City of Santa Clara

The Center of What's Possible

2018/19
Annual Operating Budget

Santa Clara City Library Bookmobile

City of Santa Clara
The Center of What's Possible

June 12, 2018

Dear Mayor and Members of the City Council:

In accordance with the City Charter, the Council approved Budget Principles, and direction from the January 2018 Strategic Council Priority Setting Sessions, I am pleased to submit the Adopted Annual Operating Budget for fiscal year 2018/19 and accompanying Ten-Year Financial Plan. The FY 2018/19 Adopted Budget is balanced with expenditures and revenues of $860.9 million for all funds and $250.5 million in the General Fund. There is a modest net addition of 6 City-wide positions, resulting in an increase in staff count, from 1,105.25 to 1,111.25 positions, with 3 funded by the General Fund through mostly vacancy reduction savings.

The annual budget serves as a financial plan and operational guide that reflects the policies, goals, and priorities of the City Council and community while at the same time maintaining fiscal stability. This budget includes the transition from a Five-Year Financial Plan to the development of a Ten-Year Financial Plan for the City's General Fund. Moving to a ten-year outlook allows the City Council and staff to work proactively, strategically, and collaboratively on solutions for addressing year-over-year deficits. Further, it allows for a better understanding of today's fiscal actions over the long-term instead of budgeting year-to-year on a short-term basis. The current General Fund Ten-Year Financial Plan forecasts cumulative annual deficits between $4 million to $28 million, which means that ongoing expenditures are outpacing ongoing revenue projections. However, by committing to fiscal discipline and addressing the annual deficits with cost reductions, alternative service delivery options, or increasing revenue, the year-over-year deficits range between $2 million and $6 million.

In addition, as noted in the Biennial Capital Improvement Program Budget for Fiscal Years 2018/19 & 2019/20 adopted on June 12, 2018, consistent with Council direction, the City is transitioning to a two-year budget cycle beginning with the Capital Budget in Fiscal Year 2018/19 and the Operating Budget in Fiscal Year 2019/20. Transitioning to a biennial budget with a detailed budget development focus every two years allows for a more in-depth review of existing resources and needs in alignment with Council priorities. Regardless of the annual budget development focus, staff will continue to bring forward the capital and operating budget for approval of annual appropriations.

As presented at the City Council Operational and Strategic Priority Setting Session held on January 19-20, 2018, the Ten-Year Financial Plan continues to forecast structural deficits over the next ten years. However, staff is committed to eliminating year-over-year deficits with ongoing budget solutions which may require future on-going expenditure reductions, service delivery realignments, and/or an increase in ongoing revenues in order to stabilize the City's fiscal condition. It also requires the continued leadership and discipline that the City Council has practiced and the significant partnership that our employee organizations have provided.

The City's fiscal outlook is like many other surrounding agencies, whereby revenue growth occurs more slowly than expenditure increases. The City's General Fund relies in large part on volatile revenue sources

(e.g., Transient Occupancy Tax (TOT) and Sales Tax) which can result in greater vulnerability, than cities with less reliance on these revenues, to providing services especially during economic downturns. Further, as discussed in the accompanying Capital Budget, and similar to other municipalities, the City has significant infrastructure and deferred maintenance needs that require fiscal planning and solutions. On May 29, 2018, staff presented various revenue opportunity options to the Council starting the discussion regarding the structural deficit and infrastructure needs. Based on Council discussion, staff will conduct community/voter research in the City for tax increases and engage with the community to understand which strategies best match the voters' support.

Key refinements in the operating budget are particularly worthy of highlighting. The first is the increase in specific revenues and some budget restructuring. Property tax continues to remain strong based on rising home prices and citywide charges for services have increased due to the Council policy of pursuing full-cost recovery. Based on the national interest rate environment, the estimate for interest earnings was doubled when compared to the current year. However, due to the changing shopping behavior of local consumers, Sales Tax revenue estimates were kept relatively flat, with a slight projected revenue reduction of 4.3%. Also of importance in this budget is the clear indication of transfers as transfers-in (revenue) and transfers-out (expenditure/expense) versus showing net transfers in the revenue section. In addition, in order to provide more transparency, this budget reflects the revenues and expenditures related to the support of the Stadium in one central location in the document instead of budgeted in individual departments which has been the past practice. This new budget is located in the General Fund Non-Departmental section of the budget document titled Stadium Operations.

Secondly, new to this budget is a one-time allocation of $100,000 for the waiver of fees or sponsorship as approved by the Council. The accompanying policy will be brought forward for Council consideration by the end of the current fiscal year. By majority vote, the City Council may waive fees for certain events. Once the funds have been depleted, no additional fees will be waived until the new budget year, unless directed otherwise by the City Council. Further, this budget includes a Council Contingency in the amount of $100,000 for the City Council to expend on Council initiatives or unanticipated workload initiated by the Council that surfaces during the fiscal year and can't be absorbed by the operating budget.

The third is the addition of functions in response to the Council direction at the January 2018 Council Priority Setting sessions. At the sessions, Council directed me to strengthen and streamline administrative processes. To cure administrative costly or high-risk vulnerabilities while increasing efficiencies, the adopted budget adds a risk management function, dedicates resources to an audit function in the Finance Department as recently directed by the Council, improves city-wiide contract management, adds a staff position for public records management including responses to public records act requests, and funds consultant resources for a city-wide sustainability effort in alignment with the Council approved Climate Action Plan. In addition to staffing resources, this budget includes one-time appropriations for targeted performance audits, contracts management software, sustainability consultant, and for the implementation of a public records act request software system. In order to fund the new positions of Risk Manager, Management Analyst (assist with the internal audit function), and a Contracts Analyst, this budget eliminates three vacant positions as detailed below. Staff has worked diligently to include these new positions into the budget because of the critical needs to the organization's improved performance and managed risk and, with these vacant positions, staff has already adjusted to providing service without them which provides for no reduction in service. However, due to limited available funding and with the ten-year financial horizon in mind, I cannot recommend funding all of the initiatives that were presented to the City Council such as a dedicated Sustainability Manager and Real Estate Manager until a legitimate funding source has been identified. While there is still a critical need for these functions, our organization will have to continue to perform these duties within our limited capacity which will no doubt slow efforts on multiple projects.

However, in an effort to build upon our sustainability efforts, the General Fund budget includes one-time funding for a consultant to prepare a climate action plan update. The expectation is that the climate action plan update will include an implementation strategy that identifies required resources and funding

mechanisms for us to solve going forward. In addition, Silicon Valley Power (SVP) has included funding of $250,000 to establish a robust sustainability program.

While our fiscal outlook shows deficits, it is important to add specific positions that invest in areas of process efficiencies and manage risk where we already know that our service delivery model is inadequate, staff/ paper intensive, costly, and high-risk. With that in mind and in an effort to self-solve for future deficits, staff took a hard look at the current staffing structure and determined that certain vacant positions be removed from this budget. Those positions include the following: Communications Coordinator (City Manager's Office), Office Specialist III (City Clerk's Office) and Materials Testing Technician (Public Works Department). In addition, a vacant Office Specialist (City Council Office) position is being reclassed to a Records Manager. The FY 2018/19 Budget continues to invest in our workforce by reflecting recent negotiation compensation adjustments and the upcoming increase in the City's minimum wage to $15 by January 2019.

Lastly, this budget document includes the full year of funding for the Golf Course which includes a General Fund subsidy of $548,829. If the City Place project moves forward within the 2018/19 budget year, staff may need to come back to the Council to adjust the budget in order to close out golf course operations.

OVERVIEW

The budget incorporates a balanced and responsible approach to meeting the City's short and long-term needs. It is an important document that serves as staff's recommendation and the City Council's direction for the work plan for the upcoming fiscal year. The total operating budget for 2018/19 of $860.9 million represents an increase of $131.8 million, or 18.1% compared to the fiscal year 2017/18 Adopted Operating Budget primarily due to rising personnel costs, reclassing of transfers-out to an expense ($75 million or 58% of the increase), and increases in Resource and Productions costs for Electric and Water Funds.

Table 1 summarizes the operating appropriations by fund group:

Table 1
Total Annual Operating Budget by Fund Group

Fund	2017/18 Budget	2018/19 Budget	Increase (Decrease)	Percent Change
General Funds (w/Debt)	$ 221,654,487	$ 250,467,323	$ 28,812,836	13.0%
Special Revenue Funds	7,157,755	14,636,231	7,478,476	104.5%
Enterprise Funds	484,488,224	578,299,220	93,810,996	19.4%
Internal Service Funds	15,755,565	17,493,831	1,738,266	11.0%
Total Annual Operating Budget	$ 729,056,031	$ 860,896,605	$ 131,840,574	18.1%

*The majority of the total increase is due to increases in personnel costs, resource and production costs, and the change in budgeting transfers-out from revenue to an expense

The 2018/19 Budget is balanced and 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 20, 2018. 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 City Council goals, principles, and priorities.

GUIDANCE FOR BUDGET DEVELOPMENT

On January 20, 2018, the City Council reviewed and adopted a set of Budget Principles, which are included in a later section of this document. These Budget Principles were established to provide a framework for budget review and development; ensuring fiscal stability by considering both the short and long-term impacts of any funding decisions.

Below are the Budget Principles most relevant when reviewing and developing the operating budget of the City:

- Consider budget decisions long-term implications taken into account using data from the Ten-Year Financial Plan.
- Maximize service delivery within existing resources by balancing ongoing expenditure needs with ongoing revenues to avoid negative impacts on future budgets and maintain the City's high standards of fiscal integrity and financial management
- Focus on projects and services that benefit 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.
- Balance between compensation adjustments to retain and attract employees and funding for positions.
- Use one-time unrestricted revenues (e.g., annual General Fund surplus) for one-time uses such as increasing reserves, funding capital or Information Technology projects, paying off debt, and/or paying off unfunded pension or other post-employment benefit liabilities.
- In accordance with Council policy, continue to maintain the General Fund Budget Stabilization Reserve balance at or above the policy level of 25% of adopted budget expenditures for the long-term fiscal health of the City.
- Inform and communicate clearly and broadly to residents, businesses, and employees of the City's fiscal position and budget schedule/hearings to actively participate in the City Council's budget deliberations.
- 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.
- Focus on business process redesign in order to improve employee productivity and the quality, flexibility, and cost-effectiveness of service delivery (e.g., streamlining, simplifying, reorganizing functions, and reallocating resources).
- Explore expanding existing revenue sources and/or adding new revenue sources.
- Engage employees to contribute new and innovative ideas during the department budget development process.
- Use the General Plan as a primary long-term fiscal planning tool and link ability to provide City services to development policy decisions.

In February 2018, the City Manager issued guidelines for the 2018/19 Operating Budget development which included the following:

- Implementing the impact of contractually agreed upon wage and benefit increases; including growing pension obligations,
- Reviewing base year budgets to align with actual expenditures,
- Managing expenditure growth to stabilize future years,
- Streamlining administrative processes with a focus on lowering costs, and
- Identifying areas for revenue growth and promoting efficient use of resources.

A joint study session of the City Council, Sports and Open Space Authority, and Housing Authority was held on May 22, 2018, at which staff presented an overview of the 2018/19 Annual Operating Budget, which was formally adopted on June 12, 2018.

