silicon Valley Independent Living - $ 5,500

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.

Project Sentinel - Fair Housing - $ 19,738

Addresses complaints and undertakes investigation of illegal housing.

Project Sentinel - Rent Mediation - $ 64,575

Provides advice, referrals, counseling, and meditation services to tenants and landlords to resolve disputes regarding rental arrangements

Saint Justin Community Ministry - $ 12,210

Provides food assistance to low/moderate income residents.

Santa Clara Ballet - $ 10,000

Provides cultural, music, dancing, entertainment and performances for the enjoyment of all.

Outside Group Funding (continued)

Adopted

Santa Clara Chorale - Provides community choral performances.	$ 5,000	**Santa Clara Unified School District Extended Day Care/Latch Key Care -** Provides after school care for 3rd-5th graders at Bracher, Hughes, Montague, Pomeroy, and Scott Lane Elementary Schools.	$ 108,450
Santa Clara County Healthier Kids Foundation - Provides community outreach, prevention, and education. *($15,664)* Provides additional funding for other areas of program focus. *($70,000)*	$ 85,664	**Senior Adult Legal Assistance -** Provides free legal services for seniors that includes advice and referrals, document writing and legal representation.	$ 5,280
Santa Clara Nutrition Site - Provides daily delivery of meals to severely disabled, homebound seniors.	$ 24,200	**Triton Museum -** Provides artistic exhibitions and educational programs.	$ 289,560
Santa Clara Players - Provides theatrical performances for the entertainment and enjoyment of the community.	$ 5,850	**United Way Silicon Valley - 2-1-1 Phone System -** Non-emergency information and referral for health and human services.	$ 5,000
Santa Clara Swim Club - Host swim meets which bring national and international visitors to our city.	$ 20,000	**YWCA of Silicon Valley -** Provides counseling, shelter and legal services for battered spouses and their families.	$ 8,250
Santa Clara Unified School District Closed School Site Maintenance -	$ 36,000		
Total Funding Provided to Outside Groups			**$2,348,763**

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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. A transfer between entities (a fund or fund group) involving new revenue sources or funds previously appropriate by Council requires five (5) affirmative votes of the City Council.

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

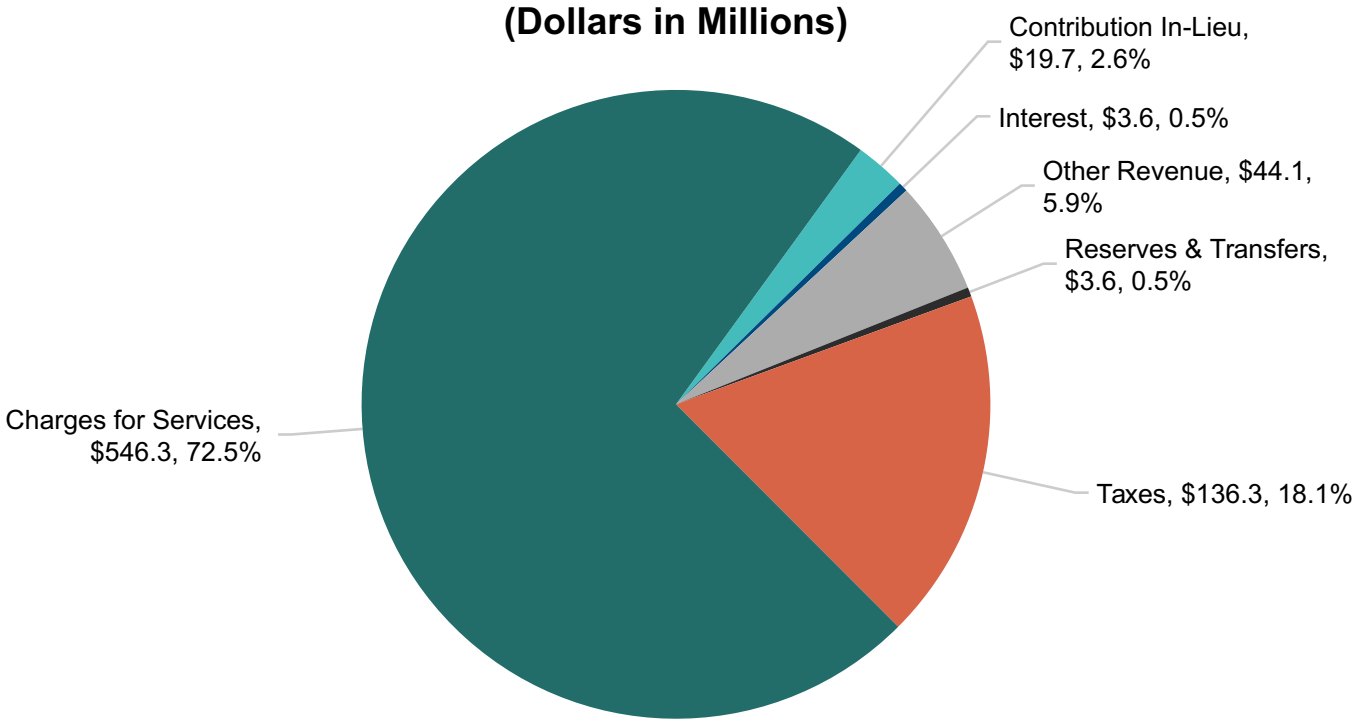
The following pages depict various budget relationships for the fiscal year 2016-17 budget. The Resources and Appropriations pie charts show the total City estimated revenues by source and the total City appropriations by object category.

The General Operating pie charts show general operating funds estimated revenues by source and general operating funds appropriations by object category. A detailed presentation of these charts are found later in this document.

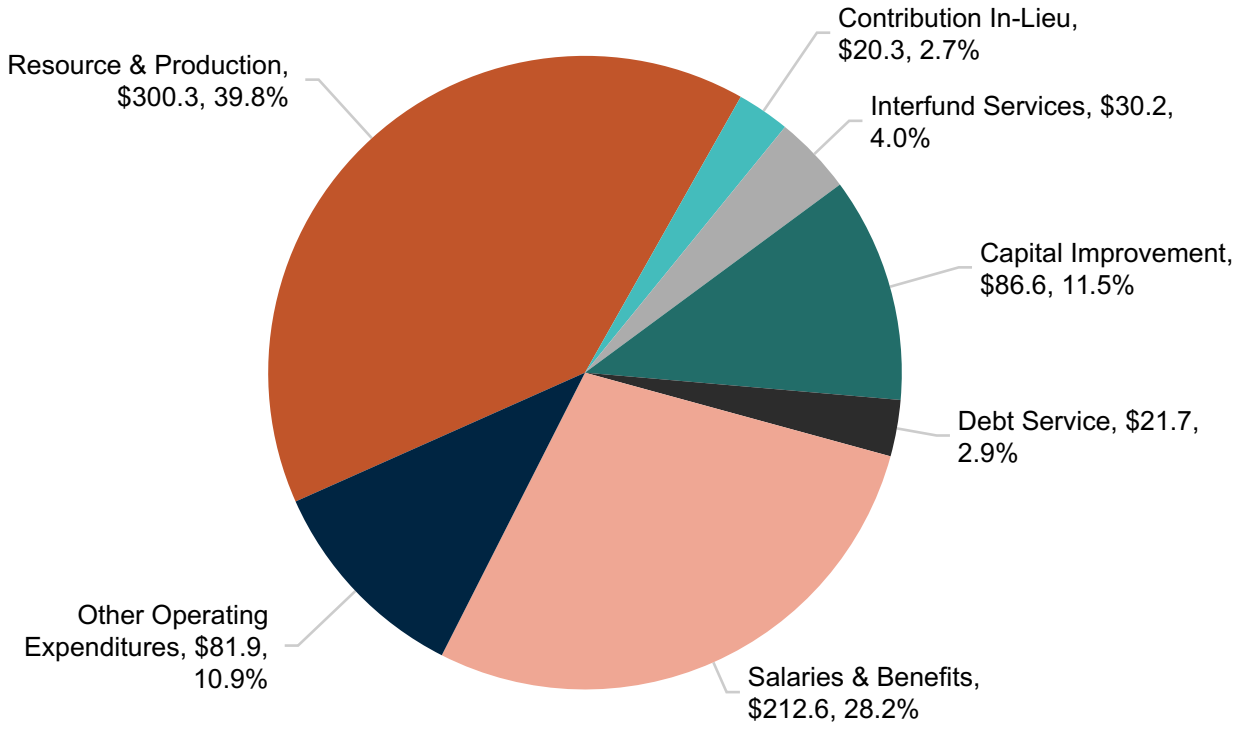
The General Fund Revenue line graphs reflect revenue trends for the General Fund's primary sources of external revenues. The numbers for fiscal years 2007-08 through 2014-15 show actual receipts, while the numbers for fiscal years 2015-16 and 2016-17 show budget estimates.

Resources and Appropriations
All Funds Total: $753,569,565

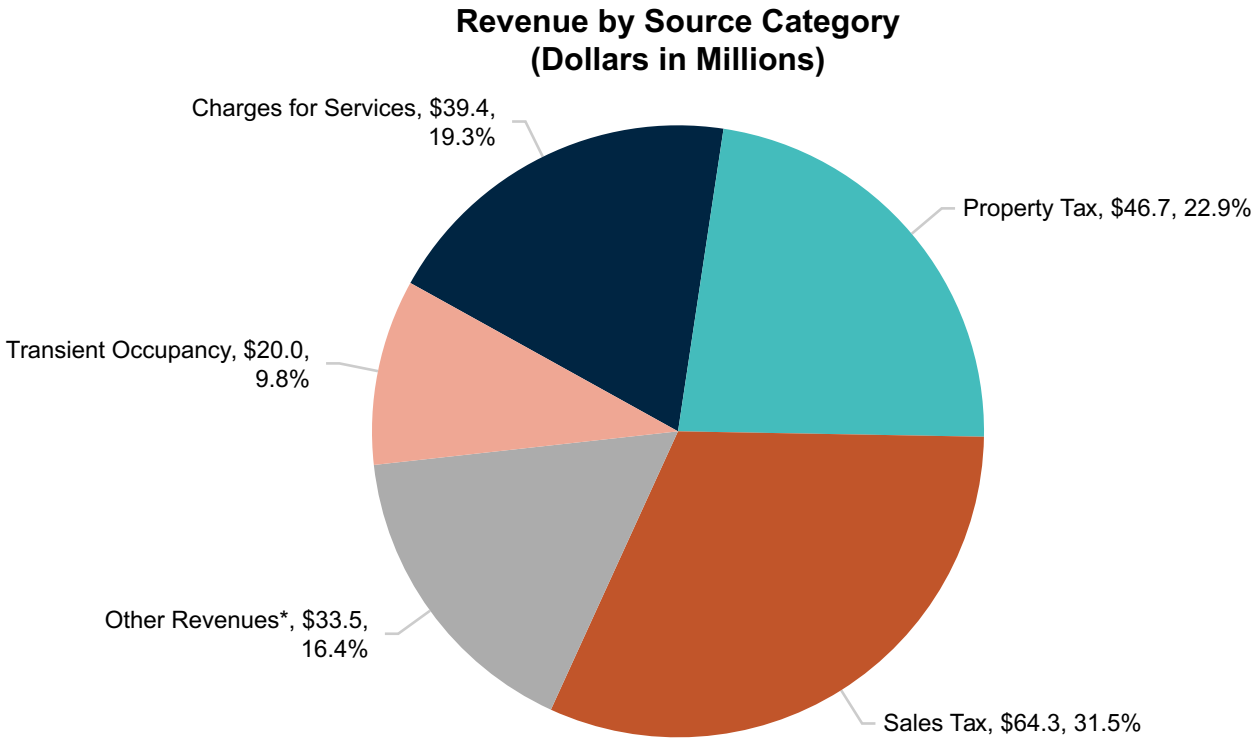
Resources by Object Category
(Dollars in Millions)



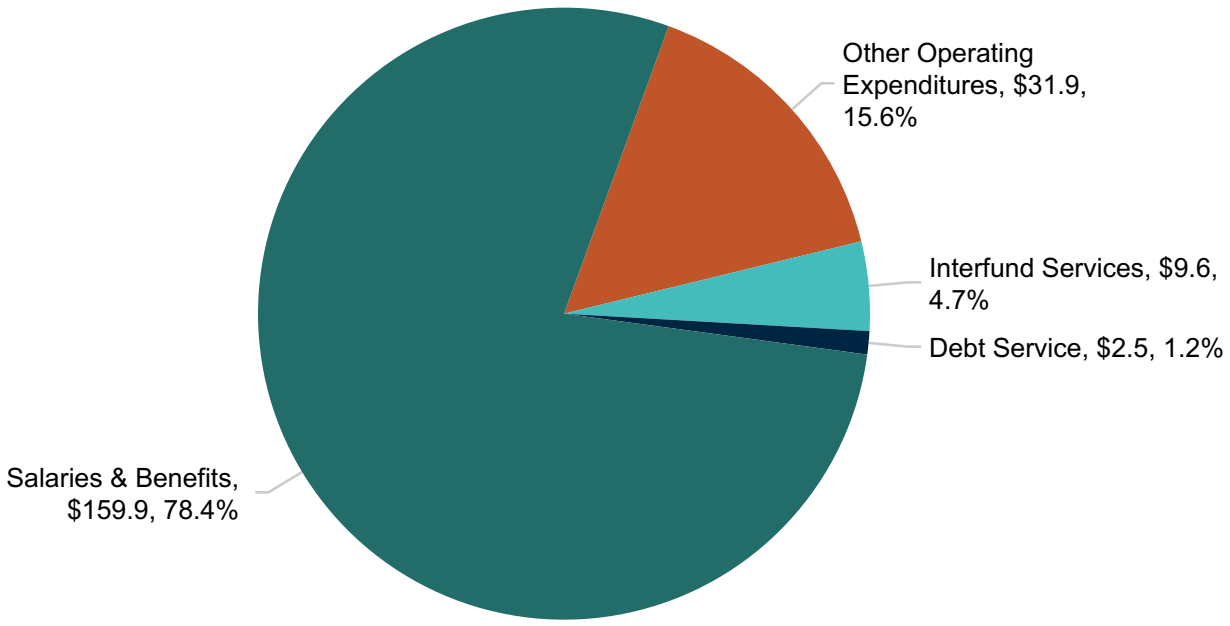
Appropriation by Object Category
(Dollars in Millions)



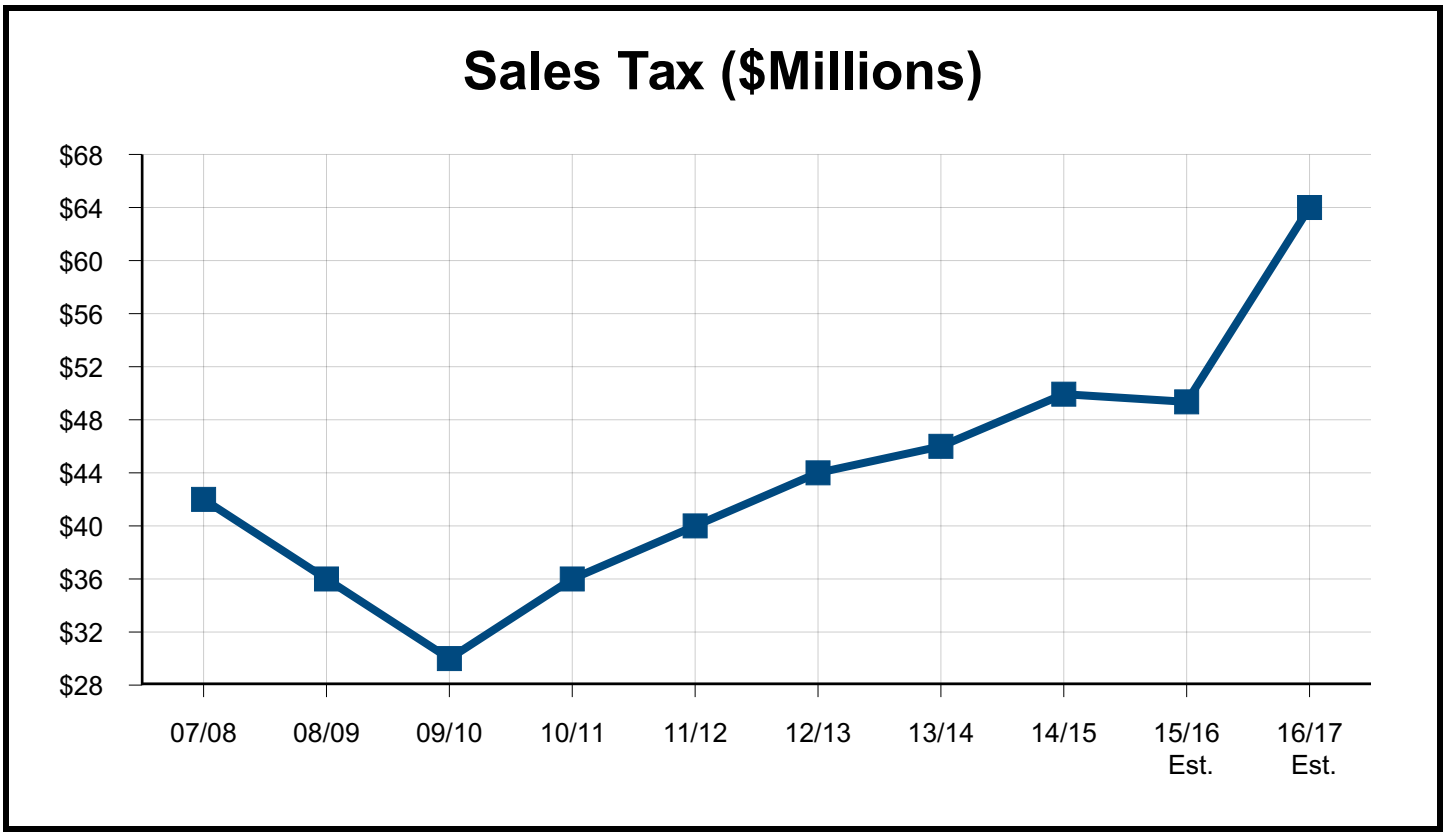
Revenues and Appropriations
General Funds Total: $203,912,111



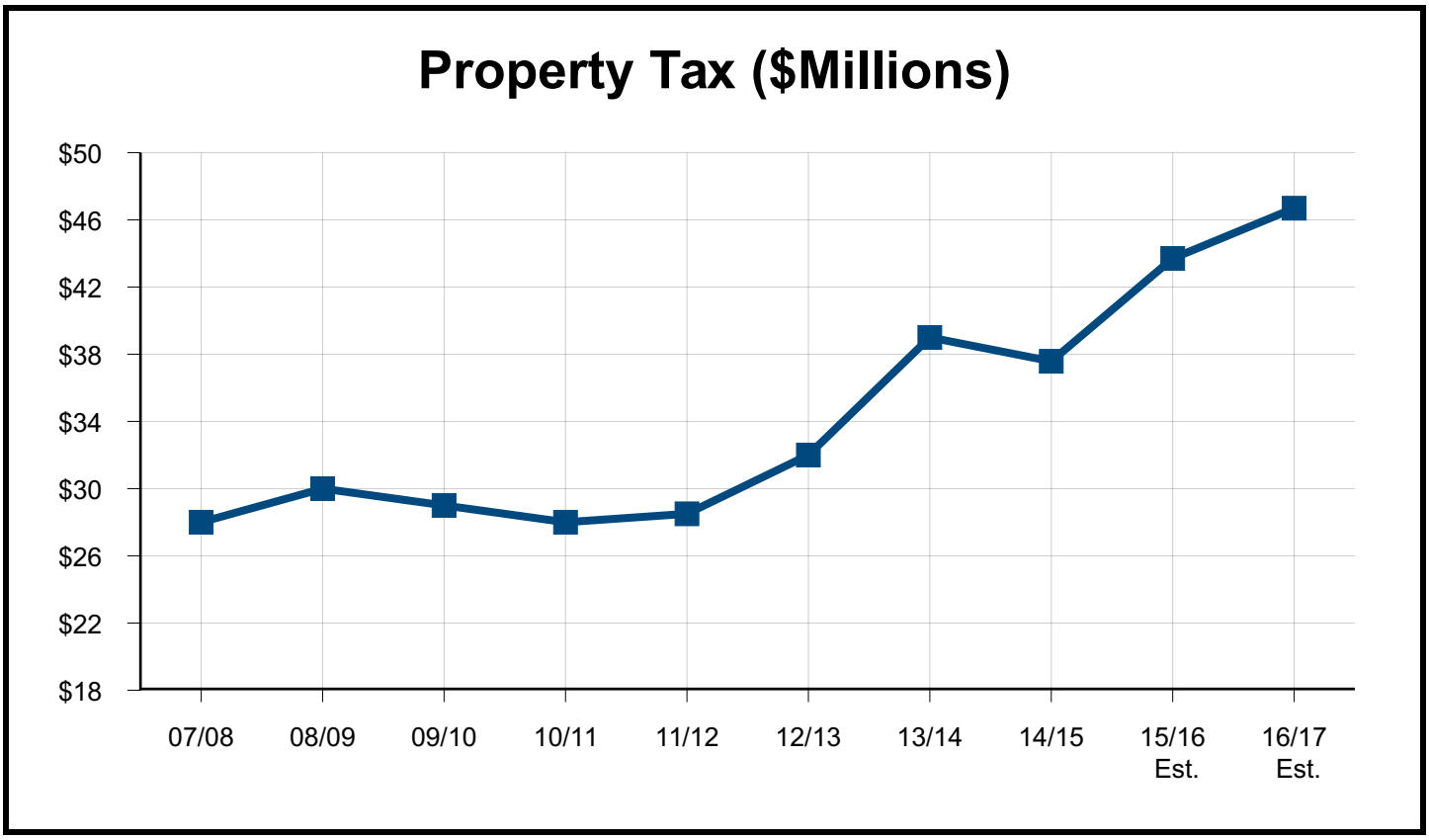
*Other Revenues include Contribution In-Lieu, Rents and Leases, Interest Income, and Transfers To/From Reserves.



GENERAL FUND REVENUES
TEN YEAR TREND LINE

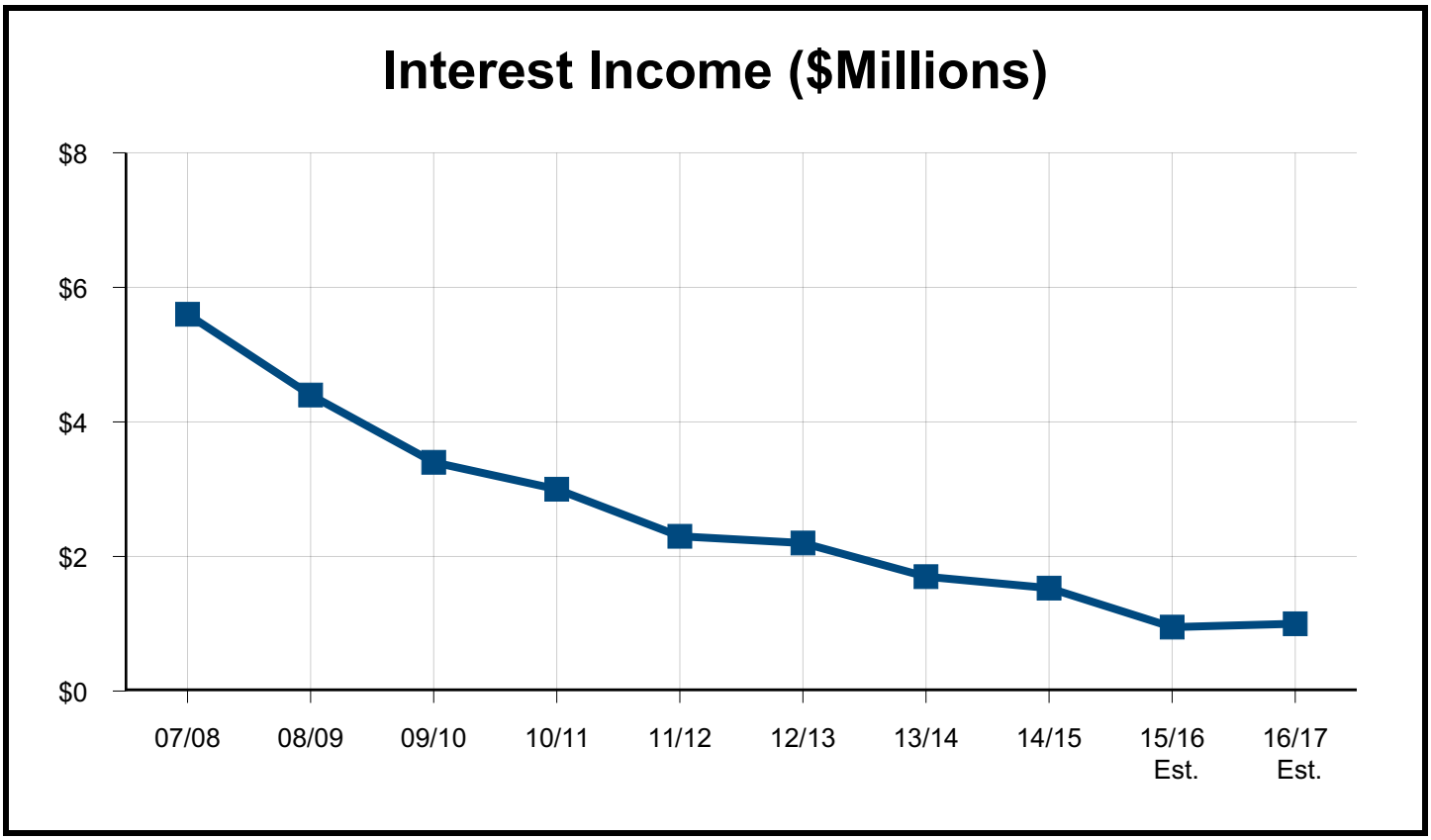


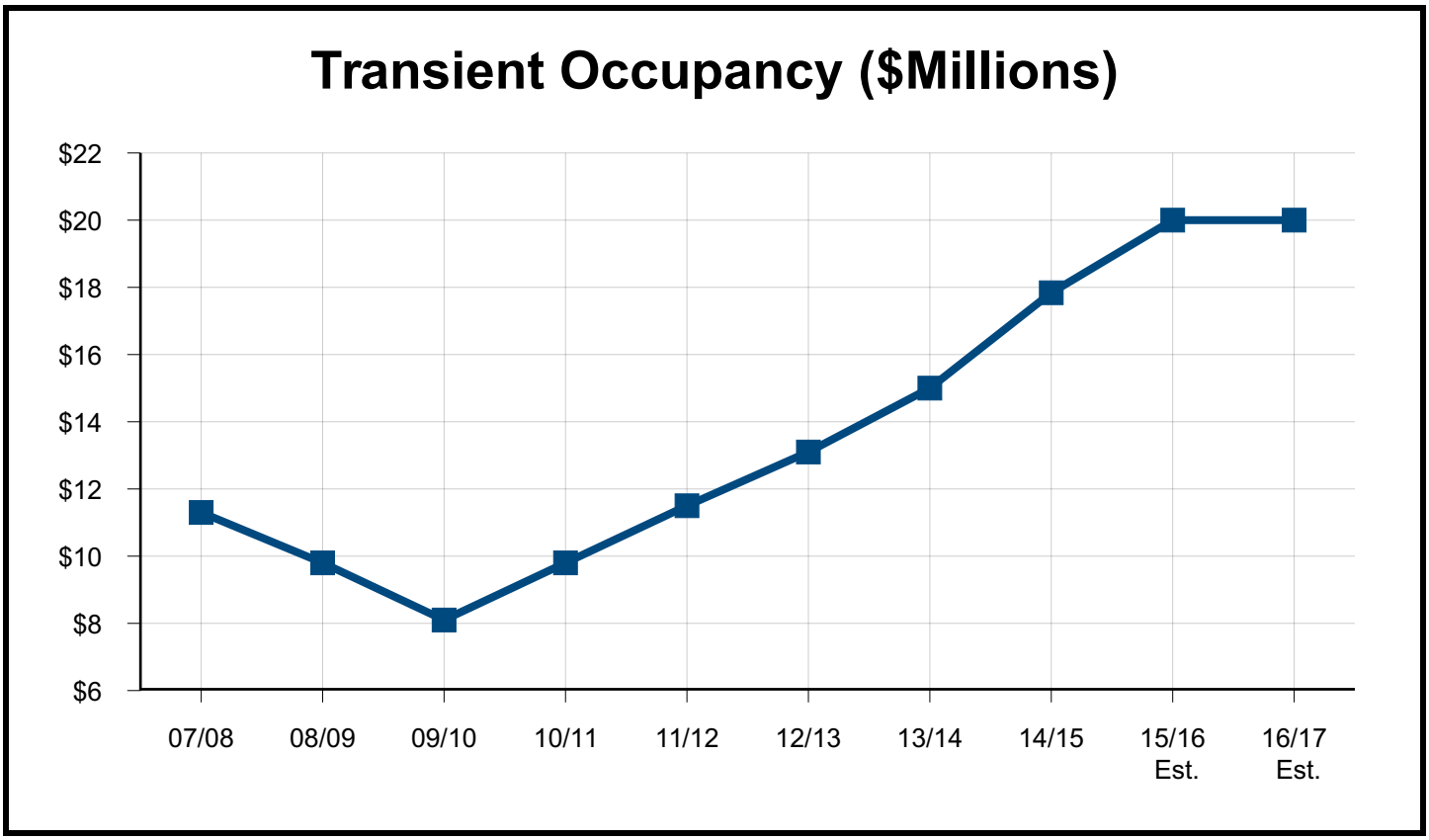
*2016-17 includes a $7.0 million final payment due to the unwinding of the State's Triple Flip.



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

GENERAL FUND REVENUES
TEN YEAR TREND LINE





REVENUE ASSUMPTIONS AND RATE IMPACTS for Fiscal Year 2016-17

General Inflation and Revenue Assumptions

Revenue/Inflation	Assumptions
Property Tax	7.0% increase over 2015-16 year-end estimated revenues due to projected growth in assessed values.
Sales Tax	4.0% increase over 2015-16 year-end estimated revenues based on sales tax consultant recommendation. In addition, the City will receive a final triple flip true-up payment of $7.0 million.
Transient Occupancy Tax	No increase from 2015-16 year-end estimated revenues based on projected flat occupancy rates and average daily room revenue. In addition, the revenue estimate was further reduced due to one-time revenue collected from the City hosting Super Bowl 50.
Contribution In-lieu of Tax	2.3% increase as a result of a projected increase in the Electric Utility's 2016-17 revenues.
Rate of Inflation	3.0% increase based on November 2015 State Department of Finance CPI forecast.

Enterprise Funds Rates and Charges

Rates and Charges	Impact and Change
Electric Utility Rate	3.0% rate increase proposed for January 1, 2017
Water Utility Rate	$9.48 per month increase for single-family residential accounts
Sewer Utility Rate	$3.71 per month increase for single-family residential accounts
Recycled Water Rate	20% (dollar amount will vary depending on size of account)
Municipal Solar Utility Charge	No change
Garbage Collection and Disposal Rate	$0.37 per month increase for single-family residential accounts
Clean Green Charge	$0.12 per month increase for single-family residential accounts
Residential Curbside Recycling Rate	$0.08 per month increase for single-family residential accounts
Clean-Up Campaign Charge	$0.85 per month increase for single-family residential accounts
Household Hazardous Waste Charge	No change
Storm Drain Rate	$0.37 per month increase for single-family residential accounts

SUMMARY OF ESTIMATED RESOURCES BY FUND AND REVENUE CATEGORY FISCAL YEAR 2016-17

Revenue Category	General Funds	Special Revenue Funds	Capital Improvement Project Funds	Enterprise Funds	Internal Service Funds	Totals
Property Tax	$ 46,690,000	$ —	$ —	$ —	$ —	$ 46,690,000
Sales Tax	64,267,475	—	—	—	—	64,267,475
Other Taxes	25,353,800	—	—	—	—	25,353,800
Licenses and Permits	9,594,000	—	—	—	—	9,594,000
Fines and Penalties	1,870,300	—	—	—	—	1,870,300
Use of Money and Property	13,578,347	94,697	—	8,549,886	—	22,222,930
Revenue From Other Agencies	370,000	4,264,515	1,272,000	621,000	—	6,527,515
Charges for Current Services	39,415,910	741,207	4,612,736	487,578,923	13,934,036	546,282,812
Contribution In-Lieu of Taxes	19,652,620	—	—	—	—	19,652,620
Other Revenue/Debt Proceeds	460,006	—	—	6,919,500	147,500	7,527,006
Subtotal - Estimated Revenue	**221,252,454**	**5,100,419**	**5,884,736**	**503,669,309**	**14,081,536**	**749,988,458**
Transfer/Designation From (To) Reserve	(17,983,799)	2,613,802	15,165,569	(6,490,472)	235,279	(6,459,621)
Interfund Transfers	643,456	45,176	(6,747)	(1,402,105)	(13,316)	(733,536)
Estimated Use of Fund Balance	—	7,621,102	1,039,820	—	2,113,342	10,774,264
TOTAL ESTIMATED RESOURCES	**$203,912,111**	**$15,380,499**	**$22,083,378**	**$495,776,732**	**$16,416,841**	**$753,569,565**

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

Revenue Category	General Funds	Special Revenue Funds	Capital Improvement Project Funds	Enterprise Funds	Internal Service Funds	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 Use of Fund 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**

Please Note: Due to rounding, some schedules throughout this document have totals which may not correspond with the sum of the individual figures.

SUMMARY OF APPROPRIATIONS BY FUND AND CATEGORY FISCAL YEAR 2016-17

Fund Name	Salaries and Benefits	Other Operating Expenditures	Resources and Production	Contribution In-Lieu of Taxes & Franchise Fees	Internal Services	Debt Service	Capital Improvement	Totals
General Funds								
General Government	$ 18,797,037	$ 15,597,844	$ —	$ —	$ 641,556	$ —	$ —	$ 35,036,437
Public Works	16,994,190	3,530,809	—	—	1,620,060	—	—	22,145,059
Public Safety	94,406,331	6,224,563	—	—	6,182,493	—	—	106,813,387
Parks & Recreation	12,123,462	3,690,429	—	—	812,594	—	—	16,626,485
Library	7,600,802	2,166,691	—	—	127,680	—	—	9,895,173
Community Development	9,939,231	707,146	—	—	245,163	—	—	10,891,540
Debt Service	—	—	—	—	—	2,504,030	—	2,504,030
Total-General Funds	**159,861,052**	**31,917,483**	**—**	**—**	**9,629,546**	**2,504,030**	**—**	**203,912,111**
Special Revenue Funds	355,006	3,382,967	—	—	444,872	—	11,197,654	15,380,499
Capital Projects Funds	—	—	—	—	—	—	22,083,378	22,083,378
Enterprise Funds	50,082,475	35,129,744	300,247,970	20,307,620	17,444,260	19,216,666	53,348,000	495,776,736
Internal Service Funds	2,331,016	11,459,319	—	—	2,626,506	—	—	16,416,841
Category Totals	**$212,629,550**	**$ 81,889,513**	**$300,247,970**	**$ 20,307,620**	**$ 30,145,184**	**$ 21,720,696**	**$ 86,629,032**	**$753,569,565**

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

Fund Name	Salaries and Benefits	Other Operating Expenditures	Resources and Production	Contribution In-Lieu of Taxes & Franchise Fees	Internal Services	Debt Service	Capital Improvement	Totals
General 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	—	—	19,103,689
Public Safety	88,621,729	7,342,761	—	—	5,694,677	—	—	101,659,167
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
Community Development	7,090,393	393,932	—	—	217,986	—	—	7,702,311
Debt Service	—	—	—	—	—	2,504,475	—	2,504,475
Total-General Funds	**144,766,648**	**28,530,390**	**—**	**—**	**9,190,715**	**2,504,475**	**—**	**184,992,228**
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	**$191,095,315**	**$ 70,493,461**	**$319,649,999**	**$ 19,823,263**	**$ 27,045,704**	**$ 19,212,132**	**$ 72,883,897**	**$720,203,772**

SUMMARY OF ESTIMATED RESOURCES
THREE YEAR TREND BY REVENUE CATEGORY
FISCAL YEARS 2014-15 THROUGH 2016-17

ESTIMATED RESOURCES	Adopted 2014-15	Adopted 2015-16	Adopted 2016-17
Revenue Categories			
Property Taxes	$ 34,355,000	$ 38,704,661	$ 46,690,000
Sales Tax	50,020,000	52,690,000	64,267,475
Transient Occupancy Tax	15,110,000	17,300,000	20,000,000
Other Taxes	4,459,100	4,726,935	5,353,800
Licenses and Permits	5,172,700	7,682,700	9,594,000
Fines and Penalties	1,926,300	1,903,300	1,870,300
Interest	3,330,955	3,339,639	3,631,693
Other Use of Money and Property	10,175,370	13,304,349	18,591,237
Revenue From Other Agencies	5,576,569	5,813,271	6,527,515
Charges for Current Services	467,284,349	520,509,185	546,282,812
Contribution In-Lieu	17,468,451	19,218,263	19,652,620
Other Revenue	26,596,174	16,086,735	7,527,006
Transfers from (to) Reserves/Bonds	13,459,119	11,919,368	(6,459,621)
Interfund Transfers	1,269,714	1,849,898	(733,536)
Estimated Use of Fund Balance	4,254,188	5,155,468	10,774,264
Total Estimated Resources	**$ 660,457,989**	**$ 720,203,772**	**$ 753,569,565**

SUMMARY OF APPROPRIATIONS
THREE YEAR TREND BY EXPENDITURE CATEGORY
FISCAL YEARS 2014-15 THROUGH 2016-17

PROJECTED EXPENDITURES	Adopted 2014-15	Adopted 2015-16	Adopted 2016-17
Expenditure Categories			
Salaries and Benefits	$ 171,611,984	$ 191,095,315	$ 212,629,550
Other Operating Expenditures	66,489,363	70,493,461	81,889,513
Resource and Production	297,275,412	319,649,999	300,247,970
Contribution In-Lieu & Franchise Fees	18,038,451	19,823,263	20,307,620
Interfund Services	25,550,494	27,045,704	30,145,184
Debt Service	18,668,328	19,212,132	21,720,696
Total Operating Budget	**597,634,032**	**647,319,874**	**666,940,533**
Capital Improvement Project Budget	62,823,957	72,883,897	86,629,032
Total Projected Expenditures	**$ 660,457,989**	**$ 720,203,772**	**$ 753,569,565**

Expenditure Summary - All Funds
2013-14 through FY 2016-17
(amounts expressed in thousands)

DEPARTMENT/FUND NAME	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
GENERAL FUND (by Department)				
City Council	$ 264	$ 302	$ 420	$ 621
City Attorney	1,333	1,329	1,482	1,655
City Clerk	864	1,058	1,093	1,947
City Manager	6,047	6,548	6,443	7,399
Finance	8,216	8,446	9,917	11,080
Human Resources	2,266	2,343	2,806	3,368
Information Technology	6,090	6,511	6,856	8,873
Community Development	6,910	7,477	8,963	10,892
Public Works	15,154	15,426	19,104	22,145
Library	6,929	7,562	8,949	9,895
Parks and Recreation	13,224	13,382	15,040	16,626
Fire	33,089	34,945	39,185	42,555
Police	45,373	53,309	62,474	64,259
General Purpose	—	—	(242)	93
	145,761	**158,638**	**182,488**	**201,408**
Debt Service Fund (431,441)	**$ 9,699**	**$ 2,503**	**$ 2,504**	**$ 2,504**
Capital Improvement Project Funds				
Traffic Mitigation (525)	$ 727	$ 792	$ 788	$ 700
Street Beautification (531)	217	715	20	283
Parks and Recreation (532)	437	1,461	8,346	6,535
Streets and Highways (533)	3,906	4,848	662	866
Storm Drain (535)	540	1,786	725	1,920
Fire Department (536)	359	293	306	1,205
Library Department (537)	123	448	2,175	25
Public Buildings (538)	335	848	350	2,080
General Government-Other (539)	4,398	2,333	5,093	8,469
Bayshore North (939)	41,532	—	—	—
University Project (938)	4,256	—	—	—
	56,831	**13,524**	**18,465**	**22,083**
Special Revenue Funds				
Dwtwn. Parking Mtce. District (025)	$ 134	$ 112	$ 163	$ 178
Convention Ctr. Mtce. District (026)	1,241	1,234	1,340	1,339
Recreation Programs (041,111)	726	155	155	158
Public Donations (067)	18	13	—	—
HUD Program Commty. Serv. (562)	2,056	1,600	1,186	2,473
Housing Authority (564,164)	—	—	—	279
City Affordable Housing Fund (565,165)	151	140	301	1,176
Housing Successor Agency (569. 169)	—	136	—	1,054
Special Gas Tax (521)	1,445	741	1,397	8,725
	5,770	**4,131**	**4,542**	**15,380**

Expenditure Summary - All Funds
2013-14 through 2016-17
(amounts expressed in thousands)

DEPARTMENT/FUND NAME	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Internal Service Funds				
Vehicle Maintenance (053)	$ 3,965	$ 3,912	$ 4,353	$ 4,669
Vehicle Acquisition (050)	2,659	3,965	5,141	4,935
Communications Tech. Services (047)	479	63	—	—
Communications Acquisition (048)	1,072	112	235	235
Workers Compensation (081)	3,378	3,360	4,000	4,000
Special Liability Insurance (082)	2,082	2,307	2,196	2,452
Unemployment Insurance (087)	64	73	130	125
	13,699	**13,792**	**145,925**	**16,416**
Enterprise Funds				
Electric Utility (091,191,491,534,591)	$ 407,034	$ 375,008	$ 388,489	$ 384,254
Water Utility (092,592)	31,210	34,243	40,317	43,526
Water Recycling (097,497,597)	17,864	3,005	4,211	4,597
Sewer Utility (094,494,594)	16,480	28,528	46,771	40,233
Solid Waste (096,596)	19,519	20,032	21,784	22,232
Cemetery (093,493,593)	978	795	905	935
	493,085	**461,611**	**502,475**	**495,777**
Total City Expenditures	**$ 724,845**	**$ 654,199**	**$ 726,530**	**$ 753,570**

Note: *FY 2015-16 Budget* has been revised for comparability purposes to include the budgets for Funds 081, 082, and 087 which are newly presented in this schedule for the 2016-17 Budget.

Resource Summary - All Funds
2013-14 through 2016-17
(amounts expressed in thousands)

FUND	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
General Funds				
General Fund (001)	$ 168,149	$ 181,688	$ 182,488	$ 201,408
Debt Service Fund (441,431)	2,507	2,506	2,504	2,504
	170,656	**184,194**	**184,992**	**203,912**
Special Revenue Funds				
Downtown. Parking Mtce. District (025)	$ 12	$ 13	$ 163	$ 178
Convention Ctr .Mtce. District (026)	710	679	1,340	1,339
Recreation Programs (111)	137	162	155	158
Public Donations (067)	2	23	—	—
HUD Program Community. Serv. (562)	1,953	1,600	1,186	2,473
Housing Authority Fund (164)	—	—	—	279
Affordable Housing (565,165)	125	140	301	1,176
Housing Successor Agency (169)	—	—	—	1,054
Special Gas Tax (521)	3,735	3,519	—	1,103
	6,674	**6,136**	**3,145**	**7,760**
Capital Improvement Project Funds				
Traffic Mitigation (525)	$ 1,486	$ 979	$ —	$ —
Street Beautification (531)	—	5	20	283
Parks and Recreation (532)	67	3,887	8,346	6,195
Streets and Highways (533)	4,488	4,797	662	866
Storm Drain (535)	132	138	725	1,920
Fire Department (536)	61	7	306	1,205
Library Department (537)	—	—	2,175	25
Public Buildings (538)	—	—	350	2,080
General Government-Other (539)	344	287	4,993	8,469
University Project (938)	—	—	—	—
Bayshore North (939)	—	—	—	—
	6,578	**10,100**	**17,577**	**21,043**

Resource Summary - All Funds
2013-14 through 2016-17
(amounts expressed in thousands)

FUND	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Enterprise Funds				
Electric Utility (091,191,491,534,591)	$ 355,647	$ 357,949	$ 388,489	$ 384,254
Water Utility (092,492,592)	31,384	31,786	40,317	43,526
Water Recycling (097,497,597)	3,100	3,471	4,011	4,597
Sewer Utility (094,494,594)	34,535	44,158	46,771	40,233
Solid Waste (096,496,596)	20,065	20,508	21,784	22,232
Cemetery (093,493,593)	479	666	905	935
	445,210	**458,538**	**502,277**	**495,777**
Internal Service Funds				
Vehicle Maintenance (053)	$ 4,167	$ 4,208	$ 4,119	$ 4,420
Vehicle Acquisition (050)	2,266	3,016	2,704	3,071
Communications Tech. Services (047)	735	—	—	—
Communications Acquisition (048)	146	235	235	235
Workers' Compensation (081)	3,238	4,159	4,000	4,000
Special Liability Insurance (082)	2,011	2,035	2,196	2,452
Unemployment Insurance (087)	130	130	130	125
	12,693	**13,783**	**13,384**	**14,303**
Resources After Direct Revenue	**641,808**	**672,753**	**721,374**	**742,795**
Estimated Use of Fund Balance	**—**	**—**	**5,155**	**10,774**
Total Estimated Resources	**641,808**	**672,753**	**726,530**	**$ 753,570**

Note: *FY 2015-16 Budget* has been revised for comparability purposes to include the budgets for Funds 081, 082, and 087 which are newly presented in this schedule for the 2016-17 Budget.

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ESTIMATED FUND BALANCES
GENERAL FUNDS

	General (b) (001)	Debt Service (431,441)	Total General Funds (001,431,441)
ESTIMATED BEGINNING FUND BALANCE, 7/1/2016 (a)	$ —	$ —	$ —
Revenue			
Property Tax	46,690,000	—	46,690,000
Sales Tax	64,267,475	—	64,267,475
Transient Occupancy Tax	20,000,000	—	20,000,000
Franchise Tax	3,853,800	—	3,853,800
Documentary Transfer Tax	1,500,000	—	1,500,000
Licenses and Permits	9,594,000	—	9,594,000
Fines and Penalties	1,870,300	—	1,870,300
Use of Money & Property	13,578,347	—	13,578,347
From Other Agencies	370,000	—	370,000
Charges for Current Services	39,415,910	—	39,415,910
Other Revenue	20,112,626	—	20,112,626
Direct Revenue-Capital Improvement	—	—	—
Subtotal Revenue	221,252,458	—	221,252,458
Interfund Transfers	(1,860,574)	2,504,030	643,456
Other Financing Sources			
Reserve Transfers	(17,983,799)	—	(17,983,799)
Bond Proceeds	—	—	—
Subtotal Other Financing Sources	(17,983,799)	—	(17,983,799)
TOTAL REVENUE, TRANSFERS & OTHER FINANCING SOURCES	**201,408,081**	**2,504,030**	**203,912,111**
Expenditures			
Salaries & Benefits	159,861,054	—	159,861,054
Other Operating Expenditures	31,917,481	—	31,917,481
Resource and Production	—	—	—
Contribution in Lieu & Franchise Fees	—	—	—
Interfund Services	9,629,546	—	9,629,546
Subtotal Expenditures	201,408,081	—	201,408,081
Debt Service	—	2,504,030	2,504,030
Capital Improvement	—	—	—
Total Appropriations	**201,408,081**	**2,504,030**	**203,912,111**
ESTIMATED ENDING FUND BALANCE, 6/30/2017	$ —	$ —	$ —

(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 2015-16.

(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

	Maint Districts (025,026)	Rec Prog (041,111)	Public Donations (067)	Comm Services HUD Program (562)	Housing Authority Fund (164)	Afford. Housing Fund (165)	Housing Succ. Agency (169)	Streets & Highway (521)
ESTIMATED BEGINNING FUND BALANCE, 7/1/2016 (a)	**$ 411,753**	**$ 459,044**	**$ 210,412**	**$ 1,445,224**	**$2,220,590**	**$4,526,695**	**$ 8,201,875**	**$10,367,389**
Revenue								
Property Tax	—	—	—	—	—	—	—	—
Sales Tax	—	—	—	—	—	—	—	—
Transient Occupancy Tax	—	—	—	—	—	—	—	—
Franchise Tax	—	—	—	—	—	—	—	—
Documentary Transfer Tax	—	—	—	—	—	—	—	—
Licenses and Permits	—	—	—	—	—	—	—	—
Fines and Penalties	—	—	—	—	—	—	—	—
Use of Money & Property	1,197	—	—	—	7,000	14,500	72,000	—
From Other Agencies	—	158,000	—	1,502,515		—	124,000	2,480,000
Charges for Current Services	741,207	—	—	—	—	—	—	—
Other Revenue	—	—	—	—	—	—	—	—
Direct Revenue-Capital Improvement	—	—	—	—	—	—	—	—
Subtotal Revenue	742,404	158,000	—	1,502,515	7,000	14,500	196,000	2,480,000
Interfund Transfers	774,076	—	—	—	—	—	—	(728,900)
Other Financing Sources								
Reserve Transfers	—	—	—	970,552	272,052	1,161,165	857,648	(647,615)
Bond Proceeds	—	—	—	—	—	—	—	—
Subtotal Other Financing Sources	—	—	—	970,552	272,052	1,161,165	857,648	(647,615)
TOTAL REVENUE, TRANSFERS & OTHER FINANCING SOURCES	**1,516,480**	**158,000**	**—**	**2,473,067**	**279,052**	**1,175,665**	**1,053,648**	**1,103,485**
Expenditures								
Salaries & Benefits	89,359	40,648	—	—	50,000	125,000	50,000	—
Other Operating Expenditures	1,333,114	117,352	—	—	144,500	947,500	840,500	—
Resource and Production	—	—	—	—	—	—	—	—
Contribution in Lieu & Franchise Fees	—	—	—	—	—	—	—	—
Interfund Services	94,007	—	—	—	84,552	103,165	163,148	—
Subtotal Expenditures	1,516,480	158,000	—	—	279,052	1,175,665	1,053,648	—
Debt Service	—	—	—	—	—	—	—	—
Capital Improvement	—	—	—	2,473,067	—	—	—	8,724,587
Total Appropriations	**1,516,480**	**158,000**	**—**	**2,473,067**	**279,052**	**1,175,665**	**1,053,648**	**8,724,587**
ESTIMATED ENDING FUND BALANCE, 6/30/2017	**$ 411,753**	**$ 459,044**	**$ 210,412**	**$ 1,445,224**	**$2,220,590**	**$4,526,695**	**$ 8,201,875**	**$ 2,746,287**

(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 2015-16.

ESTIMATED FUND BALANCES
ENTERPRISE FUNDS

	Electric Utility (091,191,491, 534,591) (c)	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, 7/1/2016 (a)	**$ 80,283,802**	**$ 9,769,218**	**$ 3,814,906**	**$ 42,839,015**	**$ 4,819,031**	**$ 464,392**
Revenue						
Property Tax	—	—	—	—	—	—
Sales Tax	—	—	—	—	—	—
Transient Occupancy Tax	—	—	—	—	—	—
Franchise Tax	—	—	—	—	—	—
Documentary Transfer Tax	—	—	—	—	—	—
Licenses and Permits	—	—	—	—	—	—
Fines and Penalties	—	—	—	—	—	—
Use of Money & Property	7,885,586	215,000	23,000	426,300	—	—
From Other Agencies	—	—	310,000	65,000	246,000	—
Charges for Current Services	383,445,723	39,403,000	4,580,000	37,378,875	22,190,175	581,150
Other Revenue	800,000	—	—	47,500	—	—
Direct Revenue-Capital Improvement	4,100,000	480,000	—	1,475,000	17,000	—
Subtotal Revenue	396,231,309	40,098,000	4,913,000	39,392,675	22,453,175	581,150
Interfund Transfers	(587,632)	(406,271)	—	(348,054)	(86,058)	25,910
Other Financing Sources						
Reserve Transfers	(11,389,878)	3,834,451	(316,128)	1,188,780	(135,437)	327,743
Bond Proceeds	—	—	—	—	—	—
Subtotal Other Financing Sources	(11,389,878)	3,834,451	(316,128)	1,188,780	(135,437)	327,743
TOTAL REVENUE, TRANSFERS & OTHER FINANCING SOURCES	**384,253,799**	**43,526,180**	**4,596,872**	**40,233,401**	**22,231,680**	**934,803**
Expenditures						
Salaries & Benefits	36,261,829	8,028,257	493,164	3,570,502	1,078,923	649,798
Other Operating Expenditures	28,121,688	3,337,210	248,800	1,817,145	1,468,728	136,173
Resource and Production	241,288,223	23,810,000	3,600,000	14,250,750	17,299,000	—
Contribution in Lieu & Franchise Fees	19,652,620	—	—	—	655,000	—
Interfund Services	10,562,773	3,515,713	104,908	1,831,928	1,280,030	148,832
Subtotal Expenditures	335,887,133	38,691,180	4,446,872	21,470,325	21,781,681	934,803
Debt Service	18,066,666	—	—	1,150,076	—	—
Capital Improvement	30,300,000	4,835,000	150,000	17,613,000	450,000	—
Total Appropriations	**384,253,799**	**43,526,180**	**4,596,872**	**40,233,401**	**22,231,681**	**934,803**
ESTIMATED ENDING FUND BALANCE, 6/30/2017	**$ 80,283,802**	**$ 9,769,218**	**$ 3,814,906**	**$ 42,839,015**	**$ 4,819,030**	**$ 464,392**

(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 2015-16.

(c) Does not include the Rate Stabilization and Cost Reduction Reserves for the Electric Utility.

ESTIMATED FUND BALANCES
INTERNAL SERVICE FUNDS

	Vehicle Maintenance (053)	Vehicle Acquisition (050)	Comm. Acquisition (048)	Workers' Comp (081)	Special Liability Insurance (082)	Unemployment Insurance (087)
ESTIMATED BEGINNING FUND BALANCE, 7/1/2016 (a)	**$ 1,670,224**	**$ 6,214,115**	**$ 588,582**	**$ 4,228,426**	**$ 3,972,135**	**$ 232,768**
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	4,390,680	2,966,247	—	4,000,000	2,452,109	125,000
Other Revenue	42,500	105,000	—			
Subtotal Revenue	4,433,180	3,071,247	—	4,000,000	2,452,109	125,000
Interfund Transfers	(13,316)	—	—	—	—	—
Other Financing Sources						
Reserve Transfers	—	—	235,279	—	—	—
Bond Proceeds	—	—	—	—	—	—
Subtotal Other Financing Sources	—	—	235,279	—	—	—
TOTAL REVENUE, TRANSFERS & OTHER FINANCING SOURCES	**4,419,864**	**3,071,247**	**235,279**	**4,000,000**	**2,452,109**	**125,000**
Expenditures						
Salaries & Benefits	2,331,016	—	—	—	—	—
Other Operating Expenditures	2,208,345	4,935,000	235,279	2,963,695	992,000	125,000
Resource and Production	—	—	—	—	—	—
Contribution in Lieu & Franchise Fees	—	—	—	—	—	—
Interfund Services	130,092	—	—	1,036,305	1,460,109	—
Subtotal Expenditures	4,669,453	4,935,000	235,279	4,000,000	2,452,109	125,000
Debt Service	—	—	—	—	—	—
Capital Improvement	—	—	—	—	—	—
Total Appropriations	**4,669,453**	**4,935,000**	**235,279**	**4,000,000**	**2,452,109**	**125,000**
ESTIMATED ENDING FUND BALANCE, 6/30/2017	**$ 1,420,635**	**$ 13,649,437**	**$ 588,582**	**$ 4,228,426**	**$ 3,972,135**	**$ 232,768**

(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 2015-16.

ESTIMATED FUND BALANCES
CAPITAL IMPROVEMENT PROJECT FUNDS

	Streets & Highways (525,531,533)	General Government (532,535,536,537, 537,539,938,939)	TOTAL ALL FUNDS
ESTIMATED BEGINNING FUND BALANCE, 7/1/2016 (a)	**$ 1,644,406**	**$ 2,728,085**	**$ 191,112,087**
Revenue			
Property Tax	—	—	46,690,000
Sales Tax	—	—	64,267,475
Transient Occupancy Tax	—	—	20,000,000
Franchise Tax	—	—	3,853,800
Documentary Transfer Tax	—	—	1,500,000
Licenses and Permits	—	—	9,594,000
Fines and Penalties	—	—	1,870,300
Use of Money & Property	—	—	22,222,930
From Other Agencies	600,000	672,000	6,527,515
Charges for Current Services	200,000	4,412,736	546,282,808
Other Revenue	—	—	21,107,626
Direct Revenue-Capital Improvement	—	—	6,072,000
Subtotal Revenue	800,000	5,084,736	749,988,454
Interfund Transfers	25,000	(31,747)	(733,536)
Other Financing Sources			
Reserve Transfers	324,000	14,841,569	(6,459,618)
Bond Proceeds	—	—	—
Subtotal Other Financing Sources	324,000	14,841,569	(6,459,618)
TOTAL REVENUE, TRANSFERS & OTHER FINANCING SOURCES	**1,149,000**	**19,894,558**	**742,795,300**
Expenditures			
Salaries & Benefits	—	—	212,629,550
Other Operating Expenditures	—	—	81,889,510
Resource and Production	—	—	300,247,973
Contribution in Lieu & Franchise Fees	—	—	20,307,620
Interfund Services	—	—	30,145,108
Subtotal Expenditures	—	—	645,219,761
Debt Service	—	—	21,720,772
Capital Improvement	1,848,500	20,234,878	86,629,032
Total Appropriations	**1,848,500**	**20,234,878**	**753,569,565**
ESTIMATED ENDING FUND BALANCE, 6/30/2017	**$ 944,906**	**$ 2,387,765**	**$ 180,337,822**

(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 2015-16.

ESTIMATED RESOURCES
ALL FUNDS

Revenue Accounts	TOTALS	General Funds
Taxes:		
Property Tax:		
Secured	$ 44,440,000	$ 44,440,000
Unsecured	2,250,000	2,250,000
Subtotal - Property Tax	**46,690,000**	**46,690,000**
Sales Tax	64,267,475	64,267,475
Transient Occupancy Tax	20,000,000	20,000,000
Franchise Tax	3,853,800	3,853,800
Document Transfer Tax	1,500,000	1,500,000
Total Taxes	**136,311,275**	**136,311,275**
Licenses and Permits:		
Business Licenses	915,000	915,000
Building Permits	6,000,000	6,000,000
Electric Permits	750,000	750,000
Plumbing Permits	650,000	650,000
Mechanical Permits	550,000	550,000
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	**9,594,000**	**9,594,000**
Fines and Penalties		
Traffic Fines	655,300	655,300
California Vehicle Code	230,000	230,000
Library Fines	210,000	210,000
Collection Charges	775,000	775,000
Total Fines and Penalties	**1,870,300**	**1,870,300**
Use of Money and Property:		
Sale of Land	3,000,000	—
Interest Income	3,631,693	1,000,000
Rents and Leases	15,581,237	12,568,347
Miscellaneous Money and Property	10,000	10,000
Total Money and Property	**22,222,930**	**13,578,347**
Revenue from Other Agencies		
Donations	60,000	—
Community Devel. Block Grant	735,278	—
HOME/CDBG Program Income	767,237	—
Principal Income	124,000	—
Vehicle Registration Fee	600,000	—
Homeowners Tax Relief	165,000	165,000
Highway User Tax (2103, 2105, 2106, 2107)	2,480,000	—
Misc. Revenue from Other Agencies	1,596,000	205,000
Total Rev. from Other Agencies	**6,527,515**	**370,000**

ESTIMATED RESOURCES
ALL FUNDS

Special Revenue Funds	Capital Improvement Project Funds	Enterprise Funds	Internal Service Funds
$ —	$ —	$ —	$ —
—	—	—	—
—	—	—	—
—	—	—

ESTIMATED RESOURCES
ALL FUNDS

Revenue Accounts	TOTALS	General Funds
Charges for Current Services:		
Customer Service Charges	$ 462,339,564	$ —
Recreation Programs	2,250,100	2,250,100
Engineering Fees	2,340,455	2,340,455
Storm Drain Lot Fee	1,470,000	—
Planning and Zoning Fees	800,000	800,000
Inter-department Services	34,504,640	22,916,355
Refuse Collection Charges	19,991,175	—
Sales-Facilities, Labor & Other	581,150	—
Equipment Amortization	2,966,247	—
Solar Installation and Service Charge	133,000	—
Clean-up campaign	2,021,000	—
Plan Check and Sign Fees	5,000,000	5,000,000
Police Monitored Alarm Fee	108,900	108,900
Fire Prevention Fees	4,205,000	4,205,000
Sales-Bulk Power, Steam Sales, Gas Wells	1,211,534	—
Household Hazardous Waste Charge	161,000	—
Misc. Charges for Current Services	6,199,043	1,795,100
Total Charges for Current Services	**546,282,812**	**39,415,910**
Other Revenue:		
Contribution in-Lieu of Taxes	19,652,620	19,652,620
Damage Recoveries	56,500	—
Miscellaneous Other Revenue	1,398,506	460,006
Total Other Revenue	**21,107,626**	**20,112,626**
TOTAL - DIRECT REVENUE	**743,916,454**	**221,252,454**
Contingent/Reserve Transfers, Loans and Designations:		
Interfund Transfers		
Transfer from (to) Sports & Open Space Authority	(876,449)	(521,809)
Transfer from (to) Storm Drain	—	1,098,528
Transfer from (to) Gas Tax (2105, 2107)	728,900	728,900
Transfer from (to) Maintenance Districts	(774,076)	(774,076)
Transfer from (to) General Fund	45,176	—
Transfer from (to) Electric Utility	1,087,632	—
Transfer from (to) Water Utility	156,271	—
Transfer from (to) Sewer Utility	98,054	—
Transfer from (to) Solid Waste Utility	86,058	—
Transfer from (to) Auto Services	13,316	—
Transfer from (to) Misc	111,748	111,748
Transfer from (to) Non-Expendable Trust Funds	31,000	—
Transfer from (to) Other Funds	(1,441,166)	165
Total Interfund Transfers	**(733,536)**	**643,456**

ESTIMATED RESOURCES
ALL FUNDS

Special Revenue Funds	Capital Improvement Project Funds	Enterprise Funds	Internal Service Funds
$ —	$ —	$ 462,339,564	$ —
—	—	—	—
—	—	—	—
—	1,470,000	—	—
—	—	—	—
—	—	620,500	10,967,789
—	—	19,991,175	—
—	—	581,150	—
—	—	—	2,966,247
—	—	133,000	—
—	—	2,021,000	—
—	—	—	—
—	—	—	—
—	—	—	—
—	—	1,211,534	—
—	—	161,000	—
741,207	3,142,736	520,000	—
741,207	**4,612,736**	**487,578,923**	**13,934,036**
—	—	—	—
—	—	51,500	5,000
—	—	796,000	142,500
—	**—**	**847,500**	**147,500**
5,100,419	**5,884,736**	**497,597,309**	**14,081,536**
—	(354,640)	—	—
—	(1,093,438)	—	—
—	—	—	—
—	—	—	—
45,176	—	—	—
—	1,087,632	—	—
—	156,271	—	—
—	98,054	—	—
—	86,058	—	—
—	13,316	—	—
—	—	—	—
—	—	31,000	—
—	—	(1,433,105)	(13,316)
45,176	**(6,747)**	**(1,402,105)**	**(13,316)**

ESTIMATED RESOURCES
ALL FUNDS

Revenue Accounts	TOTALS	General Funds
Reserve Transfers		
Transfer from (to) Building Inspection Reserve	$ (2,317,086)	$ (2,500,000)
Transfer from (to) Fund Reserves	5,259,081	—
Transfer from (to) Assessment District	66,000	—
Transfer from (to) REC and GHG Reserves	7,631,521	—
Transfer from (to) Enterprise Fund Reserves	(14,449,736)	—
Transfer from (to) Working Capital Reserve	(2,556,056)	(2,883,799)
Transfer from (to) Capital Project Reserve	(93,345)	(12,600,000)
Total Reserve Transfers	**(6,459,621)**	**(17,983,799)**
Total Contingent/Reserve Transfers, Loans and Designations	**(7,193,157)**	**(17,340,343)**
Resources After Reserve Transfers, Loans and Designations-Operations	**736,723,297**	**203,912,111**
Direct Revenue - Capital Improvement	6,072,000	—
Debt Financing	—	—
Resources After Direct Revenue/Debt Proceeds - Capital Projects	**742,795,297**	**203,912,111**
Estimated Use of Fund Balance	**10,774,268**	**—**
TOTAL ESTIMATED RESOURCES	**$ 753,569,565**	**$ 203,912,111**

ESTIMATED RESOURCES
ALL FUNDS

Special Revenue Funds	Capital Improvement Project Funds	Enterprise Funds	Internal Service Funds
$ —	$ 182,914	$ —	$ —
2,613,802	2,410,000	—	235,279
—	66,000	—	—
—	—	7,631,521	—
—	—	(14,449,736)	—
—	—	327,743	—
—	12,506,655	—	—
2,613,802	**15,165,569**	**(6,490,472)**	**235,279**
2,658,978	**15,158,822**	**(7,892,577)**	**221,963**
7,759,397	**21,043,558**	**489,704,732**	**14,303,499**
—	—	6,072,000	—
—	—	—	—
7,759,397	**21,043,558**	**495,776,732**	**14,303,499**
7,621,102	**1,039,820**	**—**	**2,113,342**
$ 15,380,499	**$ 22,083,378**	**$ 495,776,732**	**$ 16,416,841**

ESTIMATED RESOURCES GENERAL FUNDS			
Revenue Accounts	**TOTALS**	**001 General Fund**	**431, 441 Debt Service Fund**
Taxes:			
Property Tax:			
Secured	$ 44,440,000	$ 44,440,000	$ —
Unsecured	2,250,000	2,250,000	—
Subtotal - Property Tax	**46,690,000**	**46,690,000**	**—**
Sales Tax	64,267,475	64,267,475	—
Transient Occupancy Tax	20,000,000	20,000,000	—
Franchise Tax	3,853,800	3,853,800	—
Document Transfer Tax	1,500,000	1,500,000	—
Total - Taxes	**136,311,275**	**136,311,275**	**—**
Licenses and Permits:			
Business Licenses	915,000	915,000	—
Building Permits	6,000,000	6,000,000	—
Electric Permits	750,000	750,000	—
Plumbing Permits	650,000	650,000	—
Mechanical Permits	550,000	550,000	—
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	**9,594,000**	**9,594,000**	**—**
Fines and Penalties:			
Traffic Fines	655,300	655,300	—
California Vehicle Code	230,000	230,000	—
Library Fines	210,000	210,000	—
Collection Charges	775,000	775,000	—
Total - Fines and Penalties	**1,870,300**	**1,870,300**	**—**
Use of Money and Property:			
Interest Income	1,000,000	1,000,000	—
Rents and Leases	12,568,347	12,568,347	—
Miscellaneous Money and Property	10,000	10,000	—
Total - Money and Property	**13,578,347**	**13,578,347**	**—**
Revenue from Other Agencies:			
Homeowners Tax Relief	165,000	165,000	—
Misc. Revenue from Other Agencies	205,000	205,000	—
Total - Revenue from Other Agencies	**$ 370,000**	**$ 370,000**	**$ —**

ESTIMATED RESOURCES
GENERAL FUNDS

Revenue Accounts	TOTALS	001 General Fund	431, 441 Debt Service Fund
Charges for Current Services:			
Recreation Programs	$ 2,250,100	$ 2,250,100	$ —
Engineering Fees	2,340,455	2,340,455	—
Planning and Zoning Fees	800,000	800,000	—
Inter-department Services	22,916,355	22,916,355	—
Plan Check and Sign Fees	5,000,000	5,000,000	—
Fire Prevention and Haz Mat Fees	4,205,000	4,205,000	—
Police Monitored Alarm Fees	108,900	108,900	—
Misc. Charges for Current Services	1,795,100	1,795,100	—
Total - Charges for Current Services	**39,415,910**	**39,415,910**	**—**
Other Revenue			
Contribution In-lieu of Taxes	19,652,620	19,652,620	—
Miscellaneous Other Revenue	460,006	460,006	—
Total - Other Revenue	**20,112,626**	**20,112,626**	**—**
TOTAL - DIRECT REVENUE	**221,252,458**	**221,252,458**	**—**
Contingent / Reserve Transfers and Designations:			
Transfer from (to) Working Capital Reserve	(2,883,799)	(2,883,799)	—
Transfer from (to) Building Inspection Reserve	(2,500,000)	(2,500,000)	—
Transfer from (to) Capital Project Reserve	(12,600,000)	(12,600,000)	—
Total - Contingent / Reserve Transfers	**(17,983,799)**	**(17,983,799)**	**—**
Interfund Transfers:			
Transfer from (to) Public Donations	165	165	—
Transfer from (to) Debt Service	—	(2,504,030)	2,504,030
Transfer from (to) Sports & Open Space Auth.	(521,809)	(521,809)	—
Transfer from (to) Storm Drain	1,098,528	1,098,528	—
Transfer from (to) Gas Tax	728,900	728,900	—
Transfer from (to) Misc	111,748	111,748	—
Transfer from (to) Maintenance Districts	(774,076)	(774,076)	—
Total - Interfund Transfers	**643,456**	**(1,860,574)**	**2,504,030**
TOTAL ESTIMATED RESOURCES	**$ 203,912,111**	**$ 201,408,081**	**$ 2,504,030**

ESTIMATED RESOURCES
SPECIAL REVENUE FUNDS

Revenue Accounts	TOTALS	025 026 Maintenance Districts	111 Recreation Programs
Use of Money and Property:			
Interest Income	$ 64,697	$ 1,197	$ —
Rents and Royalties	30,000	—	—
Total - Use of Money and Property	**94,697**	**1,197**	**—**
Revenue from Other Agencies:			
Community Development Block Grant	735,278	—	—
HOME/CDBG Program Income	767,237	—	—
Principal Income	124,000	—	—
Rents and Royalties	—	—	—
Gas Tax	2,480,000	—	—
Misc. Revenue from Other Agencies	158,000	—	158,000
Total - Revenue from Other Agencies	**4,264,515**	**—**	**158,000**
Charges for Current Services:			
Misc. Charges for Current Srvcs	741,207	741,207	—
Total - Charges for Current Services	**741,207**	**741,207**	**—**
Other:			
City Housing Developer In Lieu	—	—	—
Total - Other	**—**	**—**	**—**
TOTAL DIRECT REVENUE	**5,100,419**	**742,404**	**158,000**
Reserve Transfers:			
Transfer from (to) Fund Reserves	2,613,802	—	—
Total - Reserve Transfers	**2,613,802**	**—**	**—**
Interfund Transfers:			
Transfer from (to) General Fund	45,176	774,076	—
Total - Interfund Transfers	**45,176**	**774,076**	**—**
Estimated Use of Fund Balance	**7,621,102**	**—**	**—**
TOTAL ESTIMATED RESOURCES	**$ 15,380,499**	**$ 1,516,480**	**$ 158,000**

ESTIMATED RESOURCES
SPECIAL REVENUE FUNDS

562 Community Services HUD Program	164 Housing Authority Fund	165 Affordable Housing Fund	169 Housing Successor Agency	521 Streets & Highways Fund
$ —	$ 7,000	$ 14,500	$ 42,000	$ —
—	—	—	30,000	—
—	**7,000**	**14,500**	**72,000**	**—**
735,278	—	—	—	—
767,237	—	—	—	—
—	—	—	124,000	—
—	—	—	—	—
—	—	—	—	2,480,000
—	—	—	—	—
1,502,515	**—**	**—**	**124,000**	**2,480,000**
—	—	—	—	—
—	**—**	**—**	**—**	**—**
—	—	—	—	—
—	**—**	**—**	**—**	**—**
1,502,515	**7,000**	**14,500**	**196,000**	**2,480,000**
970,552	272,052	1,161,165	857,648	(647,615)
970,552	**272,052**	**1,161,165**	**857,648**	**(647,615)**
—	—	—	—	(728,900)
—	**—**	**—**	**—**	**(728,900)**
—	**—**	**—**	**—**	**7,621,102**
$ 2,473,067	**$ 279,052**	**$ 1,175,665**	**$ 1,053,648**	**$ 8,724,587**

ESTIMATED RESOURCES
ENTERPRISE FUNDS

Revenue Accounts	TOTALS	091, 191, 491, 534, 591 Electric Utility
Use of Money and Property:		
Interest Income	$ 2,566,996	$ 1,902,696
Sale of Land	3,000,000	3,000,000
Rents & Leases	2,982,890	2,982,890
Total Money and Property	**8,549,886**	**7,885,586**
Revenue from Other Agencies:		
Misc. Revenue from Other Agencies	621,000	—
Total - Revenue From Other Agencies	**621,000**	**—**
Charges for Current Services:		
Customer Service Charges	462,339,564	381,695,289
Refuse Collection Charges	19,991,175	—
Clean-up Campaign Charges	2,021,000	—
Household Hazardous Waste Charges	161,000	—
Inter-department Services	620,500	538,900
Sales - Facilities, Labor & Other	581,150	—
Solar Installation and Service Charge	133,000	—
Sales - Bulk Power, Steam Sales, Gas Wells	1,211,534	1,211,534
Miscellaneous Charges for Current Services	520,000	—
Total - Charges for Current Services	**487,578,923**	**383,445,723**
Other Revenue:		
Damage Recoveries	51,500	50,000
Miscellaneous Other Revenue	796,000	750,000
Total - Other Revenue	**847,500**	**800,000**
TOTAL DIRECT REVENUE, OPERATING	**497,597,309**	**392,131,309**
Contingent / Reserve Transfers and Loan:		
Interfund Transfers		
Transfer from (to) Non-Expendable Trust Funds	31,000	—
Transfer from (to) Other Funds	(1,433,105)	(587,632)
Reserve Transfers		
Transfer from (to) Enterprise Fund Reserves	(14,449,736)	(19,021,402)
Transfer from (to) REC and GHG Reserves	7,631,521	7,631,521
Transfer from (to) the Capital Projects Reserve	—	—
Transfer from (to) Working Capital Reserve	327,743	—
Total - Contingent / Reserve Transfers and Loans	**(7,892,577)**	**(11,977,513)**
TOTAL ESTIMATED RESOURCES, OPERATING	**489,704,732**	**380,153,796**
Direct Revenue - Capital Improvement	6,072,000	4,100,000
Debt Financing	—	—
Estimated Use of Fund Balance	—	—
TOTAL ESTIMATED RESOURCES	**$ 495,776,732**	**$ 384,253,796**

ESTIMATED RESOURCES
ENTERPRISE FUNDS

092, 592 Water Utility	097, 497, 597 Water Recycling	094, 494, 594 Sewer Utility	096, 596 Solid Waste	093, 593 Cemetery
$ 215,000	$ 23,000	$ 426,300	$ —	$ —
—	—	—	—	—
—	—	—	—	—
215,000	**23,000**	**426,300**	**—**	**—**
—	310,000	65,000	246,000	—
—	**310,000**	**65,000**	**246,000**	**—**
38,750,000	4,580,000	37,314,275	—	—
—	—	—	19,991,175	—
—	—	—	2,021,000	—
—	—	—	161,000	—
—	—	64,600	17,000	—
—	—	—	—	581,150
133,000	—	—	—	—
—	—	—	—	—
520,000	—	—	—	—
39,403,000	**4,580,000**	**37,378,875**	**22,190,175**	**581,150**
—	—	1,500	—	—
—	—	46,000	—	—
—	**—**	**47,500**	**—**	**—**
39,618,000	**4,913,000**	**37,917,675**	**22,436,175**	**581,150**
—	—	—	—	31,000
(406,271)	—	(348,054)	(86,058)	(5,090)
3,834,451	(316,128)	1,188,780	(135,437)	—
—	—	—	—	—
—	—	—	—	—
—	—	—	—	327,743
3,428,180	**(316,128)**	**840,726**	**(221,495)**	**353,653**
43,046,180	**4,596,872**	**38,758,401**	**22,214,680**	**934,803**
480,000	—	1,475,000	17,000	—
—	—	—	—	—
—	—	—	—	—
$ 43,526,180	**$ 4,596,872**	**$ 40,233,401**	**$ 22,231,680**	**$ 934,803**

ESTIMATED RESOURCES
INTERNAL SERVICE FUNDS

Revenue Accounts	TOTALS	053 Vehicle Maintenance
Charges for Current Services:		
Inter-department Services	$ 10,967,789	$ 4,390,680
Equipment Amortization	2,966,247	—
Total-Charges for Current Services	**13,934,036**	**4,390,680**
Other Revenue:		
Damage Recoveries	5,000	5,000
Miscellaneous Other Revenue	142,500	37,500
Total-Other Revenue	147,500	42,500
TOTAL DIRECT REVENUE	**14,081,536**	**4,433,180**
Transfers:		
Transfer from (to) Fund Reserves	235,279	—
Interfund Transfer from (to) Other Funds	(13,316)	(13,316)
Total - Transfers	**221,963**	**(13,316)**
Estimated Use of Fund Balance	2,113,342	249,589
TOTAL ESTIMATED RESOURCES	**$ 16,416,841**	**$ 4,669,453**

ESTIMATED RESOURCES
INTERNAL SERVICE FUNDS

050 Vehicle Acquisition	048 Communications Acquisition	081 Workers' Compensation	082 Special Liab Insurance	087 Unemployment Insurance
$ —	$ —	$ 4,000,000	$ 2,452,109	$ 125,000
2,966,247	—	—	—	—
2,966,247	**—**	**4,000,000**	**2,452,109**	**125,000**
—	—	—	—	—
105,000	—	—	—	—
105,000	—	—	—	—
3,071,247	**—**	**—**	**—**	**—**
—	235,279	—	—	—
—	—	—	—	—
—	**235,279**	**—**	**—**	—
1,863,753	—	—	—	—
$ 4,935,000	**$ 235,279**	**$ 4,000,000**	**$ 2,452,109**	**$ 125,000**

ESTIMATED RESOURCES
CAPITAL IMPROVEMENT PROJECT FUNDS*

Revenue Accounts	TOTALS	525, 531, 533 Streets and Highways	532, 535, 536, 537, 538, 539 General Government
Revenue From Other Agencies:			
Donations	$ 60,000	$ —	$ 60,000
Vehicle Registration Fees	600,000	600,000	—
Grants from Other Agencies	612,000	—	612,000
Subtotal Revenue from Other Agencies	**1,272,000**	**600,000**	**672,000**
Charges for Current Services:			
Storm Drain Customer Service Charges	1,470,000	—	1,470,000
Developer Contributions	3,142,736	200,000	2,942,736
Subtotal Charges for Current Services	**4,612,736**	**200,000**	**4,412,736**
TOTAL DIRECT REVENUE	**5,884,736**	**800,000**	**5,084,736**
Contingent / Reserve Transfers:			
Transfer from (to) Fund Reserves	2,410,000	—	2,410,000
Transfer from (to) Special Revenue Funds	—	—	—
Transfer from (to) Building Inspection Reserve	182,914	—	182,914
Transfer from (to) Assessment District	66,000	66,000	—
Transfer from (to) the Capital Projects Reserve	12,506,655	258,000	12,248,655
Subtotal Transfers	**15,165,569**	**324,000**	**14,841,569**
Resources After Contingent / Reserve Transfers and Loans	**21,050,305**	**1,124,000**	**19,926,305**
Interfund Transfers:			
Transfer from (to) Electric Utility	1,087,632	25,000	1,062,632
Transfer from (to) Water Utility	156,271	—	156,271
Transfer from (to) Sewer Utility	98,054	—	98,054
Transfer from (to) Solid Waste Utility	86,058	—	86,058
Transfer from (to) Cemetery	5,090	—	5,090
Transfer from (to) Auto Services	13,316	—	13,316
Transfer from (to) Stadium Authority	(354,640)	—	(354,640)
Transfer from (to) Storm Drain	(1,098,528)	—	(1,098,528)
Subtotal Interfund Transfers	**(6,747)**	**25,000**	**(31,747)**
Estimated Use of Fund Balance	**1,039,820**	**699,500**	**340,320**
TOTAL ESTIMATED RESOURCES	**$ 22,083,378**	**$ 1,848,500**	**$ 20,234,878**

* 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).

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Appropriations by Program and Department

Program Number	Program Name	Totals	OPERATING Salaries and Benefits	OPERATING Other Operating Expenditures
	CITY COUNCIL			
1611	City Council Operations	$ 620,931	$ 557,419	$ 48,780
	Total - City Council	620,931	557,419	48,780
	CITY CLERK			
2311	Council/Administration Support	420,373	379,078	25,276
2312	Public Information/Legislative Records Management	745,808	273,869	64,971
2313	Elections/Political Reform Act	1,000,543	335,186	656,825
2321	City Auditor	180,648	160,649	14,560
	Total - City Clerk	2,347,372	1,148,783	761,632
	CITY ATTORNEY			
2411	Administration	1,142,841	1,060,127	56,591
2412	Litigation	511,695	483,598	19,969
	Total - City Attorney	1,654,536	1,543,725	76,560
	CITY MANAGER			
1011	Management & Administration	2,080,282	1,498,549	556,300
1012	Successor Agency/Authority/SOSA Administration	1,451,155	443,456	449,910
1013	Property Management	662,081	382,711	222,500
1042	Advertising/Community Promotion	2,646,614	247,663	2,393,604
1043	Contract Management	681,062	274,050	379,485
1045	Mandated Program Administration	59,743	17,096	42,408
1046	Video Services	417,814	314,241	101,800
	Total - City Manager	7,998,751	3,177,766	4,146,007
	GENERAL PURPOSE PROGRAMS			
081/0136	Workers Compensation	4,000,000	—	2,963,695
082/0141	Special Liability Insurance Claim	2,452,109	—	992,000
087/0155	Unemployment Insurance Clearing A	125,000	—	125,000
3611	Citywide Program	93,098	(1,500,000)	1,592,499
431/xxxx	General Operating Debt Service	2,504,030	—	—
	Total - General Purpose Programs	9,174,237	(1,500,000)	5,673,194
	INFORMATION TECHNOLOGY			
1911	Application Services	518,854	475,096	33,400
1912	Web Services	575,658	205,359	162,100
1913	GIS Services	59,000	20,000	39,000
1921	Infrastructure and Support	4,167,773	904,337	1,077,520
1931	IT Contract Services	5,275,962	—	5,270,969
1941	Telecommunication Services	625,980	150,000	475,810
	Total - Information Technology	11,223,227	1,754,792	7,058,799
	HUMAN RESOURCES			
2514	Benefits, Compensation, and Records	953,935	785,367	143,064
2515	Workers' Comp, Safety and Staff Development	643,416	612,277	25,660
2521	Recruitment, Selection & Classification	1,007,957	828,582	164,049
2525	RC&SD-Labor Relations	763,073	460,055	303,018
	Total - Human Resources	3,368,381	2,686,281	635,791

Appropriations by Program and Department

OPERATING (continued)

Resource and Production	Contribution In-lieu of Taxes & Franchise Fees	Interfund Services	Debt Service	Total Operating Appropriations	Capital Improvements
$ —	$ —	$ 14,732	$ —	$ 620,931	$ —
—	—	14,732	—	620,931	—
—	—	16,019	—	420,373	—
—	—	6,968	—	345,808	400,000
—	—	8,532	—	1,000,543	—
—	—	5,439	—	180,648	—
—	—	36,959	—	1,947,374	400,000
—	—	26,123	—	1,142,841	—
—	—	8,128	—	511,695	—
—	—	34,251	—	1,654,536	—
—	—	25,433	—	2,080,282	—
—	—	7,789	—	901,155	550,000
—	—	6,870	—	612,081	50,000
—	—	5,347	—	2,646,614	—
—	—	27,527	—	681,062	—
—	—	239	—	59,743	—
—	—	1,773	—	417,814	—
—	—	74,978	—	7,398,751	600,000
—	—	1,036,305	—	4,000,000	—
—	—	1,460,109	—	2,452,109	—
—	—	—	—	125,000	—
—	—	599	—	93,098	—
—	—	—	2,504,030	2,504,030	—
—	—	2,497,013	2,504,030	9,174,237	—
—	—	10,358	—	518,854	—
—	—	8,199	—	375,658	200,000
—	—	—	—	59,000	—
—	—	35,916	—	2,017,773	2,150,000
—	—	4,993	—	5,275,962	—
—	—	170	—	625,980	—
—	—	59,636	—	8,873,227	2,350,000
—	—	25,504	—	953,935	—
—	—	5,479	—	643,416	—
—	—	15,326	—	1,007,957	—
—	—	—	—	763,073	—
—	—	46,309	—	3,368,381	—

Appropriations by Program and Department

Program Number	Program Name	Totals	OPERATING Salaries and Benefits	OPERATING Other Operating Expenditures
	FINANCE			
3312	Cash Management	430,634	404,007	18,010
3315	Financial Analysis	1,014,775	888,158	104,510
3322	General Accounting	2,956,230	1,652,565	379,380
3323	Payroll	538,545	521,192	3,000
3324	Accounts Payable	206,241	192,000	8,800
3325	Receivables/Fixed Assets	180,887	175,812	200
3332	Utility Billing Services	2,715,056	1,444,089	499,155
3333	Revenue Receipting - Cashiering	637,957	525,127	99,650
3334	Business Certificate	291,452	239,806	43,800
3335	Field Services	1,145,030	1,037,755	20,000
3336	Administration	269,224	261,940	260
3337	Contact Center/Communication	594,505	563,336	16,370
3341	Warehouse	826,075	754,506	8,850
3343	Purchasing	259,476	244,210	10,175
3344	Mail Services	32,086	25,000	7,085
3362	City-Wide Fiscal Planning & Administration	429,811	335,188	58,530
3363	Special Projects	167,899	163,578	—
	Total - Finance	12,695,883	9,428,269	1,277,775
	PARKS AND RECREATION			
1112	Senior Nutrition	158,000	40,648	117,352
1121	Parks & Recreation Administration	337,446	337,446	—
1122	Park Development	133,439	133,439	—
1123	Park Projects	38,286	38,286	—
1132	Park Maintenance	12,350,803	4,653,947	1,335,142
1133	Pool Maintenance	1,181,520	612,870	550,290
1134	Building Maintenance	1,279,685	810,094	246,663
1135	Park Operations	346,428	275,415	55,424
1141	Health and Wellness	171,339	171,339	—
1142	Recreation Operations	469,696	382,341	65,275
1143	Youth Activity Center	1,037,357	782,898	215,703
1144	Senior Center	1,396,452	1,188,631	140,826
1145	Community Recreation Center	2,627,257	1,271,466	809,029
1146	Recreation Facilities	108,968	106,166	1,000
1147	Aquatics	359,587	351,558	2,556
1148	Adult Sports	235,108	203,422	27,463
1149	Teen Center	685,355	591,972	53,901
1162	Maintenance of Grounds	635,558	447,429	117,193
1163	Maintenance of Buildings	48,764	36,308	11,895
1164	Cemetery Operations	250,479	166,060	7,085
1171	CW Special Events	402,813	212,169	187,157
	Total - Parks and Recreation	24,254,340	12,813,904	3,943,954

Appropriations by Program and Department

OPERATING (continued)

Resource and Production	Contribution In-lieu of Taxes & Franchise Fees	Interfund Services	Debt Service	Total Operating Appropriations	Capital Improvements
—	—	8,617	—	430,634	—
—	—	22,107	—	1,014,775	—
—	—	44,285	—	2,076,230	880,000
—	—	14,353	—	538,545	—
—	—	5,441	—	206,241	—
—	—	4,875	—	180,887	—
—	—	36,062	—	1,979,306	735,750
—	—	13,180	—	637,957	—
—	—	7,846	—	291,452	—
—	—	87,275	—	1,145,030	—
—	—	7,024	—	269,224	—
—	—	14,799	—	594,505	—
—	—	62,719	—	826,075	—
—	—	5,091	—	259,476	—
—	—	1	—	32,086	—
—	—	36,093	—	429,811	—
—	—	4,321	—	167,899	—
—	—	374,089	—	11,080,133	1,615,750
—	—	—	—	158,000	—
—	—	—	—	337,446	—
—	—	—	—	133,439	—
—	—	—	—	38,286	—
—	—	646,658	—	6,635,747	5,715,056
—	—	18,360	—	1,181,520	—
—	—	22,928	—	1,079,685	200,000
—	—	15,589	—	346,428	—
—	—	—	—	171,339	—
—	—	22,080	—	469,696	—
—	—	13,756	—	1,012,357	25,000
—	—	21,995	—	1,351,452	45,000
—	—	21,762	—	2,102,257	525,000
—	—	1,802	—	108,968	—
—	—	5,473	—	359,587	—
—	—	4,223	—	235,108	—
—	—	14,482	—	660,355	25,000
—	—	70,936	—	635,558	—
—	—	561	—	48,764	—
—	—	77,334	—	250,479	—
—	—	3,487	—	402,813	—
—	—	961,426	—	17,719,284	6,535,056

Appropriations by Program and Department

Program Number	Program Name	Totals	OPERATING Salaries and Benefits	OPERATING Other Operating Expenditures
	LIBRARY			
1221	Administration	876,184	701,594	112,025
1231	Youth Services	1,048,379	904,769	135,600
1232	Young Adult	177,118	163,234	11,900
1233	Mission Library	360,837	277,060	76,000
1234	Extension Services	334,843	332,340	200
1235	Northside Branch Library	1,107,281	797,514	296,058
1241	Reference and Adult Collections	1,517,489	954,141	547,700
1244	Local History	148,691	142,807	3,375
1245	Circulation	1,863,724	1,811,128	32,000
1251	Technical Services	931,104	812,286	109,793
1271	Facilities	855,207	225,064	626,595
1272	Technology	699,317	478,865	215,445
	Total - Library	9,920,174	7,600,802	2,166,691
	COMMUNITY DEVELOPMENT			
5522	Current Planning	1,407,220	1,313,042	49,816
5523	Advanced Planning	859,220	833,468	14,646
5524	Planning Services	571,709	560,564	1,723
5525	Enforcement Services	398,631	389,349	2,100
5532	Plan Review and Permit Services	3,303,207	3,029,936	232,481
5533	Field Inspection	2,694,803	2,521,316	67,040
5534	Housing Inspection	109,395	84,745	23,000
5542	Community Service-Fed State Grant Administration	353,084	312,045	30,517
5543	Community Service-NCIP	1,393,601	301,645	6,793
5544	Community Service-Community Development Projects	1,254,592	237,345	71,628
5545	Community Service-Affordable Housing	569,147	355,777	207,402
169/9041	Housing Successor Agency	1,053,648	50,000	840,500
165/5547	Affordable Housing	1,175,665	125,000	947,500
164/5546	Housing Authority	279,052	50,000	144,500
	Total - Community Development	15,422,974	10,164,232	2,639,646
	PUBLIC WORKS			
	Street			
2911	Street Maintenance	2,877,563	1,843,925	291,176
2921	Storm Maintenance	2,451,249	566,047	242,527
2924	Urban Runoff Pollution Prevention Program	1,207,845	538,249	386,525
2951	Landscape Maintenance	4,138,475	2,527,654	840,733
2952	Street Tree Program	1,054,050	679,887	356,621
2971	Traffic Maintenance	1,403,165	1,135,185	162,000
2931	Garbage Collection & Disposal	15,242,794	221,451	251,600
2932	Clean Green	2,340,545	54,407	—
2933	Clean-up Campaign - Solid Waste	2,006,929	121,848	1,124,045
2934	Residential Recycling	1,669,130	151,877	3,577
2935	Street Sweeping	879,152	497,213	29,255
2936	Household Hazardous Waste	93,131	32,126	60,251
2941	Downtown Parking District	177,794	66,992	99,920
2961	Convention Center Maintenance District	1,338,685	22,366	1,233,194
	Subtotal - Street	36,880,507	8,459,227	5,081,424

Appropriations by Program and Department

OPERATING (continued)

Resource and Production	Contribution In-lieu of Taxes & Franchise Fees	Interfund Services	Debt Service	Total Operating Appropriations	Capital Improvements
—	—	37,565	—	851,184	25,000
—	—	8,010	—	1,048,379	—
—	—	1,984	—	177,118	—
—	—	7,777	—	360,837	—
—	—	2,303	—	334,843	—
—	—	13,709	—	1,107,281	—
—	—	15,648	—	1,517,489	—
—	—	2,509	—	148,691	—
—	—	20,596	—	1,863,724	—
—	—	9,025	—	931,104	—
—	—	3,548	—	855,207	—
—	—	5,007	—	699,317	—
—	—	127,681	—	9,895,174	25,000
—	—	44,362	—	1,407,220	—
—	—	11,106	—	859,220	—
—	—	9,422	—	571,709	—
—	—	7,182	—	398,631	—
—	—	40,790	—	3,303,207	—
—	—	106,447	—	2,694,803	—
—	—	1,650	—	109,395	—
—	—	10,522	—	353,084	—
—	—	4,366	—	312,804	1,080,797
—	—	3,349	—	312,322	942,270
—	—	5,968	—	569,147	—
—	—	163,148	—	1,053,648	—
—	—	103,165	—	1,175,665	—
—	—	84,552	—	279,052	—
—	—	596,029	—	13,399,907	2,023,067
—	—	442,462	—	2,577,563	300,000
—	—	142,675	—	951,249	1,500,000
—	—	33,071	—	957,845	250,000
—	—	437,088	—	3,805,475	333,000
—	—	17,542	—	1,054,050	—
—	—	105,980	—	1,403,165	—
12,746,000	655,000	918,743	—	14,792,794	450,000
2,283,000	—	3,138	—	2,340,545	—
759,000	—	2,036	—	2,006,929	—
1,511,000	—	2,676	—	1,669,130	—
—	—	352,684	—	879,152	—
—	—	754	—	93,131	—
—	—	10,882	—	177,794	—
—	—	83,125	—	1,338,685	—
17,299,000	655,000	2,552,856	—	34,047,507	2,833,000

Appropriations by Program and Department

Program Number	Program Name	Totals	OPERATING Salaries and Benefits	OPERATING Other Operating Expenditures
	Automotive Services			
2111	Fleet Acquisitions	4,935,000	—	4,935,000
2123	Fleet Management Operations	4,679,453	2,331,016	2,208,345
	Subtotal - Automotive Services	9,614,453	2,331,016	7,143,345
	Building Maintenance			
2222	Maintenance/Repair	3,409,835	1,690,339	204,707
2223	Janitorial	329,852	182,959	142,481
	Subtotal - Building Maintenance	3,739,687	1,873,298	347,188
	Engineering			
4411	Administration-General Services	438,150	302,431	14,972
4412	Administration-Developer Projects	310,989	303,105	—
4413	Administration-Capital Improvement Projects	318,201	308,487	—
4431	Traffic-General Services	587,506	551,488	20,859
4432	Traffic-Developer Projects	346,077	339,535	—
4433	Traffic-Capital Improvement Projects	5,519,141	487,637	—
4434	Traffic Signal Management	1,081,499	446,456	628,900
4435	Traffic Striping and Signing	71,047	69,757	—
4441	Design-General Services	334,539	294,791	30,286
4442	Design-Developer Projects	139,017	134,652	—
4443	Design-Capital Improvement Projects	8,698,810	1,152,740	41,250
4451	Land & Property-General Services	242,646	224,813	12,398
4452	Land & Property-Development Support & Review	1,337,013	1,303,860	—
4461	Field Services-General Services	382,516	190,494	155,374
4462	Field Services-Developer Projects	632,662	619,454	—
4463	Field Services-Capital Improvement Projects	1,145,298	1,100,245	—
	Subtotal - Engineering	21,585,111	7,829,945	904,039
	Total - Public Works	71,819,758	20,493,486	13,475,996

Appropriations by Program and Department

OPERATING (continued)

Resource and Production	Contribution In-lieu of Taxes & Franchise Fees	Interfund Services	Debt Service	Total Operating Appropriations	Capital Improvements
—	—	—	—	4,935,000	—
—	—	130,092	—	4,669,453	10,000
—	—	130,092	—	9,604,453	10,000
—	—	109,789	—	2,004,835	1,405,000
—	—	4,412	—	329,852	—
—	—	114,201	—	2,334,687	1,405,000
—	—	120,747	—	438,150	—
—	—	7,884	—	310,989	—
—	—	9,714	—	318,201	—
—	—	15,159	—	587,506	—
—	—	6,542	—	346,077	—
—	—	7,417	—	495,054	5,024,087
—	—	6,143	—	1,081,499	—
—	—	1,290	—	71,047	—
—	—	9,462	—	334,539	—
—	—	4,365	—	139,017	—
—	—	29,820	—	1,223,810	7,475,000
—	—	5,435	—	242,646	—
—	—	33,153	—	1,337,013	—
—	—	36,648	—	382,516	—
—	—	13,208	—	632,662	—
—	—	20,053	—	1,120,298	25,000
—	—	327,040	—	9,061,024	12,524,087
				—	
17,299,000	655,000	3,124,189	—	55,047,671	16,772,087

Appropriations by Program and Department

Program Number	Program Name	Totals	OPERATING Salaries and Benefits	OPERATING Other Operating Expenditures
	POLICE			
7722	General Patrol	25,740,807	24,594,816	81,663
7723	Traffic	3,339,835	3,211,015	38,732
7724	Special Operations	1,737,662	1,663,498	32,638
7725	Reserves	404,174	342,289	57,100
7726	Animal Control	—	—	—
7732	General Investigations	5,460,141	4,631,205	388,662
7733	SCAT	1,391,272	1,350,181	4,000
7734	Records - Temporary Holding Facility	3,254,424	2,899,413	273,359
7735	Homeland Security Special Events	7,998,289	6,065,835	1,775,000
7742	Administrative Services	3,033,501	2,110,153	287,847
7744	Professional Standards	1,390,593	553,474	309,043
7745	Department Support	3,190,338	548,096	1,269,010
7746	Community Services	3,364,387	3,235,725	38,172
7747	911 Dispatch	7,720,826	4,272,779	324,913
7781	Communications Equipment Acquisition (2703)	235,279	—	235,279
	Total - Police	68,261,528	55,478,479	5,115,418
	FIRE			
7821	Administration	3,147,738	2,379,397	472,524
7822	Emergency Response	33,534,787	30,224,313	405,200
7832	Code Enforcement/Public Education	2,825,484	2,588,691	129,800
7833	Hazardous Materials	1,331,597	1,275,064	1,700
7841	Training	2,028,035	1,803,308	164,200
7861	Paramedic Services	892,570	657,080	171,000
	Total - Fire	43,760,211	38,927,853	1,344,424

Appropriations by Program and Department

OPERATING (continued)					
Resource and Production	Contribution In-lieu of Taxes & Franchise Fees	Interfund Services	Debt Service	Total Operating Appropriations	Capital Improvements
—	—	796,656	—	25,473,135	267,672
—	—	90,088	—	3,339,835	—
—	—	41,526	—	1,737,662	—
—	—	4,785	—	404,174	—
—	—	—	—	—	—
—	—	440,274	—	5,460,141	—
—	—	37,091	—	1,391,272	—
—	—	81,652	—	3,254,424	—
—	—	157,454	—	7,998,289	—
—	—	635,501	—	3,033,501	—
—	—	28,076	—	890,593	500,000
—	—	1,373,232	—	3,190,338	—
—	—	90,490	—	3,364,387	—
—	—	123,134	—	4,720,826	3,000,000
—	—	—	—	235,279	—
—	—	3,899,959	—	64,493,856	3,767,672
—	—	185,817	—	3,037,738	110,000
—	—	1,824,874	—	32,454,387	1,080,400
—	—	106,993	—	2,825,484	—
—	—	54,833	—	1,331,597	—
—	—	60,527	—	2,028,035	—
—	—	49,490	—	877,570	15,000
—	—	2,282,534	—	42,554,811	1,205,400

Appropriations by Program and Department

Program Number	Program Name	Totals	OPERATING Salaries and Benefits	OPERATING Other Operating Expenditures
	ELECTRIC UTILITY			
1311	Rates and Budget	1,005,071	747,538	230,100
1312	Public Benefits	10,039,403	698,707	9,236,862
1313	Key Accounts	5,681,863	1,159,216	688,570
1314	Grants	—	—	—
1315	Green Power Program	700,839	—	700,000
1316	Marketing Customer Service Administration	458,326	442,823	—
1317	Fiber Enterprise	2,224,879	431,518	533,966
1318	Utility Communication Infrastructure	—		—
1321	Administrative Service	271,987,032	940,187	825,600
1324	Compliance	1,374,649	944,322	398,000
1342	Debt Service - 2013A Revenue Bond	5,943,844	—	—
1348	Debt Service - 2008B Sub Revenue Bond Rf	6,619,934	—	—
1349	Debt Service - 2011A Revenue Refund Bond	5,502,888	—	—
1351	SVP Systems Support	10,114,832	2,552,616	3,285,676
1353	Joint Action Coordination	1,528,028	254,930	1,262,415
1356	Resource Management	6,048,043	3,279,613	1,266,000
1358	Risk Management	3,175,013	1,486,380	1,626,700
1361	SVP Engineering	17,826,512	6,028,898	486,000
1362	Power Systems Controls	3,264,742	2,790,677	387,300
1371	Communications & Meter Technical Support	1,211,880	1,080,753	84,000
1372	Substation Maintenance	3,832,221	2,801,405	377,000
1376	Transmission & Distribution	10,430,490	6,122,378	1,955,900
1377	Generation	14,055,438	3,902,652	4,266,974
1378	Field Administration	1,227,871	597,219	510,625
	Total - Electric	384,253,798	36,261,832	28,121,688
	WATER AND SEWER UTILITIES			
1411	Administration/Design Engineering	3,190,815	2,564,502	304,810
1412	Water Quality	289,568	106,306	151,500
1413	Water Resources	216,057	196,380	5,400
1422	Water System Maintenance	1,964,716	1,104,711	580,883
1423	Water System Construction	7,649,604	1,991,958	59,083
1424	Water System Operations	29,985,581	1,887,214	2,219,284
1511	Sewer System Administration	2,764,535	1,157,660	1,486,585
1512	Sewer System Maintenance	2,073,006	1,642,346	231,330
1514	Sewer Operations	2,058,667	604,138	99,230
1515	S.J./Santa Clara Water Pollution Control Plant	30,482,752	34,305	—
1516	Storm Pump Maintenance	141,365	132,053	—
1519	Sewer Debt Service	1,150,076	—	—
1522	Recycled Water System Maintenance, City	4,127,220	231,362	212,900
1525	South Bay Water Recycling System Maintenance	319,652	261,802	35,900
1532	Solar System Maintenance	229,840	177,187	16,250
1523	Recycled Water (CIP only)	150,000	—	—
	Total - Water and Sewer Utilities	86,793,454	12,091,924	5,403,155
	TOTAL - ALL DEPARTMENTS	**$ 753,569,565**	**$ 212,629,550**	**$ 81,889,513**

Appropriations by Program and Department

OPERATING (continued)

Resource and Production	Contribution In-lieu of Taxes & Franchise Fees	Interfund Services	Debt Service	Total Operating Appropriations	Capital Improvements
—	—	27,433	—	1,005,071	—
—	—	103,834	—	10,039,403	—
—	—	34,077	—	1,881,863	3,800,000
—	—	—	—	—	—
—	—	839	—	700,839	—
—	—	15,503	—	458,326	—
—	—	14,395	—	979,879	1,245,000
—	—	—	—	—	—
241,288,220	19,652,620	9,280,405	—	271,987,032	—
—	—	32,327	—	1,374,649	—
—	—	—	5,943,844	5,943,844	—
—	—	—	6,619,934	6,619,934	—
—	—	—	5,502,888	5,502,888	—
—	—	71,540	—	5,909,832	4,205,000
—	—	10,683	—	1,528,028	—
—	—	117,430	—	4,663,043	1,385,000
—	—	61,933	—	3,175,013	—
—	—	186,614	—	6,701,512	11,125,000
—	—	86,765	—	3,264,742	—
—	—	47,127	—	1,211,880	—
—	—	113,816	—	3,292,221	540,000
—	—	202,212	—	8,280,490	2,150,000
—	—	135,812	—	8,305,438	5,750,000
—	—	20,027	—	1,127,871	100,000
241,288,220	19,652,620	10,562,772	18,066,666	353,953,798	30,300,000
—	—	321,503	—	3,190,815	—
—	—	31,762	—	289,568	—
—	—	14,277	—	216,057	—
—	—	279,122	—	1,964,716	—
—	—	763,563	—	2,814,604	4,835,000
23,810,000	—	2,069,083	—	29,985,581	—
—	—	120,290	—	2,764,535	—
—	—	199,330	—	2,073,006	—
123,750	—	381,549	—	1,208,667	850,000
14,127,000	—	1,121,447	—	15,282,752	15,200,000
—	—	9,312	—	141,365	—
—	—	76	1,150,000	1,150,076	—
3,600,000	—	82,958	—	4,127,220	—
—	—	21,950	—	319,652	—
—	—	36,403	—	229,840	—
—	—	—	—	—	150,000
41,660,750	—	5,452,625	1,150,000	65,758,454	21,035,000
$ 300,247,970	**$ 20,307,620**	**$ 30,145,184**	**$ 21,720,696**	**$ 666,940,533**	**$ 86,629,032**

SUMMARY OF FULL TIME EQUIVALENTS (FTE) BUDGETED POSITIONS BY DEPARTMENT

DEPARTMENT/DIVISION	Fund	2013-14	2014-15	2015-16	2016-17	Change
City Council*	General (001)	8.50	8.50	9.00	10.00	1.00
City Clerk	General (001)	5.00	5.00	5.00	7.00	2.00
City Attorney	General (001)	6.00	6.00	6.00	6.00	—
Office of the City Manager	General (001)	9.00	9.00	9.30	13.00	3.70
Information Technology	General (001)	4.00	5.00	5.00	7.00	2.00
Human Resources	General (001)	14.50	14.50	14.50	15.00	0.50
Finance	General (001)	58.00	58.25	60.25	61.75	1.50
Parks and Recreation						
Parks and Recreation	General (001)	76.00	76.75	76.75	74.00	(2.75)
Cemetery	Cemetery (093)	6.00	6.00	6.00	5.00	(1.00)
Library	General (001)	46.50	46.50	47.00	45.50	(1.50)
Community Development	General (001)	40.00	44.00	48.70	56.00	7.30
Public Works						
Engineering	General (001)	38.00	38.00	38.25	39.25	1.00
Building Maintenance	General (001)	11.50	11.40	10.90	12.90	2.00
Street	General (001)	54.65	54.75	58.00	52.90	(5.10)
Solid Waste	Solid Waste (096)	6.75	7.75	6.75	6.10	(0.65)
Convention Center	Convention Center Maintenance District (026)	0.10	0.10	0.10	0.10	—
Maintenance District	Downtown Parking Maintenance District (025)	0.50	0.50	0.50	0.50	—
Automotive Services	Automotive (053)	15.00	15.00	15.00	15.75	0.75
Police						
Police	General (001)	218.00	219.00	222.00	231.00	9.00
Police Tech Services	Technical Services (047)	4.00	—	—	—	—
Fire	General (001)	179.50	179.50	179.50	166.50	(13.00)
Electric Utility	Electric (091)	142.00	156.00	166.00	179.00	13.00
Water and Sewer Utilities						
Water Utility	Water (092)	43.10	43.90	46.90	49.50	2.60
Recycled Water	Recycled Water (097)	2.30	3.20	3.20	3.20	—
Sewer Utility	Sewer (094)	15.60	17.90	19.90	21.30	1.40
TOTAL - ALL FTE POSITIONS		**1,004.50**	**1,026.50**	**1,054.50**	**1,078.25**	**23.75**

* Mayor and City Council positions shown as Full-Time Equivalents (Budgeted) positions.