ECONOMIC AND FINANCIAL OVERVIEW

Summing up Silicon Valley's economy and community is not an easy task. On the positive side, Santa Clara has experienced strong revenue growth and development activity. Unemployment is at a historic low with job growth outpacing the rest of the state and the nation, with mixed opinions on the result of rising housing prices and a significant increase in commercial and residential development activity. Looking to 2018/19 and beyond, the City is projecting that the regional economy will continue to grow. However, a word of caution, the probability of a change to the local economy resulting in an economic slowdown, or another recession, increases as this growth continues.

This strong revenue growth and expanding economy comes with a price, most notably the high cost of living in the region. For many, the cost of housing is simply out of reach resulting in regional employee retention problems and increased reliance on public services. Those who cannot afford housing in the local area are commuting from far locations. This also holds true for many of the City's own employees. In an effort to address this concern, the City continues to add to our current housing stock with several recently approved development projects, an Affordable Housing Policy, and the Capital Improvement Program (CIP) includes funding for infrastructure improvements (such as streets maintenance) that this thriving area requires.

The budget for 2018/19 is 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 resource, expenditure, and service assumptions. A list of basic assumptions underlying the major resource projections is presented in the General Information and Summaries section of this document. The resources included in this budget have been conservatively estimated and the City projects that it will realize the resources required to fund the budgeted appropriations.

Staff developed a Ten-Year Financial Plan which further discusses the short and long-term forecast for the City of Santa Clara. This supports the City Council in examining how decisions today could impact the fiscal stability of the City in the future.

CITY COUNCIL PILLARS

The City Council established strategic pillars for the City that provided the framework for this budget document. While the strategic pillars set the foundation for investments, three of them are of focus because of the common themes discussed as they relate to the City's Annual Operating Budget which is listed below:

1. **Deliver and Enhance High Quality Efficient Services and Infrastructure** - this budget includes funding for new systems that staff believes will greatly improve services, namely the contracts management software, and the additions of a Risk Manager and Contracts Analyst.

2. **Maintain adequate staffing levels** - the 2018/19 Budget responds to the City Council priority to provide core services by maintaining adequate staffing levels while also weighing the future costs of this staffing to the ten-year outlook . A net total of 6.00 new full-time equivalent (FTE) positions were included as part of the budget as shown in Table 2:

Table 2

TOTAL FULL-TIME EQUIVALENT (FTE) BUDGETED POSITION CHANGES

Department	2017/18	2018/19	Increase (Decrease)	Funding Source
City Council	11.00	10.00	(1.00)	General Fund
City Attorney	6.00	7.00	1.00	General Fund
City Clerk	7.00	6.00	(1.00)	General Fund
City Manager	14.00	13.00	(1.00)	General Fund
Information Technology	7.00	7.00	—	General Fund
Human Resources	15.00	15.00	—	General Fund
Finance	61.00	61.00	—	General Fund
Parks and Recreation	80.75	80.75	—	General Fund/Cemetery Fund
Community Development	64.00	65.00	1.00	General Fund/Building Inspection Reserves
Police	239.00	239.00	—	General Fund
Fire	167.50	167.25	(0.25)	General Fund
Library	45.50	46.75	1.25	General Fund
Non-Departmental	—	4.00	4.00	General Fund
Public Works	128.50	127.50	(1.00)	General Fund/Internal Service Fund
Electric	186.00	189.00	3.00	Electric Fund
Water	50.85	50.85	—	Water Fund
Sewer	22.15	22.15	—	Sewer Fund
Total All Departments	**1,105.25**	**1,111.25**	**6.00**	

3. **Enhance Community Engagement and Transparency** - the adopted General Fund budget continues to fund public outreach and communication and adds a public records manager and funding for a public records act request system.

ANALYSIS OF ESTIMATED RESOURCES AND APPROPRIATIONS

The following summary, Table 3, outlines the estimated resources and appropriations by major categories, and is followed by an analysis of the major City of Santa Clara resources and appropriation categories.

Table 3
TOTAL ANNUAL OPERATING BUDGET
ESTIMATED RESOURCES AND APPROPRIATION CATEGORIES

RESOURCES CATEGORY	2017/18 Budget	2018/19 Budget	Increase (Decrease)	Percent Change
Property Tax	$ 51,359,000	$ 60,300,000	$ 8,941,000	17.4 %
Sales Tax [1]	59,047,475	56,530,000	(2,517,475)	(4.3)%
Transient Occupancy Tax	20,600,000	21,000,000	400,000	1.9 %
Other Taxes	5,116,300	6,287,638	1,171,338	22.9 %
Taxes Subtotal:	136,122,775	144,117,638	7,994,863	5.9 %
Licenses, Permits, and Fines	10,065,300	11,278,500	1,213,200	12.1 %
Interest and Rent	21,707,508	22,465,605	758,097	3.5 %
Intergovernmental [2]	3,744,941	8,698,059	4,953,118	132.3 %
Charges for Services	588,297,001	623,348,742	35,051,741	6.0 %
Other Financing [3]	17,100,000	150,000	(16,950,000)	(99.1)%
Other Revenue [4]	27,814,792	27,637,834	(176,958)	(0.6)%
	$ 804,852,317	$ 837,696,378	$ 32,844,061	4.1 %
Transfers From (To) Other Funds[5]	(75,796,286)	23,200,227	98,996,513	130.6 %
Total Annual Resources Budget	**$ 729,056,031**	**$ 860,896,605**	**$ 131,840,574**	**18.1 %**

APPROPRIATIONS CATEGORY	2017/18 Budget	2018/19 Budget	Increase (Decrease)	Percent Change
Salaries and Benefits	$ 228,073,456	$ 247,343,766	$ 19,270,310	8.4 %
Materials, Services, and Supplies	85,711,023	93,557,997	7,846,974	9.2 %
Resource and Production	329,342,634	352,023,784	22,681,150	6.9 %
Interfund Services	31,439,036	35,168,775	3,729,739	11.9 %
Contribution In-lieu & Franchise Fees	22,321,903	23,774,589	1,452,686	6.5 %
Capital Outlay[5]	8,013,520	9,601,784	1,588,264	19.8 %
Debt Service	24,154,459	24,437,788	283,329	1.2 %
	$ 729,056,031	$ 785,908,483	$ 56,852,452	7.8 %
Transfers to Other Funds[5]	—	74,988,122	74,988,122	— %
Total Appropriations	**$ 729,056,031**	**$ 860,896,605**	**$ 131,840,574**	**18.1 %**

1. 2017/18 Sales Tax revenue estimate is not projected to be achieved primarily due to increased online shopping.
2. Includes new Special Revenue Funds for Gas Taxes.
3. 2017/18 included one-time sale of land in the Enterprise Funds.
4. Includes Developer Contribution in the Enterprise Funds.
5. 2018/19 Transfers-Out moved from Revenue to Expenses. Transfers-In do not include transfers into CIP Funds.

Please note: Fund and Departmental pages provide further discussion on variances.

ESTIMATED RESOURCES

Resources available to pay for the appropriations include the estimated revenue expected to be received in each respective fund, and any transfers to or from other funds. Taxes, including property, sales, and transient occupancy, along with charges for services make up most of the government revenues received across all funds of the City. Property tax, sales tax, and transient occupancy tax provide funding for most general government services such as public safety, public works, parks and recreation, and library. These are economically sensitive revenue sources that are expected to generate $137.8 million or 55.1% of total available General Fund resources in 2018/19. A brief analysis of the major General Fund revenue resources follows:

Property Tax

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 2.0% or the percent change in the October to October California Consumer Price Index (CCPI). For 2018/19 the adjustment factor based on CCPI is 2.0%.

Property tax revenue for fiscal year 2018/19 is projected at $60.3 million, a 17.4% or $8.9 million increase from the 2017/18 Adopted Budget of $51.4 million. Assessed valuation growth on secured property is projected at 2.4% 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 major development projects that are not yet under construction. The Property Tax projection is based on information provided to the City from our third party property tax consultant.

Sales Tax

Sales tax is the General Fund's second largest revenue source, and one of its most volatile. The City's current sales tax rate is 9%, of which the City of Santa Clara receives 1%. The City's sales tax collections have fluctuated over the years due to local, regional, and national economic cycles. The 2018/19 Budget represents a projected decrease in this revenue source of 4.3% or $2.5 million less than the 2017/18 Budget. This projection is provided by our third party sales tax consultant.

Transient Occupancy Tax

Transient Occupancy Tax (TOT) is calculated as a percentage of City hotel/motel room charges. The City's current TOT rate is 9.5%. This revenue stream is extremely sensitive to changes in economic conditions and can vary greatly from year-to-year based on occupancy and room rates.

TOT revenue is budgeted to remain relatively flat at $21.0 million for 2018/19; this is slightly above the 2017/18 Adopted Budget of $20.6 million. 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.

Charges for Services

Charges for Services are a combination of fees and charges levied by City departments for services rendered to the public (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 2018/19 is $623.3 million, an increase of 6.0% or $35.0 million, from the adopted budget of $588.3 million in 2017/18. General Fund Charges for Services are projected at $40.1 million for 2018/19, a net decrease of $1.2 million or 3%, over the 2017/18 Budget of $41.3 million. This decrease is primarily due to moving Fire prevention fee revenue from Charges for Services to Business Tax revenue to accurately reflect the correct revenue category.

APPROPRIATIONS

Overall, appropriations across all City funds total $860.9 million. The following sections analyze major expenditure categories that make up the majority of the changes in the 2018/19 Adopted Budget compared to the 2017/18 Adopted Budget.

As a public service organization, with the highest priority of quality delivery of our full range of services to our community, it is not a surprise that our employees are both our most valued asset and reflect the highest level of investment in the adopted budget. The 2018/19 Budget includes the addition of a net 6 positions, of which, 3 are in the General Fund as the adopted budget includes the elimination of some existing vacant positions to contain staffing costs. Citywide staffing will need to be reevaluated and reprioritized as changes in service level demands occur and as the City continues to implement efficiencies through investment in technology, training, and process changes. Likewise, related to our staffing numbers is increasing pension costs. On December 21, 2016, the CalPERS Board of Administration approved lowering the CalPERS discount rate assumption, the long-term rate of return, from 7.5% to 7.0%, over the next three years. This will increase the City's contribution costs beginning in 2018/19. Lowering the discount rate means that the City will see increases in both the normal cost (the cost of pension benefits accruing in one year for active members) and the unfunded accrued liability.

Salaries and Benefits

The expenditure category for salaries and benefits across all funds in the 2018/19 Adopted Budget rose to $247.3 million, an increase of $19.3 million, or 8.4%, from the 2017/18 Adopted Budget. In the General Fund, these two appropriation categories increased by $14.6 million, or 8.6%, 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 $8.3 million, or 7.7%, from negotiated pay increases with bargaining units.
- Increase in the City's share of pension costs of $5.5 million, or 13%, due primarily to higher CalPERS rates and negotiated pay increases.

Material, Services, and Supplies

The budget for this item for 2018/19 is $93.6 million, up 9.2% or $7.8 million, from the 2017/18 Adopted Budget of $85.7 million. This increase is primarily due to contractual service cost increases. More detail on these changes can be found within each department's or fund's narrative pages.

Resource and Production

The budget for this item for 2018/19 is $352.0 million, up 6.9% or $22.7 million, from the 2017/18 Adopted Budget of $329.3 million. The increase is due to projected increases in the Electric and Sewer Utilities. The Sewer Utility increase is due to a higher required contribution to the San Jose/Santa Clara Regional Wastewater Facility for capital projects. The Electric Utility increase is from higher cost of production and procurement of energy.

STADIUM AUTHORITY

The Stadium Authority exists as a public body, separate and distinct from the City, and is established to provide for development and operation of Levi's Stadium. It is structured so that the City will not be liable for debts or obligations of the Authority. The Stadium Authority's stand-alone Fiscal Year 2018/19 Operating, Debt, and Capital Budget was adopted by the Stadium Authority Board on March 27, 2018 and can be found at "http://santaclaraca.gov/government/stadium-authority".

As mentioned previously, in order to provide more transparency, this budget reflects the revenues and expenditures related to the support of the Stadium in one central location in the document instead of budgeted in individual departments which has been the past practice. This new budget is located in the General Fund Non-Departmental section of the budget document titled Stadium Operations.

GENERAL CONTINGENCY RESERVE - GENERAL FUND

By policy, City Council established the City's General Contingency Reserve, under which two separate reserves were established. The primary funding source for these reserves have been year-end General Fund surpluses generated primarily through vacancy savings or higher revenues than estimated.

Budget Stabilization Reserve (formerly Working Capital Reserve)

To differentiate the Working Capital Reserve from the Capital Projects Reserve and to better reflect the purpose of this reserve, staff recommended renaming the Working Capital Reserve to Budget Stabilization Reserve. The Budget Stabilization Reserve (BSR) is set aside for weathering economic downturns, emergency financial crisis, or disaster situations. The reserve target is equal to the expenditures of the City's General Fund operations for three months (90 days or 25% of budgeted appropriations). The BSR reserve level for the end of FY 2017/18 is currently projected to be $55.1 million. Per Council policy, the FY 2018/19 BSR level needs to be set at $59.3 million, which is adjusted upward to reflect an increase in expenditures. To make up the shortfall of $4.2 million, as part of closing the current fiscal year budget, staff will bring forward a recommendation to allocate $4.2 million of the current estimated Fiscal Year 2017/18 General Fund surplus of a projected $7 million.

Capital Projects Reserve

The Capital Projects Reserve earmarks funds for the Capital Improvement Program (CIP). The minimum target for this reserve is $5 million. This reserve has a projected beginning balance of $30.9 million for 2018/19. The Adopted FY 2018/19 & FY 2019/20 CIP Budget includes the expenditure of Capital Projects Reserves in the amount of $10.1 million in FY 2018/19 and $7.8 million in FY 2019/20. The remaining balance in the Capital Projects Reserve equals $21 million and is allocated towards approved projects included in the Capital Improvement Program Budget. It is estimated that the Capital Projects Reserve will be depleted by the end of fiscal year 2022/23, with an unfunded balance of $1.2 million, if no additional action is taken by the City Council to replenish this fund. As with the Budget Stabilization Reserve, the Fiscal Year 2018/19 General Fund Operating budget does not anticipate any savings and/or surpluses; therefore, no transfer of funds has been included to the 2018/19 Capital Projects Reserve. However, as part of closing the FY 2017/18 Budget, the City Council may allocate a portion of the General Fund surplus to the Capital Projects Reserve.

OTHER MAJOR RESERVES

Land Sale Reserve

The City Council established the Land Sale Reserve from net proceeds from the sale of City owned land, with interest earned on these funds being available to be appropriated for General Fund operating expenditures. The Land Sale Reserve has a projected beginning balance of $29.1 million for 2018/19 and is available for appropriation by City Council action.

Building Inspection Reserve

The City Council established the Building Inspection Reserve to account for surplus funds generated from user fees in the Community Development Department's Building Inspection 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 full cost of services, for projects directly related to the Building Division, and for advanced and long range planning activities. The Building Inspection Reserve has a projected beginning balance of $9.7 million for 2018/19. The 2018/19 Budget includes an appropriation of $3.2 million to fund program costs in the Community Development Department and to fund capital projects in the Capital Improvement Program Budget.

Electric Rate Stabilization Fund

Silicon Valley Power (SVP) is the City's Electric Utility. The primary reserve for this utility is the Electric Rate Stabilization Fund. The target level for this reserve is $120 million. This fund is currently at $121 million which is slightly higher than the target. Staff is projecting a $6.2 million increase to this reserve in 2018/19.

Table 4
Summary of Reserves and Recent Contributions (October 2017 - FY 2018/19)
($ millions)

Reserve Type	June 2017 Balance	October 2017 Contribution	Increase/ (Decrease)	Adopted Budget Contribution	Total Reserve Balance
General Fund Budget Stabilization	$50.0	$6.0	($0.9)	$4.2	$59.3
General Fund Capital Projects	32.8	7.0	(8.9)	—	30.9
Land Sale Reserve	39.3	—	(10.2)*	—	29.1
Building Inspection	8.4	0.4	0.9	—	9.7
Special Liability	0.5	5.4	(3.5)	3.5	5.9
Pension Trust	5.0	10.5	—	—	15.5
Electric Rate Stabilization	87.0	34.0	—	6.2	127.2
Total	**$223.0**	**$63.3**	**($22.6)**	**$13.9**	**$277.6**

**Loan receivable of $10.2M from Park Fees*

SUMMARY

The City of Santa Clara has been known as innovative and forward-thinking with a tradition of effectiveness and providing excellent services to the community. However, as discussed at the Priority Setting Sessions, over the recession years and with taking on the administration of Levi's Stadium under the direction of the Santa Clara Stadium Authority Board, staff resources have been stretched, investments delayed, and administrative processes eroded. Therefore, albeit with limited additional resources, I am proposing to add key positions to shore up the City's core services that the executive team has stated needs reform while supporting cost containment and efficiencies, e.g., audit, contract, and risk management functions.

Santa Clara continues to be at the forefront of a strong state-wide economic recovery led by the Bay Area region. Businesses in the City are creating jobs, the economy is active, and unemployment is low. Regardless of the positive economic forces in our City, the region, and the State, the additional revenues generated from this economic boom are outstripped by even faster growing expenditures resulting in a long-term structural deficit as shown in the Ten-Year Financial Forecast. In order to balance the need to continue providing excellent services and addressing the City's deteriorating infrastructure, as directed by Council, I brought forward a discussion of General Fund revenue opportunities to the City Council on May 29, 2018. In parallel to pursuing additional revenue, I continue focusing my efforts on streamlining City operations and exploring alternative service delivery options.

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 projected resource levels. Budgeted staffing and expenditure levels take into account current growth and development, ongoing program and project costs, and the desired level of service to our residents and other stakeholders

given resource and staffing levels. In addition, staff has prepared a Ten-Year Financial Plan that provides Council a long-range impact of financial trends and budgetary decisions being made today.

City departments worked together as a team with my Office 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 the City's Department Heads and employees is greatly appreciated, along with the community participation and policy leadership of the City Council. The Adopted Annual Operating Budget for Fiscal Year 2018/19 is consistent with the City's mission and appropriates the resources necessary to facilitate meeting the goals of the City Council.

In closing, I want to thank the City Council for our quickly formed strong partnership in advancing strategic priorities that positions well the City of Santa Clara and our financial planning. I truly feel that we are making great strides in aligning the organization on a strategic path for success and our accomplishments in recent months support this claim. The Adopted Budget allows for modest opportunity for investment in key service areas such as risk management and public records requests. I believe that with this budget we have done a great job of balancing the needs of the organization while continuing to serve the best interest of our community.

Respectfully submitted,

Deanna J. Santana
City Manager

Angela Kraetsch
Director of Finance

CITY OF SANTA CLARA
ANNUAL OPERATING BUDGET

TABLE OF CONTENTS

	Page No.
BUDGET PRINCIPLES	i
CSMFO AWARD - OPERATING BUDGET	ii
CITY OF SANTA CLARA ORGANIZATION CHART	iii
ROSTER OF COUNCIL AND COMMISSION MEMBERS	iv
CITY OF SANTA CLARA EXECUTIVE LEADERSHIP TEAM	v
CITY PROFILE	vi
GENERAL INFORMATION AND SUMMARIES	
Your City Budget	1 - 1
Outside Group Funding	1 - 2
Budgetary Control and Accounting	1 - 4
Revenue Assumptions and Rate Impacts	1 - 5
Summary of Resources by Fund Group	1 - 6
Summary of Appropriations by Fund Group	1 - 7
Summary of Appropriations by Department - Fund Group	1 - 8
Summary of Appropriations by Department - All Funds	1 - 9
Summary of Resources by Fund Group and Fund	1 - 10
Summary of Fund Balance by Fund Group and Fund	1 - 11
Summaries of Resources and Appropriations by Category - General Fund	1 - 12
Summaries of Resources and Appropriations by Category - Internal Service Funds	1 - 13
Summaries of Resources and Appropriations by Category - Special Revenue Funds	1 - 14
Summaries of Resources and Appropriations by Category - Enterprise Funds	1 - 15
Summary of Full Time Equivalent Positions - By Department and Fund	1 - 16
Basic Salary Plans	1 - 25

TABLE OF CONTENTS

Page No.

APPROPRIATION DETAIL

GENERAL FUND

GENERAL FUND SUMMARIES 2 - 1

OFFICES

CITY COUNCIL 3 - 1
CITY ATTORNEY 4 - 1
CITY CLERK 5 - 1
CITY MANAGER 6 - 1

DEPARTMENTS

FINANCE 7 - 1
HUMAN RESOURCES 8 - 1
INFORMATION TECHNOLOGY 9 - 1
COMMUNITY DEVELOPMENT 10 - 1
PUBLIC WORKS 11 - 1
LIBRARY 12 - 1
PARKS AND RECREATION 13 - 1

PUBLIC SAFETY

FIRE 14 - 1
POLICE 15 - 1

NON-DEPARTMENTAL

NON-DEPARTMENTAL 16 - 1

SPECIAL REVENUE FUNDS

FUND 025 - DOWNTOWN PARKING MAINTENACE 17 - 1
FUND 026 - CONVENTION CENTER MAINTENANCE 18 - 1
FUND 111 - PARKS & RECREATION OPERATING GRANT TRUST 19 - 1
FUND 164 - HOUSING AUTHORITY 20 - 1
FUND 165 - CITY AFFORDABLE HOUSING 21 - 1
FUND 169 - HOUSING SUCCESSOR AGENCY 22 - 1