SUMMARY OF FULL TIME EQUIVALENTS (FTE)
BUDGETED POSITIONS BY FUND

Fund	2013-14	2014-15	2015-16	2016-17	Change
General (001)*	769.15	776.15	790.15	797.80	7.65
Special Revenue Funds					
Downtown Parking Maintenance District (025)	0.50	0.50	0.50	0.50	—
Convention Center Maintenance District (026)	0.1	0.10	0.10	0.10	—
Subtotal:	0.6	0.60	0.60	0.60	—
Enterprise Funds					
Electric (091)	142.00	156.00	166.00	179.00	13.00
Cemetery (093)	6.00	6.00	6.00	5.00	(1.00)
Solid Waste (096)	6.75	7.75	6.75	6.10	(0.65)
Water Utility (092)	43.10	43.90	46.90	49.50	2.60
Sewer Utility (094)	15.60	17.90	19.90	21.30	1.40
Recycled Water (097)	2.30	3.20	3.20	3.20	—
Subtotal:	215.75	234.75	248.75	264.10	15.35
Internal Service Funds					
Technical Services (047)	4.00	—	—	—	—
Automotive Services (053)	15.00	15.00	15.00	15.75	0.75
Subtotal:	19.00	15.00	15.00	15.75	0.75
TOTAL - ALL FTE POSITIONS	**1,004.50**	**1,026.50**	**1,054.50**	**1,078.25**	**23.75**

* Mayor and City Council positions shown as Full-Time Equivalents (Budgeted) positions.

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	$ 13,463	$ 11,444	$ 14,809
ASST BUILDING OFFICIAL*	14,050	12,773	15,027
ASST CITY ATTORNEY	16,679	14,177	18,347
ASST CITY CLERK	11,156	9,483	12,272
ASST CITY LIBRARIAN	14,533	12,353	15,986
ASST CITY MANAGER	19,929	16,940	21,922
ASST DIRECTOR ELECTRIC-ENERGY DISTRIBUTION	17,685	15,032	19,454
ASST DIRECTOR ELECTRIC-PLAN & STRATEGIC	17,685	15,032	19,454
ASST DIRECTOR OF FINANCE	15,669	13,319	17,236
ASST DIRECTOR OF HUMAN RESOURCES/EQUAL EMPLOYMENT OPPORTUNITY OFFICER/SAFETY TRAINING OFICER	14,001	11,901	15,401
ASST DIRECTOR OF PUBLIC WORKS/CITY ENGINEER	17,281	14,689	19,009
ASST DIRECTOR OF WATER & SEWER UTILITIES	15,511	13,184	17,062
ASST WATER & SEWER SUPERINTENDENT	11,353	9,650	12,488
BUDGET & TREASURY DIVISION MANAGER	13,463	11,444	14,809
BUILDING MAINTENANCE MANAGER	11,923	10,135	13,115
BUILDING OFFICIAL	15,787	13,419	17,366
CEMETERY OPS SUPERINTENDENT	9,534	8,104	10,487
CITY ATTORNEY	22,233	N/A	N/A
CITY CLERK/CITY AUDITOR	16,104	N/A	N/A
CITY LIBRARIAN	18,164	15,439	19,980
CITY MANAGER	25,604	N/A	N/A
COMMUNICATIONS OPERATIONS MANAGER	12,264	10,424	13,490
COMMUNICATIONS TECH SERVICES MANAGER	12,264	10,424	13,490
COMMUNITY RELATIONS MANAGER*	13,091	11,901	14,001
COMPLIANCE MANAGER	10,994	9,345	12,093
DEPUTY CITY ATTORNEY I	10,423	8,860	11,465
DEPUTY CITY ATTORNEY II	12,161	10,337	13,377
DEPUTY CITY MANAGER	16,849	14,322	18,534
DEPUTY PARKS & RECREATION DIRECTOR	13,616	11,574	14,978
DEPUTY PUBLIC WORKS DIRECTOR	13,640	11,594	15,004
DEVELOPMENT REVIEW OFFICER	13,196	11,217	14,516
DIRECTOR OF FINANCE	19,929	16,940	21,922
DIRECTOR OF ELECTRIC UTILITY	21,620	18,377	23,782
DIRECTOR OF HUMAN RESOURCES	18,371	15,615	20,208
DIRECTOR OF INFORMATION TECHNOLOGY/CIO	18,958	16,114	20,854
DIRECTOR OF COMMUNITY DEVELOPMENT	19,969	16,974	21,966
DIRECTOR OF PUBLIC WORKS	21,122	17,954	23,234
DIRECTOR OF WATER & SEWER UTILITIES	19,144	16,272	21,058
ECONOMIC DEVELOPMENT OFFICER	19,929	16,940	21,922
ELECTRIC DIVISION MANAGER - ENGINEERING	15,511	13,184	17,062
ELECTRIC DIVISION MANAGER - GENERATION	15,511	13,184	17,062
ELECTRIC DIVISION MANAGER - OPERATIONS	15,511	13,184	17,062

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
ELECTRIC DIVISION MANAGER - SUBSTATIONS	$ 15,511	$ 13,184	$ 17,062
ELECTRIC DIVISION MANAGER - TRANSM, DISTRIB	15,511	13,184	17,062
ELECTRIC DIVISION MANAGER-CUSTOMER SVCS	14,969	12,724	16,466
ELECTRIC DIVISION MANAGER-MKT A & P	15,511	13,184	17,062
ELECTRIC DIVISION MANAGER-RISK ANALYSIS	15,511	13,184	17,062
ELECTRIC DIVISION MANAGER	15,511	13,184	17,062
ELECTRIC PROGRAM MANAGER	12,925	10,986	14,218
EMERGENCY SERVICES COORDINATOR	10,641	9,045	11,705
EXEC ASST TO CITY ATTORNEY	9,246	7,859	10,171
EXEC ASST TO CITY MANAGER	9,246	7,859	10,171
EXEC ASST TO MAYOR & CITY COUNCIL	9,246	7,859	10,171
FIELD FOREPERSON	13,315	11,318	14,647
FLEET MANAGER	11,360	9,656	12,496
HOUSING & COMMUNITY SERVICES DIVISION MANAGER	13,652	11,604	15,017
HOUSING DEVELOPMENT OFFICER	10,721	9,113	11,793
HUMAN RESOURCES DIVISION MANAGER-RECRUITMENT, CLASSIFICATION, LABOR RELATIONS	10,378	8,821	11,416
HUMAN RESOURCES DIVISION MANAGER-BENEFITS, COMPENSATION, SAFETY	10,378	8,821	11,416
INFORMATION TECHNOLOGY SERVICES MANAGER	12,636	10,741	13,900
INSPECTION MANAGER	13,523	11,495	14,875
LANDSCAPE SUPERINTENDENT/CITY ARBOR	12,401	10,541	13,641
LIBRARY DIVISION MANAGER - ADULT SVCS	11,353	9,650	12,488
LIBRARY DIVISION MANAGER - COLLECT SVCS	11,353	9,650	12,488
LIBRARY DIVISION MANAGER - Y & E SVCS	11,353	9,650	12,488
LIBRARY DIVISION MANAGER - SUPPORT SVCS	11,353	9,650	12,488
MANAGEMENT ANALYST	9,388	7,980	10,327
MUNICIPAL SERVICES DIVISION MANAGER	13,463	11,444	14,809
PARK MAINT & OPERATIONS SUPERVISOR	11,220	9,537	12,342
PARK SUPERINTENDENT	14,712	12,505	16,183
PARKS & RECREATION DIRECTOR	18,510	15,734	20,361
PARKS CONST, MTC & REPAIR SUPERVISOR	11,220	9,537	12,342
PERMIT CENTER MANAGER	15,027	12,773	16,530
PLAN REVIEW MANAGER*	12,645	11,495	13,524
PLANNING MANAGER	14,254	12,116	15,679
POLICE RECORDS MANAGER	9,670	8,220	10,637
POWER SYSTEM SCHEDULER/TRADER	12,136	10,316	13,350
POWER TRADER	15,511	13,184	17,062
PRINCIPAL ACCOUNTANT	12,118	10,300	13,330
PRINCIPAL ENGINEER	15,027	12,773	16,530
PRINCIPAL ENGINEER - WATER	15,027	12,773	16,530
PRINCIPAL FINANCIAL ANALYST	12,118	10,300	13,330
PRINCIPAL PLANNER	12,118	10,300	13,330
PRINCIPAL UTILITY INFORMATION SYSTEM MANAGER	15,511	13,184	17,062

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
PUBLIC COMMUNICATIONS MANAGER	$ 9,670	$ 8,220	$ 10,637
PURCHASING DIVISION MANAGER	12,962	11,018	14,258
QUALITY IMPROVEMENT NURSE*	9,117	8,288	9,750
RECREATION MANAGER	12,235	10,400	13,459
REDEVELOPMENT PROJECT MANAGER	14,254	12,116	15,679
RISK CONTROL ANALYST	12,672	10,771	13,939
SR DEPUTY CITY ATTORNEY	12,927	10,988	14,220
SR ELECTRIC DIVISION MANAGER	16,671	14,170	18,338
SR ELECTRIC DIVISION MANAGER-MKT A&P	16,671	14,170	18,338
SR INFORMATION TECHNOLOGY SERVICES MANAGER*	14,502	13,184	15,511
SR POWER ANALYST	12,118	10,300	13,330
SR POWER SYSTEM SCHEDULER/TRADER	13,043	11,087	14,347
SR PROJECT ENGINEER	12,773	10,857	14,050
STADIUM MANAGER*	15,754	14,322	16,849
SUPERINTENDENT OF STREET & SOLID WASTE	12,401	10,541	13,641
TRAFFIC ENGINEER	15,164	12,889	16,680
UTILITY BUSINESS SYSTEMS MANAGER	12,099	10,284	13,309
WATER & SEWER DIVISION MANAGER*	14,050	12,773	15,027
WATER & SEWER SUPERINTENDENT	12,555	10,672	13,811
WEB & DIGITAL MEDIA MANAGER	10,823	9,200	11,905
Police Management (Unit 9A)			
ASSISTANT POLICE CHIEF	22,731	19,321	25,004
POLICE CAPTAIN	21,649	18,402	23,814
POLICE CHIEF	23,493	N/A	N/A
Fire Management (Unit 9B)			
BATTALION CHIEF 24 HRS	16,554	14,071	18,209
ASSISTANT FIRE MARSHAL	16,134	13,714	17,747
BATTALION CHIEF	17,382	14,775	19,120
DEPUTY FIRE CHIEF	19,124	16,255	21,036
FIRE CHIEF	22,877	19,445	25,165
FIRE MARSHAL	17,382	14,775	19,120
HAZARDOUS MAT SPECIALIST	15,528	13,199	17,081

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.

*New classifications and ranges subject to Human Resource Department study. Results will be presented to and for approval by the City Council.

CLASSIFIED AND AS-NEEDED POSITIONS
AUTHORIZED CLASS TITLES AND SALARY RANGES

Account Clerk I	A19	Crossing Guard	AN
Account Clerk II	A23	Cultural Arts Supervisor	A32
Account Clerk III	A25	Customer Service Representative	A19
Accountant	A31	Customer Service Rep. - Permit Center	A19
Accounting Technician I	A18	Customer Service Supervisor	A28
Accounting Technician II	A20	Deputy Fire Marshal	C38
Assistant Planner I	A27	Deputy Fire Marshal/Hazardous Materials	C40
Assistant Planner II	A31	Deputy Fire Marshal I *	*C34*
Assistant Recreation Supervisor	A30	Deputy Fire Marshal II *	*C38*
Assistant Sanitary Sewer Superintendent	A38	Deputy Fire Marshal III *	*C40*
Assistant Training Officer	C1-41	Driver/Engineer 24 Hrs.	C1-33
Assistant Water Superintendent	A38	Driver/Engineer 24 Hrs.-Train/Premium	C1-34
Associate Consultant	AN	Driver/Engineer 80 Hrs.	C33
Associate Planner	A36	Driver/Engineer Training Division	C36
Assistant Engineer (Civil)	*E32*	Electric & Water System Operator	D1-37
Associate Engineer (Civil)	*E34*	Electric Crew Foreperson	D1-39
Automotive Foreman/Forewoman	A30	Electric Helper/Driver	D2-20
Automotive Services Coordinator	A24	Electric Maintenance Worker	D2-22
Automotive Services Utility Worker	A15	Electric Meter Technician	D1-32
Automotive Technician I	G20	Electric Meter Technician Apprentice	D1-26
Automotive Technician II	G22	Electric Utility Engineer	E3-42
Automotive Technician III	G28	Electric Utility Equipment Operator	D2-22
Building Maintenance Foreperson	A31	Electric Utility Generation Technician	D1-35
Building Maintenance Worker	G26	Electric Helper/Driver	D2-20
Building/Housing Inspector	A35	Electric Utility Network Administrator	A43
Business Analyst	A35	Electric Utility Programmer/Analyst	A36
Business Analyst - Fiber	A35	Electrical Estimator	D1-27
Business Analyst - Public Benefits	A35	Electrician	D1-32
Buyer *	*A32*	Emergency Medical Tech (EMT)Special Events	AN
Cable Splicer Leader	D1-39	Energy Conservation Coordinator	A28
Cemetery Services Clerk	A23	Energy Conservation Specialist	A21
Cemetery Worker I	G19	Engineering Aide	A21
Cemetery Worker II	G21	Engineering Aide - Electric	A21
Cemetery Worker III	G23	Engineering Aide - Fiber	A21
Central Services Operator	A21	Equipment Operator	G27
Chief of Party	A34	Examination Proctor	AN
Chief Storekeeper/Buyer	A32	Facilities Technician	G27
Chief Storekeeper *	*A30*	Fiber Splicing Technician	D1-32
Code Enforcement Technician	A23	Financial Analyst	A33
Code Enforcement Officer	A32	Fire Captain-Training	C41
Combination Inspector	A37	Fire Captain 24 Hrs.	C1-38
Communication Technician I	A28	Fire Captain 24 Hrs.- Training/Premium	C1-39
Communication Technician II	A32	Fire Captain 80 Hrs	C38
Community Service Officer I	H17	Fire Inspector Aide	AN
Community Service Officer II	H22	Fire Plan Draftsperson	A25
Construction Project Engineer	E3-36	Fire Prevention Aide	H12
Consultant	AN	Fire Prevention Specialist	H35
Crime Analyst	A32	Firefighter I	C1-18

CLASSIFIED AND AS-NEEDED POSITIONS
AUTHORIZED CLASS TITLES AND SALARY RANGES

Firefighter II 24 Hrs.	C1-30
Firefighter II 24 Hrs.-Training/Premium	C1-31
Firefighter II 80 Hrs.	C30
Firefighter Training Division	C33
Fire Protection Engineer *	*H41*
Fleet Assistant	A23
Forensic Coordinator	A34
Grounds Maintenance Worker I	G19
Grounds Maintenance Worker II	G21
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 Services	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 Center Supervisor *	*A29*
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 Officer - FTO	B33
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

CLASSIFIED AND AS-NEEDED POSITIONS
AUTHORIZED CLASS TITLES AND SALARY RANGES

Program Coordinator-Public Benefits	A43		Senior Electrician Technician	D1-38
Project Manager	A35		Senior Energy Systems Analyst	A43
Public Safety Dispatcher I	H25		Senior Engineer (Civil)	E41
Public Safety Dispatcher II	H28		Senior Engineering Aide	A28
Public Safety Dispatcher III	H31		Senior Human Resources Assistant	A20
Public Works Inspector	A33		Senior Human Resources Technician	A24
Pump Maintenance Technician - Sewer	G27		Senior Inspector	A39
Pump Maintenance Technician - Solar	G27		Senior Inspector - Building	A39
Pump Maintenance Technician - Water	G27		Senior Inspector - Electrical	A39
Purchasing Clerk	A19		Senior Inspector - Permit	A39
Purchasing Utility Worker	A15		Senior Instrument and Control Technician	D1-38
Receptionist Clerk	A12		Senior Key Customer Representative	A39
Records Assistant	AN		Senior Library Assistant	A25
Recreation Coordinator	A27		Senior Library Page	AN
Recreation Coordinator - Therapeutics	A27		Senior Materials Handler	A23
Recreation Instructor	AN		Senior Permit Technician	A27
Recreation Leader I	AN		Senior Plans Examiner	A41
Recreation Leader II	AN		Senior Resource Analyst	A43
Recreation Leader III	AN		Senior Staff Aide	A30
Recreation Office Assistant	AN		Senior Tree Trimmer	G26
Recreation Program Coordinator	AN		Senior Water & Sewer System Operator *	*A37*
Recreation Program Supervisor	A32		Senior Water Utility Engineer	E2-41
Recreation Specialist	AN		Service Coordinator-Inspector (Fiber)	D1-34
Recreation Supervisor	A32		Service Coordinator-Inspector	D1-37
Recruit Police Officer	A31		Sewer Inspection Technician	G27
Resource Analyst II	A35		Solid Waste Foreman/Forewoman	A35
Senior Accounting Technician	A26		Sports/Aquatics Coordinator	A21
Senior Business Analyst	A38		Staff Aide I	A24
Senior Center Coordinator	A27		Staff Aide II	A26
Senior Public Safety Dispatcher	H34		Staff Aide II - Environmental Programs	A26
Senior Customer Service Representative	A22		Staff Analyst I	A32
Senior Distribution Supervisor	A43		Staff Analyst II	A34
Senior Electric & Water System Operator	D1-40		Street Foreman/Forewoman	A31
Senior Electric Meter Technician	D1-38		Street Maintenance Foreperson	A35
Senior Electric Utility Engineer	E3-46		Street Maintenance Worker I	G19
Senior Electric Utility Engr - Civil	E3-46		Street Maintenance Worker II	G21
Senior Electric Utility Engr - Contracts	E3-46		Street Maintenance Worker III	G23
Senior Electric Utility Engr - Control-Comm	E3-46		Street Maintenance Worker IV	G29
Senior Electric Utility Engr - Customer Svc	E3-46		Street Sweeper Operator	G28
Senior Electric Utility Engr - Distbn Plan	E3-46		Therapeutic Program Supervisor	A32
Senior Electric Utility Engr - Generation	E3-46		Time and Material Clerk	A28
Senior Electric Utility Engr - Prot Relay	E3-46		Traffic Control Special Events	AN
Senior Electric Utility Engr - Resource Pln	E3-46		Traffic Control Trainee	AN
Senior Electric Utility Engr - Substations	E3-46		Traffic Foreman/Forewoman	A31
Senior Electric Utility Engr - Transmission Operations Planning	E3-46		Traffic Operations Engineer	E38
Senior Electric Utility Generation Tech.	D1-38		Troubleshooter	D1-38
Senior Electrical Estimator	D1-31			

CLASSIFIED AND AS-NEEDED POSITIONS
AUTHORIZED CLASS TITLES AND SALARY RANGES

Typist Clerk I (As-Needed)	A14		Utility Services Technician	A28
Typist Clerk II (As-Needed)	A18		Utility Worker	G19
Typist Clerk III (As-Needed)	A22		Water & Sewer Maintenance Worker I	G19
Underground Crew Leader	D1-36		Water & Sewer Maintenance Worker II	G23
Utility Crew Supervisor	A35		Water Meter and Service Supervisor	A34
Utility Crew Supervisor - Water	A35		Water Resource Planner	A34
Utility Electrician Apprentice	D1-26		Water Service Technician I	G25
Utility Electrician Technician	D1-35		Water Service Technician II	G27
Utility Field Services Supervisor	A28		Water Treatment Technician	G28
Utility Field Services Worker	A23		Water Utility Engineer	E2-34
Utility Locator	D2-22		Youth Activities Center Supervisor	A32
Utility Locator (Fiber)	D2-22			

*New classifications and ranges subject to Human Resource Department study. Results will be presented to and for approval by the City Council.

SCHEDULE OF MONTHLY SALARY RANGES

BARGAINING UNIT DESCRIPTION	UNIT NO.	SCHEDULE
Santa Clara Firefighters, International Association of Firefighters, Local 1171	1	C, C1
Police Officers Association	2	B
International Brotherhood of Electrical Workers, Local Union 1245	3	D1, D2, D3
Engineers of the City of Santa Clara	4	E, E2, E3
City of Santa Clara Employees Association	578	A
American Federation of State County and Municipal Employees, Local 101	6	G
Public Safety Non-Sworn Employees Association	10	H

SCHEDULE A

Range	1	2	3	4	5	Range	1	2	3	4	5	Range	1	2	3	4	5
0	3,193	3,351	3,522	3,709	3,901	*16*	4,706	4,955	5,199	5,469	5,746	*32*	6,971	7,322	7,692	8,080	8,474
1	3,276	3,437	3,615	3,804	3,997	*17*	4,829	5,077	5,334	5,609	5,896	*33*	7,147	7,508	7,887	8,277	8,694
2	3,351	3,522	3,709	3,901	4,092	*18*	4,955	5,199	5,469	5,746	6,043	*34*	7,322	7,692	8,080	8,474	8,916
3	3,437	3,615	3,804	3,997	4,187	*19*	5,077	5,334	5,609	5,896	6,186	*35*	7,508	7,887	8,277	8,694	9,143
4	3,522	3,709	3,901	4,092	4,280	*20*	5,199	5,469	5,746	6,043	6,336	*36*	7,692	8,080	8,474	8,916	9,368
5	3,615	3,804	3,997	4,187	4,389	*21*	5,334	5,609	5,896	6,186	6,500	*37*	7,887	8,277	8,694	9,143	9,590
6	3,709	3,901	4,092	4,280	4,496	*22*	5,469	5,746	6,043	6,336	6,664	*38*	8,080	8,474	8,916	9,368	9,814
7	3,804	3,997	4,187	4,389	4,601	*23*	5,609	5,896	6,186	6,500	6,819	*39*	8,277	8,694	9,143	9,590	10,061
8	3,901	4,092	4,280	4,496	4,706	*24*	5,746	6,043	6,336	6,664	6,971	*40*	8,474	8,916	9,368	9,814	10,312
9	3,997	4,187	4,389	4,601	4,829	*25*	5,896	6,186	6,500	6,819	7,147	*41*	8,694	9,143	9,590	10,061	10,568
10	4,092	4,280	4,496	4,706	4,955	*26*	6,043	6,336	6,664	6,971	7,322	*42*	8,916	9,368	9,814	10,312	10,827
11	4,187	4,389	4,601	4,829	5,077	*27*	6,186	6,500	6,819	7,147	7,508	*43*	9,143	9,590	10,061	10,568	11,104
12	4,280	4,496	4,706	4,955	5,199	*28*	6,336	6,664	6,971	7,322	7,692	*44*	9,368	9,814	10,312	10,827	11,374
13	4,389	4,601	4,829	5,077	5,334	*29*	6,500	6,819	7,147	7,508	7,887	*45*	9,590	10,061	10,568	11,104	11,656
14	4,496	4,706	4,955	5,199	5,469	*30*	6,664	6,971	7,322	7,692	8,080	*46*	9,814	10,312	10,827	11,374	11,940
15	4,601	4,829	5,077	5,334	5,609	*31*	6,819	7,147	7,508	7,887	8,277						

SCHEDULE B

Range	1	2	3	4	5	Range	1	2	3	4	5	Range	1	2	3	4	5
31	9,352	9,816	10,310	10,826	11,365	*36*	10,565	11,094	11,652	12,234	12,843	*41*	11,935	12,532	13,160	13,815	14,506
32	9,585	10,063	10,565	11,094	11,652	*37*	10,826	11,365	11,935	12,532	13,160	*42*	12,234	12,843	13,484	14,159	14,867
33	9,816	10,310	10,826	11,365	11,935	*38*	11,094	11,652	12,234	12,843	13,484	*43*	12,532	13,160	13,815	14,506	15,226
34	10,063	10,565	11,094	11,652	12,234	*39*	11,365	11,935	12,532	13,160	13,815	*44*	12,843	13,484	14,159	14,867	15,611
35	10,310	10,826	11,365	11,935	12,532	*40*	11,652	12,234	12,843	13,484	14,159	*45*	13,160	13,815	14,506	15,226	15,994

SCHEDULE C

Range	1	2	3	4	5	Range	1	2	3	4	5	Range	1	2	3	4	5
30	8,631	9,056	9,520	9,991	10,494	*35*	9,756	10,244	10,753	11,293	11,867	*40*	11,010	11,578	12,160	12,759	13,415
31	8,845	9,289	9,756	10,244	10,753	*36*	9,991	10,494	11,010	11,578	12,160	*41*	11,293	11,867	12,460	13,088	13,754
32	9,056	9,520	9,991	10,494	11,010	*37*	10,244	10,753	11,293	11,867	12,460	*42*	11,578	12,160	12,759	13,415	14,086
33	9,289	9,756	10,244	10,753	11,293	*38*	10,494	11,010	11,578	12,160	12,759						
34	9,520	9,991	10,494	11,010	11,578	*39*	10,753	11,293	11,867	12,460	13,088						

SCHEDULE OF MONTHLY SALARY RANGES

SCHEDULE C1

Range	1	2	3	4	5	Range	1	2	3	4	5	Range	1	2	3	4	5
18	6,562	6,888	7,231	7,592	7,970	***28***	8,366	8,782	9,214	9,687	10,166	***38***	10,678	11,203	11,781	12,373	12,982
19	6,724	7,058	7,409	7,779	8,164	***29***	8,570	8,998	9,451	9,927	10,422	***39***	10,941	11,492	12,077	12,678	13,316
20	6,888	7,231	7,592	7,970	8,366	***30***	8,782	9,214	9,687	10,166	10,678	***40***	11,203	11,781	12,373	12,982	13,650
21	7,058	7,409	7,779	8,164	8,570	***31***	8,998	9,451	9,927	10,422	10,941	***41***	11,492	12,077	12,678	13,316	13,992
22	7,231	7,592	7,970	8,366	8,782	***32***	9,214	9,687	10,166	10,678	11,203	***42***	11,781	12,373	12,982	13,650	14,333
23	7,409	7,779	8,164	8,570	8,998	***33***	9,451	9,927	10,422	10,941	11,492						
24	7,592	7,970	8,366	8,782	9,214	***34***	9,687	10,166	10,678	11,203	11,781						
25	7,779	8,164	8,570	8,998	9,451	***35***	9,927	10,422	10,941	11,492	12,077						
26	7,970	8,366	8,782	9,214	9,687	***36***	10,166	10,678	11,203	11,781	12,373						
27	8,164	8,570	8,998	9,451	9,927	***37***	10,422	10,941	11,492	12,077	12,678						

SCHEDULE D1

Range	1	2	3	4	5	Range	1	2	3	4	5	Range	1	2	3	4	5
24	6,991	7,356	7,709	8,096	8,486	***30***	8,096	8,486	8,906	9,361	9,811	***36***	9,361	9,811	10,304	10,841	11,393
25	7,174	7,534	7,903	8,290	8,693	***31***	8,290	8,693	9,132	9,588	10,058	***37***	9,588	10,058	10,574	11,116	11,678
26	7,356	7,709	8,096	8,486	8,906	***32***	8,486	8,906	9,361	9,811	10,304	***38***	9,811	10,304	10,841	11,393	11,959
27	7,534	7,903	8,290	8,693	9,132	***33***	8,693	9,132	9,588	10,058	10,574	***39***	10,058	10,574	11,116	11,678	12,262
28	7,709	8,096	8,486	8,906	9,361	***34***	8,906	9,361	9,811	10,304	10,841	***40***	10,304	10,841	11,393	11,959	12,562
29	7,903	8,290	8,693	9,132	9,588	***35***	9,132	9,588	10,058	10,574	11,116						

SCHEDULE D2

Range	1	2	3	4	5	Range	1	2	3	4	5	Range	1	2	3	4	5
18	6,037	6,343	6,675	7,014	7,360	***21***	6,509	6,844	7,188	7,544	7,922	***23***	6,844	7,188	7,544	7,922	8,311
19	6,189	6,509	6,844	7,188	7,544	***22***	6,675	7,014	7,360	7,728	8,117	***24***	7,014	7,360	7,728	8,117	8,508
20	6,343	6,675	7,014	7,360	7,728												

SCHEDULE D3

Range	1	2	3	4	5	Range	1	2	3	4	5	Range	1	2	3	4	5
32	7,960	8,352	8,768	9,196	9,660	***35***	8,562	8,985	9,430	9,909	10,421	***37***	8,985	9,430	9,909	10,421	10,932
33	8,154	8,562	8,985	9,430	9,909	***36***	8,768	9,196	9,660	10,157	10,686	***38***	9,196	9,660	10,157	10,686	11,178
34	8,352	8,768	9,196	9,660	10,157												

SCHEDULE E

Range	1	2	3	4	5	Range	1	2	3	4	5	Range	1	2	3	4	5
32	7,420	7,777	8,181	8,575	9,006	***37***	8,377	8,792	9,234	9,712	10,190	***42***	9,464	9,954	10,427	10,954	11,513
33	7,601	7,981	8,377	8,792	9,234	***38***	8,575	9,006	9,464	9,954	10,427	***43***	9,712	10,190	10,691	11,231	11,791
34	7,777	8,181	8,575	9,006	9,464	***39***	8,792	9,234	9,712	10,190	10,691	***44***	9,954	10,427	10,954	11,513	12,069
35	7,981	8,377	8,792	9,234	9,712	***40***	9,006	9,464	9,954	10,427	10,954	***45***	10,190	10,691	11,231	11,791	12,371
36	8,181	8,575	9,006	9,464	9,954	***41***	9,234	9,712	10,190	10,691	11,231	***46***	10,427	10,954	11,513	12,069	12,666

SCHEDULE OF MONTHLY SALARY RANGES

SCHEDULE E2

Range	1	2	3	4	5	Range	1	2	3	4	5	Range	1	2	3	4	5
32	7,595	7,961	8,374	8,778	9,218	**37**	8,575	8,999	9,451	9,941	10,430	**42**	9,687	10,189	10,673	11,212	11,784
33	7,781	8,169	8,575	8,999	9,451	**38**	8,778	9,218	9,687	10,189	10,673	**43**	9,941	10,430	10,943	11,496	12,070
34	7,961	8,374	8,778	9,218	9,687	**39**	8,999	9,451	9,941	10,430	10,943	**44**	10,189	10,673	11,212	11,784	12,354
35	8,169	8,575	8,999	9,451	9,941	**40**	9,218	9,687	10,189	10,673	11,212	**45**	10,430	10,943	11,496	12,070	12,663
36	8,374	8,778	9,218	9,687	10,189	**41**	9,451	9,941	10,430	10,943	11,496	**46**	10,673	11,212	11,784	12,354	12,965

SCHEDULE E3

Range	1	2	3	4	5	Range	1	2	3	4	5	Range	1	2	3	4	5
32	7,770	8,144	8,567	8,980	9,431	**37**	8,872	9,206	9,669	10,170	10,670	**42**	9,910	10,424	10,919	11,471	12,056
33	7,960	8,357	8,772	9,206	9,669	**38**	8,980	9,431	9,910	10,424	10,919	**43**	10,170	10,670	11,195	11,760	12,348
34	8,144	8,567	8,980	9,431	9,910	**39**	9,206	9,669	10,170	10,670	11,195	**44**	10,424	10,919	11,471	12,056	12,638
35	8,357	8,772	9,206	9,669	10,170	**40**	9,431	9,910	10,424	10,919	11,471	**45**	10,670	11,195	11,760	12,348	12,955
36	8,567	8,980	9,431	9,910	10,424	**41**	9,669	10,170	10,670	11,195	11,760	**46**	10,919	11,471	12,056	12,638	13,263

SCHEDULE G

Range	1	2	3	4	5	Range	1	2	3	4	5	Range	1	2	3	4	5
16	4,762	5,022	5,262	5,529	5,820	***21***	5,394	5,669	5,972	6,273	6,582	***26***	6,123	6,422	6,743	7,067	7,410
17	4,891	5,141	5,394	5,669	5,972	***22***	5,529	5,820	6,123	6,422	6,743	***27***	6,273	6,582	6,910	7,241	7,600
18	5,022	5,262	5,529	5,820	6,123	***23***	5,669	5,972	6,273	6,582	6,910	***28***	6,422	6,743	7,067	7,410	7,790
19	5,141	5,394	5,669	5,972	6,273	***24***	5,820	6,123	6,422	6,743	7,067	***29***	6,582	6,910	7,241	7,600	7,979
20	5,262	5,529	5,820	6,123	6,422	***25***	5,972	6,273	6,582	6,910	7,241	***30***	6,743	7,067	7,410	7,790	8,170

SCHEDULE H

Range	1	2	3	4	5	Range	1	2	3	4	5	Range	1	2	3	4	5
—	3,478	3,647	3,833	4,037	4,245	***16***	5,118	5,387	5,656	5,949	6,249	***32***	7,584	7,964	8,370	8,786	9,221
1	3,562	3,739	3,932	4,142	4,348	***17***	5,256	5,520	5,803	6,104	6,414	***33***	7,776	8,167	8,579	9,005	9,459
2	3,647	3,833	4,037	4,245	4,452	***18***	5,387	5,656	5,949	6,249	6,577	***34***	7,964	8,370	8,786	9,221	9,699
3	3,739	3,932	4,142	4,348	4,556	***19***	5,520	5,803	6,104	6,414	6,733	***35***	8,167	8,579	9,005	9,459	9,945
4	3,833	4,037	4,245	4,452	4,656	***20***	5,656	5,949	6,249	6,577	6,889	***36***	8,370	8,786	9,221	9,699	10,192
5	3,932	4,142	4,348	4,556	4,773	***21***	5,803	6,104	6,414	6,733	7,067	***37***	8,579	9,005	9,459	9,945	10,435
6	4,037	4,245	4,452	4,656	4,890	***22***	5,949	6,249	6,577	6,889	7,247	***38***	8,786	9,221	9,699	10,192	10,679
7	4,142	4,348	4,556	4,773	5,007	***23***	6,104	6,414	6,733	7,067	7,416	***39***	9,005	9,459	9,945	10,435	10,947
8	4,245	4,452	4,656	4,890	5,118	***24***	6,249	6,577	6,889	7,247	7,584	***40***	9,221	9,699	10,192	10,679	11,218
9	4,348	4,556	4,773	5,007	5,256	***25***	6,414	6,733	7,067	7,416	7,776	***41***	9,459	9,945	10,435	10,947	11,501
10	4,452	4,656	4,890	5,118	5,387	***26***	6,577	6,889	7,247	7,584	7,964	***42***	9,699	10,192	10,679	11,218	11,779
11	4,556	4,773	5,007	5,256	5,520	***27***	6,733	7,067	7,416	7,776	8,167	***43***	9,945	10,435	10,947	11,501	12,078
12	4,656	4,890	5,118	5,387	5,656	***28***	6,889	7,247	7,584	7,964	8,370	***44***	10,192	10,679	11,218	11,779	12,373
13	4,773	5,007	5,256	5,520	5,803	***29***	7,067	7,416	7,776	8,167	8,579	***45***	10,435	10,947	11,501	12,078	12,683
14	4,890	5,118	5,387	5,656	5,949	***30***	7,247	7,584	7,964	8,370	8,786	***46***	10,679	11,218	11,779	12,373	12,991
15	5,007	5,256	5,520	5,803	6,104	***31***	7,416	7,776	8,167	8,579	9,005						

AS-NEEDED SALARY SCHEDULE

	Salary Range				
Job Title	***1***	***2***	***3***	***4***	***5***
			PAY RATES		
Associate Consultant	$ 16.500	$ 18.590	$ 20.680	$ 22.770	$ 24.860
Consultant	25.000	30.000	35.000	40.000	45.000
Crossing Guard	14.037	14.739	15.476	16.249	17.062
Emergency Medical Technician Special Events	16.000	17.000	18.000	19.000	20.000
Exam Proctor	11.000	11.550	12.128	12.734	13.371
Fire Inspector Aide	17.043	17.895	18.790	—	—
Head Proctor	11.581	12.160	12.768	—	—
Instructor-Lifeguard	13.585	14.264	14.977	—	—
Intern	11.000	12.100	13.200	14.300	15.400
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	11.000	11.550	12.128	12.734	13.371
Library Technology Aide	13.228	13.889	14.583	15.312	16.078
Lifeguard	11.000	11.550	12.128	—	—
Medical Director	100.000	—	—	—	—
Messenger Clerk	11.000	11.550	12.127	12.734	13.370
Nutrition Meal Server	14.750	—	—	—	—
Nutrition Site Manager	19.350	—	—	—	—
Per Diem Dispatcher	40.000	—	—	—	—
Per Diem Police Officer Special Events	65.000	—	—	—	—
Planning Intern I	15.823	16.613	17.443	—	—
Planning Intern II	19.633	20.615	21.646	22.728	23.865
Pool Manager	15.752	16.540	17.367	—	—
Records Assistant	15.000	15.750	16.538	17.364	18.233
Recreation Leader I	11.000	11.550	12.127	—	—
Recreation Leader II	12.955	13.603	14.283	—	—
Recreation Leader III	14.068	14.771	15.509	16.285	17.099
Recreation Office Assistant	15.162	15.920	16.716	17.552	18.429
Recreation Instructor	15.162	15.920	16.716	17.552	18.429
Recreation Prog. Coordinator	19.686	20.670	21.703	22.789	23.928
Recreation Specialist	15.162	15.920	16.716	17.552	18.429
Senior Library Page	12.023	12.624	13.255	13.918	14.614
Traffic Control Special Events	22.000	—	—	—	—
Traffic Control Trainee	11.000	11.550	12.127	12.734	13.370

City of Santa Clara

The Center of What's Possible

General Fund Departments

City of Santa Clara

The Center of What's Possible

City Council Offices

City Council Offices

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
City Council - Council	$ 264,342	$ 301,746	$ 420,080	$ 620,931
Total Expenditures	$ 264,342	$ 301,746	$ 420,080	$ 620,931
Full Time Equivalents (Budgeted)	8.50	8.50	9.00	10.00
Total Revenues	$ 785	$ —	$ —	$ —

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.

City Council Offices

Mission

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

Significant 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.

Significant Objectives

- 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 Offices

Department Budget Summary

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Salaries	$ 175,938	$ 213,369	$ 259,879	$ 373,779	$ 113,900
Benefits	64,155	65,702	108,865	183,640	74,775
Materials/Services/Supplies	11,939	17,292	44,780	48,780	4,000
Interfund Services	12,310	5,383	6,556	14,732	8,176
Total Expenditures	$ 264,342	$ 301,746	$ 420,080	$ 620,931	$ 200,851
Revenue Category					
Other Revenues	$ 785	$ —	$ —	$ —	$ —
Total Revenues	$ 785	$ —	$ —	$ —	$ —
Full Time Equivalents (Budgeted)	8.50	8.50	9.00	10.00	1.00

Budget Overview and Significant Changes

Service Level Impact

The department added 1.0 Staff Analyst to provide additional program analysis and administrative support to the Mayor and Council.

Expenditures

Salaries changes from prior adopted budget

Salary costs reflect contractually agreed upon wage increases for those bargaining units with current contracts and funding for additional positions where applicable. Additionally, the costs reflects a 3.2% increase to the Mayor and Council stipends based on the December 2015 Annual Consumer Price Index for the San Francisco-Oakland-San Jose area.

Benefits changes from prior adopted budget

Benefits costs reflect contractually agreed upon benefit changes for those bargaining units with current contracts and funding for additional positions where applicable. In addition, benefits changes reflect new CalPERS (California Public Employees' Retirement System) employer pension rates and estimated health insurance rates.

Materials/Services/Supplies changes from prior adopted budget

The increases to this budget are to cover additional costs for Election Year expenses, as well as for iPad costs for the Council Members.

Interfund Services changes from prior adopted budget

Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal Service Funds section of this budget document.

City Council Offices

Total Revenues

Total Revenues changes from prior adopted budget
No reportable or significant change.

City of Santa Clara
City Council

Lisa M. Gillmor
Mayor

Debi Davis
Councilmember

Kathleen Watanabe
Councilmember

Dominic J. Caserta
Councilmember

Jerry Marsalli
Councilmember

Patrick Kolstad
Councilmember

Teresa O'Neill
Councilmember

City Council Offices

POSITION DETAIL

General Fund		2013-14 Adopted	2014-15 Adopted	2015-16 Adopted	2016-17 Budget	Position Change
Position Title						
	Mayor (Stipend)*	1.00	1.00	1.00	1.00	—
	City Council Member (Stipend)*	6.00	6.00	6.00	6.00	—
Uncl	Executive Asst. to Mayor & City Council	1.00	1.00	1.00	1.00	—
A32	Staff Analyst I	—	—	—	1.00	1.00
A20	Office Specialist to City Council	0.50	0.50	1.00	1.00	—
	Full Time Equivalents (Budgeted)	**8.50**	**8.50**	**9.00**	**10.00**	**1.00**

* Mayor and City Council positions shown as Full-Time Equivalents (Budgeted) positions.

Department: City Council Offices
Division: City Council - Council

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
1611-City Council Program	$ 264,342	$ 301,746	$ 420,080	$ 620,931	$ 200,851
Total Expenditures	$ 264,342	$ 301,746	$ 420,080	$ 620,931	$ 200,851
Full Time Equivalents (Budgeted)	N/A	N/A	9.00	10.00	1.00
Total Direct Revenue	$ 785	$ —	$ —	$ —	$ —

Division Mission

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

Division Overview

- 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.
- Provide general administrative support to the Mayor and Council Members.

Division: City Council - Council
Program: 1611 - City Council Program

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 175,938	$ 213,369	$ 259,879	$ 373,779	$ 113,900
Benefits	64,155	65,702	108,865	183,640	74,775
Materials/Services/Supplies	11,939	17,292	44,780	48,780	4,000
Interfund Services	12,310	5,383	6,556	14,732	8,176
Total Expenditures	$ 264,342	$ 301,746	$ 420,080	$ 620,931	$ 200,851
Full Time Equivalents (Budgeted)	N/A	N/A	9.00	10.00	1.00

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Forward all citizen concerns and inquiries to City Manager within one business day.	100%	100%	90%	100%	100%
2. Percent of approved proclamations processed in time for proclaimed event.	100%	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%	100%
4. Percent of response to all requests for Council's personal appearance at events within two weeks of requests.	100%	100%	100%	100%	100%

City of Santa Clara

The Center of What's Possible

City Attorney's Office

City Attorney's Office

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
City Attorney	$ 1,332,814	$ 1,329,191	$ 1,481,557	$ 1,654,536
Total Expenditures	$ 1,332,814	$ 1,329,191	$ 1,481,557	$ 1,654,536
Full Time Equivalents (Budgeted)	6.00	6.00	6.00	6.00
Total Revenues	$ 1,553	$ 873	$ —	$ —

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's Office

Mission

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

Significant Accomplishments

- Assisted Santa Clara Police Department, Department of Homeland Security, NFL and Super Bowl Host Committee in law enforcement and security efforts for Superbowl 50.
- Negotiated and completed environmental review for two large development projects involving the Irvine Company (Santa Clara Square and Mission Town Center).
- Drafted the amended Massage Establishment ordinance.
- Drafted, adopted, helped implement, and trained staff on the revised Purchasing Ordinance.

Significant Objectives

- Complete negotiations and development entitlements for the City Place project.
- Assist staff with a comprehensive zoning ordinance update.
- Complete the Charter Review process.
- Assist staff with the creation of an effective solution for the Boarding House issue.
- Fully complete the RDA wind-down process.

City Attorney's Office

Department Budget Summary

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Salaries	$ 867,710	$ 854,371	$ 947,855	$ 1,025,351	$ 77,496
Benefits	369,651	366,846	421,081	518,374	97,293
Materials/Services/Supplies	57,631	80,844	76,560	76,560	—
Interfund Services	37,822	27,130	36,061	34,251	(1,810)
Total Expenditures	$ 1,332,814	$ 1,329,191	$ 1,481,557	$ 1,654,536	$ 172,979
Revenue Category					
Other Revenues	$ 1,553	$ 873	$ —	$ —	$ —
Total Revenues	$ 1,553	$ 873	$ —	$ —	$ —
Full Time Equivalents (Budgeted)	6.00	6.00	6.00	6.00	—

Budget Overview and Significant Changes

Service Level Impact

There is no significant service level impact or change to report.

Expenditures

Salaries changes from prior adopted budget

Salary costs reflect contractually agreed upon wage increases for those bargaining units with current contracts and funding for additional positions where applicable.

Benefits changes from prior adopted budget

Benefits costs reflect contractually agreed upon benefit changes for those bargaining units with current contracts and funding for additional positions where applicable. In addition, benefits changes reflect new CalPERS (California Public Employees' Retirement System) employer pension rates and estimated health insurance rates.

Materials/Services/Supplies changes from prior adopted budget

No reportable or significant change.

Interfund Services changes from prior adopted budget

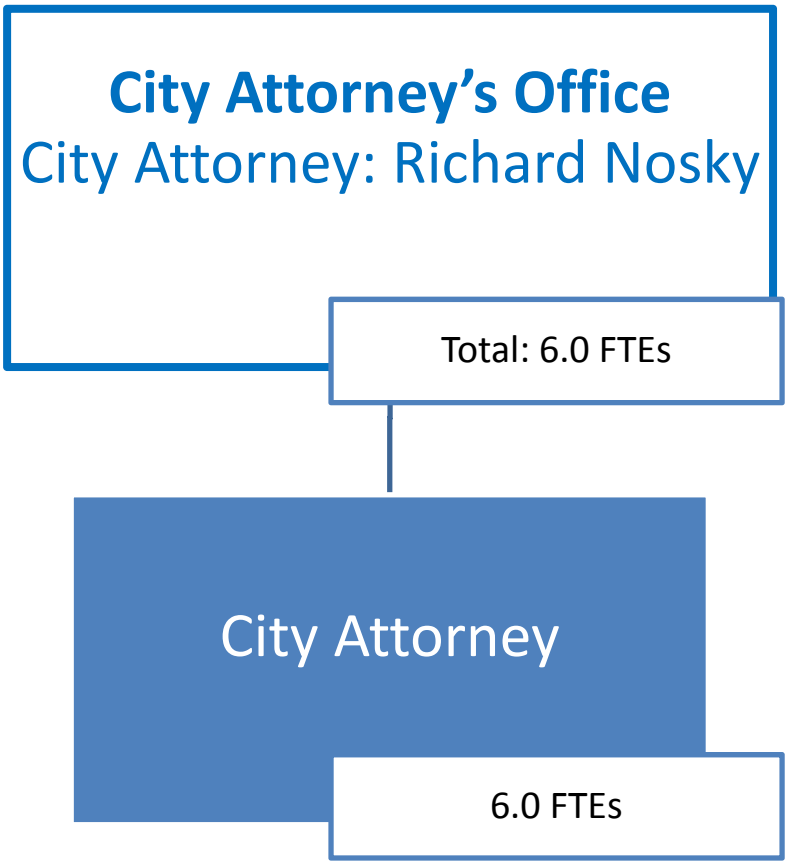
Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal Service Funds section of this budget document.

Total Revenues

Total Revenues changes from prior adopted budget

No reportable or significant change.

City of Santa Clara
Divisional Organization Chart



City Attorney's Office

POSITION DETAIL

General Fund		2013-14 Adopted	2014-15 Adopted	2015-16 Adopted	2016-17 Budget	Position Change
Position Title						
Uncl	City Attorney	1.00	1.00	1.00	1.00	—
Uncl	Assistant City Attorney	2.00	2.00	2.00	2.00	—
Uncl	Deputy City Attorney I/II	1.00	1.00	1.00	1.00	—
Uncl	Executive Assistant to City Attorney	1.00	1.00	1.00	1.00	—
A24	Legal Office Specialist III	1.00	1.00	1.00	1.00	—
	Total Full Time Equivalents (Budgeted)	**6.00**	**6.00**	**6.00**	**6.00**	**—**

Department: City Attorney's Office
Division: City Attorney

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
2411 - Program Administration	$ 937,273	$ 954,236	$ 1,019,975	$ 1,142,841	$ 122,866
2412 - Program Litigation	395,541	374,955	461,582	511,695	50,113
Total Expenditures	$ 1,332,814	$ 1,329,191	$ 1,481,557	$ 1,654,536	$ 172,979
Full Time Equivalents (Budgeted)	N/A	N/A	6.00	6.00	—
Total Revenue	$ 1,553	$ 873	$ —	$ —	$ —

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 Overview

- Work with the Human Resources Department regarding personnel and discipline matters.
- Review, update, interpret, and enforce the City Code, particularly regarding massage establishments and nuisance abatement with Santa Clara Police Department - Nuisance Suppression Unit (SCPD NSU).
- Oversee and direct outside counsel regarding ongoing litigation; defend against claims filed against the City.
- Ensure CEQA and zoning compliance for all property development.
- Initiate prosecutions when necessary to protect residents, employees, and the environment.

Division: City Attorney
Program: 2411 - Administration

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 607,874	$ 603,130	$ 654,191	$ 708,149	$ 53,958
Benefits	250,202	251,762	284,610	351,978	67,368
Materials/Services/Supplies	53,285	80,844	56,591	56,591	—
Interfund Services	25,912	18,500	24,583	26,123	1,540
Total Expenditures	$ 937,273	$ 954,236	$ 1,019,975	$ 1,142,841	$ 122,866
Full Time Equivalents (Budgeted)	N/A	N/A	3.90	3.90	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of legal service requests reviewed within ten working days after receipt from the Department.	2,062	1,839	1,893	1,379	1,800
2. Number of training sessions presented for City officials and staff.	5	5	5	5	5
3. Number of ordinances and resolutions drafted or reviewed by CAO.	199	132	117	140	140

Division: City Attorney
Program: 2412 - Litigation

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 259,837	$ 251,241	$ 293,664	$ 317,203	$ 23,539
Benefits	119,448	115,084	136,471	166,395	29,924
Materials/Services/Supplies	4,346	—	19,969	19,969	—
Interfund Services	11,910	8,630	11,478	8,128	(3,350)
Total Expenditures	$ 395,541	$ 374,955	$ 461,582	$ 511,695	$ 50,113
Full Time Equivalents (Budgeted)	N/A	N/A	2.10	2.10	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Issue quarterly litigation status reports.	4	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	4
3. Prosecute cases for violations of City Code.	144	141	86	81	80

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City of Santa Clara

The Center of What's Possible

City Clerk's Office

City Clerk's Office

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
City Clerk	$ 682,394	$ 904,227	$ 936,022	$ 1,766,725
City Auditor	181,545	153,751	156,747	180,649
Total Expenditures	$ 863,939	$ 1,057,978	$ 1,092,769	$ 1,947,374
Full Time Equivalents (Budgeted)	5.00	5.00	5.00	7.00
Total Revenues	$ 325	$ 245	$ —	$ 6,300

Overview

The City Clerk processes the agendas for and attends all meetings of the City Council and Authorities Concurrent meetings, maintains accurate and up-to-date records of the proceedings of those meetings and makes those records open to public inspection. The City Clerk processes and maintains copies of City contracts, ordinances, resolutions and other official documents. The City Clerk maintains the Records Retention Center, and manages and complies with the records retention schedule. The City Clerk administers municipal elections, campaign and disclosure laws, the Campaign Finance Ordinance, the Regulation of Lobbying Activities program, the Calendars of Certain City Officials program, and the Democracy Santa Clara program. 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.

City Clerk's Office

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.

Significant Accomplishments

- Won the International Institute of Municipal Clerks' 2015 Program Excellence in Governance Award, the highest technical honor in the City Clerk profession.
- Implemented the Democracy Santa Clara program, including neighborhood engagement, citizenship outreach, board and commission recruitment and voter and community engagement.
- Created a board and commission applicant outreach program that saw a 155% increase in applicants: from 1.8 applicants per advertised opening in 2012/2013 to 3.7 applicants per advertised opening in 2014, and 4.6 applicants per advertised opening in 2015.
- Collaborated with the City Manager's Office, Department of Human Resource, and Department of Finance to update and revise the City's Petty Cash Reimbursement and Conference and Business Travel Expense Reimbursement Policies to reflect current best practices.

Significant Objectives

- To work with the City Manager's Office and Information Technology to evaluate and stabilize updated agenda processing software, including a Request for Proposal (RFP) for a new system, and the 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 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 administer the Regulation of Lobbyist Activities program and the Calendars of Certain City Officials program.
- To enhance the City's current voter and community outreach through the Democracy Santa Clara program to include neighborhood engagement, citizenship engagement, voter registration, board and commission recruitment and the SC Votes elements.

City Clerk's Office

Department Budget Summary

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Salaries	$ 512,236	$ 565,731	$ 614,940	$ 739,077	$ 124,137
Benefits	222,427	218,167	258,073	409,706	151,633
Materials/Services/Supplies	110,224	259,198	193,057	761,632	568,575
Interfund Services	19,052	14,882	26,699	36,959	10,260
Total Expenditures	$ 863,939	$ 1,057,978	$ 1,092,769	$ 1,947,374	$ 854,605
Revenue Category					
Other Revenues	$ 325	$ 245	$ —	$ 6,300	$ 6,300
Total Revenues	$ 325	$ 245	$ —	$ 6,300	$ 6,300
Full Time Equivalents (Budgeted)	5.00	5.00	5.00	7.00	2.00

Budget Overview and Significant Changes

Service Level Impact

At the January 12, 2016 City Council and Authorities Concurrent meeting, Council approved the adoption of Ordinance No. 1949 adding Chapter 2.155 ("Regulation of Lobbying Activities") and Ordinance No. 1950 adding Chapter 2.160 ("Calendars of Certain City Officials") to Title 2 ("Administration and Personnel") of "The Code of the City of Santa Clara, California." With the passing of both ordinances, it was determined that two positions, (1.0) Management Analyst and (1.0) Office Specialist III, were needed to support these programs as well as previously unmet service needs. Overall funded staffing levels were reviewed and the department believes it will address current service level demands.

Expenditures

Salaries changes from prior adopted budget

Salary costs reflect contractually agreed upon wage increases for those bargaining units with current contracts and funding for additional positions where applicable. In addition, after appropriate research and assessment from the Department of Human Resources, the previous Office Specialist to the City Clerk position was determined to be reclassified to a Staff Aide I based on the required high level of duties and responsibilities which increased total salary and benefits cost.

Benefits changes from prior adopted budget

Benefits costs reflect contractually agreed upon benefit changes for those bargaining units with current contracts and funding for additional positions where applicable. In addition, benefits changes reflect new CalPERS (California Public Employees' Retirement System) employer pension rates and estimated health insurance rates.

Materials/Services/Supplies changes from prior adopted budget

The November 8, 2016 Municipal Election and the potential to have a Special Election, dependent upon the Charter Review Committee, required an increase in budget of $505,000. The cost is based on an estimation from the County of Santa Clara Registrar of Voters. In addition to the Election, materials/service supplies

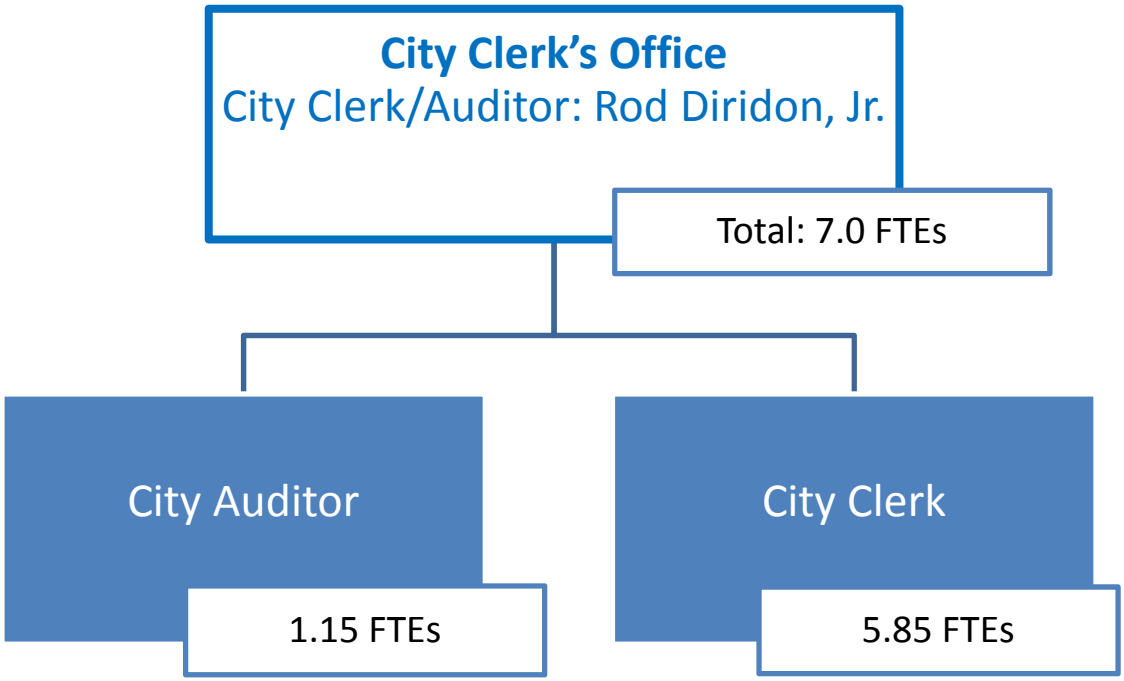
increased to operate the new Regulation of Lobbying Activities program, the new Calendars of Certain City Officials program and other programs.

Interfund Services changes from prior adopted budget
Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal Service Funds section of this budget document.

Total Revenues

Total Revenues changes from prior adopted budget
With adoption of the ordinances mentioned previously, this requires lobbyist to register and pay a fee to the City of Santa Clara. These are new fees that can be adjusted for inflation or cost increased by City Council resolution which help offset the cost of the newly enacted program.

City of Santa Clara
Divisional Organization Chart



City Clerk's Office

POSITION DETAIL

General Fund		2013-14 Adopted	2014-15 Adopted	2015-16 Adopted	2016-17 Budget	Position Change
Position Title						
Uncl	City Clerk/City Auditor	1.00	1.00	1.00	1.00	—
Uncl	Assistant City Clerk	1.00	1.00	1.00	1.00	—
Uncl	Management Analyst	—	—	—	1.00	1.00
A24	Staff Aide I	1.00	1.00	1.00	2.00	1.00
A22	Office Specialist to the City Clerk	1.00	1.00	1.00	—	(1.00)
A22	Office Specialist III	—	—	—	1.00	1.00
A19	Office Records Specialist	1.00	1.00	1.00	1.00	—
	Total Full Time Equivalents (Budgeted)	**5.00**	**5.00**	**5.00**	**7.00**	**2.00**

Department: City Clerk's Office
Division: City Clerk

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
2311-Council/Administration Support	$ 335,475	$ 396,221	$ 376,252	$ 420,373	$ 44,121
2312-Public Information/ Legislative Records Mgmt.	186,103	173,011	230,417	345,808	115,391
2313-Elections/Political Reform Act	160,816	334,995	329,353	1,000,544	671,191
Total Expenditures	$ 682,394	$ 904,227	$ 936,022	$ 1,766,725	$ 830,703
Full Time Equivalents (Budgeted)	N/A	N/A	3.85	5.85	2.00
Total Revenues	$ 325	$ 245	$ —	$ 6,300	$ 6,300

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, calendars of certain City Officials, lobbyist registration forms and semi-annual reports, and other notices; attend and keep an accurate record of Council meetings; engage voters in the process of and conduct the municipal elections; and respond to all requests for information efficiently and courteously.

Division Overview

- To 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.
- To 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.
- To continue training for the records management software for City staff and work with departments in inventorying and classifying records.
- To 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.
- To complete a Request for Proposal (RFP) for and implement a new agenda management system to increase City efficiency while allowing more effective access to City Council and Authorities Concurrent Meetings, including the potential for the agenda management and video streaming of the Planning Commission and other City bodies.

Division: City Clerk
Program: 2311 - Council/Admin Support

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 207,680	$ 274,881	$ 269,459	$ 254,352	$ (15,107)
Benefits	66,492	65,339	77,513	124,726	47,213
Materials/Services/Supplies	53,611	51,206	20,821	25,276	4,455
Interfund Services	7,692	4,795	8,459	16,019	7,560
Total Expenditures	$ 335,475	$ 396,221	$ 376,252	$ 420,373	$ 44,121
Full Time Equivalents (Budgeted)	N/A	N/A	1.34	2.04	0.70

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of Council minutes approved within four weeks.	100%	100%	100%	90%	90%
2. Percent of Council minutes approved without amendment.	100%	97%	100%	100%	100%

Division: City Clerk
Program: 2312 - Public Information/Legislative Records Management

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 108,793	$ 109,103	$ 116,900	$ 171,272	$ 54,372
Benefits	51,723	49,236	61,886	102,597	40,711
Materials/Services/Supplies	21,317	11,274	45,511	64,971	19,460
Interfund Services	4,270	3,398	6,120	6,968	848
Total Expenditures	$ 186,103	$ 173,011	$ 230,417	$ 345,808	$ 115,391
Full Time Equivalents (Budgeted)	N/A	N/A	1.28	1.88	0.60

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of records authorized and provided by the department for destruction are destroyed within 30 days.	100%	100%	100%	100%	100%
2. Percent of requests for records filled within one business day.	100%	100%	100%	100%	N/A
3. Number of documents processed.	955	949	860	1,200	1,200

Division: City Clerk
Program: 2313 - Elections/Political Reform Act

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 91,019	$ 99,778	$ 137,520	$ 213,067	$ 75,547
Benefits	41,028	44,194	68,740	122,119	53,379
Materials/Services/Supplies	25,069	187,726	116,825	656,826	540,001
Interfund Services	3,700	3,297	6,268	8,532	2,264
Total Expenditures	$ 160,816	$ 334,995	$ 329,353	$ 1,000,544	$ 671,191
Full Time Equivalents (Budgeted)	N/A	N/A	1.23	1.93	0.70

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of Campaign Disclosure Statements distributed.	100%	100%	100%	100%	100%
2. Number of Campaign Disclosures Statements processed.	22	163	43	100	100
3. Number of Conflict of Interest forms processed.	223	248	249	200	200
4. Number of elections held.	—	1	—	—	1

Department: City Clerk's Office
Division: City Auditor

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
2321-City Auditor	$ 181,545	$ 153,751	$ 156,747	$ 180,649	$ 23,902
Total Expenditures	$ 181,545	$ 153,751	$ 156,747	$ 180,649	$ 23,902
Full Time Equivalents (Budgeted)	N/A	N/A	1.15	1.15	—
Total Revenue	$ —	$ —	$ —	$ —	$ —

Division Mission

Ensure that internal accounting procedures and City policies regarding disbursement of funds are followed.

Division Overview

- To audit and approve the payment of bills.
- To ensure the issuance of checks internal procedures are followed.
- To work with the City Manager’s Office and the Department of Human Resources to revise the City’s Conference and Business Travel Guidelines as necessary to reflect best auditing practices.
- To update the Audit Procedure Manual to reflect best internal auditing practices.
- To prepare the City Auditor Annual Report and review it with the Audit Committee and external auditors.

Division: City Auditor
Program: 2321 - City Auditor

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

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 104,746	$ 81,969	$ 91,061	$ 100,386	$ 9,325
Benefits	63,183	59,398	49,934	60,264	10,330
Materials/Services/Supplies	10,226	8,992	9,900	14,560	4,660
Interfund Services	3,390	3,392	5,852	5,439	(413)
Total Expenditures	$ 181,545	$ 153,751	$ 156,747	$ 180,649	$ 23,902
Full Time Positions	N/A	N/A	1.15	1.15	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of payroll checks processed.	30,761	31,831	33,183	35,000	35,000
2. Number of warrants audited.	13,893	13,003	11,996	20,000	15,000
3. Number of wire transfers and Automated Clearing House (ACH) payments audited.	N/A	N/A	N/A	N/A	5,000
4. Number of travel reports audited.	265	287	262	750	750

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City of Santa Clara

The Center of What's Possible

City Manager's Office

City Manager's Office

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
General Government	$ 1,804,391	$ 1,859,025	$ 2,435,102	$ 3,593,519
General Administration	4,242,357	4,688,873	4,008,343	3,805,233
Total Expenditures	$ 6,046,748	$ 6,547,898	$ 6,443,445	$ 7,398,752
Full Time Equivalents (Budgeted)	9.00	9.00	9.30	13.00
Total Revenues	$ 320,202	$ 339,743	$ 41,000	$ 40,965

Overview

The City Manager's Office is responsible for providing strategic direction and support to all City departments and general administration for the Sports and Open Space Authority, Santa Clara Stadium Authority, Housing Authority, and Successor Agency of the former Redevelopment Agency. In addition, the City Manager's Office has direct responsibility for economic development, community and media relations, sustainability, land management, contract management, special projects, and legislative research and analysis. The Office also ensures City-wide emergency preparedness, oversees employee relations and training, directs the preparation of the budget in conformance with the Council's approved Budget Principles, and advises Council of future financial needs.

Note: Throughout this document, prior year information has been adjusted to reflect the move of the Housing and Community Services Division from the City Manager's Office to the Community Development Department in 2016-17.

City Manager's Office

Mission

Building and maintaining 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

Significant Accomplishments

- Completed Settlement Agreement with taxing agencies regarding Redevelopment Dissolution.
- Held five Council study sessions, completed transitional documents, and secured entitlements for the Related/City Project.
- Closed escrow on Nantucket property adding $30,190,000 to land sale reserves.
- Successfully hosted seven Super Community events leading up to Super Bowl 50 for over 44,000 community members.

Significant Objectives

- Launch Open City Hall to increase transparency of services provided to the community.
- Revamp Stadium Authority webpage to increase accessibility of information related to Levi's Stadium.
- Continue to work on defiance of redevelopment debt through the sale of land held by the Successor Agency to the Redevelopment Agency.
- Prepare Related/City Place project for early-2018 groundbreaking.
- Re-engage community on visioning and planning efforts for the downtown.

City Manager's Office

Department Budget Summary

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Salaries	$ 1,227,475	$ 1,237,586	$ 1,555,026	$ 2,134,578	$ 579,552
Benefits	480,046	524,099	652,475	1,043,188	390,713
Materials/Services/Supplies	4,237,614	4,683,365	4,134,851	4,104,007	(30,844)
Interfund Services	101,613	85,991	99,093	74,979	(24,114)
Capital Outlay	—	16,857	2,000	42,000	40,000
Total Expenditures	$ 6,046,748	$ 6,547,898	$ 6,443,445	$ 7,398,752	$ 955,307
Revenue Category					
Licenses & Permits	$ 173,017	$ 212,510	$ —	$ —	$ —
Interest and Rent	122,500	99,300	40,800	40,800	—
Intergovernmental	—	17,492	—	—	—
Charges for Services	—	5,000	—	—	—
Op Transfers	275	335	200	165	(35)
Other Revenues	24,411	5,106	—	—	—
Total Revenues	$ 320,203	$ 339,743	$ 41,000	$ 40,965	$ (35)
Full Time Equivalents (Budgeted)	9.00	9.00	9.30	13.00	3.70

Budget Overview and Significant Changes

Service Level Impact

As reflected in the *Position Detail* summary, the department has an increase of 3.7 FTEs budgeted in 2016-17. These positions were added to address priorities of the City Council, and include the following: (1.0) Stadium Manager position to provide greater oversight of Stadium Authority operations and(2.0) positions to support advertising and community promotions in efforts to have an more open and transparent government. Additionally, (0.7) Deputy City Manager position was refocused from managing the Housing Division, which was reorganized back under the Community Development department, to address other City Council priorities including better management of major contractual lease agreements and Citywide efforts in sustainability. The department has reviewed the approved funded staffing levels and believe it will address current service level demands.

Expenditures

Salaries changes from prior adopted budget

Salary costs reflect contractually agreed upon wage increases for those bargaining units with current contracts and funding for additional positions where applicable.

Benefits changes from prior adopted budget

Benefits costs reflect contractually agreed upon benefit changes for those bargaining units with current contracts and funding for additional positions where applicable. In addition, benefits changes reflect new CalPERS (California Public Employees' Retirement System) employer pension rates and estimated health insurance rates.

City Manager's Office

Materials/Services/Supplies changes from prior adopted budget
The decrease from the prior year budget in Materials/Services/Supplies is primarily due to the move of Citywide utilities expenses into the newly created General Purpose department, offset by the inclusion of the City Manager's contingency fund in the City Manager's budget for 2016-17.

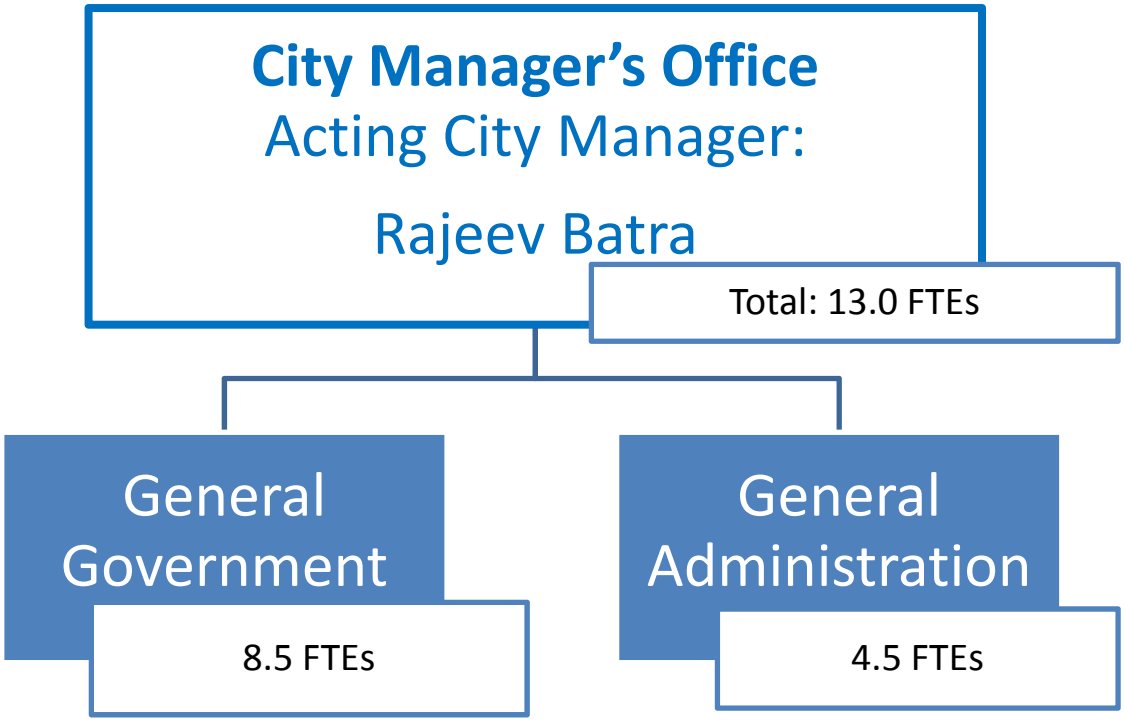
Interfund Services changes from prior adopted budget
Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal Service Funds section of this budget document.

Capital Outlay changes from prior adopted budget
Capital Outlay represents the purchase of workstations and furniture for two new positions in the City Manager's Video Services program.

Total Revenues

Total Revenues changes from prior adopted budget
No reportable or significant change.

City of Santa Clara
Divisional Organization Chart



City Manager's Office

POSITION DETAIL

General Fund		2013-14 Adopted	2014-15 Adopted	2015-16 Adopted	2016-17 Budget	Position Change
Position Title						
Uncl	City Manager	1.00	1.00	1.00	1.00	—
Uncl	Assistant City Manager	2.00	2.00	2.00	2.00	—
Uncl	Economic Development Officer/Assistant City Manager	1.00	1.00	1.00	1.00	—
Uncl	Administrative Analyst	1.00	—	—	—	—
Uncl	Deputy City Manager	—	—	0.30	1.00	0.70
Uncl	Management Analyst	—	1.00	1.00	1.00	—
Uncl	Community Relations Manager	1.00	1.00	1.00	1.00	—
Uncl	Executive Asst. to the City Manager	1.00	1.00	1.00	1.00	—
Uncl	Stadium Manager	—	—	—	1.00	1.00
A32	Staff Analyst I	—	—	—	1.00	1.00
A30	Senior Staff Aide	1.00	1.00	1.00	—	(1.00)
A26	Staff Aide II	—	—	—	1.00	1.00
A22	Office Specialist III	—	—	—	1.00	1.00
A18	Office Specialist II	1.00	1.00	1.00	1.00	—
	Total Full Time Equivalents (Budgeted)	**9.00**	**9.00**	**9.30**	**13.00**	**3.70**

Department: City Manager's Office
Division: General Government

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
1011 - Management Administration	$ 674,472	$ 723,692	$ 818,827	$ 2,080,282	$ 1,261,455
1012 - SOSA & Authority Administration	764,040	803,944	1,044,889	901,155	(143,734)
1013 - Property Management	365,879	331,389	571,386	612,082	40,696
Total Expenditures	$ 1,804,391	$ 1,859,025	$ 2,435,102	$ 3,593,519	$ 1,158,417
Full Time Equivalents (Budgeted)	N/A	N/A	6.50	8.50	2.00
Total Revenues	$ 146,911	$ 109,406	$ 40,800	$ 40,800	$ —

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 Overview

- Implement action plans in coordination with Council strategic plan and objectives; and report to Council on implementation.
- Continue to replenish City reserves and maintain strong fiscally-sound management policies of City revenues and long-term goals in mind.

Division: General Government
Program: 1011 - Management & Administration

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 415,733	$ 466,158	$ 521,002	$ 986,835	$ 465,833
Benefits	168,796	201,863	227,172	511,714	284,542
Materials/Services/Supplies	29,159	17,453	47,800	554,300	506,500
Interfund Services	60,784	21,361	20,853	25,433	4,580
Capital Outlay	—	16,857	2,000	2,000	—
Total Expenditures	$ 674,472	$ 723,692	$ 818,827	$ 2,080,282	$ 1,261,455
Full Time Equivalents (Budgeted)	N/A	N/A	3.30	6.40	3.10

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of citizen inquiries responded to by City Manager's Office.	390	352	300	450	450
2. Percent of contacts assigned out within 5 business days.	95%	100%	100%	95%	95%
3. Number of EOC training hours.	7.0	2.0	1.0	5.0	2.0

Division: General Government
Program: 1012 - SOSA & Authority Administration

Program Mission: Successor Agency for the Redevelopment Agency (RDA) non-housing functions is responsible for the winding down 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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 329,386	$ 277,386	$ 405,114	$ 329,587	$ (75,527)
Benefits	86,794	96,301	137,292	113,869	(23,423)
Materials/Services/Supplies	347,860	421,158	489,720	449,910	(39,810)
Interfund Services	—	9,099	12,763	7,789	(4,974)
Total Expenditures	$ 764,040	$ 803,944	$ 1,044,889	$ 901,155	$ (143,734)
Full Time Equivalents (Budgeted)	N/A	N/A	1.65	1.00	(0.65)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. No reportable performance measures.	N/A	N/A	N/A	N/A	N/A

Division: General Government
Program: 1013 - Property Management

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

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 205,533	$ 202,171	$ 281,527	$ 256,013	$ (25,514)
Benefits	93,081	98,003	126,195	126,699	504
Materials/Services/Supplies	67,265	23,345	152,500	222,500	70,000
Interfund Services	—	7,870	11,164	6,870	(4,294)
Total Expenditures	$ 365,879	$ 331,389	$ 571,386	$ 612,082	$ 40,696
Full Time Equivalents (Budgeted)	N/A	N/A	1.55	1.1	(0.45)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Review property management's active files	12	N/A	N/A	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	N/A	2	2	2

Department: City Manager's Office
Division: General Administration

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
1042 - Advertising Community	$ 2,374,126	$ 2,807,293	$ 2,823,000	$ 2,646,614	$ (176,386)
1043 - Contract Management	868,488	841,972	938,055	681,062	(256,993)
1045 - Mandated Program	885,504	906,859	52,043	59,743	7,700
1046 - Video Service	114,239	132,749	195,245	417,814	222,569
Total Expenditures	$ 4,242,357	$ 4,688,873	$ 4,008,343	$ 3,805,233	$ (203,110)
Full Time Equivalents (Budgeted)	N/A	N/A	2.80	4.50	1.70
Total Revenues	$ 173,292	$ 230,337	$ 200	$ 165	$ (35)

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 Overview

- Maintain City's community outreach, ensuring continued publication of articles in Inside Santa Clara, the City 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, the City's website and social media channels, Mission City SCENES and Utility Bill Inserts.

- Promote municipal services and highlight special events by enhancing government Cable Channel 15/ MCTV with improved programming and continue implementation of the City's new brand.

- Continue video services as budget permits and produce ongoing Video Newsbriefs to inform residents of current programs, services, or topics of interest.

Division: General Administration
Program: 1042 - Advertising Community Promotion

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 191,400	$ 211,706	$ 227,227	$ 161,063	$ (66,164)
Benefits	93,485	92,685	115,361	86,601	(28,760)
Materials/Services/Supplies	2,089,241	2,490,807	2,465,145	2,393,603	(71,542)
Interfund Services	—	12,095	15,267	5,347	(9,920)
Total Expenditures	$ 2,374,126	$ 2,807,293	$ 2,823,000	$ 2,646,614	$ (176,386)
Full Time Equivalents (Budgeted)	N/A	N/A	2.05	1.10	(0.95)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Prepare and distribute the Annual Report Calendar.	1	—	1	1	1
2. Prepare and distribute monthly utility bill inserts to utility customers.	12	12	12	12	12
3. Prepare City employee newsletter and distribute to all employees, six times per year.	6	6	6	6	6
4. Prepare and distribute the City newspaper to residents and businesses three times per year.	3	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
Performing Arts	13,200
Keep Santa Clara Clean	1,500
Street Dance	11,332
Event Development/International Village	15,108
Supplies/Miscellaneous	1,475
Mission City Scenes	18,000
Convention-Visitors Bureau	1,489,315
Unassigned Reserve - Community Promotions	246,000
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	$ 2,318,790

Division: General Administration
Program: 1042 - Advertising Community Promotion

Board/Commisions Conference/Training Account

Cultural Commission	$ 12,514
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	$ 50,884

Division: General Administration
Program: 1043 - Contract Management

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

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 19,117	$ 15,756	$ 13,384	$ 180,604	$ 167,220
Benefits	10,271	7,517	7,872	93,446	85,574
Materials/Services/Supplies	798,271	786,479	882,159	379,485	(502,674)
Interfund Services	40,829	32,220	34,640	27,527	(7,113)
Total Expenditures	$ 868,488	$ 841,972	$ 938,055	$ 681,062	$ (256,993)
Full Time Equivalents (Budgeted)	N/A	N/A	0.20	1.05	0.85

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of agreements with community-based organizations and intergovernmental agencies updated and administered annually.	39	30	32	40	30
2. Respond to legislative inquiries from the League of California Cities, Association of Bay Area Governments, and Santa Clara County Cities Association within four working days.	97%	97%	90%	90%	90%

Division: General Administration
Program: 1045 - Mandated Program Administration

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

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 9,750	$ 4,296	$ 10,334	$ 11,434	$ 1,100
Benefits	4,389	1,952	4,653	5,662	1,009
Materials/Services/Supplies	871,365	900,131	36,427	42,408	5,981
Interfund Services	—	480	629	239	(390)
Total Expenditures	$ 885,504	$ 906,859	$ 52,043	$ 59,743	$ 7,700
Full Time Equivalents (Budgeted)	N/A	N/A	0.05	0.05	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. This program has no reportable performance measures.	N/A	N/A	N/A	N/A	N/A

Division: General Administration
Program: 1046 - Video Services

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 56,557	$ 60,115	$ 96,438	$ 209,043	$ 112,605
Benefits	23,230	25,779	33,930	105,198	71,268
Materials/Services/Supplies	34,452	43,989	61,100	61,800	700
Interfund Services	—	2,866	3,777	1,773	(2,004)
Capital Outlay	—	—	—	40,000	40,000
Total Expenditures	$ 114,239	$ 132,749	$ 195,245	$ 417,814	$ 222,569
Full Time Equivalents (Budgeted)	N/A	N/A	0.50	2.30	1.80

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 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	18	44	15
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%	100%

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City of Santa Clara

The Center of What's Possible

Finance Department

Finance Department

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
Accounting	$ 2,136,721	$ 2,156,630	$ 2,758,087	$ 3,001,902
Administrative Services	391,008	425,536	508,653	597,711
Budget & Treasury	925,201	964,799	1,136,558	1,445,410
Municipal Services	4,119,272	4,156,074	4,552,530	4,917,474
Purchasing	643,658	743,286	960,879	1,117,637
Total Expenditures	$ 8,215,860	$ 8,446,325	$ 9,916,707	$ 11,080,134
Full Time Equivalents (Budgeted)	58.00	58.25	60.25	61.75
Total Revenue	$ 1,276,343	$ 1,211,993	$ 1,278,000	$ 1,203,000

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.

Finance 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.

Significant Accomplishments

- Upgraded the My Utilities Account web-portal and utility customer information system infrastructure to provide a better customer experience for utility customers.
- Awarded a Certificate of Achievement in Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for the 24th consecutive year, and the Operating Budget Excellence Award from the California Society of Municipal Finance Officers (CSMFO) for the 16th consecutive year.
- The budget document was reorganized to increase fiscal transparency, and process improvements were implemented to increase the efficiency of the budget development process and production of the budget book. The presentation of the budget document was reorganized by department and fund to facilitate budget management per City policy, and a new section, *Budget Overview and Significant Changes*, was included in each department and fund page to explain changes to service levels, expenditures, and revenues for the budget year.
- Provided revised Purchasing Ordinance training collaboratively with the City Attorney's Office and created new guidance documents, including a Purchasing Policy Summary to support the facilitation of the revised Purchasing Ordinance.

Significant Objectives

- Begin work with the Information Technology Department on replacement of the Financial Management Information System.
- Complete critical upgrades of current PeopleSoft financial system to ensure vendor support until new Financial Management Information System selection.
- Financial and Fiscal Controls: Conduct audits of external facilities; provide cashier training to staff in outside facilities.
- Complete critical upgrades to Utility Management Information Systems, including various software applications that support both meter reading and utility billing system(s).
- Begin work with utilities and stakeholders to identify needs and scope requirements to replace the Utility Billing System.

Finance Department

Department Budget Summary

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Salaries	$ 5,036,715	$ 5,006,698	$ 5,458,351	$ 6,000,396	$ 542,045
Benefits	2,243,730	2,381,517	2,813,303	3,427,874	614,571
Materials/Services/Supplies	615,015	757,230	1,256,200	1,277,775	21,575
Interfund Services	320,401	300,882	388,853	374,089	(14,764)
Total Expenditures	$ 8,215,860	$ 8,446,325	$ 9,916,707	$ 11,080,134	$ 1,163,427
Revenue Category					
Licenses & Permits	$ 876,149	$ 764,278	$ 825,000	$ 775,000	$ (50,000)
Interest and Rent	19,840	17,280	—	—	—
Charges for Services	380,126	430,416	453,000	428,000	(25,000)
Other Revenues	228	19	—	—	—
Total Revenues	$ 1,276,343	$ 1,211,993	$ 1,278,000	$ 1,203,000	$ (75,000)
Full Time Equivalents (Budgeted)	58.00	58.25	60.25	61.75	1.50

Budget Overview and Significant Changes

Service Level Impact

As reflected in the *Position Detail* summary, the department added 1.50 FTEs in 2016-17. The positions include the following: (1.0) Budget and Treasury Division Manager position was restored and will have the role of overseeing the budget and treasury functions for the City. Additionally, (0.25) Accounting Technician and (0.25) Payroll Analyst positions were approved to make these part-time positions full-time in response to workload demands placed on staff in Payroll and General Accounting divisions.

Expenditures

Salaries changes from prior adopted budget

Salary costs reflect contractually agreed upon wage increases for those bargaining units with current contracts and funding for additional positions where applicable.

Benefits changes from prior adopted budget

Benefits costs reflect contractually agreed upon benefit changes for those bargaining units with current contracts and funding for additional positions where applicable. In addition, benefits changes reflect new CalPERS (California Public Employees' Retirement System) employer pension rates and estimated health insurance rates.

Materials/Services/Supplies changes from prior adopted budget

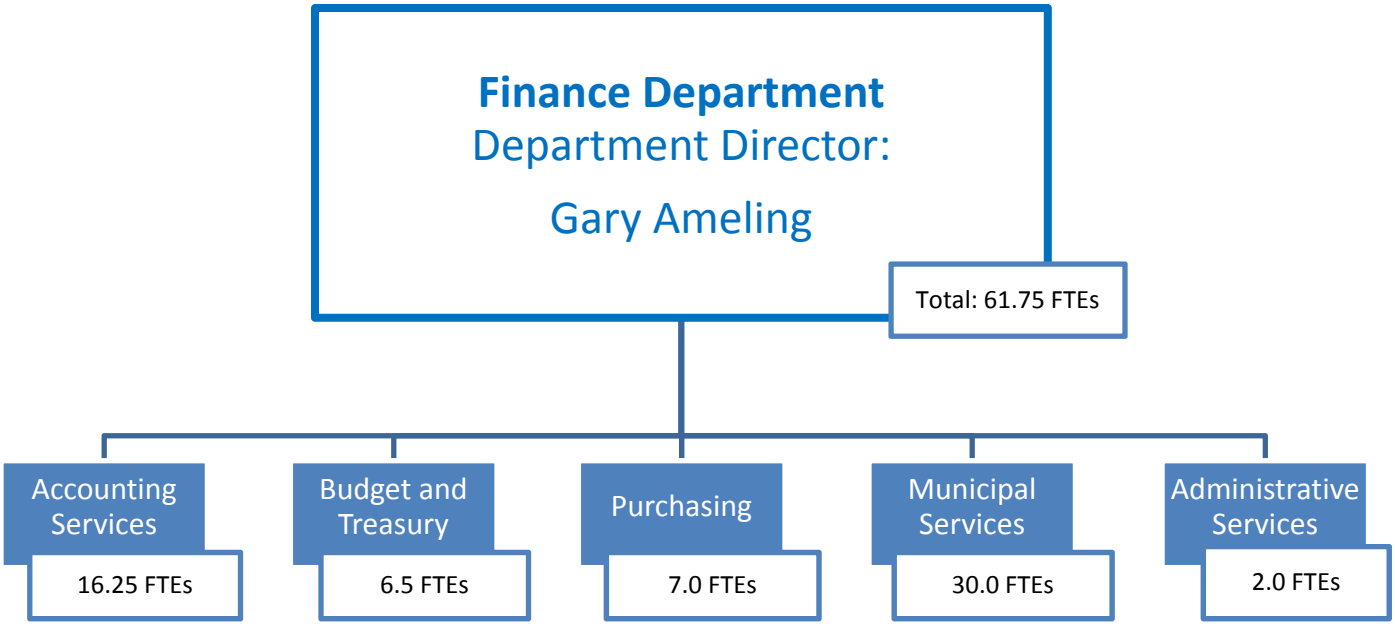
Reflects contractual services cost increases.

Interfund Services changes from prior adopted budget
Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal Service Funds section of this budget document.

Total Revenues

Total Revenues changes from prior adopted budget
Reduction in revenue from prior year adopted budget is primarily due to more timely payments on accounts for municipal utility services.

City of Santa Clara
Divisional Organization Chart



Finance Department

POSITION DETAIL

General Fund		2013-14 Adopted	2014-15 Adopted	2015-16 Adopted	2016-17 Budget	Position Change
Position Title						
Uncl	Director of Finance	1.00	1.00	1.00	1.00	—
Uncl	Assistant Director of Finance	1.00	1.00	1.00	1.00	—
Uncl	Accounting Division Manager	1.00	1.00	1.00	1.00	—
Uncl	Budget & Treasury Division Manager	—	—	—	1.00	1.00
Uncl	Municipal Services Division Manager	1.00	1.00	1.00	1.00	—
Uncl	Purchasing Division Manager	1.00	1.00	1.00	1.00	—
Uncl	Principal Financial Analyst	2.00	2.00	2.00	2.00	—
Uncl	Principal Accountant	2.00	2.00	2.00	2.00	—
A35	Business Analyst	—	—	—	1.00	1.00
A33	Financial Analyst	2.00	2.00	2.00	2.00	—
A33	Payroll Analyst	0.75	0.75	0.75	1.00	0.25
A32	Chief Storekeeper/Buyer	1.00	1.00	1.00	—	(1.00)
A32	Chief Storekeeper	—	—	—	1.00	1.00
A32	Buyer	—	—	—	1.00	1.00
A31	Accountant	4.50	4.75	4.75	4.75	—
A28	Customer Service Supervisor	2.00	2.00	2.00	2.00	—
A28	Utility Services Technician	2.00	1.00	1.00	1.00	—
A28	Utility Field Services Supervisor	1.00	1.00	1.00	—	(1.00)
A26	Senior Accounting Technician	3.00	2.00	2.00	2.00	—
A24	Office Specialist IV	1.00	1.00	1.00	1.00	—
A23	Utility Field Services Worker	3.00	3.00	3.00	3.00	—
A23	Senior Materials Handler	1.00	1.00	1.00	1.00	—
A22	Office Specialist III	1.00	2.00	2.00	2.00	—
A22	Senior Customer Service Representative	3.00	4.00	5.00	5.00	—
A21	Meter Reader	4.00	4.00	4.00	4.00	—
A20	Accounting Technician I/II	2.75	2.75	4.75	5.00	0.25
A19	Materials Handler	2.00	2.00	2.00	2.00	—
A19	Purchasing Clerk	1.00	1.00	1.00	1.00	—
A19	Customer Service Representative	13.00	13.00	12.00	12.00	—
A18	Accounting Technician I	—	—	—	—	—
A15	Purchasing Utility Worker	1.00	1.00	1.00	—	(1.00)
	Total Full Time Equivalents (Budgeted)	**58.00**	**58.25**	**60.25**	**61.75**	**1.50**

Department: Finance
Division: Administrative Services

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
3362 - City Wide Fiscal Planning	$ 271,723	$ 298,635	$ 366,656	$ 429,811	$ 63,155
3363 - Special Projects	119,285	126,901	141,997	167,900	25,903
Total Expenditures	$ 391,008	$ 425,536	$ 508,653	$ 597,711	$ 89,058
Full Time Equivalents (Budgeted)	N/A	N/A	1.90	2.00	0.10
Total Revenues	$ —	$ —	$ —	$ —	$ —

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 Overview

- Provide leadership in preparing the fiscal year 2017-18 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
Program: 3362 - City Wide Fiscal Planning & Administration

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 166,821	$ 176,499	$ 198,078	$ 221,303	$ 23,225
Benefits	78,328	82,933	88,967	113,885	24,918
Materials/Services/Supplies	18,654	31,688	68,480	58,530	(9,950)
Interfund Services	7,920	7,515	11,131	36,093	24,962
Total Expenditures	$ 271,723	$ 298,635	$ 366,656	$ 429,811	$ 63,155
Full Time Equivalents (Budgeted)	N/A	N/A	1.25	1.30	0.05

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Prepare Operating Budget, Capital Improvement Plan, and CAFR documents.	3	3	3	3	3
2. Meet with staff at least quarterly to review work plans.	4	5	4	4	4

Division: Administrative Services
Program: 3363 - Special Projects

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 86,460	$ 91,910	$ 94,401	$ 107,356	$ 12,955
Benefits	29,995	32,042	43,230	56,223	12,993
Interfund Services	2,830	2,949	4,366	4,321	(45)
Total Expenditures	$ 119,285	$ 126,901	$ 141,997	$ 167,900	$ 25,903
Full Time Equivalents (Budgeted)	N/A	N/A	0.65	0.70	0.05

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of legislative analysis completed within negotiated time frame.	100%	100%	100%	100%	100%
2. Percent of special requests completed within negotiated time frame.	100%	100%	100%	100%	100%

Department: Finance
Division: Budget & Treasury

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
3312 - Debt and Treasury Management	$ 371,492	$ 384,168	$ 314,162	$ 430,633	$ 116,471
3315 - Budget & Financial Analysis	553,709	580,631	822,396	1,014,776	192,380
Total Expenditures	$ 925,201	$ 964,799	$ 1,136,558	$ 1,445,410	$ 308,851
Full Time Equivalents (Budgeted)	N/A	N/A	5.60	6.50	0.90
Total Revenues	$ —	$ —	$ —	$ —	$ —

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 Overview

- 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, servicing, and annual disclosure requirements for City debt.
- Assist and provide support for negotiations with employee bargaining groups.

Division: Budget & Treasury
Program: 3312 - Debt and Treasury Management

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 226,376	$ 219,828	$ 187,592	$ 259,868	$ 72,276
Benefits	123,388	129,439	93,753	144,138	50,385
Materials/Services/Supplies	11,738	24,776	18,010	18,010	—
Interfund Services	9,990	10,125	14,807	8,617	(6,190)
Total Expenditures	$ 371,492	$ 384,168	$ 314,162	$ 430,633	$ 116,471
Full Time Equivalents (Budgeted)	N/A	N/A	1.60	2.10	0.5

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 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%	133%	100%	100%
2. Submit debt schedules to Council no later than January 31 and July 31 of each year.	100%	100%	100%	100%	100%

Division: Budget & Treasury
Program: 3315 - Budget & Financial Analysis

Program Mission: Provide timely, accurate, and concise analyzes 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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 369,000	$ 398,839	$ 483,810	$ 575,631	$ 91,821
Benefits	136,902	144,462	235,780	312,528	76,748
Materials/Services/Supplies	29,295	21,162	79,060	104,510	25,450
Interfund Services	18,512	16,168	23,746	22,107	(1,639)
Total Expenditures	$ 553,709	$ 580,631	$ 822,396	$ 1,014,776	$ 192,380
Full Time Equivalents (Budgeted)	N/A	N/A	4.00	4.40	0.40

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Complete special projects by agreed upon due dates.	100%	100%	100%	100%	100%
2. Receive California Society of Municipal Finance Officers (CSMFO) budget awards.	2	2	2	2	2

Department: Finance
Division: Accounting

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
3322 - General Accounting	$ 1,250,101	$ 1,310,028	$ 1,880,272	$ 2,076,230	$ 195,958
3323 - Payroll	447,414	419,595	491,203	538,545	47,342
3324 - Procurement	200,059	190,801	219,737	206,241	(13,496)
3325 - Receivables/Fixed Assets	239,147	236,206	166,875	180,887	14,012
Total Expenditures	$ 2,136,721	$ 2,156,630	$ 2,758,087	$ 3,001,902	$ 243,816
Full Time Equivalents (Budgeted)	N/A	N/A	15.75	16.25	0.50
Total Revenues	$ 3,000	$ 3,000	$ 3,000	$ 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 Overview

- 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
Program: 3322 - General Accounting

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 855,785	$ 841,693	$ 961,316	$ 1,055,516	$ 94,200
Benefits	337,019	363,652	490,318	597,049	106,731
Materials/Services/Supplies	14,580	71,404	379,380	379,380	—
Interfund Services	42,717	33,279	49,258	44,285	(4,973)
Total Expenditures	$ 1,250,101	$ 1,310,028	$ 1,880,272	$ 2,076,230	$ 195,958
Full Time Equivalents (Budgeted)	N/A	N/A	9.65	9.90	0.25

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Complete the external audit process and preparation of City's Comprehensive Annual Financial Report with an unmodified audit opinion by December 31.	100%	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	1
3. Complete the preparation and submission of various State, Local, and Federal Agency reports by due dates.	100%	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 following month.	83%	92%	100%	83%	83%

Division: Accounting
Program: 3323 - Payroll

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 288,066	$ 265,394	$ 304,883	$ 324,039	$ 19,156
Benefits	142,483	139,520	164,626	197,153	32,527
Materials/Services/Supplies	3,293	1,902	3,000	3,000	—
Interfund Services	13,572	12,779	18,694	14,353	(4,341)
Total Expenditures	$ 447,414	$ 419,595	$ 491,203	$ 538,545	$ 47,342
Full Time Equivalents (Budgeted)	N/A	N/A	3.70	3.95	0.25

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Process bi-weekly payroll and issuance of employee checks by the due date and time.	100%	100%	100%	100%	100%
2. Complete and file the required monthly/ quarterly State and federal tax returns before due date.	100%	100%	100%	100%	100%
3. Issue employee W-2 forms by January 31.	100%	100%	100%	100%	100%
4. Transmit the electronic version of W-2 to Social Security Administration by March 31.	100%	100%	100%	100%	100%

Division: Accounting
Program: 3324 - Accounts Payable

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 129,672	$ 125,254	$ 143,830	$ 129,942	$ (13,888)
Benefits	52,730	51,872	60,279	62,058	1,779
Materials/Services/Supplies	8,339	9,022	8,800	8,800	—
Interfund Services	9,318	4,653	6,828	5,441	(1,387)
Total Expenditures	$ 200,059	$ 190,801	$ 219,737	$ 206,241	$ (13,496)
Full Time Equivalents (Budgeted)	N/A	N/A	1.20	1.20	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of invoices processed.	39,388	45,478	53,934	42,000	52,000
2. Number of vendor warrants issued.	13,741	13,019	12,027	14,000	14,000
3. Percent of vendor invoices paid within 7 days of receipt.	96%	93%	90%	95%	95%
4. Number of quick invoice vouchers processed.	13,598	15,270	17,488	17,500	17,500

Division: Accounting
Program: 3325 - Receivables/Fixed Assets

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 164,519	$ 161,018	$ 104,699	$ 110,720	$ 6,021
Benefits	70,284	70,728	55,742	65,092	9,350
Materials/Services/Supplies	74	212	200	200	—
Interfund Services	4,270	4,248	6,234	4,875	(1,359)
Total Expenditures	$ 239,147	$ 236,206	$ 166,875	$ 180,887	$ 14,012
Full Time Equivalents (Budgeted)	N/A	N/A	1.20	1.20	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of time that invoices are mailed within 10 working days of receipt of documentation from City departments.	100%	100%	100%	100%	100%

Department: Finance
Division: Municipal Services

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
3332 - Utility Billing Services	$ 1,552,431	$ 1,614,460	$ 1,706,075	$ 1,979,306	$ 273,232
3333 - Revenue Receipting/ Cashiering	474,690	537,107	562,401	637,957	75,556
3334 - Business Certificate	252,193	269,297	309,855	291,452	(18,403)
3335 - Field Services	1,116,623	1,050,502	1,175,592	1,145,030	(30,562)
3336 - Administration	271,009	228,500	241,664	269,224	27,561
3337 - Contact Center/ Communication	452,326	456,208	556,943	594,505	37,562
Total Expenditures	$ 4,119,272	$ 4,156,074	$ 4,552,530	$ 4,917,474	$ 364,946
Full Time Equivalents (Budgeted)	N/A	N/A	30.00	30.00	—
Total Revenues	$ 1,273,123	$ 1,208,993	$ 1,275,000	$ 1,200,000	$ (75,000)

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 Overview

- 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
Program: 3332 - Utility Billing Services

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 765,068	$ 756,649	$ 754,811	$ 903,165	$ 148,354
Benefits	369,963	392,379	412,562	540,925	128,363
Materials/Services/Supplies	384,851	435,316	494,130	499,155	5,025
Interfund Services	32,549	30,116	44,572	36,062	(8,510)
Total Expenditures	$ 1,552,431	$ 1,614,460	$ 1,706,075	$ 1,979,306	$ 273,232
Full Time Equivalents (Budgeted)	N/A	N/A	9.65	10.65	1.00

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of closed delinquent accounts collected in-house.	83%	87%	91%	95%	95%
2. Amount of late fees assessed.	$ 828,494	$ 764,278	$ 751,519	$ 825,000	$ 775,000

Division: Municipal Services
Program: 3333 - Revenue Receipting

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 256,717	$ 295,289	$ 277,660	$ 322,276	$ 44,616
Benefits	130,183	156,720	157,464	202,851	45,387
Materials/Services/Supplies	75,450	72,932	109,400	99,650	(9,750)
Interfund Services	12,340	12,166	17,877	13,180	(4,697)
Total Expenditures	$ 474,690	$ 537,107	$ 562,401	$ 637,957	$ 75,556
Full Time Equivalents (Budgeted)	N/A	N/A	3.95	4.35	0.40

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Average monthly number of utility accounts paying by automated methods.	31,542	32,872	36,265	32,000	34,000
2. Average monthly utility payments processed.	52,857	52,010	55,060	51,000	52,000
3. Percent of cash drawers reconciled.	100%	100%	100%	100%	100%

Division: Municipal Services
Program: 3334 - Business Certificate

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 159,946	$ 165,720	$ 167,000	$ 149,484	$ (17,516)
Benefits	80,625	86,046	90,837	90,322	(515)
Materials/Services/Supplies	4,722	10,669	42,000	43,800	1,800
Interfund Services	6,900	6,862	10,018	7,846	(2,172)
Total Expenditures	$ 252,193	$ 269,297	$ 309,855	$ 291,452	$ (18,403)
Full Time Equivalents (Budgeted)	N/A	N/A	2.10	1.80	(0.30)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of business tax certificates processed annually.	12,140	12,968	12,486	12,500	12,500
2. Percent of delinquent tax certificates at fiscal year end.	4%	2%	3%	1%	1%

Division: Municipal Services
Program: 3335 - Field Services

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 718,689	$ 633,107	$ 698,312	$ 661,456	$ (36,856)
Benefits	307,848	310,957	360,254	376,299	16,045
Materials/Services/Supplies	4,876	12,516	20,100	20,000	(100)
Interfund Services	85,210	93,922	96,926	87,275	(9,651)
Total Expenditures	$ 1,116,623	$ 1,050,502	$ 1,175,592	$ 1,145,030	$ (30,562)
Full Time Equivalents (Budgeted)	N/A	N/A	8.30	7.30	(1.00)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of monthly utility meters accurately read.	100%	100%	100%	100%	100%
2. Number of service requests processed yearly.	35,344	34,548	35,732	40,000	40,000
3. Average number of meters read monthly.	80,043	80,487	80,919	81,500	82,000
4. Number of months where all 200 routes are read and billed.	12	12	12	12	12

Division: Municipal Services
Program: 3336 - Administration

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 180,192	$ 140,179	$ 151,779	$ 166,591	$ 14,812
Benefits	82,057	70,786	78,998	95,350	16,352
Materials/Services/Supplies	1,850	10,049	260	260	—
Interfund Services	6,910	7,486	10,627	7,024	(3,603)
Total Expenditures	$ 271,009	$ 228,500	$ 241,664	$ 269,224	$ 27,561
Full Time Equivalents (Budgeted)	N/A	N/A	1.60	1.60	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of Accounts Receivables written off as bad debt annually.	0.01%	0.41%	0.01%	0.40%	0.40%
2. Number of major UMIS initiatives successfully implemented during the year.	5	4	5	4	4

Division: Municipal Services
Program: 3337 - Contact Center/Communication

Program Mission: Provide professional and courteous customer service for utility services, including new customer service orders, disconnection of customers who are moving, changes in service, and timely information for utility service restoration.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 273,026	$ 283,945	$ 346,610	$ 360,337	$ 13,727
Benefits	124,374	120,439	176,848	202,999	26,151
Materials/Services/Supplies	40,416	38,429	14,370	16,370	2,000
Interfund Services	14,510	13,395	19,115	14,799	(4,316)
Total Expenditures	$ 452,326	$ 456,208	$ 556,943	$ 594,505	$ 37,562
Full Time Equivalents (Budgeted)	N/A	N/A	4.40	4.30	(0.10)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of customer calls answered within 90 seconds.	37%	45%	53%	40%	40%
2. Average hold time of sequenced calls (m:s).	4:05	3:41	1:23	4:00	3:00
3. Number of dropped calls to total calls.	14%	18%	12%	15%	15%
4. Percentage of calls with a call quality score of at least 4.75 out of 5.0.	N/A	N/A	N/A	N/A	90%

Department: Financing
Division: Purchasing

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
3341 - Warehouse	$ 411,136	$ 526,342	$ 744,944	$ 826,075	$ 81,131
3343 - Purchasing	210,900	192,732	184,950	259,477	74,527
3344 - Mail Services	21,622	24,212	30,985	32,086	1,101
Total Expenditures	$ 643,658	$ 743,286	$ 960,879	$ 1,117,637	$ 156,759
Full Time Equivalents (Budgeted)	N/A	N/A	7.00	7.00	—
Total Revenues	$ 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 Overview

- The Purchasing Division is responsible for providing procurement support for the purchase or contract of supplies, materials, equipment, and services required by City departments in accordance with prescribed purchasing and bidding procedures; operating the Utilities Warehouse; providing outgoing U.S. mail distribution; and the disposal of surplus equipment.

Division: Purchasing
Program: 3341 - Warehouse

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

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 237,693	$ 320,229	$ 446,462	$ 472,474	$ 26,012
Benefits	123,066	166,030	248,493	282,032	33,539
Materials/Services/Supplies	3,424	2,508	2,850	8,850	6,000
Interfund Services	46,953	37,575	47,139	62,719	15,580
Total Expenditures	$ 411,136	$ 526,342	$ 744,944	$ 826,075	$ 81,131
Full Time Equivalents (Budgeted)	N/A	N/A	6.10	5.55	(0.55)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of material requisitions.	3,397	3,945	3,721	3,500	3,500
2. Number of inventory items cycle counted.	2,046	2,059	2,492	2,000	2,000

Division: Purchasing
Program: 3343 - Purchasing

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

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 141,962	$ 112,954	$ 112,107	$ 155,240	$ 43,133
Benefits	54,240	63,249	55,153	88,971	33,818
Materials/Services/Supplies	8,798	8,885	10,175	10,175	—
Interfund Services	5,900	7,644	7,515	5,091	(2,424)
Total Expenditures	$ 210,900	$ 192,732	$ 184,950	$ 259,477	$ 74,527
Full Time Equivalents (Budgeted)	N/A	N/A	0.90	1.45	0.55

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of purchase orders.	1,362	1,259	1,159	1,200	1,200
2. Number of Procurement Card transactions.	N/A	N/A	9,573	8,100	8,100

Division: Purchasing
Program: 3344 - Mail Services

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

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 16,724	$ 18,191	$ 25,000	$ 25,000	$ —
Benefits	243	263	5,985	7,085	1,100
Materials/Services/Supplies	4,655	5,758	—	—	—
Interfund Services	—	—	—	1	1
Total Expenditures	$ 21,622	$ 24,212	$ 30,985	$ 32,086	$ 1,101
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of mail pieces processed.	148,363	151,260	144,693	147,000	147,000

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City of Santa Clara

The Center of What's Possible

Human Resources Department

Human Resources Department

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
Employee Benefits & Records	$ 1,329,255	$ 1,301,343	$ 1,664,584	$ 1,597,352
Recruitment, Classification &Staff Development	936,878	1,041,306	1,141,050	1,771,031
Total Expenditures	$ 2,266,133	$ 2,342,649	$ 2,805,634	$ 3,368,383
Full Time Equivalents (Budgeted)	14.50	14.50	14.50	15.00
Total Revenues	$ 337	$ 95	$ —	$ —

Overview

The HR Department is responsible for several subject matter specific areas to include the following: Benefits, Compensation, Recruitment, Testing, Classification, Employee Relations (Labor Relations), Equal Employment Opportunity, Workers Compensation/Safety, and Training.

Benefits: Administers a variety of employee benefits, including health, dental, and retirement/retirement benefit programs, Flexible Spending Accounts, VEBA, Dental Reimbursement, Retiree Medical Reimbursement Programs and a City Employee Assistance Program. Growing a Wellness Program that currently consists of: Publishing a monthly newsletter; “Brown Bag Lunch Seminars”; Hosts an Annual Health Fair including Flu Shots and Blood Drives. Coordinates “Take Our Children to Work Day” and Employee Recognition/Service Awards.

Recruitment/Testing/Classification: Integrate job analysis into the selection process for each vacant position to ensure the accuracy of job specifications and the validity of examinations. Finalizing a classification policy so that HR has a method to study positions while an incumbent is in a position. Considerable time, labor, and expense is involved with each recruitment especially for 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. HR has launched an initiative to reduce the amount of paper used in the recruitment process, we are moving towards automated methods.

Employee Relations and Equal Employment Opportunity: The Director of Human Resources (HR) is delegated as the Municipal Employee Relations Officer (MERO). The Employee Relations function is a direct function of the City Manager’s Office that is delegated to the Director of HR. Employee Relations includes negotiating with Bargaining Units and Labor Unions to create agreed upon Memorandum of Understandings (MOU’s) for each of the 10 specific represented groups as well as receives and reviews grievances filed by employees or unions.

The City’s Equal Employment Opportunity Officer (EEO) serves as an assistant to the City Manager for oversight of the equal employment opportunity laws. The EEO Officer reviews, investigates and/or oversees investigations of complaints filed by applicants or employees alleging discrimination or hostile work environment, including sexual harassment. The City has zero tolerance to discrimination and harassment. HR will continue to investigate and resolve grievances and discrimination complaints in accordance with federal and state laws, and City policies.

Workers Compensation/Safety and Training: This year, the Human Resources Department received the 2016 Employer of the Year Award By Alliance Occupational Medical Group. The City strives to work on best practices related with safety including proper ergonomics we encourage all departments to invest in their staff specifically as it relates to Occupational Safety. HR provides state-mandated harassment prevention training for supervisors and managers and we offer training programs in areas such as supervision, employment law and other areas of interest to employees. HR is also a board member to the Santa Clara County Leadership Academy where 17 local jurisdictions participate.

Human Resources Department

Mission

To provide excellent customer service through efficient, cost effective administration of the City's workforce by recruiting, selecting and retaining the most qualified individuals and providing qualify benefits, compensation and services.

Significant Accomplishments

- Maintained a Managed Hiring Freeze for Fiscal Year 15-16 that provided $2.8 Million in General Fund savings
- Negotiated 6 Memorandum of Understandings with the following Bargaining Units:
  - Firefighters(IAFF) Unit 1
  - Employees Association (EA) Unit 5, 7 & 8
  - Electrical Workers (IBEW) Professional Engineers Unit 3
  - Professional Engineers Unit 4
  - Miscellaneous Management Association Unit 9
  - Fire Management (Unit 9B)
- On target with Federal Requirements with the Affordable Care Act
- Implemented the California Paid Sick Leave Law for all part time/as needed employees

Significant Objectives

- Create a City Wide Risk Management program to provide more attention to training and reduction in liability by incorporating more advanced practices
- Create a City Wellness program
- Maintain the Supervisors Sexual Harassment Prevention requirements State Mandated trainings
- Preparing for the next round of negotiations which will include the following Bargaining Units: Unit 2 POA; Unit 6 AFSCME; Unit 9A Police Management and Unit 10 Public Safety Non-Sworn Employees Association.
- Develop Supervisory Training Opportunities for current employees, including possibilities for Supervisory or Management interdepartmental temporary exchange program opportunities

Human Resources Department

Department Budget Summary

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Salaries	$ 1,234,052	$ 1,256,560	$ 1,529,312	$ 1,773,704	$ 244,392
Benefits	594,703	622,048	655,665	912,578	256,913
Materials/Services/Supplies	383,047	405,528	544,705	635,792	91,087
Interfund Services	54,332	51,223	52,950	46,310	(6,640)
Capital Outlay	—	7,289	23,000	—	(23,000)
Total Expenditures	$ 2,266,133	$ 2,342,649	$ 2,805,634	$ 3,368,383	$ 562,752
Revenue Category					
Other Revenues	$ 337	$ 95	$ —	$ —	$ —
Total Revenues	$ 337	$ 95	$ —	$ —	$ —
Full Time Equivalents (Budgeted)	14.50	14.50	14.50	15.00	0.50

Budget Overview and Significant Changes

Service Level Impact

While the department added (2.0) funded FTEs, the *Position Detail* summary reflects an increase of 0.5 FTEs. This increase of 0.5 FTE is due to adding 1.0 HR Technician for the Electric Utility offset with the deletion of a part-time (0.5) Human Resources Assistant. The second funded (1.0) FTE is the previously frozen and unfunded Management Analyst position. The department made several organizational and job classification changes after the turnover of two senior level positions in order to better meet the needs of the City and align those need with the duties assigned to the position. The department has reviewed the approved funded staffing levels and believe it will address current service level demands.

Expenditures

Salaries changes from prior adopted budget

Salary costs reflect contractually agreed upon wage increases for those bargaining units with current contracts and funding for additional positions where applicable.

Benefits changes from prior adopted budget

Benefits costs reflect contractually agreed upon benefit changes for those bargaining units with current contracts and funding for additional positions where applicable. In addition, benefits changes reflect new CalPERS (California Public Employees' Retirement System) employer pension rates and estimated health insurance rates.

Materials/Services/Supplies changes from prior adopted budget

The general cost of Materials/Services/Supplies increased based on a 3% COLA. Human Resources is incorporating into their budget a Wellness Program and transferring funds from the City Manager's Office to pay for "Take our Children to Work Day" and the "Employee Recognition and Service Awards" as such the combination of all of the above accounted for an increase of approximately $90,000.

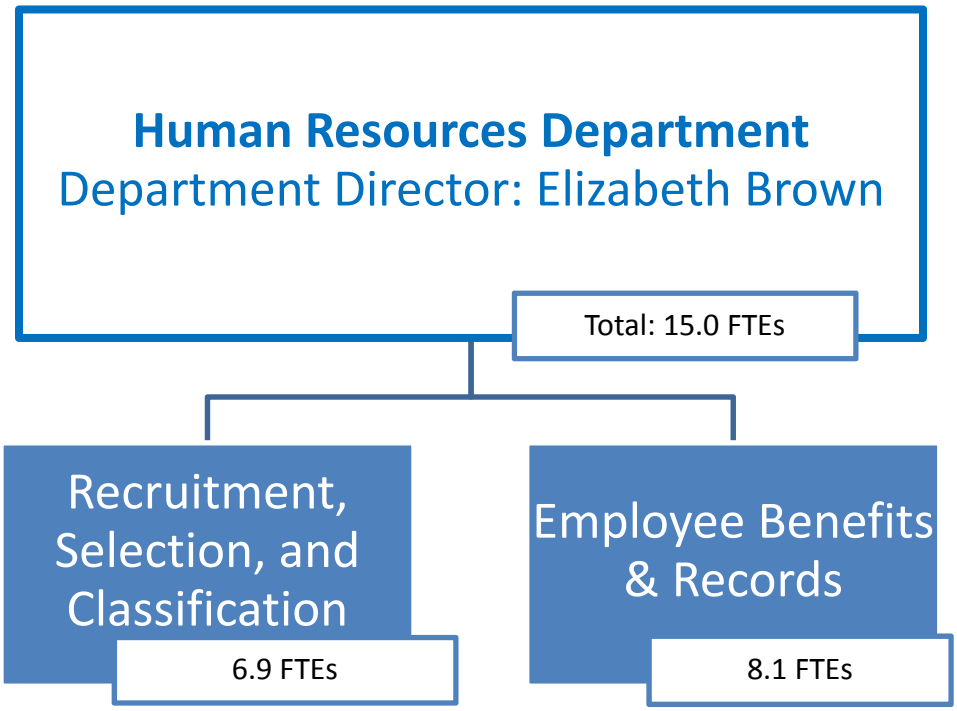
Interfund Services changes from prior adopted budget
Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal Service Funds section of this budget document.

Capital Outlay changes from prior adopted budget
The decrease in Capital Outlay costs represents budget in 2015/16 for the purchase of iPads for Recruitment Testing; this will not be needed in 2016/17.

Total Revenues

Total Revenues changes from prior adopted budget
No reportable or significant change.

City of Santa Clara
Divisional Organization Chart



Human Resources Department

POSITION DETAIL

General Fund		2013-14 Adopted	2014-15 Adopted	2015-16 Adopted	2016-17 Budget	Position Change
Position Title						
Uncl	Director of Human Resources	1.00	1.00	1.00	1.00	—
Uncl	Assistant Director of Human Resources/ Equal Employment Opportunity Officer/ Safety and Training Officer	1.00	1.00	1.00	1.00	—
Uncl	Human Resources Division Manager	1.00	1.00	1.00	—	(1.00)
Uncl	Human Resources Division Manager - Recruitment, Classification, Labor Relations	—	—	—	1.00	1.00
Uncl	Human Resources Division Manager - Benefits, Compensation, Safety	—	—	—	1.00	1.00
Uncl	Management Analyst	—	2.00	2.00	2.00	—
Uncl	Administrative Analyst	2.00	—	—	—	—
A27	Human Resources Supervisor	1.00	1.00	1.00	—	(1.00)
A24	Senior Human Resources Technician	1.00	1.00	—	4.00	4.00
A24	Office Specialist IV	—	—	—	1.00	1.00
A23	Human Resources Technician	3.00	3.00	4.00	1.00	(3.00)
A22	Office Specialist III	1.00	1.00	1.00	—	(1.00)
A20	Senior Human Resources Assistant	0.50	0.50	—	3.00	3.00
A19	Human Resources Assistant	3.00	3.00	3.50	—	(3.50)
	Total Full Time Equivalents (Budgeted)	**14.50**	**14.50**	**14.50**	**15.00**	**0.50**

Department: Human Resources Department
Division: Employee Benefits & Records

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
2514-Records-Compensation	$ 1,058,842	$ 1,015,949	$ 1,136,358	$ 953,936	$ (182,422)
2515-HR Workers Compensation & Safety	270,413	285,394	528,226	643,416	115,190
Total Expenditures	$ 1,329,255	$ 1,301,343	$ 1,664,584	$ 1,597,352	$ (67,232)
Full Time Equivalents (Budgeted)	N/A	N/A	7.80	8.10	0.30
Total Revenues	$ 337	$ 95	$ —	$ —	$ —

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 Overview

- 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.

Division: Employee Benefits & Records
Program: 2514 - Benefits, Records, Compensation

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 533,972	$ 516,225	$ 568,596	$ 492,475	$ (76,121)
Benefits	250,646	247,789	274,091	292,893	18,802
Materials/Services/Supplies	249,964	228,795	262,001	143,064	(118,937)
Interfund Services	24,260	21,954	22,670	25,504	2,834
Capital Outlay	—	1,186	9,000	—	(9,000)
Total Expenditures	$ 1,058,842	$ 1,015,949	$ 1,136,358	$ 953,936	$ (182,422)
Full Time Equivalents (Budgeted)	N/A	N/A	5.35	5.3	(0.05)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of employee benefits & compensation transactions processed accurately and timely.	100%	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%	100%
3. Percent of new hires processed for pay and benefits in time for their first paycheck.	100%	100%	100%	100%	100%

Division: Employee Benefits & Records
Program: 2515 - Workers Compensation & Safety

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 168,965	$ 175,541	$ 280,819	$ 426,423	$ 145,604
Benefits	85,570	90,819	99,255	185,854	86,599
Materials/Services/Supplies	6,318	10,211	134,402	25,660	(108,742)
Interfund Services	9,560	8,823	8,750	5,479	(3,271)
Capital Outlay	—	—	5,000	—	(5,000)
Total Expenditures	$ 270,413	$ 285,394	$ 528,226	$ 643,416	$ 115,190
Full Time Equivalents (Budgeted)	N/A	N/A	2.45	2.80	0.35

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of Workers' Compensation claims processed within five business days of receipt in Human Resources Department.	100%	100%	100%	100%	100%
2. Percent of work hours lost as a result of industrial injuries and illnesses.	1%	1%	1%	2%	2%
3. Percent of City-sponsored training classes rated very good or above by attendees.	95%	95%	95%	95%	95%
4. Percent of City employees attending City sponsored training classes.	32%	40%	91%	40%	40%

Department: Human Resources Departments
Division: Recruitment, Classification & Staff Development

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
2521-Selection-Classification	$ 936,878	$ 1,041,306	$ 1,141,050	$ 1,007,958	$ (133,092)
2525-RC&SD-Labor Relations	—	—	—	763,073	763,073
Total Expenditures	$ 936,878	$ 1,041,306	$ 1,141,050	$ 1,771,031	$ 629,981
Full Time Equivalents (Budgeted)	N/A	N/A	6.70	6.90	0.20
Total Revenues	$ —	$ —	$ —	$ —	$ —

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 Overview

- 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 City Volunteer Program for all departments utilizing Volgistics as the departments online volunteer application

Division: Recruitment, Classification & Staff Development
Program: 2521 - Recruitment, Selection & Classification

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 531,115	$ 564,794	$ 679,898	$ 554,373	$ (125,525)
Benefits	258,486	283,440	282,320	274,210	(8,110)
Materials/Services/Supplies	126,765	166,523	148,302	164,049	15,747
Interfund Services	20,512	20,446	21,530	15,326	(6,204)
Capital Outlay	—	6,103	9,000	—	(9,000)
Total Expenditures	$ 936,878	$ 1,041,306	$ 1,141,050	$ 1,007,958	$ (133,092)
Full Time Equivalents (Budgeted)	N/A	N/A	6.70	4.90	(1.80)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Average employee turnover rate.	7%	6%	9%	7%	7%
2. Percent of recruitments completed within established timelines.	92%	100%	100%	95%	97%
3. Percent of recruitments for which a job analysis is completed.	78%	95%	95%	90%	95%

Division: Recruitment, Classification & Staff Development
Program: 2525 - Labor Relations

Program Mission: Promote positive employer-employee working relations within the City of Santa Clara and attempt to the best of our ability to resolve disputes regarding wages, hours, and other terms and conditions of employment between the City and the employee organizations in a cooperative spirit. Meet and Confer and negotiate in good faith.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ —	$ —	$ —	$ 300,434	$ 300,434
Benefits	—	—	—	159,621	159,621
Materials/Services/Supplies	—	—	—	303,018	303,018
Interfund Services	—	—	—	—	—
Total Expenditures	$ —	$ —	$ —	$ 763,073	$ 763,073
Full Time Equivalents (Budgeted)	N/A	N/A	—	2.00	2.00

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. No reportable performance measures	N/A	N/A	N/A	N/A	N/A

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City of Santa Clara

The Center of What's Possible

Information Technology Department

Information Technology Department

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
Contract Services	$ 3,821,539	$ 4,170,955	$ 4,712,217	$ 5,275,962
Enterprise Services	761,866	686,879	544,613	953,513
Infrastructure and Support	922,602	945,481	1,023,947	2,017,773
Telecommunication Services	583,795	708,175	574,900	625,980
Total Expenditures	$ 6,089,802	$ 6,511,490	$ 6,855,677	$ 8,873,228
Full Time Equivalents (Budgeted)	4.00	5.00	5.00	7.00
Total Revenues	$ 1,251,417	$ 1,303,417	$ 1,315,335	$ 1,315,300

Overview

The IT Department provides a full range of IT services that include help desk, desk side support, data center and network management, application consulting and support, and project/program management capabilities. Focus areas include:

- Supporting public information and civic engagement through the City's web and digital presence.
- Supporting and enabling City departments to fulfill their Information Technology business requirements.
- Enhancing the reliability, availability, and usability of the City's information technology resources.
- Maintaining and enhancing the City's enterprise wide technology infrastructure in support of City departments.
- Protecting and strengthening the City network and information security capabilities.

Information Technology Department

Mission

The IT Department strives to provide superb affordable services through technology and 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.

Significant Accomplishments

- Technology Infrastructure & CyberSecurity: Refresh of aging technology infrastructure was accomplished in a phased manner. Citywide IT Disaster Recovery & Business Continuity plans were developed. Scans and penetration tests were conducted by DHS and actions identified to eliminate risk. Technology played a significant role during Super Bowl 50 in delivering city services and disseminating information to the public. Cyber security was a key emphasis. Web traffic shot up over 5 times, critical infrastructure was 100% available, secure and systems performed flawlessly.
- Application Modernization & Web – A heat map tracking the lifecycle of over 180 applications citywide was developed enabling departments to budget and plan for application upgrades and replacement for end of life systems. Two major applications were replaced and numerous applications/servers were upgraded in FY15/16. The City Website was rebranded and moved to the cloud. City websites were consolidated and redesigned with an enhanced look, feel & functionality for an improved user experience.
- Enterprise Geographic System (GIS): Significant accomplishments include the life saving and award winning Public Safety Common Operational Picture (COP), new regional high-resolution imagery, traffic cams and economic development projects story maps, mobile, field based asset management, infoMap for staff and MapSantaClara public viewer.
- Awards & Recognition: The IT Department won several awards for extraordinary accomplishments over the year - MISAC Award for Excellence in Information Technology Practices; Esri Special Award in GIS for Common Operational Picture; recognition by the White House Smart Cities Initiative for building a model public-private partnership addressing security and transportation through technology and collaboration.

Significant Objectives

- Technology Infrastructure: Architect and replace aging technology infrastructure in a strategic and phased manner in support of increased digital, mobile and cloud solutions for anytime, anywhere any device access in a secure manner. Strengthen Emergency Operations Center & Public Safety network infrastructure for security and performance.
- Cybersecurity & Risk Mitigation: Strengthen the City's cybersecurity posture by providing a proactive defense against threats via intrusion prevention/detection systems and security information and event management systems and response protocols.
- Application Modernization: Support citywide and departmental system replacements – Utility Billing, Public Safety Computer Assisted Dispatch, Police Records Management, Permitting/Land Management, Records Management, Agenda Management, Video Streaming, Financials and HR Management System.
- Enterprise GIS: Building on the existing enterprise GIS platform; work plan for the year includes projects to further citizen engagement, decision making, and effective infrastructure information lifecycle management.

Information Technology Department

Department Budget Summary

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Salaries	$ 579,961	$ 628,148	$ 636,329	$ 1,206,767	$ 570,438
Benefits	242,859	246,646	309,411	548,024	238,613
Materials/Services/Supplies	5,197,231	5,604,589	5,834,387	7,058,799	1,224,412
Interfund Services	69,751	32,107	75,550	59,638	(15,912)
Total Expenditures	$ 6,089,802	$ 6,511,490	$ 6,855,677	$ 8,873,228	$ 2,017,551
Revenue Category					
Taxes	$ 1,247,032	$ 1,301,775	$ 1,315,335	$ 1,315,300	$ (35)
Other Revenues	4,385	1,642	—	—	—
Total Revenues	$ 1,251,417	$ 1,303,417	$ 1,315,335	$ 1,315,300	$ (35)
Full Time Equivalents (Budgeted)	4.00	5.00	5.00	7.00	2.00

Budget Overview and Significant Changes

Service Level Impact

As reflected in the *Position Detail* summary, the department has an increase of 2.0 FTEs budgeted in 2016-17. Due to the increase in service level demands by the departments IT supports, (2.0) two Sr. Information Technology Services Manager positions were added to provide project oversight, vendor governance, business relation support, and enterprise system management. These positions were supported by a sourcing strategy study completed for the department. The department has reviewed the approved funded staffing levels and believe it will address current service level demands.

Expenditures

Salaries changes from prior adopted budget

Salary costs reflect contractually agreed upon wage increases for those bargaining units with current contracts and funding for additional positions where applicable. In addition, the as-needed staffing budget was increased, with a like reduction in contractual services cost, to accommodate a move of having part-time staff employed by the City.

Benefits changes from prior adopted budget

Benefits costs reflect contractually agreed upon benefit changes for those bargaining units with current contracts and funding for additional positions where applicable. In addition, benefits changes reflect new CalPERS (California Public Employees' Retirement System) employer pension rates and estimated health insurance rates.

Materials/Services/Supplies changes from prior adopted budget

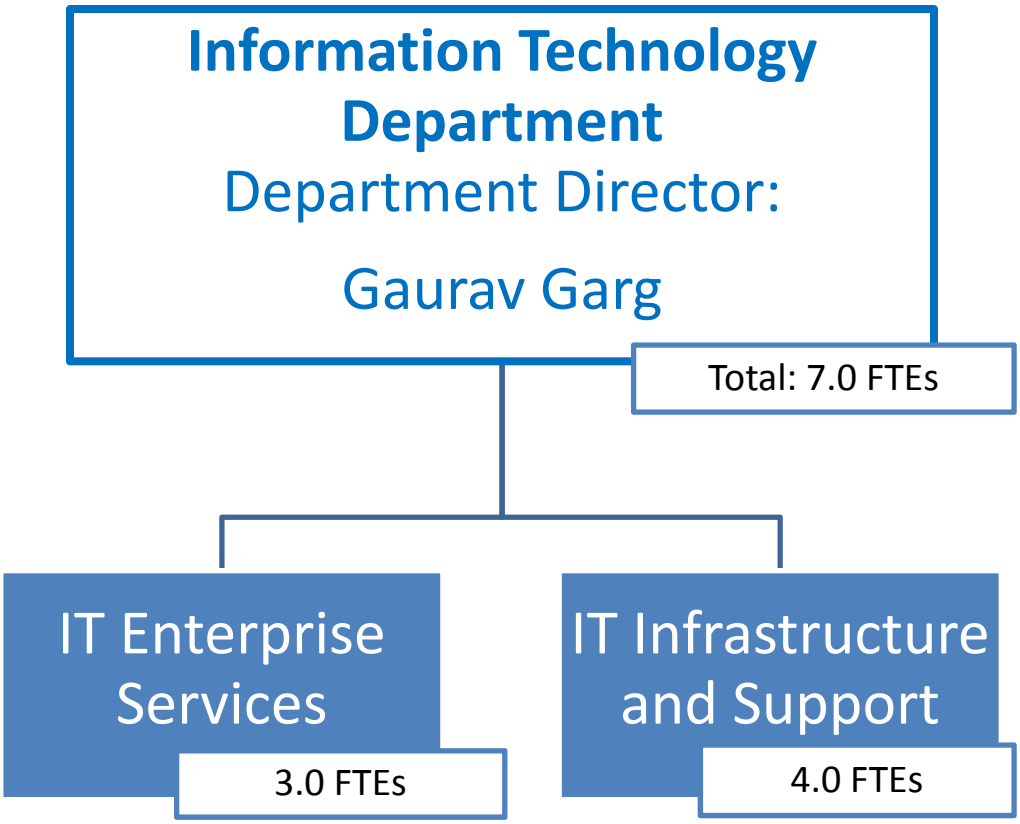
Increase of $1.2 million includes negotiated vendor contractual changes; additionally, $475,000 worth of CIP project costs were closed at the end of the 15/16 CIP budget year and moved to the operations budget.

Interfund Services changes from prior adopted budget
Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal Service Funds section of this budget document.

Total Revenues

Total Revenues changes from prior adopted budget
No reportable or significant change.

City of Santa Clara
Divisional Organization Chart



Information Technology Department

POSITION DETAIL

General Fund		2013-14 Adopted	2014-15 Adopted	2015-16 Adopted	2016-17 Budget	Position Change
Position Title						
Uncl	Director of Information Technology/Chief Information Officer (CIO)	1.00	1.00	1.00	1.00	—
Uncl	Sr. Information Technology Services Manager	—	—	—	2.00	2.00
Uncl	Information Technology Services Manager	1.00	1.00	1.00	2.00	1.00
Uncl	Management Analyst	—	1.00	1.00	1.00	—
Uncl	Web and Digital Media Manager	1.00	1.00	1.00	—	(1.00)
Uncl	Administrative Analyst	1.00	—	—	—	—
A22	Office Specialist III	—	1.00	1.00	1.00	—
	Total Full Time Equivalents (Budgeted)	**4.00**	**5.00**	**5.00**	**7.00**	**2.00**

Department: Information Technology
Division: Contract Services

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
1931 - Contract Services	$ 3,821,539	$ 4,170,955	$ 4,712,217	$ 5,275,962	$ 563,745
Total Expenditures	$ 3,821,539	$ 4,170,955	$ 4,712,217	$ 5,275,962	$ 563,745
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—
Total Revenues	$ —	$ —	$ —	$ —	$ —

Division Mission

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

Division Overview

- Provide services to insure the reliability, continuity, and sustainability of network, server, storage and desktop systems.
- Implement information technology best practices and drive operational improvements.
- Maintain, support, and enhance the City's enterprise wide technology infrastructure in support of City departments.
- Provide enhanced support for business applications used within the City driven by a Structured Project Methodology and Project Management Office.

Division: Contract Services
Program: 1931 - Contract Services

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

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Materials/Services/Supplies	$ 3,821,539	$ 4,170,955	$ 4,712,217	$ 5,270,969	$ 558,752
Interfund Services	—	—	—	4,993	4,993
Total Expenditures	$ 3,821,539	$ 4,170,955	$ 4,712,217	$ 5,275,962	$ 563,745
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of Help Desk clients rate provided technical service better than satisfactory.	100%	97%	97%	97%	97%
2. Maintain production server uptime (target 99.5%).	100%	100%	100%	100%	99.9%

Department: Information Technology
Division: Enterprise Services

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
1911 - Application Services	$ 573,789	$ 484,872	$ 260,677	$ 518,854	$ 258,177
1912 - Web Services	188,077	202,007	283,936	375,659	91,723
1913 - GIS Services	—	—	—	59,000	59,000
Total Expenditures	$ 761,866	$ 686,879	$ 544,613	$ 953,513	$ 408,900
Full Time Equivalents (Budgeted)	N/A	N/A	2.00	3.00	1.00
Total Revenues	$ —	$ —	$ —	$ —	$ —

Division Mission

To plan and implement information technology applications leveraging technology to enhance citywide & departmental capabilities. Maintain a high availability web presence providing local government information and quality on-line services to the residents and businesses of Santa Clara. Empower City employees to effectively serve the public using digital technologies.

Division Overview

- Provide application support for mission critical and business critical departmental applications. This includes business process improvements and vendor compliance updates. Maintain an Application Portfolio Management System and Enterprise Roadmap to provide for better planning. Work with department business owners to plan for application enhancements and upgrades to provide greater functionality and business value for critical systems.
- Manage the City's web content management system and provide timely updates to citizens through the use of the City's expanding digital presence via the web and mobile devices. Provide Web design, development, and support for websites. Ensure equal access to the City website for people with disabilities by providing websites that comply with accessibility requirements.
- Acquire data and integrate new citywide GIS layers (feature classes and attributes) – i.e. utility easements, building footprints, edges of travelled ways, ADA compliant ramps, urban forest, city neighborhoods, and geospatial imagery. Through GIS data, provide trustworthy operational information, organized by location, and delivered in a timely manner to decision-makers for both tactical and strategic planning efficiency.

Division: Enterprise Services
Program: 1911 - Application Services

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

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 128,121	$ 134,923	$ 135,418	$ 310,430	$ 175,012
Benefits	59,697	62,178	65,559	164,666	99,107
Materials/Services/Supplies	382,221	280,159	42,005	33,400	(8,605)
Interfund Services	3,750	7,612	17,695	10,358	(7,337)
Total Expenditures	$ 573,789	$ 484,872	$ 260,677	$ 518,854	$ 258,177
Full Time Equivalents (Budgeted)	N/A	N/A	1.00	2.00	1.00

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Complete/update strategic technology plan for the City.	100%	100%	100%	100%	100%
2. Percent of milestones completed according to project schedules.	95%	91%	91%	90%	90%

Division: Enterprise Services
Program: 1912 - Web Services

Project Missions: Utilize the City website and intranet to increase business efficiency and empower City employees to more effectively serve the public.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 107,130	$ 43,475	$ 112,251	$ 135,093	$ 22,842
Benefits	54,074	21,351	58,245	70,266	12,021
Materials/Services/Supplies	22,483	130,845	98,705	162,100	63,395
Interfund Services	4,390	6,336	14,735	8,200	(6,535)
Total Expenditures	$ 188,077	$ 202,007	$ 283,936	$ 375,659	$ 91,723
Full Time Equivalents (Budgeted)	N/A	N/A	1.00	1.00	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Updated City websites within agreed upon timeframe.	100%	100%	100%	100%	98%
2. Achieved incremental increases to number of unique users, pages views, number of pages per visit to the City website.	100%	100%	100%	100%	100%

Division: Enterprise Services
Program: 1913 - GIS Services

Project Mission: Through GIS data, provide trustworthy operational information, organized by location, and delivered in a timely manner to decision-makers for both tactical and strategic planning efficiency.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ —	$ —	$ —	$ 20,000	$ 20,000
Materials/Services/Supplies	—	—	—	39,000	39,000
Interfund Services	—	—	—	—	—
Total Expenditures	$ —	$ —	$ —	$ 59,000	$ 59,000
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percentage of project milestones completed according to specific schedule.	N/A	N/A	N/A	N/A	90%
2. Provide state of the art GIS based web tools and enhancements (target 3 improvements annually).	N/A	N/A	N/A	N/A	3
3. Update enterprise basemap layers on regular scheduled basis (weekly user requests, monthly interagency data)	N/A	N/A	N/A	N/A	90%

Department: Information Technology
Division: Infrastructure and Support

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
1921-Infrastructure and Support	$ 922,602	$ 945,481	$ 1,023,947	$ 2,017,773	$ 993,826
Total Expenditures	$ 922,602	$ 945,481	$ 1,023,947	$ 2,017,773	$ 993,826
Full Time Equivalents (Budgeted)	N/A	N/A	3.00	4.00	1.00
Total Revenues	$ 4,374	$ 1,642	$ —	$ —	$ —

Division Mission

Provide a reliable and secure citywide computing infrastructure to enable departments to accomplish business goals and provide city services and information to the community.

Division Overview

- Maintain high-speed redundant core network between City Hall and remote facilities in order to provide necessary bandwidth, compute needs and storage capability in support of City's mission critical systems.
- Provide call center, deskside and infrastructure support to deliver services that ensure the reliability, continuity, and sustainability of networks, servers, and desktop systems.
- Ensure security and strengthen the reliability of the internal City systems and network.

Division: Infrastructure and Support
Program: 1921 - Infrastructure and Support

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 344,710	$ 416,727	$ 388,660	$ 591,245	$ 202,585
Benefits	129,088	162,635	185,607	313,092	127,485
Materials/Services/Supplies	387,706	347,960	406,560	1,077,520	670,960
Interfund Services	61,098	18,159	43,120	35,916	(7,204)
Total Expenditures	$ 922,602	$ 945,481	$ 1,023,947	$ 2,017,773	$ 993,826
Full Time Equivalents (Budgeted)	N/A	N/A	3.00	4.00	1

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Maintain availability and accessibility of the City's servers and network infrastructure during scheduled hours of operations.	100%	100%	100%	100%	99.5%

Department: Information Technology
Division: Telecommunication Services

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
1941-IT - Telecommunication Services	$ 583,795	$ 708,175	$ 574,900	$ 625,980	$ 51,080
Total Expenditures	$ 583,795	$ 708,175	$ 574,900	$ 625,980	$ 51,080
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—
Total Revenues	$ 1,247,043	$ 1,301,776	$ 1,315,335	$ 1,315,300	$ (35)

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 Overview

- 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.
- Review and process billing for all telecommunication services.
  Update the City's cell site lease agreements along with implementation of New Facilities.
- Act as community liaison with Comcast and AT&T on various cable issues.
  Work with Cable Providers on the implementation of their Projects to install U-Verse / Xfinity Product Services throughout the City of Santa Clara.
  Provide Cable Franchise oversight and monitoring.

Division: Telecommunication Services
Program: 1941 - Telecommunication Services

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ —	$ 33,023	$ —	$ 150,000	$ 150,000
Benefits	—	483	—	—	—
Materials/Services/Supplies	583,282	674,669	574,900	475,810	(99,090)
Interfund Services	513	—	—	170	170
Total Expenditures	$ 583,795	$ 708,175	$ 574,900	$ 625,980	$ 51,080
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of requests for telephone service processed within two business days.	95%	95%	95%	95%	95%
2. Percent of citizen cable complaints responded to within two business days.	100%	100%	100%	100%	100%
3. Percent of reported/alleged Comcast Cable Franchise requirement infractions resolved within 5 business days.	95%	95%	95%	95%	95%

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City of Santa Clara

The Center of What's Possible

Community Development Department

Community Development

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
Planning	$ 2,199,603	$ 2,386,777	$ 2,453,326	$ 3,236,780
Building	4,169,716	4,360,165	5,248,985	6,107,405
Housing	541,092	730,496	1,260,219	1,547,358
Total Expenditures	$ 6,910,412	$ 7,477,438	$ 8,962,530	$ 10,891,540
Full Time Equivalents (Budgeted)	40.00	44.00	48.70	56.00
Total Revenues	$ 9,704,154	$ 9,542,073	$ 9,661,456	$ 14,800,822

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 Codes. Plans for all structures are reviewed and construction inspections 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 streamlining procedures.

The Department undertook a name change from Planning and Inspection to Community Development Department. The Building Inspection Division was also renamed the Building Division, along with the implementation of a restructuring and realignment plan. The Department is also incorporating the Housing Division back into the Department. The name and organizational changes will better reflect and represent the department’s comprehensive goals and services to the community.

Note: Throughout this document, prior year information has been adjusted to reflect the move of the Housing and Community Services Division from the City Manager's Office to the Community Development Department in 2016-17.

Community Development

Mission

To enhance the community's safety, welfare, quality of life and economic opportunities by providing advanced planning, development review, permitting and inspection services

Significant Accomplishments

- Completed entitlements for Santa Clara Square, Phase 3 residential/mixed use development.

- Performed plan reviews, issued permits and conducted inspections for a 1.3 million square feet office and research and development complex located on 30 acres of land near Scott Blvd., Garrett Drive and Tannery Way.
- Performed plan reviews, issued permits and conducted inspections for a 2 million square feet office and high tech lab campus located on 35 acres of land near San Tomas Expressway and Central Expressway.

- Completion of entitlements for CityPlace, a multi-phased, mixed use development, including up to 9 million square feet of office, retail and entertainment facilities, residential units and hotel rooms on 240 acres of project site located north of Tasman Drive, east of Great America Parkway and west of Guadalupe River.

Significant Objectives

- Based on the proposed budget being adopted, the main objective is to enhance economic development by meeting service demands, providing more timely development review and permit processing timeframes and inspections, keeping critical services in-house, providing consistency and continuity, and staying current with technology.

- Conduct recruitments expeditiously for additional regular positions in order to balance as-needed and contract staffing, which accounts for a large percentage of current staff.
- Ensure fiscal responsibility by conducting fee and cost allocation studies to achieve cost recovery.

- Complete significant advanced planning efforts, including the Zoning Ordinance update, Lawrence Station Area Plan, and Tasman East Area Plan.

- Begin the permit system replacement to streamline permit processes with online, electronic access, and integration with GIS.

Community Development

Department Budget Summary

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Salaries	$ 4,020,188	$ 4,168,069	$ 5,618,291	$ 6,540,114	$ 921,823
Benefits	1,654,996	1,768,819	2,576,020	3,399,118	823,098
Materials/Services/Supplies	984,248	1,261,928	411,663	607,594	195,931
Interfund Services	250,980	224,585	246,555	245,163	(1,392)
Capital Outlay	—	54,037	110,000	99,552	(10,448)
Total Expenditures	$ 6,910,412	$ 7,477,438	$ 8,962,530	$ 10,891,540	$ 1,929,012
Revenue Category					
Licenses & Permits	$ 3,875,924	$ 6,035,325	$ 6,002,000	$ 7,952,000	$ 1,950,000
Interest and Rent	1,000	—	—	—	—
Charges for Services	5,420,911	4,995,120	3,559,456	6,698,822	3,139,366
Op Transfers	300,000	(1,629,927)	—	—	—
Other Revenues	106,319	141,555	100,000	150,000	50,000
Total Revenues	$ 9,704,154	$ 9,542,073	$ 9,661,456	$ 14,800,822	$ 5,139,366
Full Time Equivalents (Budgeted)	40.00	44.00	48.70	56.00	7.30

Budget Overview and Significant Changes

Service Level Impact

As reflected in the *Position Detail* summary, the department has an increase of 7.3 FTEs budgeted in 2016-17. The department carefully analyzed staffing needs as part of the 2016-17 budget development process. The Planning Division added 3.0 positions and the Building Division added 4.0 positions, along with implementing a reorganization to improve service delivery to the public and the development community. These changes will enhance economic development by providing timely services, increasing efficiency, improving access to public information, and increasing community participation. In the Housing Division, 0.3 FTE of a Housing and Community Services Division Manager was added, which was previously being filled by the Deputy City Manager. The department has reviewed the approved funded staffing levels and believe it will address current service level demands.

Expenditures

Salaries changes from prior adopted budget

Salary costs reflect contractually agreed upon wage increases for those bargaining units with current contracts and funding for additional positions where applicable. In addition, funding of a previously frozen and unfunded Office Specialist position and other organizational and classification changes in the department will have a net increase to salary and benefit costs.

Benefits changes from prior adopted budget

Benefits costs reflect contractually agreed upon benefit changes for those bargaining units with current contracts and funding for additional positions where applicable. In addition, benefits changes reflect new

Community Development

CalPERS (California Public Employees' Retirement System) employer pension rates and estimated health insurance rates.

Materials/Services/Supplies changes from prior adopted budget
Operating supply changes mainly account for new building codes and publications for the new code cycle, and equipment or resource updates or replacement. There is an increase in Contractual Services for due diligence, acquisition, and maintenance of City and Housing Authority owned parcel for future affordable housing development.

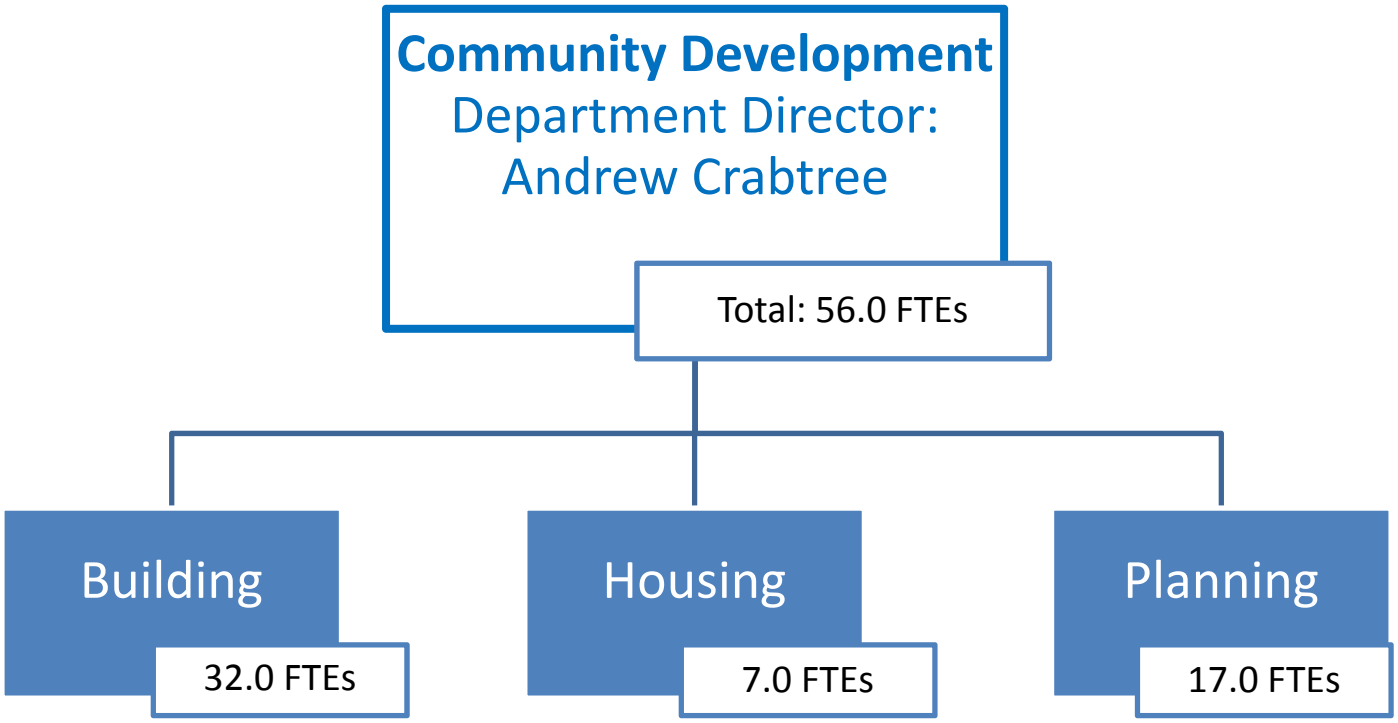
Interfund Services changes from prior adopted budget
Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal Service Funds section of this budget document.

Capital Outlay changes from prior adopted budget
No reportable or significant change.

Total Revenues

Total Revenues changes from prior adopted budget
Based on the economic growth and significant permit activities the department is experiencing, high levels of revenues are anticipated for the coming years.

City of Santa Clara
Divisional Organization Chart



POSITION DETAIL

General Fund		2013-14 Adopted	2014-15 Adopted	2015-16 Adopted	2016-17 Budget	Position Change
Position Title						
Uncl	Director of Community Development	1.00	1.00	1.00	1.00	—
Uncl	Deputy City Manager	—	—	0.70	—	(0.70)
Uncl	Building Official	1.00	1.00	1.00	1.00	—
Uncl	Planning Manager	1.00	1.00	1.00	1.00	—
Uncl	Permit Center Manager	1.00	1.00	1.00	—	(1.00)
Uncl	Principal Planner	1.00	1.00	1.00	1.00	—
Uncl	Inspection Manager	1.00	1.00	1.00	1.00	—
Uncl	Development Review Officer	1.00	1.00	1.00	1.00	—
Uncl	Housing & Community Services Division Manager	1.00	1.00	—	1.00	1.00
Uncl	Historic Resources Coordinator	1.00	—	—	—	—
Uncl	Housing Development Officer	1.00	1.00	1.00	1.00	—
Uncl	Plan Review Manager	—	—	—	1.00	1.00
Uncl	Assistant Building Official	—	—	—	1.00	1.00
Uncl	Management Analyst	—	—	1.00	1.00	—
A41	Senior Plans Examiner	1.00	1.00	2.00	1.00	(1.00)
A39	Senior Inspector	2.00	2.00	3.00	3.00	—
A39	Plans Examiner	2.00	3.00	4.00	4.00	—
A37	Combination Inspector	6.00	8.00	8.00	8.00	—
A36	Associate Planner	4.00	4.00	5.00	7.00	2.00
A35	Housing Inspector	—	1.00	1.00	1.00	—
A34	Staff Analyst II	1.00	1.00	1.00	1.00	—
A32	Code Enforcement Officer	—	—	1.00	1.00	—
A32	Staff Analyst I	1.00	1.00	2.00	3.00	1.00
A31	Assistant Planner II	1.00	1.00	—	—	—
A29	Permit Center Supervisor	—	—	—	1.00	1.00
A27	Senior Permit Technician	1.00	1.00	1.00	1.00	—
A27	Assistant Planner I	—	—	—	1.00	1.00
A24	Office Specialist IV	1.00	1.00	1.00	1.00	—
A23	Permit Technician	2.00	2.00	2.00	4.00	2.00
A23	Code Enforcement Technician	1.00	2.00	1.00	1.00	—
A22	Office Specialist III	2.00	2.00	2.00	2.00	—
A19	Customer Service Representative-Permit Center	1.00	1.00	1.00	1.00	—
A18	Office Specialist II	4.00	4.00	4.00	4.00	—
	Total Full Time Equivalents (Budgeted)	**40.00**	**44.00**	**48.70**	**56.00**	**7.30**

Department: Community Development
Division: Planning

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
5522-Development Review	$ 907,313	$ 874,993	$ 963,962	$ 1,407,220	$ 443,258
5523-Advanced Planning	481,576	395,084	601,621	859,220	257,599
5524-Historical Preserva	454,754	456,568	500,712	571,709	70,997
5525-Code Enforcement	355,960	660,132	387,031	398,631	398,631
Total Expenditures	$ 2,199,603	$ 2,386,777	$ 2,453,326	$ 3,236,780	$ 1,170,485
Full Time Equivalents (Budgeted)	N/A	N/A	13.50	17.00	3.50
Total Revenues	$ 653,356	$ 1,696,934	$ 550,000	$ 800,000	$ 250,000

Division Mission

To enhance the community's safety, welfare, quality of life, and economic opportunities by providing advanced planning and development review services

Division Overview

- Review the ongoing construction and completion of approved development projects.
- Continue streamlining the development process through new technologies (new permit system, GIS, SharePoint) and the Internet.
- Prepare and implement long range plans and, in coordination with consultants, update to the Zoning Ordinance and prepare area plans for Lawrence Station Area, Tasman East Area, Downtown, and the El Camino Real Precise Plan.
- Support the City's historic preservation efforts, provide code enforcement to respond to community concerns, complete annual updates to the Climate Action Plan, and work with VTA on planning for transit services.
- Provide support for California Environmental Quality Act (CEQA)/National Environmental Policy Act (NEPA) review of City capital, affordable housing, and other public projects.

Division: Planning
Program: 5522 - Development Review

Program Mission: Promote a high-quality built environment and high quality of life for Santa Clara's residents, visitors, and employees; maintain and improve the development review processes in cooperation with customers, other City departments, and outside agencies; conduct environmental and land use review; and support the activities of the Architectural Committee, Planning Commission, and City Council.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 513,714	$ 556,990	$ 633,340	$ 891,464	$ 258,124
Benefits	224,844	228,455	259,174	421,578	162,404
Materials/Services/Supplies	135,448	67,868	44,691	49,816	5,125
Interfund Services	33,307	21,680	26,757	44,362	17,605
Total Expenditures	$ 907,313	$ 874,993	$ 963,962	$ 1,407,220	$ 443,258
Full Time Equivalents (Budgeted)	N/A	N/A	4.75	7.00	2.25

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of items forwarded to the Planning Commission.	55	63	100	85	90
2. Number of items forwarded to the Architectural Committee	—	—	—	—	130
3. Number of items forwarded to the City Council	—	—	—	—	25
4. Present applications to applicable hearing body within 6 weeks of application deemed complete and environmental review	—	—	—	—	90%

Division: Planning
Program: 5523 - Advanced Planning

Program Mission: Maintain and update the General Plan, monitor and implement the General Plan, prepare related policy plans, maintain and update the Zoning Ordinance, and respond to mandated State and Federal legislation.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 267,228	$ 262,737	$ 383,985	$ 537,629	$ 153,644
Benefits	121,982	121,196	191,704	295,839	104,135
Materials/Services/Supplies	81,106	1,032	14,646	14,646	—
Interfund Services	11,260	10,119	11,286	11,106	(180)
Total Expenditures	$ 481,576	$ 395,084	$ 601,621	$ 859,220	$ 257,599
Full Time Equivalents (Budgeted)	N/A	N/A	3.40	4.65	1.25

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Provide an annual report to the Planning Commission and City Council on the General Plan implementation.	1	1	1	1	1
2. Number of advanced-planning Agenda Reports sent to City Council	N/A	24	15	20	15
3. Number of policy updates approved.	—	—	—	—	2

Division: Planning
Program: 5524 - Historical Preservation

Program Mission: Provide public information; support current planning functions and building permit activities; and advise the Historical and Landmarks Commission, Planning Commission, and City Council on historic preservation and related CEQA matters.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 302,589	$ 304,352	$ 323,983	$ 364,934	$ 40,951
Benefits	138,905	141,167	162,507	195,630	33,123
Materials/Services/Supplies	—	—	1,723	1,723	—
Interfund Services	13,260	11,049	12,499	9,422	(3,077)
Total Expenditures	$ 454,754	$ 456,568	$ 500,712	$ 571,709	$ 70,997
Full Time Equivalents (Budgeted)	N/A	N/A	3.05	3.05	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of items forwarded to the Historical and Landmarks Commission	N/A	63	27	60	50
2. Process applications to the Historical and Landmarks Commission within 8 weeks of application deemed complete and environmental review.	90%	90%	90%	90%	90%
3. Number of Planning Permit inquiries.	9,500	9,734	11,500	10,000	10,000

Division: Planning
Program: 5525 - Code Enforcement

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

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 235,742	$ 231,521	$ 234,720	$ 250,434	$ 250,434
Benefits	110,688	112,972	118,854	138,915	138,915
Materials/Services/Supplies	—	306,579	2,100	2,100	2,100
Interfund Services	9,530	9,060	11,357	7,182	7,182
Capital Outlay	—	—	20,000	—	—
Total Expenditures	$ 355,960	$ 660,132	$ 387,031	$ 398,631	$ 398,631
Full Time Equivalents (Budgeted)	N/A	N/A	2.30	2.3	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of complaints received.	450	1,424	1,329	700	700
2. Percent of complaints responded to in 5 business days.	90%	90%	90%	95%	95%
3. Percent of complaints resolved in 30 business days.	90%	80%	90%	90%	90%

Department: Community Development
Division: Building

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
5532-Building - Plan Review and Permit Services	$ 2,372,299	$ 2,520,745	$ 2,642,116	$ 3,303,207	$ 661,091
5533-Building - Field Inspection	1,644,567	1,718,445	2,493,254	2,694,803	201,549
5534-Building - Housing Inspection	152,851	120,975	113,615	109,395	(4,220)
Total Expenditures	$ 4,169,716	$ 4,360,165	$ 5,248,985	$ 6,107,405	$ 858,420
Full Time Equivalents (Budgeted)	N/A	N/A	28.50	32.00	3.50
Total Revenues	$ 8,855,309	$ 7,573,509	$ 8,618,000	$13,302,000	$ 4,684,000

Division Mission

To provide high quality and efficient services for the design, construction, use, occupancy, and maintenance of all buildings and structures in order to safeguard the public health, safety and general welfare in the built environment.

Division Overview

- Provide efficient and customer-friendly plan review and permitting services at the Permit Center and via the internet.
- Provide effective field inspection services during construction. Provide code enforcement services to respond to community concerns.
- Continue streamlining the building permit process through new technologies and devices (new permit system and GIS) and the internet. Begin permit system replacement efforts along with migration of existing data.
- Continue to digitize documents to update the permitting database to enhance services.
- Adopt new building codes for new code cycle. Apply and implement new codes.

Division: Building
Program: 5532 - Plan Review and Permit Services

Program Mission: Provide plan review and permit services to ensure compliance with minimum code standards to safeguard life, health, property, and public welfare for all buildings and structures.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 1,199,680	$ 1,251,590	$ 1,728,512	$ 2,037,693	$ 309,181
Benefits	514,217	553,585	702,553	992,243	289,690
Materials/Services/Supplies	613,522	674,035	130,481	217,481	87,000
Interfund Services	44,880	41,535	50,570	40,790	(9,780)
Capital Outlay	—	—	30,000	15,000	(15,000)
Total Expenditures	$ 2,372,299	$ 2,520,745	$ 2,642,116	$ 3,303,207	$ 661,091
Full Time Equivalents (Budgeted)	N/A	N/A	13.65	17.00	3.35

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of express plan checks performed within 2 working days.	100%	100%	67%	95%	90%
2. Percent of short cycle plan checks performed within ten business days.	81%	89%	75%	85%	80%
3. Percent of regular cycle plan checks performed within 30 calendar days.	86%	83%	72%	85%	75%
4. Percent of service provided to all Permit Center customers within 20 minutes of their arrival.	74%	72%	75%	80%	75%

Division: Building
Program: 5533 - Field Inspection

Program Mission: Conduct inspections to ensure safety and compliance with minimum code standards for construction, occupancy, and maintenance of all buildings and structures.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 1,085,987	$ 1,080,429	$ 1,510,323	$ 1,620,601	$ 110,278
Benefits	428,901	431,076	755,136	900,715	145,579
Materials/Services/Supplies	48,772	103,488	67,291	67,040	(251)
Interfund Services	80,907	103,452	100,504	106,447	5,943
Capital Outlay	—	—	60,000	—	(60,000)
Total Expenditures	$ 1,644,567	$ 1,718,445	$ 2,493,254	$ 2,694,803	$ 201,549
Full Time Equivalents (Budgeted)	N/A	N/A	14.20	14.40	0.20

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of code complaints responded to within 2 working days.	76%	76%	78%	80%	60%
2. Percent of inspections performed the next working day.	91%	81%	21%	90%	60%

Division: Building
Program: 5534 - Housing Inspection

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

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 99,176	$ 79,395	$ 55,873	$ 52,991	$ (2,882)
Benefits	45,956	37,752	29,729	31,754	2,025
Materials/Services/Supplies	—	—	23,000	23,000	—
Interfund Services	7,719	3,828	5,013	1,650	(3,363)
Total Expenditures	$ 152,851	$ 120,975	$ 113,615	$ 109,395	$ (4,220)
Full Time Equivalents (Budgeted)	N/A	N/A	0.65	0.60	(0.05)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of multi-family rental housing complexes inspected per month.	0%	0%	0%	1%	1%
2. Percent of housing code complaints responded to within two business days.	N/A	N/A	N/A	N/A	90%

Department: Community Development
Division: Housing

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
5542-Federal & State Grant Administration	$ 213,098	$ 473,206	$ 288,212	$ 353,084	$ 64,872
5543-Neighborhood Conservation & Improvement	73,355	15,590	279,730	312,805	33,075
5544-Community Development Projects	119,841	108,382	273,684	312,322	38,638
5545-Affordable Housing	134,798	133,318	418,593	569,147	150,554
Total Expenditures	$ 541,092	$ 730,496	$ 1,260,219	$ 1,547,358	$ 287,139
Full Time Equivalents (Budgeted)	N/A	N/A	6.70	7.00	0.30
Total Revenues	$ 195,489	$ 271,630	$ 493,456	$ 698,822	$ 205,366

Division Mission

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

Division Overview

- 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 16-17 budget includes estimates for: CDBG: $897,752 HOME: $299,478 as actual notification of HUD grant award is known at this time. The annual plan was approved in May 2016 by City Council to be submitted to HUD requesting FY 16-17 grants in the amount of: CDBG: $897,752 HOME: $299,478.
- 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 revenues from the following three housing funds: Housing Successor, City Affordable Housing, and Housing Authority. Provide opportunities for affordable home ownership to moderate-income households.

Division: Housing
Program: 5542 - Federal & State Grant Administration

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 215,424	$ 323,785	$ 184,625	$ 215,971	$ 31,346
Benefits	(59,764)	99,714	71,398	96,074	24,676
Materials/Services/Supplies	36,001	37,249	18,777	30,517	11,740
Interfund Services	21,437	12,458	13,412	10,522	(2,890)
Total Expenditures	$ 213,098	$ 473,206	$ 288,212	$ 353,084	$ 64,872
Full Time Equivalents (Budgeted)	N/A	N/A	1.30	1.55	0.25

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Obtain approval by HUD of the City's annual Consolidated Plan.	100%	100%	100%	100%	100%
2. Obtain approval by HUD of the City's Consolidated Annual Performance and Evaluation Report.	100%	100%	100%	100%	100%

Division: Housing
Program: 5543 - Neighborhood Conservation & Improvement

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

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 7,342	$ 6,925	$ 181,261	$ 194,144	$ 12,883
Benefits	53,736	—	89,144	107,502	18,358
Materials/Services/Supplies	4,035	4,021	3,151	6,793	3,642
Interfund Services	8,242	4,644	6,174	4,366	(1,808)
Total Expenditures	$ 73,355	$ 15,590	$ 279,730	$ 312,805	$ 33,075
Full Time Equivalents (Budgeted)	N/A	N/A	1.60	1.70	0.10

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Complete minor and substantial rehabilitation of up to 50 owner-occupied houses.	44	27	21	50	50
2. Annually monitor for compliance all affordable housing contracts.	100%	100%	100%	100%	100%

Division: Housing
Program: 5544 - Community Development Projects

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 23,676	$ 18,517	$ 135,136	$ 150,497	$ 15,361
Benefits	19,891	19,842	70,366	86,848	16,482
Materials/Services/Supplies	65,226	67,557	64,813	71,628	6,815
Interfund Services	11,048	2,466	3,369	3,349	(20)
Total Expenditures	$ 119,841	$ 108,382	$ 273,684	$ 312,322	$ 38,638
Full Time Equivalents (Budgeted)	N/A	N/A	1.40	1.45	0.05

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Monitor the performance of all public service agencies contracting with the City for compliance with contractual obligations.	100%	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%	100%

Division: Housing
Program: 5545 - Affordable Housing

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 69,630	$ 51,829	$ 246,534	$ 223,757	$ (22,777)
Benefits	55,640	23,060	125,455	132,020	6,565
Materials/Services/Supplies	138	98	40,990	122,850	81,860
Interfund Services	9,390	4,294	5,614	5,968	354
Capital Outlay	—	54,037	—	84,552	84,552
Total Expenditures	$ 134,798	$ 133,318	$ 418,593	$ 569,147	$ 150,554
Full Time Equivalents (Budgeted)	N/A	N/A	2.40	2.30	(0.10)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Facilitate the inclusion of ten percent of each year's residential homeownership units as affordable housing.	10%	10%	10%	10%	10%

City of Santa Clara

The Center of What's Possible

Public Works Department

Public Works Department

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
Building Maintenance	$ 1,730,000	$ 1,728,570	$ 1,923,581	$ 2,334,687
Engineering - Administration	607,593	593,493	975,034	1,067,342
Engineering - Design	1,179,738	1,249,509	1,607,565	1,697,366
Engineering - Field Services	1,212,513	1,310,537	1,414,629	2,135,474
Engineering - Land and Property Development	1,043,776	1,182,656	1,397,141	1,579,658
Engineering - Traffic	1,436,256	1,537,369	1,673,909	2,581,185
Streets and Automotive Services	7,943,870	7,824,207	10,111,831	10,749,347
Total Expenditures	$ 15,153,747	$ 15,426,343	$ 19,103,690	$ 22,145,059
Full Time Equivalents (Budgeted)	104.15	104.15	107.15	105.05
Total Revenues	$ 4,125,586	$ 4,531,021	$ 4,777,237	$ 7,364,867

Overview

The Public Works Department encompasses the following six (6) funds: General Fund (001), Downtown Parking Maintenance District (025), Convention Center Maintenance District (026), Equipment Pool Revolving (050), Automotive Services (053), and Solid Waste (096). The department contains an Engineering group which is comprised of four (4) divisions: Land and Property Development, Design, Field Services, and Traffic. The department also contains a Maintenance group, which is comprised of the Building Maintenance, Storm Drain, Parkways and Boulevards, Solid Waste and Automotive Services divisions. The Public Works Department is responsible for the design and maintenance of Citywide streets, sewers, buildings and facilities and landscaping. The department manages garbage and recycling services and procures and maintains the City's fleet of vehicles and equipment. The department provides coordination and management support to the Convention Center Maintenance District, which consists of Hyatt Regency, Techmart, and the City. CThe department also manages the grounds of the Franklin Square Complex under the Downtown Parking Maintenance District.

Public Works 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.

Significant Accomplishments

- Facilitated 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.
- Completed the following Capital Improvement Projects (CIP): Scott Blvd./Park Ave. Sanitary Sewer Improvements, Trimble Road Trunk Sanitary Sewer Improvements, Public Building Parking Lot Improvements, Annual Slurry Seal Project, and Annual American Disabilities Act (ADA) Curb Ramp Project. Completed installation of new traffic signals at El Camino Real and McCormick Drive, and at Scott Boulevard and Anna Drive/Clay Street. Completed installation of about 31 electronic feedback signs at various locations throughout the City.
- Provided effective construction inspection, materials testing, surveying and administration services for Capital Improvement Projects, such as the substandard streets rehabilitation projects, sanitary sewer replacement projects, traffic signal interconnect and coordination projects, various Capital Improvement Projects and approximately 400 Encroachment permits inspected.

Significant Objectives

- Facilitate development of projects, such as Santa Clara Square Residential/Mixed Use Project at Augustine Dr./Scott Blvd./Montgomery Dr. and Octavius Dr., Mission Town Center at El Camino Real and Benton Street, Lawrence Station Area Plan at Kifer Road, Lawrence Expressway and Central Expressway, and City Place Santa Clara at Tasman Dr./Lafayette St./and Great America Parkway (on City's golf course) by providing effective and efficient processing of site reviews, subdivision maps, property title documents, public improvement plan checks, and development fee collections.
- Provide effective Capital Improvement Project administration and development for projects, including Mission Branch Library Remodeling, Great America Parkway Pavement Rehabilitation, Annual Street Pavement Rehabilitation, Mission College Blvd./Great America Parkway Intersection Improvements, Annual Removal of Barriers to the Physically Challenged Project, Saratoga Creek Undercrossing, Bridges and Trail Extension, Citywide Pavement Management Program, and various other sanitary sewer system, storm drain system, bridge, and roadway improvement projects. Complete the following Traffic Engineering Projects: Update City's Bicycle Plan, Stevens Creek Signal Interconnect, Mission College Signal Interconnect, City Creek Trail Expansion Master Plan.
- Provide effective construction inspection, materials testing, surveying, and administration services for private development that involves the City’s infrastructure, such as the Santa Clara Square Residential/Mixed-Use development (The Irvine Company) at Bowers Avenue and Augustine Drive, the NVidia Campus at San Tomas Expressway and Walsh Ave, the Santa Clara Gateway (The Irvine Company) at Great America Parkway and Great America Way, the Monticello Village at Monroe Avenue and Lawrence Expressway, the Creekside Vista Condominiums at 2585 El Camino Real, and a large variety of private encroachment permits for improvements throughout the City. Continue to provide construction project management for Capital Improvement Projects and to deliver on-time and on-schedule.

Public Works Department

- Building Maintenance: Provide outstanding service to our customers, which will include all types of requests from janitorial to repair needs to new infrastructure requirements. Our objective is to get back to every customer in a timely basis with quick turnaround on projects and repairs.
- Street Maintenance: Inventory of all City street signs into Geographic Information System (GIS); and, improve pothole and encroachment permits repair efficiency.

Public Works Department

Department Budget Summary

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Salaries	$ 7,667,539	$ 7,876,106	$ 9,770,055	$ 11,126,429	$ 1,356,374
Benefits	3,625,505	3,740,223	4,823,677	5,867,760	1,044,083
Materials/Services/Supplies	2,468,188	2,232,750	2,961,496	3,368,809	407,313
Interfund Services	1,388,186	1,577,264	1,548,462	1,620,060	71,598
Capital Outlay	4,328	—	—	162,000	162,000
Total Expenditures	$ 15,153,747	$ 15,426,343	$ 19,103,690	$ 22,145,059	$ 3,041,368
Revenue Category					
Taxes	$ 624,622	$ 607,545	$ 673,800	$ 745,000	$ 71,200
Licenses & Permits	28,388	43,233	34,000	34,000	—
Interest and Rent	16,998	13,023	—	(1,582)	(1,582)
Intergovernmental	5,000	—	—	—	—
Charges for Services	4,067,713	4,426,280	3,753,898	6,334,791	2,580,893
Op Transfers	(757,868)	(759,131)	186,711	(46,648)	(233,359)
Other Revenues	140,733	200,071	128,828	299,306	170,478
Total Revenues	$ 4,125,586	$ 4,531,021	$ 4,777,237	$ 7,364,867	$ 2,587,630
Full Time Equivalents (Budgeted)	104.15	104.15	107.15	105.05	(2.10)

Budget Overview and Significant Changes

Service Level Impact

While the department added (8.0) funded FTEs, the *Position Detail* summary reflects a decrease of 2.10 FTEs. The decrease of 2.10 FTEs is primarily due to the elimination of frozen positions that were previously included as part of the FTE count, but which had no funding to fill. The department has reviewed the approved funded staffing levels and believe it would address current service level demands. The 8.0 additional FTEs in the General Fund include: a Principal Planner (1.0 FTE) and an Assistant (Civil) Engineer (1.0 FTE) in Traffic Engineering to assist the Traffic Engineer in long-range planning of City's transportation infrastructure and issues surrounding environment; an Associate (Civil) Engineer (1.0 FTE) in Land & Property Development to meet increasing workload brought about by rapid developer activity within the City; and a Mechanical Maintenance Worker (1.0 FTE) in Building Maintenance to provide additional support in generator maintenance; a Sr. Civil Engineer (1.0 FTE) in Design to oversee capital park development projects; a Public Works Inspector (1.0 FTE) to provide inspection relief and help eliminate or reduce the need to utilize Consultant inspection services; an Office Specialist II (1.0 FTE) to allow transfer from Street Maintenance to Building Maintenance; and a Street Maintenance Foreperson (1.0 FTE).

Additionally, the department has reclassed all their Grounds Maintenance Workers to Street Maintenance Workers in 2016-17. This reclass is part of an overall department effort to align the job classification to be more representative of actual job requirements and to increase employee versatility.

Public Works Department

Expenditures

Salaries changes from prior adopted budget
Salary costs reflect contractually agreed upon wage increases for those bargaining units with current contracts and funding for additional positions where applicable.

Benefits changes from prior adopted budget
Benefits costs reflect contractually agreed upon benefit changes for those bargaining units with current contracts and funding for additional positions where applicable. In addition, benefits changes reflect new CalPERS (California Public Employees' Retirement System) employer pension rates and estimated health insurance rates.

Materials/Services/Supplies changes from prior adopted budget
A 14% increase from last year is mainly due to the increased cost to pay for the City traffic signal infrastructure maintenance by SVP as well as speed limit radar signs. However, these are paid by Gas Tax Fund 521, which therefore has no impact on the General Fund. Other miscellaneous increases are attributed to the following: operating supplies to cover costs such as for software licenses, mandatory upgrades and maintenance of Engineering plotting and copier machines, new computer desktop equipment for new Public Works Department staff, conference/travel, training, and rent expense for the tabbing machine. The increase is also attributed to contractual services for consultant fees doing the sanitary sewer hydraulic modeling support. Streets also has an increase of about 7% from last year largely attributed to increases in contractual services, conference and travel, and mandated program costs such as the Urban Runoff Pollution Prevention Program (URPPP), where expenses were previously budgeted under CIP, but have been moved to the operating budget.

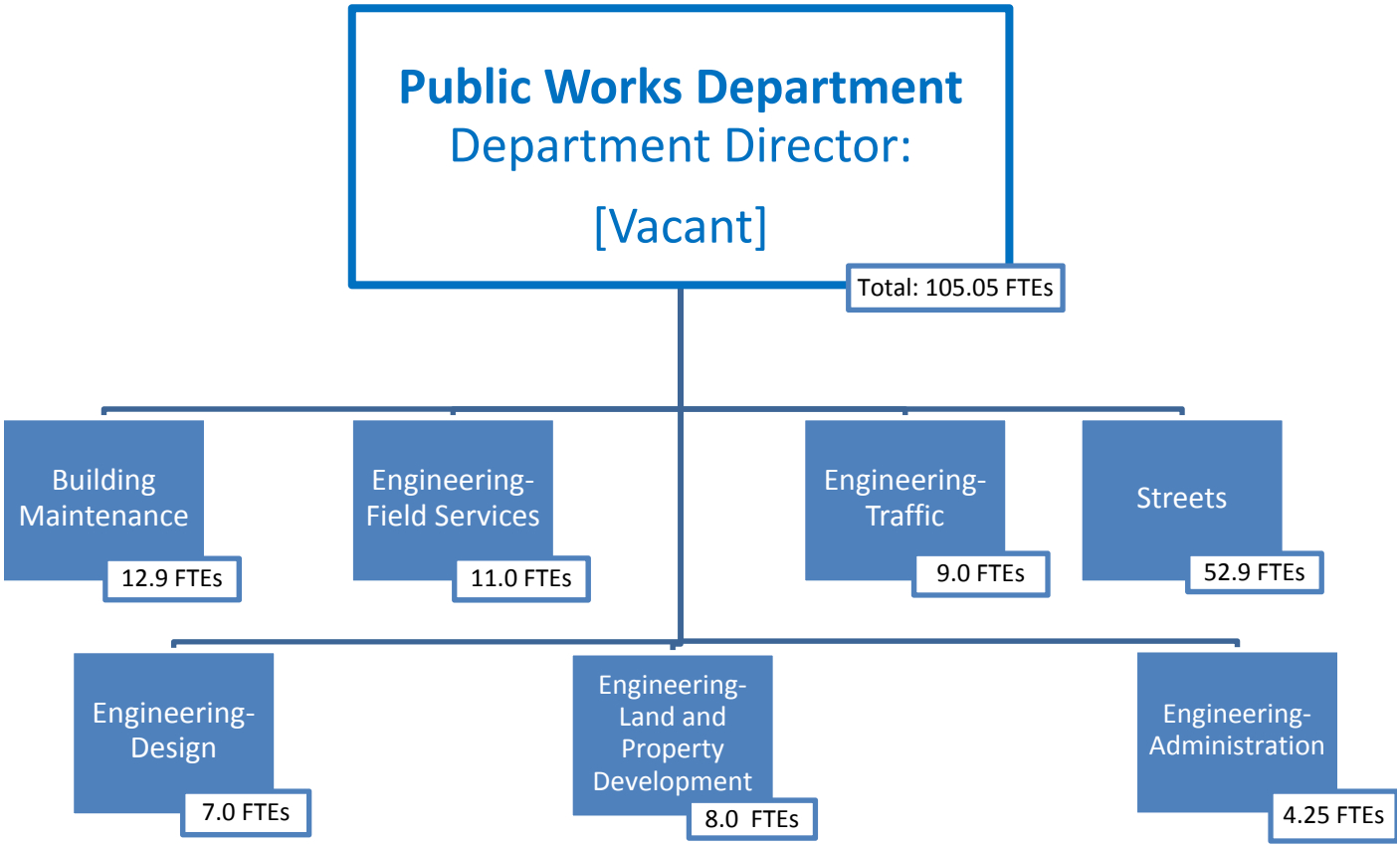
Interfund Services changes from prior adopted budget
Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal Service Funds section of this budget document.

Capital Outlay changes from prior adopted budget
Engineering is requesting one capital outlay for the purchase of a new service vehicle for the new Public Works Inspector; Building Maintenance is requesting 3 service vehicles; Streets is requesting 1 tow behind vacuum truck loader to expedite debris removal around center median islands. Receptacles in the public right-of-way are also being requested to reduce littering.

Total Revenues

Total Revenues changes from prior adopted budget
Under the Engineering group, revenues are higher than last year due to significant increases in Engineering and Traffic fees (Accounts 56400 and 59500, respectively) collected. For the Street maintenance group, the Storm Drain Environmental Compliance Fees are increasing to enable the Urban Runoff Pollution Prevention Program to achieve full cost recovery. Other municipal fees are increased as well.

City of Santa Clara
Divisional Organization Chart



Public Works Department

POSITION DETAIL

General Fund		2013-14 Adopted	2014-15 Adopted	2015-16 Adopted	2016-17 Budget	Position Change
Position Title						
Uncl	Director of Public Works	1.00	1.00	1.00	1.00	—
Uncl	Asst Dir of Public Works/City Engineer	1.00	1.00	1.00	1.00	—
Uncl	Deputy Public Works Director	0.90	—	—	0.45	0.45
Uncl	Traffic Engineer	1.00	1.00	1.00	1.00	—
Uncl	Principal Engineer	3.00	3.00	3.00	3.00	—
Uncl	Principal Planner	—	—	—	1.00	1.00
Uncl	Building Maintenance Manager	1.00	0.90	0.90	0.90	—
Uncl	Superintendent of Street and Solid Waste	1.00	1.00	1.00	—	(1.00)
Uncl	Landscape Superintendent/City Arborist	—	1.00	1.00	1.00	—
Uncl	Compliance Manager	—	—	—	0.70	0.70
G29	Mechanical Maintenance Worker-Building	2.00	2.00	2.00	3.00	1.00
G29	Street Maintenance Worker IV	5.00	5.00	5.00	7.00	2.00
G27	Equipment Operator	2.00	2.00	2.00	2.00	—
G26	Building Maintenance Worker	5.00	5.00	5.00	5.00	—
G26	Senior Tree Trimmer	2.00	2.00	2.00	2.00	—
G23	Street Maintenance Worker III	15.00	15.00	15.00	14.50	(0.50)
G23	Grounds Maintenance Worker III	3.00	3.00	3.00	—	(3.00)
G21	Grounds Maintenance Worker II	2.50	2.50	2.50	—	(2.50)
G19/21	Street Maintenance Worker I/II	6.00	6.00	6.00	16.00	10.00
G19	Utility Worker	1.00	1.00	1.00	1.00	—
G19	Grounds Maintenance Worker I	8.00	8.00	10.00	—	(10.00)
E41	Senior Engineer (Civil)	8.00	8.00	8.00	9.00	1.00
E38	Traffic Operations Engineer	1.00	1.00	1.00	1.00	—
E3-36	Construction Project Engineer	1.00	1.00	1.00	—	(1.00)
E34	Associate Engineer (Civil)	8.00	8.00	8.00	9.00	1.00
E32	Assistant Engineer (Civil)	—	—	—	1.00	1.00
A37	Landscape Foreman / Forewoman	2.00	2.00	2.00	2.00	—
A35	Street Maintenance Foreperson	1.00	1.00	1.00	1.00	—
A34	Chief of Party	1.00	1.00	1.00	1.00	—
A34	Materials Testing Technician	1.00	1.00	1.00	1.00	—
A33	Public Works Inspector	4.00	4.00	4.00	4.00	—
A32	Principal Engineering Aide	1.00	1.00	1.00	1.00	—

Public Works Department

General Fund		2013-14 Adopted	2014-15 Adopted	2015-16 Adopted	2016-17 Budget	Position Change
Position Title						
A31	Building Maintenance Foreperson	1.00	1.00	1.00	1.00	—
A31	Mechanical Maintenance Foreperson	1.00	1.00	1.00	1.00	—
A31	Traffic Foreman / Forewoman	1.00	1.00	1.00	1.00	—
A28	Senior Engineering Aide	4.00	4.00	4.00	2.00	(2.00)
A28	Time and Material Clerk	0.75	0.75	0.75	—	(0.75)
A26	Staff Aide II - Environmental Programs	—	—	1.00	1.00	—
A24	Office Specialist IV	1.00	1.00	1.00	1.65	0.65
A23	Account Clerk II	1.00	1.00	1.00	1.00	—
A23	Code Enforcement Technician	1.00	2.00	2.00	2.00	—
A22	Office Specialist III	0.50	0.50	0.50	0.35	(0.15)
A18	Office Specialist II	4.50	3.50	3.50	3.50	—
	Total Full Time Equivalents (Budgeted)	**104.15**	**104.15**	**107.15**	**105.05**	**(2.10)**

Department: Public Works
Division: Building Maintenance

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
2222 - Maintenance Repair	$ 1,432,519	$ 1,446,616	$ 1,620,688	$ 2,004,835	$ 384,147
2223 - Janitorial	297,481	281,954	302,893	329,852	26,959
Total Expenditures	$ 1,730,000	$ 1,728,570	$ 1,923,581	$ 2,334,687	$ 411,106
Full Time Equivalents (Budgeted)	N/A	N/A	10.90	12.90	2.00
Total Revenues	$ 5,000	$ 500	$ —	$ (560,145)	$ (560,145)

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 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.

Division: Building Maintenance
Program: 2222 - Maintenance Repair

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 796,303	$ 774,338	$ 896,930	$ 1,076,749	$ 179,819
Benefits	407,641	397,871	474,996	613,590	138,594
Materials/Services/Supplies	137,784	143,821	122,107	122,107	—
Interfund Services	86,463	130,586	126,655	109,789	(16,866)
Capital Outlay	4,328	—	—	82,600	82,600
Total Expenditures	$ 1,432,519	$ 1,446,616	$ 1,620,688	$ 2,004,835	$ 384,147
Full Time Equivalents (Budgeted)	N/A	N/A	9.82	11.72	1.90

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of all requests for service responded to within four business days.	100%	100%	100%	95%	95%

Division: Building Maintenance
Program: 2223 - Janitorial

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 116,445	$ 101,754	$ 102,336	$ 117,477	$ 15,141
Benefits	52,786	51,058	53,266	65,482	12,216
Materials/Services/Supplies	107,830	122,864	140,081	140,081	—
Interfund Services	20,420	6,278	7,210	4,412	(2,798)
Capital Outlay	—	—	—	2,400	2,400
Total Expenditures	$ 297,481	$ 281,954	$ 302,893	$ 329,852	$ 26,959
Full Time Equivalents (Budgeted)	N/A	N/A	1.08	1.18	0.10

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Clean all the rest rooms in all major buildings daily.	100%	100%	100%	95%	95%

Department: Public Works
Division: Engineering - Administration

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
4411 - General Services	$ 370,663	$ 313,464	$ 326,432	$ 438,151	$ 111,719
4412 - Developer Projects	105,428	126,074	290,596	310,990	20,394
4413 - Capital Improvement Projects	131,502	153,955	358,006	318,201	(39,805)
Total Expenditures	$ 607,593	$ 593,493	$ 975,034	$ 1,067,342	$ 92,308
Full Time Equivalents (Budgeted)	N/A	N/A	6.25	4.25	(2.00)
Total Revenues	$ 1,762	$ —	$ 1,000,000	$ 1,065,000	$ 65,000

Division Mission

Provide Administrative Support Services which meet the needs of the division, departments, and community.

Division Overview

- 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 - Administration
Program: 4411 - Administration

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 295,012	$ 237,291	$ 207,912	$ 197,311	$ (10,601)
Benefits	66,738	66,294	100,407	105,121	4,714
Materials/Services/Supplies	1,783	2,699	9,603	14,972	5,369
Interfund Services	7,130	7,180	8,510	120,747	112,237
Total Expenditures	$ 370,663	$ 313,464	$ 326,432	$ 438,151	$ 111,719
Full Time Equivalents (Budgeted)	N/A	N/A	2.04	1.41	(0.63)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of Agenda reports completed on time.	88%	62%	88%	90%	90%
2. Percent of Agenda reports completed satisfactorily.	83%	96%	96%	90%	90%
3. Percent of City Manager assignment requests responded within time requested.	90%	N/A	N/A	90%	90%
4. Percent of customers surveyed that are very satisfied.	N/A	90%	100%	90%	90%

Division: Engineering - Administration
Program: 4412 - Developer Projects

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 39,072	$ 60,323	$ 191,396	$ 197,985	$ 6,589
Benefits	59,846	59,055	91,273	105,121	13,848
Interfund Services	6,510	6,696	7,927	7,884	(43)
Total Expenditures	$ 105,428	$ 126,074	$ 290,596	$ 310,990	$ 20,394
Full Time Equivalents (Budgeted)	N/A	N/A	1.84	1.41	(0.43)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. This program's performance measures are covered under Program 4411.	N/A	N/A	N/A	N/A	N/A

Division: Engineering - Administration
Program: 4413 - Capital Improvement Projects

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 44,175	$ 66,576	$ 233,765	$ 201,188	$ (32,577)
Benefits	79,187	79,260	114,639	107,299	(7,340)
Interfund Services	8,140	8,119	9,602	9,714	112
Total Expenditures	$ 131,502	$ 153,955	$ 358,006	$ 318,201	$ (39,805)
Full Time Equivalents (Budgeted)	N/A	N/A	2.38	1.44	(0.94)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. This program's performance measures are covered under Program 4411.	N/A	N/A	N/A	N/A	N/A

Department: Public Works
Division: Engineering - Design

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
4441 - General Services	$ 434,355	$ 383,972	$ 388,270	$ 334,539	$ (53,731)
4442 - Developer Projects	76,047	95,243	155,515	139,017	(16,498)
4443 - Capital Improvement Projects	669,336	770,294	1,063,780	1,223,810	160,030
Total Expenditures	$ 1,179,738	$ 1,249,509	$ 1,607,565	$ 1,697,366	$ 89,801
Full Time Equivalents (Budgeted)	N/A	N/A	9.00	7.00	(2.00)
Total Revenue	$ 788,201	$ 1,276,568	$ 55,000	$ 275,000	$ 220,000

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 Overview

- 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, City Pavement Management Program, 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
Program: 4441 - General Services

Program Mission: To effectively and efficiently administer/manage the functions of the Division.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 292,142	$ 237,509	$ 240,162	$ 194,897	$ (45,265)
Benefits	90,807	107,765	109,753	99,894	(9,859)
Materials/Services/Supplies	40,153	30,862	29,000	30,286	1,286
Interfund Services	11,253	7,836	9,355	9,462	107
Total Expenditures	$ 434,355	$ 383,972	$ 388,270	$ 334,539	$ (53,731)
Full Time Equivalents (Budgeted)	N/A	N/A	2.00	1.50	(0.50)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. This program's performance measures are covered under Program 4443.	N/A	N/A	N/A	N/A	N/A

Division: Engineering - Design
Program: 4442 - Developer Projects

Program Mission: To provide engineering support for proposed private developments according to City standards.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 31,344	$ 47,887	$ 103,243	$ 89,002	$ (14,241)
Benefits	40,503	43,758	48,086	45,650	(2,436)
Interfund Services	4,200	3,598	4,186	4,365	179
Total Expenditures	$ 76,047	$ 95,243	$ 155,515	$ 139,017	$ (16,498)
Full Time Equivalents (Budgeted)	N/A	N/A	0.90	0.70	(0.20)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. This program's performance measures are covered under Program 4443.	N/A	N/A	N/A	N/A	N/A

Division: Engineering - Design
Program: 4443 - Capital Improvement Projects

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 364,371	$ 446,877	$ 716,186	$ 841,787	$ 125,601
Benefits	276,215	298,831	328,691	310,953	(17,738)
Materials/Services/Supplies	—	—	—	41,250	41,250
Interfund Services	28,750	24,586	18,903	29,820	10,917
Total Expenditures	$ 669,336	$ 770,294	$ 1,063,780	$ 1,223,810	$ 160,030
Full Time Equivalents (Budgeted)	N/A	N/A	6.10	4.80	(1.30)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of Capital Improvement Projects designed within budget.	100%	100%	100%	80%	80%
2. Percent of Capital Improvement Projects designed within approved schedule.	100%	100%	100%	80%	80%

Department: Public Works
Division: Engineering - Field Services

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
4461 - General Services	$ 182,945	$ 188,117	$ 202,539	$ 382,515	$ 179,976
4462 - Developer Projects	382,371	510,327	484,689	632,662	147,973
4463 - Capital Improvement Projects	647,197	612,093	727,401	1,120,297	392,896
Total Expenditures	$ 1,212,513	$ 1,310,537	$ 1,414,629	$ 2,135,474	$ 720,845
Full Time Equivalents (Budgeted)	N/A	N/A	9.00	11.00	2.00
Total Revenues	$ 1,682,129	$ 1,394,779	$ 912,190	$ 1,826,713	$ 914,523

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 Overview

- 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 Santa Clara Square Residential/ Mixed-Use development (The Irvine Company) at Bowers Avenue and Augustine Drive, the NVIDIA Campus at San Tomas Expressway and Walsh Avenue, the Santa Clara Gateway (The Irvine Company) at Great America Parkway and Great America Way, the Monticello Village at Monroe Street and Lawrence Expressway, the Creekside Vista Condominiums at 2585 El Camino Real, and a large variety of private permits for improvement throughout the City.