TABLE OF CONTENTS

	Page No.
FUND 562 - HOUSING AND URBAN DEVELOPMENT	23 - 1
FUND 121 - GAS TAX FUND	24 - 1
FUND 122 - SB1 - ROAD REPAIR AND ACCOUNTABILITY ACT OF 2017 FUND	25 - 1
FUND 123 - TRAFFIC MITIGATION FUND	26 - 1
ENTERPRISE FUNDS	
SILICON VALLEY POWER ("SVP")	
ELECTRIC UTILITY DEPARTMENT (SVP) SUMMARY	27 - 1
FUND 091 - ELECTRIC UTILITY	27 - 5
FUND 191 - ELECTRIC OPERATING GRANT	27 - 27
FUND 491 - ELECTRIC DEBT SERVICE	27 - 35
WATER AND SEWER UTILITIES	
WATER AND SEWER UTILITIES DEPARTMENT SUMMARY	28 - 1
FUND 092 - WATER UTILITY	28 - 5
FUND 097 - WATER RECYCLING PROGRAM	28 - 19
FUND 094 - SEWER UTILITY	28 - 27
FUND 494 - SEWER DEBT SERVICE	28 - 39
OTHER ENTERPRISE OPERATIONS	
FUND 093 - CEMETERY	29 - 1
FUND 096 - SOLID WASTE	30 - 1
INTERNAL SERVICE FUNDS	
FUND 048 - COMMUNICATIONS ACQUISITION	31 - 1
FUND 050 - EQUIPMENT POOL REVOLVING FUND	32 - 1
FUND 053 - AUTOMOTIVE SERVICES	33 - 1
FUND 081- WORKERS' COMPENSATION	34 - 1
FUND 082 - SPECIAL LIABILITY INSURANCE	35 - 1
FUND 087 - UNEMPLOYMENT INSURANCE	36 - 1
OTHER AGENCIES	
SANTA CLARA CONVENTION CENTER & CONVENTION-VISITORS BUREAU	37 - 1
SPORTS AND OPEN SPACE AUTHORITY	38 - 1

TABLE OF CONTENTS

	Page No.
TEN-YEAR FINANCIAL PLAN	
2019/20 - 2028/29 Financial Plan	39 - 1
ADDITIONAL INFORMATION	
Budgets and Accounting Summary	40 - 1
Budget Calendar	40 - 5
Financial Policies and Practices	40 - 6
REGIONAL COMPARISONS	
Per Capita Revenue Comparison	40 - 8
APPROPRIATIONS LIMIT	
Appropriations Limit for Fiscal Year 2018/19	40 - 11
STATISTICS	
Legal Debt Limit and Margin Information	40 - 16
Assessed and Estimated Actual Value of Taxable Property	40 - 17
Principal Property Taxpayers	40 - 18
Principal Employers	40 - 19
Capital Assets Statistics by Function	40 - 20
Demographic and Economic Statistics	40 - 21
Ratios of Outstanding Debt by Type	40 - 22
Debt Service	40 - 23
GLOSSARY	40 - 25
ACRONYMS	40 - 33

Budget Principles for 2018/19

(As adopted by the City Council on January 20, 2018)

* Make decisions within the context of the City's Code of Ethics and Values, especially being Fiscally Responsible, Communicative, and Service-Oriented.
* Consider budget decisions with long-term implications taken into account using data from the Ten-Year Financial Plan.
* Maximize service delivery within existing resources by balancing ongoing expenditure needs with ongoing revenues to avoid negative impacts on future budgets and maintain the City's high standards of fiscal integrity and financial management.
* Focus on projects and services that benefit 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.
* Balance between compensation adjustments to retain and attract employees and funding for positions.
* Use one-time unrestricted revenues (e.g., annual General Fund surplus) for one-time uses such as increasing reserves, funding capital or Information Technology projects, paying off debt, and/or paying off unfunded pension or other post-employment benefits liabilities.
* In accordance with Council policy, continue to maintain the General Fund Budget Stabilization Reserve balance at or above the policy level of 25% of adopted budget expenditures for the long term fiscal health of the City.
* Inform and communicate clearly and broadly to residents, businesses and employees of the City's fiscal position and budget schedule/hearings to actively participate in the City Council's budget deliberations.
* 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.
* Focus on business process redesign in order to improve employee productivity and the quality, flexibility, and cost-effectiveness of service delivery (e.g., streamlining, simplifying, reorganizing functions, and reallocating resources).
* Explore expanding existing revenue sources and/or adding new revenue sources.
* Engage employees to contribute new and innovative ideas during the department budget development process.
* Use the General Plan as a primary long-term fiscal planning tool and link ability to provide City services to development policy decisions.

California Society of Municipal Finance Officers

Certificate of Award

Operating Budget Excellence Award
Fiscal Year 2017-2018

Presented to the

City of Santa Clara

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

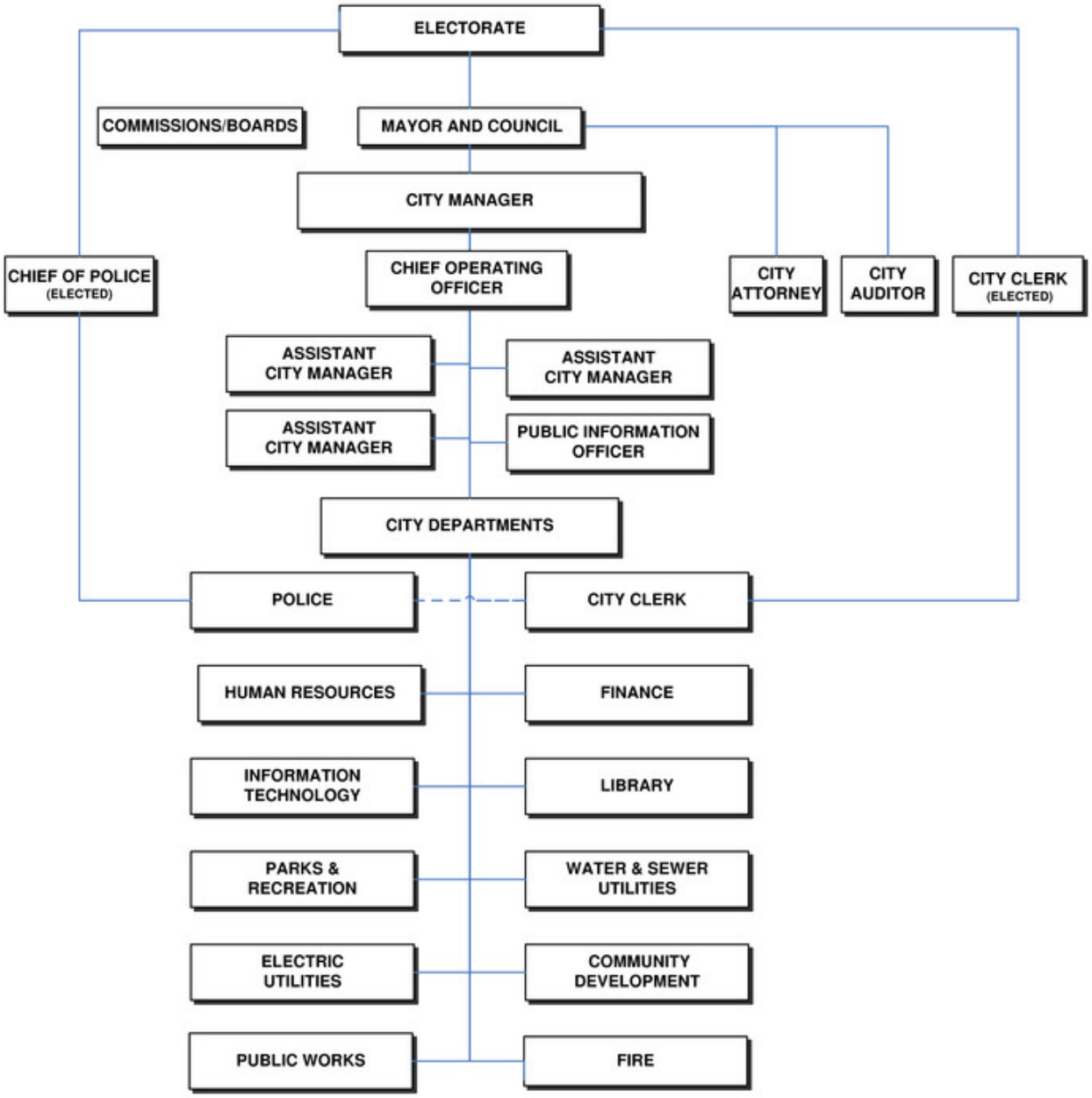
February 7, 2018

Drew Corbett
CSMFO President

Craig Boyer, 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 2018/19

CITY COUNCIL

Mayor	**Lisa M. Gillmor**
Councilmember	**Debi Davis**
Councilmember	**Patrick Kolstad**
Councilmember	**Patricia M. Mahan**
Councilmember	**Teresa O'Neill**
Councilmember	**Kathleen Watanabe**
Councilmember	**Vacant**

BOARD OF LIBRARY TRUSTEES

Leonne Broughman, Jan Hintermeister, David Kyo, Ashish Mangla, Stephen Ricossa

CIVIL SERVICE COMMISSION

Mario Bouza, Willie D. Brown, Jr., John Casey, Carolyn G. McAllister, Franklin J. Felizardo

CULTURAL COMMISSION

Loretta Beavers, Harbir K. Bhatia, Candida A. Diaz, Jonathan Marinaro, Niha Mathur, Louis Samara, Debra Von Huene

HISTORICAL & LANDMARKS COMMISSION

Nancy A. Biagini, Priya Cherukuru, Stephen Estes, Patricia Leung, Regina "Jeannie" Mahan, J.L. "Spike" Standifer, Vacancy

HOUSING REHABILITATION LOAN COMMITTEE

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

PARKS AND RECREATION COMMISSION

Burt Field, George Guerra, Andrew Knaack, Roseann Alderete LaCoursiere, Joe Martinez, Tino Silva, Kevan Michael Walke

PLANNING COMMISSION

Anthony Becker, Raj Chahal, Yuki Ikezi, Sudhanshu Jain, Steve Kelly, Michael O'Halloran, Lance Saleme, Vacancy

SENIOR ADVISORY COMMISSION

Wanda Buck, Alma M. Garcia, Barbara "Bobbi" A. Estrada, Carolyn Seeger, Grant L. McCauley, Samuel Orme, Nancy Toledo

YOUTH COMMISSION

Nithyashri Baskaran, Antonio Davila, Ria Grewal, Icko Iben, Ahmed Iftekhar, Bella Jimenez, Caroline Kloes, Alicia Luong, Damarah Madriaga, Jill Managawang, Pyper Olsen, Catherine Petersen, Kayla Phan, Meera Suresh, Sanjana Yerramaneni

As of July 1, 2018

CITY OF SANTA CLARA
EXECUTIVE LEADERSHIP TEAM
FY 2018/19

CITY MANAGER
Deanna J. Santana

ACTING CITY CLERK
Jennifer Yamaguma

CHIEF OPERATING OFFICER
Walter C. Rossmann

ASSISTANT CITY MANAGER
Ruth Shikada

PUBLIC INFORMATION OFFICER
Vacant

FIRE CHIEF
William G. Kelly

DIRECTOR OF INFORMATION TECHNOLOGY
Gaurav Garg

DIRECTOR OF PARKS & RECREATION
James F. Teixeira

CHIEF ELECTRIC UTILITY OFFICER
John Roukema

DIRECTOR OF PUBLIC WORKS
Craig Mobeck

CITY ATTORNEY
Brian Doyle

ASSISTANT CITY MANAGER
Manuel Pineda

ASSISTANT CITY MANAGER
Nadine Nader

CHIEF OF POLICE
Michael J. Sellers

INTERIM DIRECTOR OF HUMAN RESOURCES
Julia Hill

DIRECTOR OF FINANCE
Angela Kraetsch

CITY LIBRARIAN
Hilary Keith

DIRECTOR OF WATER & SEWER UTILITIES
Gary Welling

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 2018 population of the City of Santa Clara is estimated at 129,604[1] and is one of the most diverse in the nation with over 42% 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 56.7% of adults holding bachelor degree or higher[2]. The median age is 34.1[8] and median household income is $102,533[2].