Division: Engineering - Field Services
Program: 4461 - General Services

Program Mission: To effectively and efficiently administer/manage the functions of the Division.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 110,673	$ 110,600	$ 86,866	$ 123,757	$ 36,891
Benefits	22,032	35,273	39,916	66,736	26,820
Materials/Services/Supplies	5,110	6,420	26,810	130,374	103,564
Interfund Services	45,130	35,824	48,947	36,648	(12,299)
Capital Outlay	—	—		25,000	25,000
Total Expenditures	$ 182,945	$ 188,117	$ 202,539	$ 382,515	$ 179,976
Full Time Equivalents (Budgeted)	N/A	N/A	0.60	1.00	0.40

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of complaints responded to within one business day.	81%	86%	93%	90%	90%
2. Number of construction activity complaints.	26	59	30	50	50

Division: Engineering - Field Services
Program: 4462 - Developer Projects

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 266,670	$ 378,635	$ 317,151	$ 402,602	$ 85,451
Benefits	103,021	122,672	156,274	216,852	60,578
Interfund Services	12,680	9,020	11,264	13,208	1,944
Total Expenditures	$ 382,371	$ 510,327	$ 484,689	$ 632,662	$ 147,973
Full Time Equivalents (Budgeted)	N/A	N/A	3.00	3.50	0.50

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of inspection requests responded to within one business day.	99%	100%	100%	95%	95%

Division: Engineering - Field Services
Program: 4463 - Capital Improvement Projects

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 453,732	$ 397,533	$ 474,436	$ 708,033	$ 233,597
Benefits	174,206	200,194	235,273	392,211	156,938
Materials/Services/Supplies	89	31	—	—	—
Interfund Services	19,170	14,335	17,692	20,053	2,361
Total Expenditures	$ 647,197	$ 612,093	$ 727,401	$ 1,120,297	$ 392,896
Full Time Equivalents (Budgeted)	N/A	N/A	5.40	6.50	1.10

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of Capital Improvement projects that reached substantial completion within the construction contract time.	N/A	100%	100%	75%	75%
2. Percent of Capital Improvement Projects completed within approved budget.	N/A	100%	75%	75%	100%
3. Percent of customers rating services as satisfactory.	N/A	100%	100%	100%	100%
4. Percent of Capital Improvement Projects completed with change orders under 5% of construction cost.	N/A	75%	75%	75%	75%

Department: Public Works
Division: Engineering - Land and Property Development

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
4451 - General Services	$ 116,239	$ 138,249	$ 204,769	$ 242,646	$ 37,877
4452 - Development Support & Review	927,537	1,044,407	1,192,372	1,337,012	144,640
Total Expenditures	$ 1,043,776	$ 1,182,656	$ 1,397,141	$ 1,579,658	$ 182,517
Full Time Equivalents (Budgeted)	N/A	N/A	8.00	8.00	—
Total Revenues	$ 453,441	$ 706,622	$ 300,708	$ 613,742	$ 313,034

Division Mission

To serve our customers and the community by providing effective and efficient services during project development and public improvement design phases.

Division Overview

- Facilitate development of projects, such as Santa Clara Square Residential/Mixed Use Project at Augustine Dr./Scott Blvd./Montgomery Dr. and Octavius Dr., Mission Town Center at El Camino Real and Benton Street, Lawrence Station Area Plan at Kifer Road, Lawrence Expressway and Central Expressway, and City Place Santa Clara at Tasman Dr./Lafayette St./and Great America Parkway (on City's golf course) by providing 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.
- Develop new procedures to streamline processes and use new technology to facilitate current procedures.

Division: Engineering - Land and Property Development
Program: 4451 - General Services

Program Mission: To effectively and efficiently administer/manage the functions of the Division.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 87,145	$ 102,753	$ 130,849	$ 148,886	$ 18,037
Benefits	23,230	32,447	62,650	75,927	13,277
Materials/Services/Supplies	1,044	1,326	9,256	12,398	3,142
Interfund Services	4,820	1,723	2,014	5,435	3,421
Total Expenditures	$ 116,239	$ 138,249	$ 204,769	$ 242,646	$ 37,877
Full Time Equivalents (Budgeted)	N/A	N/A	1.00	1.00	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. This program's performance measures are covered under Program 4452.	N/A	N/A	N/A	N/A	N/A

Division: Engineering - Land and Property Development
Program: 4452 - Development Support & Review

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 574,968	$ 680,864	$ 785,740	$ 857,200	$ 71,460
Benefits	323,019	342,779	382,178	446,659	64,481
Interfund Services	29,550	20,764	24,454	33,153	8,699
Total Expenditures	$ 927,537	$ 1,044,407	$ 1,192,372	$ 1,337,012	$ 144,640
Full Time Equivalents (Budgeted)	N/A	N/A	7.00	7.00	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of subdivision maps first submittals reviewed within 15 business days and subsequent submittals reviewed within 10 business days.	38%	38%	56%	38%	50%
2. Percent of title documents drafted within 10 business days.	87%	87%	65%	85%	85%
3. Percent of private development plans reviewed on first review within 20 business days.	46%	46%	51%	75%	50%
4. Percent of private development plans reviewed on subsequent reviews within 15 business days.	71%	71%	67%	75%	50%

Department: Public Works
Division: Engineering - Traffic

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
4431 - General Services	$ 397,097	$ 417,454	$ 207,897	$ 587,506	$ 379,609
4432 - Developer Projects	261,750	315,000	237,384	346,078	108,694
4433 - Capital Improvement Projects	178,733	194,681	265,970	495,054	229,084
4434 - Traffic Signal Management	583,880	591,147	916,095	1,081,499	165,404
4435 - Traffic Striping & Signing	14,796	19,087	46,563	71,048	24,485
Total Expenditures	$ 1,436,256	$ 1,537,369	$ 1,673,909	$ 2,581,185	$ 907,276
Full Time Equivalents (Budgeted)	N/A	N/A	6.00	9.00	3.00
Total Revenues	$ 55,224	$ 129,577	$ 700,828	$ 873,206	$ 172,378

Division Mission

Provide safe and efficient movement of pedestrian, bicycle and vehicular traffic.

Division Overview

- 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.

Division: Engineering - Traffic
Program: 4431 - General Services

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 180,672	$ 305,576	$ 106,892	$ 360,106	$ 253,214
Benefits	68,411	83,694	51,072	191,382	140,310
Materials/Services/Supplies	135,978	12,555	35,243	20,859	(14,384)
Interfund Services	12,036	15,629	14,690	15,159	469
Total Expenditures	$ 397,097	$ 417,454	$ 207,897	$ 587,506	$ 379,609
Full Time Equivalents (Budgeted)	N/A	N/A	1.50	2.95	1.45

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of grants applied for or being processed.	4	3	5	5	5
2. Number of special transportation permits issued.	492	530	700	550	560
3. Number of citizen/customer requested studies completed.	157	87	149	65	65

Division: Engineering - Traffic
Program: 4432 - Developer Projects

Program Mission: Review traffic and parking studies, development plans, and traffic control plans.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 231,414	$ 278,140	$ 158,287	$ 225,250	$ 66,963
Benefits	24,016	31,460	72,815	114,286	41,471
Interfund Services	6,320	5,400	6,282	6,542	260
Total Expenditures	$ 261,750	$ 315,000	$ 237,384	$ 346,078	$ 108,694
Full Time Equivalents (Budgeted)	N/A	N/A	1.30	1.50	0.20

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of preliminary site and development plans for Project Clearance and Subdivision Committee reviewed.	106	135	178	95	95
2. Number of encroachment permits, capital improvement projects, and traffic control plans reviewed.	189	284	325	150	155

Division: Engineering - Traffic
Program: 4433 - Capital Improvement Projects

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 141,253	$ 135,429	$ 174,791	$ 321,551	$ 146,760
Benefits	31,460	53,452	84,330	166,086	81,756
Interfund Services	6,020	5,800	6,849	7,417	568
Total Expenditures	$ 178,733	$ 194,681	$ 265,970	$ 495,054	$ 229,084
Full Time Equivalents (Budgeted)	N/A	N/A	1.65	2.75	1.10

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of traffic projects under design.	7	3	3	5	4
2. Number of projects under construction requiring Traffic Division support.	3	0	4	7	5

Division: Engineering - Traffic
Program: 4434 - Traffic Signal Management

Program Mission: Time and coordinate traffic signals.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 42,718	$ 53,848	$ 342,002	$ 353,702	$ 11,700
Benefits	40,063	51,400	68,696	92,754	24,058
Materials/Services/Supplies	498,399	481,481	500,000	628,900	128,900
Interfund Services	2,700	4,418	5,397	6,143	746
Total Expenditures	$ 583,880	$ 591,147	$ 916,095	$ 1,081,499	$ 165,404
Full Time Equivalents (Budgeted)	N/A	N/A	1.20	1.45	0.25

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of timing, coordination, detection, equipment, or other signal management requests responded to.	233	220	207	240	230

Division: Engineering - Traffic
Program: 4435 - Traffic Striping & Signing

Program Mission: Review and prepare signing and striping plans and create work orders for Streets Division Signing and Striping Crew.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 7,429	$ 9,067	$ 30,788	$ 46,239	$ 15,451
Benefits	6,234	9,003	14,574	23,519	8,945
Materials/Services/Supplies	93	—			—
Interfund Services	1,040	1,017	1,201	1,290	89
Total Expenditures	$ 14,796	$ 19,087	$ 46,563	$ 71,048	$ 24,485
Full Time Equivalents (Budgeted)	N/A	N/A	0.35	0.35	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of work orders created for Street Department action.	68	68	83	75	75

Department: Public Works
Division: Streets and Automotive Services

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
2911 - Street Maintenance	$ 1,655,306	$ 1,599,647	$ 2,590,084	$ 2,577,563	$ (12,521)
2912 - Curb, Gutter & Sidewalk Maintenance	135,874	136,569	—	—	—
2913 - Annual Clean-Up Campaign	218,827	142,207	—	—	—
2914 - Utility Trenching Pavement Restoration	240,537	88,599	—	—	—
2915 - Leaf Vacuuming	200,744	146,606	—	—	—
2921 - Storm System Maintenance	505,072	507,486	911,212	951,249	40,037
2922 - Storm Pump Station	313,542	324,326	—	—	—
2923 - Clean Up Campaign	40,290	61,535	—	—	—
2924 - Non-Point Source	250,712	233,254	531,399	957,846	426,447
2951 - Landscape Maintenance	2,494,284	2,546,561	3,688,573	3,805,475	116,902
2952 - Street Tree Program	1,055,119	916,714	989,100	1,054,050	64,950
2953 - Clean Up Campaign	5,610	54,103	—	—	—
2954 - Tasman Dr Parking Structure	90,465	131,752	—	—	—
2971 - Traffic Maintenance	737,488	934,850	1,401,463	1,403,164	1,701
Total Expenditures	$ 7,943,870	$ 7,824,207	$10,111,831	$10,749,347	$ 637,516
Full Time Equivalents (Budgeted)	N/A	N/A	58.00	52.90	(5.10)
Total Revenues	$ 1,139,828	$ 1,022,976	$ 1,808,511	$ 3,271,351	$ 1,462,840

Division Mission

Maintain streets, sidewalks, storm drain infrastructure, trees, and other landscape in the public right-of-way beautify the City and minimize potential hazards.

Division Overview

- Repair potholes in the street and sidewalk tripping hazards.
- Clean and maintain the storm drain collection system and implement the City's Urban Run-off Pollution Prevention Program.
- Maintain landscapes in the public right-of-way and remove graffiti.
- Prune City trees and plant new trees to replenish the City forest.
- Maintain traffic signs, striping, curb markings, and pavement messages.

Division: Streets and Automotive Services
Program: 2911 - Streets - Street Maintenance

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 809,432	$ 683,080	$ 1,154,505	$ 1,173,156	$ 18,651
Benefits	308,484	224,985	613,965	670,769	56,804
Materials/Services/Supplies	251,856	247,345	389,411	291,176	(98,235)
Interfund Services	285,534	444,237	432,203	442,462	10,259
Total Expenditures	$ 1,655,306	$ 1,599,647	$ 2,590,084	$ 2,577,563	$ (12,521)
Full Time Equivalents (Budgeted)	N/A	N/A	19.30	13.65	(5.65)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of pothole repair requests responded to within three business days, except during Clean-Up Campaign.	85%	90%	90%	95%	90%
2. Percent of sidewalk tripping complaints inspected within three (3) work days.	95%	95%	100%	95%	90%
3. Percent of pedestrian tripping hazards repaired within thirty (30) days of notification.	98%	98%	85%	90%	80%
4. Percent of minor utility trench repairs completed within thirty (30) days after notification and release.	85%	95%	25%	90%	85%

Division: Streets and Automotive Services
Program: 2912 - Streets - Curb, Gutter & Sidewalk Maintenance

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 42,329	$ 31,144	$ —	$ —	$ —
Benefits	56,593	84,430	—	—	—
Materials/Services/Supplies	—	—	—	—	—
Interfund Services	36,952	20,995	—	—	—
Total Expenditures	$ 135,874	$ 136,569	$ —	$ —	$ —
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
The performance and workload measures for this program have been incorporated into the Street Maintenance program (001/2911).					N/A

Division: Streets and Automotive Services
Program: 2913-Street - Annual Clean-Up Camp

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 114,075	$ 106,637	$ —	$ —	$ —
Benefits	58,590	29,211	—	—	—
Materials/Services/Supplies	—	—	—	—	—
Interfund Services	46,162	6,359	—	—	—
Total Expenditures	$ 218,827	$ 142,207	$ —	$ —	$ —
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
The performance and workload measures for this program have been incorporated into the Street Maintenance program (001/2911).					N/A

Division: Streets and Automotive Services
Program: 2914-Street - Utility Trenching Pavement Restoration

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 116,310	$ 43,025	$ —	$ —	$ —
Benefits	78,521	35,479	—	—	—
Materials/Services/Supplies	—	—	—	—	—
Interfund Services	45,706	10,095	—	—	—
Total Expenditures	$ 240,537	$ 88,599	$ —	$ —	$ —
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
The performance and workload measures for this program have been incorporated into the Street Maintenance program (001/2911).					N/A

Division: Streets and Automotive Services
Program: 2915-Street - Leaf Vacuuming

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 73,486	$ 70,085	$ —	$ —	$ —
Benefits	62,096	62,522	—	—	—
Materials/Services/Supplies	—	—	—	—	—
Interfund Services	65,162	13,999	—	—	—
Total Expenditures	$ 200,744	$ 146,606	$ —	$ —	$ —
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
The performance and workload measures for this program have been incorporated into the Street Maintenance program (001/2911).					N/A

Division: Streets and Automotive Services
Program: 2921 - Storm Drain - Storm System Maintenance

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 299,728	$ 251,616	$ 362,070	$ 358,910	$ (3,160)
Benefits	129,181	101,511	194,390	207,137	12,747
Materials/Services/Supplies	24,530	43,517	231,887	242,527	10,640
Interfund Services	51,633	110,842	122,865	142,675	19,810
Total Expenditures	$ 505,072	$ 507,486	$ 911,212	$ 951,249	$ 40,037
Full Time Equivalents (Budgeted)	N/A	N/A	4.45	4.45	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of catch basin inlets cleaned annually	100%	100%	100%	100%	100%
2. Percent of pump station wet wells cleaned annually	52%	75%	60%	70%	70%
3. Percent of pump station storm drain outfalls visually inspected annually	100%	100%	100%	100%	100%

Division: Streets and Automotive Services
Program: 2922 - Storm Drain - Storm Pump Station

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 124,705	$ 110,838	$ —	$ —	$ —
Benefits	52,445	36,974	—	—	—
Materials/Services/Supplies	132,754	168,445	—	—	—
Interfund Services	3,638	8,069	—	—	—
Total Expenditures	$ 313,542	$ 324,326	$ —	$ —	$ —
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
The performance and workload measures for this program have been incorporated into the Storm Maintenance Program (001/2912).					N/A

Division: Streets and Automotive Services
Program: 2923-Storm Drain - Cleanup Campaign

Program Mission: Supply manpower and equipment to assist with the Solid Waste Division's Annual Clean-Up Campaign.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 25,300	$ 45,176	$ —	$ —	$ —
Benefits	12,104	13,608	—	—	—
Materials/Services/Supplies	—	—	—	—	—
Interfund Services	2,886	2,751	—	—	—
Total Expenditures	$ 40,290	$ 61,535	$ —	$ —	$ —
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
This program has no reportable performance measures.					N/A

Division: Streets and Automotive Services
Program: 2924 - Storm Drain - Non-Point Source

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 129,498	$ 130,400	$ 325,798	$ 335,003	$ 9,205
Benefits	92,023	76,223	176,762	203,247	26,485
Materials/Services/Supplies	1,363	10,099	13,285	386,525	373,240
Interfund Services	27,828	16,532	15,554	33,071	17,517
Total Expenditures	$ 250,712	$ 233,254	$ 531,399	$ 957,846	$ 426,447
Full Time Equivalents (Budgeted)	N/A	N/A	4.10	4.20	0.10

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of industrial/commercial facilities re-inspected within ten business days following a notice of violation.	100%	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%	100%
3. Administration and on-time submittal of all program required reports and reporting	100%	100%	100%	100%	100%

Division: Streets and Automotive Services
Program: 2951 - Parkways & Boulevards - Landscape Maintenance

Program Mission: Provide high quality maintenance on all median and right-of-way landscaping, enhancing energy conservation aesthetics and property value; provide assistance at City events.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 1,142,019	$ 1,113,509	$ 1,463,583	$ 1,628,369	$ 164,786
Benefits	547,540	572,779	773,903	899,285	125,382
Materials/Services/Supplies	569,865	509,622	964,512	788,733	(175,779)
Interfund Services	234,860	350,651	486,575	437,088	(49,487)
Capital Outlay	—	—	—	52,000	52,000
Total Expenditures	$ 2,494,284	$ 2,546,561	$ 3,688,573	$ 3,805,475	$ 116,902
Full Time Equivalents (Budgeted)	N/A	N/A	17.80	18.10	0.30

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Remove graffiti from public property within one working day once notified and properly documented.	N/A	90%	85%	95%	95%
2. Respond to public trash container complaints within two (2) business days, following notification.	N/A	100%	100%	100%	100%
3. Keep the Tasman Parking Garage open and operational all year long	100%	100%	100%	100%	100%

Division: Streets and Automotive Services
Program: 2952 - Parkways & Boulevards - Street Tree Program

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 297,971	$ 312,975	$ 412,633	$ 436,723	$ 24,090
Benefits	152,727	162,621	211,889	243,164	31,275
Materials/Services/Supplies	420,361	296,698	328,301	356,621	28,320
Interfund Services	184,060	144,420	36,277	17,542	(18,735)
Total Expenditures	$ 1,055,119	$ 916,714	$ 989,100	$ 1,054,050	$ 64,950
Full Time Equivalents (Budgeted)	N/A	N/A	4.20	4.25	0.05

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of citizen requested inspections completed within 30 days.	100%	100%	100%	100%	100%
2. Maintain "Tree City USA" certification.	Yes	Yes	Yes	Yes	Yes

Division: Streets and Automotive Services
Program: 2953 - Parkways & Boulevards - Clean Up Campaign

Program Mission: Supply manpower and equipment to assist with the Solid Waste Division's Annual Clean-Up Campaign.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 1,886	$ 41,845	$ —	$ —	$ —
Benefits	2,344	9,455	—	—	—
Materials/Services/Supplies	—	1,895	—	—	—
Interfund Services	1,380	908	—	—	—
Total Expenditures	$ 5,610	$ 54,103	$ —	$ —	$ —
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
This program has no reportable performance measures.					N/A

Division: Streets and Automotive Services
Program: 2954 - Parkways & Boulevards - Tasman Drive Parking Structure

Program Mission: Maintain Tasman Drive Parking Structure

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 26,049	$ 64,506	$ —	$ —	$ —
Benefits	406	229	—	—	—
Materials/Services/Supplies	46,720	48,066	—	—	—
Interfund Services	17,290	18,951	—	—	—
Total Expenditures	$ 90,465	$ 131,752	$ —	$ —	$ —
Full Time Positions	N/A	N/A	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
The performance and workload measures for this program have been incorporated into the Landscape Maintenance Programs (001/2951).					N/A

Division: Streets and Automotive Services
Program: 2971 - Traffic Maintenance

Program Mission: Fabricate and install traffic signs, striping, curb markings, painted messages and other traffic related facilities.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 389,214	$ 446,270	$ 751,736	$ 730,547	$ (21,189)
Benefits	183,036	263,930	363,877	404,637	40,760
Materials/Services/Supplies	92,475	105,004	162,000	162,000	—
Interfund Services	72,763	119,646	123,850	105,980	(17,870)
Total Expenditures	$ 737,488	$ 934,850	$ 1,401,463	$ 1,403,164	$ 1,701
Full Time Equivalents (Budgeted)	N/A	N/A	8.15	8.25	0.10

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percentage of traffic signs repaired or replaced within three (3) working days.	N/A	90%	96%	98%	90%

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City of Santa Clara

The Center of What's Possible

Library Department

Library Department

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
Administration	$ 396,367	$ 449,881	$ 570,244	$ 851,184
Adult Services	1,733,751	1,396,679	1,921,299	2,001,023
Branch Services	637,536	1,456,361	1,830,615	1,468,118
Customer Services	1,492,085	1,631,019	1,666,293	1,863,724
Facilities & Technology	1,234,231	1,207,189	1,345,502	1,554,524
Technical Services	531,075	522,290	711,217	931,103
Youth Services	903,868	898,213	903,899	1,225,497
Total Expenditures	$ 6,928,913	$ 7,561,632	$ 8,949,069	$ 9,895,173
Full Time Equivalents (Budgeted)	46.50	46.50	47.00	45.50
Total Revenue	$ 361,961	$ 233,228	$ 212,800	$ 212,800

Overview

The Library Department has positioned itself as a dynamic provider of information, literacy, and educational programming to the Santa Clara community.

Collections – Provide a relevant collection of books, movies, music, magazines, research tools for a diverse community with wide-ranging interests.

Technology & Information Access – Introduce various technologies from tablets, smartphones and laptops to coding and social media that support community innovation and employment opportunities.

Literacy – Provide high quality adult and family literacy instruction.

Programming - The Library offers high impact programming that supports early literacy through storytimes and other pre-school age events. It engages teens and young adults. The Library provides cultural enrichment, promotes inclusion for new immigrants, and informs through educational programming like genealogical research or local history.

Community Partnerships – Build relationships with City departments, as well as local businesses and non-profits in order to promote reading, literacy and community building.

Facilities - Buildings that encourage community building gathering space clean, safe welcoming space to study, learn, and connect.

Library 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.

Significant Accomplishments

- Replaced carpet in the Central Park Library that was original to the library.
- Refreshed the adult collection with additional $300,000 to replace heavily used books with new and updated editions.
- As part of the Super Community events, the Library, in a partnership with the City's IT Department, hosted STEM (Science, Technology, Engineering, and Math)Innovation Bowl with over 10,000 attendees. The Library successfully installed a public art sculpture in celebration of Superbowl 50.
- Developed new workflows that have reduced staff time and increased customer satisfaction.

Significant Objectives

- Reopen the newly remodeled Mission Branch Library to provide robust library services, expanded hours and collections to the surrounding community.
- Strengthen and grow the Read Santa Clara adult literacy program.
- Increase staff efficiencies by implementing new workflows, such as updated accounting tools and scheduling software.
- Host the second annual STEM Innovation Bowl and develop a viable plan for a STEM Media Lab that supports our community's growing interest in initiatives for science, technology, engineering, arts, and math.

Library Department

Department Budget Summary

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Salaries	$ 3,660,659	$ 4,085,836	$ 4,704,458	$ 5,136,624	$ 432,166
Benefits	1,354,184	1,569,581	2,024,049	2,464,178	440,129
Materials/Services/Supplies	1,721,687	1,790,882	2,064,290	2,166,691	102,401
Interfund Services	192,383	115,333	156,272	127,680	(28,592)
Total Expenditures	$ 6,928,913	$ 7,561,632	$ 8,949,069	$ 9,895,173	$ 946,104
Revenue Category					
Licenses & Permits	$ 209,082	$ 232,248	$ 210,000	$ 210,000	$ —
Interest and Rent	2,853	2,271	2,800	2,800	—
Charges for Services	26	169	—	—	—
Op Transfers	150,000	(1,460)	—	—	—
Total Revenues	$ 361,961	$ 233,228	$ 212,800	$ 212,800	$ —
Full Time Equivalents (Budgeted)	46.50	46.50	47.00	45.50	(1.50)

Budget Overview and Significant Changes

Service Level Impact

While the department added 1.0 funded FTE, the *Position Detail* summary reflects a decrease of 1.5 FTEs. The decrease of 1.5 FTEs is primarily due to the elimination of frozen positions that were previously included as part of the FTE count, but which had no funding to fill. The department has reviewed the approved funded staffing levels and believe it would address current service level demands. The increase of 1.0 FTE is primarily due to the replacement of part-time staff with full time staff. Replacing part-time benefited employees with full time employees results in less staff turnover, more consistent staffing, and better customer service overall.

Expenditures

Salaries changes from prior adopted budget
Salary costs reflect contractually agreed upon wage increases for those bargaining units with current contracts and funding for additional positions where applicable. Beyond the COLA for employees, the increase in staff expenditures can be attributed to three factors:

1) the Collection Development Division Manager was unfrozen (previously unfunded, but included in the department's headcount) and underfilled with a more pertinent and useful Business Analyst to help the library make data driven decisions, streamline workflows, and take advantage of current and future technologies.

2) a vacant Librarian II position was utilized to to make one part-time Library Assistant II and one part-time Librarian II positions 1.0 FTE each, from 0.75 FTE each.

3) accommodated the new Northside Library's expanded need for programming by reallocating $25,000 in

materials budget to increase as-needed staff.

Benefits changes from prior adopted budget
Benefits costs reflect contractually agreed upon benefit changes for those bargaining units with current contracts and funding for additional positions where applicable. In addition, benefits changes reflect new CalPERS (California Public Employees' Retirement System) employer pension rates and estimated health insurance rates. Additionally, benefits costs increased due to the addition of an unfrozen Division Manager position, and the part-time to full time FTE movements.

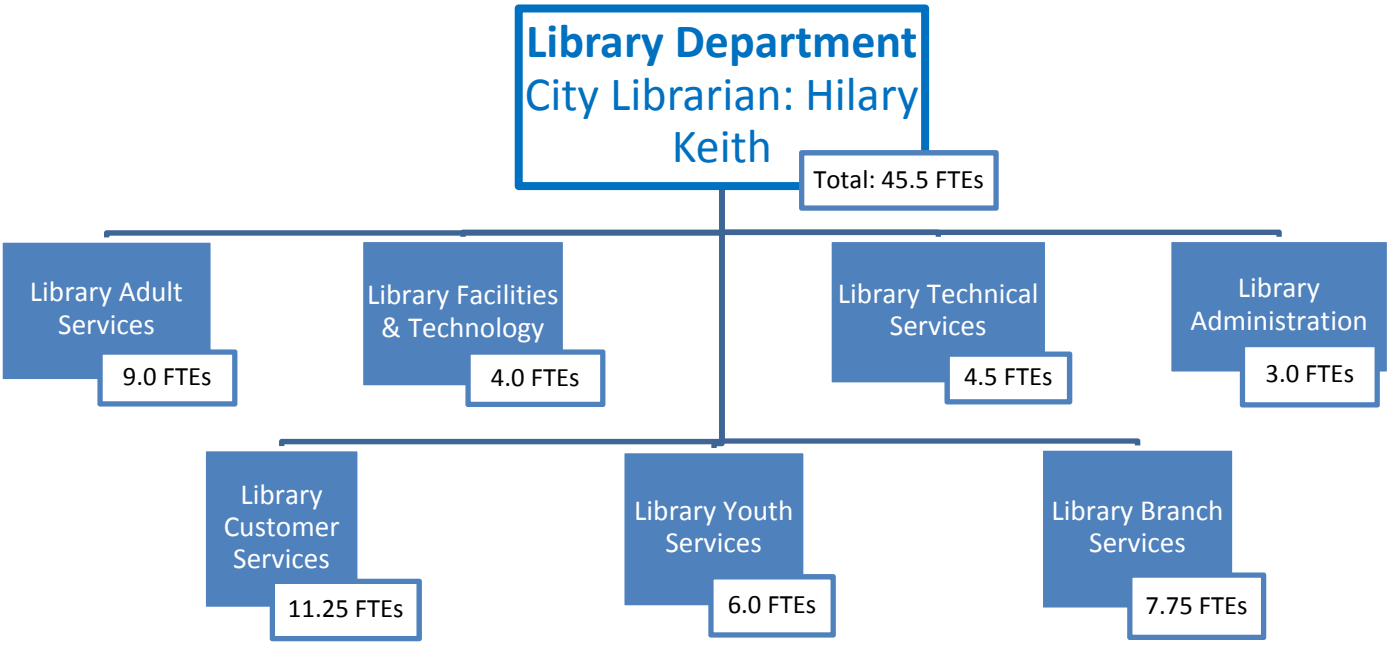
Materials/Services/Supplies changes from prior adopted budget
$25,000 switch from book budget to as-needed staff reflects neighborhood priorities for staff intensive children's and adult programming. Anticipated utilities costs, as well as the renewed Security contract account for the increase. Per Council approval, $50,000 has also been budgeted to include Footsteps2Brilliance in partnership with SCUSD (Santa Clara Unified School District). The Library has budgeted an additional $15K for the Annual STEM Central Event.

Interfund Services changes from prior adopted budget
Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal Service Funds section of this budget document.

Total Revenues

Total Revenues changes from prior adopted budget
No reportable or significant change.

City of Santa Clara
Divisional Organization Chart



Library Department

POSITION DETAIL

General Fund		2013-14 Adopted	2014-15 Adopted	2015-16 Adopted	2016-17 Budget	Position Change
Position Title						
Uncl	City Librarian	1.00	1.00	1.00	1.00	—
Uncl	Assistant City Librarian	1.00	1.00	1.00	1.00	—
Uncl	Library Division Manager - Youth & Extension Services	1.00	1.00	—	—	—
Uncl	Library Division Manager - Support Services	1.00	1.00	1.00	—	(1.00)
Uncl	Library Division Manager - Collection Services	1.00	1.00	1.00	—	(1.00)
Uncl	Library Division Manager	—	—	—	1.00	1.00
A35	Business Analyst	—	—	—	1.00	1.00
A34	Library Program Coordinator - Youth Services	2.00	2.00	1.00	1.00	—
A34	Library Program Coordinator - Reference	1.00	1.00	1.00	—	(1.00)
A34	Library Program Coordinator - Cataloging	1.00	1.00	1.00	—	(1.00)
A34	Library Program Coordinator - Technology	1.00	1.00	1.00	1.00	—
A34	Library Program Coordinator	1.00	1.00	1.00	3.00	2.00
A30	Librarian I/II	9.00	9.00	11.00	11.00	—
A28	Library Circulation Supervisor	1.00	1.00	1.00	1.00	—
A28	Literacy Program Supervisor	1.00	1.00	1.00	1.00	—
A25	Senior Library Assistant	5.00	5.00	5.00	4.00	(1.00)
A25	Library Technology Assistant	1.00	1.00	1.00	1.00	—
A20	Library Assistant I/II	15.50	15.50	16.00	16.00	—
A20	Literacy Student/Tutor Coordinator	1.00	1.00	1.00	1.00	—
A18	Office Specialist II	0.50	0.50	0.50	—	(0.50)
A15	Library Material Mender/Processor	1.00	1.00	1.00	1.00	—
A12	Literacy Advocate	0.50	0.50	0.50	0.50	—
	Total Full Time Equivalents (Budgeted)	**46.50**	**46.50**	**47.00**	**45.50**	**(1.50)**

Department: Library
Division: Administration

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
1221-Administration	$ 396,367	$ 449,881	$ 570,244	$ 851,184	$ 280,940
Total Expenditures	$ 396,367	$ 449,881	$ 570,244	$ 851,184	$ 280,940
Full Time Equivalents (Budgeted)	N/A	N/A	3.00	3.00	—
Total Revenue	$ 150,000	$ —	$ —	$ —	$ —

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.

Division Overview

- 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.
- Ensure clean, safe, and welcoming facilities.
- Establish partnerships with community organizations to support the Library and the City's goals.

Division: Administration
Program: 1221 - Administration

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 258,896	$ 269,603	$ 350,543	$ 459,028	$ 108,485
Benefits	95,536	126,146	165,431	242,566	77,135
Materials/Services/Supplies	28,851	35,433	31,515	112,025	80,510
Interfund Services	13,084	18,699	22,755	37,565	14,810
Total Expenditures	$ 396,367	$ 449,881	$ 570,244	$ 851,184	$ 280,940
Full Time Equivalents (Budgeted)	N/A	N/A	3.00	3.00	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of hours Library facilities are open to the public annually	4,028	5,924	6,807	4,000	6,200*
2. Number of patron visits to existing Library facilities annually	840,627	1,132,723	1,013,064	850,000	975,000
3. Visits per capita	N/A	N/A	N/A	N/A	7.5
4. Library materials held per capita	3.39	3.77	3.88	3.88	3.75

*Mission Library will be closed during renovation.

Department: Library
Division: Adult Services

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
1234-Read Santa Clara	$ 41,000	$ 56,766	$ 142,042	$ 334,843	$ 192,801
1241-Reference and Adult Collections	1,284,655	1,037,763	1,432,814	1,517,488	84,674
1243-Perodicals	206,432	198,596	192,944	—	(192,944)
1244-Local History	201,664	103,554	153,499	148,692	(4,807)
Total Expenditures	$ 1,733,751	$ 1,396,679	$ 1,921,299	$ 2,001,023	$ 79,724
Full Time Equivalents (Budgeted)	N/A	N/A	7.50	9.00	1.5
Total Revenue	$ —	$ —	$ —	$ —	$ —

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 Overview

- Teach classes on use of online genealogical research tools and library historical resources.
- Provide free literacy instruction to English-speaking adults and their families in the City of Santa Clara.
- Offer new and returning popular, informative, cultural, and technology related programming for the community, including an ESL conversation club.
- Manage adult book, movie and music collections that appeal to and represent our diverse community.
- Cultivate community partnerships through presenting joint classes, programs, book discussions, and workshops, both at the Library and offsite.

Division: Adult Services
Program: 1234 - Read Santa Clara

Program Mission: Read Santa Clara provides free literacy instruction and support English-speaking adults in the City of Santa Clara, enabling them to reach their goals and realize their full potential in their personal, family, work and community lives.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 19,223	$ 32,081	$ 87,508	$ 207,279	$ 119,771
Benefits	15,220	22,278	51,073	125,061	73,988
Materials/Services/Supplies	193		—	200	200
Interfund Services	6,364	2,407	3,461	2,303	(1,158)
Total Expenditures	$ 41,000	$ 56,766	$ 142,042	$ 334,843	$ 192,801
Full Time Equivalents (Budgeted)	N/A	N/A	—	2.50	2.50

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. New adult learners admitted to program	N/A	N/A	N/A	N/A	40
2. Number of active participants completing their roles and goals	N/A	N/A	N/A	N/A	80
3. Number of volunteer hours	N/A	N/A	N/A	N/A	5,000
4. Number of program attendees including Migrant Ed, Families for Literacy, etc.	N/A	N/A	N/A	N/A	5,000

*Due to reorganization, prior year budget figures do not represent actual funding for the READ Santa Clara program.

Division: Adult Services
Program: 1241 - Reference and Adult Collections

Program Mission: Provide and manage information and reference services as well as relevant and innovative programming for a culturally diverse community. Select materials in a variety of formats to provide a balanced collection that reflects diverse viewpoints and popular tastes.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 579,896	$ 523,196	$ 594,010	$ 637,983	$ 43,973
Benefits	219,832	209,587	266,861	316,157	49,296
Materials/Services/Supplies	456,447	290,617	551,600	547,700	(3,900)
Interfund Services	28,480	14,363	20,343	15,648	(4,695)
Total Expenditures	$ 1,284,655	$ 1,037,763	$ 1,432,814	$ 1,517,488	$ 84,674
Full Time Equivalents (Budgeted)	N/A	N/A	5.50	5.50	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of reference and reader's advisory questions answered annually	112,348	97,873	95,371	80,000	80,000
2. Number of programs offered to adults	233	239	303	100	100
3. Total attendance at programs offered to adults	7,418	8,740	17,273	4,000	6,500

Division: Adult Services
Program: 1243 - Periodicals

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 111,582	$ 113,553	$ 109,540	$ —	$ (109,540)
Benefits	41,275	43,219	45,349	—	(45,349)
Materials/Services/Supplies	47,199	39,548	34,793	—	(34,793)
Interfund Services	6,376	2,276	3,262	—	(3,262)
Total Expenditures	$ 206,432	$ 198,596	$ 192,944	$ —	$ (192,944)
Full Time Equivalents (Budgeted)	N/A	N/A	1.00	—	(1.00)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of periodicals checked in and processed monthly	751	3,948	413	2,000	N/A
2. Number of requests for Service resolved by Periodicals staff monthly	845	3,020	3,039	1,400	N/A

* Periodicals will be closed in Fiscal Year 2016-17.

Division: Adult Services
Program: 1244 - Local History

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 146,721	$ 62,254	$ 95,855	$ 90,053	$ (5,802)
Benefits	45,733	33,074	49,294	52,755	3,461
Materials/Services/Supplies	2,784	5,314	4,165	3,375	(790)
Interfund Services	6,426	2,912	4,185	2,509	(1,676)
Total Expenditures	$ 201,664	$ 103,554	$ 153,499	$ 148,692	$ (4,807)
Full Time Equivalents (Budgeted)	N/A	N/A	1.00	1.00	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of programs presented/ sponsored annually	33	24	62	20	20
2. Number of displays developed annually	7	6	4	5	5
3. Research inquiries answered annually	3,496	2,003	4,806	3,000	1,500
4. Number of unique items digitized per year	N/A	N/A	N/A	N/A	100

Department: Library
Division: Branch Services

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
1233-Mission Library	$ 535,625	$ 556,173	$ 587,161	$ 360,837	$ (226,324)
1235-Northside Branch	101,911	900,188	1,243,454	1,107,281	(136,173)
Total Expenditures	$ 637,536	$ 1,456,361	$ 1,830,615	$ 1,468,118	$ (362,497)
Full Time Equivalents (Budgeted)	N/A	N/A	—	7.75	7.75
Total Revenue	$ —	$ —	$ —	$ —	$ —

Division Mission

Provides access to collections, programs and space to distinct neighborhoods and communities throughout the City.

Division Overview

- Provides relevant collections of books, movies and music that appeal to diverse users.
- Clean and safe facilities that are the pride of their neighborhoods.
- Creates community through popular, informative, and cultural programming that engenders life-long learning.
- Drives economic and entrepreneurial growth by offering free Wifi, computers, and group study rooms.
- Delivers a variety of library services beyond our physical locations connecting with outlying, underserved, and corporate communities where they work, play, create, learn and live regardless of physical, economic, social, and geographic barriers.

Division: Branch Services
Program: 1233 - Mission Library

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.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 315,671	$ 338,443	$ 335,066	$ 184,665	$ (150,401)
Benefits	136,160	147,446	162,523	92,395	(70,128)
Materials/Services/Supplies	67,690	62,053	77,700	76,000	(1,700)
Interfund Services	16,104	8,231	11,872	7,777	(4,095)
Total Expenditures	$ 535,625	$ 556,173	$ 587,161	$ 360,837	$ (226,324)
Full Time Equivalents (Budgeted)	N/A	N/A	—	2.00	2.00

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of items circulated	23,527	22,645	26,555	26,000	13,000
2. Number of programs for children and parents	19	50	98	11	10
3. Number of participants registered in Summer Reading Club.	95	163	221	200	300
4. Number of children and/or adults attending programs	N/A	N/A	732	N/A	400

* Due to reorganization, prior year budget figures do not represent actual funding for Mission Library.

Division: Branch Services
Program: 1235 - Northside Branch

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 1,040	$ 405,930	$ 586,571	$ 526,771	$ (59,800)
Benefits	12,404	107,725	303,404	270,743	(32,661)
Materials/Services/Supplies	88,467	368,831	333,775	296,058	(37,717)
Interfund Services	—	17,702	19,704	13,709	(5,995)
Total Expenditures	$ 101,911	$ 900,188	$ 1,243,454	$ 1,107,281	$ (136,173)
Full Time Equivalents (Budgeted)	N/A	N/A	—	5.75	5.75

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of items checked out and renewed	N/A	320,971	414,995	250,000	460,000
2. Number of programs for children and/or adults	N/A	125	282	150	100
3. Number of children and/or adults attending programs	N/A	13,882	32,819	3,500	10,000
4. Number of participants registered in the Summer Reading Program	N/A	1,000	800	1,000	600

Department: Library
Division: Customer Services

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
1245-Customer Services	$ 1,492,085	$ 1,631,019	$ 1,666,293	$ 1,863,724	$ 197,431
Total Expenditures	$ 1,492,085	$ 1,631,019	$ 1,666,293	$ 1,863,724	$ 197,431
Full Time Equivalents (Budgeted)	N/A	N/A	10.25	11.25	1
Total Revenue	$ 210,330	$ 217,584	$ 212,800	$ 212,800	$ —

Division 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.

Division Overview

- Checks in and out books, movies, music and audiobooks.
- Assists customers with their library accounts, renewing items, and collecting overdue fines and fees.
- Processes Interlibrary Loan and Link+ requests for library patrons.
- Sorts, shelves and files library materials.

Division: Customer Services
Program: 1245 - Customer Services

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.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 1,083,150	$ 1,165,154	$ 1,169,683	$ 1,267,543	$ 97,860
Benefits	336,992	403,529	432,747	543,585	110,838
Materials/Services/Supplies	23,948	41,986	34,500	32,000	(2,500)
Interfund Services	47,995	20,350	29,363	20,596	(8,767)
Total Expenditures	$ 1,492,085	$ 1,631,019	$ 1,666,293	$ 1,863,724	$ 197,431
Full Time Equivalents (Budgeted)	N/A	N/A	10.25	11.25	1

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of items circulated annually	2,311,103	2,361,714	2,606,691	2,400,000	2,400,000
2. Number of patrons registered annually	12,874	19,722	17,674	14,000	15,000

Department: Library
Division: Facilities & Technology

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
1271-Facilities	$ 760,561	$ 717,619	$ 826,090	$ 855,207	$ 29,117
1272-Technology	473,670	489,570	519,412	699,317	179,905
Total Expenditures	$ 1,234,231	$ 1,207,189	$ 1,345,502	$ 1,554,524	$ 209,022
Full Time Equivalents (Budgeted)	N/A	N/A	3.00	4.00	1.00
Total 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 Overview

- Setup and maintain all public and staff computers and hardware, including workstations, laptops and printers throughout the library system.
- Implements new library software and upgrades existing applications to keep them functioning and secure.
- Maintains security, cleaning and other facility contracts to provide a safe, comfortable, and welcoming space for customers and staff.
- Designs and supports technology-based programming.

Division: Facilities & Technology
Program: 1271 - Facilities

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

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 127,491	$ 122,388	$ 152,571	$ 150,045	$ (2,526)
Benefits	56,804	58,584	66,753	75,019	8,266
Materials/Services/Supplies	569,001	533,532	602,297	626,595	24,298
Interfund Services	7,265	3,115	4,469	3,548	(921)
Total Expenditures	$ 760,561	$ 717,619	$ 826,090	$ 855,207	$ 29,117
Full Time Equivalents (Budgeted)	N/A	N/A	1.00	1.00	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of safety inspections made annually	12	12	12	12	12
2. Percent of facility issues resolved within 48 hours of report	99%	99%	99%	99%	99%

Division: Facilities & Technology
Program: 1272 - Technology

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 223,737	$ 227,458	$ 245,386	$ 321,636	$ 76,250
Benefits	89,457	95,027	98,056	157,229	59,173
Materials/Services/Supplies	148,675	162,035	168,695	215,445	46,750
Interfund Services	11,801	5,050	7,275	5,007	(2,268)
Total Expenditures	$ 473,670	$ 489,570	$ 519,412	$ 699,317	$ 179,905
Full Time Equivalents (Budgeted)	N/A	N/A	2.00	3.00	1.00

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of problem reports responded to within 24 hours of receipt	100%	100%	98%	100%	100%
2. Number of tickets/requests for services resolved by Technology Staff	2,370	3,431	3,746	1,000	2,000
3. Number of tickets/request for services resolved by Technology Aides	18,622	18,078	17,204	12,000	12,000
4. Number of Library public computer users and laptop users combined	126,597	108,000	430,114	108,000	178,000

Department: Library
Division: Technical Services

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
1251-Technical Services	$ 515,343	$ 512,146	$ 547,357	$ 931,103	$ 383,746
1254-Collection Management	15,732	10,144	163,860	—	(163,860)
Total Expenditures	$ 531,075	$ 522,290	$ 711,217	$ 931,103	$ 219,886
Full Time Equivalents (Budgeted)	N/A	N/A	5.00	4.50	(0.50)
Total Revenue	$ —	$ —	$ —	$ —	$ —

Division 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.

Division Overview

- Implement cost-savings benefits by purchasing pre-processed Library materials.
- Purchases and processes new library materials for delivery to customers in a timely fashion.
- Synchronize Library data with other City departments for procurement and statistics purpose.
- Cost-saving benefits through new vendor negotiations.

Division: Technical Services
Program: 1251 - Technical Services

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 280,938	$ 286,336	$ 329,206	$ 554,545	$ 225,339
Benefits	125,755	135,873	130,341	257,740	127,399
Materials/Services/Supplies	91,335	82,219	77,000	109,793	32,793
Interfund Services	17,315	7,718	10,810	9,025	(1,785)
Total Expenditures	$ 515,343	$ 512,146	$ 547,357	$ 931,103	$ 383,746
Full Time Equivalents (Budgeted)	N/A	N/A	3.00	4.50	1.50

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of items added to the collection each month.	7,815	5,393	5,437	2,500	3,800

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

Division: Technical Services
Program: 1254 - Collection Management

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 1,476	$ 299	$ 105,512	$ —	$ (105,512)
Benefits	6,371	5,125	54,310	—	(54,310)
Materials/Services/Supplies	2,450	2,450	—	—	—
Interfund Services	5,435	2,270	4,038	—	(4,038)
Total Expenditures	$ 15,732	$ 10,144	$ 163,860	$ —	$ (163,860)
Full Time Equivalents (Budgeted)	N/A	N/A	2.00	—	(2.00)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Books held per capita	2.98	3.3	2.05	3	N/A
2. Total items per capita	3.39	3.77	3.88	3.4	N/A
3. Library materials expenditures per capita	$ 4.15	$ 3.80	$ 9.32	$ 3.80	N/A

* Collection Management will be closed in Fiscal Year 2016-17.

Department: Library
Division: Youth Services

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
1231-Youth Services.	$ 803,256	$ 817,838	$ 773,877	$ 1,048,379	$ 274,502
1232-Young Adult	100,612	80,375	130,022	177,118	47,096
Total Expenditures	$ 903,868	$ 898,213	$ 903,899	$ 1,225,497	$ 321,598
Full Time Equivalents (Budgeted)	N/A	N/A	18.25	6.00	(12.25)
Total Revenue	$ —	$ —	$ —	$ —	$ —

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 Overview

- 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.
- 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.

Division: Youth Services
Program: 1231 - Youth Services

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 462,561	$ 494,962	$ 467,176	$ 632,484	$ 165,308
Benefits	149,312	159,963	158,053	272,285	114,232
Materials/Services/Supplies	170,099	154,299	136,250	135,600	(650)
Interfund Services	21,284	8,614	12,398	8,010	(4,388)
Total Expenditures	$ 803,256	$ 817,838	$ 773,877	$ 1,048,379	$ 274,502
Full Time Equivalents (Budgeted)	N/A	N/A	3.25	5.00	1.75

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of programs for children and parents offered	209	224	385	250	300
2. Number of reference and reader's advisory questions answered annually	41,709	39,186	95,371	35,000	35,000
3. Number of participants registered in Summer Reading Club	2,902	2,765	9,842	2,800	3,000
4. Number of children and adults attending programs	26,139	30,000	68,688	30,000	30,000

Division: Youth Services
Program: 1232 - Young Adult

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 & Northside.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 48,276	$ 44,179	$ 75,830	$ 104,591	$ 28,761
Benefits	23,333	22,005	39,855	58,643	18,788
Materials/Services/Supplies	24,549	12,565	12,000	11,900	(100)
Interfund Services	4,454	1,626	2,337	1,984	(353)
Total Expenditures	$ 100,612	$ 80,375	$ 130,022	$ 177,118	$ 47,096
Full Time Equivalents (Budgeted)	N/A	N/A	0.85	1.00	0.15

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of Young Adult programs offered	49	84	73	20	50
2. Number of Young Adult items circulated	71,480	67,016	67,586	75,000	75,000
3. Number of participants in the Teen Summer Reading Program	940	844	823	800	1,000
4. New Young Adult cards issued	N/A	N/A	N/A	N/A	600

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City of Santa Clara

The Center of What's Possible

Parks and Recreation Department

Parks & Recreation Department

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
Administration	$ 35,412	$ 223,955	$ 317,227	$ 911,985
Parks	7,961,452	7,652,664	8,956,349	9,243,382
Recreation	5,226,707	5,505,481	5,766,262	6,471,120
Total Expenditures	$ 13,223,571	$ 13,382,100	$ 15,039,838	$ 16,626,485
Full Time Equivalents (Budgeted)	76.00	76.57	76.75	74.00
Total Revenue	$ 2,302,362	$ 2,373,583	$ 2,560,300	$ 2,707,600

Overview

Planning, development, operation, maintenance and rehabilitation of the City's 34 park sites and recreation facilities that support a vital quality of life for all ages. The department provides public recreation facilities, community services, cultural programs and special events, enhanced natural environment, as well as sports and aquatics opportunities.

Parks & Recreation Department

Mission

To support a vibrant, active quality of life for all ages, abilities and interests of the Santa Clara community through excellent parks and recreational facilities, community services and programs.

Significant Accomplishments

- Reviewed 29 new housing development plans for compliance with City Code Ch. 17.35; made recommendations to new housing developers and the Planning Department to support new parkland development and active public recreation amenities and private on-site amenities.
- Hosted successful 35th Annual Art and Wine festival, raising $55,000 to donate to local charitable organizations; hosted fourth annual Silicon Valley BBQ Championship event as well as Super Community events at Central Park and Mission College.
- Developed schematic designs for a) International Swim Center/Community Center/International Swim Hall of Fame, b) San Tomas and Monroe Community Garden and Park, and c) additional soccer and community recreation facilities at Reed and Grant St.
- Implemented ActiveNet online registration for over 11,412 individuals in recreation programs since December 21, 2015; used Vendini Ticketing system for online theatre and event registration; planned for work order system (Lucity) and GIS Inventory for Parks and Cemetery.

Significant Objectives

- Replace turf playing field at Youth Soccer Park Field #2.
- Approval of final design and commence construction at San Tomas and Monroe Community Garden and Park.
- Complete final design for the sports and recreation facility at Reed & Grant Street; purchase land and commence construction.
- Complete CEQA and initiate capital campaign for International Swim Center/Community Recreation Center (ISC/CRC) project.
- Implement electronic work order system (Lucity) for Parks Division; implement ActiveNet Point of Sale at the cemetery and pools.

Parks & Recreation Department

Department Budget Summary

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Salaries	$ 6,743,103	$ 6,677,851	$ 7,828,519	$ 8,348,297	$ 519,778
Benefits	2,683,964	2,591,626	3,321,693	3,775,165	453,472
Materials/Services/Supplies	3,065,819	3,337,044	3,030,640	3,620,429	589,789
Interfund Services	730,685	767,732	858,986	812,594	(46,392)
Capital Outlay	—	7,846	—	—	—
Total Expenditures	$ 13,223,571	$ 13,382,100	$ 15,039,838	$ 16,556,485	$ 1,516,645
Revenue Category					
Interest and Rent	$ 341,958	$ 172,829	$ 445,500	$ 457,500	$ 12,000
Charges for Services	2,007,799	2,200,538	2,114,800	2,250,100	135,300
Op Transfers	(48,000)	—	—	—	—
Other Revenues	605	216	—	—	—
Total Revenues	$ 2,302,362	$ 2,373,583	$ 2,560,300	$ 2,707,600	$ 147,300
Full Time Equivalents (Budgeted)	76.00	76.57	76.75	74.00	(2.75)

Budget Overview and Significant Changes

Service Level Impact

While the department added 1.25 FTEs, the *Position Detail* summary reflects a decrease of 2.75 FTEs. The decrease of 2.75 FTEs is primarily due to the elimination of frozen positions that were previously included as part of the FTE count, but which had no funding to fill. The department has reviewed the approved funded staffing levels and believe it would address current service level demands. Service levels will be greater with the addition of 1.25 approved and funded FTEs, giving the department the ability to complete park development projects more efficiently and enhancing the coordination of tasks between divisions in delivering services to the public.

Expenditures

Salaries changes from prior adopted budget
Salary costs reflect contractually agreed upon wage increases for those bargaining units with current contracts and funding for additional positions where applicable. The salaries cost increase includes the addition of 1.25 new and funded positions from the prior year budget: one FTE Management Analyst in the Recreation Division and 0.25 FTE Health and Wellness Coordinator position at the Senior Center. Additionally, $219,000 in As-Needed wages were added to restore staffing levels to meet program and facility operations needs at the Senior Center, Community Center, and Youth Activity Center.

Benefits changes from prior adopted budget
Benefits costs reflect contractually agreed upon benefit changes for those bargaining units with current contracts and funding for additional positions where applicable. In addition, benefits changes reflect new

CalPERS (California Public Employees' Retirement System) employer pension rates and estimated health insurance rates. The benefits costs increase includes the addition of 1.25 new and funded FTE positions.

Materials/Services/Supplies changes from prior adopted budget
An increase is projected due to increased costs in contractual services and supplies. Additionally, an increase in contractual services and supplies of $168,000 was added to provide a seasonal recreation ice skating program at Central Park.

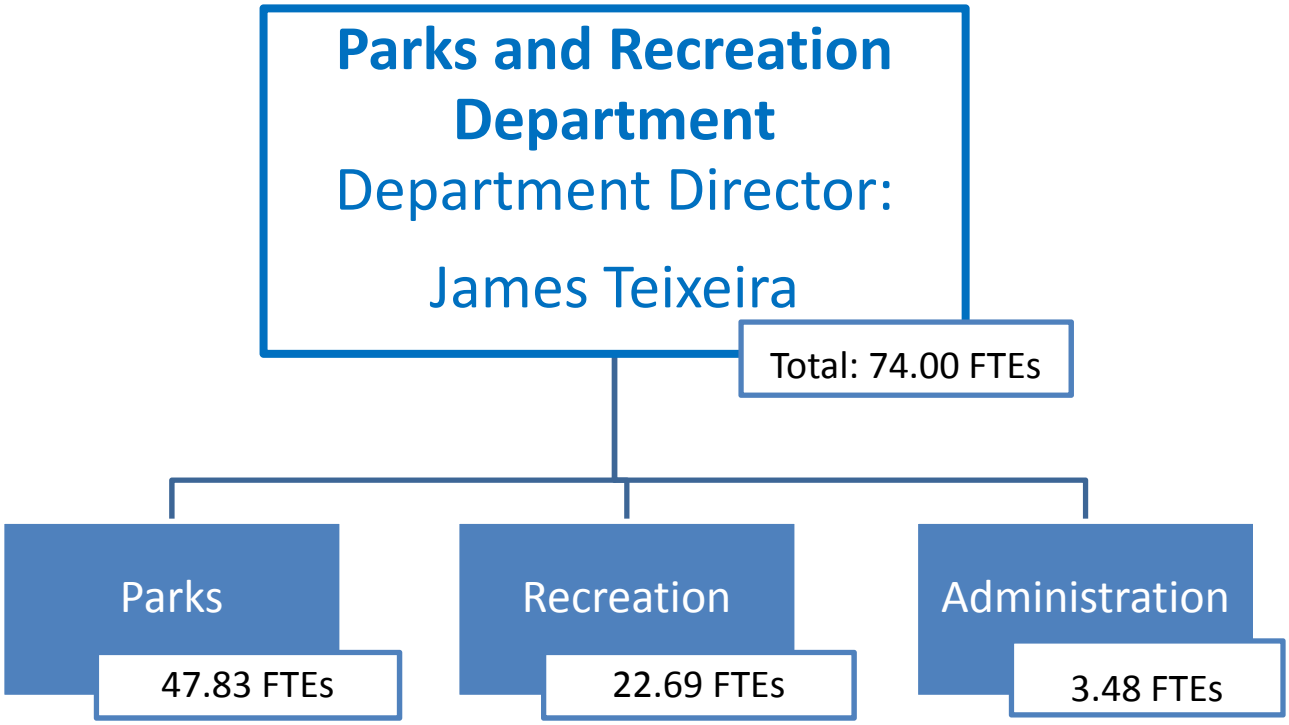
Interfund Services changes from prior adopted budget:
Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal Service Funds section of this budget document.

Capital Outlay changes from prior adopted budget
No reportable or significant change.

Total Revenues

Total Revenues changes from prior adopted budget
Increase of $147,300 is based on increased facility use rentals and recreation program participation.

City of Santa Clara
Divisional Organization Chart



Parks & Recreation Department

POSITION DETAIL

General Fund		2013-14 Adopted	2014-15 Adopted	2015-16 Adopted	2016-17 Budget	Position Change
Position Title						
Uncl	Parks and Recreation Director	1.00	1.00	1.00	1.00	—
Uncl	Deputy Parks & Recreation Director	1.00	1.00	1.00	1.00	—
Uncl	Recreation Manager	1.00	1.00	1.00	1.00	—
Uncl	Park Maintenance and Operations Supervisor	1.00	1.00	1.00	1.00	—
Uncl	Parks Construction, Maintenance, and Repair Supervisor	1.00	1.00	1.00	1.00	—
Uncl	Management Analyst	—	—	—	1.00	1.00
G29	Park Maintenance Crafts Worker	2.00	2.00	2.00	2.00	—
G23	Grounds Maintenance Worker III	8.00	8.00	8.00	8.00	—
G21	Grounds Maintenance Worker II	17.00	17.00	16.00	14.00	(2.00)
G19	Grounds Maintenance Worker I	18.00	18.00	18.00	17.00	(1.00)
A33	Park Foreperson	3.00	3.00	3.00	3.00	—
A32	Recreation Supervisor	8.00	8.00	8.00	8.00	—
A27	Senior Center Coordinator	1.00	0.82	1.00	1.00	—
A27	Recreation Coordinator-Therapeutic	1.00	1.00	1.00	1.00	—
A27	Recreation Coordinator	4.00	4.00	4.00	4.00	—
A23	Health & Wellness Coordinator	—	0.75	0.75	1.00	0.25
A22	Office Specialist III	3.00	3.00	3.00	3.00	—
A18	Office Specialist II	6.00	6.00	6.00	5.00	(1.00)
A16	Staff Aide I	—	—	1.00	—	(1.00)
A26	Staff Aide II	—	—	—	1.00	1.00
	Total Full Time Equivalents (Budgeted)	**76.00**	**76.57**	**76.75**	**74.00**	**(2.75)**

Department: Parks & Recreation
Division: Administration

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
1121-Parks & Recreation Administration	$ —	$ —	$ —	$ 337,446	$ 337,446
1122-Park Development	—	—	—	133,440	133,440
1123-Park Projects	—	—	—	38,286	38,286
1171-CW Special Events	35,412	223,955	317,227	402,813	85,586
Total Expenditures	$ 35,412	$ 223,955	$ 317,227	$ 911,985	$ 594,758
Full Time Equivalents (Budgeted)	N/A	N/A	—	3.48	3.48
Total Revenue	$ —	$ —	$ —	$ 46,100	$ 46,100

Division Mission

Provide leadership, resource development and administrative support to the Parks, Recreation and Cemetery Divisions; plan and develop new parks and recreation facilities to meet the needs of the community at defined service levels; plan and implement City-wide special events; recruit, screen and retain volunteers to create community and support the department's programs and special events; review new housing development plans for parkland dedication and active recreational amenities.

Division Overview

- Plan and implement design and development of new parks and rehabilitation of older facilities and infrastructure, including public outreach and Parks and Recreation Commission review and recommendations.
- Seek out and obtain grants from other agencies, County and State to supplement funding of projects and programs.
- Plan and implement multiple City-wide special events each year; recruit and retain volunteers to increase community involvement, support department staff and enhance programs and special events.
- Conduct plan reviews and prepare comments for new housing developers to optimize park and recreation amenities in new developments and to assure compliance with City Code Ch. 17.35.

Division: Administration
Program: 1121 - Parks & Recreation Administration

Program Mission: To develop, program, and maintain the various Parks and Recreation facilities; to plan and implement City-wide special events; handle regular employment responsibilities including hiring, terminations, payroll, and volunteer recruitment and assignments. Responsible for the smooth transfer of information between divisions and programs; serves as liaison between all other City departments and the City Manager. Supports the City's General Plan goals in providing residents with parklands and recreation amenities that support active and healthy living now and into the future.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ —	$ —	$ —	$ 219,259	$ 219,259
Benefits	—	—	—	118,187	118,187
Total Expenditures	$ —	$ —	$ —	$ 337,446	$ 337,446
Full Time Equivalents (Budgeted)	N/A	N/A	—	1.60	1.60

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of volunteers recruited, trained, and supervised	N/A	N/A	150	N/A	150
2. Number of Citywide Special Events	N/A	N/A	5	N/A	4
3. Total attendance at 4 major Citywide special events	N/A	N/A	110,000	N/A	100,000

Division: Administration
Program: 1122 - Park Development

Program Mission: To work collaboratively with new housing developers to ensure compliance with City Code Chapter 17.35 in support of new parkland development and inclusion of active recreational amenities for public and private use.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ —	$ —	$ —	$ 84,296	$ 84,296
Benefits	—	—	—	49,144	49,144
Total Expenditures	$ —	$ —	$ —	$ 133,440	$ 133,440
Full Time Equivalents (Budgeted)	N/A	N/A	—	0.88	0.88

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of new housing development plans reviewed	N/A	N/A	29	N/A	30
2. Total acreage identified for new park development	N/A	N/A	48.35	N/A	3
3. Parkland acres per 1000 residents	N/A	N/A	2.53	N/A	2.53

Division: Administration
Program: 1123 - Park Projects

Program Mission: To implement and manage new public park development plans from design to completion; plan and implement park maintenance and rehabilitation projects for the use and enjoyment of all residents.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ —	$ —	$ —	$ 25,479	$ 25,479
Benefits	—	—	—	12,807	12,807
Total Expenditures	$ —	$ —	$ —	$ 38,286	$ 38,286
Full Time Equivalents (Budgeted)	N/A	N/A	—	0.12	0.12

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of parks playgrounds rehabilitated	N/A	N/A	3	N/A	2
2. Number of community input meetings held (Online Surveys incl.)	N/A	N/A	13	N/A	3
3. Number of parks rehabilitation projects completed	N/A	N/A	3	N/A	2
4. Number of new parks projects initiated	N/A	N/A	1	N/A	1

Division: Administration
Program: 1171 - CW Special Events

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 8,477	$ 34,856	$ 145,793	$ 162,755	$ 16,962
Benefits	—	1,961	35,702	49,414	13,712
Materials/Services/Supplies	26,935	187,138	135,732	187,157	51,425
Interfund Services	—	—	—	3,487	3,487
Total Expenditures	$ 35,412	$ 223,955	$ 317,227	$ 402,813	$ 85,586
Full Time Equivalents (Budgeted)	N/A	N/A	—	0.88	0.88

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Net income from the Art and Wine Festival available for charitable purposes.	$ 60,000	$ 55,000	$ 55,000	$ 55,000	$ 55,000
2. Increase annual attendance & sponsor participation.	N/A	150,000	150,000	150,000	153,000

Department: Parks & Recreation
Division: Parks

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
1132-Park Maintenance	$ 5,253,281	$ 5,221,827	$ 6,249,169	$ 6,635,747	$ 386,578
1133-Pool Maintenance	1,049,001	984,511	1,100,976	1,181,521	80,545
1134-Building Maintenance	858,031	689,107	1,031,143	1,079,686	48,543
1135-Park Operations	801,139	757,219	575,061	346,428	(228,633)
Total Expenditures	$ 7,961,452	$ 7,652,664	$ 8,956,349	$ 9,243,382	$ 287,033
Full Time Equivalents (Budgeted)	N/A	N/A	50.67	47.83	(2.84)
Total Revenue	$ (46,571)	$ 49,432	$ 49,000	$ 49,000	$ —

Division Mission

Maintain and rehabilitate Santa Clara's Central Park (45.04 acres), 25 neighborhood parks (122.67 acres), open space (41.71 acres), 5 mini parks (2.59 acres), community centers/recreation facilities (14.86 acres excludes SCG&TC/BMX), joint use facilities (47.52 acres) and neighborhood park buildings, including playgrounds, restrooms, picnic areas, turf, trees, vegetation, athletic fields sports venues at defined levels of service that promote the use of safe, clean and attractive facilities for the enjoyment of the public.

Division Overview

- Provides administrative direction, updated training and technical support for Parks division staff; contract operators of facilities and public users; plan for parks and facility maintenance rehabilitation needs.
- Maintains eleven (11) clean, safe, attractive municipal swimming pools and support facilities at five sites (International Swim Center, Mary Gomez, Warburton, Montague, Senior Center).
- Provides physical and logistical support for City-wide special events for planning, mapping, set up, safety, and cleanup; ensures that all City and County permit requirements are met for public events.
- Maintains and supports the use of clean safe, fully functional, attractive Community Center, Senior Center, Youth Activity Center, Teen Center, and six (6) neighborhood park buildings.
- All facilities and grounds are maintained on a year-round schedule of turf care, facility maintenance, vegetation, tree care, litter control and graffiti removal.

Division: Parks
Program: 1132- Park Maintenance

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 2,478,997	$ 2,341,707	$ 2,862,874	$ 2,941,413	$ 78,539
Benefits	1,265,728	1,112,032	1,555,688	1,712,534	156,846
Materials/Services/Supplies	1,135,254	1,157,872	1,175,608	1,335,142	159,534
Interfund Services	373,302	602,370	654,999	646,658	(8,341)
Capital Outlay	—	7,846	—	—	—
Total Expenditures	$ 5,253,281	$ 5,221,827	$ 6,249,169	$ 6,635,747	$ 386,578
Full Time Equivalents (Budgeted)	N/A	N/A	37.02	36.52	(0.50)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Park acre/FTE maintenance staff 274.39/37.02	7.22	7.09	7.41	7.21	7.21
2. Cost per acre maintained.	$ 20,502	$ 22,195	22,774	$ 22,775	$ 22,775

Division: Parks
Program: 1133- Pool Maintenance

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 337,733	$ 330,817	$ 394,286	$ 400,037	$ 5,751
Benefits	168,557	172,783	195,111	212,834	17,723
Materials/Services/Supplies	472,231	463,439	489,570	550,290	60,720
Interfund Services	70,480	17,472	22,009	18,360	(3,649)
Total Expenditures	$ 1,049,001	$ 984,511	$ 1,100,976	$ 1,181,521	$ 80,545
Full Time Equivalents (Budgeted)	—	—	4.60	4.10	(0.50)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Clean locker rooms, showers, and pool decks daily when facility is in use.	100%	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%	100%
3. Vacuum pools a minimum of one time per week.	52	52	52	52	52

Division: Parks
Program: 1134- Building Maintenance

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.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 379,808	$ 266,105	$ 523,236	$ 537,010	$ 13,774
Benefits	196,519	150,200	249,569	273,085	23,516
Materials/Services/Supplies	214,642	251,756	232,090	246,663	14,573
Interfund Services	67,062	21,046	26,248	22,928	(3,320)
Total Expenditures	$ 858,031	$ 689,107	$ 1,031,143	$ 1,079,686	$ 48,543
Full Time Equivalents (Budgeted)	N/A	N/A	6.57	5.57	(1.00)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of graffiti removed within two business days.	100%	100%	100%	100%	100%
2. Cost per square foot of building maintained (269,769 s.f.).	$ 15.00	$ 3.69	$ 3.82	$ 3.75	$ 3.75

Division: Parks
Program: 1135- Park Operations

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 485,513	$ 484,778	$ 322,115	$ 175,309	$ (146,806)
Benefits	209,406	202,302	153,450	100,106	(53,344)
Materials/Services/Supplies	40,679	46,124	71,705	55,424	(16,281)
Interfund Services	65,541	24,015	27,791	15,589	(12,202)
Total Expenditures	$ 801,139	$ 757,219	$ 575,061	$ 346,428	$ (228,633)
Full Time Equivalents (Budgeted)	N/A	N/A	2.48	1.64	(0.84)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Sustain Park System and supervise thirty-four municipal park sites and facilities daily.	100%	100%	100%	100%	100%
2. Provide training and certifications for all employees to increase productivity and enhance effectiveness.	100%	100%	100%	100%	100%

Department: Parks & Recreation
Division: Recreation

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
1141 - Health and Wellness	$ —	$ —	$ —	$ 171,339	$ 171,339
1142 - Administration	194,545	154,058	733,811	469,696	(264,115)
1143 - Youth Activity Ctr & Program	786,025	770,702	872,191	1,012,358	140,167
1144 - Senior Center & Therapeutic Recreation Programs	1,301,810	1,305,501	1,297,191	1,351,452	54,261
1145 - Community Rec Ctr and Programs	1,767,074	2,010,028	1,615,309	2,102,257	486,948
1146 - Recreation Facilities	31,724	60,263	102,512	108,968	6,456
1147 - Aquatics	311,002	333,083	347,372	359,587	12,215
1148 - Sports and Athletics	191,569	183,776	206,535	235,109	28,574
1149 - Teen Center Activities and Programs	642,958	688,070	591,341	660,354	69,013
Total Expenditures	$ 5,226,707	$ 5,505,481	$ 5,766,262	$ 6,471,120	$ 704,858
Full Time Equivalents (Budgeted)	N/A	N/A	26.08	22.69	(3.39)
Total Revenue	$ 2,348,933	$ 2,324,151	$ 2,272,300	$ 2,612,500	$ 340,200

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.

Division Overview

- The Sports and Facilities Program offers competitive basketball and softball leagues for adults; coordinates use of the Youth Soccer Park and SCUSD fields; partners with the field user groups for consistent use and policy implementation; and partners with the Jr. Giants Program to offer summer day camp session at the Youth Activity Center.
- The Aquatics Program offers a variety of summer swim lessons for all ages and abilities; safely supervised recreational swimming; aquatic fitness programing and year round access to lap swim for adults and seniors.
- The Cultural and Performing Arts Program provides a variety of dance, music and art programs that include recitals and performances; fine arts camp in the summer; group exercise for adults; and preschool enrichment programs. The Roberta Jones Theater produces performances for the general public each year, including auditions and cast assignments; costume and set design; stage management; back stage and technical crew; ticket sales and house management; creative drama classes and summer camps.

Department: Parks & Recreation
Division: Recreation

- The Youth Activity Center and Teen Center offer developmentally appropriate and engaging daily afterschool programing, summer camps, youth leadership activities and special events for City of Santa Clara youth and teens.
- The Senior Center offers a variety of health and wellness, arts and culture and special interest classes for disabled residents and individuals over 50 years of age. Recreation staff at the Senior Center provide a therapeutic recreation program with fitness, recreation and enrichment opportunities to serve individuals and their families with special needs.

Division: Recreation
Program: 1141 - Health & Wellness

Program Mission: The Health and Wellness program serves Santa Clara Residents age 50 and over to promote healthy independent living through education, social engagement and community outreach programs.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ —	$ —	$ —	$ 124,502	$ 124,502
Benefits	—	—	—	46,837	46,837
Total Expenditures	$ —	$ —	$ —	$ 171,339	$ 171,339
Full Time Equivalents (Budgeted)	N/A	N/A	—	1.00	1.00

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of free drop in blood pressure screenings and resource referrals	325	395	1,163	N/A	395
2. Number of Health & Wellness classes and groups offered per year	N/A	N/A	32	N/A	12
3. Number of hours of free biometric screenings and resource referrals at Northside	N/A	N/A	169	N/A	18
4. Number of I.D. Fit assessments for participants with special needs	N/A	N/A	366	N/A	90

Division: Recreation
Program: 1142 - Recreation Administration

Program Mission: Provide administrative and technical support for all program and activity personnel; optimize registration systems and community outreach for maximum public participation and ease of use; coordinate all training and financial processes in the department for efficiency and accuracy; manage all clerical staff and provide excellent customer service at all recreation locations.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 74,778	$ 76,911	$ 449,318	$ 237,839	$ (211,479)
Benefits	37,595	41,587	245,293	144,502	(100,791)
Materials/Services/Supplies	63,912	31,649	32,475	65,275	32,800
Interfund Services	18,260	3,911	6,725	22,080	15,355
Total Expenditures	$ 194,545	$ 154,058	$ 733,811	$ 469,696	$ (264,115)
Full Time Equivalents (Budgeted)	N/A	N/A	5.61	2.8	(2.81)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of new registration accounts created	N/A	N/A	10,186	N/A	13,000
2. Number of ActiveNet POS transactions processed	N/A	N/A	8,834	N/A	120
3. Number of park building and picnic rentals processed	N/A	N/A	1,282	N/A	1,010

Division: Recreation
Program: 1143 - Youth Activity Center & Programs

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 461,363	$ 478,206	$ 565,329	$ 617,163	$ 51,834
Benefits	132,572	138,441	141,935	165,736	23,801
Materials/Services/Supplies	173,620	139,906	147,203	215,703	68,500
Interfund Services	18,470	14,149	17,724	13,756	(3,968)
Total Expenditures	$ 786,025	$ 770,702	$ 872,191	$ 1,012,358	$ 140,167
Full Time Equivalents (Budgeted)	N/A	N/A	2.98	2.98	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of After School Open Gym/ Special Activities participants.	32,274	30,147	32,249	32,000	33,000
2. Number of Summer Sports Camp participants.	1,014	766	842	800	825
3. Number of special events offered at the youth activity center.	N/A	N/A	10	N/A	10

Division: Recreation
Program: 1144 - Senior Center & Therapeutic Recreation Programs

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 965,105	$ 923,054	$ 927,004	$ 935,493	$ 8,489
Benefits	196,308	240,745	247,923	253,138	5,215
Materials/Services/Supplies	97,887	115,428	88,826	140,826	52,000
Interfund Services	42,510	26,274	33,438	21,995	(11,443)
Total Expenditures	$ 1,301,810	$ 1,305,501	$ 1,297,191	$ 1,351,452	$ 54,261
Full Time Equivalents (Budgeted)	N/A	N/A	5.43	4.68	(0.75)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of senior trip and tour participants.	1,575	2,050	1,420	2,200	2,200
2. Average monthly Health & Wellness part.	325	395	427	395	N/A
3. Average monthly Fitness attendance.	6,458	7,103	7,074	6,600	6,800
4. Senior Center Registration Cards Issued.	5,778	5,750	6,044	5,800	5,900

Division: Recreation
Program: 1145 - Community Recreation Center & Programs

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 744,843	$ 859,629	$ 756,325	$ 959,813	$ 203,488
Benefits	210,741	254,239	223,254	311,653	88,399
Materials/Services/Supplies	774,820	870,175	604,511	809,029	204,518
Interfund Services	36,670	25,985	31,219	21,762	(9,457)
Total Expenditures	$ 1,767,074	$ 2,010,028	$ 1,615,309	$ 2,102,257	$ 486,948
Full Time Equivalents (Budgeted)	N/A	N/A	5.57	5.47	(0.10)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of recreation class participants.	9,941	10,325	10,198	10,000	11,000
2. Net income from the Art and Wine Festival available for charitable purposes.	$ 60,000	$ 55,000	55,000	$ 55,000	N/A
3. Number of parent/child youth and adult classes offered.	N/A	N/A	664	N/A	890

Division: Recreation
Program: 1146 - Recreation Facilities

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 29,289	$ 58,417	$ 81,833	$ 83,320	$ 1,487
Benefits	585	1,846	19,679	22,846	3,167
Materials/Services/Supplies	—	—	1,000	1,000	—
Interfund Services	1,850	—	—	1,802	1,802
Total Expenditures	$ 31,724	$ 60,263	$ 102,512	$ 108,968	$ 6,456
Full Time Equivalents (Budgeted)	N/A	N/A	0.45	0.45	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Annual Santa Clara Youth Sports groups field permits.	18	26	26	20	25
2. Ability to accommodate field use requests for returning resident soccer and softball adult user groups.	100%	90%	95%	90%	90%

Division: Recreation
Program: 1147 - Aquatics

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 249,832	$ 271,626	$ 281,777	$ 287,010	$ 5,233
Benefits	48,671	50,832	55,882	64,548	8,666
Materials/Services/Supplies	259	5,338	2,556	2,556	—
Interfund Services	12,240	5,287	7,157	5,473	(1,684)
Total Expenditures	$ 311,002	$ 333,083	$ 347,372	$ 359,587	$ 12,215
Full Time Equivalents (Budgeted)	N/A	N/A	1.04	1.04	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of summer swim lesson classes provided.	293	192	240	200	190
2. Number of summer swim lesson participants.	1,684	1,029	1,225	1,200	1,225

Division: Recreation
Program: 1148 - Sports & Athletics

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 120,461	$ 103,511	$ 124,418	$ 144,855	$ 20,437
Benefits	46,575	46,461	44,941	58,568	13,627
Materials/Services/Supplies	19,263	25,007	27,463	27,463	—
Interfund Services	5,270	8,797	9,713	4,223	(5,490)
Total Expenditures	$ 191,569	$ 183,776	$ 206,535	$ 235,109	$ 28,574
Full Time Equivalents (Budgeted)	N/A	N/A	1.00	1.00	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of registered adult softball teams.	69	41	43	41	41
2. Number of registered adult basketball teams.	22	23	25	23	29

Division: Recreation
Program: 1149 - Teen Center Activities & Programs

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 406,903	$ 448,233	$ 394,211	$ 412,745	$ 18,534
Benefits	170,707	178,198	153,266	179,226	25,960
Materials/Services/Supplies	46,318	43,213	21,901	53,901	32,000
Interfund Services	19,030	18,426	21,963	14,482	(7,481)
Total Expenditures	$ 642,958	$ 688,070	$ 591,341	$ 660,354	$ 69,013
Full Time Equivalents (Budgeted)	N/A	N/A	3.27	3.27	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of hours Teen Center open per week for drop-in activities.	22	22	22	22	22
2. Number of special events for teens per year.	9	10	11	10	11

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City of Santa Clara

The Center of What's Possible

Fire Department

Fire Department

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
Protection	$ 28,797,346	$ 29,977,550	$ 33,596,567	$ 35,492,125
Prevention/Hazardous Materials	2,751,807	2,477,189	3,201,917	4,157,081
Training	628,892	1,665,138	1,767,169	2,028,036
Incremental EMS	910,507	824,757	619,798	877,570
Total Expenditures	$ 33,088,552	$ 34,944,634	$ 39,185,451	$ 42,554,812
Full Time Equivalents (Budgeted)	179.50	179.50	179.50	166.50
Total Revenue	$ 2,681,939	$ 3,223,578	$ 3,571,950	$ 5,045,760

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.

The Fire Department also provides emergency services training and coordination for the City in the event of a large-scale emergency requiring Emergency Operations Center activation.

The Fire Prevention/Hazardous Materials Division provides plan review and inspection services that assure the incorporation of all appropriate life safety standards, as well as code compliance, are in all regulated, new construction in the City. This division also investigates the cause and origin of fires and hazardous materials releases, conducts in excess of 10,000 inspections annually, and provides public education on fire safety at various community events.

The Training Division conducts situational drills, assessments and classes to ensure Fire Department personnel are performing to the highest degree to ensure public and employee safety; maintains documentation of training records to support State and Federal certification programs; and develops and implements local and regional response / mitigation exercises focused on large-scale community events.

The Emergency Medical Services (EMS) Division provides first responder medical services to all residents and visitors within the guidelines determined by the Santa Clara County EMS Authority.

Fire 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.

Significant Accomplishments

- Successfully planned and executed the Public Safety plan for Super Bowl 50 by collaborating with local, regional, state and federal agencies.
- Hired an additional 21 new employees in the ranks of Assistant Fire Marshal, Deputy Fire Marshal, Emergency Services Coordinator and Firefighter, while also promoting 11 personnel to the rank of Fire Captain.
- Hired a full-time Emergency Services Coordinator, who delivered emergency management training to City staff, enhanced information and intelligence gathering capabilities, and upgraded the City's Emergency Operations facilities. These accomplishments increase the City's ability to function during a large-scale emergency or incident.
- Trained a total of 250 community members through the Community Emergency Response Team (CERT) program in disaster preparedness and 275 City employees in CPR and Automatic External Defibrillator operation.

Significant Objectives

- Complete a comprehensive, guided self-assessment of organizational policies, procedures, and response standards to produce a two-year Fire Department strategic plan.
- Develop an organizational structure and deployment model that aligns with the 2016 Citygate staffing analysis recommendations.
- Restructure the positions in the Fire Prevention/Hazardous Materials Division to provide a career track for upward employee advancement, while improving the overall customer service experience through more focused work assignments.
- Utilize available technology and in-house instructors to host state and regional training courses and limit the cost of employee training.
- Implement tablet based technology infrastructure that will meet County requirements and also use the technology to improve overall response times by integrating GIS technology.

Fire Department

Department Budget Summary

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Salaries	$ 20,807,508	$ 22,009,001	$ 24,104,249	$ 25,518,226	$ 1,413,977
Benefits	8,845,561	9,811,446	12,111,639	13,409,628	1,297,989
Materials/Services/Supplies	979,736	890,829	908,294	1,245,424	337,130
Interfund Services	2,443,866	2,210,045	2,005,069	2,282,534	277,465
Capital Outlay	11,881	23,313	56,200	99,000	42,800
Total Expenditures	$ 33,088,552	$ 34,944,634	$ 39,185,451	$ 42,554,811	$ 3,369,361
Revenue Category					
Intergovernmental	$ 80,564	$ 396,482	$ 50,000	$ 50,000	$ —
Charges for Services	2,594,121	2,819,448	3,515,950	4,990,460	1,474,510
Other Revenues	7,254	7,648	6,000	5,300	(700)
Total Revenues	$ 2,681,939	$ 3,223,578	$ 3,571,950	$ 5,045,760	$ 1,473,810
Full Time Equivalents (Budgeted)	179.50	179.50	179.50	166.50	(13.00)

Budget Overview and Significant Changes

Service Level Impact

While the department added 5.0 new FTEs, the *Position Detail* summary reflects a decrease of 13.0 FTEs. The decrease of 13.0 FTEs is primarily due to the elimination of frozen FTE positions that were previously included as part of the FTE count, but which had no funding to fill. The department conducted a staffing study in 2016 and the recommendations have been included in the 2016-17 budget. The decrease in FTEs was a result of overall staffing level recommendations by an outside consultant to help the City meet the service level demands of a full-service fire department and better align job duties. The 2016-17 Fire Department budget will provide increased capability throughout the organization by providing the funding necessary to make infrastructure improvements, training advancements and staffing increases that will raise the overall level of service provided to the citizens of Santa Clara. The addition of a (1.0) Fire Protection Engineer position, two (2.0) Fire Prevention Aides, and one (1.0) Office Specialist II will allow the Fire Prevention/Hazardous Materials Division to meet high permit processing and inspection demand and improve customer service. A new Public Safety Nurse position (1.0) will oversee quality assurance, infection control, and clinical care protocols for the Emergency Medical Services division.

Expenditures

Salaries changes from prior adopted budget

Salary costs reflect contractually agreed upon wage increases for those bargaining units with current contracts and funding for additional positions where applicable. Salary adjustments due to position changes recommended by an external City Council approved staffing study are reflected in this budget. $520,000 was also added to the overtime budget to allow the Fire Department to put additional units in service as recommended by the staffing study.

Benefits changes from prior adopted budget
Benefits costs reflect contractually agreed upon benefit changes for those bargaining units with current contracts and funding for additional positions where applicable. In addition, benefits changes reflect new CalPERS (California Public Employees' Retirement System) employer pension rates and estimated health insurance rates. Benefit adjustments due to position changes recommended by an external City Council approved staffing study are also reflected in this budget.

Materials/Services/Supplies changes from prior adopted budget
A comprehensive self-assessment with guidance from the Commission on Fire Accreditation International has been funded, which assesses organizational policies, procedures and response standards and analyzes risk in the community in order to develop a public safety service delivery model and strategic plan. The Materials/ Service/Supplies accounts are affected by steadily increasing maintenance costs for aging fire stations and unavoidable contractual increases. The Fire Prevention/Hazardous Materials Operating Supplies account budget was increased to allow for purchases to support this revenue generating program and improve customer service.

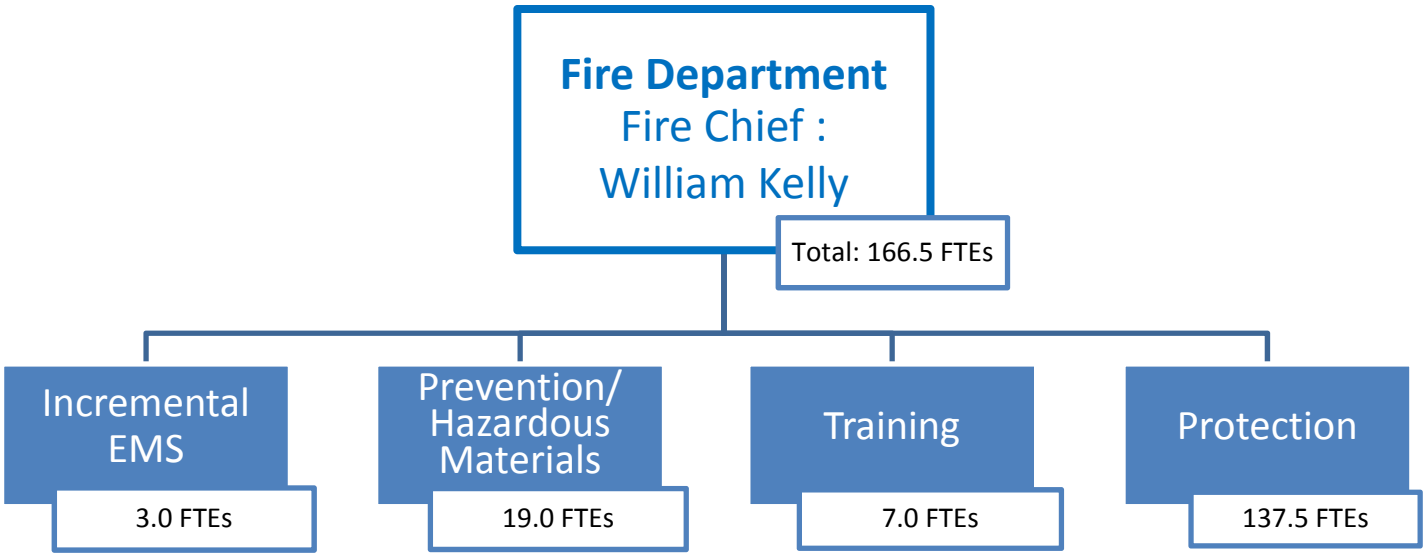
Interfund Services changes from prior adopted budget
Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal Service Funds section of this budget document.

Capital Outlay changes from prior adopted budget
Capital Outlay includes replacement of a fire investigation vehicle and "jaws of life" rescue equipment in order to meet current safety standards and improve efficiency. Equipment to streamline operation of Training Division audio visual tools will also improve efficiency by allowing emergency responders to remain in their stations for many required classes (web-based) and increase demand for the Training Center as a venue for revenue-generating classes.

Total Revenues

Total Revenues changes from prior adopted budget
In 2015-16, the Fire Department conducted a fee study for its Divisions. As part of this study, the consultant completed a comprehensive evaluation of the Fire Prevention and Hazardous Materials Divisions' fees. The proposed 2016-17 fees take into account this study and the Fire Department's goal to accurately reflect the true cost of services, fee accountability legislation, and the City's cost recovery goals. With this, some of the proposed fees have decreased, while others have increased, and others were added to reflect the new scopes of work that the Fire Department currently conducts.

City of Santa Clara
Divisional Organization Chart



Fire Department

POSITION DETAIL

General Fund		2013-14 Adopted	2014-15 Adopted	2015-16 Adopted	2016-17 Budget	Position Change
Position Title						
Uncl	Fire Chief	1.00	1.00	1.00	1.00	—
Uncl	Deputy Fire Chief	2.00	2.00	2.00	2.00	—
Uncl	Battalion Chief	2.00	2.00	2.00	2.00	—
Uncl	Battalion Chief 24 Hours	3.00	3.00	3.00	3.00	—
Uncl	Fire Marshal	1.00	1.00	1.00	1.00	—
Uncl	Hazardous Materials Administrator	1.00	—	—	—	—
Uncl	Assistant Fire Marshal	—	1.00	1.00	1.00	—
Uncl	Emergency Services Coordinator	—	1.00	1.00	1.00	—
Uncl	Hazardous Materials Specialist	4.00			—	—
H41	Fire Protection Engineer	—	—	—	1.00	1.00
H35	Fire Prevention Specialist	2.00	2.00	2.00	2.00	—
H12	Fire Prevention Aide	—	—	—	2.00	2.00
C41	Fire Captain-Training	2.00	2.00	—	—	—
C40	Deputy Fire Marshal/Hazardous Materials	—	4.00	4.00	—	(4.00)
C38	Deputy Fire Marshal	6.00	5.00	5.00	—	(5.00)
C40	Deputy Fire Marshal III	—	—	—	2.00	2.00
C38	Deputy Fire Marshal II	—	—	—	5.00	5.00
C34	Deputy Fire Marshal I	—	—	—	2.00	2.00
C1-41	Assistant Training Officer	3.00	3.00	3.00	4.00	1.00
C1-38	Fire Captain	37.00	37.00	39.00	31.00	(8.00)
C1-33	Driver Engineer	48.00	48.00	48.00	41.00	(7.00)
C1-30	Firefighter I/II	58.00	58.00	58.00	54.00	(4.00)
A30	Senior Staff Aide	1.00	1.00	1.00	1.00	—
A25	Fire Plan Draftsperson	1.00	1.00	1.00	1.00	—
A24	Staff Aide I	1.00	2.00	2.00	2.00	—
A24	Office Specialist IV	1.00	1.00	1.00	1.00	—
A18	Office Specialist II	5.00	4.00	4.00	5.00	1.00
A12	Office Assistant	0.50	0.50	0.50	0.50	—
A08	Quality Improvement Nurse	—	—	—	1.00	1.00
	Total Full Time Equivalents (Budgeted)	**179.50**	**179.50**	**179.50**	**166.50**	**(13.00)**

Department: Fire
Division: Protection

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
7821 - Administration	$ 1,683,615	$ 2,321,391	$ 2,653,503	$ 3,037,738	$ 384,235
7822 - Emergency Response	27,113,731	27,656,159	30,943,064	32,454,387	1,511,324
Total Expenditures	$28,797,346	$29,977,550	$33,596,567	$35,492,125	$ 1,895,559
Full Time Equivalents (Budgeted)	N/A	N/A	154.50	137.50	(17.00)
Total Revenue	$ 87,053	$ 572,346	$ 604,300	$ 460,460	$ (143,840)

Division Mission

To protect and enhance the quality of life of the people we serve by providing caring, customer-oriented emergency service to protect life, property and the environment.

Division Overview

- Maintain a City-wide emergency response standard of 5 minute 30 seconds from time of fire crew notification to arrival on scene 90 percent of the time to all high-level emergency incidents.
- To confine fires near the room of origin with a quick first alarm response that arrives on scene within 11 minutes from time of 9-1-1 call, 90% of the time.
- Provide hazardous materials response designed to protect the community from hazards associated with uncontrolled release of hazardous and toxic materials, while also responding to technical rescue emergencies as efficiently and effectively as possible with enough trained personnel to facilitate a successful rescue.
- Provide Emergency Services Coordination in the City of Santa Clara Emergency Operations Center in the event of a large-scale emergency requiring activation.
- Provide special event (Fire and EMS) services to Levi Stadium and all other large special events held in the City of Santa Clara.

Division: Protection
Program: 7821 - Administration

Program Mission: To provide management, organization, and administrative/clerical support for the various divisions of the Fire Department, as well as Emergency Operations activities, special events and community volunteers.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 890,923	$ 1,346,045	$ 1,672,173	$ 1,654,021	$ (18,152)
Benefits	376,793	511,465	616,182	725,376	109,194
Materials/Services/Supplies	321,611	307,875	301,894	472,524	170,630
Interfund Services	94,288	156,006	63,254	185,817	122,563
Total Expenditures	$ 1,683,615	$ 2,321,391	$ 2,653,503	$ 3,037,738	$ 384,235
Full Time Equivalents (Budgeted)	N/A	N/A	9.50	9.50	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of Emergency Operations Center activations (includes drills and exercises).	N/A	N/A	13	N/A	10
2. Number of Emergency Operations Center training sessions/planning meetings.	N/A	N/A	12	N/A	10
3. Number of community volunteer hours.	N/A	N/A	N/A	N/A	100
4. Number of special event planning hours.	N/A	N/A	2,560	N/A	1,000

Division: Protection
Program: 7822 - Emergency Response

Program Mission: Provide quality emergency response to the citizens of Santa Clara at the most reasonable cost possible.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 17,249,920	$ 17,356,245	$ 19,121,370	$ 19,796,390	$ 675,020
Benefits	7,565,021	8,197,602	9,816,831	10,427,923	611,092
Materials/Services/Supplies	381,614	381,776	320,700	383,200	62,500
Interfund Services	1,905,295	1,697,223	1,635,262	1,824,874	189,612
Capital Outlay	11,881	23,313	48,900	22,000	(26,900)
Total Expenditures	$ 27,113,731	$ 27,656,159	$ 30,943,064	$ 32,454,387	$ 1,511,324
Full Time Equivalents (Budgeted)	N/A	N/A	145.00	128.00	(17.00)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Response time in 90% of all high level emergency calls.	5:52 min.	6:10 min.	5:54 min.	5:30 min.	5:30 min.
2. Number of calls for service.	N/A	N/A	8,913	N/A	9,000
3. Number of special event deployment hours.	N/A	N/A	7,413	N/A	5,000
4. Number of hours contributed by the Volunteer/Reserve Division.	8,381	9,018	8,349	10,000	10,000

Department: Fire
Division: Prevention/Hazardous Materials

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
7832 - Code Enforcement/ Public Education	$ 1,820,259	$ 1,923,493	$ 2,126,865	$ 2,825,484	$ 698,619
7833 - Hazardous Materials	931,549	553,696	1,075,052	1,331,597	256,545
Total Expenditures	$ 2,751,807	$ 2,477,189	$ 3,201,917	$ 4,157,081	$ 955,164
Full Time Equivalents (Budgeted)	N/A	N/A	15.00	19.00	4.00
Total Revenue	$ 3,613,905	$ 4,318,799	$ 3,515,950	$ 4,205,300	$ 689,350

Division Mission

The mission of the Fire Prevention and Hazardous Materials Division is to protect life, property, and the environment through education, engineering, and enforcement.

Division Overview

- Provide plan review and inspection services that assures the incorporation of all appropriate life safety standards, as well as code compliance, in all regulated, new construction in the City.
- Supervise and coordinate in excess of 10,000 fire and life safety inspections annually; inspect all commercial occupancies at least once a year; and correct more than 5,000 fire and life safety code violations annually.
- Investigate the cause and origin of fires and hazardous materials releases.
- 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.
- Provide public education at various community events to help educate the public on fire safety in the home and in the community.

Division: Prevention/Hazardous Materials
Program: 7832 - Code Enforcement/Public Education

Program Mission: Enforce all applicable Federal, State and local 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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 1,173,808	$ 1,271,718	$ 1,342,592	$ 1,645,042	$ 302,450
Benefits	485,276	509,862	660,790	943,649	282,859
Materials/Services/Supplies	50,402	35,600	12,800	72,800	60,000
Interfund Services	110,773	106,313	110,683	106,993	(3,690)
Capital Outlay	—	—	—	57,000	57,000
Total Expenditures	$ 1,820,259	$ 1,923,493	$ 2,126,865	$ 2,825,484	$ 698,619
Full Time Equivalents (Budgeted)	N/A	N/A	9.00	13.00	4.00

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of fire and life safety inspections performed by Prevention staff.	3,111	3,035	2,390	3,200	2,500
2. Number of fire and life safety inspections performed by the Protection Division.	3,295	3,056	3,056	3,200	2,500
3. Number of permit inspections.	1,935	1,818	2,403	1,800	2,000
4. Number of plans reviewed.	1,390	2,337	2,276	1,500	2,000

Division: Prevention/Hazardous Materials
Program: 7833 - Hazardous Materials

Program Mission: To provide professional and competent investigation and inspection services for high hazard level occupancies, hazardous material accidents or releases and code enforcement under the authority of the State Fire Marshal and Cal EPA.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 537,473	$ 298,761	$ 646,951	$ 816,270	$ 169,319
Benefits	244,196	148,743	346,127	458,794	112,667
Materials/Services/Supplies	1,852	536	1,700	1,700	—
Interfund Services	148,028	105,656	80,274	54,833	(25,441)
Total Expenditures	$ 931,549	$ 553,696	$ 1,075,052	$ 1,331,597	$ 256,545
Full Time Equivalents (Budgeted)	N/A	N/A	6.00	6.00	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of hazardous materials incidents investigated.	1	2	2	3	2
2. Number of hazardous materials inspections.	443	355	411	400	400

Hazardous Materials Division merged with the Prevention Division in FY 2014-15. Amounts for FY 2013-14 Actuals include program 7851.

Department: Fire
Division: Training

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
7841 - Fire	$ 628,892	$ 1,665,138	$ 1,767,169	$ 2,028,036	$ 260,867
Total Expenditures	$ 628,892	$ 1,665,138	$ 1,767,169	$ 2,028,036	$ 260,867
Full Time Equivalents (Budgeted)	N/A	N/A	8.00	7.00	(1.00)
Total Revenue	$ —	$ 311	$ —	$ —	$ —

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 and citizens of the City of Santa Clara.

Division Overview

- Provides annual, semi-annual and quarterly drills in the areas of firefighting, hazardous materials, and rescue operations to members of the fire department for continuous skill development.
- Maintains training records to support State and Federally required training certifications for specific disciplines.
- Performs annual physical agility and protective equipment testing for compliance with State and Federal regulations.

Division: Training
Program: 7841 - Training

Program Mission: To conduct training evolutions in the areas of firefighting, hazardous materials, emergency medical response, and rescue operations. This division also manages the probationary and recruit firefighter academies and testing.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 353,875	$ 1,146,417	$ 1,048,864	$ 1,176,973	$ 128,109
Benefits	134,849	400,290	540,160	626,336	86,176
Materials/Services/Supplies	78,958	54,178	101,700	144,200	42,500
Interfund Services	61,210	64,252	69,145	60,527	(8,618)
Capital Outlay	—	—	7,300	20,000	12,700
Total Expenditures	$ 628,892	$ 1,665,138	$ 1,767,169	$ 2,028,036	$ 260,867
Full Time Equivalents (Budgeted)	N/A	N/A	8.00	7.00	(1.00)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of fire prevention training hours.	620	487	555	500	500
2. Number of hazardous materials training hours.	813	752	948	500	500
3. Number of rescue training hours.	1,096	1,010	2,592	1,000	1,000
4. All other training hours.	6,842	5,473	8,068	7,000	8,000

Department: Fire
Division: Incremental EMS

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
7861 - Paramedic Services	$ 910,507	$ 824,757	$ 619,798	$ 877,570	$ 257,773
Total Expenditures	$ 910,507	$ 824,757	$ 619,798	$ 877,570	$ 257,773
Full Time Equivalents (Budgeted)	N/A	N/A	2.00	3.00	1.00
Total Revenue	$ 368,828	$ 376,709	$ 340,000	$ 380,000	$ 40,000

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 emergency medical technicians, and five fire stations strategically located throughout the City with paramedics.

Division Overview

- Provide first responder paramedic services to all neighborhoods to 90% of the higher priority medical incidents within at least 7:59 minutes/seconds from fire crew notification per the County EMS Medical Authority.
- Monitor and process medical certifications and licenses for all Fire Department personnel.
- Provide quality assurance/quality improvement processes for all clinical based EMS delivery.
- Monitor and maintain patient medical records.
- Provide high quality EMS/EMT training to all Fire Department personnel and local stakeholders as needed.

Division: Incremental EMS
Program: 7861 - Paramedic Service

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 601,508	$ 589,815	$ 272,298	$ 429,530	$ 157,232
Benefits	39,427	43,484	131,548	227,550	96,002
Materials/Services/Supplies	145,300	110,863	169,500	171,000	1,500
Interfund Services	124,272	80,595	46,451	49,490	3,039
Total Expenditures	$ 910,507	$ 824,757	$ 619,798	$ 877,570	$ 257,773
Full Time Equivalents (Budgeted)	N/A	N/A	2.00	3.00	1.00

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Response time in 90% of all high level emergency medical calls.	5:52 min.	6:10 min.	5:53 min.	5:30 min.	5:30 min.
2. Number of City employees trained in Cardiopulmonary Resuscitation/ Automated External Defibrillator (CPR/AED) or BLS Provider.	N/A	124	320	N/A	210
3. Number of Emergency Medical Services (EMS) training hours.	1,499	1,385	1,460	1,500	1,500

Note: Response time is measured from time of dispatch to time of arrival.

City of Santa Clara

The Center of What's Possible

Police Department

Police Department

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
Administrative Services	$ 11,200,160	$ 12,950,869	$ 14,174,295	$ 15,199,643
Field Operations	24,096,873	24,348,843	28,941,060	30,954,807
Investigations	10,076,244	16,009,769	19,358,361	18,104,126
Total Expenditures	$ 45,373,277	$ 53,309,481	$ 62,473,716	$ 64,258,576
Full Time Equivalents (Budgeted)	218.00	219.00	222.00	231.00
Total Revenue	$ 2,459,346	$ 5,371,271	$ 9,932,400	$ 7,718,900

Overview

The Police Department provides law enforcement and other policing services to the City of Santa Clara. The Department is divided into three Divisions.

The Field Operations Division (Patrol) is comprised of the "first responders" who respond to the vast majority of calls for service and is made up of patrol teams, a motorcycle traffic unit, community service officers for parking control and vehicle abatement, K-9 unit, traffic and hit-and-run investigators and the Special Response Team. The Reserve Police Officer program, Temporary Holding Facility (THF), and Jail Service Officers (JSO) are also managed by the Field Operations Division.

The Investigations Division (Detective Bureau) is responsible for the majority of follow up investigations, particularly for major crimes. Detectives are assigned by type of crime, which includes homicide, assaults, robbery, theft, burglary, sexual assault, financial crimes, arson and juvenile crimes. The Investigations Division keeps track of and continues to pursue "cold cases". The Investigations Division also has a Forensic Coordinator and a Management (Crime) Analyst. The Records Unit is also part of the Investigations Division. Also part of the Investigations Division is the Homeland Security and Special Events Unit. It serves as the liaison between the City and outside agencies for special event permits (e.g. walk/run, parade, festival, etc.), provides security support for dignitary visits and demonstrations, and develops operational orders for the law enforcement, traffic, and neighborhood protection needs associated with Levi's Stadium.

The Administrative Services Division is made up of the Chief's Office, Property and Evidence, Professional Standards Unit (hiring), Internal Affairs, Training Unit, the Communications Center, the Community Services Unit and the Northside Substation. The Communications Center receives and processes emergency and non-emergency calls for the Police and Fire Departments. In 2015, the Communication Center received 94,644 calls for service (56,757 Police; 27,583 Police Officer Initiated Activity; 10,304 Fire). The Community Services Unit has many functions: Neighborhood Watch, Crime Prevention, Nuisance Suppression Unit, Permits, School Services Officers, DARE, Crossing Guards, Safety Patrol, and Police Activities League (PAL).

Police Department

Mission

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 identify and resolve problems utilizing all available resources. We will perform this service professionally and with integrity.

Significant Accomplishments

- Served as the lead law enforcement agency for Super Bowl 50 at Levi's Stadium, with 71,088 ticketed attendees. 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.
- Conducted research, field tests, and crafted a policy leading up to a purchase to equip Police Officers with Body Worn Cameras. The Body Worn Cameras are expected to strengthen police accountability, improve the behavior of people being recorded and reduce confrontational situations, provide an accurate record of events, improve agency transparency, identify misconduct, strengthen officer performance, and improve evidence documentation. The now deployed body worn cameras were purchased with Citizens' Option for Public Safety (COPS) Grant dollars ($135,000) and a capital improvement project ($300,000) approved by the Santa Clara City Council.
- Hired the Center of Public Safety Management, LLC (CPSM) to perform a staffing and operational analysis of the Department. Presented the Executive Summary and recommendations to the City Council on January 26, 2016. Established a Recruiting Committee to research and recommend hiring incentives, evaluate existing hiring practices, and implement new practices with the goal of reducing recruiting time, expediting processes, and yielding more well-qualified candidates. The new recruitment strategy takes advantage of the City's new branding messages and attempts to address some of the challenges facing law enforcement.
- Facilitated technology enhancements in the Communications Center, including adding Cal COP software to provide the Santa Clara Police Department with a regional picture of police activity among agencies throughout several Bay Area counties.

Significant Objectives

- Replace antiquated technology, beginning the with Computer Aided Dispatch (CAD) and Records Management Systems (RMS). The new software is designed with responsive, reliable and easy-to-use solutions Public Safety Dispatchers need to respond quickly and efficiently to emergency situations.
- Collaborate with the Human Resources Department to implement new employee recruitment incentives in response to City Council action on January 26, 2016, and respond to the Center of Public Safety Management, LLC's (CPSM) recommendation in the staffing study to hire 19 employees, fund 5 frozen positions, and create job descriptions to civilianize select positions.
- Replace the City's 9-1-1 telephone system. This is the first phase of a multi-faceted plan to implement Next Generation 9-1-1, an internet protocol-based system that allows digital information (e.g. voice, photos, video, text messages) to flow seamlessly from the public, through the 9-1-1 network, and on to emergency responders.
- Implement strategies to reduce the volume of property crimes City-wide.
- Identify ways to address the service needs of north side residents and make better use of the Northside Substation.

Police Department

Department Budget Summary

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Salaries	$ 27,388,501	$ 31,356,905	$ 36,314,863	$ 37,356,177	$ 1,041,314
Benefits	12,942,085	14,358,452	16,090,978	18,122,302	2,031,324
Materials/Services/Supplies	2,166,859	4,212,826	6,368,267	4,880,139	(1,488,128)
Interfund Services	2,875,831	3,381,297	3,689,607	3,899,958	210,351
Capital Outlay	—	—	10,000	—	(10,000)
Total Expenditures	$ 45,373,277	$ 53,309,481	$ 62,473,716	$ 64,258,576	$ 1,784,861
Revenue Category					
Licenses & Permits	$ 807,172	$ 1,243,983	$ 1,561,300	$ 1,578,300	$ 17,000
Interest and Rent	20,700	38,500	40,000	40,000	—
Intergovernmental	318,209	275,387	107,000	155,000	48,000
Charges for Services	1,310,503	3,813,077	8,218,700	5,940,200	(2,278,500)
Other Revenues	2,762	324	5,400	5,400	—
Total Revenues	$ 2,459,346	$ 5,371,271	$ 9,932,400	$ 7,718,900	$ (2,213,500)
Full Time Equivalents (Budgeted)	218.00	219.00	222.00	231.00	9.00

Budget Overview and Significant Changes

Service Level Impact

In January 2016, a third party consultant presented a Police Operations and Staffing Study to Council. The Study recommended a total increase of 24.0 FTEs. 15.0 FTEs were recommended to be added in the 2016/17 budget. After re-evaluating their staffing needs, the department added 13.0 FTEs in 2016/17 due to the deletion of 2.0 previously frozen (unfunded) FTEs. The addition of 13.0 FTEs include 9.0 new FTEs, as shown in the *Position Detail Summary*, and funding of 4.0 previously unfunded FTE (frozen) positions. Funding of these positions begins a two-year phased-in implementation of the Police Operations and Staffing Study recommendations that were presented to City Council in January 2016, with nine more positions to be added in the 2017/18 budget. The recommended level of staffing from the Operations and Staffing Study will allow the department to maintain the current level of service given the City's current size and density, crime trends, calls for service, and existing programs and services.

Expenditures

Salaries changes from prior adopted budget

Salary costs reflect contractually agreed upon wage increases for those bargaining units with current contracts and funding for additional positions where applicable. For 2016-17, the Department removed $1,101,000 in Super Bowl related salary costs (Overtime and As-Needed) from our budget. This figure needs to be taken into account to understand the full impact of our budget increases this fiscal year. The increases in the Salary Accounts are due in large part to two factors: (1) Several bargaining units representing employees in the police department have negotiated contractual pay increases (Units 2, 5, 7, 8, 9A, 10) and (2) a net change of 9 new positions and additional funding of 4 positions which, were previously approved FTE's without funding, will begin a phased-in implementation of the Police Operations and Staffing Study recommendations that were

presented to City Council in January 2016. The police department is also budgeting salary increases for our Crossing Guards and Per-Diem Police Officer Special Events (Stadium Officers).

Benefits changes from prior adopted budget
Benefits costs reflect contractually agreed upon benefit changes for those bargaining units with current contracts and funding for additional positions where applicable. In addition, benefits changes reflect new CalPERS (California Public Employees' Retirement System) employer pension rates and estimated health insurance rates. The increases in this category also mirror the reasons given for the increases in our salary changes listed above: (1) Several bargaining units representing employees in the police department have negotiated contractual pay increases (Units 2, 5, 7, 8, 9A, 10) that cause a corresponding increase in benefits and (2) a net change of 9 new positions and additional funding of 4 positions, which were previously approved FTE's without funding, will begin a phased-in implementation of the Police Operations and Staffing Study recommendations that were presented to City Council in January 2016.

Materials/Services/Supplies changes from prior adopted budget
For 2016-17, the Department removed $1,100,000 in Super Bowl related contractual services costs from our budget. Additionally, the SVACA (Silicon Valley Animal Control Authority) of $1.04 million has been moved to the General Purpose Program for 2016-17. These figures needs to be taken into account to understand the full impact of our budget request in this category. Although the budget reflects a decrease of $1.5 million, when factoring these reduction/budget moves, it is actually an increase of approximately $500,000. This increase is largely out of the control of the Police Department and reflect mandated services increases and already negotiated contractual increases. Some of the significant changes are a $27,487 increase in the Sexual Assault Response Team (SART) mandated costs, a $46,422 increase in our Unisys budget (amount provided to us by the Information Technology Department), $150,000 negotiated contractual increases for stadium events, and $125,000 in training for the Homeland Security Special Events Unit.

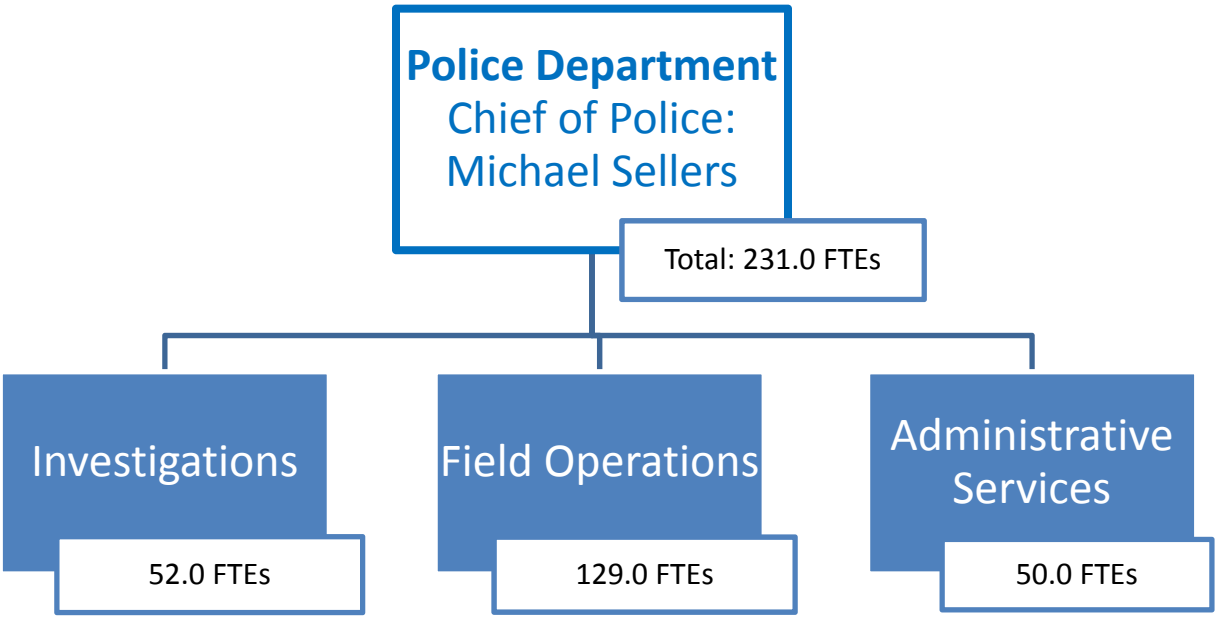
Interfund Services changes from prior adopted budget
Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal Service Funds section of this budget document.

Capital Outlay changes from prior adopted budget
The Department has a reduction of $10,000 in this category over last fiscal year due to funding of exercise equipment per an MOU (memorandum of understanding) in 2015-16 that was not needed in 2016-17.

Total Revenues

Total Revenues changes from prior adopted budget
The Department is anticipating increase in revenue due to reimbursements for the new stadium expenses, such as increased pay for the double badge officers, training for the stadium officers, and administrative support. The total budget from stadium reimbursements for this budget year 2016-17 is reduced by $2,201,000 that was in place for Super Bowl 50 related revenue in 2015-16 (reimbursement for overtime, As-Needed, and contractual services). This reflects most of the reduction in anticipated revenue. The remaining reduction in revenue is attributed to the Police Department anticipating fewer requests from third party vendors for police related services this fiscal year. This revenue reduction comes with a corresponding reduction in expenditures (overtime, As-Needed, and contractual services).

City of Santa Clara
Divisional Organization Chart



Police Department

POSITION DETAIL

General Fund		2013-14 Adopted	2014-15 Adopted	2015-16 Adopted	2016-17 Budget	Position Change
Position Title						
Uncl	Police Chief	1.00	1.00	1.00	1.00	—
Uncl	Assistant Police Chief	1.00	1.00	1.00	1.00	—
Uncl	Police Captain	3.00	3.00	3.00	3.00	—
Uncl	Communications Operations Manager	1.00	1.00	1.00	1.00	—
Uncl	Management Analyst	1.00	1.00	1.00	2.00	1.00
Uncl	Police Records Manager	1.00	1.00	1.00	1.00	—
B43	Police Lieutenant	8.00	8.00	8.00	8.00	—
B37	Police Sergeant	31.00	31.00	31.00	31.00	—
B31	Police Officer	103.00	103.00	105.00	111.00	6.00
H34	Senior Public Safety Dispatcher	3.00	3.00	3.00	3.00	—
H31	Public Safety Dispatcher III	3.00	3.00	3.00	3.00	—
H28	Public Safety Dispatcher I/II	13.00	13.00	13.00	15.00	2.00
H26	Police Records Supervisor	4.00	4.00	4.00	3.00	(1.00)
H22	Jail Service Officer	5.00	5.00	5.00	6.00	1.00
H22	Police Records Specialist I/II	14.00	14.00	14.00	14.00	—
H22	Community Service Officer I/II	16.00	16.00	17.00	17.00	—
A34	Forensic Coordinator	1.00	1.00	1.00	1.00	—
A34	Staff Analyst II	—	—	—	1.00	1.00
A32	Communications Technician I/II	—	1.00	1.00	1.00	—
A32	Crime Analyst	2.00	2.00	1.00	—	(1.00)
A32	Staff Analyst I	—	—	1.00	1.00	—
A24	Office Specialist IV	1.00	1.00	1.00	1.00	—
A22	Office Specialist III	3.00	3.00	3.00	3.00	—
A18	Office Specialist II	3.00	3.00	3.00	3.00	—
	Total Full Time Equivalents (Budgeted)	**218.00**	**219.00**	**222.00**	**231.00**	**9.00**

Department: Police
Division: Administrative Services

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
7742 - Administration	$ 1,306,396	$ 1,833,866	$ 1,984,183	$ 3,033,500	$ 825,626
7744 - Professional Standard	1,094,423	1,158,356	1,203,271	890,593	(312,678)
7745 - Department Support	2,698,829	3,082,430	3,223,891	3,190,337	(33,554)
7746 - Community Services Police	2,521,526	2,889,649	3,193,178	3,364,387	171,209
7747 - 911 Dispatch/ Communications	3,578,986	3,986,567	4,569,772	4,720,826	151,054
Total Expenditures	$11,200,160	$12,950,869	$14,174,295	$15,199,643	$ 801,657
Full Time Equivalents (Budgeted)	N/A	N/A	49.50	50.00	0.50
Total Revenue	$ 218,131	$ 319,207	$ 157,000	$ 157,000	$ —

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 Overview

- In 2016-17 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 per diem police officers for special events.
- In 2016-17 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 2016-17. 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.

Department: Police
Division: Administrative Services

- Another successful program in the department that continues in 2016-17 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
Program: 7742 - Administration

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 719,623	$ 1,025,110	$ 987,644	$ 1,341,360	$ 353,716
Benefits	368,058	541,371	517,996	768,793	250,797
Materials/Services/Supplies	181,483	194,517	254,851	287,847	32,996
Interfund Services	37,232	72,868	223,692	635,501	411,809
Capital Outlay	—	—	—	—	(223,692)
Total Expenditures	$ 1,306,396	$ 1,833,866	$ 1,984,183	$ 3,033,500	$ 825,626
Full Time Equivalents (Budgeted)	N/A	N/A	6.00	9.00	3.00

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. No reportable performance measures	N/A	N/A	N/A	N/A	N/A

Division: Administrative Services
Program: 7744 - Professional Standards

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 535,683	$ 568,900	$ 574,713	$ 359,481	$ (215,232)
Benefits	299,058	341,632	304,262	193,993	(110,269)
Materials/Services/Supplies	226,692	201,801	274,543	309,043	34,500
Interfund Services	32,990	46,023	49,753	28,076	(21,677)
Total Expenditures	$ 1,094,423	$ 1,158,356	$ 1,203,271	$ 890,593	$ (312,678)
Full Time Equivalents (Budgeted)	N/A	N/A	3.50	2.00	(1.50)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Respond to all recruiting inquiries within 72 hours.	100%	100%	100%	100%	100%
2. Complete 100% of all Internal Affairs investigations within the time constraints prescribed by the MOU.	100%	100%	100%	100%	100%

Division: Administrative Services
Program: 7745 - Department Support

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 161,469	$ 171,797	$ 443,773	$ 345,162	$ (98,611)
Benefits	93,480	103,939	244,896	202,933	(41,963)
Materials/Services/Supplies	860,342	981,556	1,164,154	1,269,010	104,856
Interfund Services	1,583,538	1,825,138	1,371,068	1,373,232	2,164
Total Expenditures	$ 2,698,829	$ 3,082,430	$ 3,223,891	$ 3,190,337	$ (33,554)
Full Time Equivalents (Budgeted)	N/A	N/A	4.00	3.00	(1.00)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of accuracy related to the documentation, storage, and disposition of firearms, drug, and money cases.	100%	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: 7746 - Community Services Police

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 1,673,794	$ 1,876,950	$ 2,071,993	$ 2,181,869	$ 109,876
Benefits	746,066	892,689	979,346	1,053,856	74,510
Materials/Services/Supplies	34,366	34,994	38,059	38,172	113
Interfund Services	67,300	85,016	103,780	90,490	(13,290)
Total Expenditures	$ 2,521,526	$ 2,889,649	$ 3,193,178	$ 3,364,387	$ 171,209
Full Time Equivalents (Budgeted)	N/A	N/A	14.00	13.00	(1.00)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Provide Crime Prevention presentations during the fiscal year.	123	140	83	100	100
2. Conduct Code Red training sessions.	15	25	10	25	25
3. Number of continuing issues classified as Nuisance Suppression Unit investigations.	260	300	250	260	300
4. Number of quality of life/nuisance associated citations and arrests by the Nuisance Suppression Unit	N/A	250	300	208	250

Division: Administrative Services
Program: 7747 - 911 Dispatch/Communications

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 2,193,917	$ 2,393,284	$ 2,783,801	$ 2,826,240	$ 42,439
Benefits	969,769	1,175,687	1,331,379	1,446,539	115,160
Materials/Services/Supplies	274,664	298,740	306,141	324,913	18,772
Interfund Services	140,636	118,856	148,451	123,134	(25,317)
Total Expenditures	$ 3,578,986	$ 3,986,567	$ 4,569,772	$ 4,720,826	$ 151,054
Full Time Equivalents (Budgeted)	N/A	N/A	22.00	23.00	1.00

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of life-threatening medical calls for service dispatched within 60 seconds.	75%	67%	98%	85%	85%
2. Percent of 9-1-1 calls answered within 10 seconds.	93%	90%	97%	95%	95%

Department: Police
Division: Field Operations

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
7722 - General Patrol	$19,489,321	$19,602,479	$23,247,689	$25,473,135	$ 2,225,446
7723 - Traffic	2,854,440	3,169,897	3,024,309	3,339,835	315,526
7724 - Special Operations/ Temporary Holding Facility	1,357,177	1,199,070	1,387,132	1,737,663	350,531
7725 - Reserves	395,935	377,397	391,929	404,174	12,245
7726 - Animal Control	—	—	890,000	—	(890,000)
Total Expenditures	$24,096,873	$24,348,843	$28,941,060	$30,954,807	$ 2,013,748
Full Time Equivalents (Budgeted)	N/A	N/A	118.00	129.00	11.00
Total Revenue	$ 1,843,102	$ 1,194,886	$ 1,347,600	$ 1,299,600	$ (48,000)

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 Overview

- 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 from vehicles by frequent patrols and educating the public.

Division: Field Operations
Program: 7722 - General Patrol

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 12,760,465	$ 12,374,270	$ 14,627,998	$ 15,898,373	$ 1,270,375
Benefits	5,999,785	6,361,525	7,592,566	8,696,443	1,103,877
Materials/Services/Supplies	86,214	83,435	81,475	81,663	188
Interfund Services	642,857	783,249	935,650	796,656	(138,994)
Capital Outlay	—	—	10,000	—	(10,000)
Total Expenditures	$ 19,489,321	$ 19,602,479	$ 23,247,689	$ 25,473,135	$ 2,225,446
Full Time Equivalents (Budgeted)	N/A	N/A	96.55	106.00	9.45

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Average response time to priority one Calls For Service (CFS). *See note	4:37 min.	4:35 min.	4:07 min.	4:19 min.	See Note
2. Ratio of CFS to officer self-initiated events.	3:1	3:1	3:1	3:1	3:1
3. Arrests by beat officers.	3,963	4,470	4,349	4,500	4,500
4. Citations by beat officers.	2,550	4,500	3,367	4,500	3,500

* The figure has been provided in recent years based on available data at the time and has varied in definition from pick-up to queue, queue to assign and assign to arrive. Response times are one variable to measure performance and can fluctuate according to technology in place, geographic restrictions, resource limitations and how emergency calls are prioritized. SCPD's antiquated technology poses technical challenges to consistently obtain accurate data from its current system. As such, times for this measure have varied from 4:35 to 2.7 minutes from the same report. To address this measure, SCPD has requested a new CAD/RMS system as a Fiscal Year 2016-17 Capital Improvement Project.

Division: Field Operations
Program: 7723 - Traffic

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 1,841,585	$ 1,934,569	$ 1,870,833	$ 2,070,347	$ 199,514
Benefits	898,500	1,051,171	993,545	1,140,668	147,123
Materials/Services/Supplies	30,225	85,298	38,538	38,732	194
Interfund Services	84,130	98,859	121,393	90,088	(31,305)
Total Expenditures	$ 2,854,440	$ 3,169,897	$ 3,024,309	$ 3,339,835	$ 315,526
Full Time Equivalents (Budgeted)	N/A	N/A	13.45	13.50	0.05

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of moving violation and equipment violation citations.	N/A	8,473	9,877	8,500	8,400
2. Parking citations issued.	8,693	7,183	6,059	16,000	7,000
3. Abandoned vehicles abated within 7 days.	2,934	2,600	1,641	2,600	2,000

Division: Field Operations
Program: 7724 - Special Operations/Temporary Holding Facility

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.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 849,344	$ 712,854	$ 833,719	$ 1,052,447	$ 218,728
Benefits	431,708	407,899	459,773	611,052	151,279
Materials/Services/Supplies	27,785	26,268	32,275	32,638	363
Interfund Services	48,340	52,049	61,365	41,526	(19,839)
Total Expenditures	$ 1,357,177	$ 1,199,070	$ 1,387,132	$ 1,737,663	$ 350,531
Full Time Equivalents (Budgeted)	N/A	N/A	7.50	9.00	1.50

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Pass annual State and Federal facility inspections.	N/A	100%	100%	100%	100%
2. Number of Administrative Citations issued around Santa Clara University zone	125	300	230	300	200

Division: Field Operations
Program: 7725 - Reserves

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 282,591	$ 291,011	$ 280,037	$ 287,869	$ 7,832
Benefits	45,700	50,651	48,480	54,420	5,940
Materials/Services/Supplies	56,244	30,555	57,100	57,100	—
Interfund Services	11,400	5,180	6,312	4,785	(1,527)
Total Expenditures	$ 395,935	$ 377,397	$ 391,929	$ 404,174	$ 12,245
Full Time Equivalents (Budgeted)	N/A	N/A	0.50	0.50	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Ratio of paid to unpaid hours.	1:3.25	3:2	2:1	3:2	3:2
2. Hours of continuing professional training hours per officer.	64	40	40	40	40
3. Number of arrests.	74	41	88	56	40
4. Number of citations.	1,456	1,200	657	1,500	1,200

Division: Field Operations
Program: 7726 - Animal Control

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Materials/Services/Supplies	$ —	$ —	$ 890,000	$ —	$ (890,000)
Total Expenditures	$ —	$ —	$ 890,000	$ —	$ (890,000)
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Attend meetings with the Silicon Valley Animal Control Authority (SVACA) and participating cities concerning Animal Control Services.	6	6	5	6	N/A
2. Number of SVACA Control Officer animal responses.	4,071	3,978	4,004	6,000	N/A

* The program budget has been moved to the General Purpose-Citywide program budget for 2016-17.

Department: Police
Division: Investigations

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
7732 - General Investigation	$ 5,509,056	$ 6,089,768	$ 6,234,393	$ 5,460,141	$ (774,252)
7733 - Special Enforcement Team	1,147,940	1,403,188	1,313,845	1,391,272	77,427
7734 - Records	3,229,180	2,810,715	2,956,264	3,254,424	298,160
7735 - Homeland Security/ Special Events	190,068	5,706,096	8,853,858	7,998,289	(855,569)
Total Expenditures	$10,076,244	$16,009,769	$19,358,361	$18,104,126	$ (1,254,234)
Full Time Equivalents (Budgeted)	N/A	N/A	54.50	52.00	(2.50)
Total Revenue	$ 294,674	$ 3,803,689	$ 8,427,800	$ 6,212,300	$ (2,215,500)

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 Special Enforcement Team (SET) will continue to operate as a proactive unit dedicated to the suppression of crime in our community. The Subpoenas Unit will ensure that subpoenas for trial witness be promptly delivered. The Homeland Security/Special Events (HSSE)Unit will provide for police services at all events within the City, focusing on safety. 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 Overview

- We will proactively serve the City's residents by combatting crime and identifying those responsible.
- We will continue to aggressively track and monitor registered sexual offenders.
- We will continue to fulfill Public Records Act requests in a timely manner.
- 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 (HSSE) Unit will continue to provide a safe environment for guests attending events within the City including Levi's Stadium.

Division: Investigations
Program: 7732 - General Investigation

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 3,498,584	$ 3,769,991	$ 3,619,165	$ 3,040,041	$ (579,124)
Benefits	1,632,349	1,886,813	1,838,204	1,591,164	(247,040)
Materials/Services/Supplies	260,005	290,657	358,081	388,662	30,581
Interfund Services	118,118	142,307	418,943	440,274	21,331
Total Expenditures	$ 5,509,056	$ 6,089,768	$ 6,234,393	$ 5,460,141	$ (774,252)
Full Time Equivalents (Budgeted)	N/A	N/A	23.75	19.00	(4.75)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of Part I crime cases cleared per the CA Uniform Crime Report clearance rate. *See note	N/A	80%	79%	94%	See note
2. Number of non-traffic cases submitted to the District Attorney's Office for filing.	2,745	2,827	2,840	2,500	2,500

*In January, 2016, a tracking mechanism was implemented consistent with California guidelines. Not enough time has transpired to have a baseline to reflect upon.

Division: Investigations
Program: 7733 - Special Enforcement Team

Program Mission: Reduce criminal activities in the City of Santa Clara through criminal investigation and prosecution; conduct surveillances and other pro-active operations as needed.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 760,631	$ 887,809	$ 855,378	$ 903,833	$ 48,455
Benefits	354,542	475,003	405,041	446,348	41,307
Materials/Services/Supplies	997	951	2,125	4,000	1,875
Interfund Services	31,770	39,425	51,301	37,091	(14,210)
Total Expenditures	$ 1,147,940	$ 1,403,188	$ 1,313,845	$ 1,391,272	$ 77,427
Full Time Equivalents (Budgeted)	N/A	N/A	5.00	5.00	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of SET initiated cases submitted to the District Attorney's Office for filing.	73	66	239	100	300

Division: Investigations
Program: 7734 - Records

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 1,960,439	$ 1,600,069	$ 1,630,114	$ 1,800,773	$ 170,659
Benefits	1,063,379	874,413	924,891	1,098,640	173,749
Materials/Services/Supplies	127,842	223,906	270,925	273,359	2,434
Interfund Services	77,520	112,327	130,334	81,652	(48,682)
Total Expenditures	$ 3,229,180	$ 2,810,715	$ 2,956,264	$ 3,254,424	$ 298,160
Full Time Equivalents (Budgeted)	N/A	N/A	20.00	19.00	(1.00)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of all requests for police reports by allied agencies or the public processed within three days.	95%	95%	95%	95%	95%

Division: Investigations
Program: 7735 - Homeland Security/Special Events

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 150,378	$ 3,750,289	$ 5,735,695	$ 5,248,382	$ (487,313)
Benefits	39,690	195,659	450,598	817,453	366,855
Materials/Services/Supplies	—	1,760,148	2,600,000	1,775,000	(825,000)
Interfund Services	—	—	67,565	157,454	89,889
Total Expenditures	$ 190,068	$ 5,706,096	$ 8,853,858	$ 7,998,289	$ (855,569)
Full Time Equivalents (Budgeted)	N/A	N/A	5.75	9.00	3.25

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of managed pre-planned events.	N/A	23	26	35	35

Note: This was a new program in 2014-15 which provides a safe environment for all Special Events that occur Santa Clara.

City of Santa Clara

The Center of What's Possible

General Purpose

General Purpose

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
Citywide Programs	$ —	$ —	$ (242,407)	$ 93,098
Debt Service	9,698,628	2,502,620	2,504,475	2,504,030
Total Expenditures	$ 9,698,628	$ 2,502,620	$ 2,262,068	$ 2,597,128
Full Time Equivalents (Budgeted)				
Total Revenue	$132,735,736	$152,979,779	$163,460,796	$163,460,796

Overview

The General Purpose Department provides a way to report general revenues and expenditures which are not attributable to a single department, but a function of the City in general. Examples of this include budgeting for sales tax revenue and payments for employee separation, which would not otherwise be known prior to an employee giving notice.

General Purpose

Department Budget Summary

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Salaries	$ —	$ —	$ (742,407)	$ (1,500,000)	$ (757,593)
Materials/Services/Supplies	—	—	500,000	1,592,499	1,092,499
Interfund Services	—	—	—	599	599
Debt Service	9,698,628	2,502,620	2,504,475	2,504,030	(445)
Total Expenditures	$ 9,698,628	$ 2,502,620	$ 2,262,068	$ 2,597,128	$ 335,060
Revenue Category					
Taxes	$ 97,269,562	$107,262,081	$111,432,461	$134,250,975	$ 22,818,514
Licenses & Permits	879,352	937,873	953,700	915,000	(38,700)
Interest and Rent	5,510,344	10,017,777	10,904,998	13,038,831	2,133,833
Intergovernmental	209,375	206,859	160,000	165,000	5,000
Charges for Services	13,978,745	15,245,842	13,776,082	13,867,231	91,149
Op Transfers	(1,726,626)	1,780,644	(6,127,039)	(18,428,861)	(12,301,822)
Other Revenues	16,614,984	17,528,703	19,273,491	19,652,620	379,129
Total Direct Revenues	$132,735,736	$152,979,779	$150,373,693	$163,460,796	$ 13,087,103
Full Time Equivalents (Budgeted)	—	—	—	—	—

Budget Overview and Significant Changes

Service Level Impact

There is no significant service level impact or change to report.

Expenditures

Salaries changes from prior adopted budget
Salaries decrease due to a decrease in the budget for separation payouts based on past experience.

Materials/Services/Supplies changes from prior adopted budget
The increase in Materials/Services/Supplies is primarily due to the move of the animal control contract budget from the Police Department to the General Purpose budget.

Interfund Services changes from prior adopted budget
Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal Service Funds section of this budget document.

Debt Service changes from prior adopted budget
Minor change based on debt service schedule.

General Purpose

Total Revenues

Total Revenues changes from prior adopted budget
Information on major changes to these City-wide revenue sources can be found in the City Manager's Transmittal letter.

Department: General Purpose
Division: Citywide Programs

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
3611-General Program Revenues	$ —	$ —	$ (242,407)	$ 93,098	$ 335,505
Total Expenditures	$ —	$ —	$ (242,407)	$ 93,098	$ 335,505
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenue	$130,228,413	$150,473,721	$147,869,218	$160,956,766	$ 13,087,548

Division Overview

Provides a way to report non debt-related general revenues and expenses which are not attributable to a single department, but a function of the City in general.

Division: General Purpose - Citywide Programs
Program: 3611 General Program

Program Mission: No reportable program mission

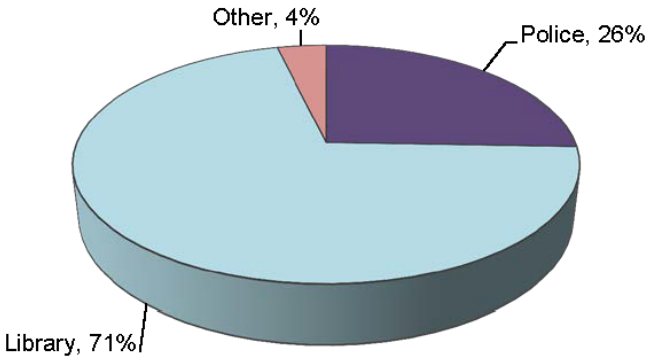
Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ —	$ —	$ (742,407)	$ (1,500,000)	$ (757,593)
Benefits	—	—	—	—	—
Materials/Services/Supplies	—	—	500,000	1,592,499	1,092,499
Interfund Services	—	—	—	599	599
Capital Outlay	—	—	—	—	—
Total Expenditures	$ —	$ —	$ (242,407)	$ 93,098	$ 335,505
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
No reportable performance measures.	N/A	N/A	N/A	N/A	N/A

Department: General Purpose
Division: Debt Service

General Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
3394-2010 Lease (Refunding 1997 COPS)	$ 1,097,637	$ 1,094,710	$ 1,100,750	$ 1,098,105	$ (2,645)
3395-2013 COPS (Refunding 2002A)	1,405,064	1,407,910	1,403,725	1,405,925	2,200
3391-2002 Certificates of Participation	551	—	—	—	—
3392-2002 Refunding COPS	7,195,376	—	—	—	—
Total Expenditures	$ 9,698,628	$ 2,502,620	$ 2,504,475	$ 2,504,030	$ (445)
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenue	$ 2,507,322	$ 2,506,057	$ 2,504,475	$ 2,504,030	$ (445)

Breakdown of the General Fund Outstanding Debt By Function



Summary of General Fund Outstanding Debt by Source

	Outstanding as of June 30, 2016	Issue Date	Final Maturity	Interest Rates
2010 Lease Agreement (Refunding of 1997 COPS)	$ 5,855,000	7/13/2010	8/1/2022	3.65
2013 Refunding COPS	16,195,000	3/28/2013	2/1/2032	2.00-3.75
Unamortized Premium/Discount	855,175			
TOTAL PRINCIPAL	**$ 22,905,175**			

Division: General Purpose - Citywide Programs
Program: 3394 - 2010 Lease (Refunding 1997 COPS)

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Debt Retirement	$ 800,000	$ 826,000	$ 860,000	$ 889,000	$ 29,000
Interest Expense	297,147	267,709	237,250	205,605	(31,645)
Bond Cost Expense	490	1,001	3,500	3,500	—
Total Expenditures	$ 1,097,637	$ 1,094,710	$ 1,100,750	$ 1,098,105	$ (2,645)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
No reportable performance measures.	N/A	N/A	N/A	N/A	N/A

Division: General Purpose - Citywide Programs
Program: 3395 - 2013 COP (Refunding 2002A)

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

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Debt Retirement	$ 835,000	$ 750,000	$ 760,000	$ 785,000	$ 25,000
Interest Expense	566,799	656,725	641,725	618,925	(22,800)
Bond Cost Expense	3,265	1,185	2,000	2,000	—
Total Expenditures	$ 1,405,064	$ 1,407,910	$ 1,403,725	$ 1,405,925	$ 2,200

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
No reportable performance measures.	N/A	N/A	N/A	N/A	N/A

Division: General Purpose - Citywide Programs
Program: 3391 - 2002 Certificates of Participation (COPS)

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

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Debt Retirement	$ —	$ —	$ —	$ —	$ —
Interest Expense	—	—	—	—	—
Bond Cost Expense	551	—	—	—	—
Total Expenditures	$ 551	$ —	$ —	$ —	$ —

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
No reportable performance measures.	N/A	N/A	N/A	N/A	N/A

Division: General Purpose - Citywide Programs
Program: 3392 - 2002 Refunding COP

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Debt Retirement	$ 6,885,000	$ —	$ —	$ —	$ —
Interest Expense	309,825	—	—	—	—
Bond Cost Expense	551	—	—	—	—
Total Expenditures	$ 7,195,376	$ —	$ —	$ —	$ —

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
No reportable performance measures.	N/A	N/A	N/A	N/A	N/A

City of Santa Clara

The Center of What's Possible

Special Revenue Funds

City of Santa Clara

The Center of What's Possible

Fund 025 - Downtown Parking Maintenance District

Fund 025 Downtown Parking Maintenance

Fund 025 Downtown Parking Maintenance	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
Streets Division	$ 134,019	$ 111,975	$ 163,008	$ 177,795
Total Expenditures	$ 134,019	$ 111,975	$ 163,008	$ 177,795
Full Time Equivalents (Budgeted)	0.50	0.50	0.50	0.50
Total Revenue	$ 165,226	$ 168,929	$ 163,008	$ 177,795

Overview

The purpose of the Downtown Parking Maintenance District is to maintain the grounds of the Franklin Square complex. The Franklin Square complex is bounded by Monroe Street to the west, Jackson street to the east, Benton Street to the north, and Homestead Road to the south. The maintenance to the landscape infrastructure is paid for by the General Fund. Extraordinary repairs to the asphalt parking lot and concrete walkways are funded by property owner assessments that are capped at $14,200 per year.

Fund 025 Downtown Parking Maintenance

Mission

Provide maintenance on all landscaping and exterior amenities with minimum impact to daily merchant operations while enhancing property value.

Significant Accomplishments

- Performed routine maintenance with minimal impact to merchants.

Significant Objectives

- Inspect and evaluate the sweeping contractor's performance at the site.

Fund 025 Downtown Parking Maintenance

Fund Summary

Fund 025 Downtown Parking Maintenance	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Salaries	$ 18,974	$ 28,959	$ 39,773	$ 42,402	$ 2,629
Benefits	19,956	21,092	22,101	24,590	2,489
Materials/Services/Supplies	74,709	42,127	99,920	99,920	—
Interfund Services	1,410	1,297	1,214	10,882	9,668
Capital Outlay	18,970	18,500	—	—	—
Total Expenditures	$ 134,019	$ 111,975	$ 163,008	$ 177,795	$ 14,787
Revenue Category					
Interest and Rent	$ 1,264	$ 1,197	$ 1,264	$ 1,197	$ (67)
Charges for Services	10,649	12,056	12,936	13,003	67
Op Transfers	153,313	155,676	148,808	163,595	14,787
Total Revenues	$ 165,226	$ 168,929	$ 163,008	$ 177,795	$ 14,787
Full Time Equivalents (Budgeted)	0.50	0.50	0.50	0.50	—

Budget Overview and Significant Changes

Service Level Impact

The service level for the Downtown Parking Maintenance District will remain the same in 2016-17. The reclass of the Grounds Maintenance Worker to a Streets Maintenance Worker is part of an overall department effort to align the job classification to be more representative of actual job requirements and to increase employee versatility.

Expenditures

Salaries changes from prior adopted budget

Salary costs reflect contractually agreed upon wage increases for those bargaining units with current contracts and funding for additional positions where applicable.

Benefits changes from prior adopted budget

Benefits costs reflect contractually agreed upon benefit changes for those bargaining units with current contracts and funding for additional positions where applicable. In addition, benefits changes reflect new CalPERS (California Public Employees' Retirement System) employer pension rates and estimated health insurance rates.

Materials/Services/Supplies changes from prior adopted budget

No reportable or significant change.

Fund 025 Downtown Parking Maintenance

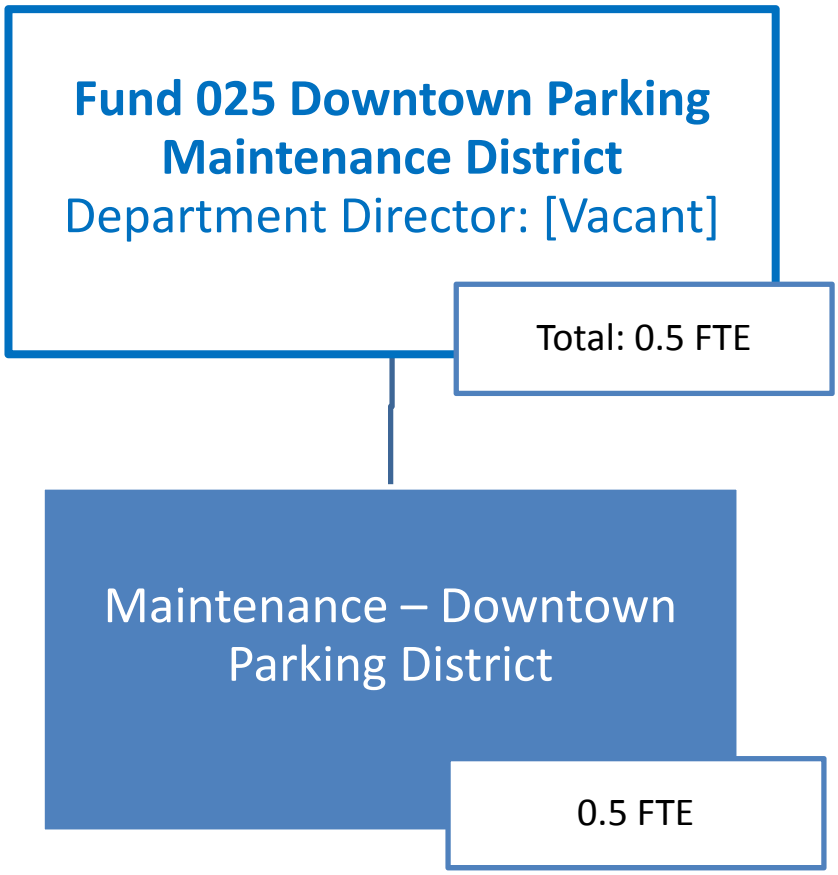
Interfund Services changes from prior adopted budget
Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal Service Funds section of this budget document.

Capital Outlay changes from prior adopted budget
No reportable or significant change.

Total Revenues

Total Revenues changes from prior adopted budget
No reportable or significant change.

City of Santa Clara
Divisional Organization Chart



Fund 025 Downtown Parking Maintenance

POSITION DETAIL

Fund 025 Downtown Parking Maintenance	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Position Change
Position Title					
G21 Grounds Maintenance Worker II	0.50	0.50	0.50	—	(0.50)
G23 Street Maintenance Worker III	—	—	—	0.50	0.50
Total Full Time Equivalents (Budgeted)	**0.50**	**0.50**	**0.50**	**0.50**	**—**

Fund 025 - Downtown Parking Maintenance
Division: Streets Division

Fund 025 Downtown Parking Maintenance	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
2941-Parking District Maintenance	$ 134,019	$ 111,975	$ 163,008	$ 177,795	$ 14,786
Total Expenditures	$ 134,019	$ 111,975	$ 163,008	$ 177,795	$ 14,786
Full Time Equivalents (Budgeted)	N/A	N/A	0.50	0.50	—
Total Revenue	$ 165,226	$ 168,929	$ 163,008	$ 177,795	$ 14,787

Division Mission

Provide high quality maintenance on all landscaping, roadways, sidewalks, fountains and exterior amenities with minimum impact to daily merchant operations.

Division Overview

- Repair damaged parking lots and walkways.
- Remove graffiti swiftly.
- Monitor street sweeping contractor.

Division: Streets Division
Program: 2941 - Parking District Maintenance

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 18,974	$ 28,959	$ 39,773	$ 42,402	$ 2,629
Benefits	19,956	21,092	22,101	24,590	2,489
Materials/Services/Supplies	74,709	42,128	99,920	99,920	—
Interfund Services	1,410	1,297	1,214	10,882	9,668
Capital Outlay	18,970	18,500	—	—	—
Total Expenditures	$ 134,019	$ 111,975	$ 163,008	$ 177,795	$ 14,786
Full Time Equivalents (Budgeted)	N/A	N/A	0.5	0.5	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 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%	100%

City of Santa Clara

The Center of What's Possible

Fund 026 - Convention Center Maintenance

Fund 026 Convention Center Maintenance

Fund 026 Convention Center Maintenance	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
Public Works - Building Maintenance	$ 1,240,845	$ 1,234,195	$ 1,339,519	$ 1,338,685
Total Expenditures	$ 1,240,845	$ 1,234,195	$ 1,339,519	$ 1,338,685
Full Time Equivalents (Budgeted)	0.10	0.10	0.10	0.10
Total Revenue	$ 981,289	$ 1,282,629	$ 1,339,519	$ 1,338,685

Overview

Provide maintenance and landscaping to the common grounds assuring a safe environment while enhancing the property value.

Fund 026 Convention Center Maintenance

Mission

To provide a safe, clean, and well maintained public space in support of the Hotel, Convention Center, and office building.

Significant Accomplishments

- Improved landscaping and cleanliness of the site.
- Parking garage expansion joints and surface repair.
- Repainted railings and stairwells in garage and the pedestrian bridge.

Significant Objectives

- Resurface asphalt concrete pavement of Convention Center access road.
- Upgrading the quality of the landscaping of the Convention Center Maintenance District complex.

Fund 026 Convention Center Maintenance

Fund Summary

Fund 026 Convention Center Maintenance	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Salaries	$ 9,580	$ 12,827	$ 13,505	$ 14,653	$ 1,148
Benefits	8,038	5,843	6,626	7,713	1,087
Materials/Services/Supplies	1,168,392	1,161,307	1,256,837	1,233,194	(23,643)
Interfund Services	54,835	54,218	62,552	83,125	20,573
Total Expenditures	$ 1,240,845	$ 1,234,195	$ 1,339,519	$ 1,338,685	$ (834)
Revenue Category					
Interest and Rent	$ 3,472	$ 2,607	$ 834	$ —	$ (834)
Charges for Services	702,196	676,567	728,204	728,204	—
Op Transfers	271,331	603,455	610,481	610,481	—
Other Revenues	4,290	—	—	—	—
Total Revenues	$ 981,289	$ 1,282,629	$ 1,339,519	$ 1,338,685	$ (834)
Full Time Equivalents (Budgeted)	0.10	0.10	0.10	0.10	—

Budget Overview and Significant Changes

Service Level Impact

There is no significant service level impact or change to report.

Expenditures

Salaries changes from prior adopted budget

Salary costs reflect contractually agreed upon wage increases for those bargaining units with current contracts and funding for additional positions where applicable.

Benefits changes from prior adopted budget

Benefits costs reflect contractually agreed upon benefit changes for those bargaining units with current contracts and funding for additional positions where applicable. In addition, benefits changes reflect new CalPERS (California Public Employees' Retirement System) employer pension rates and estimated health insurance rates.

Materials/Services/Supplies changes from prior adopted budget

Reflects utilities expense savings.

Interfund Services changes from prior adopted budget

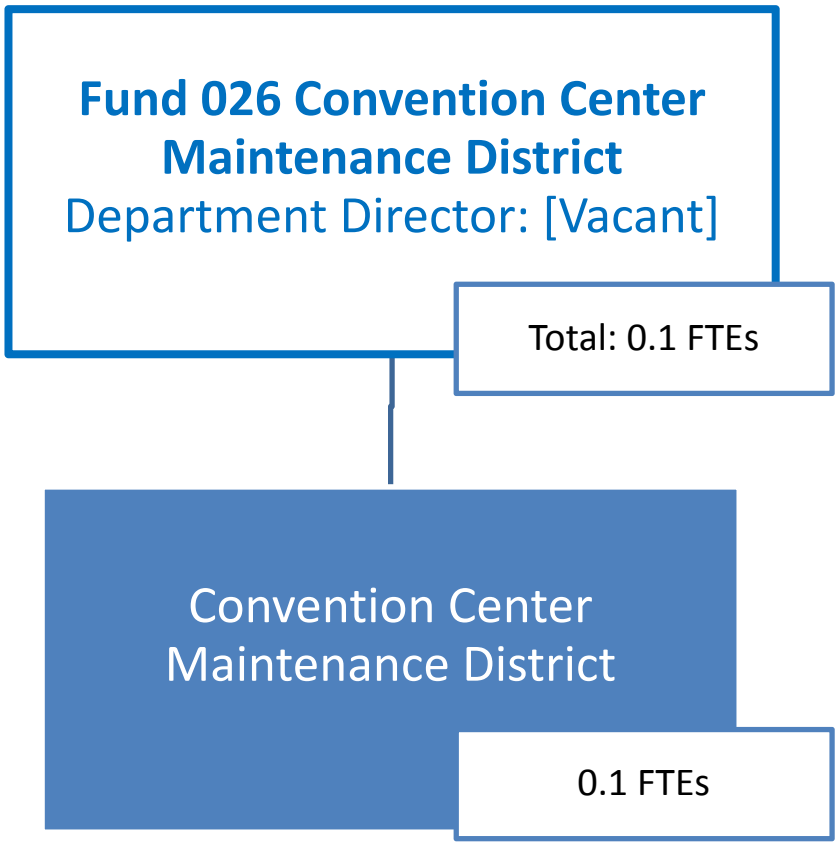
Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal Service Funds section of this budget document.

Fund 026 Convention Center Maintenance

Total Revenues

Direct Revenues changes from prior adopted budget
No reportable or significant change.

City of Santa Clara
Divisional Organization Chart



Fund 026 Convention Center Maintenance

POSITION DETAIL

Fund 026 Convention Center Maintenance		2013-14 Adopted	2014-15 Adopted	2015-16 Adopted	2016-17 Budget	Position Change
Position Title						
Uncl	Building Maintenance Manager	—	0.10	0.10	0.10	—
Uncl	Deputy Public Works Director	0.10	—	—	—	—
	Total Full Time Equivalents (Budgeted)	**0.10**	**0.10**	**0.10**	**0.10**	**—**

Fund 026 - Convention Center Maintenance
Division: Building Maintenance

Fund 053 Automotive Services	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
2961-Convention Center Maintenance District	$ 1,240,845	$ 1,234,195	$ 1,339,519	$ 1,338,685	$ (834)
Total Expenditures	$ 1,240,845	$ 1,234,195	$ 1,339,519	$ 1,338,685	$ (834)
Full Time Equivalents (Budgeted)	N/A	N/A	0.10	0.10	—
Total Revenue	$ 981,289	$ 1,282,629	$ 1,339,519	$ 1,338,685	$ (834)

Division Mission

Provide maintenance on all landscaping and exterior amenities to assure a safe environment while enhancing aesthetics and property value.

Division Overview

- 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: Building Maintenance
Program: 2961 - Convention Center Maintenance District

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 9,580	$ 12,827	$ 13,505	$ 14,653	$ 1,148
Benefits	8,038	5,843	6,626	7,713	1,087
Materials/Services/Supplies	1,168,392	1,161,307	1,256,837	1,233,194	(23,643)
Interfund Services	54,835	54,218	62,552	83,125	20,573
Total Expenditures	$ 1,240,845	$ 1,234,195	$ 1,339,519	$ 1,338,685	$ (834)
Full Time Equivalents (Budgeted)	N/A	N/A	0.1	0.1	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of all requests for service by the Hyatt Hotel, Techmart Office Building, Santa Clara Convention Center and the Public completed within 3 days of request.	N/A	98%	98%	98%	98%

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City of Santa Clara

The Center of What's Possible

Fund 111 - Park & Rec Operating Grant Trust Fund

Fund 111 Park & Rec Operating Grant Trust Fund

Fund 111 Park & Rec Operating Grant Trust Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
Parks & Recreation - Senior Nutrition Program	$ 162,338	$ 155,025	$ 155,448	$ 158,000
Total Expenditures	$ 162,338	$ 155,025	$ 155,448	$ 158,000
Full Time Equivalents (Budgeted)	—	0.18	—	—
Total Revenue	$ 136,655	$ 161,772	$ 155,448	$ 158,000

Overview

Funded through a grant from the Santa Clara County Social Services Agency's Senior Nutrition Program and CDBG funds, the Senior Nutrition program provides a congregate meal setting where seniors can improve their health through balanced meals and socialization with staff and other seniors. Seniors are encouraged to access the many services available at the Senior Center while on site, and are given the opportunity to engage in other Senior Center programs that benefit health and wellness.

Fund 111 Park & Rec Operating Grant Trust Fund

Mission

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

Significant Accomplishments

- Served 22,161 seniors nutritionally balanced meals (89 daily meals over 249 service days), in the Monday - Friday senior nutrition program.
- Increased awareness in seniors of water exercise, fitness activities and other opportunities at the Senior Center.
- Offered access to information about senior issues and current events.

Significant Objectives

- To provide approximately 20,088 seniors with nutritional meals in the Monday - Friday senior nutrition program. (81 meals x 248 service days)

Fund 111 Park & Rec Operating Grant Trust Fund

Fund Summary

Fund 111 Park & Rec Operating Grant Trust Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Salaries	$ 59,442	$ 39,949	$ 39,566	$ 40,648	$ 1,082
Benefits	1,623	1,948	—	—	—
Materials/Services/Supplies	101,273	113,128	115,882	117,352	1,470
Total Expenditures	$ 162,338	$ 155,025	$ 155,448	$ 158,000	$ 2,552
Revenue Category					
Intergovernmental	$ 132,655	$ 155,669	$ 155,448	$ 158,000	$ 2,552
Other Revenues	4,000	6,103	—	—	—
Total Revenues	$ 136,655	$ 161,772	$ 155,448	$ 158,000	$ 2,552
Full Time Equivalents (Budgeted)	—	0.18	—	—	—

Budget Overview and Significant Changes

Service Level Impact

The Santa Clara County Social Services department contract for 2016-17 will provide funding for the City of Santa Clara Senior Center to serve 20,088 annual meals (81 daily meals x 248 service days). This is a reduction of 1577 meals over 2015-16.

Expenditures

Salaries changes from prior adopted budget

Increased costs reflect a contractual increase in the County site manager and kitchen aide personnel costs.

Benefits changes from prior adopted budget

No reportable or significant change.

Materials/Services/Supplies changes from prior adopted budget

Contractual agreement with the County includes increase in operating supplies (food and non-food items). Daily meals reduced from 89 to 81; number of service days decreased by one. Net decrease of 1577 meals.

Total Revenues

Total Revenues changes from prior adopted budget

No reportable or significant change.

Fund 111 Park & Rec Operating Grant Trust Fund

POSITION DETAIL

Fund 111 Park & Rec Operating Grant Trust Fund	2013-14 Adopted	2014-15 Adopted	2015-16 Adopted	2016-17 Budget	Position Change
Position Title					
A27 Senior Center Coordinator	—	0.18	—	—	—
Full Time Equivalents (Budgeted)	**—**	**0.18**	**—**	**—**	**—**

Fund 111 - Park & Rec Operating Grant Trust Fund
Division: Parks & Recreation - Senior Nutrition Program

Fund 111 Park & Rec Operating Grant Trust Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
1112-Senior Nutrition Program	$ 162,338	$ 155,025	$ 155,448	$ 158,000	$ 2,552
Total Expenditures	$ 162,338	$ 155,025	$ 155,448	$ 158,000	$ 2,552
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Direct Revenue	$ 136,655	$ 161,772	$ 155,448	$ 158,000	$ 2,552

Division Mission

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

Division Overview

- 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.

Division: Parks & Recreation - Senior Nutrition Program
Program: 1112 - Senior Nutrition Program

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

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 59,442	$ 39,949	$ 39,566	$ 40,648	$ 1,082
Benefits	1,623	1,948	—	—	—
Materials/Services/Supplies	101,273	113,129	115,882	117,352	1,470
Total Expenditures	$ 162,338	$ 155,025	$ 155,448	$ 158,000	$ 2,552
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Average number of daily participants in the Senior Nutrition Program.	83	81	81	81	83
2. Total number of unduplicated participants in the Senior Nutrition Program, annually.	401	401	354	575	575
3. Total Annual Meals Served.	20,534	21,397	20,088	20,088	20,534

City of Santa Clara

The Center of What's Possible

Fund 164 - Housing Authority

Fund 164 Housing Authority

Fund 164 Housing Authority	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
Community Development - Housing	$ —	$ —	$ —	$ 279,052
Total Expenditures	$ —	$ —	$ —	$ 279,052
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenue	$ —	$ —	$ —	$ 279,052

Overview

On February 22, 2011, the Santa Clara Housing Authority (SCHA) was established to assume responsibility for managing and monitoring of housing assets from the dissolution of the Redevelopment Agency (RDA). On March 8, 2011, the City, former RDA and the SCHA executed an assignment and assumption agreement whereby the SCHA assumed this responsibility prior to the creation of the Housing Successor that holds the majority of housing assets after the RDA dissolution. The small remaining balance of housing assets transferred to the SCHA consists of a few first time home buyer loans and a housing developmental loan. These loans represent approximately 7% of the total loan portfolio managed by the Housing and Community Services Division. The Santa Clara Housing Authority program income is utilized to support loan monitoring, administration and other programs and projects of the Housing and Community Services Division.

* Figures represent the move of the Housing Authority fund from the Capital Improvement Projects Budget to the Operating Budget in 2016-17. Fiscal Years 2013-14, 2014-15 and 2015-16 are not restated in this document.

Fund 164 Housing Authority

Mission

Support affordable housing mission and functions to preserve affordable housing inventory of low and moderate income units.

Significant Accomplishments

- Funded proportionate share of Silicon Valley Community Foundations (SVCF) multi-jurisdictional effort to develop a Housing Nexus Study and Feasibility Analysis on the potential of a housing impact fees or linkage fee associated with development for affordable housing.
- Completed and filed Fiscal Year 2014-15 Housing Authority Annual Report to the California State Department of Housing and Community Development pursuant to California Health and Safety Code Sections 34328 and 34328.1.

Significant Objectives

- Continue to monitor compliance of existing loan portfolio.
- Prepare and file Fiscal Year 2015-16 Housing Authority Annual Report to the California State Department of Housing and Community Development pursuant to California Health and Safety Code Sections 34328 and 34328.1.

Fund 164 Housing Authority

Fund Summary

Fund 164 Housing Authority	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Salaries	$ —	$ —	$ —	$ 50,000	$ 50,000
Benefits	—	—	—	—	—
Materials/Services/Supplies	—	—	—	144,500	144,500
Interfund Services	—	—	—	84,552	84,552
Total Expenditures	$ —	$ —	$ —	$ 279,052	$ 279,052
Revenue Category					
Interest and Rent	$ —	$ —	$ —	$ 7,000	$ 7,000
Other Revenues	—	—	—	272,052	272,052
Total Revenues	$ —	$ —	$ —	$ 279,052	$ 279,052
Full Time Equivalents (Budgeted)	—	—	—	—	—

Budget Overview and Significant Changes

Service Level Impact

There is no significant service level impact or change to report. Figures represent the move of the Housing Authority fund from the Capital Improvement Projects Budget to the Operating Budget in 2016-17. Fiscal Years 2013-14, 2014-15 and 2015-16 are not restated in this document.

Expenditures

Salaries changes from prior adopted budget

Salary costs reflect the addition of as-need staff to manage and monitor housing assets from the dissolution of the Redevelopment Agency and to support housing programs and projects.

Benefits changes from prior adopted budget

No reportable or significant change.

Materials/Service/Supplies changes from prior adopted budget

Budgeted costs in 2016-17 are for services associated with consultants, legal expenses, and supplies to continue to monitor compliance of the existing loan portfolio, in addition to supporting the programs' affordable housing mission and functions to preserve affordable housing inventory of low and moderate income units.

Interfund Services changes from prior adopted budget

Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal Service Funds section of this budget document.

Fund 164 Housing Authority

Total Revenues

Total Revenues changes from prior adopted budget
No reportable or significant change.

Fund 164 - Housing Authority
Division: Community Development - Housing

Fund 164 Housing Authority	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
164-5546 Community Development - Housing Authority	$ —	$ —	$ —	$ 279,052	$ 279,052
Total Expenditures	$ —	$ —	$ —	$ 279,052	$ 279,052
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenue	$ —	$ —	$ —	$ —	$ —

Division Mission

Manage and monitor housing assets from the dissolution of the Redevelopment Agency.

Division Overview

- Continue monitoring and compliance of existing loan portfolio.
- Prepare and file to the California State Department of Housing and Community Development Fiscal Year 2015-16 Housing Authority Annual Report pursuant to California Health and Safety Code Sections 34328 and 34328.1.

Division: Community Development - Housing
Program: 164-5546 Community Development - Housing Authority

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ —	$ —	$ —	$ 50,000	$ 50,000
Benefits	—	—	—	—	—
Materials/Services/Supplies	—	—	—	144,500	144,500
Interfund Services	—	—	—	84,552	84,552
Total Expenditures	$ —	$ —	$ —	$ 279,052	$ 279,052
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Prepare and file Housing Authority Annual Report to the California State Department of Housing and Community	N/A	N/A	N/A	N/A	100%

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City of Santa Clara

The Center of What's Possible

Fund 165 - City Affordable Housing

Fund 165 City Affordable Housing Fund

Fund 565 City Affordable Housing	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
Community Development-Housing	$ —	$ —	$ —	$ 1,175,665
Total Expenditures	$ —	$ —	$ —	$ 1,175,665
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenue	$ —	$ —	$ —	$ 1,175,665

Overview

Since 1995, the City of Santa Clara has operated a Below-Market Price Purchase Program to help low- and moderate-income families achieve the goal of homeownership and to fulfill State mandates for the production of housing for all income levels.

* Figures represent the move of the Housing Authority fund from the Capital Improvement Projects Budget to the Operating Budget in 2016-17. Fiscal Years 2013-14, 2014-15 and 2015-16 are not restated in this document.

Fund 165 City Affordable Housing Fund

Mission

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

Significant Accomplishments

- Entered into an agreement with Housing Trust Silicon Valley (HTSV) for continued administrative services for the BMP program when the City's then current BMP administrator, Neighborhood Housing Services Silicon Valley (NHSSV) announced that it would cease all on-going homeownership programs and services, including BMP Program administration services.
- Updated the BMP Program & Procedural Manual which was adopted by Council February 9, 2016.
- Entered into Affordable Housing Agreements with two developers for a total of 7 BMP units in the City.

Significant Objectives

- Continue to work with developers and encourage construction which will provide opportunities for affordable home ownership to low and moderate-income households.
- Create new down payment assistance program for BMP program to assist eligible buyers.

Fund 165 City Affordable Housing Fund

Fund Summary

Fund 165 City Affordable Housing	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Salaries	$ —	$ —	$ —	$ 125,000	$ 125,000
Materials/Services/Supplies	—	—	—	947,500	947,500
Interfund Services	—	—	—	103,165	103,165
Total Expenditures	$ —	$ —	$ —	$ 1,175,665	$ 1,175,665
Revenue Category					
Interest and Rent	$ —	$ —	$ —	$ 14,500	$ 14,500
Other Revenues	—	—	—	1,161,165	1,161,165
Total Revenues	$ —	$ —	$ —	$ 1,175,665	$ 1,175,665
Full Time Equivalents (Budgeted)	—	—	—	—	—

Budget Overview and Significant Changes

Service Level Impact

There is no significant service level impact or change to report. Figures represent the move of the Housing Authority fund from the Capital Improvement Projects Budget to the Operating Budget in 2016-17. Fiscal Years 2013-14, 2014-15 and 2015-16 are not restated in this document.

Expenditures

Salaries changes from prior adopted budget

Salary costs reflect the addition of as-need staff to assist and monitor the administrative services of the Housing Trust Silicon Valley for the City's Below Market Rate Program. In addition, as-needed staff will also facilitate and monitor affordable housing agreements with developers for affordable housing units.

Benefits changes from prior adopted budget

No reportable or significant change.

Materials/Services/Supplies changes from prior adopted budget

Of the $947,500 budgeted in 2016-17, $550,000 will be used to create a new down payment assistance program for BMP program to assist eligible buyers. $247,000 will be used for the Housing Trust contract for administration to operate a Below-Market Price Purchase Program to help low- and moderate-income families achieve the goal of homeownership and to fulfill State mandates for the production of housing for all income levels. The remaining balance is the budgeted cost for consultants, legal expenses, and supplies to promote and facilitate the construction and retention of housing affordable to households with lower and moderate incomes.

Fund 165 City Affordable Housing Fund

Interfund Services changes from prior adopted budget
Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal Service Funds section of this budget document.

Total Revenues

Total Revenues changes from prior adopted budget
No reportable or significant change.

Fund 165 City Affordable Housing Fund

Fund 165 City Affordable Housing	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
165-5547 Community Development-Affordable Housing	$ —	$ —	$ —	$ 1,175,665	$ 1,175,665
Total Expenditures	$ —	$ —	$ —	$ 1,175,665	$ 1,175,665
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Direct Revenue	$ —	$ —	$ —	$ 1,175,665	$ 1,175,665

Division Mission

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

Division Overview

- Monitor the administrative services of the Housing Trust Silicon Valley for the City's Below Market Rate Program.
- Facilitate and monitor affordable housing agreements with developers for affordable housing units.

Division: Community Development - Housing
Program: 165-5547 Community Development - Affordable Housing

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

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ —	$ —	$ —	$ 125,000	$ 125,000
Materials/Services/Supplies	—	—	—	947,500	947,500
Interfund Services	—	—	—	103,165	103,165
Total Expenditures	$ —	$ —	$ —	$ 1,175,665	$ 1,175,665
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Facilitate the inclusion of ten percent of each years residential homeownership units as affordable housing	N/A	N/A	N/A	N/A	10%

City of Santa Clara

The Center of What's Possible

Fund 169 - Housing Successor Agency

Fund 169 Housing Successor Agency

Fund 169 Housing Successor Agency	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
Community Development - Housing	$ —	$ —	$ —	$ 1,053,648
Total Expenditures	$ —	$ —	$ —	$ 1,053,648
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenue	$ —	$ —	$ —	$ 1,053,648

Overview

All California redevelopment agencies (RDA) were dissolved on February 1, 2012. After dissolution, the City was designated as the Housing Successor to the former RDA and assumed rights, obligations and a majority of the former RDA Housing Assets. The acquired Housing Assets transferred to this Fund are governed by Community Redevelopment Law and Senate Bill 341.

* Figures represent the move of the Housing Authority fund from the Capital Improvement Projects Budget to the Operating Budget in 2016-17. Fiscal Years 2013-14, 2014-15 and 2015-16 are not restated in this document.

Fund 169 Housing Successor Agency

Mission

Use Housing Asset Fund to develop, acquire, rehabilitate, acquire long term affordability covenants for, or preserve lower income housing; Support homelessness prevention and rapid rehousing services; Management of Housing Successor portfolio which includes monitoring and compliance of loans and covenants to preserve and maintain the affordability of units.

Significant Accomplishments

- Selected developer and entered into an Exclusive Negotiation Agreement for 90 North Winchester Boulevard for the development of affordable senior housing.
- Adopted a Resolution supporting a Regional Coordination and adopted a Resolution to formally endorse the Destination: Home Community Plan to End Homelessness in Santa Clara County.
- Entered into funding agreement with the County of Santa Clara to provide case management services to the chronically homeless in the City of Santa Clara through the Care Coordination Project (CCP).
- Coordinated funding with Federal HOME funds for creation of a Tenant-Based Rental Assistance program under Council goal for the development of an affordable housing plan with focus on the homeless and housing vulnerable.

Significant Objectives

- Coordinated funding with Federal HOME funds for creation of a Tenant-Based Rental Assistance program under Council goal for the development of an affordable housing plan with focus on the homeless and housing vulnerable.
- Provide multifamily project rehabilitation loans to maintain City of Santa Clara's housing lower income housing inventory.
- Select and implement new loan portfolio tracking software and evaluate outsourcing for loan servicing for First Time Home Buyer program.
- Continue management of Housing Successor portfolio which includes monitoring and compliance of loans and covenants to preserve and maintain the affordability of units.

Fund 169 Housing Successor Agency

Fund Summary

Fund 169 Housing Successor Agency	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Salaries	$ —	$ —	$ —	$ 50,000	$ 50,000
Materials/Services/Supplies	—	—	—	840,500	840,500
Interfund Services	—	—	—	163,148	163,148
Total Expenditures	$ —	$ —	$ —	$ 1,053,648	$ 1,053,648
Revenue Category					
Interest and Rent	$ —	$ —	$ —	$ 196,000	$ 196,000
Other Revenues	—	—	—	857,648	857,648
Total Revenues	$ —	$ —	$ —	$ 1,053,648	$ 1,053,648
Full Time Equivalents (Budgeted)	—	—	—	—	—

Budget Overview and Significant Changes

Service Level Impact

There is no significant service level impact or change to report. Figures represent the move of the Housing Authority fund from the Capital Improvement Projects Budget to the Operating Budget in 2016-17. Fiscal Years 2013-14, 2014-15 and 2015-16 are not restated in this document.

Expenditures

Salaries changes from prior adopted budget

Salary costs reflect the addition of as-need staff to assist with the management of Housing Successor portfolio which includes monitoring and compliance of loans and covenants to preserve and maintain the affordability of units.

Materials/Service Supplies changes from prior adopted budget

Of the $840,000 budgeted in 2016-17, $110,000 will be used to support homelessness prevention and rapid rehousing services (contract with County). $600,000 is budgeted to provide multifamily project rehabilitation loans to maintain the City of Santa Clara's housing lower income housing inventory. The remaining balance is to cover the costs of consultants, legal expenses, and maintenance and supplies to initiate activities consistent with the development of properties related to three parcels acquired by the former redevelopment agency and now held by the Housing Successor for the purpose of the development of housing affordable to persons and families of low and moderate income. In addition, it will be used to provide services for the successor portfolio which includes monitoring and compliance of loans and covenants to preserve lower income housing and maintain the affordability of these units.

Interfund Services changes from prior adopted budget

Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal Service Funds section of this budget document.

Fund 169 Housing Successor Agency

Total Revenues

Total Revenues changes from prior adopted budget
No reportable or significant change.

Fund 169 - Housing Successor Agency
Division: Community Development - Housing

Fund 169 Housing Successor Agency	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
169-5548 Low Mod Housing Program	$ —	$ —	$ —	$ 1,053,648	$ 1,053,648
Total Expenditures	$ —	$ —	$ —	$ 1,053,648	$ 1,053,648
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenue	$ —	$ —	$ —	$ 1,053,648	$ 1,053,648

Division Mission

To manage Successor portfolio which includes monitoring and compliance of loans and covenants to preserve lower income housing and maintain the affordability of these units.

Division Overview

- Develop and plan use of Low and Moderate Income Housing Asset Fund program income to develop, acquire, rehabilitate, acquire long term affordability covenants for, or preserve and maintain the affordability of units to persons and families of lower income.
- Managing and monitoring Housing Successor loan portfolio to ensure compliance with loans, agreements and covenants.

Division: Community Development - Housing
Program: 169-5548 North of Bayshore

Program Mission: To manage Housing Successor portfolio which includes monitoring and compliance of loans and covenants to preserve lower income housing and maintain the affordability of these units.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ —	$ —	$ —	$ 50,000	$ 50,000
Benefits	—	—	—	—	—
Materials/Services/Supplies	—	—	—	840,500	840,500
Interfund Services	—	—	—	163,148	163,148
Total Expenditures	$ —	$ —	$ —	$ 1,053,648	$ 1,053,648
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Complete and file Housing Successor Annual Report	N/A	N/A	N/A	N/A	1.00

City of Santa Clara

The Center of What's Possible

Enterprise Funds

City of Santa Clara

The Center of What's Possible

Electric Utility - SVP (Silicon Valley Power)

Electric Utility Department

Electric Utility Department	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Funds				
Fund 091 Electric Utility	$291,328,589	$309,254,823	$336,485,097	$325,847,728
Fund 191 Electric Operating Grant Trust Fund	5,462,533	4,637,475	9,865,846	10,039,402
Fund 491 Electric Debt Service	90,423,071	15,082,873	15,567,657	18,066,666
Total Expenditures	$387,214,193	$328,975,171	$361,918,600	$353,953,796
Full Time Equivalents (Budgeted)	142.00	156.00	166.00	179.00
Fund 091 Electric Utility	$266,504,950	$299,885,950	$336,485,097	$325,847,728
Fund 191 Electric Operating Grant Trust Fund	9,196,000	6,528,518	9,865,846	10,039,402
Fund 491 Electric Debt Service	14,264,471	15,272,638	15,567,657	18,066,666
Total Revenues	$289,965,421	$321,687,106	$361,918,601	$353,953,796

Electric Utility Department

POSITION DETAIL

Electric Department		2013-14 Adopted	2014-15 Adopted	2015-16 Adopted	2016-17 Budget	Position Change
Fund 091 Electric Utility						
Position Title						
Uncl	Director of Electric Utility	1.00	1.00	1.00	1.00	—
Uncl	Asst. City Manager/COO	—	—	1.00	1.00	—
Uncl	Asst. Dir. of Electric Utility-Planning & Strat.	1.00	1.00	1.00	1.00	—
Uncl	Asst. Dir. of Electric Utility-Energy Dist.	1.00	1.00	1.00	1.00	—
Uncl	Senior Electric Division Manager	3.00	3.00	3.00	3.00	—
Uncl	Senior Elec. Div. Mgr-Mrt. Anal. & Pricing	1.00	1.00	1.00	1.00	—
Uncl	Electric Division Manager	9.00	9.00	9.00	9.00	—
Uncl	Electric Div. Manager-Customer Services	1.00	1.00	1.00	1.00	—
Uncl	Electric Program Manager	1.00	1.00	2.00	3.00	1.00
Uncl	Compliance Manager	1.00	1.00	1.00	1.00	—
Uncl	Control and Communications Security Administrator	1.00	—	—	—	—
Uncl	Power Trader	3.00	3.00	3.00	3.00	—
Uncl	Senior Power Analyst	1.00	1.00	1.00	1.00	—
Uncl	Senior Power System Scheduler Trader	1.00	1.00	1.00	1.00	—
Uncl	Power System Scheduler/Trader	6.00	6.00	6.00	6.00	—
Uncl	Principal Utility Database Administrator	1.00	—	—	—	—
Uncl	Principal Utility Information Systems Manager	1.00	1.00	1.00	1.00	—
Uncl	Risk Control Analyst	1.00	1.00	1.00	1.00	—
Uncl	Principal Engineer	—	—	—	4.00	4.00
E3-46	Senior Electric Utility Engineer	9.00	9.00	9.00	6.00	(3.00)
E3-46	Senior Electric Utility Engineer - Distribution Planning	1.00	1.00	1.00	—	(1.00)
E3-46	Senior Electric Utility Engineer - Fiber	—	1.00	1.00	1.00	—
E3-46	Senior Electric Utility Engineer - Transmission Operations Planning	—	—	1.00	1.00	—
E3-42	Electric Utility Engineer	2.00	2.00	3.00	5.00	2.00
D2-22	Electric Maintenance Worker	2.00	2.00	2.00	2.00	—
D2-22	Electric Utility Equipment Operator	1.00	2.00	2.00	2.00	—
D2-22	Utility Locator	—	1.00	1.00	1.00	—
D2-20	Electric Helper/Driver	—	4.00	4.00	4.00	—
D1-40	Senior Electric & Water System Operator	1.00	1.00	1.00	1.00	—
D1-39	Cable Splicer Leader	1.00	1.00	1.00	1.00	—
D1-39	Electric Crew Foreperson	4.00	4.00	3.00	3.00	—

Electric Utility Department

Electric Department (continued)		2013-14 Adopted	2014-15 Adopted	2015-16 Adopted	2016-17 Budget	Position Change
Fund 091 Electric Utility						
Position Title						
D1-38	Senior Electrician Technician	2.00	2.00	2.00	2.00	—
D1-38	Senior Electric Utility Generation Tech	5.00	5.00	5.00	5.00	—
D1-38	Senior Electric Meter Technician	1.00	1.00	1.00	1.00	—
D1-38	Senior Instrument and Control Technician	1.00	1.00	1.00	1.00	—
D1-38	Troubleshooter	2.00	2.00	2.00	2.00	—
D1-37	Service Coordinator-Inspector	1.00	1.00	1.00	1.00	—
D1-36	Underground Crew Leader	—	—	1.00	1.00	—
D1-36	Electric & Water System Operator	5.00	5.00	5.00	6.00	1.00
D1-35	Utility Electrician Technician	4.00	4.00	4.00	4.00	—
D1-35	Electric Utility Generation Technician	9.00	9.00	9.00	9.00	—
D1-35	Principal Electrical Estimator	1.00	1.00	1.00	1.00	—
D1-35	Journey Lineworker	12.00	12.00	12.00	12.00	—
D1-34	Service Coordinator-Inspector (Fiber)	1.00	2.00	2.00	2.00	—
D1-32	Electrician	6.00	6.00	7.00	7.00	—
D1-32	Electric Meter Technician	2.00	3.00	3.00	3.00	—
D1-32	Fiber Splicing Technician	—	1.00	1.00	1.00	—
D1-31	Senior Electrical Estimator	2.00	4.00	4.00	4.00	—
D1-26	Journey Lineworker Apprentice	—	—	—	3.00	3.00
A43	Senior Energy Systems Analyst	2.00	2.00	3.00	3.00	—
A43	Senior Resource Analyst	1.00	1.00	1.00	1.00	—
A43	Electric Utility Network Administrator	—	1.00	1.00	2.00	1.00
A39	Senior Key Customer Representative	—	1.00	1.00	1.00	—
A38	Senior Business Analyst	1.00	1.00	1.00	1.00	—
A36	Electric Utility Programmer/Analyst	1.00	1.00	2.00	4.00	2.00
A35	Resource Analyst II	—	1.00	2.00	2.00	—
A35	Business Analyst- Fiber	1.00	1.00	1.00	1.00	—
A35	Key Customer Representative	2.00	2.00	2.00	2.00	—
A35	Project Manager	1.00	1.00	1.00	1.00	—
A33	Power Contract Specialist	1.00	1.00	1.00	1.00	—
A32	Principal Engineering Aide	—	—	1.00	1.00	—
A28	Senior Engineering Aide	2.00	2.00	2.00	3.00	1.00
A28	Time & Materials Clerk	—	—	—	2.00	2.00
A26	Staff Aide II	2.00	2.00	2.00	3.00	1.00
A25	Account Clerk III	1.00	1.00	1.00	1.00	—

Electric Utility Department

Electric Department (continued)		2013-14 Adopted	2014-15 Adopted	2015-16 Adopted	2016-17 Budget	Position Change
Fund 091 Electric Utility						
Position Title						
A25	Power Account Clerk III	1.00	1.00	1.00	1.00	—
A24	Office Specialist IV	1.00	1.00	1.00	—	(1.00)
A23	Account Clerk II	2.00	2.00	2.00	2.00	—
A23	Senior Materials Handler	1.00	1.00	1.00	1.00	—
A22	Office Specialist III	2.00	2.00	2.00	2.00	—
A21	Engineering Aide (Fiber)	—	1.00	1.00	1.00	—
A21	Engineering Aide (Electric)	3.00	3.00	3.00	4.00	1.00
A19	Power Account Clerk I	1.00	1.00	1.00	1.00	—
A19	Account Clerk I	1.00	1.00	1.00	—	(1.00)
A18	Office Specialist II	3.00	3.00	3.00	3.00	—
	Total Full Time Equivalents (Budgeted)	139.00	153.00	162.00	175.00	13.00
Fund 191 Electric Operating Grant Trust Fund						
Position Title						
Uncl	Electric Program Manager	1.00	1.00	1.00	1.00	—
A35	Business Analyst-Public Benefits	1.00	1.00	1.00	1.00	—
A28	Energy Conservation Coordinator	1.00	1.00	1.00	1.00	—
A21	Energy Conservation Specialist	—	—	1.00	1.00	—
	Total Full Time Equivalents (Budgeted)	3.00	3.00	4.00	4.00	—
	Total Full Time Equivalents (Budgeted) - Electric Department	**142.00**	**156.00**	**166.00**	**179.00**	**13.00**

City of Santa Clara

The Center of What's Possible

Fund 091 - Electric Utility

Fund 091 Electric Utility

Fund 091 Electric Utility	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
Administrative Services	$208,025,472	$266,268,161	$288,647,556	$273,361,681
Energy Distribution	25,888,925	27,971,466	29,672,084	32,184,153
Planning & Strategic Services	57,414,192	15,015,196	18,165,457	20,301,894
Total Expenditures	$291,328,589	$309,254,823	$336,485,097	$325,847,728
Full Time Equivalents (Budgeted)	139.00	153.00	162.00	175.00
Total Revenues	$266,504,950	$299,885,950	$336,485,097	$325,847,728

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 179 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.

Fund 091 Electric Utility

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.

Significant Accomplishments

- Provided reliable, environmentally responsible power for all customers in Santa Clara and for major events including the 2016 NFL SuperBowl.
- Exceeded 25% in eligible renewable power and achieved award-winning Customer Satisfaction ratings and Green Power customer programs.
- Installed over 14,000 advance meters, over 10,000 energy efficient LED streetlights and 8 miles of underground electric cable; reviewed over 500 encroachment permits; opened the largest California public Electric Vehicle (EV) Charging Station at the Tasman Parking Garage and installed seven EV chargers in the vicinity of City Hall; extended communication offerings to include an Outdoor Distributed Antenna Service for improved cell phone communications within the community.
- Met federal and state compliance requirements for reliability, security, renewable power, and greenhouse gas emissions.

Significant Objectives

- 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.

Fund 091 Electric Utility

Fund Summary

Fund 091 Electric Utility	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Salaries	$ 16,636,634	$ 18,629,887	$ 21,738,423	$ 23,856,818	$ 2,118,395
Benefits	7,080,293	7,883,812	9,707,257	11,706,305	1,999,048
Materials/Services/Supplies	18,663,931	17,158,788	16,741,870	18,313,826	1,571,956
Resource & Production	221,534,386	237,017,811	256,840,049	241,288,220	(15,551,829)
Interfund Services	10,633,182	10,927,175	11,669,319	10,458,939	(1,210,380)
In-Lieu/Franchise	16,591,452	17,492,882	19,218,263	19,652,620	434,357
Capital Outlay	188,713	144,468	569,916	571,000	1,084
Total Expenditures	$ 291,328,591	$309,254,823	$336,485,097	$325,847,728	$(10,637,369)
Revenue Category					
Interest and Rent	$ 4,718,605	$ 4,205,098	$ 4,731,791	$ 4,885,586	$ 153,795
Charges for Services	307,909,872	331,321,486	364,448,756	372,868,848	8,420,092
Op Transfers	(46,925,377)	(36,795,676)	(33,495,450)	(55,706,706)	(22,211,256)
Other Financing	—	74,500	—	3,000,000	3,000,000
Other Revenues	801,850	1,080,542	800,000	800,000	—
Total Revenues	$ 266,504,950	$299,885,950	$336,485,097	$325,847,728	$(10,637,369)
Full Time Equivalents (Budgeted)	139.00	153.00	162.00	175.00	13.00

Budget Overview and Significant Changes

Service Level Impact

The department added 13.0 FTEs in the 16-17 Budget to keep pace with demand for service, reduce budgeted overtime, lower contractual services expenditures, meet compliance requirements, expand in-house expertise, and for succession planning. Even with the funding for these positions, the total salaries and benefits costs are less than 11% of the fund's expenditures. The department has reviewed the approved funded staffing levels and believe it will address current service level demands.

Expenditures

Salaries changes from prior adopted budget
Salary costs reflect contractually agreed upon wage increases for those bargaining units with current contracts and funding for additional positions where applicable.

Benefits changes from prior adopted budget
Benefits costs reflect contractually agreed upon benefit changes for those bargaining units with current contracts and funding for additional positions where applicable. In addition, benefits changes reflect new CalPERS (California Public Employees' Retirement System) employer pension rates and estimated health insurance rates.

Materials/Services/Supplies changes from prior adopted budget
Cost increases occurred in mandated programs, NERC compliance contractual services, and hydro electric operation and maintenance costs.

Resource & Production changes from prior adopted budget
The cost of producing and procuring energy is projected to decrease by 5.9%, primarily due to installation of the Phase Shifting Transformer Project, improved hydro resource conditions for this year and continuing low natural gas costs, higher revenues from sale of renewable energy credits and greenhouse gas allowances, and reductions in Joint Power Agency costs.

Interfund Services changes from prior adopted budget
Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal Service Funds section of this budget document.

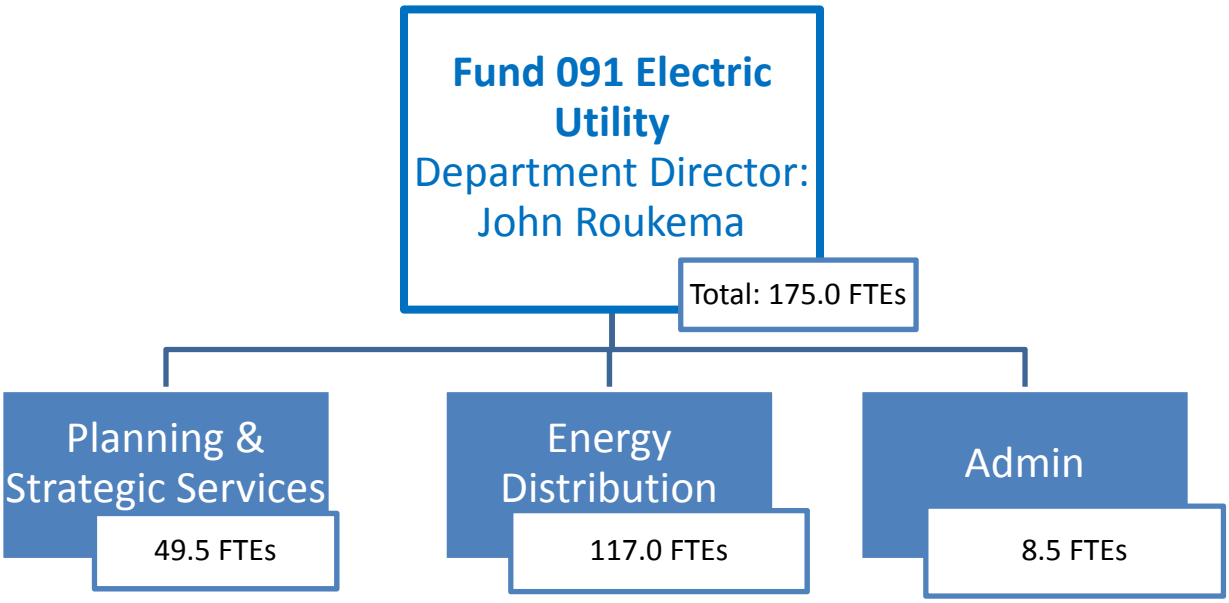
In-Lieu/Franchise changes from prior adopted budget
Contribution in lieu has increased due to an expected increase in revenues. This figure is based on 5% of anticipated revenues.

Capital Outlay changes from prior adopted budget
No reportable or significant change.

Total Revenues

Total Revenues changes from prior adopted budget
While *Charges for Services* is up $8.4M, due to load growth and a proposed 3% rate increase effective January 1, 2017, *Total Revenues* is offset by a $22.2M decrease in transfers out to debt service, capital projects, and contribution to reserves.

City of Santa Clara
Divisional Organization Chart



Fund 091 Electric Utility

POSITION DETAIL

Fund 091 Electric Utility		2013-14 Adopted	2014-15 Adopted	2015-16 Adopted	2016-17 Budget	Position Change
Position Title						
Uncl	Director of Electric Utility	1.00	1.00	1.00	1.00	—
Uncl	Asst. City Manager/COO	—	—	1.00	1.00	—
Uncl	Asst. Dir. of Electric Utility-Planning & Strat.	1.00	1.00	1.00	1.00	—
Uncl	Asst. Dir. of Electric Utility-Energy Dist.	1.00	1.00	1.00	1.00	—
Uncl	Senior Electric Division Manager	3.00	3.00	3.00	3.00	—
Uncl	Senior Elec. Div. Mgr-Mrt. Anal. & Pricing	1.00	1.00	1.00	1.00	—
Uncl	Electric Division Manager	9.00	9.00	9.00	9.00	—
Uncl	Electric Div. Manager-Customer Services	1.00	1.00	1.00	1.00	—
Uncl	Electric Program Manager	1.00	1.00	2.00	3.00	1.00
Uncl	Compliance Manager	1.00	1.00	1.00	1.00	—
Uncl	Control and Communications Security Administrator	1.00	—	—	—	—
Uncl	Power Trader	3.00	3.00	3.00	3.00	—
Uncl	Senior Power Analyst	1.00	1.00	1.00	1.00	—
Uncl	Senior Power System Scheduler Trader	1.00	1.00	1.00	1.00	—
Uncl	Power System Scheduler/Trader	6.00	6.00	6.00	6.00	—
Uncl	Principal Utility Database Administrator	1.00	—	—	—	—
Uncl	Principal Utility Information Systems Manager	1.00	1.00	1.00	1.00	—
Uncl	Risk Control Analyst	1.00	1.00	1.00	1.00	—
Uncl	Principal Engineer	—	—	—	4.00	4.00
E3-46	Senior Electric Utility Engineer	9.00	9.00	9.00	6.00	(3.00)
E3-46	Senior Electric Utility Engineer - Distribution Planning	1.00	1.00	1.00	—	(1.00)
E3-46	Senior Electric Utility Engineer - Fiber	—	1.00	1.00	1.00	—
E3-46	Senior Electric Utility Engineer - Transmission Operations Planning	—	—	1.00	1.00	—
E3-42	Electric Utility Engineer	2.00	2.00	3.00	5.00	2.00
D2-22	Electric Maintenance Worker	2.00	2.00	2.00	2.00	—
D2-22	Electric Utility Equipment Operator	1.00	2.00	2.00	2.00	—
D2-22	Utility Locator	—	1.00	1.00	1.00	—
D2-20	Electric Helper/Driver	—	4.00	4.00	4.00	—
D1-40	Senior Electric & Water System Operator	1.00	1.00	1.00	1.00	—
D1-39	Cable Splicer Leader	1.00	1.00	1.00	1.00	—

POSITION DETAIL

Fund 091 Electric Utility		2013-14 Adopted	2014-15 Adopted	2015-16 Adopted	2016-17 Budget	Position Change
Position Title (continued)						
D1-39	Electric Crew Foreperson	4.00	4.00	3.00	3.00	—
D1-38	Senior Electrician Technician	2.00	2.00	2.00	2.00	—
D1-38	Senior Electric Utility Generation Tech	5.00	5.00	5.00	5.00	—
D1-38	Senior Electric Meter Technician	1.00	1.00	1.00	1.00	—
D1-38	Senior Instrument and Control Technician	1.00	1.00	1.00	1.00	—
D1-38	Troubleshooter	2.00	2.00	2.00	2.00	—
D1-37	Service Coordinator-Inspector	1.00	1.00	1.00	1.00	—
D1-36	Underground Crew Leader	—	—	1.00	1.00	—
D1-36	Electric & Water System Operator	5.00	5.00	5.00	6.00	1.00
D1-35	Utility Electrician Technician	4.00	4.00	4.00	4.00	—
D1-35	Electric Utility Generation Technician	9.00	9.00	9.00	9.00	—
D1-35	Principal Electrical Estimator	1.00	1.00	1.00	1.00	—
D1-35	Journey Lineworker	12.00	12.00	12.00	12.00	—
D1-34	Service Coordinator-Inspector (Fiber)	1.00	2.00	2.00	2.00	—
D1-32	Electrician	6.00	6.00	7.00	7.00	—
D1-32	Electric Meter Technician	2.00	3.00	3.00	3.00	—
D1-32	Fiber Splicing Technician	—	1.00	1.00	1.00	—
D1-31	Senior Electrical Estimator	2.00	4.00	4.00	4.00	—
D1-26	Journey Lineworker Apprentice	—	—	—	3.00	3.00
A43	Senior Energy Systems Analyst	2.00	2.00	3.00	3.00	—
A43	Senior Resource Analyst	1.00	1.00	1.00	1.00	—
A43	Electric Utility Network Administrator	—	1.00	1.00	2.00	1.00
A39	Senior Key Customer Representative	—	1.00	1.00	1.00	—
A38	Senior Business Analyst	1.00	1.00	1.00	1.00	—
A36	Electric Utility Programmer/Analyst	1.00	1.00	2.00	4.00	2.00
A35	Resource Analyst II	—	1.00	2.00	2.00	—
A35	Business Analyst- Fiber	1.00	1.00	1.00	1.00	—
A35	Key Customer Representative	2.00	2.00	2.00	2.00	—
A35	Project Manager	1.00	1.00	1.00	1.00	—
A33	Power Contract Specialist	1.00	1.00	1.00	1.00	—
A32	Principal Engineering Aide	—	—	1.00	1.00	—
A28	Senior Engineering Aide	2.00	2.00	2.00	3.00	1.00
A28	Time & Materials Clerk	—	—	—	2.00	2.00

Fund 091 Electric Utility

POSITION DETAIL

Fund 091 Electric Utility		2013-14 Adopted	2014-15 Adopted	2015-16 Adopted	2016-17 Budget	Position Change
Position Title (continued)						
A26	Staff Aide II	2.00	2.00	2.00	3.00	1.00
A25	Account Clerk III	1.00	1.00	1.00	1.00	—
A25	Power Account Clerk III	1.00	1.00	1.00	1.00	—
A24	Office Specialist IV	1.00	1.00	1.00	—	(1.00)
A23	Account Clerk II	2.00	2.00	2.00	2.00	—
A23	Senior Materials Handler	1.00	1.00	1.00	1.00	—
A22	Office Specialist III	2.00	2.00	2.00	2.00	—
A21	Engineering Aide (Fiber)	—	1.00	1.00	1.00	—
A21	Engineering Aide (Electric)	3.00	3.00	3.00	4.00	1.00
A19	Power Account Clerk I	1.00	1.00	1.00	1.00	—
A19	Account Clerk I	1.00	1.00	1.00	—	(1.00)
A18	Office Specialist II	3.00	3.00	3.00	3.00	—
	Total Full Time Equivalents (Budgeted)	**139.00**	**153.00**	**162.00**	**175.00**	**13.00**

Fund 091 - Electric Utility
Division: Administrative Services

Fund 091 Electric Utility	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
1321-Administrative Services	$208,025,472	$266,268,161	$287,825,038	$271,987,032	$ (15,838,006)
1324-Compliance	—	—	822,518	1,374,649	552,131
Total Expenditures	$208,025,472	$266,268,161	$288,647,556	$273,361,681	$ (15,285,875)
Full Time Equivalents (Budgeted)	N/A	N/A	8.00	8.50	0.50
Total Revenues	$266,849,492	$298,047,463	$335,785,098	$325,147,728	$ (10,637,370)

Division Mission

Plan, develop, coordinate and support the administrative activities of the department.