BUSINESS

More than 12,637 licensed businesses are registered to conduct business 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 over 156,685[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, 38 parks and playgrounds nearly totaling 450 acres, 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 43,798[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 prices to purchase a single family home is $1,454,500[4] and to rent a one bedroom apartment is $2,099[5]. Santa Clara has invested millions in affordable housing projects that provide 1,479 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 investments 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, offers rates significantly below surrounding communities collectively saving its customers over $130 annually. Through the utility's Santa Clara Green Power program, the City of Santa Clara ranks 4th in the nation by the Environmental Protection Agency among cities of any size for the amount of 100% green power usage by its customers[6]. 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 5,438 undergraduate students and 3,296 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, 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 approved over the past fiscal year include Class A office space, data centers, housing, retail, and mixed use. Some of the largest projects include: approval of the Lawrence Station Area Specific Plan, which accommodates 3,500 residential units and 100,000 square feet of retail, plus approval of two development proposals within the plan area that allow over 1,000 residential units and approximately 40,000 square feet of retail; master plans and associated development approvals for expansions of Great America Theme Park and Santa Clara University; Mission Park Marketplace which includes a 175-room hotel and 24,000 square feet of retail; two data centers with a combined total of over 500,000 square feet; and a 230,000 square foot Class A office at 3200 Scott Boulevard. 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, May 2018 City Population Table
[2] US Census QuickFacts 2012-2016
[3] Business License Software - April 19, 2018
[4] MLS Database March 2018 Report
[5] Apartment List Rentonomics- April 1, 2018
[6] Environmental Protection Agency - Green Power Communities - January 22, 2018
[7] Santa Clara University 2017-2018 Bulletin
[8] US Census CommunityFacts

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

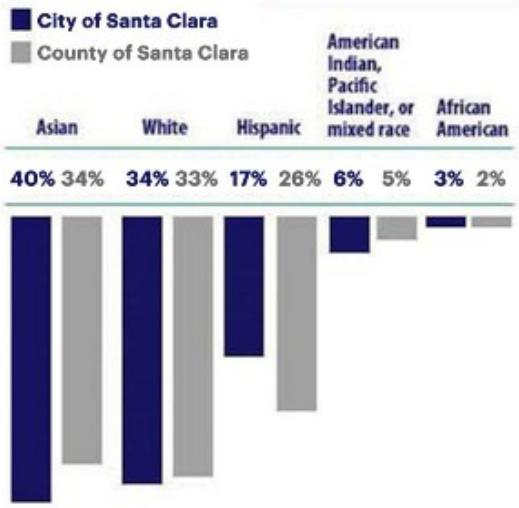
Land in Square Miles

Santa Clara: 18.41
County: 1,312

POPULATION

Santa Clara	County
129,604	1,938,180

DIVERSITY



AGE

Santa Clara	County
Median Age 34.1 years	Median Age 36.8 years
Age 18-64: 69%	Age 18-64: 65%

FOREIGN BORN

Santa Clara: 42%
County: 38%

EDUCATION

High School Graduate or Higher

Santa Clara	County
92%	87%

Bachelor's Degree or Higher

Santa Clara	County
57%	49%

MEDIAN FAMILY INCOME

Santa Clara	County
$102,533	$101,173

LABOR MARKET

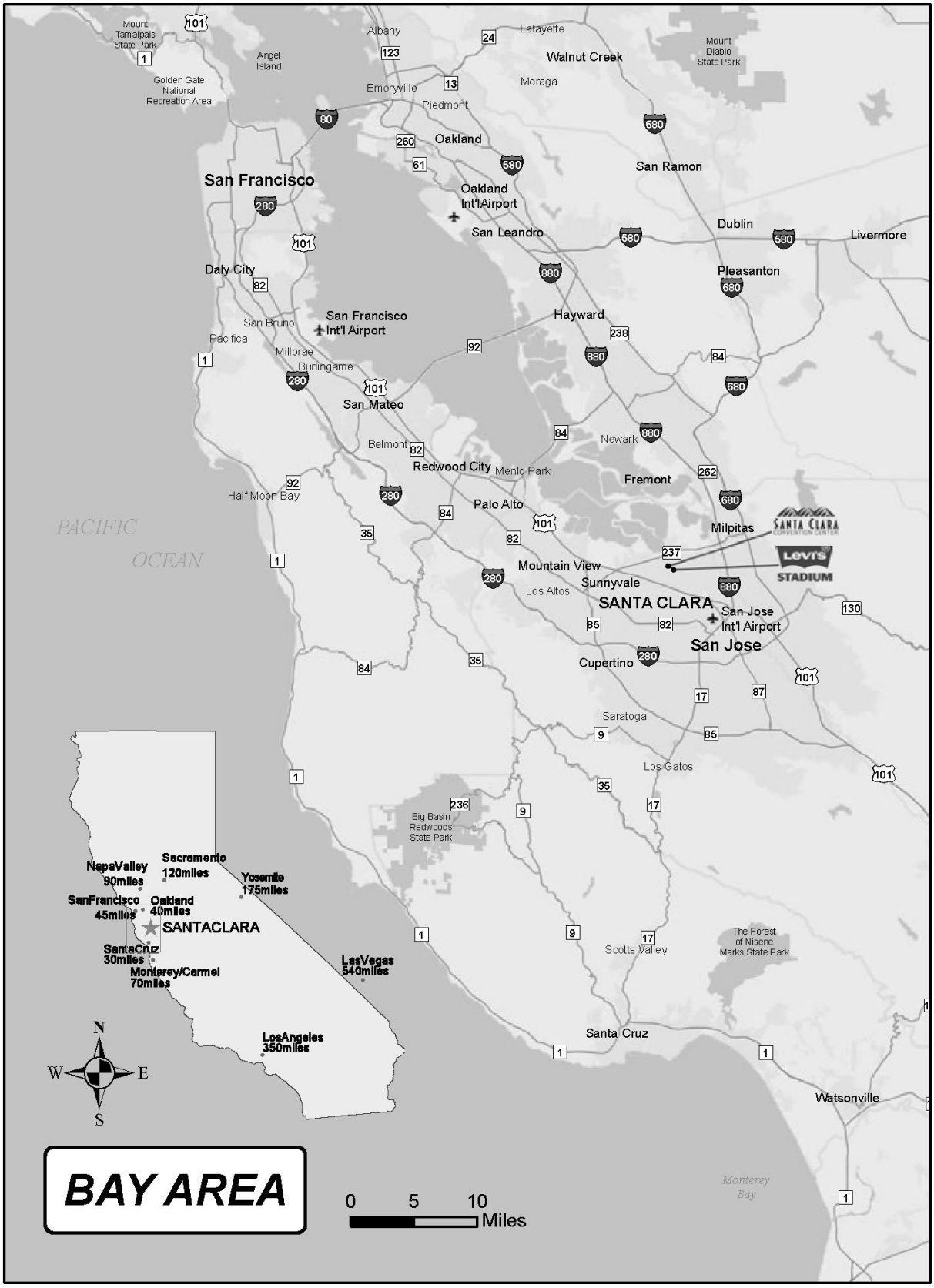
Labor Force

Santa Clara: 70,400
County: 1,051,200

Unemployment Rate

Santa Clara: 2.6%
County: 2.9%

[1] Quickfacts from US Census Bureau 2012-2016; CA EDD – Labor Market Info, February 2018; Department of Finance – Demographics Research Unit, January 2017 Population Table.


Mount Tamalpais State Park
Golden Gate National Recreation Area
Angel Island
Albany
Lafayette
Walnut Creek
Mount Diablo State Park
Emeryville
Moraga
Piedmont
Oakland
San Ramon
San Francisco
Oakland Int'l Airport
San Leandro
Dublin
Livermore
Pleasanton
Daly City
San Bruno
San Francisco Int'l Airport
Pacifica
Millbrae
Burlingame
Hayward
San Mateo
Belmont
Newark
Redwood City
Menlo Park
Fremont
Half Moon Bay
Palo Alto
Milpitas
PACIFIC
OCEAN
Mountain View
Sunnyvale
Los Altos
SANTA CLARA
San Jose Int'l Airport
San Jose
Cupertino
Saratoga
Los Gatos
Big Basin Redwoods State Park
Scotts Valley
The Forest of Nisene Marks State Park
Santa Cruz
Watsonville
Monterey Bay
SANTA CLARA CONVENTION CENTER
Levi's STADIUM
NapaValley 90miles
Sacramento 120miles
Yosemite 175miles
SanFrancisco 45miles
Oakland 40miles
SANTACLARA
SantaCruz 30miles
Monterey/Carmel 70miles
LasVegas 540miles
LosAngeles 350miles
N
W
E
S
BAY AREA
0 5 10
Miles

This page intentionally left blank.

City of Santa Clara

The Center of What's Possible

General Information and Summaries

Your City Budget 2018/2019

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	$ 60.3
Sales Tax	56.5
Transient Occupancy Tax	21.0
Other Taxes	6.3
	144.1
Intergovernmental	
Revenue from Other Agencies	8.7
Charges for Services	
User Fees	623.3
Other	
Licenses & Permits & Fines	11.3
Interest & Rent	22.5
Other Financing	0.2
Other Revenue	27.6
Transfers	23.2
Total Revenue and Other Financing Resources	**$860.9**

What Your $860.9 Million Buys

$450.1 Electric

$115.1 Police, Fire, 9-1-1 (Communications)

$102.2 Water & Sewer

$34.7 Public Works

$24.8 Solid Waste

$38.0 City Administration*

$20.7 Parks & Recreation

$17.5 Internal Services

$26.6 Finance, IT & Human Resources

$20.8 Community Development

$10.4 Library

**Includes City Council, City Attorney, City Clerk , City Manager's offices and Non-Departmental*

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 - Provides family and individual counseling and youth crisis intervention at local schools and grief support services, including individual and group counseling.	$ 80,000	**Miss Santa Clara Pageant -** Provides an opportunity to receive an educational scholarship.	$ 12,000
Catholic Charities Long Term Care Ombudsman - Monitors quality of care to elderly and disabled residents of long-term care facilities.	$ 10,000	**Next Door Solutions -** Provides case management for residents at HomeSafe Santa Clara, a transitional housing program for victims of domestic violence.	$ 20,000
Championship Team Trust Fund - Funding assistance for championship teams/ individuals and sports affiliated groups to travel to state, national and international competition representing the City of Santa Clara.	$ 36,000	**Silicon Valley Independent Living -** 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.	$ 15,000
Convention-Visitors Bureau Market City as a tourism and convention destination	$ 1,490,246	**Project Sentinel - Fair Housing -** Addresses complaints and undertakes investigation of illegal housing.	$ 22,197
Heart of the Valley - 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.	$ 10,000	**Project Sentinel - Rent Mediation -** Provides advice, referrals, counseling, and mediation services to tenants and landlords to resolve disputes regarding rental arrangements	$ 67,803
		Saint Justin Community Ministry - Provides food assistance to low/ moderate income residents.	$ 17,500
Live Oak Adult Day Services - Provides adult day care for dependent and disabled seniors.	$ 15,000	**Santa Clara Ballet -** Provides cultural, music, dancing, entertainment and performances for the enjoyment of all.	$ 10,000

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 funding for areas of program focus.	$ 70,000	**Senior Adult Legal Assistance -** Provides free legal services for seniors that includes advice and referrals, document writing and legal representation.	$ 15,000
Santa Clara Senior Nutrition Site - Provides daily delivery of meals to severely disabled, homebound seniors.	$ 24,000	**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.	$ 15,000
Santa Clara Unified School District Closed School Site Maintenance -	$ 36,000		
Total Funding Provided to Outside Groups			**$2,399,606**

BUDGETARY CONTROL AND 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 new fiscal year.
2. Public hearings are conducted to obtain citizen input.
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 (entity). A transfer between entities (a fund or fund group) involving new revenue sources or funds previously appropriated 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.