Division Overview

- Develop plans utilizing the issues in the Strategic Plan to achieve strategic goals and objectives.
- Secure required organizational resources.
- Develop staff training and growth opportunities.
- 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
Program: 1321- Administrative Services

Program Mission: Plan, develop, coordinate and support the administrative activities of the department.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 501,858	$ 671,499	$ 739,785	$ 620,388	$ (119,397)
Benefits	199,381	243,530	318,154	319,799	1,645
Materials/Services/Supplies	3,488,289	2,961,996	434,000	825,600	391,600
Resource & Production	177,965,670	235,190,283	256,840,044	241,288,220	(15,551,824)
Interfund Services	9,278,822	9,707,971	10,274,792	9,280,405	(994,387)
In-Lieu/Franchise	16,591,452	17,492,882	19,218,263	19,652,620	434,357
Total Expenditures	$ 208,025,472	$ 266,268,161	$ 287,825,038	$ 271,987,032	$(15,838,006)
Full Time Equivalents (Budgeted)	N/A	N/A	4.00	4.00	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Administrative and general expenses per retail customer (excludes wholesale trading expenses).	$ 566	$ 582	$ 578	$ 500	$ 570

Division: Administrative Services
Program: 1324- Compliance

Program Mission: Manage a culture of safety and compliance throughout the utility, while meeting the legislated and regulatory reporting requirements.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ —	$ —	$ 557,573	$ 616,742	$ 59,169
Benefits	—	—	264,945	327,580	62,635
Materials/Services/Supplies	—	—	—	343,000	343,000
Interfund Services	—	—	—	32,327	32,327
Capital Outlay	—	—	—	55,000	55,000
Total Expenditures	$ —	$ —	$ 822,518	$ 1,374,649	$ 552,131
Full Time Equivalents (Budgeted)	N/A	N/A	4.00	4.50	0.50

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. OSHA reportable injuries (All Department Employees)	5	6	2	0	0

Fund 091 - Electric Utility
Division: Energy Distribution

Fund 091 Electric Utility	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
1361-SVP Engineering	$ 2,961,210	$ 3,212,414	$ 5,541,813	$ 6,701,512	$ 1,159,699
1362-Power System Controls	2,785,621	2,986,748	2,644,570	3,264,742	620,172
1371- Communications & Meter Technical Support	685,864	986,536	1,370,852	1,211,880	(158,972)
1372- Substation Maintenance	2,893,659	3,186,554	3,390,134	3,292,221	(97,913)
1375- Generation Maintenance	1,312	385	24,527	—	(24,527)
1376-Transmission & Distribution	5,038,652	5,744,770	7,349,640	8,280,490	930,850
1377-Generation	10,153,731	10,375,277	8,248,614	8,305,437	56,823
1378-Field Administration	1,368,876	1,478,782	1,101,934	1,127,871	25,937
Total Expenditures	$25,888,925	$27,971,466	$29,672,084	$32,184,153	$ 2,512,069
Full Time Equivalents (Budgeted)	N/A	N/A	108.00	117.00	9.00
Total Revenues	$ (3,469,050)	$ (1,067,274)	$ —	$ —	$ —

Division Mission

Provide safe and reliable energy to the City of Santa Clara and its customers

Division Overview

- Maintain continuous effort to improve reliability. Track duration and number of electric outages. Target areas for improvement. Implement plan to improve reliability. Perform scheduled maintenance and inspections
- Strengthen the electric distribution infrastructure. Identify aging equipment. Research, design and develop plans to replace equipment. Replace equipment and optimize the capacity to provide energy.
- Continue to build and improve the knowledge base of the Electric distribution workforce. Review and develop operating and safety procedures. Ensure compliance with outside regulatory agencies. Train employees to enhance job skills and leadership ability.

Division: Energy Distribution
Program: 1361 - SVP Engineering

Program Mission: Research, design, and develop plans to optimize and expand the physical assets of the utility system, and develop operating and safety procedures.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 1,696,575	$ 1,851,018	$ 3,184,753	$ 3,986,918	$ 802,165
Benefits	936,866	1,106,311	1,492,484	2,041,980	549,496
Materials/Services/Supplies	130,759	103,687	384,000	356,000	(28,000)
Interfund Services	197,010	151,398	208,576	186,614	(21,962)
Capital Outlay	—	—	272,000	130,000	(142,000)
Total Expenditures	$ 2,961,210	$ 3,212,414	$ 5,541,813	$ 6,701,512	$ 1,159,699
Full Time Equivalents (Budgeted)	N/A	N/A	26.00	31.00	5.00

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. See 1378	N/A	N/A	N/A	N/A	N/A

Division: Energy Distribution
Program: 1362 - Power System Controls

Program Mission: Monitor and control system operations and manage emergency outages.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 1,959,500	$ 2,029,346	$ 1,493,849	$ 1,877,121	$ 383,272
Benefits	559,894	581,648	660,094	913,556	253,462
Materials/Services/Supplies	172,797	213,540	385,800	387,300	1,500
Interfund Services	93,430	98,614	104,827	86,765	(18,062)
Capital Outlay	—	63,600	—	—	—
Total Expenditures	$ 2,785,621	$ 2,986,748	$ 2,644,570	$ 3,264,742	$ 620,172
Full Time Equivalents (Budgeted)	N/A	N/A	10.00	13.00	3.00

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. See 1378	N/A	N/A	N/A	N/A	N/A

Division: Energy Distribution
Program: 1371 - Communications & Meter Technical Support

Program Mission: Install and perform schedule maintenance of meters and other connected field equipment for the utility.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 369,994	$ 475,215	$ 774,832	$ 712,457	$ (62,375)
Benefits	178,244	206,670	381,276	368,296	(12,980)
Materials/Services/Supplies	95,776	269,107	127,000	84,000	(43,000)
Interfund Services	41,850	35,544	46,744	47,127	383
Capital Outlay	—	—	41,000	—	(41,000)
Total Expenditures	$ 685,864	$ 986,536	$ 1,370,852	$ 1,211,880	$ (158,972)
Full Time Equivalents (Budgeted)	N/A	N/A	7	6	(1.00)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. See 1378	N/A	N/A	N/A	N/A	N/A

Division: Energy Distribution
Program: 1372 - Substation Maintenance

Program Mission: Install and perform schedule maintenance of meters and other connected field equipment for the utility.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 1,689,253	$ 1,996,523	$ 2,070,770	$ 1,898,638	$ (172,132)
Benefits	694,169	833,168	914,013	902,767	(11,246)
Materials/Services/Supplies	225,098	233,057	239,000	311,000	72,000
Interfund Services	139,450	123,806	134,251	113,816	(20,435)
Capital Outlay	145,689	—	32,100	66,000	33,900
Total Expenditures	$ 2,893,659	$ 3,186,554	$ 3,390,134	$ 3,292,221	$ (97,913)
Full Time Equivalents (Budgeted)	N/A	N/A	15.00	14.00	(1.00)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. See 1378	N/A	N/A	N/A	N/A	N/A

Division: Energy Distribution
Program: 1375 - Generation Maintenance

Program Mission: [None] This program will be closed in 2016-17

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ —	$ —	$ 17,875	$ —	$ (17,875)
Benefits	—	—	6,652	—	(6,652)
Materials/Services/Supplies	1,312	385	—	—	—
Interfund Services	—	—	—	—	—
Capital Outlay	—	—	—	—	—
Total Expenditures	$ 1,312	$ 385	$ 24,527	$ —	$ (24,527)
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
See 1378	N/A	N/A	N/A	N/A	N/A

Division: Energy Distribution
Program: 1376 - Transmission & Distribution

Program Mission: Construct and maintain overhead and underground electrical lines.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 2,159,497	$ 2,614,686	$ 3,839,534	$ 4,193,941	$ 354,407
Benefits	1,072,163	1,234,562	1,621,621	1,928,437	306,816
Materials/Services/Supplies	1,572,495	1,641,515	1,632,400	1,700,900	68,500
Interfund Services	220,700	183,225	233,564	202,212	(31,352)
Capital Outlay	13,797	70,782	22,521	255,000	232,479
Total Expenditures	$ 5,038,652	$ 5,744,770	$ 7,349,640	$ 8,280,490	$ 930,850
Full Time Equivalents (Budgeted)	N/A	N/A	29.00	32.00	3.00

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. See 1378	N/A	N/A	N/A	N/A	N/A

Division: Energy Distribution
Program: 1377 - Generation

Program Mission: Manage and maintain the generation assets of the utility.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 2,657,909	$ 2,776,512	$ 2,713,937	$ 2,747,164	$ 33,227
Benefits	913,573	1,004,274	1,060,495	1,155,487	94,992
Materials/Services/Supplies	3,950,006	4,022,750	4,180,500	4,266,974	86,474
Resource & Production	2,409,823	2,381,222	—	—	—
Interfund Services	201,960	190,519	193,682	135,812	(57,870)
Capital Outlay	20,460	—	100,000	—	(100,000)
Total Expenditures	$ 10,153,731	$ 10,375,277	$ 8,248,614	$ 8,305,437	$ 56,823
Full Time Equivalents (Budgeted)	N/A	N/A	18.00	18.00	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. See 1378	N/A	N/A	N/A	N/A	N/A

Division: Energy Distribution
Program: 1378 - Field Administration

Program Mission: Provide safe and reliable energy to the City of Santa Clara and its customers.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 655,189	$ 772,895	$ 367,179	$ 396,640	$ 29,461
Benefits	276,273	311,193	169,084	200,579	31,495
Materials/Services/Supplies	371,307	334,319	414,625	475,625	61,000
Interfund Services	57,340	50,289	54,251	20,027	(34,224)
Capital Outlay	8,767	10,086	96,795	35,000	(61,795)
Total Expenditures	$ 1,368,876	$ 1,478,782	$ 1,101,934	$ 1,127,871	$ 25,937
Full Time Equivalents (Budgeted)	N/A	N/A	3.00	3.00	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Average System Availability Index (ASAI) Percent of time power is available to each customer.	99.99%	99.98%	99.99%	99.99%	99.99%
2. System Average Interruption Duration Index (SAIDI). Average outage duration for each customer served.	52.63 Min.	81.94 Min.	53.07 Min.	60 Min.	60 Min.

Fund 091 - Electric Utility
Division: Planning & Strategic Services

Fund 091 Electric Utility	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
1311-Rates and Budget	$ 799,570	$ 954,479	$ 975,177	$ 1,005,070	$ 29,893
1313-Key Accounts	1,485,561	1,354,027	1,413,096	1,881,863	468,767
1314-Grants	—	—	95,000	—	(95,000)
1315-Green Power Program	592,869	626,608	700,000	700,839	839
1316- Marketing Customer Service Administration	379,740	397,886	414,573	458,325	43,752
1317-Fiber Ent.	1,561,866	1,169,504	804,450	979,878	175,428
1318-Utility Communication infra	117,505	114,390	485,753	—	(485,753)
1351-SVP Systems Support	47,290,607	5,284,569	4,457,358	5,909,832	1,452,474
1353-Joint Action Coordination	1,392,791	1,579,092	1,499,674	1,528,028	28,354
1356-Resource Management	917,961	1,075,744	4,086,909	4,663,043	576,134
1358-Risk Management	3,089,077	3,012,591	3,233,467	3,175,013	(58,454)
1359-GHG Resources	(213,355)	(553,694)	—	—	—
Total Expenditures	$57,414,192	$15,015,196	$18,165,457	$20,301,894	$ 2,136,434
Full Time Equivalents (Budgeted)	N/A	N/A	46.00	49.50	3.50
Total Revenues	$ 3,124,507	$ 2,905,760	$ 700,000	$ 700,000	$ —

Division Mission

Planning and Strategic Services oversees Customer Service and Marketing, and Resource Management. The mission of the 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. The mission of the Resource Management Division is to manage the adequacy and cost of the Electric Utility's fuel and electric resources in a competitive market.

Division Overview

- Assure adequate generation resources for reliable, economically-competitive services to all SVP customers and which meet all state and federal reliability and environmental compliance requirements.
- Optimize value of assets through power trading and scheduling, procure cost-competitive fuel resources for power production, and manage outstanding debt requirements.
- Actively seek understanding of electric customers' valuation of energy service needs and amend the marketing plan as necessary to meet the needs of a dynamic market place, including technologies responsive to customer needs.
- Maintain the utility's technology systems and manage a fiber optic network, an outdoor wi-fi system, and an outdoor distributed antennae system.
- Work with other public power agency partners to explore new generation and transmission resources to service growing sales and to reduce SVP's risks and average costs.

Division: Planning & Strategic Services
Program: 1311 - Rates and Budget

Program Mission: Provide rate analysis, budget development, and pursue cost effective debt management options.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 514,481	$ 585,169	$ 465,713	$ 492,049	$ 26,336
Benefits	191,711	237,769	213,390	255,488	42,098
Materials/Services/Supplies	57,108	98,779	255,900	230,100	(25,800)
Interfund Services	36,270	32,762	40,174	27,433	(12,741)
Total Expenditures	$ 799,570	$ 954,479	$ 975,177	$ 1,005,070	$ 29,893
Full Time Equivalents (Budgeted)	N/A	N/A	3.00	3.00	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Maintain Investment Rating (Fitch Ratings)	"A+" rating	"A+" rating	"A+" rating	"A+" rating	"A+" rating

Division: Planning & Strategic Services
Program: 1313 - Key Accounts

Program Mission: Retain and attract large electric utility customers through enhanced customer service and delivery of specific customer information and analysis.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 698,789	$ 672,187	$ 575,046	$ 771,605	$ 196,559
Benefits	293,180	270,507	280,141	387,611	107,470
Materials/Services/Supplies	438,932	363,169	505,800	688,570	182,770
Interfund Services	54,660	48,164	52,109	34,077	(18,032)
Total Expenditures	$ 1,485,561	$ 1,354,027	$ 1,413,096	$ 1,881,863	$ 468,767
Full Time Equivalents (Budgeted)	N/A	N/A	5.00	6.00	1.00

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of sales under contract	47.8%	48.4%	51.6%	35.0%	35.0%

Division: Planning & Strategic Services
Program: 1314 - Marketing Customer Service Grants

Program Mission: [None] This program will be closed in 2016-17

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Materials/Services/Supplies	$ —	$ —	$ 95,000	$ —	$ (95,000)
Total Expenditures	$ —	$ —	$ 95,000	$ —	$ (95,000)
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. No reportable performance measures	N/A	N/A	N/A	N/A	N/A

Division: Planning & Strategic Services
Program: 1315 - Green Power Program

Program Mission: Provide an environmentally enhance energy service for concerned customers.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Materials/Services/Supplies	$ 592,869	$ 626,608	$ 700,000	$ 700,000	$ —
Interfund Services	—	—	—	839	839
Total Expenditures	$ 592,869	$ 626,608	$ 700,000	$ 700,839	$ 839
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of customers enrolled in Santa Clara Green Program	7.6%	7.8%	7.9%	10.0%	10.0%
2. Cumulative total GWh enrolled in Santa Clara Green Program	133 GWh	160 GWh	165 GWh	125 GWh	200 GWh

Division: Planning & Strategic Services
Program: 1316 - Marketing Customer Service Administration

Program Mission: Implement a sound marketing and communication strategy to accomplish the utility's goals.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 247,310	$ 261,497	$ 265,792	$ 290,583	$ 24,791
Benefits	106,851	113,075	128,808	152,239	23,431
Materials/Services/Supplies	4,909	4,800	—	—	—
Interfund Services	20,670	18,514	19,973	15,503	(4,470)
Total Expenditures	$ 379,740	$ 397,886	$ 414,573	$ 458,325	$ 43,752
Full Time Equivalents (Budgeted)	N/A	N/A	2.00	2.00	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. See 1312, 1313, 1315, and 1317	N/A	N/A	N/A	N/A	N/A

Division: Planning & Strategic Services
Program: 1317 - Fiber Enterprise

Program Mission: Provide services to support and maintain SVP Fiber Enterprise in a reliable, secure and consistent manner.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 228,110	$ 229,534	$ 254,710	$ 293,115	$ 38,405
Benefits	106,780	106,308	118,046	138,402	20,356
Materials/Services/Supplies	1,207,486	816,197	412,854	533,966	121,112
Interfund Services	19,490	17,465	18,840	14,395	(4,445)
Total Expenditures	$ 1,561,866	$ 1,169,504	$ 804,450	$ 979,878	$ 175,428
Full Time Equivalents (Budgeted)	N/A	N/A	2.00	2.00	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Annual SVP Fiber Leasing Services gross revenue	$2.25M	$2.46M	$2.78M	$2.30M	$2.40M

Division: Planning & Strategic Services
Program: 1318 - Utility Communication Infrastructure

Program Mission: [None] This program will be closed in 2016-17

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Benefits	$ 2,724	$ —	$ —	$ —	$ —
Materials/Services/Supplies	114,781	108,159	483,176	—	(483,176)
Interfund Services	—	6,231	2,577	—	(2,577)
Total Expenditures	$ 117,505	$ 114,390	$ 485,753	$ —	$ (485,753)
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. No reportable performance measures	N/A	N/A	N/A	N/A	N/A

Division: Planning & Strategic Services
Program: 1351 - SVP Systems Support

Program Mission: Manage and maintain utility's technology systems and communications connections with the Bulk Electric Grid.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 1,719,013	$ 2,012,727	$ 1,239,072	$ 1,700,435	$ 461,363
Benefits	864,700	896,125	541,388	852,181	310,793
Materials/Services/Supplies	3,202,968	2,234,094	2,519,760	3,255,676	735,916
Resource & Production	41,372,586	—	—	—	—
Interfund Services	$ 131,340	$ 141,623	$ 151,638	$ 71,540	(80,098)
Capital Outlay	$ —	$ —	$ 5,500	$ 30,000	24,500
Total Expenditures	$ 47,290,607	$ 5,284,569	$ 4,457,358	5,909,832	$ 1,452,474
Full Time Equivalents (Budgeted)	N/A	N/A	9.00	12.00	3.00

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. See 1356	N/A	N/A	N/A	N/A	N/A

Division: Planning & Strategic Services
Program: 1353 - Joint Action Coordination

Program Mission: Work with Joint Power Agencies to enhance value of joint projects and services.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 149,813	$ 155,235	$ 160,867	$ 169,454	$ 8,587
Benefits	65,601	65,989	73,363	85,476	12,113
Materials/Services/Supplies	1,164,667	1,346,475	1,253,155	1,262,415	9,260
Interfund Services	12,710	11,393	12,289	10,683	(1,606)
Total Expenditures	$ 1,392,791	$ 1,579,092	$ 1,499,674	$ 1,528,028	$ 28,354
Full Time Equivalents (Budgeted)	N/A	N/A	1.00	1.00	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. See 1356	N/A	N/A	N/A	N/A	N/A

Division: Planning & Strategic Services
Program: 1356 - Resource Management

Program Mission: Explore and procure generation and transmission resources and optimize value of existing assets through power trading and scheduling in order to provide reliable, economically-competitive services to all SVP customers.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 339,186	$ 481,644	$ 2,008,713	$ 2,147,268	$ 138,555
Benefits	183,405	241,058	949,241	1,132,345	183,104
Materials/Services/Supplies	354,570	316,503	1,090,000	1,266,000	176,000
Interfund Services	40,800	36,539	38,955	117,430	78,475
Total Expenditures	$ 917,961	$ 1,075,744	$ 4,086,909	$ 4,663,043	$ 576,134
Full Time Equivalents (Budgeted)	N/A	N/A	14.00	14.00	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Cost stabilization contribution from wholesale transactions	N/A	N/A	$2.7M	$6.7M	$1.8M

Division: Planning & Strategic Services
Program: 1358 - Risk Management

Program Mission: Enact appropriate controls on power trading and maintain SVP's settlement requirements of the Balance Authority.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 1,050,157	$ 1,044,199	$ 1,008,425	$ 942,299	$ (66,126)
Benefits	434,778	431,625	514,065	544,081	30,016
Materials/Services/Supplies	1,517,462	1,463,649	1,628,900	1,626,700	(2,200)
Interfund Services	86,680	73,118	82,077	61,933	(20,144)
Total Expenditures	$ 3,089,077	$ 3,012,591	$ 3,233,467	$ 3,175,013	$ (58,454)
Full Time Equivalents (Budgeted)	N/A	N/A	10	9.5	(0.50)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. See 1356	N/A	N/A	N/A	N/A	N/A

Division: Planning & Strategic Services
Program: 1359 - GHG Resources

Program Mission: [None] This program has no budget in 2016-17, and is presented for historical purposes only

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ —	$ —	$ —	$ —	$ —
Benefits	—	—	—	—	—
Materials/Services/Supplies	338	—	—	—	—
Interfund Services	—	—	—	—	—
Resource/Product	(213,693)	(553,694)	—	—	—
Total Expenditures	$ (213,355)	$ (553,694)	$ —	$ —	$ —
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. See 1356	N/A	N/A	N/A	N/A	N/A

City of Santa Clara

The Center of What's Possible

Fund 191 - Electric Operating Grant

Fund 191 Electric Operating Grant Trust Fund

Fund 191 Electric Operating Grant	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
Electric - Planning & Strategic Services	$ 5,462,533	$ 4,637,475	$ 9,865,847	$ 10,039,402
Total Expenditures	$ 5,462,533	$ 4,637,475	$ 9,865,847	$ 10,039,402
Full Time Equivalents (Budgeted)	3.00	3.00	4.00	4.00
Total Revenues	$ 9,196,000	$ 6,528,518	$ 9,865,846	$ 10,039,402

Overview

Provide administration of the State required Public Benefits Program to meet authorized priorities in Energy Efficiency, Low-Income Programs, Renewables generation, and related research and development.

Fund 191 Electric Operating Grant Trust Fund

Mission

To implement cost-effective energy efficiency programs and renewable energy programs, support emerging technologies to speed up market acceptance, and assist low income customers with paying their electric bills and improving the energy efficiency of their residences in accordance with state and federal legislation.

Significant Accomplishments

- Saved over 12 million net kWh in first year savings, which will result in a lifetime savings of almost 193 million kWh in energy savings
- Served over 2,200 small business customers with free energy audits and over 1,000 received energy efficiency upgrades
- Installed nearly 5,000 LED streetlights in the City of Santa Clara, saving approximately 3 million kWh annually
- Invested in Research and Development of emerging technologies through participation with the California Lighting Technology Center, the Super-Efficient Dryer Initiative, and the American Public Power Association's Demonstration in Energy & Efficiency Developments program

Significant Objectives

- Implement cost-effective energy efficiency programs to lower energy use. The cost to implement energy efficiency programs should be lower than the capital cost to build new generation and benefits of the total programs should exceed costs under the Total Resource Cost (TRC) test under the methodology reviewed and approved by the Northern California Public Agency (NCPA) Public Benefits Committee, of which Silicon Valley Power's PBC program manager is a member
- Provide the PBC programs in a manner that creates value to the community and meets all applicable legal requirements
- Implement programs to support renewable power generation that increase resource diversity and minimize adverse environmental impacts from electric generation and operation of the electric system
- Support emerging technologies to speed up market acceptance therefore, allowing energy efficiency services and products to compete in the open market
- Assist low-income residents in helping them to pay their electric bills and in installing energy efficient appliances and other measures

Fund 191 Electric Operating Grant Trust Fund

Fund Summary

Fund 191 Electric Operating Grant Trust Fund	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Salaries	$ 370,764	$ 345,375	$ 428,588	$ 455,925	$ 27,337
Benefits	148,961	153,805	208,949	242,781	33,832
Materials/Services/Supplies	4,912,738	4,113,551	9,198,426	9,236,862	38,436
Interfund Services	30,070	24,744	24,884	103,834	78,950
Capital Outlay	—	—	5,000	—	(5,000)
Total Expenditures	$ 5,462,533	$ 4,637,475	$ 9,865,846	$10,039,402	$ 173,555
Revenue Category					
Intergovernmental	$ 4,000	$ 65,000	$ —	$ —	$ —
Charges for Services	8,765,993	9,463,518	10,334,717	10,576,875	242,158
Op Transfers	426,007	(3,000,000)	(468,871)	(537,473)	(68,602)
Total Revenues	$ 9,196,000	$ 6,528,518	$ 9,865,846	$10,039,402	$ 173,556
Full Time Equivalents (Budgeted)	3.00	3.00	4.00	4.00	—

Budget Overview and Significant Changes

Service Level Impact

There is no significant service level impact or change to report.

Expenditures

Salaries changes from prior adopted budget

Salary costs reflect contractually agreed upon wage increases for those bargaining units with current contracts and funding for additional positions where applicable.

Benefits changes from prior adopted budget

Benefits costs reflect contractually agreed upon benefit changes for those bargaining units with current contracts and funding for additional positions where applicable. In addition, benefits changes reflect new CalPERS (California Public Employees' Retirement System) employer pension rates and estimated health insurance rates.

Materials/Services/Supplies changes from prior adopted budget

No reportable or significant change.

Interfund Services changes from prior adopted budget

Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal Service Funds section of this budget document.

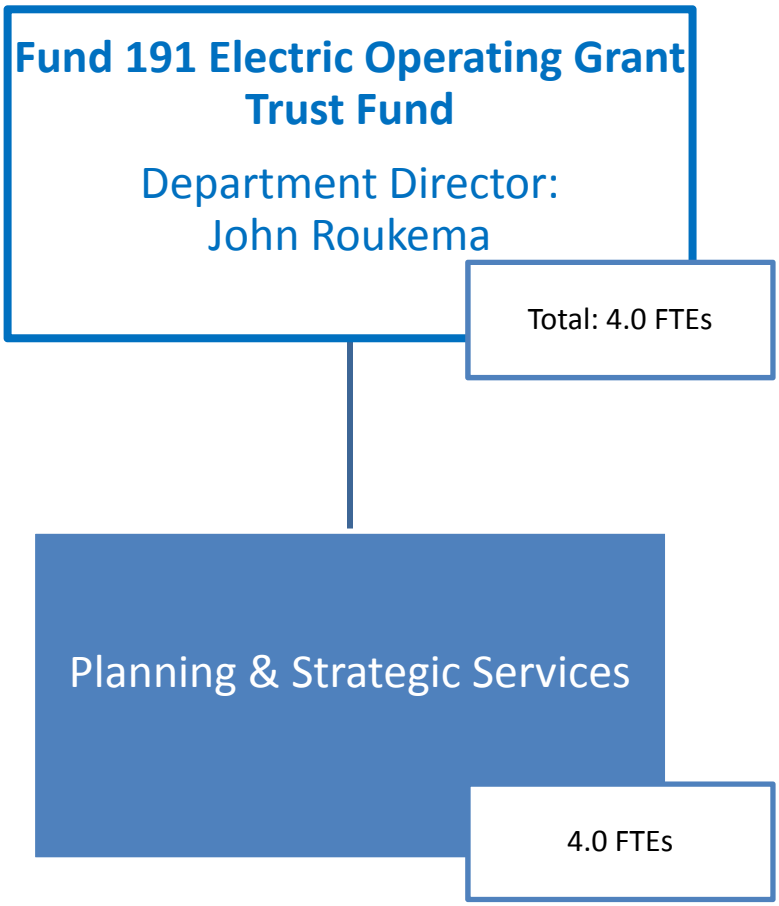
Fund 191 Electric Operating Grant Trust Fund

Capital Outlay changes from prior adopted budget
No reportable or significant change.

Total Revenues

Total Revenues changes from prior adopted budget
Increase in revenues due to load growth and a proposed 3% rate increase effective January 1, 2017.

City of Santa Clara
Divisional Organization Chart



Fund 191 Electric Operating Grant Trust Fund

POSITION DETAIL

Fund 191 Electric Operating Grant Trust Fund		2013-14 Adopted	2014-15 Adopted	2015-16 Adopted	2016-17 Budget	Position Change
Position Title						
Uncl	Electric Program Manager	1.00	1.00	1.00	1.00	—
A35	Business Analyst-Public Benefits	1.00	1.00	1.00	1.00	—
A28	Energy Conservation Coordinator	1.00	1.00	1.00	1.00	—
A21	Energy Conservation Specialist	—	—	1.00	1.00	—
	Total Full Time Equivalents (Budgeted)	**3.00**	**3.00**	**4.00**	**4.00**	**—**

Fund 191 - Electric Operating Grant Trust Fund
Division: Electric - Planning & Strategic Services

Fund 191 Electric Operating Grant	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
1312-Public Benefits	$ 5,462,533	$ 4,637,475	$ 9,865,847	$10,039,402	$ 173,555
Total Expenditures	$ 5,462,533	$ 4,637,475	$ 9,865,847	$10,039,402	$ 173,555
Full Time Equivalents (Budgeted)	N/A	N/A	4.00	4.00	—
Total Revenues	$ 9,196,000	$ 6,528,518	$ 9,865,846	$10,039,402	$ 173,556

Division Mission

To implement cost-effective energy efficiency programs and renewable energy programs, support emerging technologies to speed up market acceptance, and assist low income customers with paying their electric bills and improving the energy efficiency of their residences in accordance with state and federal legislation.

Division Overview

- Saved over 12 million net kWh in first year savings, which will result in a lifetime savings of almost 193 million kWh in energy savings
- Funded approximately $3 million in renewable energy rebates

Division: Electric - Planning & Strategic Services
Program: 1312 - Public Benefits

Program Mission: Provide administration of the State required Public Benefits Program to meet authorized priorities in Energy Efficiency, Low-Income Programs, Renewables generation, and related research and development.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 370,764	$ 345,375	$ 428,588	$ 455,925	$ 27,337
Benefits	148,961	153,805	208,949	242,781	33,832
Materials/Services/Supplies	4,912,738	4,113,551	9,198,426	9,236,862	38,436
Interfund Services	30,070	24,744	24,884	103,834	78,950
Capital Outlay	—	—	5,000	—	(5,000)
Total Expenditures	$ 5,462,533	$ 4,637,475	$ 9,865,847	$ 10,039,402	$ 173,555
Full Time Equivalents (Budgeted)	N/A	N/A	4.00	4.00	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Annual net GWh's saved through energy efficiency programs	12.27 GWh	10.49 GWh	11.5 GWh*	23.0 GWh	24.3 GWh

*Estimate; actual will be available in December 2016

City of Santa Clara

The Center of What's Possible

Fund - 491
Electric Debt Service

Fund 491 Electric Debt Service

Fund 491 Electric Debt Service	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
Electric - Debt Service	$ 90,423,071	$ 15,082,873	$ 15,567,657	$ 18,066,666
Total Expenditures	$ 90,423,071	$ 15,082,873	$ 15,567,657	$ 18,066,666
Full Time Equivalents (Budgeted)	N/A	N/A	N/A	N/A
Total Revenues	$ 14,264,471	$ 15,272,638	$ 15,567,657	$ 18,066,666

Overview

The City provides electric service within the city through its electric utility department under the name Silicon Valley Power. The City owns and operates the electric utility, which includes generation, transmission and distribution facilities. The City has issued bonds to finance a portion of the costs of the design, acquisition, construction and installation of various electric generating facilities and land acquisition.

Fund 491 Electric Debt Service

Fund Summary

Fund 491 Electric Debt Service	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Debt Service	$ 90,423,071	$15,082,873	$15,567,657	$18,066,666	$ 2,499,009
Total Expenditures	$ 90,423,071	$15,082,873	$15,567,657	$18,066,666	$ 2,499,009
Revenue Category					
Interest and Rent	$ 253,640	$ 250,244	$ —	$ —	$ —
Op Transfers	(10,424,169)	9,022,394	15,567,657	18,066,666	2,499,009
Other Financing	24,435,000	6,000,000	—	—	—
Total Revenues	$ 14,264,471	$15,272,638	$15,567,657	$18,066,666	$ 2,499,009
Full Time Equivalents (Budgeted)	N/A	N/A	N/A	N/A	N/A

Budget Overview and Significant Changes

Service Level Impact

There is no significant service level impact or change to report.

Expenditures

Debt Service changes from prior adopted budget

Increased expense for the short term loan that funded the phase shifting transformer project.

Total Revenues

Total Revenues changes from prior adopted budget

Revenues are transfers from Electric Utility Fund 091.

Fund 491 - Electric Debt Service
Division: Electric - Debt Service

Fund 491 Electric Debt Service	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
1335-Phase Shifting Transformer	$ 70,000	$ 45,000	$ —	$ 2,544,557	$ 2,544,557
1341-1998A Revenue Bond	64,275	64,275	—	—	—
1342-2013A Revenue Bond	2,048,912	5,453,475	5,924,600	5,943,844	19,244
1345-2003A Revenue Bond	80,458,086	—	—	—	—
1348-2008B Revenue Bond Rf	6,298,632	6,561,792	6,684,726	6,619,934	(64,792)
1349-2011A Revenue Refund Bond	1,483,166	2,958,331	2,958,331	2,958,331	—
Total Expenditures	$90,423,071	$15,082,873	$15,567,657	$18,066,666	$ 2,499,009
Full Time Equivalents (Budgeted)	N/A	N/A	N/A	N/A	N/A
Total Revenues	$14,264,471	$15,272,638	$15,567,657	$18,066,666	$ 2,499,009

Division: Electric - Debt Service
Program: 1335 - Phase Shifting

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Debt Service	$ 70,000	$ 45,000	$ —	$ 2,544,557	$ 2,544,557
Total Expenditures	$ 70,000	$ 45,000	$ —	$ 2,544,557	$ 2,544,557
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
No reportable performance and workload measures for this program.					N/A

Division: Electric - Debt Service
Program: 1341 - 1998A Revenue Bond

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Debt Service	$ 64,275	$ 64,275	$ —	$ —	$ —
Total Expenditures	$ 64,275	$ 64,275	$ —	$ —	$ —
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
No reportable performance and workload measures for this program.					N/A

Division: Electric - Debt Service
Program: 1342 - 2013A Revenue Bond

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Debt Service	$2,048,912	$5,453,475	$5,924,600	$5,943,844	$19,244
Total Expenditures	$2,048,912	$5,453,475	$5,924,600	$5,943,844	$19,244
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
No reportable performance and workload measures for this program.					N/A

Division: Electric - Debt Service
Program: 1345 - 2003A Revenue Bond

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Debt Service	$ 80,458,086	$ —	$ —	$ —	$ —
Total Expenditures	$ 80,458,086	$ —	$ —	$ —	$ —
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
No reportable performance and workload measures for this program.					N/A

Division: Electric - Debt Service
Program: 1348 - 2008B Bond Rf

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Debt Service	$ 6,298,632	$ 6,561,792	$ 6,684,726	$ 6,619,934	$ (64,792)
Total Expenditures	$ 6,298,632	$ 6,561,792	$ 6,684,726	$ 6,619,934	$ (64,792)
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
No reportable performance and workload measures for this program.					N/A

Division: Electric - Debt Service
Program: 1349 - Revenue Refund Bond

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Debt Service	$ 1,483,166	$ 2,958,331	$ 2,958,331	$ 2,958,331	$ —
Total Expenditures	$ 1,483,166	$ 2,958,331	$ 2,958,331	$ 2,958,331	$ —
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
No reportable performance and workload measures for this program.					N/A

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City of Santa Clara

The Center of What's Possible

Water and Sewer Utilities

City of Santa Clara

The Center of What's Possible

Fund 092 - Water Utility

Fund 092 Water Utility

Fund 092 Water Utility	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
Water & Sewer Utility - Solar Utility	$ 222,021	$ 161,848	$ 229,352	$ 229,840
Water & Sewer Utility - Water Construction, Maintenance, Operations	25,047,500	25,132,734	34,257,565	34,764,900
Water & Sewer Utility - Water Engineering	2,138,056	2,532,097	2,844,846	3,696,441
Total Expenditures	$ 27,407,577	$ 27,826,679	$ 37,331,763	$ 38,691,181
Full Time Equivalents (Budgeted)	43.10	43.90	46.90	49.50
Total Revenues	$ 28,224,155	$ 27,800,806	$ 37,331,763	$ 38,691,181

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 2015, the utilities produced and distributed 6.9 billion gallons of water to approximately 25,500 service connections. This is a 16% decrease from 2013 water production. Of the total water supply, 54% is obtained from the City's own wells; 28% is treated water purchased from two wholesale potable water agencies; and 18% is from recycled water delivered through the South Bay Water Recycling system, which is a jointly-owned regional recycled water system. 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.

Fund 092 Water Utility

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.

Significant Accomplishments

- Central Park Pond bio filtration system installation.
- Completed the design to replace approximately 13,000 linear feet of water main in the Alpine and El Camino Real neighborhood.
- Completed approximately 7,300 linear feet of water main in the Warburton and Bray Avenue neighborhood.
- AMI compatible water meters were installed for approximately 2,000 industrial, commercial, and residential customers

Significant Objectives

- Complete construction of the Water and Sewer Supervisor Control and Data Acquisition (SCADA) building with two antenna towers at the Corporation Yard, complete the (SCADA) Replacements and Process Control Improvements, and start construction of SCADA replacement at various water and sewer facilities.
- Complete the construction of approximately 13,000 linear feet of water main replacement in the Alpine/El Camino neighborhood.
- Start the RFP process for the design of two new wells.
- Complete the design to replace the water main for Shafer Drive.

Fund 092 Water Utility

Fund Summary

Fund 092 Water Utility	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Salaries	$ 3,045,962	$ 3,223,181	$ 4,637,326	$ 5,225,433	$ 588,107
Benefits	1,807,098	1,888,113	2,305,008	2,802,825	497,817
Materials/Services/Supplies	3,012,499	2,988,469	2,934,681	3,329,210	394,529
Resource & Production	16,873,593	16,740,873	24,330,500	23,810,001	(520,499)
Interfund Services	2,668,425	2,986,043	3,124,248	3,515,713	391,465
Capital Outlay	—	—	—	8,000	8,000
Total Expenditures	$27,407,577	$27,826,679	$37,331,763	$38,691,181	$ 1,359,419
Revenue Category					
Interest and Rent	$ 161,745	$ 146,815	$ 186,000	$ 215,000	$ 29,000
Charges for Services	30,869,737	30,855,239	38,371,000	39,403,000	1,032,000
Op Transfers	(2,929,138)	(3,414,826)	(1,225,237)	(926,819)	298,418
Other Revenues	121,811	213,578	—	—	—
Total Revenues	$28,224,155	$27,800,806	$37,331,763	$38,691,181	$ 1,359,418
Full Time Equivalents (Budgeted)	43.10	43.90	46.90	49.50	2.60

Budget Overview and Significant Changes

Service Level Impact

While the department added 4.0 FTEs, the *Position Detail* summary for the Water Fund reflects a total increase of 2.6 FTEs. The Water and Sewer Department consists of 3 funds (Water, Sewer, and Recycled Water). Of the 4.0 new FTEs, the Water Fund was allocated 2.6 FTEs and the Sewer Fund was allocated 1.4 FTEs. The 4.0 FTEs added include: 1.0 Water and Sewer Division Manager to oversee the administrative and compliance functions with the Water and Sewer Utilities, 1.0 Office Specialist III to handle increased administrative workload, 1.0 Sr. Project Engineer to expedite infrastructure capital projects, track progress, and ensure infrastructure is maintained at a high quality in line with City Council goals, and 1.0 Sr. Water & Sewer System Operator to provide supervisory and technical oversight for the SCADA operators. The department has reviewed the approved funded staffing levels and believe it will address current service level demands. The service level to the customers of the Water Utility will remain the same as previous years. Improvements in capital project delivery and operational efficiencies will largely be undetectable to most customers. Over the longer term, these improvements will reduce future increases through extending service life of infrastructure and reduced operational costs.

Expenditures

Salaries changes from prior adopted budget

Salary costs reflect contractually agreed upon wage increases for those bargaining units with current contracts and funding for additional positions where applicable. A 12.7% increase in salaries includes the new positions added in this year's budget to meet operational needs and expedite delivery of infrastructure capital projects.

Benefits changes from prior adopted budget
Benefits costs reflect contractually agreed upon benefit changes for those bargaining units with current contracts and funding for additional positions where applicable. In addition, benefits changes reflect new CalPERS (California Public Employees' Retirement System) employer pension rates and estimated health insurance rates. A 21.6% increase in benefits charges includes the new positions added in this year's budget to meet operational needs and expedite delivery of infrastructure capital projects.

Materials/Services/Supplies changes from prior adopted budget
A slight increase in the amount budgeted for Materials Services and Supplies reflects the pass through of increased costs of materials, services and supplies necessary for the operation of the Utility.

Resource & Production changes from prior adopted budget
Resource and Production costs are direct charges from the wholesale agencies from which the Water Utility purchases water. The wholesale water suppliers are projecting increased costs, however the Water Utility is projecting lower water purchases than were projected for 2015-16. Therefore the amount budgeted for purchasing water is shown as decreasing slightly over the previous year.

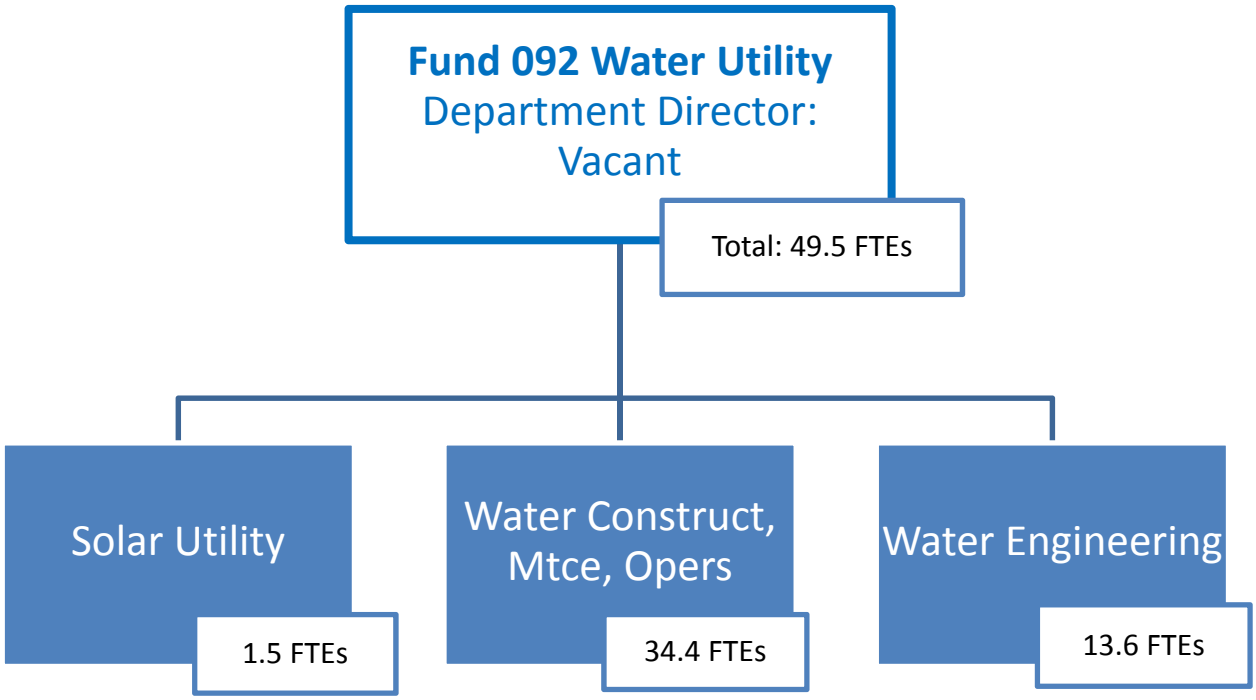
Interfund Services changes from prior adopted budget
Interfund Services represent the costs of goods and services provided by one department or agency to other departments within the City, and reflect the cost adjustments in providing those services. For further detail on these changes, refer to the Internal Services Funds Section of this budget document.

Capital Outlay changes from prior adopted budget
No reportable or significant change.

Total Revenues

Total Revenues changes from prior adopted budget
Revenue changes reflect projected water sales and effects of increased rates for providing water service. In addition, increased fee revenue is projected based on increases to fees charged for services associated with development and other services provided by the Water Utility.

City of Santa Clara
Divisional Organization Chart



Fund 092 Water Utility

POSITION DETAIL

Fund 092 Water Utility		2013-14 Adopted	2014-15 Adopted	2015-16 Adopted	2016-17 Budget	Position Change
Position Title						
Uncl	Director of Water and Sewer Utilities	0.60	0.60	0.60	0.60	—
Uncl	Assistant Director of Water & Sewer Utilities	0.65	0.65	0.65	0.65	—
Uncl	Principal Engineer-Water	0.90	0.50	0.50	—	(0.50)
Uncl	Water & Sewer Superintendent	0.75	0.75	0.75	0.75	—
Uncl	Assistant Water & Sewer Superintendent	0.60	0.60	0.60	0.60	—
Uncl	Compliance Manager	0.60	0.60	0.60	0.60	—
Uncl	Utility Business Systems Manager	—	0.50	0.50	0.50	—
Uncl	Management Analyst	—	0.50	0.50	0.50	—
Uncl	Sr. Project Engineer	—	—	—	0.60	0.60
Uncl	Division Manager	—	—	—	1.50	1.50
G27	Pump Maintenance Technician - Solar	1.00	1.00	1.00	1.00	—
G27	Pump Maintenance Technician - Water	1.00	1.00	1.00	1.00	—
G27	Equipment Operator	4.00	4.00	4.00	4.00	—
G27	Facilities Technician	1.00	1.00	1.00	1.00	—
G27	Water Service Technician I/II	5.75	5.75	5.75	5.75	—
G23	Water & Sewer Maintenance Worker I/II	11.70	11.70	11.70	11.70	—
E41	Senior Water Utility Engineer	0.90	0.90	0.90	0.90	—
E34	Water Utility Engineer	1.80	1.80	1.80	1.80	—
A38	Assistant Water Superintendent	1.80	1.80	1.80	1.80	—
A37	Sr. Water & Sewer System Operator	—	—	—	0.50	0.50
A35	Utility Crew Supervisor	2.00	2.00	2.00	2.00	—
A35	Utility Crew Supervisor/Water	3.00	3.00	3.00	3.00	—
A35	Maintenance Systems Specialist	0.50	0.50	0.50	0.50	—
A35	Water and Sewer System Operator	—	—	2.00	2.00	—
A35	Facilities Inspection Supervisor	—	—	1.00	1.00	—
A34	Water Resource Planner	0.80	1.00	1.00	1.00	—
A28	Senior Engineering Aide	2.00	2.00	2.00	2.00	—
A28	Time & Material Clerk	—	—	—	—	—
A24	Office Specialist IV	0.60	0.60	0.60	0.60	—
A23	Code Enforcement Technician	0.15	0.15	0.15	0.15	—
A22	Office Specialist III	—	—	—	0.50	0.50
A18	Office Specialist II	1.00	1.00	1.00	1.00	—
	Total Full Time Equivalents (Budgeted)	**43.10**	**43.90**	**46.90**	**49.50**	**2.60**

Fund 092 - Water Utility
Division: Water & Sewer Utility - Solar Utility

Fund 092 Water Utility	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
1532-Solar - System Maintenance	$ 222,021	$ 161,848	$ 229,352	$ 229,840	$ 488
Total Expenditures	$ 222,021	$ 161,848	$ 229,352	$ 229,840	$ 488
Full Time Equivalents (Budgeted)	N/A	N/A	1.50	1.50	—
Total Revenues	$ (1,080)	$ 1,363	$ 186,000	$ 215,000	$ 29,000

Division Mission

Provide installation and maintenance of solar heating systems for commercial, residential and pool water heating.

Division Overview

- Maintain more than 210 swimming pool systems.
- Maintain 12 domestic solar hot water systems.

Division: Water & Sewer Utility - Solar Utility
Program: 1532 - System Maintenance

Program Mission: Provide for maintenance of solar heating systems for commercial, residential and pool water heating.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 110,958	$ 69,602	$ 113,570	$ 110,203	$ (3,367)
Benefits	67,259	41,995	64,162	66,984	2,822
Materials/Services/Supplies	7,927	16,752	16,250	16,250	—
Interfund Services	35,877	33,499	35,370	36,403	1,033
Total Expenditures	$ 222,021	$ 161,848	$ 229,352	$ 229,840	$ 488
Full Time Equivalents (Budgeted)	N/A	N/A	1.5	1.5	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of systems provided with semi-annual winterization service.	121	93	87	55	55
2. Number of removal and reinstallation requests.	24	27	11	6	6

Fund 092 - Water Utility
Division: Water & Sewer Utility - Water Construction, Maintenance, Operations

Fund 092 Water Utility	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
1422-Water System Maintenance	$ 1,343,177	$ 1,448,793	$ 1,711,903	$ 1,964,716	$ 252,813
1423-Water Construction	1,474,195	1,619,492	2,604,670	2,814,604	209,934
1424-Water System Operations	22,230,128	22,064,449	29,940,992	29,985,580	44,588
Total Expenditures	$25,047,500	$25,132,734	$34,257,565	$34,764,900	$ 507,335
Full Time Equivalents (Budgeted)	N/A	N/A	34.40	34.40	—
Total Revenues	$ (172,568)	$ 33,818	$38,371,000	$39,403,000	$ 1,032,000

Division Mission

Operate the Water Utility in the most efficient manner and to assure that the customers' needs are met.

Division Overview

- 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 & Sewer Utility - Water Construction, Maintenance, Operations
Program: 1422 - Water System Maintenance

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 578,142	$ 628,417	$ 677,891	$ 707,276	$ 29,385
Benefits	291,654	321,548	357,084	397,435	40,351
Materials/Services/Supplies	207,209	199,349	442,400	572,883	130,483
Interfund Services	266,172	299,479	234,528	279,122	44,594
Capital Outlay	—	—	—	8,000	8,000
Total Expenditures	$ 1,343,177	$ 1,448,793	$ 1,711,903	$ 1,964,716	$ 252,813
Full Time Equivalents (Budgeted)	N/A	N/A	7.25	7.25	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Maintain an industrial standard for unaccounted water of 5% or less.	≤5%	≤5%	<5%	<5%	<5%
2. Number of responses to customer service requests.	1,541	1,726	1,410	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%	96%	80%	80%
4. Number of backflow prevention devices tested.	2,875	2,000	3,283	2,000	2,000

Division: Water & Sewer Utility - Water Construction, Maintenance, Operations
Program: 1423 - Water Construction

Program Mission: Provide a dependable, efficient, and safe construction operation to ensure that the customers' needs are met.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 473,604	$ 409,983	$ 1,209,193	$ 1,262,221	$ 53,028
Benefits	524,461	521,863	651,942	729,737	77,795
Materials/Services/Supplies	31,038	51,651	51,350	59,083	7,733
Interfund Services	445,092	635,995	692,185	763,563	71,378
Total Expenditures	$ 1,474,195	$ 1,619,492	$ 2,604,670	$ 2,814,604	$ 209,934
Full Time Equivalents (Budgeted)	N/A	N/A	14.10	14.10	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of lineal feet of water mains installed.	5,597	9,154	5,503	7,500	7,500
2. Number of new service installations.	100	98	133	50	50
3. Number of underground utility locates performed.	3,764	4,773	5,796	2,000	2,000

Division: Water & Sewer Utility - Water Construction, Maintenance, Operations
Program: 1424 - Water System Operations

Program Mission: Provide for the efficient, reliable, and safe operation of the City's water distribution system.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 848,266	$ 942,534	$ 1,130,261	$ 1,198,823	$ 68,562
Benefits	439,426	455,620	605,679	688,390	82,711
Materials/Services/Supplies	2,473,205	2,212,568	2,040,350	2,219,284	178,934
Resource & Production	16,873,593	16,740,872	24,330,500	23,810,000	(520,500)
Interfund Services	1,595,638	1,712,855	1,834,202	2,069,083	234,881
Total Expenditures	$ 22,230,128	$ 22,064,449	$ 29,940,992	$ 29,985,580	$ 44,588
Full Time Equivalents (Budgeted)	N/A	N/A	13.05	13.05	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Perform routine maintenance on City fire hydrants.	715	745	826	750	750
2. Number of production meters read and recorded.	768	768	768	800	800
3. Number of mainline water valves tested and exercised.	1,704	386	489	800	800

Fund 092 - Water Utility
Division: Water & Sewer Utility - Water Engineering

Fund 092 Water Utility	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
1411 - Administration Design	$ 1,774,854	$ 2,067,566	$ 2,376,280	$ 3,190,815	$ 814,535
1412 - Water Quality	258,277	242,225	262,265	289,569	27,304
1413 - Water Res	104,925	222,306	206,301	216,057	9,756
Total Expenditures	$ 2,138,056	$ 2,532,097	$ 2,844,846	$ 3,696,441	$ 851,595
Full Time Equivalents (Budgeted)	N/A	N/A	11.00	13.60	2.60
Total Revenues	$28,397,803	$27,765,626	$ (1,225,237)	$ (1,479,404)	$ (254,167)

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 Overview

- 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.

Division: Water & Sewer Utility - Water Engineering
Program: 1411 - Administration Design

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 875,673	$ 1,048,381	$ 1,297,922	$ 1,730,427	$ 432,505
Benefits	421,108	483,920	552,511	834,075	281,564
Materials/Services/Supplies	197,502	272,082	241,431	304,810	63,379
Interfund Services	280,571	263,183	284,416	321,503	37,087
Total Expenditures	$ 1,774,854	$ 2,067,566	$ 2,376,280	$ 3,190,815	$ 814,535
Full Time Equivalents (Budgeted)	N/A	N/A	9.80	12.40	2.60

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of plans reviewed.	439	487	619	220	220
2. Complete review of plans by the required due dates.	83%	88%	75%	90%	90%

Division: Water & Sewer Utility - Water Engineering
Program: 1412 - Water Quality

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 105,893	$ 74,019	$ 63,403	$ 67,864	$ 4,461
Benefits	26,924	25,968	32,625	38,443	5,818
Materials/Services/Supplies	95,234	115,401	137,500	151,500	14,000
Interfund Services	30,226	26,837	28,737	31,762	3,025
Total Expenditures	$ 258,277	$ 242,225	$ 262,265	$ 289,569	$ 27,304
Full Time Equivalents (Budgeted)	N/A	N/A	0.60	0.60	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Create and publish the Annual Consumer Confidence Report in accordance with the California Safe Drinking Water Act requirement.	1	1	1	1	1
2. Number of water quality samples processed.	3,617	3,741	3,319	3,000	3,000

Division: Water & Sewer Utility - Water Engineering
Program: 1413 - Water Resources

Program Mission: Promote water conservation and use of alternative water supplies in accordance with

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 53,426	$ 50,245	$ 145,087	$ 148,619	$ 3,532
Benefits	36,266	37,200	41,004	47,761	6,757
Materials/Services/Supplies	384	120,666	5,400	5,400	—
Interfund Services	14,849	14,195	14,810	14,277	(533)
Total Expenditures	$ 104,925	$ 222,306	$ 206,301	$ 216,057	$ 9,756
Full Time Equivalents (Budgeted)	N/A	N/A	0.60	0.60	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Promote water conservation at public events.	6	9	17	4	4

City of Santa Clara

The Center of What's Possible

Fund 097 - Water Recycling Program

Fund 097 Water Recycling Program

Fund 097 Water Recycling Program	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
Water & Sewer Utility - Water Recycling Program	$ 1,939,913	$ 2,802,548	$ 4,010,854	$ 4,446,872
Total Expenditures	$ 1,939,913	$ 2,802,548	$ 4,010,854	$ 4,446,872
Full Time Equivalents (Budgeted)	2.30	3.20	3.20	3.20
Total Revenues	$ 2,400,278	$ 2,921,294	$ 4,010,854	$ 4,446,872

Overview

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.

Other activities include:

- 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.

Fund 097 Water Recycling Program

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.

Significant Accomplishments

- Designed and constructed 2,500 linear feet of recycled water main on Juliette Lane.

Significant Objectives

- Complete the design to expand the recycled water main to serve the businesses on El Camino Real.
- Complete the design to expand the recycled water mains to serve City parks.

Fund 097 Water Recycling Program

Fund Summary

Fund 097 Water Recycling Program	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Salaries	$ 107,718	$ 200,883	$ 299,133	$ 312,355	$ 13,222
Benefits	78,015	96,272	158,187	180,809	22,622
Materials/Services/Supplies	160,446	193,147	246,800	248,800	2,000
Resource & Production	1,495,718	2,214,193	3,200,000	3,600,000	400,000
Interfund Services	98,016	98,053	106,735	104,908	(1,827)
Total Expenditures	$ 1,939,913	$ 2,802,548	$ 4,010,854	$ 4,446,872	$ 436,017
Revenue Category					
Interest and Rent	$ 28,770	$ 25,774	$ 23,000	$ 23,000	$ —
Intergovernmental	155,000	264,187	310,000	310,000	—
Charges for Services	2,916,610	3,181,211	3,992,000	4,580,000	588,000
Op Transfers	(700,102)	(550,000)	(314,146)	(466,128)	(151,982)
Other Revenues	—	122	—	—	—
Total Revenues	$ 2,400,278	$ 2,921,294	$ 4,010,854	$ 4,446,872	$ 436,018
Full Time Equivalents (Budgeted)	2.30	3.20	3.20	3.20	—

Budget Overview and Significant Changes

Service Level Impact

While the *Position Detail* summary does not reflect a change in staffing levels for 2016-17, 1.0 FTE of a Principal Engineer was reclassified to a Division Manager in the department for 2016-17 to oversee the administrative and compliance functions with the Water and Sewer Utilities. The Recycled Water fund is allocated 0.1 FTE of this position. Overall, the service level to the customers of the Recycled Water Utility will remain the same as previous years. Improvements in capital project delivery and operational efficiencies will largely be undetectable to most customers. Over the longer term, these improvements will reduce future increases through extending service life of infrastructure and reduced operational costs.

Expenditures

Salaries changes from prior adopted budget

Salary costs reflect contractually agreed upon wage increases for those bargaining units with current contracts and funding for additional positions where applicable. The slight increase in salaries includes a 10% allocation of a Division Manager position reclassified from a Principal Engineer to meet operational needs and expedite delivery of infrastructure capital projects.

Benefits changes from prior adopted budget

Benefits costs reflect contractually agreed upon benefit changes for those bargaining units with current contracts and funding for additional positions where applicable. In addition, benefits changes reflect new CalPERS (California Public Employees' Retirement System) employer pension rates and estimated health

insurance rates. A slight increase in benefits costs includes a 10% allocation of a Division Manager position reclassified from a Principal Engineer to meet operational needs and expedite delivery of infrastructure capital projects.

Materials/Services/Supplies changes from prior adopted budget
A minimal change in the amount budgeted for Materials, Services and Supplies is projected for 2016-17.

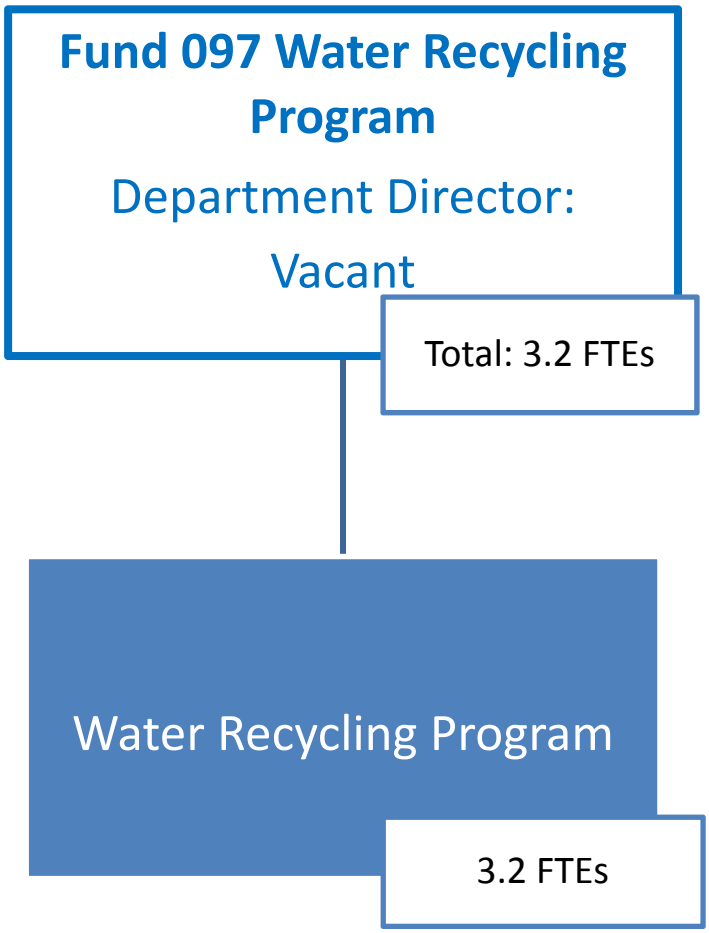
Resource & Production changes from prior adopted budget
Resource and Production costs are direct charges for purchase recycled water from the San Jose/Santa Clara Regional Wastewater Facility. The wholesale recycle water costs are projecting to increase in addition to increased recycled water sales. Therefore, the amount budgeted for purchasing recycled water has increased.

Interfund Services changes from prior adopted budget
Interfund Services represent the costs of goods and services provided by one department or agency to other departments within the City, and reflect the cost adjustments in providing those services. For further detail on these changes, refer to the Internal Services Funds Section of this budget document.

Total Revenues

Total Revenues changes from prior adopted budget
Revenue changes reflect projected recycled water sales and effects of increased rates for providing recycled water service. In addition, increased fee revenue is projected based on increases to fees charged for services associated with development and other services provided by the Recycled Water Utility.

City of Santa Clara
Divisional Organization Chart



Fund 097 Water Recycling Program

POSITION DETAIL

Fund 097 Water Recycling Program		2013-14 Adopted	2014-15 Adopted	2015-16 Adopted	2016-17 Budget	Position Change
Position Title						
Uncl	Division Manager	—	—	—	0.10	0.10
Uncl	Management Analyst	—	1.00	1.00	1.00	—
Uncl	Principal Engineer-Water & Sewer	0.10	0.10	0.10	—	(0.10)
Uncl	Utility Business Systems Manager	—	0.10	0.10	0.10	—
G27	Facilities Technician	0.20	0.20	0.20	0.20	—
G27	Water Service Technician I/II	0.20	0.25	0.25	0.25	—
G23	Water & Sewer Maintenance Worker I/II	0.25	0.30	0.30	0.30	—
E41	Senior Water Utility Engineer	0.30	0.10	0.10	0.10	—
E34	Water Utility Engineer	0.10	0.20	0.20	0.20	—
A38	Asst. Water Superintendent	0.20	0.20	0.20	0.20	—
A34	Water Resource Planner	0.20	—	—	—	—
A23	Code Enforcement Technician	0.75	0.75	0.75	0.75	—
	Total Full Time Equivalents (Budgeted)	**2.30**	**3.20**	**3.20**	**3.20**	**—**

Fund 097 - Recycled Water Program
Division: Water & Sewer Utility - Recycled Water Program

Fund 097 Recycled Water Program	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
1522-System Maintenance	$ 1,739,747	$ 2,572,520	$ 3,708,647	$ 4,127,220	$ 418,573
1523-System Construction	159	—	—	—	—
1525-South Bay Water Recycling Maintenance	200,007	230,028	302,207	319,652	17,445
Total Expenditures	$ 1,939,913	$ 2,802,548	$ 4,010,854	$ 4,446,872	$ 436,018
Full Time Equivalents (Budgeted)	N/A	N/A	3.20	3.20	—
Total Revenues	$ 2,400,278	$ 2,921,294	$ 4,010,854	$ 4,446,872	$ 436,018

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 Overview

- 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: Water & Sewer Utility - Recycled Water Program
Program: 1522 - System Maintenance

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 6,582	$ 58,518	$ 139,295	$ 146,565	$ 7,270
Benefits	11,783	39,688	73,522	84,797	11,275
Materials/Services/Supplies	150,121	180,862	210,900	212,900	2,000
Resource & Production	1,495,718	2,214,193	3,200,000	3,600,000	400,000
Interfund Services	75,543	79,259	84,930	82,958	(1,972)
Total Expenditures	$ 1,739,747	$ 2,572,520	$ 3,708,647	$ 4,127,220	$ 418,573
Full Time Equivalents (Budgeted)	N/A	N/A	1.35	1.35	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of recycled water meters greater than 2" tested annually.	2	—	—	18	18

Division: Water & Sewer Utility - Recycled Water Program
Program: 1523 - System Construction

Program Mission: none (this is a closed program and is presented for historical purposes only)

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 159	$ —	$ —	$ —	$ —
Total Expenditures	$ 159	$ —	$ —	$ —	$ —
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. No reportable performance measures.	N/A	N/A	N/A	N/A	N/A

Division: Water & Sewer Utility - Recycled Water Program
Program: 1525 - South Bay Water Recycling System Maintenance

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 100,977	$ 142,365	$ 159,838	$ 165,790	$ 5,952
Benefits	66,232	56,584	84,664	96,012	11,348
Materials/Services/Supplies	10,325	12,285	35,900	35,900	—
Interfund Services	22,473	18,794	21,805	21,950	145
Total Expenditures	$ 200,007	$ 230,028	$ 302,207	$ 319,652	$ 17,445
Full Time Equivalents (Budgeted)	N/A	N/A	1.85	1.85	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Provide all O & M services as required in Agreement for Services.	100%	100%	100%	100%	100%

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City of Santa Clara

The Center of What's Possible

Fund 094 - Sewer Utility

Fund 094 Sewer Utility

Fund 094 Sewer Utility	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
Water & Sewer Utility - Sewer	$ 16,480,446	$ 17,037,113	$ 25,073,423	$ 21,470,325
Total Expenditures	$ 16,480,446	$ 17,037,113	$ 25,073,423	$ 21,470,325
Full Time Equivalents (Budgeted)	15.60	17.90	19.90	21.30
Total Revenues	$ 20,069,013	$ 19,437,597	$ 25,073,423	$ 21,470,325

Overview

The Sewer Utility 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. The Sewer Utility maintains sewer pump stations and assists the Street Department in the operation and maintenance of the Storm pump stations.

Additional services:

- Property line clean-outs installed for access to maintain residential sewer laterals.
- Maintain seven sanitary and twenty-one storm water pump stations to insure reliable service.
- Assist the industrial waste inspectors from the WPCP (Water Pollution Control Plant) in some investigations of City industries.
- Implement Sanitary Sewer Management Plan as submitted to the State and Regional Water Quality Control Board regulations.

Fund 094 Sewer Utility

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.

Significant Accomplishments

- Cleaned, assessed, and rated (by Closed Circuit TV) 454,000 linear feet of sanitary sewer main.

Significant Objectives

- Clean and assess the condition of all 19 sanitary sewer siphons.
- Clean and assess the condition of 300,000 linear feet of sanitary sewer main.
- Complete switch over operational monitoring and control to the new Supervisory Control And Data Acquisition (SCADA) system.

Fund 094 Sewer Utility

Fund Summary

Fund 094 Sewer Utility	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Salaries	$ 1,519,120	$ 1,620,049	$ 2,073,906	$ 2,359,623	$ 285,717
Benefits	587,737	709,457	972,631	1,210,879	238,248
Materials/Services/Supplies	1,484,715	1,647,660	1,745,647	1,809,145	63,498
Resource & Production	11,642,961	11,702,588	18,836,450	14,250,750	(4,585,700)
Interfund Services	1,245,913	1,357,358	1,444,789	1,831,928	387,139
Capital Outlay	—	—	—	8,000	8,000
Total Expenditures	$ 16,480,446	$ 17,037,113	$ 25,073,423	$ 21,470,325	$ (3,603,098)
Revenue Category					
Interest and Rent	$ 282,662	$ 256,208	$ 267,000	$ 426,300	$ 159,300
Intergovernmental	—	—	65,000	65,000	—
Charges for Services	31,624,099	33,062,541	35,667,375	37,378,875	1,711,500
Op Transfers	(11,948,234)	(14,047,056)	(10,973,452)	(16,447,350)	(5,473,898)
Other Revenues	110,486	165,904	47,500	47,500	—
Total Revenues	$ 20,069,013	$ 19,437,597	$ 25,073,423	$ 21,470,325	$ (3,603,098)
Full Time Equivalents (Budgeted)	15.60	17.90	19.90	21.30	1.40

Budget Overview and Significant Changes

Service Level Impact

While the department added 4.0 FTEs, the *Position Detail* summary for the Sewer Fund reflects a total increase of 1.4 FTEs. The Sewer Fund was allocated 1.4 of these new FTEs, while the Water Fund was allocated the other 2.6 FTEs. For further explanation on the 4.0 FTEs added, please refer to the *Budget Overview and Significant Changes* section in the Water Fund's budget pages. The service level to the customers of the sewer utility will remain the same as previous years. Improvements in capital project delivery and operational efficiencies will largely be undetectable to most customers. Over the longer term, these improvements will reduce future increases through extending service life of infrastructure and reduced operational costs.

Expenditures

Salaries changes from prior adopted budget

Salary costs reflect contractually agreed upon wage increases for those bargaining units with current contracts and funding for additional positions where applicable. A 13.8% increase in salaries includes new positions added in the 2016-17 budget to meet operational needs and expedite delivery of infrastructure capital projects.

Fund 094 Sewer Utility

Benefits changes from prior adopted budget
Benefits costs reflect contractually agreed upon benefit changes for those bargaining units with current contracts and funding for additional positions where applicable. In addition, benefits changes reflect new CalPERS (California Public Employees' Retirement System) employer pension rates and estimated health insurance rates. A 24.5% increase in benefits charges includes the new positions added in the 2016-17 budget to meet operational needs and expedite delivery of infrastructure capital projects,

Materials/Services/Supplies changes from prior adopted budget
A slight increase in the amount budgeted for Materials Services and Supplies reflects the pass through of increased costs of materials, services and supplies necessary for the operation of the Utility.

Resource & Production changes from prior adopted budget
Resource and Production costs are direct charges from the San Jose/ Santa Clara Regional Wastewater Facility (RWF). The amount budgeted for Resource and Production decreased because in 2015-16 and amount of $5.0 million was budgeted for contribution to RWF operating reserves. A similar charge was not included this year.

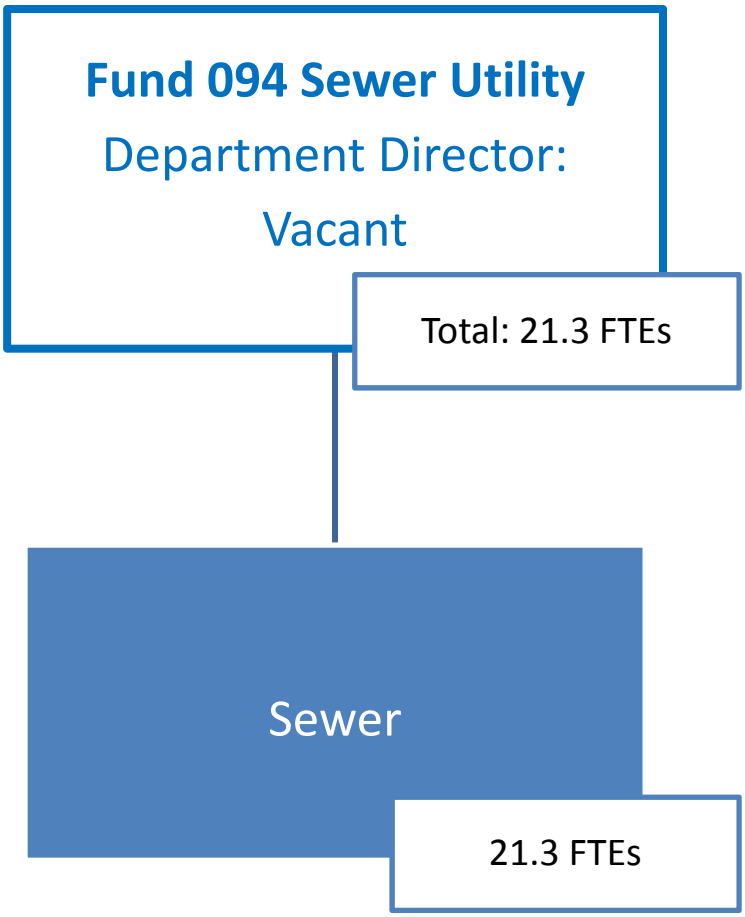
Interfund Services changes from prior adopted budget
Interfund Services represent the costs of goods and services provided by one department or agency to other departments within the City, and reflect the cost adjustments in providing those services. For further detail on these changes, refer to the Internal Services Funds Section of this budget document.

Capital Outlay changes from prior adopted budget
No reportable or significant change.

Total Revenues

Total Revenues changes from prior adopted budget
Revenue changes reflect projected discharge levels and effects of increased rates for providing sewer service. In addition, increased fee revenue is projected based on increases to fees charged for services associated with development and other services provided by the Sewer Utility.

City of Santa Clara
Divisional Organization Chart



Fund 094 Sewer Utility

POSITION DETAIL

Fund 094 Sewer Utility		2013-14 Adopted	2014-15 Adopted	2015-16 Adopted	2016-17 Budget	Position Change
Position Title						
Uncl	Director of Water & Sewer Utilities	0.40	0.40	0.40	0.40	—
Uncl	Assistant Director Water & Sewer Utilities	0.35	0.35	0.35	0.35	—
Uncl	Principal Engineer-Water & Sewer	—	0.40	0.40	—	(0.40)
Uncl	Compliance Manager	0.40	0.40	0.40	0.40	—
Uncl	Water & Sewer Superintendent	0.25	0.25	0.25	0.25	—
Uncl	Assistant Water & Sewer Superintendent	0.40	0.40	0.40	0.40	—
Uncl	Sr. Project Engineer	1.00	—	—	0.40	0.40
Uncl	Utility Business Systems Manager	—	0.40	0.40	0.40	—
Uncl	Management Analyst	—	0.50	0.50	0.50	—
Uncl	Division Manager	—	—	—	0.40	0.40
G27	Pump Maintenance Technician - Sewer	1.00	1.00	1.00	1.00	—
G27	Equipment Operator	1.00	1.00	1.00	1.00	—
G27	Facilities Technician	0.80	0.80	0.80	0.80	—
G27	Sewer Inspection Technician	—	2.00	2.00	2.00	—
G23	Water & Sewer Maintenance Worker I/II	6.00	5.00	5.00	5.00	—
A38	Assistant Sanitary Sewer Superintendent	1.00	1.00	1.00	1.00	—
A37	Sr. Water & Sewer System Operator	—	—	—	0.50	0.50
A35	Utility Crew Supervisor	2.00	2.00	2.00	2.00	—
A35	Maintenance Systems Specialist	0.50	0.50	0.50	0.50	—
A35	Water and Sewer System Operator	—	—	2.00	2.00	—
A24	Office Specialist IV	0.40	0.40	0.40	0.40	—
A23	Code Enforcement Technician	0.10	0.10	0.10	0.10	—
A22	Office Specialist III	—	—	—	0.50	0.50
A19	Office Records Specialist	—	1.00	1.00	1.00	—
	Total Full Time Equivalents (Budgeted)	**15.60**	**17.90**	**19.90**	**21.30**	**1.40**

Fund 094 - Sewer Utility
Division: Water & Sewer Utility - Sewer

Fund 094 Sewer Utility	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
1511-System Administration	$ 2,015,171	$ 2,135,625	$ 2,385,498	$ 2,764,535	$ 379,037
1512-System Maintenance	1,511,198	1,733,742	1,875,162	2,073,005	197,843
1514-Operations	497,638	601,839	1,069,136	1,208,667	139,531
1515-SJ SC Water Pollution Control Plant	12,372,680	12,464,007	19,610,832	15,282,752	(4,328,080)
1516-Storm Pump Maintenance	83,760	101,901	132,796	141,366	8,570
Total Expenditures	$16,480,446	$17,037,113	$25,073,423	$21,470,325	$ (3,603,099)
Full Time Equivalents (Budgeted)	N/A	N/A	19.90	21.30	1.40
Total Revenues	$20,069,013	$19,437,597	$25,073,423	$21,426,968	$ (3,646,456)

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 Overview

- 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 (Water Pollution Control Plant) in some investigations of City industries.
- Implement Sanitary Sewer Management Plan as submitted to the State and Regional Water Quality Control Board regulations.

Division: Water & Sewer Utility - Sewer
Program: 1511 - System Administration

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 349,449	$ 431,421	$ 617,759	$ 806,607	$ 188,848
Benefits	140,133	167,111	220,089	351,053	130,964
Materials/Services/Supplies	1,378,983	1,439,509	1,444,187	1,486,585	42,398
Interfund Services	146,606	97,584	103,463	120,290	16,827
Total Expenditures	$ 2,015,171	$ 2,135,625	$ 2,385,498	$ 2,764,535	$ 379,037
Full Time Equivalents (Budgeted)	N/A	N/A	3.50	4.90	1.40

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 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
2. Prepare monthly status reports and Treatment Plant Advisory Committee (TPAC) agenda reports.	12	12	12	12	12

Division: Water & Sewer Utility - Sewer
Program: 1512 - System Maintenance

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 895,351	$ 935,147	$ 992,293	$ 1,056,775	$ 64,482
Benefits	347,758	416,053	516,992	585,570	68,578
Materials/Services/Supplies	74,645	123,217	212,530	223,330	10,800
Interfund Services	193,444	259,325	153,347	199,330	45,983
Capital Outlay	—	—	—	8,000	8,000
Total Expenditures	$ 1,511,198	$ 1,733,742	$ 1,875,162	$ 2,073,005	$ 197,843
Full Time Equivalents (Budgeted)	N/A	N/A	11.55	11.55	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of feet of mainlined jetted. Percentage of sanitary sewer	125,692	66,309	109,700	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%	100%
3. Number of reportable sewer spills.	7	3	—	<3	<3

Division: Water & Sewer Utility - Sewer
Program: 1514 - Operations

Program Mission: Provide for the efficient, reliable, and safe operation of all sewer pumps, generators and pump stations.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 202,082	$ 178,090	$ 361,416	$ 388,087	$ 26,671
Benefits	67,682	79,257	184,569	216,051	31,482
Materials/Services/Supplies	31,088	84,913	88,930	99,230	10,300
Resource & Production	75,466	84,948	123,750	123,750	—
Interfund Services	121,320	174,631	310,471	381,549	71,078
Total Expenditures	$ 497,638	$ 601,839	$ 1,069,136	$ 1,208,667	$ 139,531
Full Time Equivalents (Budgeted)	N/A	N/A	3.85	3.85	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of pump and metering stations inspections performed.	396	396	396	396	396
2. Provide all preventative and routine maintenance as specified in operations and maintenance manuals.	100%	100%	100%	100%	100%

Division: Water & Sewer Utility - Sewer
Program: 1515 - S.J./S.C. Water Pollution Control Plant

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 20,183	$ 21,166	$ 20,848	$ 23,059	$ 2,211
Benefits	7,799	8,143	8,796	11,246	2,450
Materials/Services/Supplies	—	22	—	—	—
Resource & Production	11,567,495	11,617,640	18,712,700	14,127,000	(4,585,700)
Interfund Services	777,203	817,036	868,488	1,121,447	252,959
Total Expenditures	$ 12,372,680	$ 12,464,007	$ 19,610,832	$ 15,282,752	$(4,328,080)
Full Time Equivalents (Budgeted)	N/A	N/A	0.10	0.10	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Support TPAC (Treatment Plant Advisory Committee) members to represent the City in matters relating to the WPCP (Water Pollution Control Plant) at monthly meetings.	12	12	12	12	12
2. Provide sufficient funding for all WPCP approved projects.	75%	75%	100%	100%	100%

Division: Water & Sewer Utility - Sewer
Program: 1516 - Storm Pump Maintenance

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 52,055	$ 54,226	$ 81,591	$ 85,095	$ 3,504
Benefits	24,365	38,893	42,185	46,959	4,774
Interfund Services	7,340	8,782	9,020	9,312	292
Total Expenditures	$ 83,760	$ 101,901	$ 132,796	$ 141,366	$ 8,570
Full Time Equivalents (Budgeted)	N/A	N/A	0.90	0.90	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Number of storm pump stations inspected.	408	408	408	408	408
2. Provide all preventative and routine maintenance as specified in operations and maintenance manuals.	100%	100%	100%	100%	100%
3. Coordinate annual load test for generators.	2	0	2	10	10

City of Santa Clara

The Center of What's Possible

Fund 494 - Sewer Debt Service

Fund 494 Sewer Debt Services

Fund 494 Sewer Debt Services	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
Water & Sewer Utility - Sewer Division	$ —	$ —	$ 1,140,000	$ 1,150,076
Total Expenditures	$ —	$ —	$ 1,140,000	$ 1,150,076
Full Time Equivalents (Budgeted)	N/A	N/A	N/A	N/A
Total Revenues	$ —	$ 1,140,000	$ 1,140,000	$ 1,150,075

Overview

The potential impact to sewer rates are mitigated by financing the repair over 15 years. Debt service is being used to pay for repairs and rehabilitation of the Trimble Road Sanitary Sewer truck main. Debt service is used to mitigate rate increases while allowing for the repair and replacement of critical infrastructure.

Fund 494 Sewer Debt Services

Fund Summary

Fund 494 Sewer Debt Services	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Interfund Services	$ —	$ —	$ —	$ 76	$ 76
Debt Service	—	—	1,140,000	1,150,000	10,000
Total Expenditures	$ —	$ —	$ 1,140,000	$ 1,150,076	$ 10,076
Revenue Category					
Interest and Rent	$ —	$ —	$ 8,500,000	$ —	$ (8,500,000)
Op Transfers	—	1,140,000	(7,360,000)	1,150,076	8,510,076
Total Revenues	$ —	$ 1,140,000	$ 1,140,000	$ 1,150,076	$ 10,076
Full Time Equivalents (Budgeted)	N/A	N/A	N/A	N/A	N/A

Budget Overview and Significant Changes

Service Level Impact

There is no significant service level impact or change to report.

Expenditures

Interfund Services changes from prior adopted budget

Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal Service Funds section of this budget document.

Debt Service changes from prior adopted budget

Minor change based on debt service schedule.

Total Revenues

Total Revenues changes from prior adopted budget

No reportable or significant change.

Fund 494 - Sewer Debt Services
Division: Water & Sewer Utility - Sewer Division

Fund 494 Sewer Debt Services	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
1519-Debt Service - Sewer	$ —	$ —	$ 1,140,000	$ 1,150,076	$ 10,076
Total Expenditures	$ —	$ —	$ 1,140,000	$ 1,150,076	$ 10,076
Full Time Equivalents (Budgeted)	N/A	N/A	N/A	N/A	N/A
Total Revenues	$ —	$ 1,140,000	$ 1,140,000	$ 1,150,075	$ 10,075

Division: Water & Sewer Utility - Sewer Division
Program: 1519 - Sewer

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Interfund Services	$ —	$ —	$ —	$ 76	$ 76
Debt Service	—	—	1,140,000	1,150,000	10,000
Total Expenditures	$ —	$ —	$ 1,140,000	$ 1,150,076	$ 10,076
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. No reportable performance measures.	N/A	N/A	N/A	N/A	N/A

City of Santa Clara

The Center of What's Possible

Other Enterprises

City of Santa Clara

The Center of What's Possible

Fund 093 - Cemetery

Fund 093 Cemetery

Fund 093 Cemetery	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
Parks & Recreation - Cemetery Department	$ 892,154	$ 794,548	$ 894,803	$ 934,803
Total Expenditures	$ 892,154	$ 794,548	$ 894,803	$ 934,803
Full Time Equivalents (Budgeted)	6.00	6.00	6.00	5.00
Total Revenues	$ 897,948	$ 869,469	$ 894,803	$ 934,803

Overview

Planning, development, operation, and maintenance of the City's cemetery properties to support families before, during and after their time of need. We maintain 33,000 interment sites in a peaceful public park for all to enjoy. We provide customer service in a professional, respectful manner, demonstrating sensitivity to our diverse community.

Fund 093 Cemetery

Mission

The Mission City Memorial Park provides exemplary cemetery services in a well maintained, park-like setting with a customer oriented atmosphere.

Significant Accomplishments

- Repaired, adjusted and replaced irrigation throughout the park to conserve water and appearance of the park.
- Removed hundreds of yards of debris and dirt from the cemetery, thereby increasing space for additional interments.
- Trimmed heritage trees to protect from negative impacts of anticipated storms.

Significant Objectives

- Integrate the Cemetery Division finances into Point of Sale (POS) through Active Net, making all Parks and recreation Department revenue reportable from one source, and simplifying the Cemetery Division deposit process and providing enhanced customer service.
- Use best practices and current technology (GIS) to map and record all transactions and existing burials in the cemetery.
- Continue maintenance of heritage trees; replace diseased and aging trees as needed.
- Expand marketing efforts to inform the public of availability of burial sites.

Fund 093 Cemetery

Fund Summary

Fund 093 Cemetery	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Salaries	$ 374,855	$ 376,278	$ 395,686	$ 406,061	$ 10,375
Benefits	180,650	148,928	222,165	243,737	21,572
Materials/Services/Supplies	173,602	145,637	127,760	136,173	8,413
Resource & Production	213	—	—	—	—
Interfund Services	162,834	123,706	149,192	148,832	(360)
Total Expenditures	$ 892,154	$ 794,548	$ 894,803	$ 934,803	$ 40,000
Revenue Category					
Charges for Services	478,927	578,946	546,150	581,150	35,000
Op Transfers	419,015	290,523	348,653	353,653	5,000
Other Revenues	6	—	—	—	—
Total Revenues	$ 897,948	$ 869,469	$ 894,803	$ 934,803	$ 40,000
Full Time Equivalents (Budgeted)	6.00	6.00	6.00	5.00	(1.00)

Budget Overview and Significant Changes

Service Level Impact

The decrease of 1.0 FTE is primarily due to the elimination of a frozen position that was previously included as part of the FTE count, but which had no funding to fill. The department has reviewed the approved funded staffing levels and believes it will address current service level demands. Duties from the reduction of a Cemetery Services clerk position will be provided by as-needed customer service personnel.

Expenditures

Salaries changes from prior adopted budget

Salary costs reflect contractually agreed upon wage increases for those bargaining units with current contracts and funding for additional positions where applicable.

Benefits changes from prior adopted budget

Benefits costs reflect contractually agreed upon benefit changes for those bargaining units with current contracts and funding for additional positions where applicable. In addition, benefits changes reflect new CalPERS (California Public Employees' Retirement System) employer pension rates and estimated health insurance rates.

Materials/Services/Supplies changes from prior adopted budget

No reportable or significant change.

Resource & Production changes from prior adopted budget

No reportable or significant change.

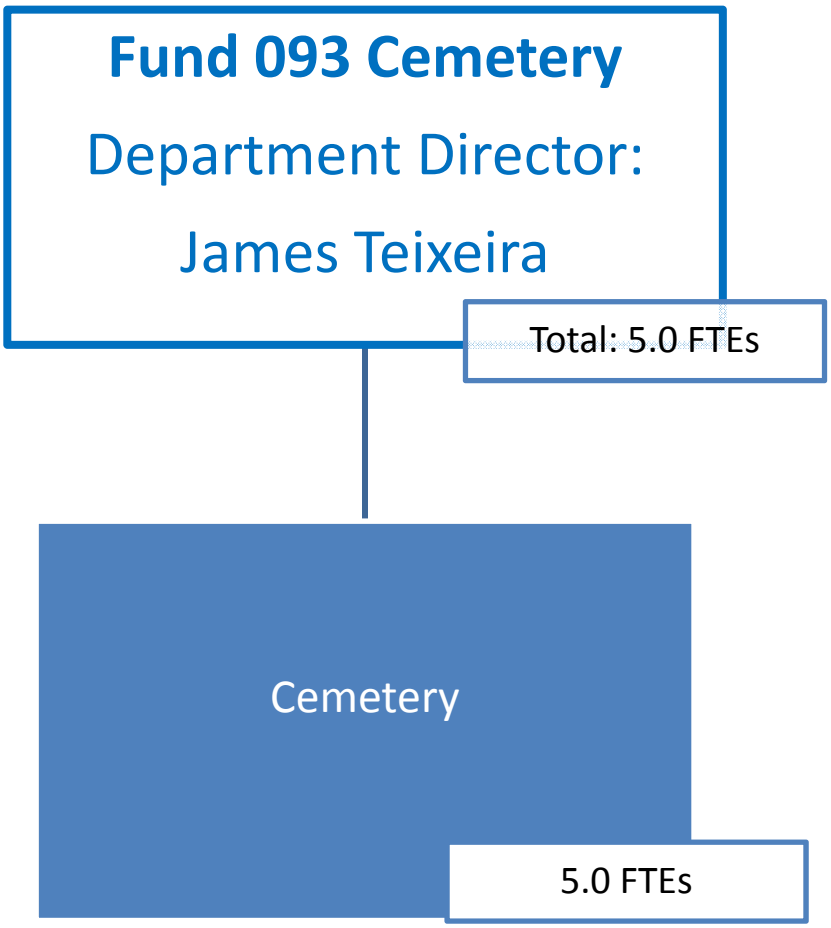
Fund 093 Cemetery

Interfund Services changes from prior adopted budget
Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal Service Funds section of this budget document.

Total Revenues

Total Revenues changes from prior adopted budget
Increase of $35,000 is based on modest endowment fee increases and facility sales.

City of Santa Clara
Divisional Organization Chart



Fund 093 Cemetery

POSITION DETAIL

Fund 093 Cemetery		2013-14 Adopted	2014-15 Adopted	2015-16 Adopted	2016-17 Budget	Position Change
Position Title						
Uncl	Cemetery Operations Superintendent	1.00	1.00	1.00	1.00	—
G23	Cemetery Worker III	1.00	1.00	1.00	1.00	—
G21	Cemetery Worker II	2.00	2.00	2.00	2.00	—
G19	Cemetery Worker I	1.00	1.00	1.00	1.00	—
A23	Cemetery Services Clerk	1.00	1.00	1.00	—	(1.00)
	Total Full Time Equivalents (Budgeted)	**6.00**	**6.00**	**6.00**	**5.00**	**(1.00)**

Fund 093 - Cemetery
Division: Parks & Recreation - Cemetery Department

Fund 093 Cemetery	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
1162 - Maintenance Of Grounds	$ 542,814	$ 495,866	$ 621,251	$ 635,559	$ 14,308
1163 - Maintenance Of Buildings	85,435	81,603	46,759	48,765	2,006
1164 - Operations	263,905	217,079	226,793	250,479	23,686
Total Expenditures	$ 892,154	$ 794,548	$ 894,803	$ 934,803	$ 40,000
Full Time Equivalents (Budgeted)	N/A	N/A	6.00	5.00	(1.00)
Total Revenues	$ 897,948	$ 869,469	$ 894,803	$ 934,803	$ 40,000

Division Mission

Provide burial and cemetery services in a well maintained, park-like setting with a customer oriented atmosphere.

Division Overview

- Mowing and trimming of turf areas weekly; pruning and planting of trees as needed for safety and maintenance of existing canopy.
- Maintain cemetery buildings daily, in keeping with City standards.
- Maintain accurate documentation and use best practices and current technology to map and record all transactions and burials in the cemetery.
- Develop In-ground and Niche Bank spaces to provide additional interment options for families in need.

Division: Parks & Recreation - Cemetery Department
Program: 1162 - Maintenance of Grounds

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

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 218,883	$ 233,389	$ 274,530	$ 279,245	$ 4,715
Benefits	117,770	118,778	156,180	168,185	12,005
Materials/Services/Supplies	109,181	84,250	109,568	117,193	7,625
Resource & Production	213	—	—	—	—
Interfund Services	96,767	59,449	80,973	70,936	(10,037)
Total Expenditures	$ 542,814	$ 495,866	$ 621,251	$ 635,559	$ 14,308
Full Time Equivalents (Budgeted)	N/A	N/A	3.70	3.70	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Mow and trim turf areas once a week.	45	45	45	45	45
2. Prepare and complete all burials daily.	100%	100%	100%	100%	100%
3. Prune needed trees annually for safety.	100%	100%	100%	100%	100%
4. Cost per acre maintained. (22.6 ac.)	$ 21,494	$ 20,438	$ 27,488	$ 27,489	$ 28,122

Division: Parks & Recreation - Cemetery Department
Program: 1163 - Maintenance of Buildings

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

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 14,339	$ 15,272	$ 22,280	$ 22,663	$ 383
Benefits	8,721	8,863	12,671	13,645	974
Materials/Services/Supplies	61,465	56,889	11,107	11,895	788
Interfund Services	910	579	702	561	(141)
Total Expenditures	$ 85,435	$ 81,603	$ 46,759	$ 48,765	$ 2,006
Full Time Equivalents (Budgeted)	N/A	N/A	0.30	0.30	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Clean and maintain all buildings daily.	100%	100%	100%	100%	100%
2. Cost per square foot maintained (10,656 s.f.).	$ 4.62	$ 3.01	$ 4.38	$ 3.02	$ 3.14

Division: Parks & Recreation - Cemetery Department
Program: 1164 - Operations

Program Mission: Cemetery existing capacity remaining (est.).

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 141,633	$ 127,616	$ 98,876	$ 104,153	$ 5,277
Benefits	54,159	21,287	53,315	61,907	8,592
Materials/Services/Supplies	2,956	4,498	7,085	7,085	—
Interfund Services	65,157	63,678	67,517	77,334	9,817
Total Expenditures	$ 263,905	$ 217,079	$ 226,793	$ 250,479	$ 23,686
Full Time Equivalents (Budgeted)	N/A	N/A	2.00	1.00	(1.00)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Cemetery existing capacity remaining (est.).	1%	—	1%	1%	2%
2. Development of In-ground Spaces.	—	—	—	—	—
3. Development of Niche Bank Spaces.	192	—	—	—	—

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City of Santa Clara

The Center of What's Possible

Fund 096 - Solid Waste Program

Fund 096 Solid Waste Program

Fund 096 Solid Waste Program	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
Public Works - Streets Division	$ 19,045,211	$ 19,695,305	$ 20,570,770	$ 21,781,680
Total Expenditures	$ 19,045,211	$ 19,695,305	$ 20,570,770	$ 21,781,680
Full Time Equivalents (Budgeted)	6.75	7.75	6.75	6.10
Total Revenues	$ 19,555,315	$ 20,052,491	$ 20,570,770	$ 21,781,680

Overview

Provide garbage, Clean Green, recycling, street sweeping, household hazardous waste, and Clean-Up Campaign services.

Fund 096 Solid Waste Program

Mission

Implement reliable, cost-effective solid waste programs that maximize landfill diversion.

Significant Accomplishments

- Adopted a mandatory organics recycling ordinance.
- Implemented a food scrap recycling program for commercial businesses.
- Implemented the City's first zero waste large event at the Super Community Celebration.
- Updated non-exclusive franchise agreements to further incentivize landfill diversion.

Significant Objectives

- Expand the food scrap recycling program for commercial businesses.
- Develop a concept for a pilot single-family home residential food scrap recycling program.
- Implement zero waste large event practices at the 4th of July Celebration, Art & Wine Festival, and Christmas tree lighting ceremony.

Fund 096 Solid Waste Program

Fund Summary

Fund 096 Solid Waste Program	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Salaries	$ 690,877	$ 818,457	$ 739,188	$ 723,001	$ (16,187)
Benefits	296,679	351,631	360,144	355,922	(4,222)
Materials/Services/Supplies	1,172,496	1,257,038	1,335,308	1,468,728	133,420
Resource & Production	15,321,579	15,674,438	16,443,000	17,298,999	855,999
Interfund Services	998,469	1,005,235	1,088,130	1,280,030	191,900
In-Lieu/Franchise	565,111	588,506	605,000	655,000	50,000
Total Expenditures	$19,045,211	$19,695,305	$20,570,770	$21,781,680	$ 1,210,910
Revenue Category					
Taxes	$ —	$ —	$ —	$ —	$ —
Intergovernmental	256,881	338,984	230,000	246,000	16,000
Charges for Services	19,782,637	20,135,548	20,868,409	22,190,175	1,321,766
Op Transfers	(490,902)	(430,647)	(527,639)	(654,495)	(126,856)
Other Revenues	6,699	8,606	—	—	—
Total Revenues	$19,555,315	$20,052,491	$20,570,770	$21,781,680	$ 1,210,910
Full Time Equivalents (Budgeted)	6.75	7.75	6.75	6.10	(0.65)

Budget Overview and Significant Changes

Service Level Impact

While the *Position Detail* summary shows a decrease of 0.65 FTEs in 2016-17, this is the net effect of moving staff to/from the General Fund to better align staffing to meet service level demands. The community will see enhancements to solid waste programs in 2016-17. As part of the enhancements, the Public Works Department is partnering with the Parks Department to provide containers and staffing to minimize the amount of waste sent to the landfill at City sponsored events. Large generators will begin implementing commercial business food scrap recycling programs. The department has reviewed the approved funded staffing levels and believe it will meet these planned service levels.

Expenditures

Salaries changes from prior adopted budget

Salary costs reflect contractually agreed upon wage increases for those bargaining units with current contracts and funding for additional positions where applicable. The number of FTE positions is reduced by 0.65 FTE in 2016-17. A small portion of savings is offset by the funding of a part-time as-needed Staff Aide II-Environmental Programs, who will be coordinating with Mission Trail Waste Systems to implement the commercial business food scrap recycling program.

Fund 096 Solid Waste Program

Benefits changes from prior adopted budget
Benefits costs reflect contractually agreed upon benefit changes for those bargaining units with current contracts and funding for additional positions where applicable. In addition, benefits changes reflect new CalPERS (California Public Employees' Retirement System) employer pension rates and estimated health insurance rates. The number of FTE positions is reduced by 0.65 FTE in 2016-17.

Materials/Services/Supplies changes from prior adopted budget
Materials/Services/Supplies have been increased to create and disseminate commercial business food scrap recycling outreach materials, a twice annual Green Business newsletter, materials to support zero waste efforts at large events, and materials to create a pollinator garden at the Central Library which can be used for educational purposes.

Resource & Production changes from prior adopted budget
Resource & production costs are increasing to cover contractually obligated cost of living adjustments to Mission Trail Waste Systems for garbage and Clean Green collection, Recology for residential recycling collection program services, and Republic Services for disposal and composting services.

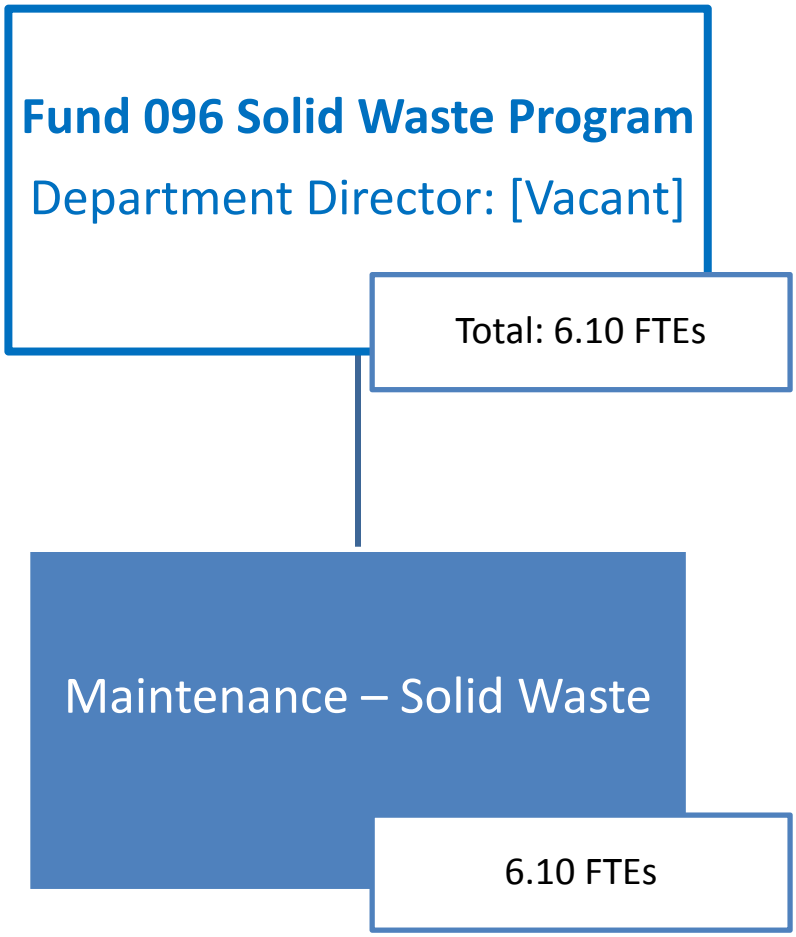
Interfund Services changes from prior adopted budget
Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal Service Funds section of this budget document.