REVENUE ASSUMPTIONS AND RATE IMPACTS

Fiscal Year 2018/19

General Inflation and Revenue Assumptions

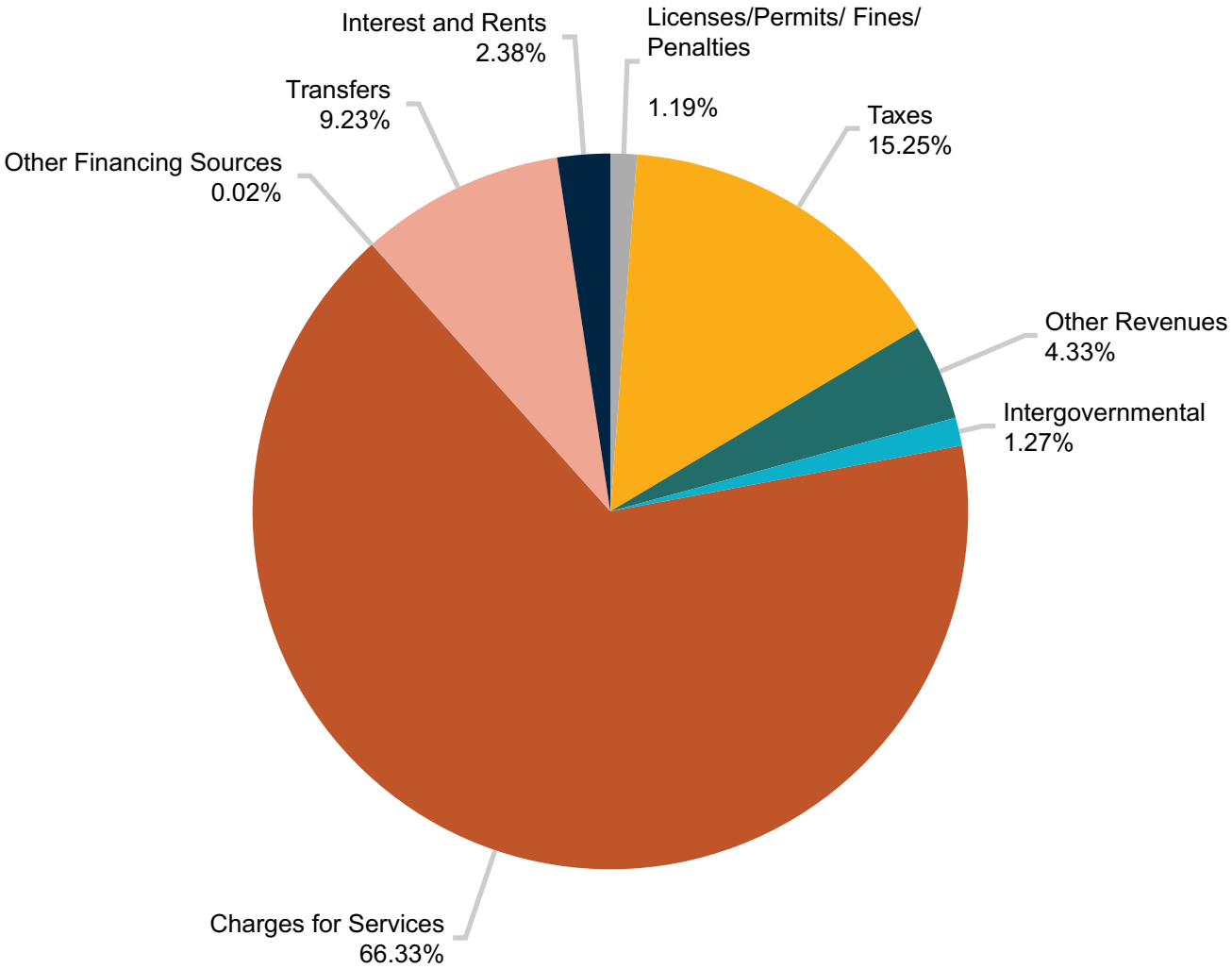
Revenue/Inflation	Assumptions
Property Tax	9.6% increase over 2017/18 year-end estimated revenues due to projected growth in assessed values.
Sales Tax	1.2% increase over 2017/18 year-end estimated revenues due to projected growth in local sales.
Transient Occupancy Tax	1.9% increase over 2017/18 year-end estimated revenues based on projected increase in occupancy rates and average daily room revenue.
Contribution In-lieu of Tax	4.4% increase over 2017/18 as a result of a projected increase in the Electric Utility's revenues.
Rate of Inflation	3.2% increase based on December 2017 State Department of Finance CPI forecast.

Enterprise Funds Rates and Charges

Rates and Charges	Impact and Change
Electric Utility Rate	No change
Water Utility Rate	$3.84 per month increase for single-family residential accounts
Sewer Utility Rate	$1.82 per month increase for single-family residential accounts
Recycled Water Rate	9.9% (dollar amount will vary depending on size of account)
Municipal Solar Utility Charge	No change
Garbage Collection and Disposal Rate	$1.10 per month increase for single-family residential accounts
Clean Green Charge	$0.43 per month increase for single-family residential accounts
Residential Curbside Recycling Rate	$0.07 per month increase for single-family residential accounts
Clean-Up Campaign Charge	$0.50 per month increase for single-family residential accounts
Household Hazardous Waste Charge	No change
Storm Drain Rate	$0.26 per month increase for single-family residential accounts

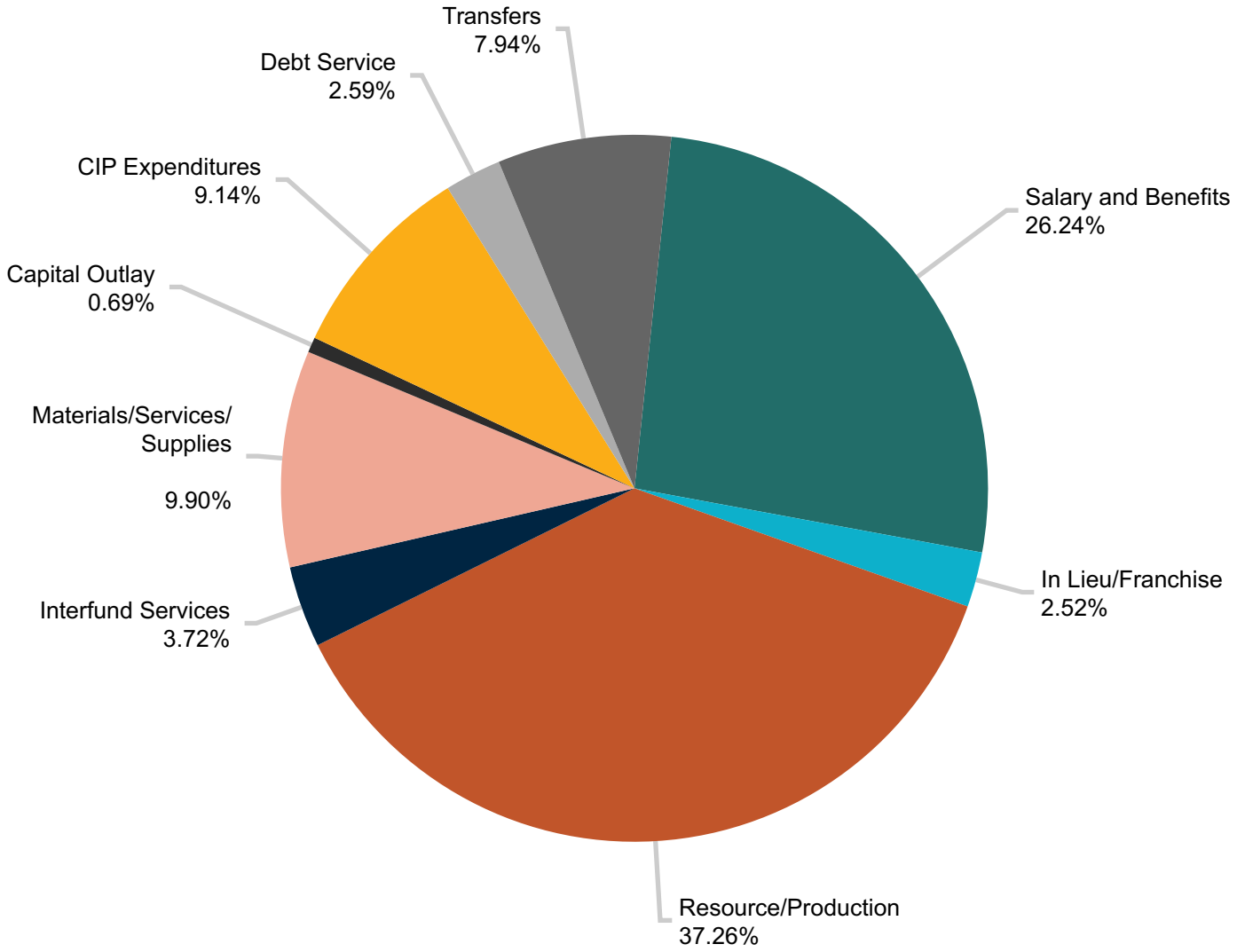
SUMMARY OF RESOURCES BY FUND GROUP
Fiscal Year 2018/19

	General Fund	Internal Service Funds	Special Revenue Funds	Enterprise Funds	CIP Funds	Grand Total
Resources						
Taxes	$ 144,117,638	$ —	$ —	$ —	$ —	$ 144,117,638
Licenses/Permits/ Fines/Penalties	11,278,500	—	—	—	—	11,278,500
Interest and Rents	15,063,022	—	77,179	7,325,404	16,000	22,481,605
Intergovernmental	702,000	8,000	7,173,059	815,000	3,329,214	12,027,273
Charges for Services	40,169,930	16,353,504	1,931,252	564,894,056	3,300,000	626,648,742
Other Financing Sources	—	150,000	—	—	—	150,000
Other Revenues	23,851,898	3,000	2,242,936	1,540,000	13,320,000	40,957,834
	$ 235,182,988	**$ 16,514,504**	**$ 11,424,426**	**$ 574,574,460**	**$ 19,965,214**	**$ 857,661,592**
Transfers	15,284,335	979,327	3,211,805	3,724,760	64,027,431	87,227,658
Total - Resources	**$ 250,467,323**	**$ 17,493,831**	**$ 14,636,231**	**$ 578,299,220**	**$ 83,992,645**	**$ 944,889,250**



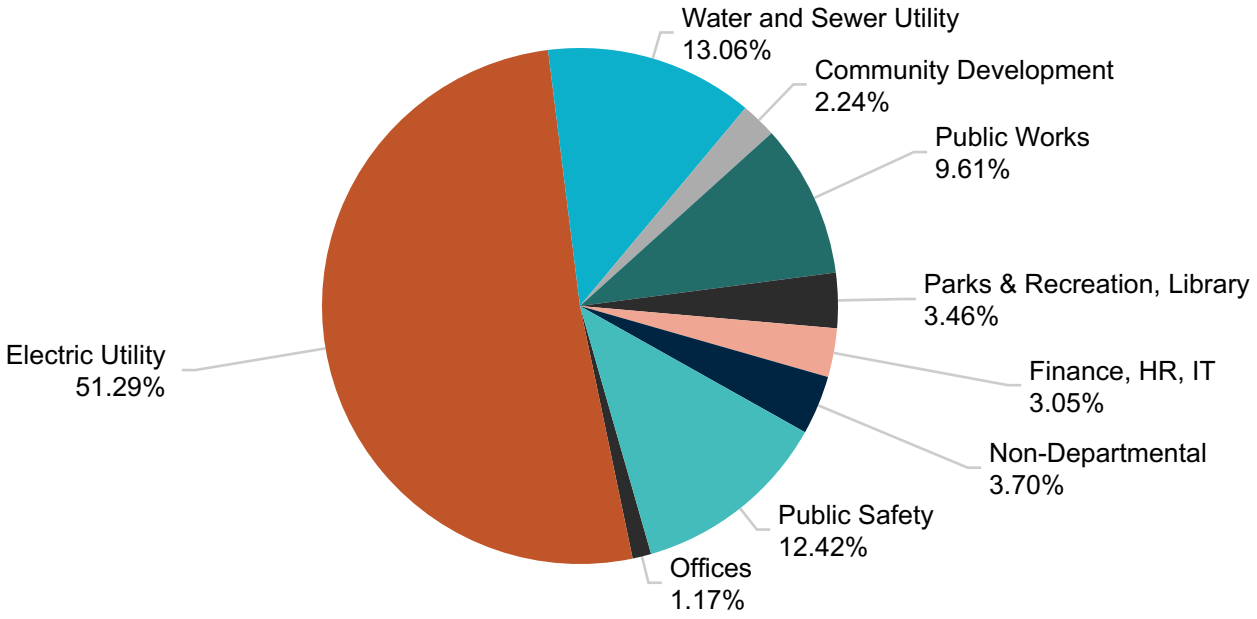
SUMMARY OF APPROPRIATIONS BY FUND GROUP
Fiscal Year 2018/19

	General Fund	Internal Service Funds	Special Revenue Funds	Enterprise Funds	CIP Funds	Grand Total
Appropriations						
Salaries	$ 116,039,255	$ 1,616,475	$ 1,021,325	$ 38,246,027	$ 624,750	$ 157,547,832
Benefits	68,763,034	999,512	39,789	20,618,349	—	90,420,684
Materials/Services/Supplies	38,121,678	6,812,855	3,781,510	44,841,954	—	93,557,997
Resource/Production	—	—	—	352,023,784	—	352,023,784
Interfund Services	11,323,818	3,090,399	107,981	20,646,577	—	35,168,775
In Lieu/Franchise	—	—	—	23,774,589	—	23,774,589
Capital Outlay	912,008	4,957,290	180,000	511,000	—	6,560,298
Debt Service	2,501,494	—	—	21,936,294	—	24,437,788
CIP Expenditures	—	—	3,041,486	—	83,367,895	86,409,381
	$ 237,661,287	**$ 17,476,531**	**$ 8,172,091**	**$ 522,598,574**	**$ 83,992,645**	**$ 869,901,128**
Transfers	12,806,036	17,300	6,464,140	55,700,646	—	74,988,122
Total - Appropriations	**$ 250,467,323**	**$ 17,493,831**	**$ 14,636,231**	**$ 578,299,220**	**$ 83,992,645**	**$ 944,889,250**



SUMMARY OF APPROPRIATIONS BY DEPARTMENT - FUND GROUP
Fiscal Year 2018/19

	General Fund	Internal Service Funds	Special Revenue Funds	Enterprise Funds	CIP Funds	Grand Total
OFFICES						
City Attorney	$ 2,129,011	$ —	$ —	$ —	$ —	$ 2,129,011
City Clerk	1,872,604	—	—	—	20,000	1,892,604
City Council	833,851	—	—	—	—	833,851
City Manager	5,747,949	—	—	—	455,800	6,203,749
OFFICES Total	$ 10,583,415	$ —	$ —	$ —	$ 475,800	$ 11,059,215
DEPARTMENTS						
Community Development	$ 14,638,933	$ —	$ 6,119,646	$ —	$ 400,000	$ 21,158,579
Electric Utility	—	—	—	450,092,360	34,587,000	484,679,360
Finance	11,734,247	—	—	—	22,000	11,756,247
Human Resources	3,640,473	—	—	—	—	3,640,473
Information Technology	11,165,807	—	—	—	2,300,000	13,465,807
Library	10,426,621	—	—	—	220,000	10,646,621
Parks & Recreation	19,451,006	—	147,984	1,249,231	1,160,000	22,008,221
Public Works	26,328,639	9,355,141	8,368,601	24,806,486	21,948,759	90,807,626
Water and Sewer Utility	—	—	—	102,151,143	21,231,086	123,382,229
DEPARTMENTS Total	$ 97,385,726	$ 9,355,141	$ 14,636,231	$578,299,220	$ 81,868,845	$ 781,545,163
NON-DEPARTMENTAL						
Non-Departmental	$ 27,367,462	$ 7,581,400	$ —	$ —	$ —	$ 34,948,862
NON-DEPARTMENTAL Total	$ 27,367,462	$ 7,581,400	$ —	$ —	$ —	$ 34,948,862
PUBLIC SAFETY						
Fire	$ 46,683,831	$ —	$ —	$ —	$ 673,000	$ 47,356,831
Police	68,446,889	557,290	—	—	975,000	69,979,179
PUBLIC SAFETY Total	$115,130,720	$ 557,290	$ —	$ —	$ 1,648,000	$ 117,336,010
Grand Total	**$250,467,323**	**$ 17,493,831**	**$ 14,636,231**	**$578,299,220**	**$ 83,992,645**	**$ 944,889,250**



SUMMARY OF APPROPRIATIONS BY DEPARTMENT - ALL FUNDS
Fiscal Year 2018/19

	2015/16 Actuals	2016/17 Actuals	2017/18 Budget	2018/19 Budget	Budget Change
OFFICES					
City Attorney	$ 1,490,899	$ 1,668,268	$ 1,719,032	$ 2,129,011	$ 409,979
City Clerk	994,826	1,604,259	1,349,777	1,872,604	522,827
City Council	443,112	516,254	909,425	833,851	(75,574)
City Manager	5,590,230	5,220,998	7,502,707	5,747,949	(1,754,758)
OFFICES Total	$ 8,519,067	$ 9,009,779	$ 11,480,941	$ 10,583,415	$ (897,526)
DEPARTMENTS					
Community Development	$ 9,425,965	$ 10,510,201	$ 20,348,696	$ 20,758,579	$ 409,883
Electric Utility	353,120,581	342,384,170	392,078,170	450,092,360	58,014,190
Finance	9,263,813	9,714,255	11,530,992	11,734,247	203,255
Human Resources	2,583,075	2,976,324	3,479,976	3,640,473	160,497
Information Technology	7,114,115	8,207,906	11,212,950	11,165,807	(47,143)
Library	8,908,735	9,014,010	10,225,270	10,426,621	201,351
Parks & Recreation	15,745,093	16,654,992	19,581,690	20,848,221	1,266,531
Public Works	46,885,550	51,472,369	57,362,884	68,858,867	11,495,983
Water and Sewer Utilities	51,188,733	58,860,629	68,575,176	102,151,143	33,575,967
DEPARTMENTS Total	$ 504,235,660	$ 509,794,856	$ 594,395,804	$ 699,676,318	$ 105,280,514
NON-DEPARTMENTAL					
Non-Departmental	$ 23,742,731	$ 13,570,299	$ 5,005,778	$ 34,948,862	$ 29,943,084
NON-DEPARTMENTAL Total	$ 23,742,731	$ 13,570,299	$ 5,005,778	$ 34,948,862	$ 29,943,084
PUBLIC SAFETY					
Fire	$ 38,805,136	$ 42,276,708	$ 45,264,279	$ 46,683,831	$ 1,419,552
Police	60,197,974	62,424,785	72,909,231	69,004,179	(3,905,052)
PUBLIC SAFETY Total	$ 99,003,110	$ 104,701,493	$ 118,173,510	$ 115,688,010	$ (2,485,500)
CIP Total	$ 89,334,330	$ 93,671,981	$ 127,387,298	$ 83,992,645	$ (43,394,653)
Grand Total	**$ 724,834,898**	**$ 730,748,408**	**$ 856,443,331**	**$ 944,889,250**	**$ 88,445,919**