In-Lieu/Franchise changes from prior adopted budget
In-Lieu/Franchise Fees are calculated at 5% of the tariff paid to Mission Trail Waste Systems for garbage and Clean Green collection. Franchise fees will increase in 2016-17 as a result of contractually obligated cost of living adjustments and with the implementation of commercial business food scrap recycling.

Total Revenues

Total Revenues changes from prior adopted budget
Revenues generated from solid waste rates charged to customers have increased. Garbage service rates have increased by 3.0%. Clean Green service rates have increased by 1.2%. Residential recycling service rates have increased by 3.0%. The monthly charge from Clean-Up Campaign service has increased by 19.7%.

City of Santa Clara
Divisional Organization Chart



Fund 096 Solid Waste Program

POSITION DETAIL

Fund 096 Solid Waste Program		2013-14 Adopted	2014-15 Adopted	2015-16 Adopted	2016-17 Budget	Position Change
Position Title						
Uncl	Deputy Public Works Director	—	1.00	1.00	0.50	(0.50)
Uncl	Superintendent of Street and Solid Waste	1.00	—	—	—	—
Uncl	Compliance Manager	—	—	—	0.10	0.10
G28	Street Sweeper Operator	3.00	3.00	3.00	3.00	—
A35	Solid Waste Foreman/Forewoman	1.00	1.00	1.00	1.00	—
A32	Staff Analyst I	—	—	—	1.00	1.00
A28	Time & Material Clerk	0.25	0.25	0.25	—	(0.25)
A26	Staff Aide II - Environmental Program	—	1.00	—	—	—
A26	Staff Aide II - Public Works/Recycling	1.00	1.00	1.00	—	(1.00)
A24	Office Specialist IV	—	—	—	0.25	0.25
A22	Office Specialist III	0.50	0.50	0.50	0.25	(0.25)
	Total Full Time Equivalents (Budgeted)	**6.75**	**7.75**	**6.75**	**6.10**	**(0.65)**

Fund 096 - Solid Waste Program
Division: Public Works - Streets Division

Fund 096 Solid Waste Program	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
2931-Garbage Collection	$12,997,810	$13,105,756	$14,066,944	$14,792,793	$ 725,849
2932-Clean Green Col	2,197,103	2,211,242	2,316,882	2,340,545	23,663
2933-Clean Up Campaign	1,478,185	1,872,939	1,680,979	2,006,929	325,950
2934-Residential Recycle	1,544,028	1,625,576	1,591,394	1,669,130	77,736
2935-Street Sweeping	697,937	713,220	806,630	879,152	72,523
2936-Household Hazardous Waste	53,121	70,123	107,941	93,131	(14,809)
2937-Nuisance Abatement	75,943	91,336	—	—	—
2938-Urban Runoff Pollution Prevention	1,084	5,113	—	—	—
Total Expenditures	$19,045,211	$19,695,305	$20,570,770	$21,781,680	$ 1,210,912
Full Time Equivalents (Budgeted)	N/A	N/A	6.75	6.10	(0.65)
Total Revenues	$19,555,315	$20,052,491	$20,570,770	$21,781,680	$ 1,210,910

Division Mission

Implement reliable, cost-effective solid waste programs that maximize landfill diversion.

Division Overview

- Garbage collection and disposal
- Clean Green collection and composting
- Recycling collection and processing
- Residential and commercial/industrial street sweeping
- Conduct the annual Clean-Up Campaign

Division: Public Works - Streets Division
Program: 2931 - Garbage Collection

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 84,644	$ 132,412	$ 117,119	$ 154,845	$ 37,726
Benefits	40,630	65,583	57,001	66,605	9,604
Materials/Services/Supplies	215,452	40,260	297,840	251,600	(46,240)
Resource & Production	11,367,553	11,522,078	12,190,000	12,746,000	556,000
Interfund Services	724,420	756,917	799,984	918,743	118,759
In-Lieu/Franchise	565,111	588,506	605,000	655,000	50,000
Total Expenditures	$ 12,997,810	$ 13,105,756	$ 14,066,944	$ 14,792,793	$ 725,849
Full Time Equivalents (Budgeted)	N/A	N/A	0.95	1.00	0.05

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Ensure that garbage collection contractor services all of regularly scheduled collection routes.	100%	100%	100%	100%	100%
2. Respond and resolve complaints of missed collection within one (1) working day of initial contact.	100%	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%	100%

Division: Public Works - Streets Division
Program: 2932 - Clean Green Collection

Program Mission: Administer the weekly collection and processing of compostable materials set out at curbside by residents.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 26,966	$ 39,873	$ 49,180	$ 35,214	$ (13,966)
Benefits	19,441	17,874	23,853	19,193	(4,660)
Materials/Services/Supplies	1,567	2,526	—	—	—
Resource & Production	2,125,916	2,148,550	2,241,000	2,283,000	42,000
Interfund Services	23,213	2,419	2,849	3,138	289
Total Expenditures	$ 2,197,103	$ 2,211,242	$ 2,316,882	$ 2,340,545	$ 23,663
Full Time Equivalents (Budgeted)	N/A	N/A	0.40	0.30	(0.10)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Ensure that Clean Green Green collection contractor services all of regularly scheduled collection routes.	100%	100%	100%	100%	100%
2. Respond and resolve complaints of missed collection within one (1) working day of initial contact.	100%	100%	100%	100%	100%

Division: Public Works - Streets Division
Program: 2933 - Clean Up Campaign

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 68,037	$ 81,689	$ 81,367	$ 88,795	$ 7,428
Benefits	25,677	31,665	33,629	33,053	(576)
Materials/Services/Supplies	913,818	1,164,795	954,045	1,124,045	170,000
Resource & Production	466,993	593,547	610,000	759,000	149,000
Interfund Services	3,660	1,243	1,938	2,036	98
Total Expenditures	$ 1,478,185	$ 1,872,939	$ 1,680,979	$ 2,006,929	$ 325,950
Full Time Equivalents (Budgeted)	N/A	N/A	0.6	0.55	(0.05)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Complete annual Clean-Up Campaign within a four week (20 day) time frame.	100%	100%	100%	100%	100%

Division: Public Works - Streets Division
Program: 2934 - Residential Recycling

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 136,762	$ 158,625	$ 120,685	$ 97,291	$ (23,394)
Benefits	46,994	55,876	63,476	54,586	(8,890)
Materials/Services/Supplies	4,416	8,093	1,917	3,577	1,660
Resource & Production	1,350,936	1,400,988	1,402,000	1,511,000	109,000
Interfund Services	4,920	1,994	3,316	2,676	(640)
Total Expenditures	$ 1,544,028	$ 1,625,576	$ 1,591,394	$ 1,669,130	$ 77,736
Full Time Equivalents (Budgeted)	N/A	N/A	1.35	1.00	(0.35)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Ensure that recycling collection contractor services all of regularly scheduled collection routes.	100%	100%	100%	100%	100%
2. Respond and resolve complaints of missed collection within one (1) working day of initial contact.	100%	97%	99%	100%	100%

Division: Public Works - Streets Division
Program: 2935 - Street Sweeping

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 288,803	$ 303,238	$ 338,970	$ 326,051	$ (12,919)
Benefits	144,814	144,617	167,363	171,163	3,800
Materials/Services/Supplies	25,094	24,360	21,255	29,255	8,000
Resource & Production	—	—	—	—	—
Interfund Services	239,226	241,005	279,042	352,684	73,642
In-Lieu/Franchise	—	—	—	—	—
Capital Outlay	—	—	—	—	—
Debt Service	—	—	—	—	—
Total Expenditures	$ 697,937	$ 713,220	$ 806,630	$ 879,152	$ 72,523
Full Time Equivalents (Budgeted)	N/A	N/A	3.25	3.10	(0.15)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of sweeping complaints resolved within one (1) work day.	100%	100%	95%	100%	100%
2. Percent of residential streets swept on a bi-weekly basis.	99%	96%	97%	95%	95%

Division: Public Works - Streets Division
Program: 2936 - Household Hazardous Waste

Program Mission: Administer the disposal of hazardous wastes generated from residential households and City departments.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 29,386	$ 29,540	$ 31,867	$ 20,804	$ (11,063)
Benefits	2,808	13,630	14,822	11,323	(3,499)
Materials/Services/Supplies	9,616	17,003	60,251	60,251	—
Resource & Production	10,181	9,275	—	—	—
Interfund Services	1,130	675	1,001	754	(247)
In-Lieu/Franchise	—	—	—	—	—
Capital Outlay	—	—	—	—	—
Debt Service	—	—	—	—	—
Total Expenditures	$ 53,121	$ 70,123	$ 107,941	$ 93,131	$ (14,809)
Full Time Equivalents (Budgeted)	N/A	N/A	0.20	0.15	(0.05)

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Corporation Yard hazardous waste sheds serviced.	100%	75%	100%	100%	100%

Division: Public Works - Streets Division
Program: 2937 - Nuisance Abatement

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 56,143	$ 71,518	$ —	$ —	$ —
Benefits	15,647	18,982	—	—	—
Materials/Services/Supplies	2,533	—	—	—	—
Resource & Production	—	—	—	—	—
Interfund Services	1,620	836	—	—	—
In-Lieu/Franchise	—	—	—	—	—
Capital Outlay	—	—	—	—	—
Debt Service	—	—	—	—	—
Total Expenditures	$ 75,943	$ 91,336	$ —	$ —	$ —
Full Time Equivalents (Budgeted)	N/A	N/A	N/A	N/A	N/A

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
The performance and workload measures for this program have been incorporated in the Street Maintenance Program (001/2911)					N/A

Division: Public Works - Streets Division
Program: 2938 - Urban Runoff Pollution Prevention

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 136	$ 1,562	$ —	$ —	$ —
Benefits	668	3,405	—	—	—
Materials/Services/Supplies	—	—	—	—	—
Resource & Production	—	—	—	—	—
Interfund Services	280	146	—	—	—
In-Lieu/Franchise	—	—	—	—	—
Capital Outlay	—	—	—	—	—
Debt Service	—	—	—	—	—
Total Expenditures	$ 1,084	$ 5,113	$ —	$ —	$ —
Full Time Equivalents (Budgeted)	N/A	N/A	N/A	N/A	N/A

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
The performance and workload measures for this program have been incorporated into the Urban Runoff Pollution Prevention Program (001/2924).					N/A

City of Santa Clara

The Center of What's Possible

Internal Service Funds

City of Santa Clara

The Center of What's Possible

Fund 048 - Communication Acquisitions

Fund 048 Communication Acquisitions

Fund 048 Communication Acquisitions	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
Police - Fund 048 Amortization Fund	$ 1,071,520	$ 112,090	$ 235,279	$ 235,279
Total Expenditures	$ 1,071,520	$ 112,090	$ 235,279	$ 235,279
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenue	$ 145,720	$ 235,279	$ 235,279	$ 235,279

Overview

Provide continued funding for communications equipment replacement as necessary.

Fund 048 Communication Acquisitions

Mission

Replace amortized electronic equipment within the City.

Significant Accomplishments

- Funds have allowed replacement of communication equipment as necessary.

Significant Objectives

- Funds allow for communication equipment replacement as necessary.

Fund 048 Communication Acquisitions

Fund Summary

Fund 048 Communication Acquisitions	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Capital Outlay	$ 1,071,520	$ 112,090	$ 235,279	$ 235,279	$ —
Total Expenditures	$ 1,071,520	$ 112,090	$ 235,279	$ 235,279	$ —
Revenue Category					
Charges for Services	$ 145,720	$ 235,279	$ 235,279	$ 235,279	$ —
Total Revenues	$ 145,720	$ 235,279	$ 235,279	$ 235,279	$ —
Full Time Equivalents (Budgeted)	—	—	—	—	—

Budget Overview and Significant Changes

Service Level Impact
There is no significant service level impact or change to report.

Expenditures

Capital Outlay changes from prior adopted budget
No reportable or significant change.

Total Revenues

Total Revenues changes from prior adopted budget
No reportable or significant change.

Fund 048 - Communication Acquisitions
Division: Police - Fund 048 Amortization Fund

Fund 048 Communication Acquisitions	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
7781-Communication Equipment Acquisition	$ 1,071,520	$ 112,090	$ 235,279	$ 235,279	$ —
Total Expenditures	$ 1,071,520	$ 112,090	$ 235,279	$ 235,279	$ —
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenue	$ 145,720	$ 235,279	$ 235,279	$ 235,279	$ —

Division Mission

Replace amortized electronic equipment within the City.

Division Overview

- Provide continued funding for communications equipment replacement as necessary. All departments with radios are charged annually so at the end of 15 years replacement radios will be fully funded.

Division: Police - Fund 048 Amortization Fund
Program: 7781 - Communication Equipment Acquisition

Program Mission: Replace all aging and economically not-feasible-to-repair amortized electronic equipment for the City.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Capital Outlay	$ 1,071,520	$ 112,090	$ 235,279	$ 235,279	$ —
Total Expenditures	$ 1,071,520	$ 112,090	$ 235,279	$ 235,279	$ —
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Percent of budgeted equipment acquisitions accomplished.	100%	100%	100%	100%	100%

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City of Santa Clara

The Center of What's Possible

Fund 050 - Equipment Pool Revolving

Fund 050 Equipment Pool Revolving

Fund 050 Equipment Pool Revolving	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
PW Streets & Auto Services - Fleet Management	$ 2,659,158	$ 3,964,748	$ 5,141,400	$ 4,935,000
Total Expenditures	$ 2,659,158	$ 3,964,748	$ 5,141,400	$ 4,935,000
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenue	$ 2,716,276	$ 3,015,986	$ 5,141,400	$ 4,935,000

Overview

Establish a sustainable equipment replacement program based on equipment class usage and determine the most cost effective point of replacement. Work with using departments to ensure the safest, most cost-effective, and productive equipment is purchased.

Fund 050 Equipment Pool Revolving

Mission

To promote and maintain the highest standards of personal and professional conduct among all involved with Fleet Management.

Significant Accomplishments

- Replaced 90% of equipment identified for replacement.
- Established vehicle and equipment approval guidelines to ensure using departments are 100% involved in purchase before placing order.
- Ensured all vehicles and equipment purchased met the highest air quality standards for on and off road equipment by California Air Resources Board.
- Procured 3 electric powered forklifts to replace high emissions forklifts.

Significant Objectives

- Procure all equipment and vehicles identified for replacement during fiscal year.
- Continue to evaluate most costs-effective means of procuring equipment and vehicles.
- Evaluate alternative fuel options before procuring new equipment.
- Collaborate with user departments on replacement equipment and vehicles before each purchase.

Fund 050 Equipment Pool Revolving

Fund Summary

Fund 050 Equipment Pool Revolving	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Capital Outlay	$ 2,659,158	$ 3,964,748	$ 5,141,400	$ 4,935,000	$ (206,400)
Total Expenditures	$ 2,659,158	$ 3,964,748	$ 5,141,400	$ 4,935,000	$ (206,400)
Revenue Category					
Charges for Services	$ 2,117,057	$ 2,550,790	$ 2,599,190	$ 2,966,247	$ 367,057
Op Transfers	450,000	—	2,437,210	—	(2,437,210)
Other Financing	149,219	371,397	100,000	100,000	—
Other Revenues	—	93,799	5,000	1,868,753	1,863,753
Total Revenues	$ 2,716,276	$ 3,015,986	$ 5,141,400	$ 4,935,000	$ (206,400)
Full Time Equivalents (Budgeted)	—	—	—	—	—

Budget Overview and Significant Changes

Service Level Impact

There is no significant service level impact or change to report.

Expenditures

Capital Outlay changes from prior adopted budget

Decrease based on Fiscal Year 2016-17 replacement program.

Total Revenues

Total Revenues changes from prior adopted budget

No reportable or significant change.

Fund 050 - Equipment Pool Revolving
Division: Fleet Management

Fund 053 Automotive Services	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
2111 - Fleet Acquisitions	$ 2,659,158	$ 3,964,748	$ 5,141,400	$ 4,935,000	$ (206,400)
Total Expenditures	$ 2,659,158	$ 3,964,748	$ 5,141,400	$ 4,935,000	$ (206,400)
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenue	$ 2,716,276	$ 3,015,986	$ 5,141,400	$ 4,935,000	$ (206,400)

Division Mission

To promote and maintain the highest standards of personal and professional conduct among all involved with Fleet Management

Division Overview

- Procure equipment and vehicles identified for replacement.
- Collaborate with using departments on replacement equipment and vehicles before each purchase.
- Evaluate alternative fuel options before purchasing new vehicles or equipment.
- Ensure purchases of vehicles and equipment meet the highest air quality standards set by California Air Resources Board.

Division: Fleet Management
Program: 2111 - Fleet Acquisitions

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 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Capital Outlay	$ 2,659,158	$ 3,964,748	$ 5,141,400	$ 4,935,000	$ (206,400)
Total Expenditures	$ 2,659,158	$ 3,964,748	$ 5,141,400	$ 4,935,000	$ (206,400)
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Procure equipment and vehicles identified for replacement during fiscal year.	60%	91%	87%	90%	90%
2. Collaborate with using departments on replacement equipment and vehicles before each purchase.	100%	100%	100%	100%	100%
3. Evaluate Alternative fuel options before purchasing new equipment.	N/A	100%	100%	100%	100%

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City of Santa Clara

The Center of What's Possible

Fund 053 - Automotive Services

Fund 053 Automotive Services

Fund 053 Automotive Services	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
PW Streets & Auto Services - Fleet Management	$ 3,965,283	$ 3,911,643	$ 4,352,778	$ 4,669,453
Total Expenditures	$ 3,965,283	$ 3,911,643	$ 4,352,778	$ 4,669,453
Full Time Equivalents (Budgeted)	15.00	15.00	15.00	15.75
Total Revenue	$ 4,123,341	$ 4,205,424	$ 4,352,778	$ 4,669,453

Overview

To provide support for the diverse fleet operations ensuring safe, efficient, and cost-effective maintenance, repair, fueling, and replacement of City-owned vehicles and equipment.

Fund 053 Automotive Services

Mission

To promote and maintain the highest standards of personal and professional conduct among all involved with Fleet Management.

Significant Accomplishments

- Installed Fuel Monitoring application allowing staff to monitor fuel site below ground tank levels and alarms from the office at five fuel sites.
- Upgraded Veeder Root fuel monitoring hardware at five fuel sites to have Ethernet cable connectivity.
- Completed 100% Biennial Inspection of Terminals (BIT) on applicable equipment as required by California Highway Patrol (CHP) regulations.

Significant Objectives

- Upgrade Fuel Management software and hardware to allow for improved data and mileage tracking.
- Evaluate options to install fuel management and monitoring at 5 above ground fuel sites.
- Continue to analyze Fleet preventive maintenance program to maximize equipment life and vehicle availability.

Fund 053 Automotive Services

Fund Summary

Fund 053 Automotive Services	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Salaries	$ 1,213,468	$ 1,251,471	$ 1,283,101	$ 1,480,528	$ 197,427
Benefits	606,663	598,612	677,406	850,488	173,082
Materials/Services/Supplies	2,006,658	1,911,535	2,208,345	2,208,345	—
Interfund Services	138,494	150,025	183,926	130,092	(53,834)
Total Expenditures	$ 3,965,283	$ 3,911,643	$ 4,352,778	$ 4,669,453	$ 316,675
Revenue Category					
Intergovernmental	$ 2,029	$ 1,118	$ —	$ 37,000	$ 37,000
Charges for Services	4,125,945	4,188,186	4,217,662	4,390,680	173,018
Op Transfers	(43,349)	(2,759)	124,616	236,273	111,657
Other Revenues	38,716	18,879	10,500	5,500	(5,000)
Total Revenues	$ 4,123,341	$ 4,205,424	$ 4,352,778	$ 4,669,453	$ 316,675
Full Time Equivalents (Budgeted)	15.00	15.00	15.00	15.75	0.75

Budget Overview and Significant Changes

Service Level Impact

While the Automotive Services Fund added 1.0 FTE, the *Position Detail* summary reflects an addition of 0.75 FTE. The 1.0 FTE funded was a previously frozen position that was included in the headcount, but had no funding to fill. The 0.75 FTE is primarily the re-allocation of a few positions from the General Fund to address service levels demands. Overall, the service level to the customers of Fleet Management will remain the same as previous years. Internal automation will reduce future cost increases to our customers and enhance reporting. The funded 1.0 FTE which was a previously frozen position with no funding is a Technician position that will allow previously contracted work to be performed in-house.

Expenditures

Salaries changes from prior adopted budget

Salary costs reflect contractually agreed upon wage increases for those bargaining units with current contracts and funding for additional positions where applicable. An additional Technician position is included in the salary increase.

Benefits changes from prior adopted budget

Benefits costs reflect contractually agreed upon benefit changes for those bargaining units with current contracts and funding for additional positions where applicable. In addition, benefits changes reflect new CalPERS (California Public Employees' Retirement System) employer pension rates and estimated health insurance rates.

Materials/Servicess/Supplies changes from prior adopted budget

No reportable or significant change.

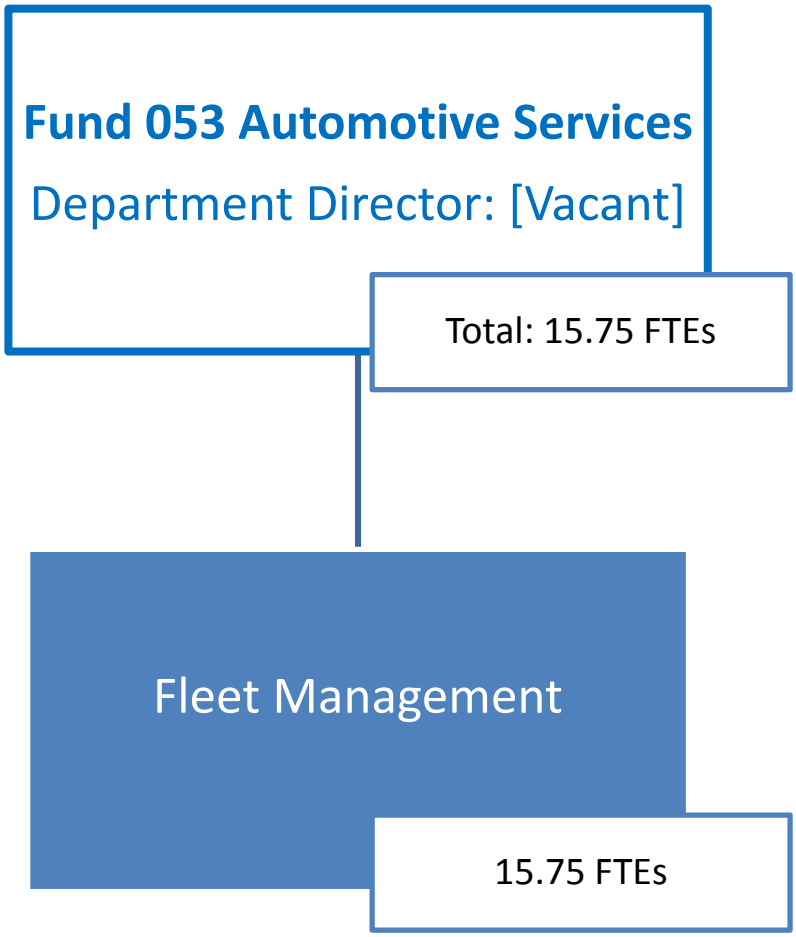
Fund 053 Automotive Services

Interfund Services changes from prior adopted budget
Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal Service Funds section of this budget document.

Total Revenues

Total Revenues changes from prior adopted budget
Increase in revenue to adjust for increases in salaries and benefits.

City of Santa Clara
Divisional Organization Chart



Fund 053 Automotive Services

POSITION DETAIL

Fund 053 Automotive Services		2013-14 Adopted	2014-15 Adopted	2015-16 Adopted	2016-17 Budget	Position Change
Position Title						
Uncl	Fleet Manager	1.00	1.00	1.00	1.00	—
Uncl	Compliance Manager	—	—	—	0.20	0.20
A30	Automotive Foreman/Forewoman	2.00	2.00	2.00	2.00	—
G28	Automotive Technician III	7.00	7.00	7.00	7.00	—
G22	Automotive Technician II	—	—	—	1.00	1.00
A24	Auto Services Coordinator	1.00	1.00	1.00	1.00	—
A24	Deputy PW Director	—	—	—	0.05	0.05
A23	Fleet Assistant	1.00	1.00	1.00	1.00	—
A22	Office Specialist III	—	—	—	0.40	0.40
A22	Office Specialist IV	—	—	—	0.10	0.10
A19	Account Clerk I	1.00	1.00	1.00	—	(1.00)
A19	Materials Handler/Auto Parts Technician	1.00	1.00	1.00	1.00	—
A15	Automotive Services Utility Worker	1.00	1.00	1.00	1.00	—
	Full Time Equivalents (Budgeted)	**15.00**	**15.00**	**15.00**	**15.75**	**0.75**

Fund 053 - Automotive Services
Division: Fleet Management

Fund 053 Automotive Services	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
2123-Fleet Operations	$ 3,965,283	$ 3,911,643	$ 4,352,778	$ 4,669,453	$ 316,675
Total Expenditures	$ 3,965,283	$ 3,911,643	$ 4,352,778	$ 4,669,453	$ 316,675
Full Time Equivalents (Budgeted)	N/A	N/A	15.00	15.75	0.75
Total Revenue	$ 4,123,340	$ 4,205,423	$ 4,352,778	$ 4,669,453	$ 316,675

Division Mission

To promote and maintain the highest standards of personal and professional conduct among all involved with Fleet Management

Division Overview

- Ongoing evaluation of Preventive Maintenance (PM) program.
- Complete Biennial Inspection of Terminals (BIT) on applicable equipment as required by California Highway Patrol (CHP) regulations on or before due date.
- Maintain regulatory compliance with City, County, State, and Local governmental regulations at fuel sites, dispensing Unleaded and Diesel fuel.

Division: Fleet Management
Program: 2123 - Fleet Operations

Program Mission: Optimize safety, cost, and availability of vehicles and equipment through established preventative maintenance and repair programs.

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	$ 1,213,468	$ 1,251,471	$ 1,283,101	$ 1,480,528	$ 197,427
Benefits	606,663	598,612	677,406	850,488	173,082
Materials/Services/Supplies	2,006,658	1,911,535	2,208,345	2,208,345	—
Interfund Services	138,494	150,025	183,926	130,092	(53,834)
Total Expenditures	$ 3,965,283	$ 3,911,643	$ 4,352,778	$ 4,669,453	$ 316,675
Full Time Equivalents (Budgeted)	N/A	N/A	15.00	15.75	0.75

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
1. Compliance with Department of California Highway Patrol (CHP) Biennial Inspection of Terminals (BIT) program.	100%	100%	100%	100%	100%
2. Percentage of Preventive Maintenance (PM) completed on all vehicles within two weeks of due date.	70%	90%	91%	90%	92%

City of Santa Clara

The Center of What's Possible

Fund 081 - Workers' Compensation

Fund 081 Workers' Compensation

Fund 081 Workers' Compensation	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
General Purpose - Citywide Programs	$ 3,378,284	$ 3,360,324	$ 4,000,000	$ 4,000,000
Total Expenditures	$ 3,378,284	$ 3,360,324	$ 4,000,000	$ 4,000,000
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenue	$ 3,238,067	$ 4,158,758	$ 4,000,000	$ 4,000,000

Overview

The City of Santa Clara began its self-insured workers' compensation program on July 1, 1982. It current self-insured retention is $500,000 and excess coverage is provided by the CSAC Excess Insurance Authority. Claims administration services is provided by a third party administrator.

Mission

The City utilizes internal service funds to account for the financing of goods and services provided by one department or agency to other departments or agencies of the City. These funds play an important role in the overall ability of the City to conduct business. The Workers' Compensation Fund encompasses the budget for Citywide Workers' Compensation costs, which include the projected costs of premiums, claims administration, and claims expenses.

Fund 081 Workers' Compensation

Fund Summary

Fund 081 Workers' Compensation	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Materials/Services/Supplies	$ 2,897,871	$ 2,803,729	$ 3,320,000	$ 2,963,695	$ (356,305)
Interfund Services	480,413	556,595	680,000	1,036,305	356,305
Total Expenditures	$ 3,378,284	$ 3,360,324	$ 4,000,000	$ 4,000,000	$ —
Revenue Category					
Charges for Services	$ 3,000,513	$ 3,500,000	$ 4,000,000	$ 4,000,000	$ —
Op Transfers	58,536	—	—	—	—
Other Revenues	179,018	658,758	—	—	—
Total Revenues	$ 3,238,067	$ 4,158,758	$ 4,000,000	$ 4,000,000	$ —
Full Time Equivalents (Budgeted)	—	—	—	—	—

Budget Overview and Significant Changes

Service Level Impact

There is no significant service level impact or change to report.

Expenditures

Materials/Services/Supplies changes from prior adopted budget

The budget has decreased for 2016-17, primarily due to projected increasing reserve levels and utilization of the reserve based on recent trends.

Interfund Services changes from prior adopted budget

The overall budget for Interfund Services has increased primarily due to rising premium costs.

Total Revenues

Total Revenues changes from prior adopted budget

No reportable or significant change.

Fund 081 Workers' Compensation
Division: General Purpose - Citywide Programs

Fund 081 Workers Compensation	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
0136-WorkersCompensation	$ 3,378,284	$ 3,360,324	$ 4,000,000	$ 4,000,000	$ —
Total Expenditures	$ 3,378,284	$ 3,360,324	$ 4,000,000	$ 4,000,000	$ —
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenue	$ 3,238,067	$ 4,158,758	$ 4,000,000	$ 4,000,000	$ —

Division Mission

To budget for Citywide Workers' Compensation costs, including insurance premiums and claims

Division: General Purpose - Citywide Programs
Program: 0136 - Workers' Compensation

Program Mission: To budget for Citywide Workers' Compensation costs, including insurance premiums and claims

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Materials/Services/Supplies	$ 2,897,871	$ 2,803,729	$ 3,320,000	$ 2,963,695	$ (356,305)
Interfund Services	480,413	556,595	680,000	1,036,305	356,305
Total Expenditures	$ 3,378,284	$ 3,360,324	$ 4,000,000	$ 4,000,000	$ —
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
No reportable performance measures	N/A	N/A	N/A	N/A	N/A

City of Santa Clara

The Center of What's Possible

Fund 082 - Special Liability Insurance

Fund 082 Special Liability Insurance

Fund 082 Special Liability Insurance	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
General Purpose - Citywide Programs	$ 2,082,420	$ 2,306,606	$ 2,332,087	$ 2,452,109
Total Expenditures	$ 2,082,420	$ 2,306,606	$ 2,332,087	$ 2,452,109
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenue	$ 2,010,620	$ 2,034,576	$ 2,196,069	$ 2,452,109

Overview

The Special Liability Insurance Fund includes the budget for Citywide liabilty and property insurances. The City's Liability coverage was established to fund liability exposures the City, including general liability, auto liability, errors & omissions, and employment practices. The City's Property coverage provides for property and boiler and machinery insurance for physical damage to buildings and other specified structures. The program insures all City owned property and provides coverage to property that is in the City's care, custody or control, or that the City is contractually obligated to insure.

Mission

The City utilizes internal service funds to account for the financing of goods and services provided by one department or agency to other departments or agencies of the City. These funds play an important role in the overall ability of the City to conduct business. The Special Liability Insurance Fund includes the budget for Citywide general liability and property, including insurance premiums, claims, and related legal expenses.

Fund 082 Special Liability Insurance

Fund Summary

Fund 082 Special Liability Insurance	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Materials/Services/Supplies	$ 1,016,065	$ 1,183,538	$ 877,800	$ 992,000	$ 114,200
Interfund Services	1,066,355	1,123,068	1,318,269	1,460,109	141,840
Total Expenditures	$ 2,082,420	$ 2,306,606	$ 2,196,069	$ 2,452,109	$ 256,040
Revenue Category					
Charges for Services	$ 2,010,620	$ 2,034,576	$ 2,196,069	$ 2,452,109	$ 256,040
Total Revenues	$ 2,010,620	$ 2,034,576	$ 2,196,069	$ 2,452,109	$ 256,040
Full Time Equivalents (Budgeted)	—	—	—	—	—

Budget Overview and Significant Changes

Service Level Impact

There is no significant service level impact or change to report.

Expenditures

Materials/Services/Supplies changes from prior adopted budget

Materials/Services/Supplies are 13% higher than the 2015-16 budget primarily due to a projected increase in legal expenses related to claims for 2016-17.

Interfund Services changes from prior adopted budget

Interfund Services represent estimated insurance premiums costs, and reflect an average of 10% projected premium increases for 2016-17.

Total Revenues

Total Revenues changes from prior adopted budget

Charges for services represent charges to Citywide departments based on a model that factors in specific insurance coverage, claims experience, and percentage of overall budgeted salary costs. The increase of 11.7% projected for 2016-17 is primarily due to projected increases in insurance premiums.

Fund 082 - Special Liability Insurance
Division: General Purpose - Citywide Programs

Fund 082 Special Liability Insurance	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
0141-Special Liability Insurance	$ 1,546,275	$ 1,781,059	$ 1,683,568	$ 1,792,958	$ 109,390
0142-Special Liability Property Insurance	536,145	525,547	648,519	659,151	10,632
Total Expenditures	$ 2,082,420	$ 2,306,606	$ 2,332,087	$ 2,452,109	$ 120,022
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenue	$ 2,010,620	$ 2,034,576	$ 2,196,069	$ 2,452,109	$ 256,040

Division Mission

To budget for Citywide insurance costs related to general liability and property, including insurance premiums, claims, and related legal expenses.

Division: General Purpose - Citywide Programs
Program: 0141 - Special Liability Insurance

Program Mission: To budget for Citywide insurance costs related to general liability and property, including insurance premiums, claims, and related legal expenses

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Materials/Services/Supplies	$ 1,016,065	$ 1,183,538	$ 1,013,818	$ 992,000	$ (21,818)
Interfund Services	530,210	597,521	669,750	800,958	131,208
Total Expenditures	$ 1,546,275	$ 1,781,059	$ 1,683,568	$ 1,792,958	$ 109,390
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
No reportable performance measures	N/A	N/A	N/A	N/A	N/A

Division: General Purpose - Citywide Programs
Program: 0142 - Special Liability Property Insurance

Program Mission: To budget for Citywide insurance costs related to general liability and property, including insurance premiums, claims, and related legal expenses

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Interfund Services	$ 536,145	$ 525,547	$ 648,519	$ 659,151	$ 10,632
Total Expenditures	$ 536,145	$ 525,547	$ 648,519	$ 659,151	$ 10,632
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
No reportable performance measures	N/A	N/A	N/A	N/A	N/A

City of Santa Clara

The Center of What's Possible

Fund 087 - Unemployment Insurance

Fund 087 Unemployment Insurance

Fund 087 Unemployment Insurance	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget
Divisions				
General Purpose - Citywide Programs	$ 63,801	$ 72,775	$ 130,000	$ 125,000
Total Expenditures	$ 63,801	$ 72,775	$ 130,000	$ 125,000
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenue	$ 130,000	$ 130,000	$ 130,000	$ 125,000

Overview

The Unemployment Insurance Fund provides for the cost of unemployment insurance claims, and is budgeted based on current experience and historical costs.

Mission

The City utilizes internal service funds to account for the financing of goods and services provided by one department or agency to other departments or agencies of the City. These funds play an important role in the overall ability of the City to conduct business. The Unemployment Insurances Fund includes the budget for projected Citywide unemployment claims.

Fund 087 Unemployment Insurance

Fund Summary

Fund 087 Unemployment Insurance	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Expenditure Category					
Materials/Services/Supplies	$ 63,801	$ 72,775	$ 130,000	$ 125,000	$ (5,000)
Total Expenditures	$ 63,801	$ 72,775	$ 130,000	$ 125,000	$ (5,000)
Revenue Category					
Charges for Services	$ 130,000	$ 130,000	$ 130,000	$ 125,000	$ (5,000)
Total Revenues	$ 130,000	$ 130,000	$ 130,000	$ 125,000	$ (5,000)
Full Time Equivalents (Budgeted)	—	—	—	—	—

Budget Overview and Significant Changes

Service Level Impact

There is no significant service level impact or change to report.

Expenditures

Materials/Services/Supplies changes from prior adopted budget

Based on recent trends in unemployment insurance claims, and the projected ending balance in the fund's reserve for 2015-16, the budget is decreasing slightly for 2016-17 to $125,000.

Total Revenues

Total Revenues changes from prior adopted budget

Charges for services represent charges to Citywide departments based on a pro rata share of the department's budgeted salary costs. This has decreased to $125,000 in 2016-17 due to a projected decrease in unemployment costs and the estimated ending reserve balance in the fund for 2015-16.

Fund 087 - Unemployment Insurance
Division: General Purpose - Citywide Programs

Fund 087 Unemployment Insurance	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Programs					
0155-Unemployment Insurance Clearing Account	$ 63,801	$ 72,775	$ 130,000	$ 125,000	$ (5,000)
Total Expenditures	$ 63,801	$ 72,775	$ 130,000	$ 125,000	$ (5,000)
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenue	$ 130,000	$ 130,000	$ 130,000	$ 125,000	$ (5,000)

Division Mission

To budget for Citywide unemployment costs.

Division: General Purpose - Citywide Programs
Program: 0155 - Unemployment Insurance Clearing Account

Program Mission: To budget for Citywide unemployment costs

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Materials/Services/Supplies	$ 63,801	$ 72,775	$ 130,000	$ 125,000	$ (5,000)
Total Expenditures	$ 63,801	$ 72,775	$ 130,000	$ 125,000	$ (5,000)
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2015-16 Adopted	2016-17 Budget
No reportable performance measures	N/A	N/A	N/A	N/A	N/A

City of Santa Clara

The Center of What's Possible

Other Agencies

City of Santa Clara

The Center of What's Possible

HUD Programs

CITY OF SANTA CLARA

HOUSING AND URBAN DEVELOPMENT BUDGET

Fiscal Year 2016-17

Housing and Urban Development Functions and Activities

Administers the federal Community Development Block Grant (CDBG) and HOME Investment Partnerships Act Program (HOME) entitlement grant programs. The federal entitlement grants are used to promote affordable housing, rehabilitate substandard housing, build new park facilities, provide neighborhood improvements, remove barriers to the handicapped and fund public services for low and moderate income residents. Public services are provided through non-profit, delegate agencies under third party contracts with the City. Typically, sub-recipient agencies provide community assistance in the areas of family/adolescent counseling, senior nutrition, training for physically challenged individuals, provision of supplemental food, senior legal service and assistance to victims of domestic violence.

Housing and Community Services Program

COMMUNITY DEVELOPMENT BLOCK GRANT
Fiscal Year 2016 - 17

Financing Sources:		**2016-17**
Revenue:		
Community Development Block Grant (CDBG) Entitlement	$	897,752
Reallocated CDBG Program Income		275,000
Transfer from CDBG Unallocated Balance		72,800
Total:	**$**	**1,245,552**
Appropriations:		
1. CDBG Administration (20% of entitlement) 562-5510	$	234,550
2. Public Services -(see table below) 562-5510		173,575
3. Removal of Barriers to the Physically Challenged 562-5551		300,000
4. Neighborhood Conservation and Improvement Program 562-5552		357,427
5. City Hall ADA Compliance Study 562-5559		150,000
6. Project Sentinel Office Rehabilitation 562-NEW		30,000
Total:	**$**	**1,245,552**

Public Services Table		**CDBG (1)**
Bill Wilson Center	$	63,470
Long Term Care Ombudsman		6,710
Senior Nutrition		24,200
YWCA Services for Battered Women		8,250
Senior Adult Legal Services		5,280
Senior Adult Day Care		4,400
Heart of the Valley		9,130
Saint Justin Community Ministry		12,210
Healthier Kids Foundation		15,664
Next Door Solutions		18,761
Silicon Valley Independent Living		5,500
	$	**173,575**

(1) Includes 15% of the 2016-17 entitlement and CDBG reallocated program income from prior years. Allowable reimbursement for program administration and public services is limited to 15% of entitlement for CDBG.

Housing and Community Services Program

HOME INVESTMENT PARTNERSHIP ACT PROGRAM
Fiscal Year 2016 - 17

Financing Sources:		**2016-17**
Revenue:		
Home Program Entitlement Grant	$	299,478
Reallocated HOME Program Income		492,237
Transfer from HOME Unallocated Balance		10,800
HOME Prior Year Appropriation		425,000
Total:	**$**	**1,227,515**
Appropriations:		
1. HOME Administration (10% of entitlement) 562-5910	$	59,407
2. Project Sentinel Fair Housing Services 562-5910		19,738
3. Neighborhood Conservation and Improvement Program 562-5552		723,370
4. Tenant-Based Rental Assistance 562-5935		425,000
Total:	**$**	**1,227,515**

Summary of CDBG & HOME Administration services provided by the General Fund:		
HOME (10% of entitlement)	$	59,407
CDBG (20% of the entitlement)		234,550
CIP NCIP force account reimbursement budget		54,000
Services provided by the General Fund	**$**	**347,957**

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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 2016-17

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 ROPS appropriations for fiscal year 2016-17 totals $97.2 million which includes the full defeasance/redemption of all agency debt largely from the use of unspent bond proceeds and anticipated land sales.

SUCCESSOR AGENCY OF THE
REDEVELOPMENT AGENCY BUDGET

Fiscal Year 2016-17

		Redevelopment Obligation Retirement Fund
Estimated Revenues:		
Sales of Land	$	50,628,896
Lease Revenue		13,345,851
Available Bond/Reserve Bond Proceeds:		
2003 Tax Allocation Bonds		5,079,351
2011 Tax Allocation Bonds		28,126,463
Total Estimated Revenues	**$**	**97,180,561**
Appropriations:		
Debt Service:		
2003 Tax Allocation Bonds	$	901,000
2011 Tax Allocation Bonds		325,306
2011 Cooperation Agreement		12,573,402
Miscellaneous Debt Costs		80,000
Defease/Redeem Bonds:		
2003 Tax Allocation Bonds		36,941,000
2011 Tax Allocation Bonds		46,359,853
Total 2016-17 Appropriations*	**$**	**97,180,561**

*Per terms of "Settlement Agreement" between City, County and other Parties, a line item for $11,716,480 was added to the ROPS 16-17 to validate bond funds previously expended for construction of the Northside Branch Library. Since this expense had already occurred in years prior and therefore no funds would actually be expended, this amount was not included.

City of Santa Clara

The Center of What's Possible

Santa Clara Convention Center Convention-Visitors Bureau

CITY OF SANTA CLARA

CONVENTION CENTER & CONVENTION-VISITORS BUREAU BUDGET

Fiscal Year 2016-17

Convention Center & Convention-Visitors Bureau Functions and Activities

Through a contract with the City of Santa Clara, the Convention and Visitor's Bureau ("CVB") provides marketing to potential businesses, including generating leads an booking opportunities for businesses within the City. The goal of the CVB is to grow revenues for the City by increasing visitor and convention spending in local hotels, businesses, and the Convention Center. The budget for the Convention-Visitors Bureau is provided for informational purposes and contracted contribution is appropriated as a contract payment within the City's General Fund.

Through an agreement with the Santa Clara Chamber of Commence, management of the Convention Center is provided with the goal of operating a venue for conventions, trade shows, and other events which result in economic activity in the community and which generate direct revenue to cover the costs of operations and generate net income to the City's General Fund.

CONVENTION CENTER BUDGET

Fiscal Year 2016-17

OPERATING INCOME	2015-16 Adopted	2016-17 Adopted	Change
Space Rental	$ 2,500,000	$ 2,600,000	$ 100,000
Audio Visual	680,000	758,734	78,734
Telephone	280,000	300,000	20,000
Catering	2,000,000	2,600,000	600,000
Electrical	350,000	360,000	10,000
Advertisements	36,000	40,000	4,000
Other Income/Interest/Etc.	179,248	176,239	(3,009)
Total Operating Income	**$ 6,025,248**	**$ 6,834,973**	**$ 809,725**
Total Expenses	$ 6,559,833	$ 6,723,225	$ 163,392
Net Income/(Loss)	**$ (534,585)**	**$ 111,748**	**$ 646,333**
Ballroom Lease (Indirect Revenue)[1]	$ —	$ 321,432	$ 321,432

1. Indirect revenue received directly by the City of Santa Clara. In 2015-16, this revenue was not budgeted due to a preliminary injunction related to the dissolution of the RDA.

CONVENTION-VISITORS BUREAU BUDGET

Fiscal Year 2016-17

OPERATING INCOME	2015-16 Adopted	2016-17 Adopted	Change
Beginning Balance	$ 20,060	$ 173,433	$ 153,373
City Contract	**$ 1,521,526**	**$ 1,489,315**	**$ (32,211)**
Direct Income			
TID Reimbursement	$ 32,400	$ 32,400	$ —
Discount Tickets Sales	15,525	11,030	(4,495)
Registration Services	489	500	11
Hotel Reservations	—	2,000	2,000
Other Income/Interest/Etc.	—	50	50
Direct Income Total	**$ 48,414**	**$ 45,980**	**$ (2,434)**
Total Operating Income	**$ 1,590,000**	**$ 1,708,728**	**$ 118,728**
EXPENSES			
Convention Sales and Marketing	$ 954,000	$ 1,060,626	$ 106,626
Convention Service	143,100	134,042	(9,058)
Visitor Marketing and Communications	492,900	514,060	21,160
Total Expenses	**$ 1,590,000**	**$ 1,708,728**	**$ 118,728**

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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 2016-17

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 Santa Clara Golf and Tennis Club developed by the Authority on City -owned land and operated under a management agreement with a private company and a private restaurant facility at the Golf and Tennis Club leased to a private operator. 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.

Fiscal Year 2016-17

	Golf Course Fund	SOSA Administration	Total
Estimated Revenues:			
Loan from General Contingency Reserve	$ 556,809	$ —	$ 556,809
Revenue from Use of City Land (Golf Course)	—	—	—
Rent Revenue (David's Restaurant)	—	70,000	70,000
Golf Course Revenue (1)	1,728,675	—	1,728,675
Total Estimated Revenues	**$ 2,285,484**	**$ 70,000**	**$ 2,355,484**
Appropriations:			
Golf Course Expenditures (1)	$ 2,285,484	$ —	$ 2,285,484
Legal, Consulting and Administrative	—	35,000	35,000
Transfer Revenue from Use of City Land	—	—	—
Operating Transfer to City	—	35,000	35,000
Total 2016-17 Appropriations	**$ 2,285,484**	**$ 70,000**	**$ 2,355,484**

(1) Santa Clara Golf and Tennis Club revenues are shown net of Cost of Sales; and appropriations include operating and capital outlay expenses.

City of Santa Clara

The Center of What's Possible

Stadium Authority

CITY OF SANTA CLARA

SANTA CLARA STADIUM AUTHORITY BUDGET

Fiscal Year 2016-17 (April 1, 2016 through March 31, 2017)

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 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 is "Levi's Stadium". In return, Levi Strauss & Co. makes 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 construction financing with permanent financing. On June 11, 2013 the Stadium Authority approved the permanent financing documents. This permanent financing also resulted in amendments to the following agreements: Ground Lease, Stadium Lease, and Non-Relocation Agreement.

Levi's Stadium opened in August 2014 and since has hosted 20 NFL games over the course of two NFL seasons as well as a number of large-scale non-NFL events including college football, professional soccer, WrestleMania, concerts and Super Bowl 50. The cost of services provided by the City (e.g., public safety and stadium administration) to either StadCo or the Stadium Authority are tracked and reimbursed assuring that City services are not impacted.

STADIUM AUTHORITY BUDGET

Fiscal Year 2016-17

	Operating	Capital Projects [1]	Debt Service
Beginning Balances	$ 17,159,000	$ 6,090,000	$ 28,063,000
Estimated Revenues:			
Ticket Surcharge	8,452,000	—	—
SBL Proceeds	33,804,000	—	—
Net Revenue from Non-NFL Events	5,305,000	—	—
Naming Rights Revenue	6,181,000	—	—
Sponsorship Revenue (STR)	717,000	—	—
Facility Revenue	24,500,000	—	—
Senior/Youth Fee Revenue	242,000	—	—
Non-NFL Ticket Surcharge	2,000,000	—	—
Contribution from Community Facilities District	—	—	3,400,000
Transfers	(60,728,000)	3,183,000	57,545,000
Total Beginning Balances, Estimated Revenues, and Operating Transfers	**$ 37,632,000**	**$ 9,273,000**	**$ 89,008,000**
Appropriations:			
Stadium Manager Operating Expenditures	$ 7,612,000	$ —	$ —
SBL Sales and Service	1,945,000	—	—
Insurance	2,705,000	—	—
Senior/Youth Program Fees	242,000	—	—
Other Expenditures	2,784,000	—	—
Ground Rent - Base	250,000	—	—
Ground Rent - Performance	2,527,000	—	—
Measure J Compliance Audit	200,000	—	—
Discretionary Fund Expense	1,000,000	—	—
Capital Expenditures	—	—	—
CFD Advance Debt Service	—	—	3,400,000
Term A Debt Service	—	—	14,140,000
StadCo Subordinated Loan Debt Service	—	—	52,288,000
Total 2016-17 Appropriations	**$ 19,265,000**	**$ —**	**$ 69,828,000**
Reserves:			
O&M Reserve	$ 6,528,000	$ —	$ —
Operating Reserve	10,609,000	—	—
Discretionary Fund	1,230,000	—	—
Capital Expenditure Reserve	—	5,973,000	—
Debt Service Reserve	—	—	19,180,000
Total 2016-17 Reserves	**$ 18,367,000**	**$ 5,973,000**	**$ 19,180,000**
Total 2016-17 Appropriations and Reserves	**$ 37,632,000**	**$ 5,973,000**	**$ 89,008,000**

[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

Five-Year Financial Plan

City of Santa Clara
The Center of What's Possible

2017-18 through 2021-22 Five-Year Financial Plan

July 1, 2016

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 adopted 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 developed based on trend analyses, input from economists, consultant recommendations (e.g., our sales tax consultant MuniServices), and input from other subject matter experts. The most current information available is 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 an improved economy, careful management of limited resources, development and redevelopment projects happening throughout the City, and monies flowing to the City from events at Levi's Stadium have generated General Fund budget surpluses the last several years which have allowed the City to fully fund its Working Capital Reserve and make additional contributions to the Capital Projects Reserve which will fund an increase in capital project funding, helping the City to begin to address deferred maintenance needs. In addition, the 2016-17 budget continues to restore and in some cases enhance service levels which had been reduced as a result of the impacts of the Great 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 first four years of the five-year horizon. However, as the projected average expenditure growth rate exceeds the expected average revenue growth rate, projected annual surpluses would diminish each year resulting in a small deficit by the fifth year. It is important to point out that the projected $1.4 million deficit in 2021-22 represents a shortfall of only 0.5%, well within the forecast margin of error.

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.

ECONOMIC OUTLOOK

Most economists believe that the economic recovery that began in June 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, has now risen for nine consecutive quarters. Although the growth has not been as strong as expected, due primarily to consumers being held back by turbulent financial markets and signs of global economic problems, economists are expecting that the economy will grow at a faster pace over the next few quarters. Consumers, whose spending on goods and services accounts for 68% of GDP, took a long time to feel optimistic about the outlook for the economy. However, over the last year, consumer spending has increased (e.g., U.S. auto sales hit record levels in 2015).

For several years after the recession ended, job growth was weak and the unemployment rate remained stubbornly high. Over the last three years, job growth picked up significantly and unemployment rates have declined to more healthy levels, particularly in Silicon Valley. 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. Over the last 12 months, the U.S. unemployment rate has declined from 5.3% in June 2015 to 4.9% in June 2016.

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 6.2% in June 2015 to 5.4% in June 2016. Santa Clara County's and the City of Santa Clara's experience over the last year has been similar with unemployment rates declining to 4.0% and 3.6% respectively.

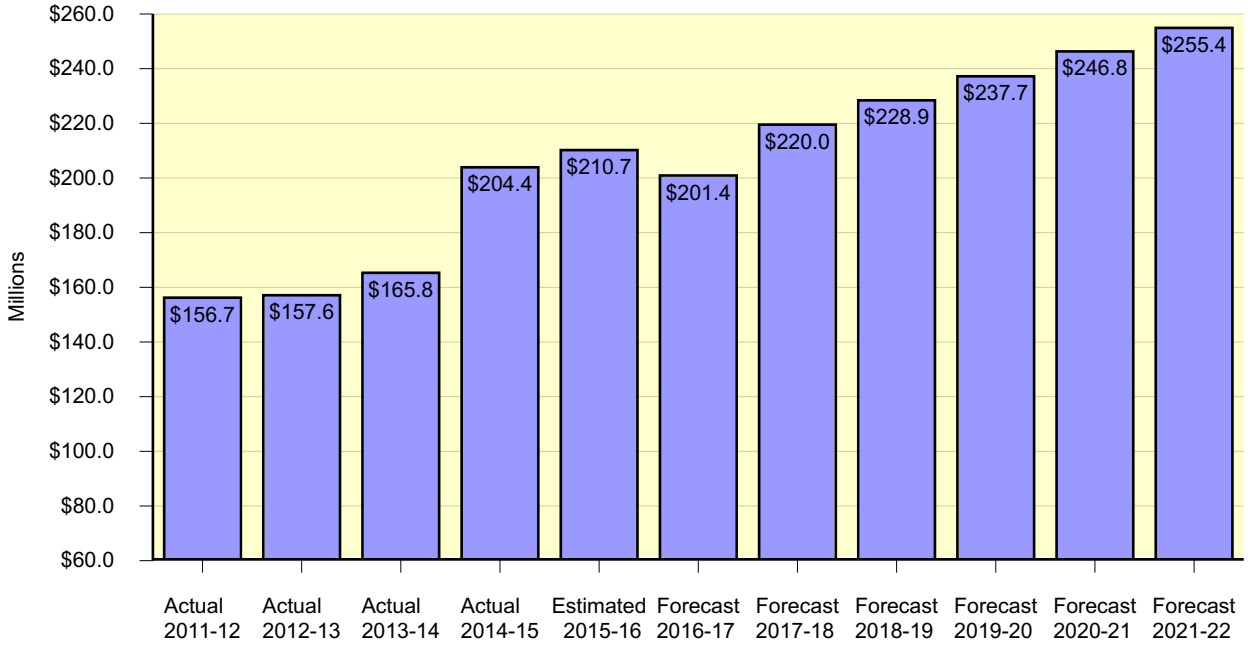
Since World War II, the average expansion (period between recessions) has lasted about five years. The current expansion has now exceeded the average by two years, making it the 4th longest expansion period since World War II. Due to the improved outlook, the Federal Reserve raised its benchmark interest rate for the first time in six years on December 17, 2015 to a range of 0.25% to 0.50% from a range of 0% to 0.25% which had been the rate since December 16, 2008. Economists expect the Federal Reserve to increase the benchmark interest rate one more time in 2016.

SANTA CLARA'S FINANCES

Total General Fund resources are estimated at $201.4 million in 2016-17, representing a decrease of $9.3 million or 4.4% when compared to estimated 2015-16 year-end actuals (see Chart 1). The primary reasons for the decline are due to one-time transfers to and from the General Fund. In 2014-15 and 2015-16, there were one-time transfers in from the Land Sale Reserve to cover the City's Redevelopment Agency dissolution obligations. These amounts totaled $23.0 million in 2014-15 and $13.9 million in 2015-16. The 2015-16 amount was partly offset by a one-time transfer out to the Capital Projects Reserve of $7.0 million which will help address the backlog of capital improvement projects. Total 2016-17 resources includes a one-time $7.0 million sales tax payment from the State as a result of the unwinding of the "triple flip" (see the sales tax section of this Five-Year Financial Plan for additional information).

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 3.7% in the out years as moderate economic growth continues, reaching an estimated $255.4 million by the end of the forecast period (i.e., 2021-22).

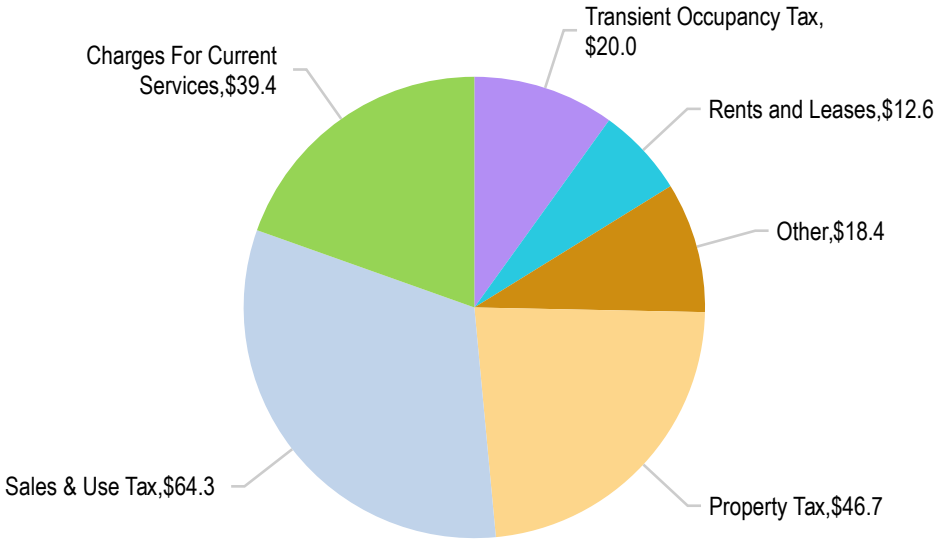
Chart 1
General Fund Resources



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 $111.0 million or 55.1% of the total. These and other major sources of revenue are described on the following pages.

Chart 2
2016-17 General Fund Resources
Total General Fund Resources = $201.4 Million



Sales Tax

Santa Clara's sales tax collections are directly influenced by local, regional, national, and international economic and business cycles. Because of this, sales tax collections are one of the most economically sensitive 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 five fiscal years is expected to continue in 2016-17 (see Chart 3).

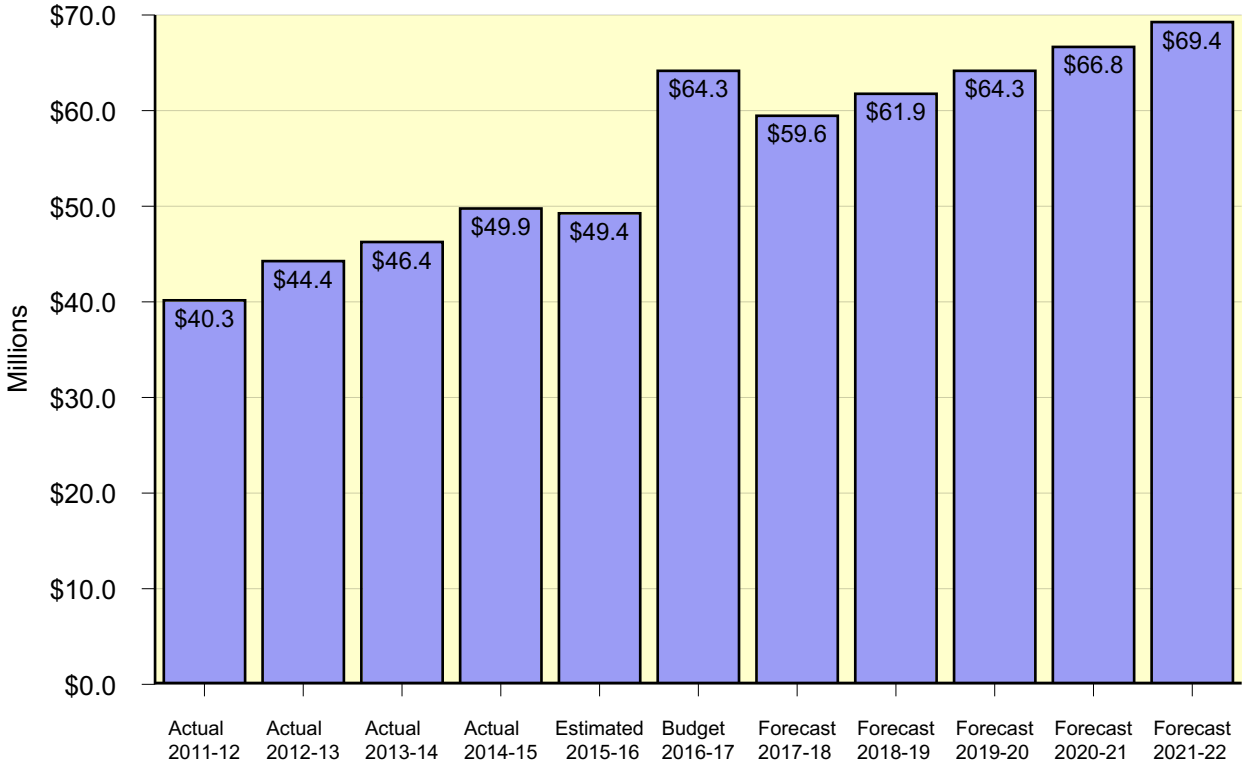
The 2016-17 projection of $64.3 million is 31.9% of total General Fund resources projected for 2016-17. The 2016-17 estimate represents a projected 30.2% or $14.9 million increase over the 2015-16 year-end estimate of $49.4 million. This expected increase is based on projections from our sales tax consultant, 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 unwinding of the State of California's "triple flip". The triple flip was due to the State's takeaway of ¼ of the local Bradley-Burns 1% sales tax rate which the State then used to guarantee their economic recovery 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 was then backfilled from the State General Fund (flip 3).

Due to the timing of when the triple flip began in 2004-05, the first flip resulted in cities being shorted half of one quarter of collections. This shortfall will be made up in a final true-up payment in 2016-17. Also included in this final true-up payment will be the final annual true-up. Annual true-ups have occurred each year to correct for any differences between the backfill amount (flip 2) and the amount that would have actually been distributed if flip 1 had not occurred (either positive or negative adjustments). This last annual true-up payment would normally have happened in fiscal year 2015-16, but because this is the final true-up, the State delayed it into 2016-17 resulting in a small expected decline in 2015-16 sales tax collections as compared to 2014-15 collections, and a large increase in expected collections in 2016-17 (the final true-up payment is estimated at $7.0 million).

Based on projections, we expect $64.3 million of sales tax collections in 2016-17 and collections to grow at an average annual rate of 3.9% over the last four years of the forecast period. Based on these projections, annual collections would surpass the previous all-time high of $51.1 million in 2016-17 (16 years later).

Chart 3
General Fund Sales Tax Revenue



Note: 2016-17 includes one-time $7.0 million true-up payment due to the unwinding of the State's Triple Flip.

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.

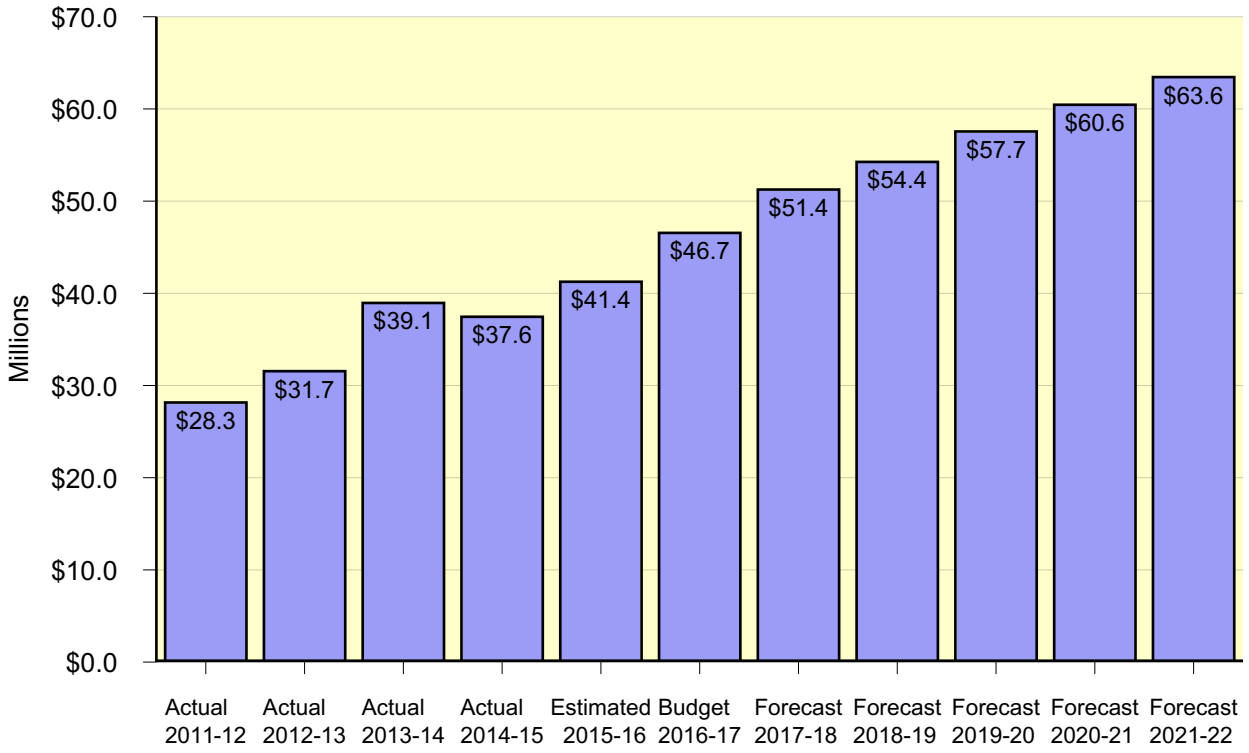
This trend reversed in 2011-12 when collections rose $0.4 million to $28.3 million. Growth continued in 2012-13 with actual collections of $31.7 million, passing the 2008-09 pre-recession high of $29.9 million (four years later). Note that 2012-13 actual collections included $1.1 million of one-time 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 (RDA). In 2014-15, base collections rose $4.6 million from the 2013-14 base without the one-time RDA distribution.

2015-16 year-end collections are currently projected at $41.4 million, growing to $46.7 million in 2016-17. 2015-16 projected year-end actual collections include $0.8 million in one-time monies from the County Education Revenue Augmentation Fund (known as ERAF) and an estimated $4.2 million in pass through and residual monies from the unwinding of the Redevelopment Agency. As the Successor Agency to the Redevelopment Agency is expected to sell its land assets generating sufficient revenue to pay off all of its enforceable obligations, it is estimated that all future property tax increment monies flowing into the County's Redevelopment Property Tax Trust Fund (RPTTF) will be sent out to the taxing entities as residual property tax, meaning that these distributions should now be considered ongoing rather than one-time monies.

Assessed valuation growth on secured property for 2016-17 was projected at 10% based on rising home values and the value of new construction projects being added to the rolls. More recent information from the County of Santa Clara indicates that actual growth is 11.3%. As this Five-Year Financial Plan ties to the 2016-17 adopted budget, no changes have been made at this time based on this information, meaning that the projections are conservative. Property tax collections are then projected to rise at a rate of 10% in 2017-18 as more of the projects currently under construction are added to the assessment rolls, by 6% per year in 2018-19 and 2019-20, and by 5% per year in 2020-21 and 2012-22 (see Chart 4).

Note that these projections do not include new property tax collections for development projects that are either already entitled (e.g., Yahoo!/LeEco) or currently under review (e.g., Related). This Five-Year Financial Plan only includes new development impacts once the projects are fully entitled and under construction. There are currently billions of dollars of construction projects in various stages of the development review process. Should any of these projects move forward, actual property tax collections should exceed the above projections.

Chart 4
General Fund Property Tax Revenue



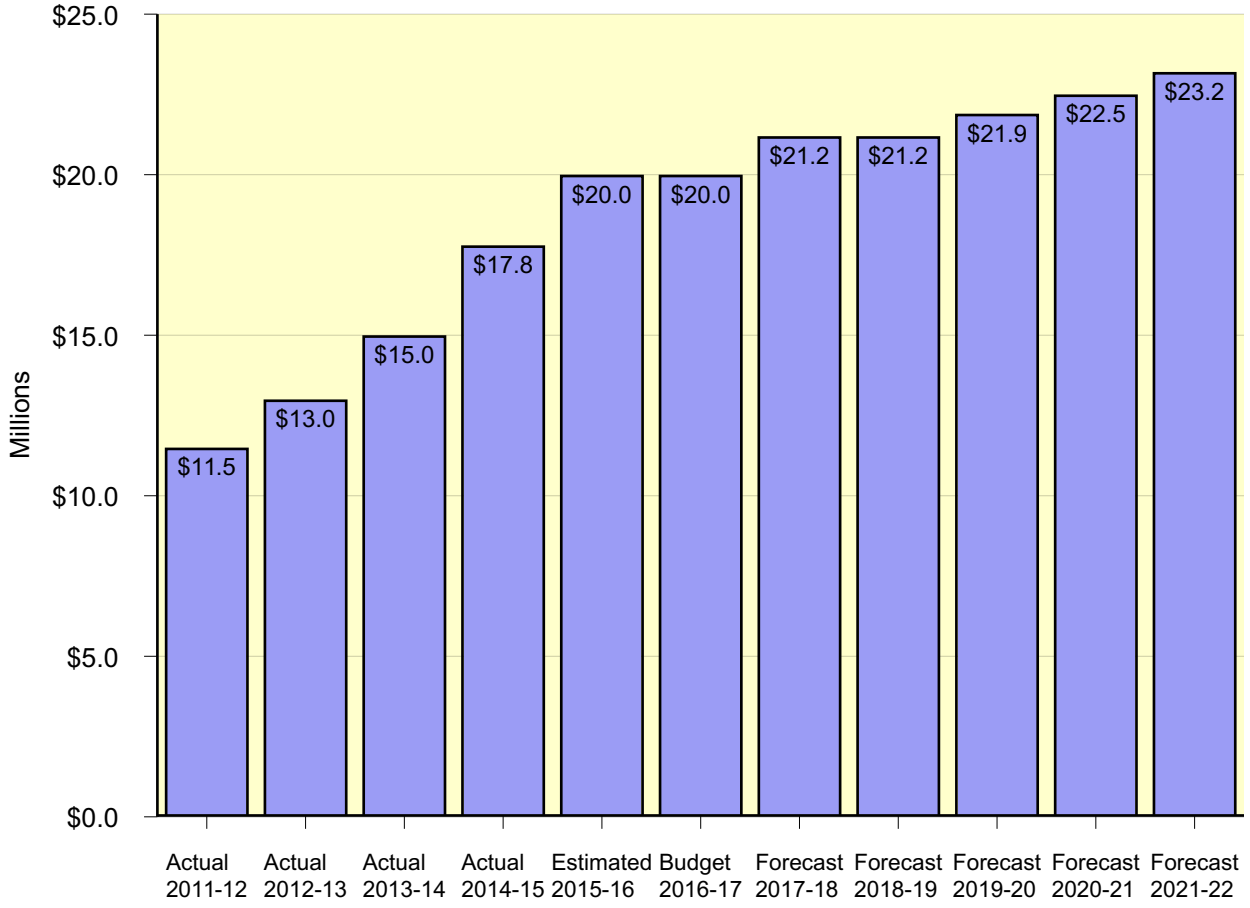
Note: 2013-14 includes one-time $6.1 million of one-time monies due to Redevelopment Agency dissolution.

Transient Occupancy Tax

Transient occupancy tax (TOT), also known as hotel/motel tax, is another key revenue source for the General Fund. As with 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, this revenue source fell to $8.1 million in 2009-10. Collections began to grow again in 2010-11 due to the combination of higher occupancy levels and increases in the average daily rate (ADR) and strong growth occurred each year through 2015-16 with year-end collections expected to reach $20.0 million (influenced by high weekday demand from tech companies, Convention and Visitors Bureau bookings, and Levi's Stadium events including the one-time impact of Super Bowl 50 which increased collections by an estimated $310,000).

The 2016-17 TOT budget projection is for collections to equal 2015-16 at $20.0 million (see Chart 5). The forecast model projects that out-year TOT collections will grow at a rate of 3% per year from 2017-18 through the end of the Plan horizon in 2021-22 (based on the assumption that ADR will rise with inflation). 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 $39.4 million in 2016-17, up $3.8 million or 10.6% over the 2015-16 budget of $35.6 million. The increases are primarily due to fee increases to move toward full cost recovery (based on the results of comprehensive fee studies conducted every three to five years) and higher levels of development activity, partially offset by lower Stadium-related public safety charges due to the prior year including the one-time charges for Super Bowl 50.

Major sources of revenue within this category include charges for services provided to outside entities and other funds such as the City's utility enterprise funds ($22.8 million), recreation charges ($2.3 million), fire prevention and HazMat charges ($4.2 million), planning and engineering fees ($8.1 million), and various other customer service fees. The amount charged to outside entities and other funds includes $6.5 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 to the General Fund as contribution-in-lieu of taxes (CLT). For 2016-17, CLT is projected to total $19.7 million. The forecast is that CLT will increase to $22.1 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 2016-17, revenue recorded as rents and leases is estimated to total $12.6 million. The amount projected for 2016-17 includes lease payments from land leased to The Irvine Company for their Santa Clara Gateway project ($3.3 million), the ground lease with the Santa Clara Stadium Authority for the Levi's Stadium site (includes ground rent, performance rent, and the Senior and Youth Fee totaling $3.0 million), right-of-way rental fees charged to the water and sewer utilities ($3.3 million), and other smaller leases (about $3.0 million). Growth projections for the Five-Year Financial Plan are based on individual lease agreements.

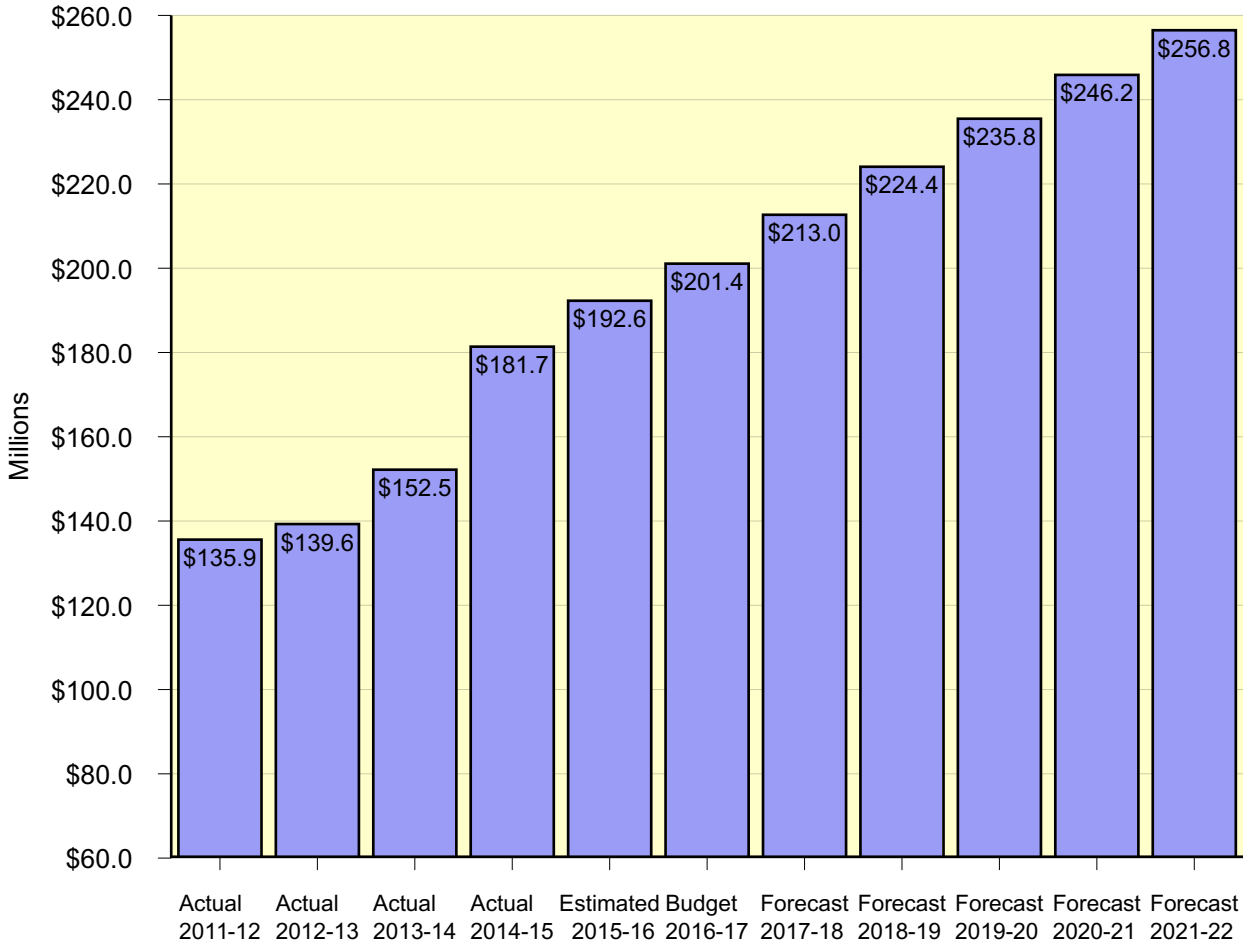
Interest Income

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 declined from 4.92% in 2005-06 to a low of 0.68% in August 2014. These declines are primarily due to the extraordinary actions by the Federal Reserve to hold interest rates low. In December 2015, the Federal Reserve raised the Federal Funds interest rate by 25 basis points, from a range of 0% to 0.25% to a range of 0.25% to 0.5%. The City's portfolio return has increased over the last year with the June 2016 earnings return coming in at 1.01%. Based on the expectation that the Federal Reserve will gradually increase interest rates over the next couple of years, the General Fund is expected to receive $1.0 million in interest in 2016-17 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 and 2015-16, some positions were added, unfrozen, or restored resulting in a year-end estimate of $192.6 million for fiscal year 2015-16. This amount is projected to grow to $201.4 million in 2016-17 and to $256.8 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), 2016-17 includes general salary adjustments and other benefit enhancements for bargaining groups that have current agreements with the City. 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 3.0% in 2016-17 to 3.3% in 2021-22.

As shown in Charts 7 and 8, salary and benefits costs represent the majority ($159.9 million) of budgeted 2016-17 operating expenditures. Salary and benefits costs as a percentage of total operating expenditures grew from 75.6% in 2001-02 to 79.4% in 2016-17 (see Chart 9). Significant factors driving this growth include the addition of new funded positions, 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 20.6% of total operating expenditures.

Chart 7
General Fund Salary & Benefit Expenditures

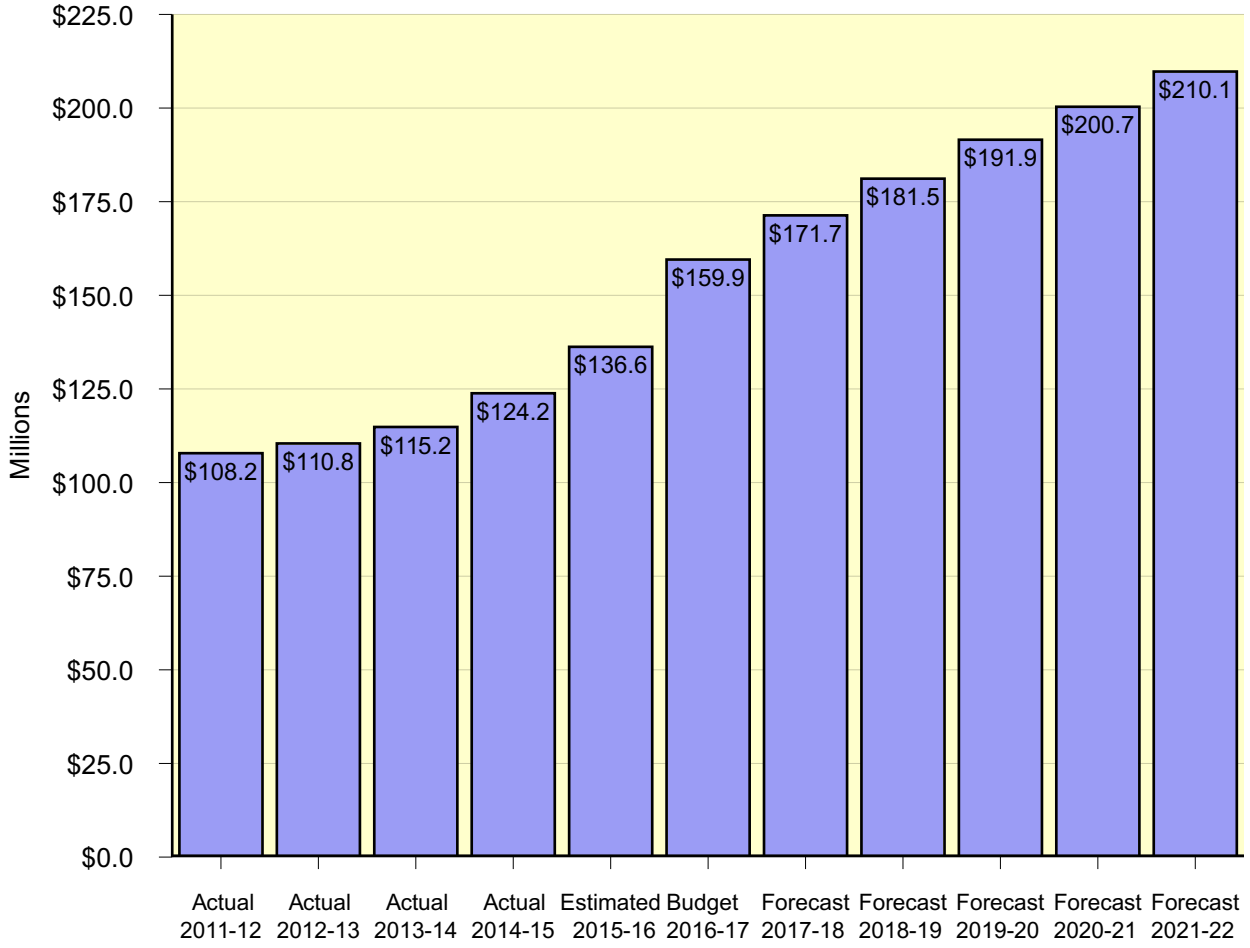


Chart 8
2016-17 General Fund Expenditure Components

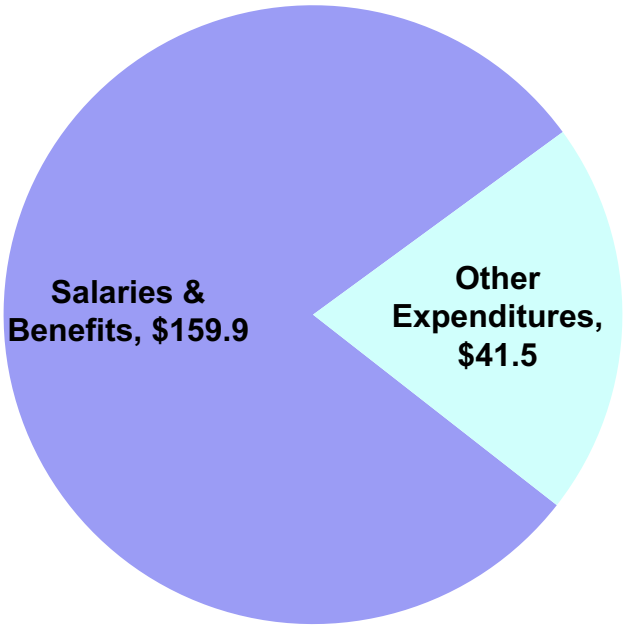
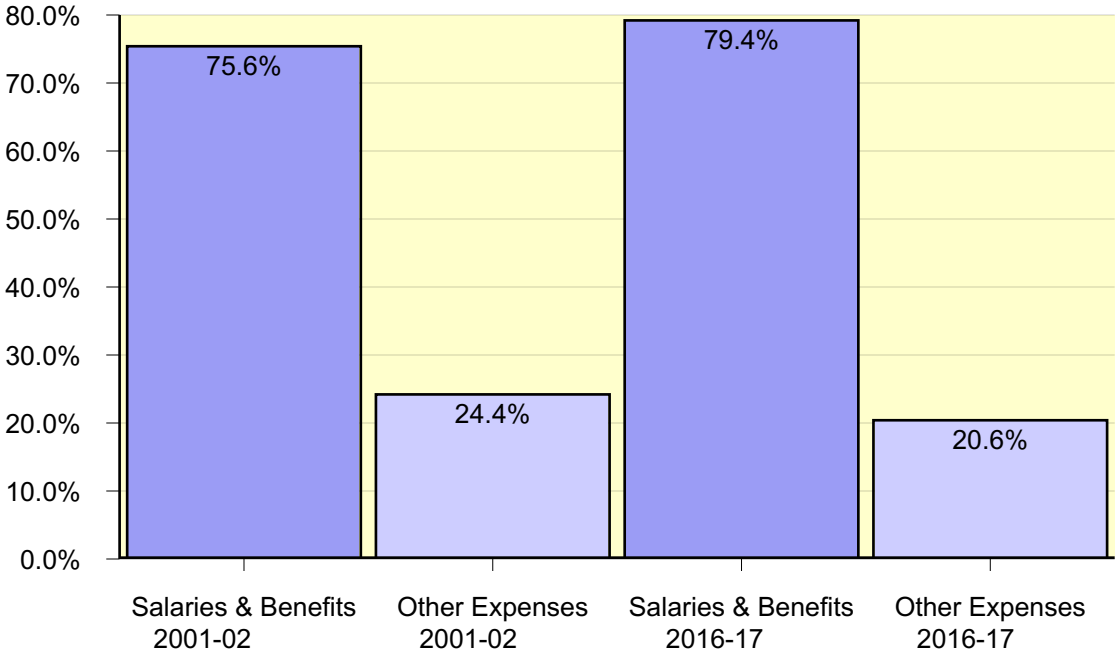


Chart 9
Time Comparison of Major Expenditure Categories



Retirement Costs

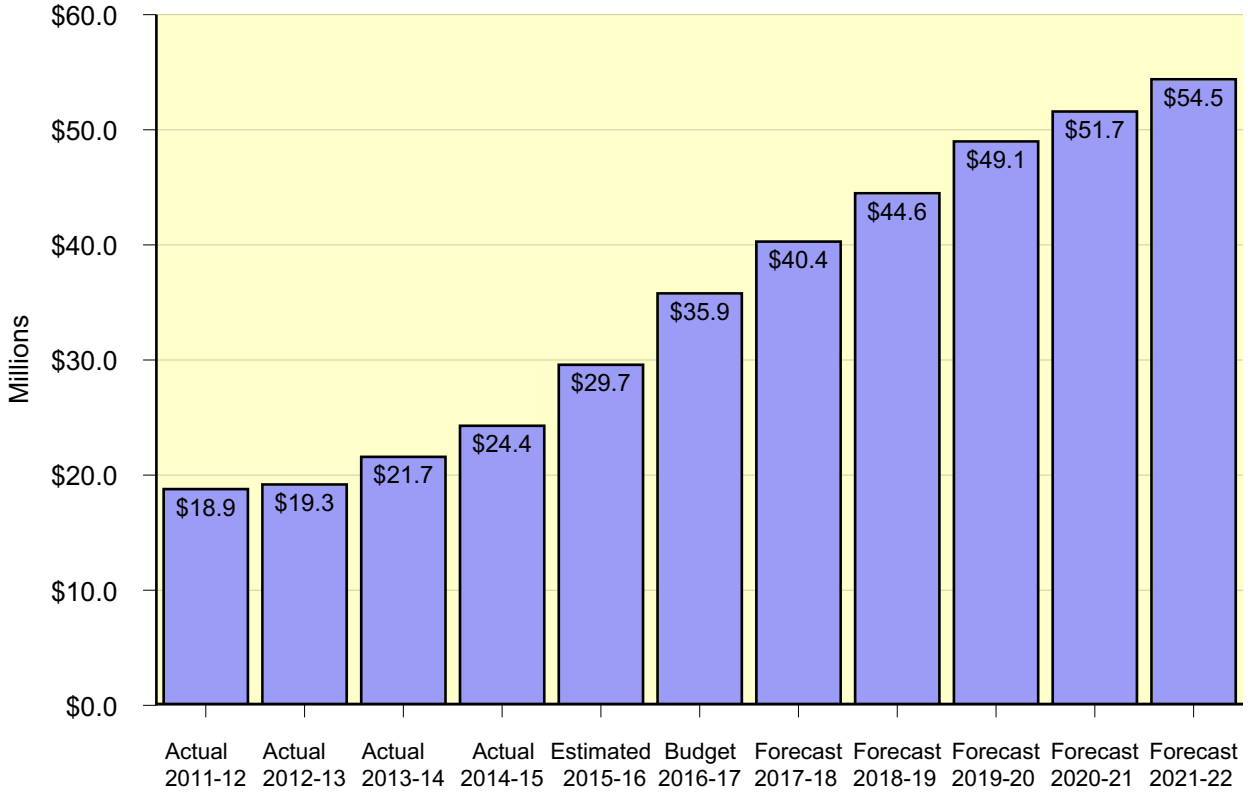
The City contributes to the California Public Employees Retirement System (CalPERS), which provides a defined benefit plan for participating public entities within the State of California. CalPERS offers a menu of benefit provisions that are established by State statutes within the Public Employee Retirement 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 (PEPRA). 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 PEPRA Miscellaneous Plan benefit formula is 2.0% at age 62 and the PEPRA 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 2006-07, General Fund pension costs were $14.6 million. Ten years later, 2016-17 pension costs are projected to be $35.9 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 $54.5 million, more than two and a half times the cost from ten years earlier, and consume an estimated 21.4% 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 were implemented beginning in 2015-16. 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 2016-17.

Year-by-year pension rate projections are shown in Table 1.

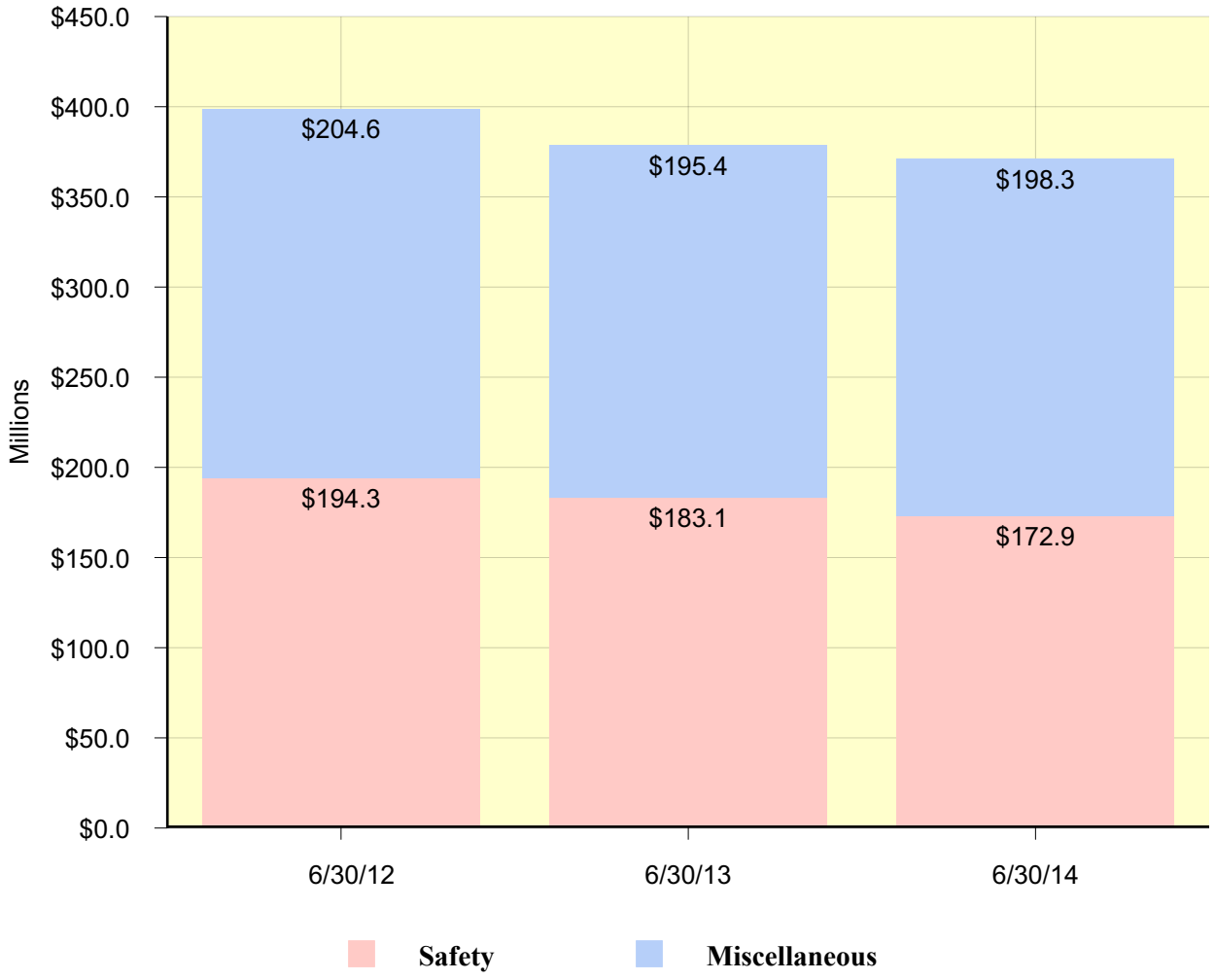
Table 1
Projected CalPERS Employer Rates

	Percent of Salary:	
Fiscal Year	**Miscellaneous Plan**	**Safety Plan**
2015-16	29.562%	41.948%
2016-17	32.267%	44.431%
2017-18	34.393%	47.310%
2018-19	36.387%	50.120%
2019-20	38.480%	53.030%
2020-21	39.073%	53.440%
2021-22	39.467%	54.050%

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 had 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, 2014 (the most recent actuarial valuation date), the unfunded liability declined to $371.2 million with the funded status increasing to 67.3% for the Miscellaneous Plan and 72.8% for the Safety Plan.

Chart 11
PERS Actuarial Unfunded Liability



Budget Surpluses Projected for Most of Forecast Horizon

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 began to grown once again and since then the regional and local economies have grown faster than those 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. In 2014-15, a fifth straight year of revenue growth coupled with the continuation of the managed hiring freeze resulted in a year end surplus of $22.7 million. A sixth straight year of revenue growth and additional vacancy savings are projected to result in a 2015-16 surplus of about $18.2 million. This amount is on top of the $7.0 million transfer to the reserves that was budgeted for this year.

Although the 2016-17 General Fund budget is balanced, it includes a $2.9 million transfer to the Working Capital Reserve, a $2.5 million transfer to the Building Inspection Reserve, and a $12.6 million transfer to the Capital Projects Reserve (the $18.0 million total of these three amounts is noted at the bottom of the second page of Schedule A).

Beyond another projected surplus in 2017-18, the individual revenue and expenditure projections described previously result in declining surpluses from 2018-19 through 2020-21 and a deficit in 2021-22 due to a higher projected growth rate in expenditures than revenues (i.e., an average annual growth rate over these four years of 3.7% for total resources vs. 4.8% 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

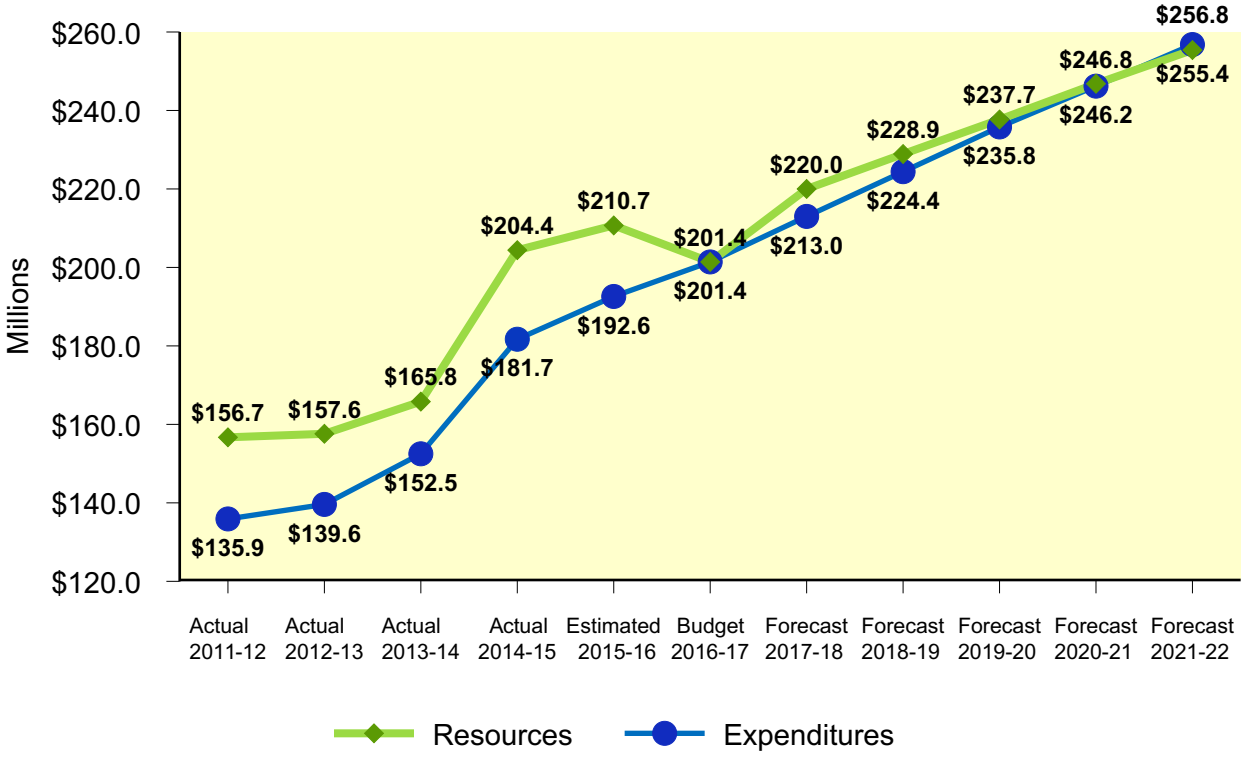
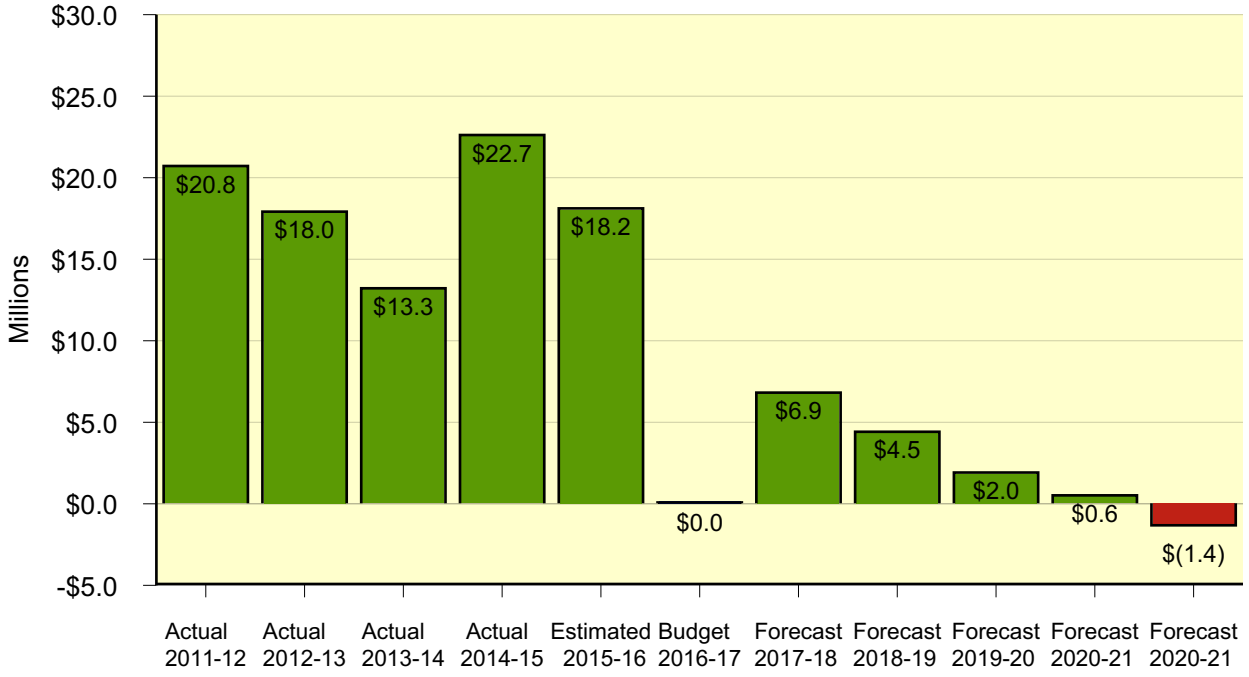


Chart 13
General Fund Operating Surplus/(Deficits)



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 funded 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.

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 a key 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 five consecutive years of surpluses, the reserve level rose to $47.9 million as of June 30, 2015. A 2015-16 budgetary shortfall in the Cemetery Fund brought the reserve balance down to $47.5 million as of June 30, 2016, above the 25% target for 2015-16 which was $45.6 million.

Based on the adopted budget for 2016-17, the target would increase to $50.4 million and a $2.9 million General Fund transfer to the Working Capital Reserve has been budgeted to keep the balance in the reserve at the target.

Chart 14
Working Capital Reserve Ending Balances

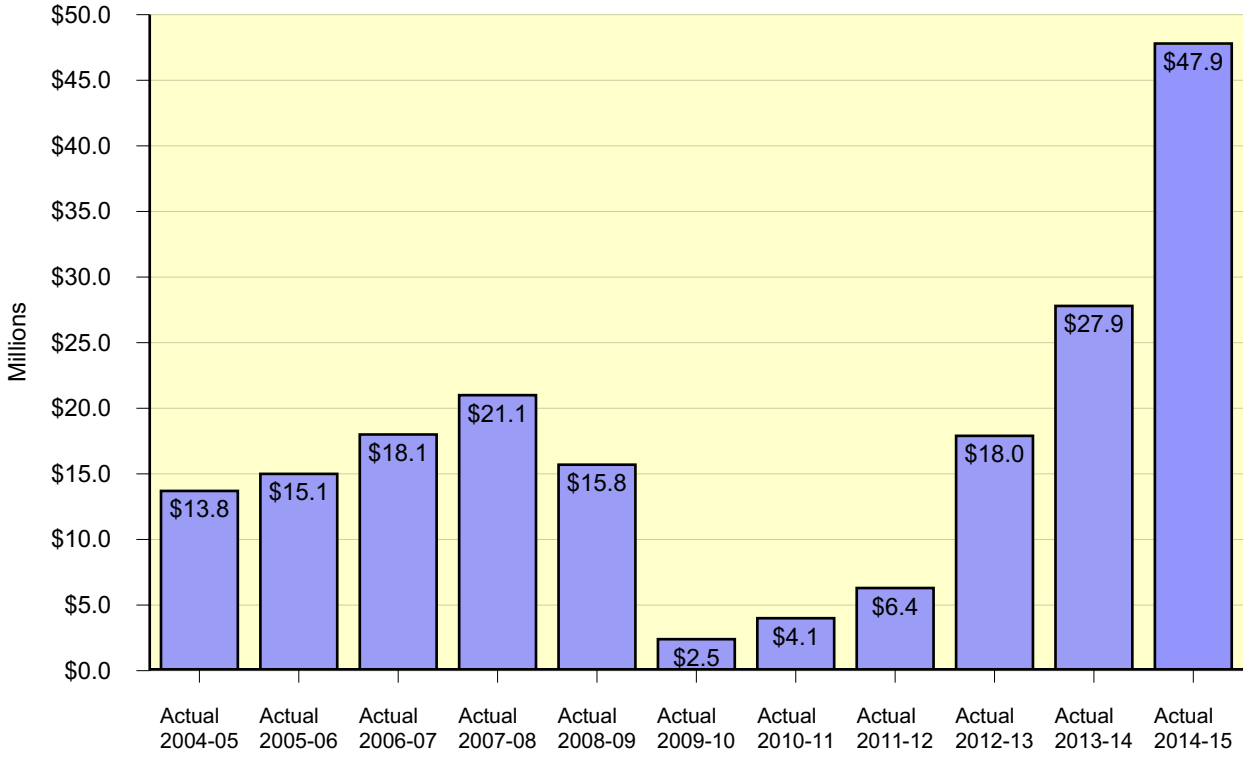


Chart 15 tells a similar story for the City's Capital Projects Reserve. This reserve is set aside to fund the portion of the City's capital spending program that has no other funding sources to support it. The projects funded from this critical reserve provide basic City infrastructure and quality facilities. 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 five 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 five years. At June 30, 2015, the balance stood at $12.2 million.
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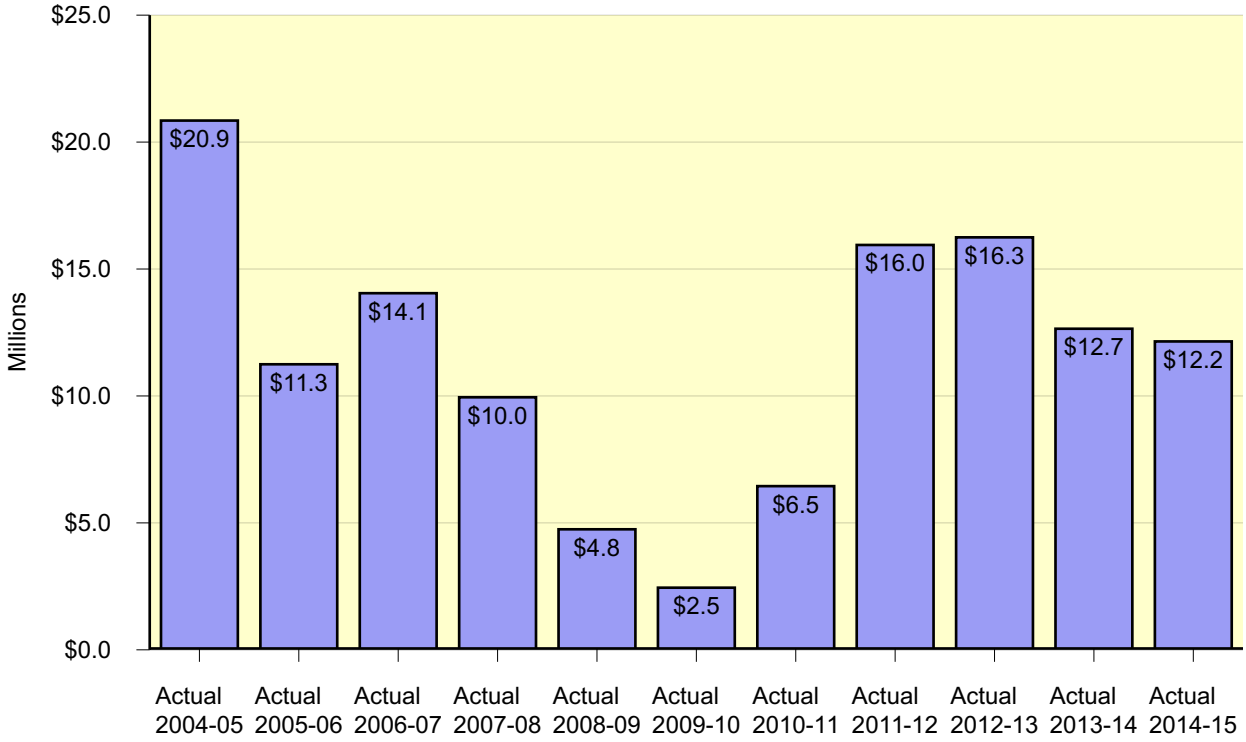
Chart 15
Capital Projects Reserve Ending Balances



Having well-funded reserves and good financial management practices allow Santa Clara to maintain its fiscal health. Now that the City has rebuilt its reserves, it is important that it keep them at or above their target levels.

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. Presentation of enterprise fund information in this Plan is designed to draw attention to their financial relationship to the City's General Fund.

Silicon Valley Power

Silicon Valley Power (SVP) provides electric power and services to over 53,000 City customers. In calendar year 2015, the City of Santa Clara served approximately 1,681 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 recently signed Senate Bill 350 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 CO_2 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 B) assumes a potential rate increase of 3% in January 2017, 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 C) - Water Utility expenditures are projected to increase by 9% between 2016-17 and 2017-18 primarily due to fluctuations in capital project spending. Expenditures are projected to increase by 6% to 9% per year over the five-year planning period. Projected increases in the wholesale cost of water are the primary component of the increases in 2017-18 through 2021-22. 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.

Sewer Utility (see Schedule D) - Sewer Utility expenditures are projected to increase by 36% between 2016-17 and 2017-18 due to a projected increase in Capital Improvements at the San Jose/Santa Clara Regional Wastewater Facility. The Sewer Utility expenditures are projected to decrease by 9% and 23% in 2018-19 and 2019-20 respectively in response to lower levels of Capital Project funding. Fiscal years 2020-21 and 2021-22 show an expenditure increase of 8% and 7% respectively, 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 41% to 63% 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 Water Pollution Control Plant.

Recycled Water Utility (see Schedule E) - Recycled Water Utility revenue and expenditures are projected to increase by 9% between 2016-17 and 2017-18, and by 8% per year over the remainder of 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.

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 benefit of the Five-Year Financial Plan is to provide the City Council, staff, and community 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 24, 2016 and a public hearing to adopt the 2016-17 Operating and CIP Budgets was held on June 21, 2016.

CITY OF SANTA CLARA
GENERAL FUND
FIVE-YEAR FINANCIAL PLAN

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Estimated
ESTIMATED RESOURCES					
Property Tax	$ 28,347,475	$ 31,747,458	$ 39,135,396	$ 37,576,165	$ 41,396,000
Sales Tax	40,322,018	44,351,021	46,408,534	49,933,156	49,350,000
Transient Occupancy Tax	11,483,363	13,046,576	15,042,438	17,843,363	20,000,000
Franchise Tax	3,361,039	3,342,501	3,515,786	3,698,326	3,825,000
Documentary Transfer Tax	727,688	1,004,613	1,189,605	1,251,217	1,700,000
Subtotal	**84,241,583**	**93,492,169**	**105,291,759**	**110,302,227**	**116,271,000**
Licenses and Permits	7,070,754	4,461,962	4,789,470	7,571,732	9,180,000
Fines and Penalties	2,068,367	2,157,223	2,059,613	1,897,719	2,115,000
Interest	2,250,304	2,153,871	1,676,679	1,528,318	1,275,000
Rents and Leases	16,204,608	16,876,124	5,399,653	8,832,662	10,960,000
Revenue From Other Agencies	650,674	390,988	613,147	2,908,422	1,750,000
Charges For Current Services	30,465,108	24,714,568	30,771,701	35,455,954	42,400,000
Contribution In-Lieu of Taxes	15,342,885	15,218,781	16,591,452	17,492,882	19,200,000
Other Revenue	203,421	354,204	955,512	393,614	515,000
Subtotal	**74,256,121**	**66,327,721**	**62,857,227**	**76,081,303**	**87,395,000**
Net Interfund Transfers	**(1,789,033)**	**(2,192,161)**	**(2,383,729)**	**17,999,949**	**7,062,400**
Total Estimated Resources	**$ 156,708,671**	**$ 157,627,729**	**$ 165,765,257**	**$ 204,383,479**	**$ 210,728,400**
ESTIMATED EXPENDITURES					
Salaries	75,372,860	76,153,460	78,634,215	85,107,542	92,730,000
Separation Payouts	2,301,884	2,388,903	1,290,295	828,690	2,000,000
Benefits	30,524,961	32,295,012	35,323,866	38,265,174	41,824,957
Materials, Services, and Supplies	19,741,648	20,878,681	28,701,805	48,572,118	46,500,000
Interfund Services	7,965,301	7,914,369	8,497,212	8,793,854	9,191,000
Capital Outlay	—	7,631	16,209	109,342	308,000
Total Estimated Expenditures	**$ 135,906,654**	**$ 139,638,056**	**$ 152,463,602**	**$ 181,676,720**	**$ 192,553,957**
Surplus/(Deficit)	**$ 20,802,017**	**$ 17,989,673**	**$ 13,301,655**	**$ 22,706,759**	**$ 18,174,443**

RESOURCE AND EXPENDITURE TREND
GENERAL FUND

	2016-17 Budget	2017-18 Forecast	2018-19 Forecast	2019-20 Forecast	2020-21 Forecast	2021-22 Forecast
ESTIMATED RESOURCES						
Property Tax	$ 46,690,000	$ 51,359,000	$ 54,440,500	$ 57,706,900	$ 60,592,200	$ 63,621,800
Sales Tax	64,267,475	59,620,000	61,930,000	64,340,000	66,810,000	69,380,000
Transient Occupancy Tax	20,000,000	20,600,000	21,218,000	21,854,500	22,510,100	23,185,400
Franchise Tax	3,853,800	3,916,300	3,979,800	4,044,400	4,110,100	4,176,900
Documentary Transfer Tax	1,500,000	1,546,500	1,592,900	1,642,300	1,694,900	1,750,800
Subtotal	**136,311,275**	**137,041,800**	**143,161,200**	**149,588,100**	**155,717,300**	**162,114,900**
Licenses and Permits	9,594,000	9,891,400	10,188,100	10,503,900	10,840,000	11,197,700
Fines and Penalties	1,870,300	1,928,300	1,986,100	2,047,700	2,113,200	2,182,900
Interest	1,000,000	1,250,000	1,350,000	1,410,000	1,560,000	1,700,000
Rents and Leases	12,578,347	11,244,900	11,485,600	11,806,300	12,503,900	12,763,200
Revenue From Other Agencies	370,000	381,500	392,900	405,100	418,100	431,900
Charges For Current Services	39,415,907	40,637,800	40,002,900	41,243,000	42,562,800	43,967,400
Contribution In-Lieu of Taxes	19,652,620	21,244,088	21,432,474	21,807,380	22,101,945	22,105,799
Other Revenue	460,006	474,300	488,500	503,600	519,700	537,000
Subtotal	**84,941,180**	**87,052,288**	**87,326,574**	**89,726,980**	**92,619,645**	**94,885,899**
Net Interfund Transfers	**(19,844,374)**	**(4,126,278)**	**(1,604,843)**	**(1,590,509)**	**(1,570,629)**	**(1,551,381)**
Total Estimated Resources	**$ 201,408,081**	**$ 219,967,810**	**$ 228,882,931**	**$ 237,724,571**	**$ 246,766,316**	**$ 255,449,418**
ESTIMATED EXPENDITURES						
Salaries	104,279,518	110,286,000	114,866,000	119,660,000	124,686,000	130,047,000
Separation Payouts	1,500,000	1,545,000	1,591,000	1,639,000	1,688,000	1,739,000
Benefits	54,081,534	59,878,900	65,051,400	70,644,600	74,350,700	78,290,000
Materials, Services, and Supplies	31,514,929	31,188,000	32,437,000	33,068,000	34,370,000	35,299,000
Interfund Services	9,629,546	9,928,000	10,226,000	10,543,000	10,880,000	11,239,000
Capital Outlay	402,554	200,000	200,000	200,000	200,000	200,000
Total Estimated Expenditures	**$ 201,408,081**	**$ 213,025,900**	**$ 224,371,400**	**$ 235,754,600**	**$ 246,174,700**	**$ 256,814,000**
Surplus/(Deficit)	**$ 0**	**$ 6,941,910**	**$ 4,511,531**	**$ 1,969,971**	**$ 591,616**	**$ (1,364,582)**

Note: Net interfund transfers includes one-time budgeted transfers to the Working Capital, Capital Projects. and Building Inspection Reserves totaling $18.0 million in 2016-17.

CITY OF SANTA CLARA
ELECTRIC UTILITY (FUND 091,191,491,534,591)
FIVE-YEAR FINANCIAL PLAN

	Budget 2016-17	Forecast 2017-18	2018-19	2019-20	2020-21	2021-22
ESTIMATED REVENUE						
Transfers From (To) Reserves (3)	$ (19,021,399)	$ (4,034,880)	$ (3,495,720)	$ (8,904,742)	$ (6,339,102)	$ (2,206,983)
Customer Service Charges (2)	371,118,414	390,849,833	403,148,192	407,272,412	411,345,136	415,458,588
Mandated Revenues	10,576,875	11,139,220	11,489,723	11,607,264	11,723,336	11,840,570
Rents, Interest, & Other Fees	6,636,020	8,042,712	8,961,567	9,817,920	10,520,424	10,366,823
Other Revenue	4,900,000	14,850,000	5,050,000	7,450,000	8,450,000	4,450,000
Wholesale Revenues (REC Sales) (1)	5,048,300	4,202,485	3,111,140	4,323,592	—	—
Wholesale Revenues (GHG Sales) (1)	2,583,221	2,305,669	4,942,666	7,533,233	7,837,782	(997,820)
Land Sales	3,000,000	17,000,000	—	—	—	—
Transfers Out	(587,632)	(5,400,120)	(5,729,804)	(674,934)	(524,934)	(132,934)
Total Revenues	**$ 384,253,799**	**$ 438,954,919**	**$ 427,477,764**	**$ 438,424,745**	**$ 443,012,642**	**$ 438,778,244**
ESTIMATED EXPENDITURES						
Salaries and Benefits	$ 35,563,124	$ 36,665,581	$ 37,765,548	$ 38,936,280	$ 40,182,241	$ 41,508,255
Mat/Serv/Sup	17,776,352	18,327,419	18,877,241	19,462,436	20,085,234	20,748,047
Resource and Production	241,288,222	252,954,807	273,660,972	287,313,306	293,688,988	292,448,446
Interfund Services	10,458,940	10,761,524	11,084,370	11,427,986	11,793,681	12,182,873
Contribution In Lieu of Taxes	19,652,620	21,244,088	21,432,474	21,807,380	22,101,945	22,105,799
Public Benefits Expense	10,576,875	11,139,220	11,489,723	11,607,264	11,723,336	11,840,570
Capital Improvements & Outlay	30,871,000	68,018,701	33,236,362	27,825,159	23,270,164	17,666,455
Debt Service	18,066,666	19,843,579	19,931,074	20,044,934	20,167,053	20,277,799
Total Expenditures	**$ 384,253,799**	**$ 438,954,919**	**$ 427,477,764**	**$ 438,424,745**	**$ 443,012,642**	**$ 438,778,244**
Operating Surplus/(Deficit)	**$ —**	**$ —**	**$ —**	**$ —**	**$ —**	**$ —**

1. Wholesale revenues from REC and GHG sales are used to purchase new renewables.

2. Assumes 3% rate increase in 2016-17 and 2017-18 and flat in each subsequent year.

3. Includes contributions to Rate Stabilization, which includes the Cost Reduction Fund.

Schedule C

CITY OF SANTA CLARA
WATER UTILITY (FUND 092,592)
REVENUE AND EXPENDITURE PROJECTIONS

		Forecast				
	Budget 2016-17	**2017-18**	**2018-19**	**2019-2020**	**2020-21**	**2021-22**
REVENUE						
Transfers From (To) Reserves	$ 3,428,181	$ 1,817,798	$ 1,002,936	$ (201,617)	$ (733,653)	$ (526,615)
Cust. Serv. Charges & Fees1,2	38,750,000	44,607,063	48,223,803	52,133,789	56,360,797	60,930,530
Other Revenue	653,000	653,000	653,000	653,000	653,000	653,000
Use of Money and Property3	215,000	219,300	223,686	228,160	232,723	237,377
Developer Contributions	480,000	500,000	520,000	540,000	560,000	580,000
Total Revenues	**$ 43,526,181**	**$ 47,797,160**	**$ 50,623,425**	**$ 53,353,332**	**$ 57,072,867**	**$ 61,874,292**
EXPENDITURES						
Salaries and Benefits4	$ 8,028,258	$ 8,349,388	$ 8,683,364	$ 9,030,698	$ 9,391,926	$ 9,767,603
Other Operating Expenditures4	1,626,410	1,683,146	1,750,472	1,820,491	1,893,311	1,969,043
Resource and Production5	23,810,000	25,015,400	28,212,900	31,057,200	34,148,700	37,649,500
Internal Service Fund Allocations4	3,515,713	3,656,342	3,802,595	3,954,699	4,112,887	4,277,402
Right-of-Way Fee	1,710,800	1,788,200	1,841,800	1,898,900	1,959,700	2,024,400
Capital Improvements & Outlay	4,835,000	7,304,684	6,332,294	5,591,343	5,566,343	6,186,343
Total Expenditures	**$ 43,526,181**	**$ 47,797,160**	**$ 50,623,425**	**$ 53,353,332**	**$ 57,072,867**	**$ 61,874,292**
Operating Surplus/(Deficit)	**$ —**	**$ —**	**$ —**	**$ —**	**$ —**	**$ —**

1. Assumes 0.10% increase in sales each year.
2. Assumes 15% rate increase in 2017-18, and 8% in each subsequent year.
3. Assumes 2% per year increases.
4. Assumes 4% per year increases.
5. Assumes agency projections for wholesale rates.

CITY OF SANTA CLARA
SEWER UTILITY (FUND 094,494,594)
REVENUE AND EXPENDITURE PROJECTIONS

	Budget 2016-17	Forecast 2017-18	2018-19	2019-20	2020-21	2021-22
REVENUE						
Transfers From (To) Reserves	$ 840,650	$ 1,954,070	$ 865,942	$ (10,866,901)	$ (7,855,535)	$ (4,771,662)
Cust. Serv. Charges & Fees1	37,378,875	39,060,924	44,920,063	49,412,069	49,659,130	49,907,425
Other Misc. Revenue	112,500	112,500	112,500	112,500	112,500	112,500
Use of Money and Property	426,376	434,904	443,602	452,474	461,523	470,754
Connection/Conveyence Fees	1,475,000	1,564,000	1,596,000	1,633,000	1,670,000	1,173,500
Debt Issuance2	—	15,000,000	5,000,000	—	—	—
Total Revenue	**$ 40,233,401**	**$ 58,126,398**	**$ 52,938,107**	**$ 40,743,142**	**$ 44,047,618**	**$ 46,892,517**
EXPENDITURES						
Salaries and Benefits3	$ 3,675,502	$ 3,713,322	$ 3,861,855	$ 4,016,329	$ 4,176,982	$ 4,344,062
Other Operating Expenditures	376,645	391,711	407,379	423,674	440,621	458,246
Resource and Production4	14,250,750	13,139,400	13,623,100	14,114,500	15,853,400	16,404,700
Internal Service Fund Allocations3	1,831,928	1,860,114	1,934,518	2,011,899	2,092,375	2,176,070
Right-of-Way Fee	1,432,500	1,497,200	1,542,100	1,589,900	1,640,800	1,694,900
Capital Improvements & Outlay	17,516,000	36,504,651	29,638,954	16,656,639	17,913,239	19,884,339
Debt Service	1,150,076	1,020,000	1,930,200	1,930,200	1,930,200	1,930,200
Total Expenditures	**$ 40,233,401**	**$ 58,126,398**	**$ 52,938,106**	**$ 40,743,141**	**$ 44,047,617**	**$ 46,892,517**
Operating Surplus/(Deficit)	**$ —**					

1. Assumes rate increases of 4.5% in 2017-18, 15% in 2018-19, and 10% in 2019-20, with no rate increase thereafter and 0.5% growth each year
2. Capital projects at the WPCP assumed to be partially funded through State Revolving Fund loans in 2017-18 and 2018-19.
3. Assumes 4% per year increase.
4. Assumes agency projections for wholesale rates.

CITY OF SANTA CLARA
RECYCLED WATER UTILITY (FUND 097, 597)
REVENUE AND EXPENDITURE PROJECTIONS

		Forecast				
	Budget 2016-17	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**
ESTIMATED REVENUE						
Transfers From (To) Reserves	$ (316,128)	$ (241,100)	$ (183,900)	$ (116,500)	$ (36,700)	$ 56,600
Customer Service Charges (1)	4,580,000	4,900,600	5,243,600	5,610,700	6,003,400	6,423,600
Other Revenue	310,000	310,000	310,000	310,000	310,000	310,000
Use of Money and Property (2)	23,000	23,500	24,000	24,500	25,000	25,500
Total Revenue	**$ 4,596,872**	**$ 4,993,000**	**$ 5,393,700**	**$ 5,828,700**	**$ 6,301,700**	**$ 6,815,700**
ESTIMATED EXPENDITURES						
Salaries and Benefits (3)	$ 493,164	$ 512,900	$ 533,400	$ 554,700	$ 576,900	$ 600,000
Other Operating Expenditures (3)	47,200	49,100	51,100	53,100	55,200	57,400
Resources and Production (4)	3,600,000	3,926,900	4,283,500	4,672,400	5,096,700	5,559,500
Internal Service Fund Allocations (3)	104,908	109,100	113,500	118,000	122,700	127,600
Right-of-Way Fee	201,600	245,000	262,200	280,500	300,200	321,200
Capital Improvements & Outlay	150,000	150,000	150,000	150,000	150,000	150,000
Total Expenditures	**$ 4,596,872**	**$ 4,993,000**	**$ 5,393,700**	**$ 5,828,700**	**$ 6,301,700**	**$ 6,815,700**
Operating Surplus/(Deficit)	**$ —**	**$ —**	**$ —**	**$ —**	**$ —**	**$ —**

1. Assumes 1% increase in sales and 6% increase in retail rates each year.
2. Assumes 2% per year increases.
3. Assumes 4% increase per year.
4. Assumes agency projections for wholesale rates.

CITY OF SANTA CLARA
CEMETERY
REVENUE AND EXPENDITURE PROJECTIONS

	Budget 2016-17	Forecast 2017-18	2018-19	2019-20	2020-21	2021-22
ESTIMATED REVENUE						
Sales-Facilities (1)	$ 179,000	$ 184,728	$ 190,639	$ 196,740	$ 203,035	$ 209,533
Sales-Labor	255,000	263,160	271,581	280,272	289,240	298,496
Sales-Endowment Care (2)	150	155	160	165	170	176
Sales-Material (3)	147,000	151,704	156,559	161,568	166,739	172,074
Capital Projects Reserve	—	10,000	60,000	15,000	65,000	15,000
General Fund Subsidy (4)	353,653	372,448	392,144	412,781	434,402	457,052
Total Revenue	**$ 934,803**	**$ 982,195**	**$ 1,071,083**	**$ 1,066,526**	**$ 1,158,587**	**$ 1,152,331**
ESTIMATED EXPENDITURES						
Salaries and Benefits	$ 649,798	$ 675,790	$ 702,821	$ 730,934	$ 760,172	$ 790,578
Other Operating Expenditures	136,173	141,620	147,285	153,176	159,303	165,675
Internal Service Fund Allocations	148,832	154,785	160,977	167,416	174,112	181,077
Capital Improvements & Outlay	—	10,000	60,000	15,000	65,000	15,000
Total Expenditures	**$ 934,803**	**$ 982,195**	**$ 1,071,083**	**$ 1,066,526**	**$ 1,158,587**	**$ 1,152,331**
Operating Surplus/(Deficit)	**$ —**	**$ —**	**$ —**	**$ —**	**$ —**	**$ —**

1. Pre-need sales in new Willow Bend area and throughout the Park.
2. Related to quantity (volume) of new property purchases and increased fees.
3. Sale of pre-installed crypt(s) at time of property purchase.
4. Includes loan from Working Capital Reserve to cover revenue shortfalls.

City of Santa Clara

The Center of What's Possible

Additional Information

BUDGET ALLOCATIONS AND FUND ACCOUNTING

The following information is presented to help the reader understand the way the City allocates budgets and accounts for the operations of the City. Explanations are presented in two categories: Budget Allocation and Fund Accounting.

BUDGET ALLOCATION

A. GENERAL OVERVIEW

Definition of a 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. BUDGET BREAKDOWN

Funding Allocation

The City budgets for the operating services at the fund level which is further broken down into departments, divisions, and programs. The capital improvement expenditures of the City are also budgeted at the fund level and further broken down into departments, divisions, and projects. The City produces two separate annual budget documents for the operating and capital improvement budgets of the City.

Operating Funds - This budget document is organized into four major operating fund categories: General and Debt Service Funds, Special Revenue Funds, Enterprise Funds, and Internal Service Funds. Within the General and Debt Service Funds category, department summaries are presented. Within the remaining fund categories, the budget is presented by fund summaries. Each summary is further broken down into a Division summary and Program Detail. A description of each fund can be found under the Fund Accounting section below.

Departments - These are the grouping of divisions which serve to provide a level of unique expertise in all levels of government service. Departments have general "overview", "mission", "significant accomplishments", and "significant objectives" statements which highlight the overall function, purpose or services provided, and outline some major prior accomplishments and objectives the department is seeking to accomplish. An example of a department would be the Finance Department.

Divisions - These are groups of programs and are the key areas of like services. Divisions have "mission" and "overview" statements which highlight the main purpose or service provided and outlines some major objectives the division is seeking to accomplish. An example of a division would be the Administrative Services division the Finance Department.

Programs - These are the core services provided either directly to the public or other internal City departments. Programs have a "mission" which is a statement of what core service is provided by that program. Multiple programs that have related services are grouped into Divisions. Divisions and Programs allow Council and the public to prioritize services and see the costs of meaningful groupings of these core service activities. An example would be the programs of City-Wide Fiscal Planning and Special Projects as related services under the Administrative Services division in the Finance Department. The performance of programs supports the mission and objectives of a division. The performance of programs are measured through Performance and Workload Measures, which are explained in further detail below,

C. BUDGET PRESENTATION DETAIL

Understanding the Details

There are many levels of financial information presented at various levels of detail depending on the section of the operating budget book being reviewed. The purpose was to allow the reader to absorb the information to the level they choose and to give varying perspective of the data pending on the readers need, This is also somewhat dictated by local membership organizations in order to receive recognition such as the Operating Budget Excellence Award presented by the California Society of Municipal Finance Officers. Below is a short description of information presented at the program level. This detail would then be grouped into broader reporting summaries throughout the document.

Full Time Equivalents "FTE's" (Budgeted) - Represents the number of approved full time benefited City employees authorized by Council for a specific program. Employees may work hours in multiple programs, with an estimate of those hours budgeted to each program. An example would be the Director of Finance working in roles for both the City-Wide Fiscal Planning and Special Projects programs. City employees working less than 40 hours are pro-rated equal to be number of hours approved and budgeted by each department.(1.0 FTE equals 40 hours per week)

Category of Expenses

Salaries - 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. These costs are primarily driven by the number of FTE's budgeted within the program.

Benefits - Includes Medicare, social security, health allocation, other post-employment benefits (OPEB), and CalPERS retirement costs. 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.

Materials/Services/Supplies - Includes all expenditure items that the department has direct control over such as contract costs, supplies, equipment purchases and utility charges.

Resource and Production - Consists mainly of costs related to the purchasing or generating of electricity, water, or recycled water as well as disposing of solid waste matter and sewage effluent for the respective City utilities.

Interfund Services - Includes two types of expenses. The first type is for charges that one department or fund charges to another for services provided, which includes charges calculated by the Indirect Cost Allocation Plan. An example would be charges that Automotive Services makes to the General Fund Police Department to maintain police vehicles. The Indirect Cost Allocation Plan includes costs that are typically termed "citywide overhead". Most of these costs are those expenditures which provide support services or oversight to another department or fund citywide. These costs are allocated based on an allocation factor, such as employee count or budgeted expenditures, which is used as the basis for distributing costs to departments or funds receiving the support or benefit. Examples of such expenditures that are allocated are for services provided by the City Manager's Office, City Attorney's Office, Finance, Information Technology, and Human Resources. These service costs are allocated to other departments or funds in the Full Cost Allocation Plan. This plan is updated by a third-party consultant every three years and by the change in the CPI between updates. The second type of allocated charge is citywide in nature; for example, citywide liability insurance costs are apportioned to departments or funds in the City.

Capital Outlay - Includes small capital expense purchases not budgeted within the Capital Improvement Projects budget. Most individual capital purchases with a cost of less than $5,000 are expensed in this category.

Total Revenue - Direct revenue and transfers as a result of the activities of the specific program.

Performance and Workload Measures

In program budgeting, Performance and Workload 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. Performance and Workload Measures will also allow the public to see what they are getting for their tax dollars. These measures provide insight into how efficiently or effectively the City is providing services in each major program. 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 tend to 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. Additionally, there are programs where there are no results/budget for particular years, as noted by "N/A". This indicates that the measure was either: (1) new for the the budget year, (2) the program is closed/closing for the budget year, or (3) the measure moved to another program due to a department reorganization of structure.

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. Examples of Special Revenue Funds would be the Downtown Parking Maintenance District Fund and the Housing Authority Fund.

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. These funds consist of the General 2010 Lease Agreement that refunded the 1997 Certificates of Participation ("COPS") issued for the Poice Administration building and the 2013 COPS issued for the Central Park Library building.

Capital Projects Funds - Used to account for financial resources to be used for the acquisition or construction of General Government major capital facilities. Capital projects funds are organized by the following fund groups: Enterprise, Streets and Highways, General Government, and Authority funds. Further information on these fund groups and the capital improvements they support can be found in the adopted Capital Improvement Projects Budget book.

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. Examples of Enterprise Funds would be are the Electric Utility Fund and the Water Utility Fund.

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, communications equipment, special liability insurance claims, workers' compensation insurance and claims, and unemployment insurance. Examples of Internal Service Funds would be the Automotive Services Fund and Workers Compensation Fund.

2016-17 Budget Calendar

January 12	CIP Budget Kickoff Meeting
February 8	City Manager's operating budget meeting with Department Directors
February 12	CIP Budget submittals due to Finance
Feburary 16	Operating Budget Kickoff Meeting
Feburary 16	Joint study session to receive Council Input on Budget Priorities
February 16-26	IT CIP Review Meetings
February 23	Joint study session to receive Council Input on Budget Priorities
March 7-24	City Manager CIP Review Meeting with Departments
March 11	Operating budget submittals due to Finance
March 28 - April 15	City Manager Operating Review Meetings with Departments
April 13	Planning Commission review CIP for consistency to General Plan
April 19	Public hearing for adoption of municipal fee schedule with City Council
May 17	Joint study session to review the proposed 2016-17 Capital Improvement Project Budget and proposed 2016-17 Operating Budget
May 24	Joint study session to review the proposed 2016-17 Capital Improvement Project Budget, proposed 2016-17 Operating Budget, and Five-Year Financial Plan
June 7	Joint study session to receive Council input on proposed budgets
June 21	Public hearing to consider the approval of the Fiscal Year 2016-17 Annual Operating and Capital Improvement Project Budgets, including Successor Agency to the Redevelopment Agency, Sports & Open Space Authority, Housing Authority, Community Development Block Grant, and Federal Home Program

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 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, and approval of appropriations of grant monies.

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 City Departments are responsible to administer, control, and review budgetary spending at the department and fund 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. City Departments are responsible for reviewing these reports and identifying potential budget problems and recommending corrections. The Finance Department also 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 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). Per Council direction, 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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Fund	Department	Month	Conference Name	Employee (s)	2016-17 Budget
001	Board/Commission	Various	Cultural Commission	Commission Members	12,514
001	Board/Commission	Various	Historical and Landmarks Commission	Commission Members	8,370
001	Board/Commission	Various	Planning Commission	Commission Members	9,621
001	Board/Commission	Various	Library Board of Trustees	Commission Members	450
001	Board/Commission	Various	Civil Service Commission	Commission Members	450
001	Board/Commission	Various	Parks & Recreation Commission	Commission Members	5,179
001	Board/Commission	Various	Senior Advisory Commission	Commission Members	2,250
001	Board/Commission	Various	Youth Commission	Commission Members	4,050
001	Board/Commission	TBD	International Council of Shopping Centers	City Manager/Economic Development Officer	2,500
001	Board/Commission	TBD	International Council of Shopping Centers	City Manager/Economic Development Officer	4,890
001	Board/Commission	TBD	International Council of Shopping Centers	City Manager/Economic Development Officer	610
001	City Attorney's Office	TBD	League Annual Conference	1 Attorney	433
001	City Attorney's Office	TBD	League City Attys Dept Conference	2 Attorneys	2,153
001	City Attorney's Office	TBD	Miscellaneous	4 Attorneys	640
001	City Attorney's Office	TBD	League Annual Conference	1 Attorney	186
001	City Attorney's Office	TBD	League City Attys Dept Conference	2 Attorneys	923
001	City Attorney's Office	TBD	Miscellaneous	4 Attorneys	275
001	City Attorney's Office	TBD	Training Courses/MCLE/BACA	Attorneys/Staff	3,990
001	City Attorney's Office	TBD	Training Courses/MCLE/BACA	Attorneys/Staff	1,710
001	City Clerk's Office	TBD	ALGA Annual Conference	Staff Aide I	4,000
001	City Clerk's Office	TBD	Local Records Mgmt Meetings	Assistant City Clerk	100
001	City Clerk's Office	TBD	City Clerk	IIMC Annual Conference	2,300
001	City Clerk's Office	TBD	Clerk's Association Nuts & Bolts	City Clerk	400
001	City Clerk's Office	TBD	Software Programs Training	City Clerk	250
001	City Clerk's Office	TBD	NCCCA Quarterly Session	City Clerk	200
001	City Clerk's Office	TBD	NCCCA Quarterly Session	City Clerk	200
001	City Clerk's Office	TBD	NCCCA Quarterly Session	City Clerk	200
001	City Clerk's Office	TBD	NCCCA Quarterly Session	City Clerk	200
001	City Clerk's Office	TBD	Technical Track for Clerks	Staff Aide I/Management Analyst	2,000
001	City Clerk's Office	TBD	Technical Track for Clerks	Staff Aide I/Management Analyst	2,000
001	City Clerk's Office	TBD	Technical Track for Clerks	Staff Aide I/Management Analyst	2,000
001	City Clerk's Office	TBD	Technical Track for Clerks	Staff Aide I/Management Analyst	3,810
001	City Clerk's Office	December	League New Law/Election Seminar	City Clerk	1,275
001	City Clerk's Office	TBD	FPPC Workshops	City Clerk	50
001	City Council	TBD	League of CaCities Annual Conf.	Mayor & Members	1,800
001	City Council	TBD	League of CaCities New Member Academy	New Members	1,800
001	City Council	TBD	Santa Clara Chamber of Commerce Retreat	Mayor & Members	2,000
001	City Council	TBD	Sister Cities Annual Conference	Member	3,100
001	City Council	TBD	Sister Cities Annual Conference	Mayor	1,000
001	City Council	TBD	Official Local Breakfast/Lunch/Dinners	Various	3,000
001	City Council	TBD	Miscellaneous Local Conferences/Workshops	Various	3,000
001	City Council	TBD	Legislative Conferences	Various	600
001	City Council	TBD	Local Government Commission	Two members	2,360
001	City Council	TBD	National League of Cities	Two members	5,090
001	City Council	TBD	US Conference of Mayors Sports Committee	Two members	4,200
001	City Council	TBD	US Conference of Mayors Annual Conf	Two members	2,500
001	City Council	TBD	National Assoc.of Sports Commission	Two members	5,130
001	City Council	TBD	Various	TBD	100
001	City Manager	October	LCC Annual Conference	City Manager/Assistant City Manager	5,500
001	City Manager	September	ICMA	City Manager/Designee	4,500
001	City Manager	February	LCC City Managers Dept Meeting	City Manager/Assistant City Manager	1,000
001	City Manager	April	CAPIO Annual Conference	ACM/DCM Communications	1,500
001	City Manager	TBD	Various	City Manager/Designee	1,000
001	City Manager	October	MMANC Annual Conference	Staff	1,500
001	City Manager	Spring	Council/ Chamber Retreat	Staff	300
001	City Manager	Various	Monthly Meetings	Designated Staff	2,200

Fund	Department	Month	Conference Name	Employee (s)	2016-17 Budget
001	City Manager	Spring 2017	Cal OES Emergency Management Training - San Luis Obispo, CA	DCM/Communications	1,500
001	City Manager	TBD	Various Training	TBD	12,800
001	Community Development	October	State APA Conference	City Planner/Planning Staff	5,750
001	Community Development	Fall/Spring	Misc Local Meetings	Planning Staff	1,500
001	Community Development	TBD	IAPMO Annual Conference	TBD	4,000
001	Community Development	April	CA Pres Foundation	Planning Staff	400
001	Community Development	June	Pacific Coast Builders Conference	Housing Insp/Staff Analyst	500
001	Community Development	TBD	NonProfit Housing Annual Conference	TBD	275
001	Community Development	TBD	California Building Officials Annual Conference	TBD	3,000
001	Community Development	TBD	International Code Council Annual Conference	TBD	5,000
001	Community Development	TBD	International Code Council code hearings	TBD	2,000
001	Community Development	Fall/Spring	Misc Local Meetings	Planning Staff	500
001	Community Development	Fall/ Spring	Professional Development (APA, AICP)	Planning Staff	2,000
001	Community Development	TBD	ICC, CALBO, IAEI, IAPMO, and other local chapter and org training	TBD	10,000
001	Community Development	TBD	ICC, CALBO, IAEI, IAPMO, and other local chapter and org training	TBD	9,500
001	Community Development	Fall/ Spring	Professional Development (APA, AICP)	Planning Staff	2,000
001	Community Development	TBD	ICC, CALBO, IAEI, IAPMO, and other local chapter and org training	TBD	500
001	Community Development	Various	HUD Con Plan/IDIS/Federal Regs	H&CS Staff	1,600
001	Community Development	TBD	HUD Con Plan/IDIS/Federal Regs	TBD	6,400
091	Electric Utility	TBD	ISO Related Meeting	Staff	2,500
091	Electric Utility	TBD	nMarket User Group	Staff	1,000
091	Electric Utility	TBD	Sungard/Zainet	Staff	1,000
091	Electric Utility	Various	Miscellaneous Business Travel	Various	600
091	Electric Utility	TBD	Risk Management	Staff	600
091	Electric Utility	TBD	WSPP	Staff	500
091	Electric Utility	October	JMUX Users Group	D. Steffani, G. Garcia	1,000
091	Electric Utility	November	Cascade Users Group	G. Garcia	1,000
091	Electric Utility	Fall	Circuit Breaker Test and Mtce	Substation Division Staff	1,000
091	Electric Utility	Spring	Doble Client Conference	Substation Division Staff	1,000
091	Electric Utility	Fall	EnoServe Relay (Users Group)	Substation Division Staff	1,000
091	Electric Utility	TBD	Techcon North America	Substation Division Staff	1,000
091	Electric Utility	May, September	Western Underground (2 mtgs/yr)	Eng/T&D Staff	1,000
091	Electric Utility	Various	Electric Sup. Safety Comm Mtg (6)	Padilla	1,500
091	Electric Utility	September	NCPA Annual	Staff	4,100
091	Electric Utility	March	CMUA Annual Meeting	Staff	3,800
091	Electric Utility	June	APPA Annual Meeting	DEU, Council, City Mgr	2,000
091	Electric Utility	February	APPA L&R Committee	DEU, Council	2,000
091	Electric Utility	TBD	WECC Meetings (3)	Staff	2,000
091	Electric Utility	TBD	NCPA Strategic Planning Meeting	Staff	1,500
091	Electric Utility	TBD	CMUA Energy Conference	Key Customer Reps	1,000
091	Electric Utility	TBD	Climate Change/Renewables	Staff	1,000
091	Electric Utility	TBD	Esource Conference	Staff	1,500
091	Electric Utility	TBD	Utility Energy Forum	Staff	300
091	Electric Utility	TBD	Key Customer Rep Prog Exchange	Key Customer Reps	500
091	Electric Utility	TBD	APPA Cust. Connections	TBD	3,000
091	Electric Utility	TBD	Miscellaneous	TBD	1,500
091	Electric Utility	Various	EUSERC Meetings (4)	Ryker	2,000
191	Electric Utility	Various	Miscellaneous Business Travel	Various	200
191	Electric Utility	TBD	CMUA Energy Conference	3 Staff	550
191	Electric Utility	TBD	PV Manager's Meeting	Staff	400
191	Electric Utility	July	SEPA Utility Solar Conference	L. Brown	1,600
191	Electric Utility	TBD	Utility Energy Forum	Staff	500
191	Electric Utility	TBD	Esource Conference	Staff	1,200
191	Electric Utility	Fall	Emerging Technologies Summit	M. Medeiros	600

Fund	Department	Month	Conference Name	Employee (s)	2016-17 Budget
191	Electric Utility	October	APPA Cust. Connections (1) Mtgs	M.Medeiros	1,600
191	Electric Utility	All Year	Misc. NCPA and CEC Meetings	M. Medeiros/L. Brown	900
191	Electric Utility	Spring/Fall	APPA DEED Board Meetings (2)	M. Medeiros	1,700
191	Electric Utility	July	Intersolar North America	L. Brown	800
191	Electric Utility	TBD	CEE Meeting	M. Medeiros	700
191	Electric Utility	TBD	Efficiency Exchange	M. Medeiros McEnroe	600
191	Electric Utility	TBD	NW Communications & Innovation Conference	TBD	1,200
191	Electric Utility	TBD	Renewable Energy Markets Conference	TBD	700
091	Electric Utility	TBD	TBD	TBD	2,200
091	Electric Utility	Various	Miscellaneous Business Travel	Various	1,000
091	Electric Utility	September, May	Western Underground (2 mtgs/yr)	Eng/T&D Staff	1,000
091	Electric Utility	September, April	ArcFM User Group Meeting	Engineering Staff (CIP)	1,000
091	Electric Utility	October	Electric & Gas Utilities Users Group	Engineering Staff (CIP/GIS)	1,000
091	Electric Utility	TBD	Standards (NERC/WECC)	Compliance Staff	1,000
091	Electric Utility	October	Western Protective Relay Conference	Protection Engineer	1,000
091	Electric Utility	TBD	UTC Regional Meeting	Debby Barry	1,000
091	Electric Utility	October	Comtel Conference	TBD	1,000
091	Electric Utility	Various	Miscellaneous Business Travel	Various	1,200
091	Electric Utility	TBD	TANC Contract Monthly Meetings	TBD	1,300
091	Electric Utility	TBD	MSR Technical Meetings	TBD	1,300
091	Electric Utility	TBD	NCPA L&R Quarterly Meetings - Roseville, CA	TBD	520
091	Electric Utility	TBD	NCPA Conferences	TBD	1,425
091	Electric Utility	TBD	CMUA Conference	TBD	925
091	Electric Utility	TBD	Legislative rallies for legislative advocacy - Washington, DC	TBD	4,050
091	Electric Utility	TBD	Capitol Days - legislative advocacy - Sacramento, CA	TBD	330
091	Electric Utility	TBD	CAISO Meetings transmission planning - Folsom, CA	TBD	560
091	Electric Utility	TBD	CEC Workshops IEPR & other workshops - Sacramento, CA	TBD	1,450
091	Electric Utility	TBD	Elster User Conference	TBD	3,000
091	Electric Utility	TBD	DistribuTech	TBD	2,000
091	Electric Utility	TBD	Siemens User Conference	TBD	3,000
091	Electric Utility	TBD	Smart Grid Conference	TBD	3,000
091	Electric Utility	TBD	Tropos	TBD	1,000
091	Electric Utility	October	SCADA Users Group	Control Staff	1,000
091	Electric Utility	TBD	TOA Users Group	TBD - 2 employees	3,500
091	Electric Utility	TBD	Power Sim Users Group	TBD - 1 employee	1,750
091	Electric Utility	TBD	GIS Users Group	TBD	1,750
091	Electric Utility	April	APPA E & O	Staff (2)	1,000
091	Electric Utility	TBD	Enviro Health and Safety (EHS)	Beck/Compliance Staff	500
091	Electric Utility	Various	Miscellaneous Business Travel	Various	2,000
091	Electric Utility	October	GE Users Group	Gen. Staff (2/DM&Tech)	2,000
091	Electric Utility	TBD	Allison Turbine	Staff	1,000
091	Electric Utility	November - December	Power Gen Conference	Generation Staff	1,000
091	Electric Utility	March	WesternTurbine User Conference	Generation Staff	1,000
091	Electric Utility	TBD	Enviro Health and Safety (EHS)	Beck/Staff	500
091	Electric Utility	TBD	Environmental Systems Corp (ESC)	Generation Staff (Beck)	500
091	Electric Utility	TBD	HRSG/Chemistry	Generation Staff (Hammond)	500
091	Electric Utility	TBD	Mitsubishi	Generation Staff (Technicians)	500
091	Electric Utility	TBD	ISO Related Meeting	Staff	2,500
091	Electric Utility	October	JMUX Users Group	N. Sioxson, D. Steffani, G. Garcia	4,000
091	Electric Utility	TBD	SANS Security Conference	Dennis Steffani	3,000
091	Electric Utility	Various	Miscellaneous Business Travel	Various	1,500
091	Electric Utility	October and April	Aces Users Group	Staff	1,000

2016-17 ADOPTED TRAVEL AND TRAINING BUDGET
Listing by Department

Fund	Department	Month	Conference Name	Employee (s)	2016-17 Budget
091	Electric Utility	Various	Miscellaneous Business Travel	Various	3,500
091	Electric Utility	TBD	FERC (Federal Energy Regulatory Commission)	Staff	2,500
091	Electric Utility	TBD	ISO Related Meeting	Staff	2,500
091	Electric Utility	TBD	WSPP	Staff	1,500
091	Electric Utility	September	NCPA Facilities & LEC	TBA	1,000
091	Electric Utility	TBD	CEC and CARB	TBA	1,000
091	Electric Utility	TBD	WAPA	Staff	500
091	Electric Utility	TBD	WECC CUG Conference	TBD	5,000
091	Electric Utility	TBD	ACES	Staff	3,500
091	Electric Utility	TBD	ISO	Staff	3,000
091	Electric Utility	TBD	nMarket	Betty Sargent	1,500
091	Electric Utility	TBD	Risk Management	Staff	1,500
091	Electric Utility	TBD	Contracts/ Adobe	Staff	500
091	Electric Utility	TBD	Apprenticeship School	Substations & T&D	20,000
091	Electric Utility	TBD	Relay testing	Substation staff	8,000
091	Electric Utility	Ongoing	Gpi Learn Technical Training	Gen./Subst./Meter Staff	6,000
091	Electric Utility	TBD	Traffic Certification	Substation staff	3,000
091	Electric Utility	TBD	Railroad Right of Way/VTA	Field Crews	2,000
091	Electric Utility	TBD	Relay testing	Substation staff	2,000
091	Electric Utility	TBD	Apprenticeship School	Substations & T&D	40,000
091	Electric Utility	TBD	Professional Development	Staff	8,000
091	Electric Utility	TBD	Customer Service Training	Key Customer Reps	1,000
091	Electric Utility	TBD	APPA Key Accounts Training	TBA	1,000
091	Electric Utility	TBD	New employee training	TBD	2,000
091	Electric Utility	TBD	General Customer Service training	TBD	2,000
091	Electric Utility	TBD	Advanced Meter Training	Meter Shop	5,500
091	Electric Utility	September	Metering School	Metering Tech	4,500
191	Electric Utility	TBD	Energy Efficiency Training	KCR's, PBCoordinator	2,000
191	Electric Utility	TBD	Marketing Training	KCR's, PB Program Mgr	500
191	Electric Utility	TBD	Public Benefits Compliance training	TBD	3,000
091	Electric Utility	April	IMN or equivalent	Tran	500
091	Electric Utility	TBD	NWPPA Training	Engineering Staff	5,000
091	Electric Utility	TBD	GIS System Training	Engineering/Fiber Group	3,000
091	Electric Utility	October	SEL Technical Training (Engineers)	Engineering Staff	2,000
091	Electric Utility	TBD	ASPEN Software Training	Staff	1,000
091	Electric Utility	TBD	AutoCad Application	Engineering	1,000
091	Electric Utility	TBD	Power Quality Training	Staff	1,000
091	Electric Utility	TBD	Sharepoint	TBA	1,000
091	Electric Utility	TBD	OSI Soft	TBA	1,000
091	Electric Utility	TBD	ABB Controls	TBA	1,000
091	Electric Utility	TBD	GE PSLF	TBA	1,000
091	Electric Utility	TBD	OATI	TBA	1,000
091	Electric Utility	TBD	Ntest (FiberWatch) Maintenance and Mapping Software	Fiber Staff	4,500
091	Electric Utility	TBD	Resource Planning	TBA	1,000
091	Electric Utility	TBD	Advanced Meter Training	Meter Shop	4,000
091	Electric Utility	TBD	Energy Engaged Training	TBA	1,000
091	Electric Utility	TBD	NERC/WECC Mandated Training	Staff	30,000
091	Electric Utility	TBD	DHS (Water) Mandated training	Operators	2,000
091	Electric Utility	TBD	CETAC Training	TBD - 4 employees	9,500
091	Electric Utility	TBD	Skills Enhancement/Mandated Safety	TBD	15,000
091	Electric Utility	TBD	Hazardous Materials Training	NES	8,000
091	Electric Utility	TBD	CPR/First Aid & Safety	Field Crews	1,000
091	Electric Utility	TBD	Confined Space/Electric Utility Vault Training	Field Crews	15,000
091	Electric Utility	TBD	Grounding	T&D Journeymen	20,000
091	Electric Utility	TBD	Rubber Glove Refresher	T&D Journey Linemen	20,000
091	Electric Utility	TBD	OSHA 30	Compliance Manager	300

2016-17 ADOPTED TRAVEL AND TRAINING BUDGET
Listing by Department

Fund	Department	Month	Conference Name	Employee (s)	2016-17 Budget
091	Electric Utility	TBD	Title 22 Hazardous Waste Manifest	Compliance Manager	400
091	Electric Utility	TBD	Poletop & Bucket Rescue	Field Crews	8,000
091	Electric Utility	TBD	Save-A-Back Safety Training	All Electric Employees	2,425
091	Electric Utility	TBD	CPR/First Aid & Safety	TBD	2,000
091	Electric Utility	TBD	Confined space training and assessment	TBD	10,000
091	Electric Utility	TBD	VTA Training	TBD	5,000
091	Electric Utility	TBD	Enviro Health & Safety	Generation	22,000
091	Electric Utility	July - June	Technical Training	Generation Employees	12,000
091	Electric Utility	Ongoing	Gpi Learn Technical Training	Generation/Substation/Meter Staff	10,000
091	Electric Utility	October	DOT Pipeline Training	Generation Staff	1,000
091	Electric Utility	TBD	JMUX Training	Staff	10,000
091	Electric Utility	TBD	Network Security	Staff	5,000
091	Electric Utility	TBD	Power Scheduling	Staff	5,000
091	Electric Utility	TBD	Resource Planning	TBA	3,000
091	Electric Utility	TBD	CAISO Training	TBA	3,000
091	Electric Utility	TBD	Iberdrola Renewables	TBD	1,000
091	Electric Utility	TBD	NERC 101 Training Workshops on NERC Compliance	TBD	1,500
091	Electric Utility	TBD	GADS Training - NERC Compliance GADS reporting	TBD	1,500
091	Electric Utility	TBD	NERC/WECC Training for SME's by topic	TBD	3,000
001	Finance	January	CAPPO	Purchasing Mgr./Chief Storekeeper/Buyer	2,000
001	Finance	February	CSMFO Annual Seminar	Director / Ast. Director / Acctg Mgr.	1,200
001	Finance	TBD	Travel and Training Opportunity	Various	5,000
001	Finance	May	Harris Pacific Users Group	CS Supervisors	500
001	Finance	November	Harris Annual Customer Training Conference	Muni Services Mgr/Customer Service Supervisor	6,485
001	Finance	September	League Annual Conference	Director	700
001	Finance	March	CSMFO Annual Seminar	Director/Asst. Director/Accounting Mgr.	1,200
001	Finance	December	League of Calif. Cities Fin. Conf.	Director	1,200
001	Finance	Various	Misc Local Meetings	Director/ Miscellaneous	400
001	Finance	Various	League of CA Cities: League Leaders Mtg	Director	400
001	Finance	Various	League of CA Cities: Legislative Action Day	Director	210
001	Finance	Various	League of CA Cities: Policy Committee Meetings	Director	670
001	Finance	September	LAIF Annual Meetings	Principal Financial Analyst/Asst. Director	250
001	Finance	TBD	CSMFO Annual Seminar	Principal Financial Analyst	1,200
001	Finance	TBD	Travel and Training Opportunity	Various	2,500
001	Finance	TBD	Training	Purchasing Mgr./Chief Storekeeper/Buyer	400
001	Finance	Various	GASB/Computer trainings	Accounting Mgr./Accountants	1,390
001	Finance	TBD	Training Opportunities	Various	10,000
001	Finance	Qtrly	CMRTA Workshops	Sr. Customer Service Representative and CSR	150
001	Finance	Various	Investment/Debt CDIAC Training	Prin Finan Analyst, Analyst	200
001	Finance	TBD	Training Opportunity	TBD	450
001	Finance	Various	1st Line Supervisors	Muni Services Section Supervisors (3)	1,370
001	Finance	TBD	Training Opportunity for Budget and Treasury	Various	6,000
001	Fire	TBD	Expenses for local conferences	Various	1,200
001	Fire	TBD	League of CA Cities/Fire Chiefs	Fire Chief and Deputy Chief	1,000
001	Fire	TBD	California Fire Chiefs Assoc. Annual Conference	Fire Chief and Deputy Chief	2,500
001	Fire	TBD	National Fire Academy	4 Chief Officers	4,000
001	Fire	TBD	International Assoc. of Fire Chiefs Annual Conference	Fire Chief, Deputy Chief, Battalion Chief	2,000
001	Fire	TBD	Local Conferences	TBD	600
001	Fire	TBD	League of CA Cities/Fire Chiefs Annual Conference	Fire Chief	1,200
001	Fire	TBD	International Assoc. of Fire Chiefs Annual Conference	Fire Chief	4,000
001	Fire	TBD	American Society of Public Administrators Annual Conference	TBD	1,500

2016-17 ADOPTED TRAVEL AND TRAINING BUDGET
Listing by Department

Fund	Department	Month	Conference Name	Employee (s)	2016-17 Budget
001	Fire	TBD	California Emergency Services Association Annual Conference	TBD	1,800
001	Fire	TBD	California Fire, EMS & Disaster Annual Conference	TBD	1,500
001	Fire	TBD	EMS Today Annual Conference	TBD	1,500
001	Fire	TBD	Misc. Training Classes for all divisions	Determined by Fire Chief	25,000
001	Fire	TBD	In Service Training/Educ. Reimbursement	Determined by Fire Chief	60,000
001	Human Resources	TBD	CAL PELRA	TBD	4,000
001	Human Resources	TBD	PARMA	HR Manager, ADHR, Analyst	5,000
001	Human Resources	TBD	CAL PELRA	HR Benefit Mgr and HR Analyst	4,000
001	Human Resources	TBD	CAL PELRA	HR Records Mgr & HR Technicians	4,000
001	Human Resources	TBD	Department training, in-service	Department Staff to be assigned	1,500
001	Human Resources	TBD	Department training, in-service	Department Staff to be assigned	1,000
001	Human Resources	TBD	City Wide Professional Employee Development: Supervision, Management, and Leadership Training	TBA	2,000
001	Human Resources	TBD	Harassment Prevention - Train the Trainer	TBA	1,500
001	Human Resources	TBD	EmTrain Harassment Prevention Training	TBA	3,500
001	Human Resources	TBD	Department training, in-service	Dept. Staff to be assigned.	2,000
001	Human Resources	TBD	Santa Clara County Leadership Academy	TBD	1,000
001	Human Resources	TBD	City Wide Professional Development	TBD	8,000
001	Human Resources	TBD	LCW Consortium Training	TBD	3,500
001	Human Resources	TBD	Wellness Program	Citywide	20,000
001	Human Resources	TBD	TBD	TBD	1,000
001	Human Resources	TBD	City Wide Professional Development	Citywide	20,000
001	Information Technology	TBD	TBD	Various	1,425
001	Information Technology	TBD	TBD	TBD	975
001	Information Technology	TBD	TBD	Various	1,425
001	Information Technology	TBD	TBD	TBD	975
001	Information Technology	TBD	TBD	Various	2,850
001	Information Technology	TBD	TBD	TBD	1,950
001	Library	November	California Library Association	Department Staff	1,300
001	Library	Ongoing	Conference attendance including Internet Librarian, Future of Libraries, etc	Department Staff	4,700
001	Library	Spring/Summer 2017	ALA/PLA Attendance, III Public Library Directors' Annual Meeting	City Librarian & Assistant Librarian	1,000
001	Library	Ongoing	ACL Institute, Customer Service Training, Infopeople, CLA Spring Workshops, Technology training, IUG,	Department Staff	10,000
001	Parks & Recreation	March	California Parks & Recreation Society (CPRS)	Director	350
001	Parks & Recreation	TBD	Therapeutics Continued Ed. Hours	Rec Supervisor Therapeutics	250
001	Parks & Recreation	January	Local Recreation Seminars	Recreation Staff	200
001	Parks & Recreation	TBD	TBD	Rec. Manager Superintendent	350
001	Parks & Recreation	October	Maintenance Superintendents Association	Parks Supervisors & GMW	200
001	Parks & Recreation	January	Local Maintenance Seminars	Grounds Maintenance Staff	250
001	Parks & Recreation	Various	BARMS	Parks & Recreation Staff	300
001	Parks & Recreation	Various	BARMS	Parks & Recreation Staff	600
001	Parks & Recreation	Various	Training Classes in Landscape, Pesticide Application, Management & Supervision	Parks Staff	1,800
001	Parks & Recreation	Various	BARMS	Parks & Recreation Staff	300
001	Parks & Recreation	Various	BARMS	Parks & Recreation Staff	600
001	Parks & Recreation	Various	Tuition Reimbursement for Continuing Education Classes	Staff	300
001	Parks & Recreation	Various	BARMS	Parks & Recreation Staff	900
001	Parks & Recreation	Various	Training Classes in Landscape, Pesticide Application, Management & Supervision	Parks Staff	1,800
001	Parks & Recreation	Various	Tuition Reimbursement for Continuing Education Classes	Staff	325
093	Parks & Recreation	TBD	Local trainings	Mgmt & office staff	93
001	Parks & Recreation	Various	BARMS	Parks & Recreation Staff	300
001	Police	October	Printrack (CAD) Users	Various	875
001	Police	TBD	California Crime Analyst	Lawson	1,004

2016-17 ADOPTED TRAVEL AND TRAINING BUDGET
Listing by Department

Fund	Department	Month	Conference Name	Employee (s)	2016-17 Budget
001	Police	TBD	National Nena	TBD	875
001	Police	Annual	California Police Chiefs	Sellers	1,003
001	Police	Annual	Int'l Assoc. of Chiefs of Police	Sellers	1,315
001	Police	Annual	FBI California Training	Sellers	1,521
001	Police	Annual	ARC-CSI Crash	2 Traffic Officers	2,132
001	Police	Annual	Women Leaders in L.E.	TBD	2,063
001	Police	April	State DARE	Various	1,238
001	Police	October	Western States Burglary	1 Investigator	1,087
001	Police	February	Robbery Investigation	1 Investigator	1,087
001	Police	February	Homicide Investigator	1 Investigator	1,087
001	Police	May	Financial Crimes	1 Investigator	1,087
001	Police	TBD	Sexual Assault	1 Investigator	1,087
001	Police	TBD	Law Enforcement Intelligence	1 Investigator	1,087
001	Police	Annual	Calif Assoc of Tactical Officer	3 SRT Supervisors	3,988
001	Police	TBD	CLEARS	Various	1,032
001	Police	All	On-Going Training	Various	112,750
001	Police	All	Specialty Training	Various	24,750
001	Police	TBD	Training for Homeland Security Special Events Unit	TBD	125,000
053	Public Works	TBD	Fleet Management Conference	TBD	1,050
053	Public Works	TBD	TBD	TBD	1,445
053	Public Works	TBD	California Fire Mechanics	TBD	3,000
053	Public Works	TBD	Miscellaneous Training Classes for Technicians	TBD	5,780
053	Public Works	TBD	TBD	TBD	4,220
001	Public Works	October	Schlage Lock and Keying Systems	Sal Muniz, John Graciano	406
001	Public Works	May	Team Leading/Coaching Skills	All Building Maintenance	142
001	Public Works	February	Green Custodial Products	K. Winland	100
001	Public Works	TBD	OSHA Safety Training	All	18,000
001	Public Works	TBD	OSHA Safety Training	TBD	5,000
001	Public Works	TBD	CASQA Conference	Staff Aide Environmental Programs	1,090
001	Public Works	TBD	CASQA Conference	San Diego, CA	1,090
001	Public Works	TBD	Urban Runoff Mgmt Insp. & Planning	Code Enforcement Technician	760
001	Public Works	January	Research Methods and Policy Evaluation course at Presidio	Staff Aide II Environmental Programs	5,000
096	Public Works	July/August	CRRA Conference	Deputy Director of Public Works	875
096	Public Works	July/August	CRRA Conference	Staff Aide II - Environmental Programs	875
096	Public Works	TBD	Miscellaneous Seminars & Meetings	Staff Aide II - Environmental Programs	110
096	Public Works	All	Mgmt. & Supervision Workshops	Dept. Staff	217
096	Public Works	TBD	OSHA Safety Training	TBD	1,500
096	Public Works	TBD	OSHA Safety Training	TBD	2,500
096	Public Works	TBD	Miscellaneous Seminars & Meetings	Deputy Director of Public Works	110
096	Public Works	All	Training Classes and Seminars	Dept. Staff	141
001	Public Works	TBD	Misc. Local Seminars & Prof. Meetings	Landscape Superintendent	65
001	Public Works	TBD	OSHA Safety Training	All	17,000
001	Public Works	TBD	Respirator Fit Exams	Parkways & Blvds Division	1,540
001	Public Works	TBD	PCA & QAC License Renewal	Parkways & Blvds Division	1,500
001	Public Works	TBD	Annual Pesticide & Safety Training	Parkways & Blvds Division	521
001	Public Works	February	Target Pest Management Seminar	Landscape Foremen	115
001	Public Works	May	Intl. Society of Arboriculture	Assistant Director/City Arborist	614
001	Public Works	TBD	OSHA Safety Training	All	3,000
001	Public Works	TBD	OSHA Safety Training	All	5,000
001	Public Works	TBD	International Marking Sign Assoc.	Traffic Maintenance Division	4,000
001	Public Works	Various	League of Califonia City	DPW/and Others	1,000
001	Public Works	TBD	Annual APWA	DPW	500
001	Public Works	Monthly	American Public Works Association	DPW/CE & Principal Engineers	400
001	Public Works	Monthly	Municipal Public Works Officials	DPW/CE	140
001	Public Works	Various	Tuition/Fee reimbursement for various classes	Staff	600

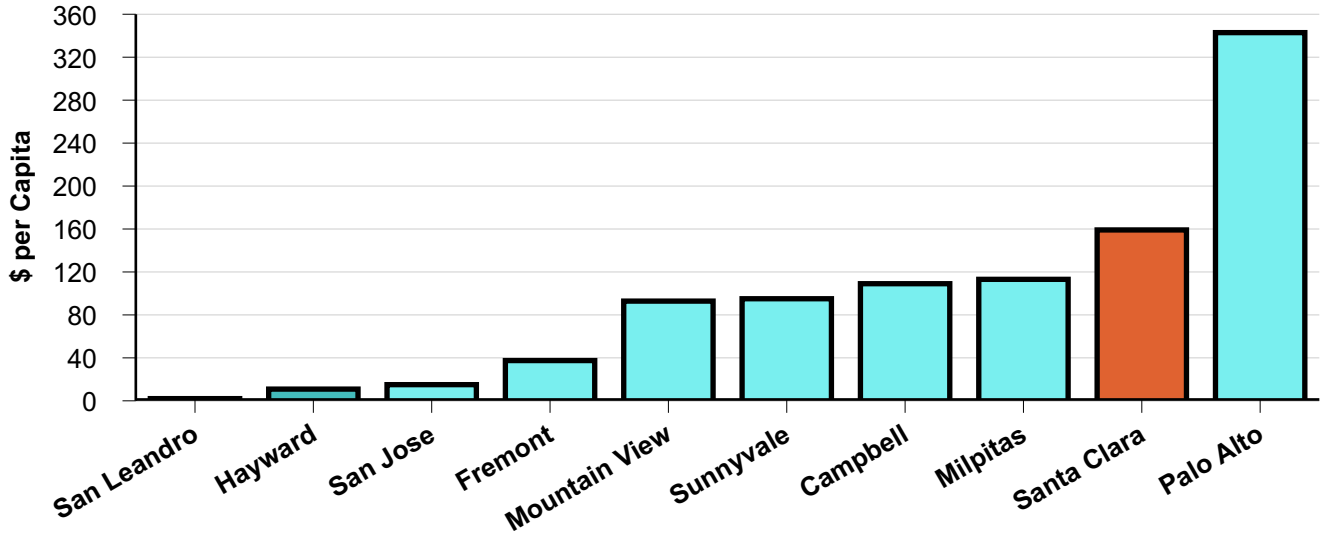
2016-17 ADOPTED TRAVEL AND TRAINING BUDGET
Listing by Department

Fund	Department	Month	Conference Name	Employee (s)	2016-17 Budget
001	Public Works	Various	Seminars, classes and training	Staff	700
001	Public Works	August	Annual ITE	Traffic Engineer	400
001	Public Works	Various	Tuition/Fee reimbursement for various classes	Staff	600
001	Public Works	Various	Seminars, classes and training	Staff	700
001	Public Works	Various	Tuition/Fee reimbursement for various classes	Staff	600
001	Public Works	Various	Seminars, classes and training	Staff	700
001	Public Works	Various	Computer/Software Training	Staff	2,500
001	Public Works	Various	Qualified SWPPP Developer/Qualified SWPPP Practitioner Training	Staff	1,000
001	Public Works	Various	Tuition/Fee reimbursement for various classes	Staff	600
001	Public Works	Various	Seminars, classes and training	Staff	700
001	Public Works	TBD	California Land Surveyors Association	Prin. Engr.	800
001	Public Works	Various	Tuition/Fee reimbursement for various classes	Staff	600
001	Public Works	Various	Seminars, classes and training	Staff	700
001	Public Works	Various	Qualified SWPPP Developer/Qualified SWPPP Practitioner Training	Staff	1,000
097	Water and Sewer Utility	TBD	Miscellaneous Local	TBD	100
097	Water and Sewer Utility	TBD	WEF TECH	Assistant Director	1,200
094	Water and Sewer Utility	TBD	Lucity	TBD	1,500
094	Water and Sewer Utility	October	CWEA, CALIFORNIA	Water/Sewer Superintendent	1,000
097	Water and Sewer Utility	Various	California Water Use Association	Director and Assistant Director	900
092	Water and Sewer Utility	April	AWWA, CAL-NEV Section	Assitant Director and Principal Engineer	1,500
092	Water and Sewer Utility	October	MMANC	Director	1,100
092	Water and Sewer Utility	Various	Miscellaneous Local	Various	100
092	Water and Sewer Utility	TBD	Lucity	Utility Business System Mgr.	2,000
092	Water and Sewer Utility	Various	Water Resources	Various	400
092	Water and Sewer Utility	Various	Water Quality	Various	500
092	Water and Sewer Utility	Various	Miscellaneous Training	Various	350
092	Water and Sewer Utility	Various	Miscellaneous Training	Various	350
092	Water and Sewer Utility	Various	SCADA Training	Various	2,400
094	Water and Sewer Utility	Various	SSO-WDR Complaince Workshops	Various	500
094	Water and Sewer Utility	Various	Hazardous Materials	Various	800
094	Water and Sewer Utility	Various	Miscellaneous Training	Various	900
092	Water and Sewer Utility	Various	Miscellaneous Training	Various	350
097	Water and Sewer Utility	Various	Miscellaneous Training	Various	800
097	Water and Sewer Utility	Various	Certification Training (X-CONNECTION)	Various	1,200
094	Water and Sewer Utility	Various	Pump Controls	Various	700
092	Water and Sewer Utility	Various	X-Connection Control	Various	2,500
092	Water and Sewer Utility	Various	Autocad Training	Various	2,000
092	Water and Sewer Utility	Various	OSHA 40-Hr Course	Various	900
092	Water and Sewer Utility	Various	Miscellaneous Training	Various	250
				Total	1,396,686

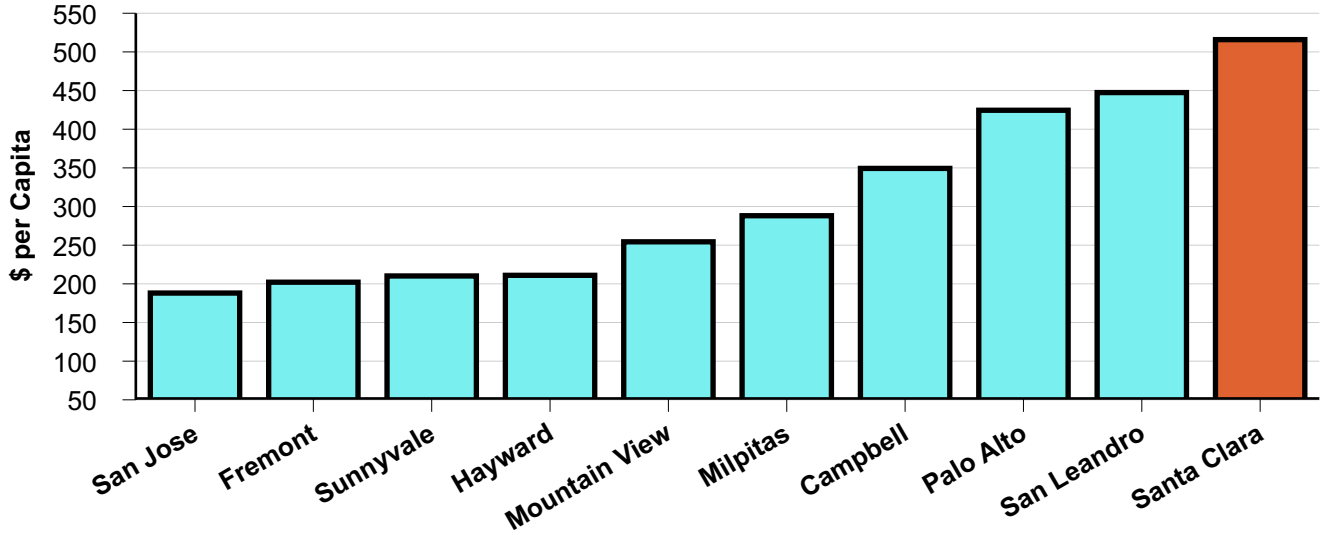
Per Capita Revenue Comparison
Santa Clara Compared to Other Cities in the Local Area

The bar graphs below compare fiscal year 2016-17 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.

FY 16-17 Transient Occupancy Tax - Per Capita -
Comparison with Other Jurisidictions

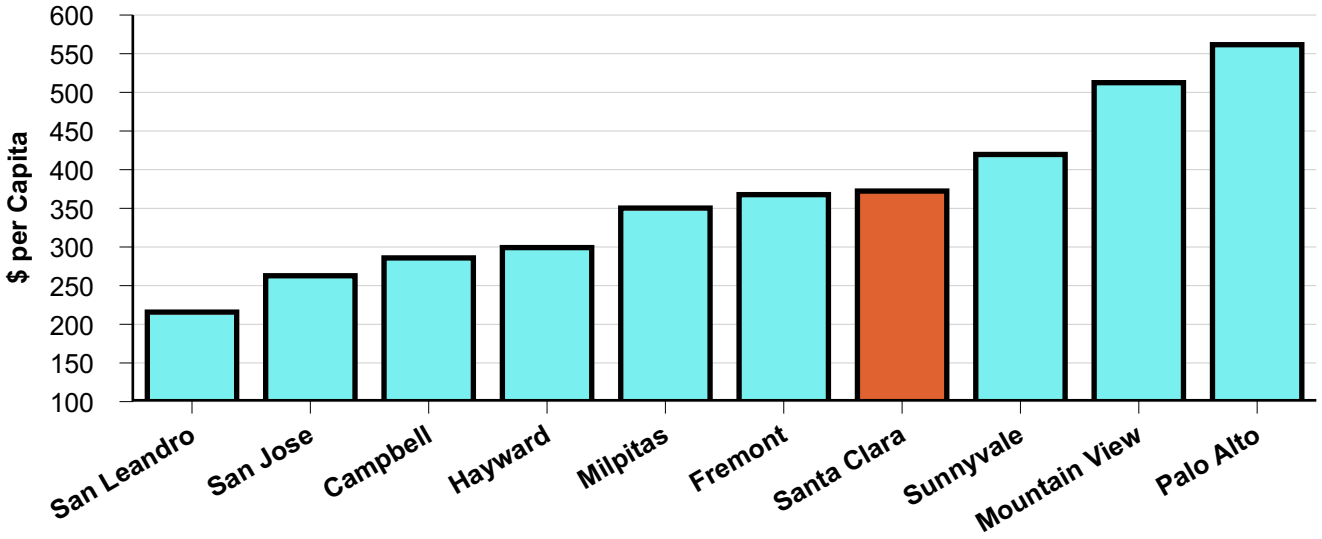


FY 16-17 Sales Tax - Per Capita -
Comparison with Other Jurisdictions

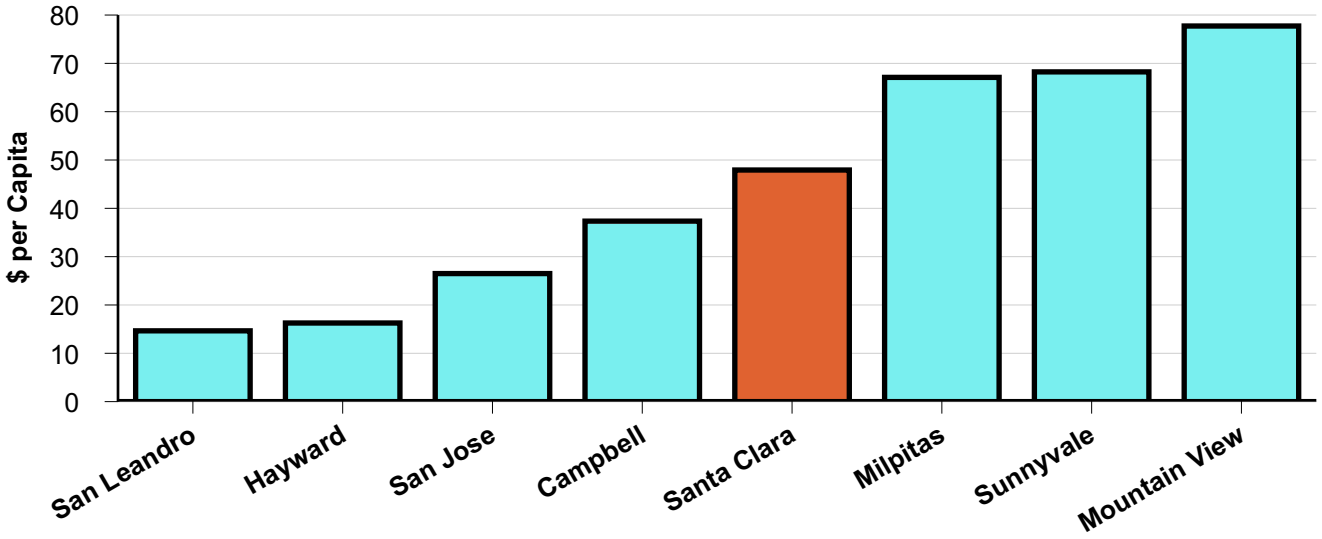


Per Capita Revenue Comparison
Santa Clara Compared to Other Cities in the Local Area (cont'd)

FY 16-17 Property Tax - Per Capita - Comparison with Other Jurisdictions

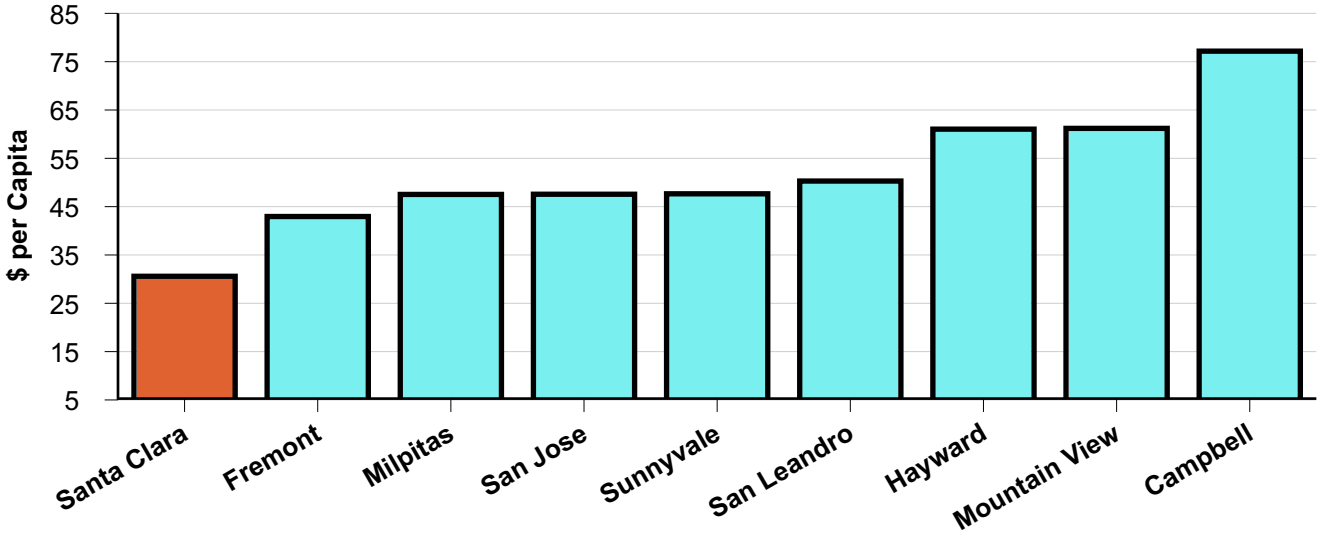


FY 16-17 Building Permit Revenue - Per Capita- Comparison with Other Justifications



Per Capita Revenue Comparison
Santa Clara Compared to Other Cities in the Local Area (cont'd)

FY 16-17 Franchise Fee Revenue - Per Capita-
Comparison with Other Justifications



CITY OF SANTA CLARA / AUTHORITIES
2016-17 CAPITAL IMPROVEMENT PROJECT (CIP) BUDGET

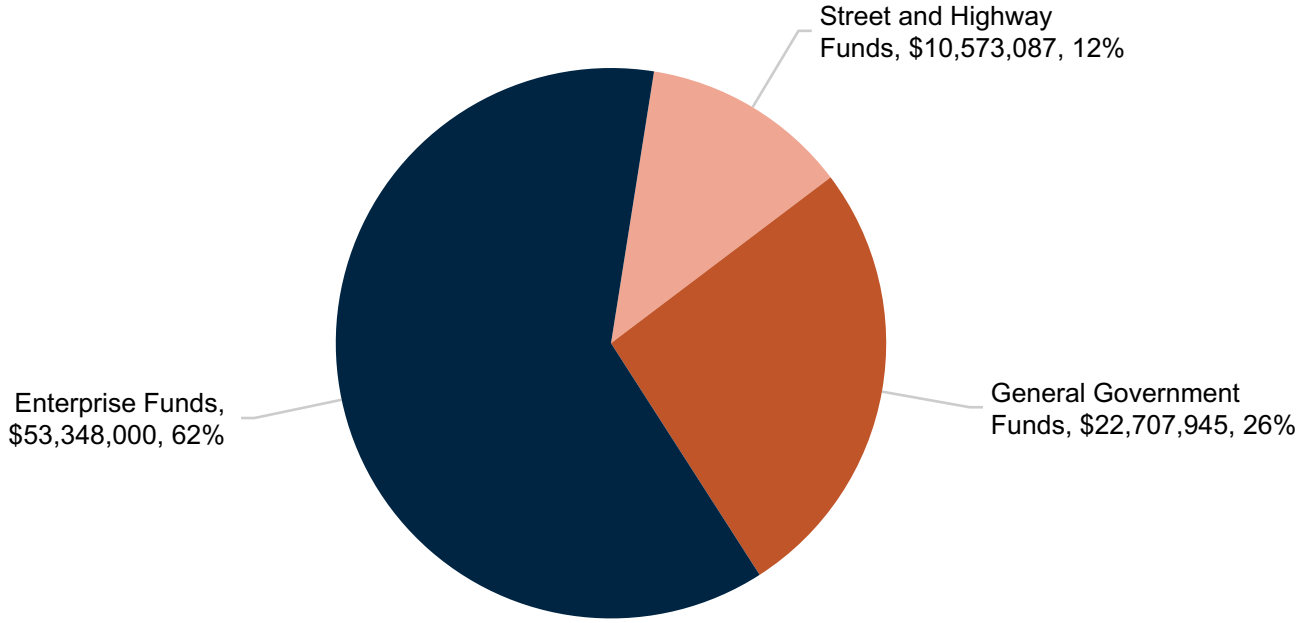
TOTAL PROJECT FUNDING $86,629,032

CAPITAL IMPROVEMENT PROJECT BY MAJOR FUND TYPES

The Capital Improvement Project Budget (CIP) for fiscal year 2016-17 was developed with consideration of the City's mission, vision statement, two-year goals developed by the City Council, current economic conditions, limited financing resources, and Council focus on economic development priorities. It also responds to several City Council Budget Priorities identified during Study Sessions. Those priorities included focusing on CIP projects that had been delayed, pursuing an "A" grade for our infrastructure and equipment, Parks improvements, and maintaining and improving the Pavement Condition Index ("PCI") for City streets. The CIP Budget addresses these issues through the use of unallocated capital fund balance and one-time reserves. While funding projects that meet these priorities is progress, staff will need to work with Council to identify both the one-time and recurring resources necessary to ensure that funding will be available in later years of this CIP plan. A detailed capital improvement plan is presented as a separate 2016-17 Capital Improvement Project Budget document.

The graph below shows the dollar and percentage allocations of the total 2016-17 CIP Budget for the City by the major fund types.

2016-17 CIP Budget Summary by Fund Type



2016-17 CIP BUDGET SUMMARY BY FUND TYPE

Fund Type	Carryforward	2016-17	Total Available Balance 2016-17
Street and Highway Funds			
521 - Special Gas Tax	5,181,348	8,724,587	13,905,935
525 - Traffic Mitigation	11,569,623	699,500	12,269,123
531 - Street Beautification	142,970	283,000	425,970
533 - Streets and Highways	9,742,727	866,000	10,608,727
Subtotal	**26,636,668**	**10,573,087**	**37,209,755**
Capital Project Funds:			
532 - Parks and Recreation	9,626,460	6,535,056	16,161,516
535 - Storm Drains	2,142,151	1,920,000	4,062,151
536 - Fire Department	550,667	1,205,400	1,756,067
537 - Library	3,026,250	25,000	3,051,250
538 - Public Buildings	663,031	2,080,000	2,743,031
539 - General Government - Other	11,180,058	8,469,422	19,649,480
562 - HUD	1,215,100	2,473,067	3,688,167
Subtotal	**28,403,717**	**22,707,945**	**51,111,662**
Enterprise Funds:			
534 - Street Lighting	4,743,539	1,675,000	6,418,539
591 - Electric Utility	58,465,400	28,625,000	87,090,400
592 - Water Utility	5,016,976	4,835,000	9,851,976
597 - Recycled Water	72,910	150,000	222,910
594 - Sewer Utility	34,935,795	17,613,000	52,548,795
596 - Solid Waste	1,066,039	450,000	1,516,039
593 - Cemetery	216,800	—	216,800
Subtotal	**104,517,459**	**53,348,000**	**157,865,459**
TOTAL - ALL CITY FUNDS	**$ 159,557,844**	**$ 86,629,032**	**$ 246,186,876**
Authority Funds:			
840 - Sports and Open Space Authority	76,276	—	76,276
875 - Stadium Authority	3,300,000	—	3,300,000
TOTAL - ALL AUTHORITY FUNDS	**$ 3,376,276**	**$ —**	**$ 3,376,276**
TOTAL - ALL FUNDS	**$ 162,934,120**	**$ 86,629,032**	**$ 249,563,152**

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Exhibit 2

City of Santa Clara
The Center of What's Possible

AGENDA ITEM #: _____

AGENDA REPORT

Date: June 21, 2016

To: City Manager for Council Action

From: Director of Finance/Assistant City Manager

Subject: Adoption of Resolution Establishing Fiscal Year 2016-17 Appropriations Limit

EXECUTIVE SUMMARY

On November 6, 1979, the California electorate passed Proposition 4, which created Article XIIIB 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 2016-17 appropriations limit, we used the population growth of the City of Santa Clara (1.79%) and the growth in non-residential assessed valuation from new construction (11.08%). For fiscal year 2016-17, the City of Santa Clara appropriations limit is $410,840,550 (Schedule 1). An analysis of the request for appropriations from estimated proceeds of taxes, as reflected in the proposed fiscal year 2016-17 budget, indicates that for fiscal year 2016-17 the City will be at 38.20% ($156,954,895) of its limit.

Schedule 1 provides the history of the City's appropriations limits as adopted by Council for fiscal year 2007-08 through fiscal year 2015-16, including allowable retroactive adjustments, and the appropriations limit being recommended for adoption for fiscal year 2016-17.

ADVANTAGES AND DISADVANTAGES OF ISSUE

By adopting the fiscal year 2016-17 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 $47,494,566.

RECOMMENDATION

That the Council adopt a resolution establishing the City's fiscal year 2016-17 appropriations limit of $410,840,550.

Gary Ameling
Director of Finance/Assistant City Manager

APPROVED:

Rajeev Batra
Acting City Manager

Documents Related to this Report:
1) *Schedule 1*
2) *Resolution for Appropriations Limit*

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SCHEDULE 1 (UPDATED 05/26/16)

CITY OF SANTA CLARA

PROPOSITION 4 APPROPRIATIONS LIMIT

FYs 2007-08 THROUGH 2016-17

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)	
2016-17	$ 363,345,984	1.1108	X	1.0179	=	1.1307	$ 410,840,550	$ 156,954,895	38.20%
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%

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 2016-17 appropriations limit, the population growth of the City of Santa Clara and the growth in the non-residential assessed valuation due to new construction within the City were used.

RESOLUTION NO. 16-8332

A RESOLUTION OF THE CITY OF SANTA CLARA, CALIFORNIA ESTABLISHING FISCAL YEAR 2016-17 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 2016-17 be Four Hundred Ten Million Eight Hundred Forty Thousand Five Hundred and Fifty Dollars ($410,840,550).

2. Calculation Factors. Pursuant to Section 8 of Article XIIIB of the California Constitution, the City Council determines that for 2016-17 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 2016-17. That for purposes of computing the appropriations limit for 2016-17, the growth in non-residential assessed valuation due to new construction within the City is 11.08% and the annual percent change in population minus exclusions in the City's population as provided by the State Department of Finance is 1.79%.

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 2016-17 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 CITY OF SANTA CLARA, AT A REGULAR MEETING THEREOF HELD ON THE 21st DAY OF JUNE, 2016 BY THE FOLLOWING VOTE:

AYES:	COUNCILORS:	Caserta, Davis, Kolstad and Watanabe and Vice Mayor O'Neill
NOES:	COUNCILORS:	None
ABSENT:	COUNCILORS:	Member Marsalli and Mayor Gillmor
ABSTAINED:	COUNCILORS:	None

ATTEST: _____

ROD DIRIDON, JR.
CITY CLERK
CITY OF SANTA CLARA

Attachments incorporated by reference: None

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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
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	0	3,654,311
2009 / 10	24,556,241	3,683,436	0	3,683,436
2010 / 11	23,587,425	3,538,114	0	3,538,114
2011 / 12	23,715,437	3,557,316	0	3,557,316
2012 / 13	25,182,664	3,777,400	0	3,777,400
2013 / 14	26,902,139	4,035,321	0	4,035,321
2014 / 15	28,650,444	4,297,567	0	4,297,567

Notes:

(1) 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
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%	0.8%	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%
2014 / 15	24,294,056	4,183	4,352,204	28,650,443	28,758,679	99.62%	6.5	1.13%

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
2014-15 AND 2004-05 COMPARISON FOR GENERAL FUND
(In Thousands)

Table 3

Taxpayers	2014-15 Assessed Valuation	2014-15 Percentage of Assessed Total Valuation	2004-05 Assessed Valuation	2004-05 Percentage of Assessed Total Valuation
Intel Corporation	$ 1,291,429,202	4.49%	1,383,919	7.7%
Sobrato Interest (formerly Sobrato Development Company)	686,692,471	2.39%	450,831	2.51%
Nvidia Corporation (formerly Nvidia Land Development LLC)	380,257,533	1.32%	—	—%
Oracle America Inc. (formerly Sun Microsystems)	325,152,104	1.13%	267,547	1.49%
Microsoft Corporation	266,323,868	0.93%	—	—%
Xeres Ventures LLC	262,736,348	0.91%	157,949	0.88%
M West Propco XIII LLC	254,713,759	0.89%	—	—%
Agilent Technologies, Inc.	244,670,536	0.85%	—	—%
Marvell Semiconductor Inc. (formerly Marvell Technology Inc.)	208,024,346	0.72%	559,582	3.11%
Texas Instruments Inc	188,722,491	0.66%	—	—%
Santa Clara College	—	—%	313,790	1.75%
Kaiser Foundation Hospitals	—	—%	310,730	1.73%
National Semiconductor Corporation	—	—%	206,224	1.15%
Prudential Insurance Company	—	—%	149,730	0.83%
City of Santa Clara	—	—%	138,694	0.77%
Top Ten Total	$ 4,108,722,658	14.29%	$ 3,938,996	21.92%
City Total	$ 28,758,679,162		$ 17,972,599	

Source: Santa Clara County Assessor 2014-15 and 2004-05 Combined Tax Rolls through HdL Coren & Cone.

CITY OF SANTA CLARA
PRINCIPAL EMPLOYERS
Current Year and Ten Years Ago

Table 4

Company	2015 Number of Employees	2015 Percentage of Total City Employment	2004 Number of Employees	2004 Percentage of Total City Employment
Intel Corporation	10,801	23.1%	8,000	15.7%
Applied Materials, Inc.	8,500	18.1%		
Texas Instruments Inc	3,500	7.5%		0.0%
California's Great America	2,500	5.3%		0.0%
Avaya Inc.	2,000	4.3%		0.0%
City of Santa Clara	1,588	3.4%		0.0%
EMC Corporation	1,338	2.9%		0.0%
Macy's	1,200	2.6%		0.0%
Santa Clara University	1,200	2.6%		0.0%
ON Semiconductor Corporation	1,100	2.3%		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	33,727	19.3%	18,800	52.6%
All Others	13,124	80.7%	32,100	47.4%
Total Employment	46,851	100%	50,900	100%

Source: Fiscal Year 2015: 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									
Culture and Recreation:	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006
Number of community centers	4	4	4	4	4	4	4	4	4	4
Number of parks	34	32	32	32	32	32	32	32	32	31
Park acreage	273	273	273	273	273	273	282	282	282	282
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	5	4	4
Number of tennis courts	28	28	28	28	28	28	28	28	28	28
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	53,360	52,775	52,957	52,867	52,327	52,090	51,832	51,514	50,858	50,069
Miles of high voltage lines	591	590	586	582	579	573	573	548	479	479
Number of substations (1)	27	26	26	26	26	24	23	23	23	23
Sewerage System:										
Miles of sanitary sewers	288	288	288	286	285	285	279	279	282	282
Miles of storm sewers	195	—	141	141	140	140	140	140	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	335	334
Number of fire hydrants	3,315	3,315	3,315	3,315	3,315	3,315	3,313	3,285	3,261	3,249
Miles of recycled watermains	33	33	33	33	23	21	20	20	20	19
Streets:										
Miles of Streets	252	249	249	249	249	249	249	249	249	249
Number of Street Lights	8,097	8,054	8,077	8,046	7,993	7,990	7,976	8,481	8,181	8,179
Number of Traffic Signals	200	196	191	188	188	188	188	187	187	184

(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
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%	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%
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%
2014 / 15	120,973	4,952,711	40,941	34.4	15,081	3.9%	3.6%

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				Former Redevelopment Agency	Business Activities	Santa Clara Stadium Authority	Total Primary Government	Population	Debt per Capita	Total Personal Income ($000)	Debt/Income Ratio
	Public Financing Authority											
	Certificates of Participation	Insurance Funding Bonds	Assessment Bonds	Total Governmental Activities	Tax Allocation Bonds (2)	Revenue Bonds (1)	Revenue Bonds					
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%
2014 / 15	24,579	—	—	24,579	—	226,828	561,556	812,963	120,973	6,720	4,952,711	16.41%

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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City of Santa Clara

The Center of What's Possible

Glossary

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.

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.

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.

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 pro perty, 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 Genera l 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).

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.

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.

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 res idents 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.

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.

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City of Santa Clara

The Center of What's Possible

Acronyms

List of Acronyms

AB	Assembly Bill
ARRA	American Recovery and Reinvestment Act
ASAI	Average System Availability Index
BAREC	Bay Area Research Extension Center
BLS	Basic Life Support
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
CPR/AED	Cardiopulmonary Resuscitation/Automated External Defibrillator
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
FTE	Full Time Equivalent (Employee)

List of Acronyms

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
ISC/CRC	International Swim Center/Community Recreation Center
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
NEPA	National Environmental Policy Act
O&M	Operations and Maintenance
OBAG	One Bay Area Grant
OSHA	Occupational Safety and Health Administration
OTS	California Office Traffic Safety
PBC	Public Benefits Charge
PEMCHA	Public Employees' Medical and Hospital Care Act (California)
PEPRA	Public Employees' Pension Reform Act of 2013

List of Acronyms

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
SCPD NSU	Santa Clara Police Depatment - Nuisance Suppression Unit
SCSA	Santa Clara Stadium Authority
SOSA	Sports and Open Space Authority
SRT	Special Response Team
STEM	Science, Technology, Engineering and Math
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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