SUMMARY OF RESOURCES BY FUND GROUP AND FUND
Fiscal Year 2018/19

Fund Type	2015/16 Actuals	2016/17 Actuals	2017/18 Budget	2018/19 Budget	Budget Change
General Fund					
General Fund					
001 - General Fund	$ 203,656,033	$ 210,888,107	$ 219,149,766	$ 247,965,829	$ 28,816,063
	$ 203,656,033	**$ 210,888,107**	**$ 219,149,766**	**$ 247,965,829**	**$ 28,816,063**
Debt Service					
431 - Public Facilities Financing Co	$ 2,505,093	$ 2,506,589	$ 2,504,721	$ 2,501,494	$ (3,227)
	$ 2,505,093	**$ 2,506,589**	**$ 2,504,721**	**$ 2,501,494**	**$ (3,227)**
Total - General Fund	**$ 206,161,126**	**$ 213,394,696**	**$ 221,654,487**	**$ 250,467,323**	**$ 28,812,836**
Internal Services Funds					
048 - Communications Acquisition	$ 235,279	$ 189,412	$ 520,488	$ 557,290	$ 36,802
050 - Vehicle Replacement Fund	2,902,495	3,980,183	3,700,000	4,400,000	700,000
053 - Fleet Operations	4,149,615	4,321,206	4,689,432	4,955,141	265,709
081 - Workers Compensation	4,530,785	4,208,940	4,000,000	4,000,000	—
082 - Special Liability Insurance	2,732,163	5,953,235	2,764,000	3,510,400	746,400
087 - Unemployment Insurance Fund	130,000	125,000	81,645	71,000	(10,645)
Total - Internal Services Funds	**$ 14,680,337**	**$ 18,777,976**	**$ 15,755,565**	**$ 17,493,831**	**$ 1,738,266**
Special Revenue Funds					
025 - Downtown Parking Maint District	$ 163,427	$ 178,777	$ 233,599	$ 355,542	$ 121,943
026 - Convention Center Maint District	1,315,010	1,313,731	1,488,685	1,563,119	74,434
111 - Park and Rec Grant Trust Fund	158,512	139,433	148,353	147,984	(369)
121 - Special Rev-Operating Gas Tax	—	—	—	3,399,940	3,399,940
122 - Special Rev-Oper SB1 (RdRprAct)	—	—	—	2,050,000	2,050,000
123 - Special Rev-Oper Traffic Mitigation	—	—	—	1,000,000	1,000,000
164 - Housing Authority	—	565,383	143,126	288,989	145,863
165 - City Affordable Housing	—	3,381,479	1,336,244	1,638,098	301,854
169 - Housing Successor Agency	—	1,488,901	1,280,189	688,327	(591,862)
562 - Housing and Urban Development	—	—	2,527,559	3,504,232	976,673
Total - Special Revenue Funds	**$ 1,636,949**	**$ 7,067,704**	**$ 7,157,755**	**$ 14,636,231**	**$ 7,478,476**
Enterprise Funds					
Water and Sewer Utilities					
092 - Water Utility	$ 28,030,859	$ 32,937,971	$ 39,034,889	$ 50,336,884	$ 11,301,995
094 - Sewer Utility	24,416,939	21,828,578	24,057,883	43,796,588	19,738,705
097 - Water Recycling Program	3,173,777	4,269,572	4,539,955	7,080,221	2,540,266
494 - Sewer Utility-Debt Services	(2,069,305)	5,246,502	942,449	937,450	(4,999)
	$ 53,552,270	**$ 64,282,623**	**$ 68,575,176**	**$ 102,151,143**	**$ 33,575,967**
Electric Utility					
091 - Electric Utility	$ 329,736,453	$ 363,599,583	$ 361,306,666	$ 416,886,325	$ 55,579,659
191 - Electric Operating Grant Trust Fund	10,484,589	11,089,827	10,064,215	12,207,191	2,142,976
491 - Electric Utility-Debt Services	15,844,556	18,358,826	20,707,289	20,998,844	291,555
	$ 356,065,598	**$ 393,048,236**	**$ 392,078,170**	**$ 450,092,360**	**$ 58,014,190**
Other Enterprise Funds					
093 - Cemetery	$ 943,011	$ 1,061,666	$ 1,007,138	$ 1,249,231	$ 242,093
096 - Solid Waste Program	20,324,355	22,021,062	22,827,740	24,806,486	1,978,746
	$ 21,267,366	**$ 23,082,728**	**$ 23,834,878**	**$ 26,055,717**	**$ 2,220,839**
Total - Enterprise Funds	**$ 430,885,234**	**$ 480,413,587**	**$ 484,488,224**	**$ 578,299,220**	**$ 93,810,996**
Total - CIP Funds	**$ 89,334,330**	**$ 93,671,981**	**$ 127,387,298**	**$ 83,992,645**	**$ (43,394,653)**
Grand Total - Resources	**$ 742,697,976**	**$ 813,325,944**	**$ 856,443,329**	**$ 944,889,250**	**$ 88,445,921**

SUMMARY OF FUND BALANCE BY FUND GROUP AND FUND
Fiscal Year 2018/19

Fund Type	Est. Beg. Balance	Resources / Transfers	Budgeted Appropriations	Est. End. Balance	Balance Change
General Fund					
001 - General Fund *(inc. Fund 063)*	$ 156,481,304	$ 247,965,829	$ 247,965,829	$ 156,481,304	$ —
431 - Public Facilities Financing Co	779,183	2,501,494	2,501,494	779,183	—
- Less Restricted / Reserved	*(155,760,487)*	—	—	*(155,760,487)*	—
General Fund Unrestricted/Reserved	**$ 1,500,000**	**$ 250,467,323**	**$ 250,467,323**	**$ 1,500,000**	**$ —**
Internal Services Funds					
048 - Communications Acquisition	$ 1,127,994	$ 400,000	$ 557,290	$ 970,704	$ (157,290)
050 - Equipment Pool Revolving	5,879,089	3,877,373	4,400,000	5,356,462	(522,627)
053 - Automotive Services	540,042	4,655,731	4,955,141	240,632	(299,410)
081 - Workers' Compensation	3,700,129	4,000,000	4,000,000	3,700,129	—
082 - Special Liability Insurance	3,156,987	3,510,400	3,510,400	3,156,987	—
087 - Unemployment Insurance Fund	303,734	71,000	71,000	303,734	—
- Less Restricted / Reserved	*(14,707,975)*	*979,327*	—	*(13,728,648)*	*979,327*
Internal Service Unrestricted/Reserved	**$ —**	**$ 17,493,831**	**$ 17,493,831**	**$ —**	**$ —**
Special Revenue Funds					
025 - Downtown Parking Maint District	$ 423,668	$ 203,942	$ 355,542	$ 272,068	$ (151,600)
026 - Convention Center Maint District	215,325	1,563,119	1,563,119	215,325	—
111 - Park and Rec Grant Trust Fund	(2,023)	147,984	147,984	(2,023)	—
121 - Gas Tax Fund	10,924,496	3,150,000	3,399,940	10,674,556	(249,940)
122 - SB 1 Fund	463,705	2,050,000	2,050,000	463,705	—
123 - Traffic Mitigation Fund	11,511,327	1,000,000	1,000,000	11,511,327	—
164 - Housing Authority	3,021,793	260,000	288,989	2,992,804	(28,989)
165 - City Affordable Housing	8,680,355	696,703	1,638,098	7,738,960	(941,395)
169 - Housing Successor Agency	10,901,019	581,000	688,327	10,793,692	(107,327)
562 - Housing and Urban Development	1,771,512	2,671,456	3,504,232	938,736	(832,776)
- Less Restricted / Reserved	*(47,911,177)*	*2,312,027*	—	*(45,599,150)*	*2,312,027*
Special Revenue Unrestricted/Reserved	**$ —**	**$ 14,636,231**	**$ 14,636,231**	**$ —**	**$ —**
Enterprise Funds					
Water and Sewer Utilities					
092 - Water Utility	$ 7,885,123	$ 50,333,600	$ 50,336,884	$ 7,881,839	$ (3,284)
094 - Sewer Utility	14,446,397	40,804,625	43,796,588	11,454,434	(2,991,963)
097 - Water Recycling Program	3,799,480	7,080,000	7,080,221	3,799,259	(221)
494 - Sewer Utility-Debt Services	2,497,550	937,450	937,450	2,497,550	—
- Less Restricted / Reserved	*(28,628,550)*	*2,995,468*	—	*(25,633,082)*	*2,995,468*
	$ —	**$ 102,151,143**	**$ 102,151,143**	**$ —**	**$ —**
Silicon Valley Power					
091 - Electric Utility	$ 184,026,904	$ 416,886,325	$ 410,714,465	$ 190,198,764	$ 6,171,860
191 - Electric Operating Grant Trust Fund	30,208,676	12,207,191	12,207,191	30,208,676	—
491 - Electric Utility-Debt Services	5,370,827	20,998,844	20,998,844	5,370,827	—
- Less Restricted / Reserved	*(219,606,407)*	—	*6,171,860*	*(225,778,267)*	*(6,171,860)*
	$ —	**$ 450,092,360**	**$ 450,092,360**	**$ —**	**$ —**
Other Enterprise Funds					
093 - Cemetery	$ 677,004	$ 1,249,231	$ 1,249,231	$ 677,004	$ —
096 - Solid Waste Program	5,051,130	24,726,835	24,806,486	4,971,479	(79,651)
- Less Restricted / Reserved	*(5,728,134)*	*79,651*	—	*(5,648,483)*	*79,651*
	$ —	**$ 26,055,717**	**$ 26,055,717**	**$ —**	**$ —**
Enterprise Unrestricted/Reserved	**$ —**	**$ 578,299,220**	**$ 578,299,220**	**$ —**	**$ —**
Total Unrestricted/Unreserved	**$ 1,500,000**	**$ 860,896,605**	**$ 860,896,605**	**$ 1,500,000**	**$ —**

SUMMARY OF RESOURCES AND APPROPRIATIONS BY CATEGORY
GENERAL FUND
Fiscal Year 2018/19

	2015/16 Actuals	2016/17 Actuals	2017/18 Budget	2018/19 Budget	Budget Change
Resources					
Taxes	$ 121,522,213	$ 139,250,050	$ 136,122,775	$ 144,117,638	$ 7,994,863
Licenses/Permits/Fines/Penalties	11,391,575	10,598,711	10,065,300	11,278,500	1,213,200
Interest and Rents	14,892,235	13,445,808	13,019,497	15,063,022	2,043,525
Intergovernmental	1,836,292	8,534,059	1,310,000	702,000	(608,000)
Charges for Services	44,898,240	40,525,139	41,271,526	40,169,930	(1,101,596)
Other Revenues	19,639,608	23,475,290	22,077,823	23,851,898	1,774,075
Total - Resources	**$ 214,180,163**	**$ 235,829,057**	**$ 223,866,921**	**$ 235,182,988**	**$ 11,316,067**
Transfers					
Transfers In - Miscellaneous	$ 3,450,475	$ —	$ 162,717	$ 54,250	$ (108,467)
Transfers In - Gas Tax	—	728,900	—	—	—
Transfers In - General Fund	—	2,504,030	2,504,721	2,501,494	(3,227)
Transfers In - Storm Drain	—	1,100,000	1,276,661	1,447,000	170,339
Transfers In - Bldg Insp Reserves	—	—	2,493,145	3,177,658	684,513
Intra Transfers In - Reserves	—	505,000	—	10,302,724	10,302,724
Intra Transfers In - Miscellaneous	16,491,204	75,909	—	—	—
Transfers Out - Miscellaneous	(3,510,415)	(9,666,072)	—	—	—
Transfers Out - CIP	—	(1,472)	(7,488,406)	—	7,488,406
Transfers Out - Debt	—	(2,504,030)	(2,504,721)	(2,501,494)	3,227
Transfers Out - Districts	—	(774,076)	(853,540)	—	853,540
Intra Transfers Out - Miscellaneous	(24,450,301)	(14,402,549)	(589,868)	—	589,868
Intra Transfers Out - Reserves	—	—	2,786,857	302,703	(2,484,154)
Total - Transfers	**$ (8,019,037)**	**$ (22,434,361)**	**$ (2,212,434)**	**$ 15,284,335**	**$ 17,496,769**
Total - CIP	**$ 13,493,095**	**$ 37,248,580**	**$ 22,717,477**	**$ 15,552,119**	**$ (7,165,358)**
Total Resources - General Fund	**$ 219,654,221**	**$ 250,643,276**	**$ 244,371,964**	**$ 266,019,442**	**$ 21,647,478**

	2015/16 Actuals	2016/17 Actuals	2017/18 Budget	2018/19 Budget	Budget Change
Appropriations					
Salaries	$ 94,876,101	$ 102,112,813	$ 108,054,342	$ 116,039,255	$ 7,984,913
Benefits	42,872,044	48,525,117	62,149,879	68,763,034	6,613,155
Materials/Services/Supplies	44,789,069	30,495,431	38,008,001	38,121,678	113,677
Resource/Production	370	—	—	—	—
Interfund Services	9,190,715	9,629,547	10,202,144	11,323,818	1,121,674
Capital Outlay	177,211	211,488	735,400	912,008	176,608
Debt Service Accounts	2,498,975	2,500,860	2,504,721	2,501,494	(3,227)
Total - Expenses	**$ 194,404,485**	**$ 193,475,256**	**$ 221,654,487**	**$ 237,661,287**	**$ 16,006,800**
Transfers					
Transfers Out - CIP	$ —	$ —	$ —	$ 10,753,547	$ 10,753,547
Transfers Out - Districts	—	—	—	882,133	882,133
Distinct Transfers Out - Loan	—	—	—	1,166,911	1,166,911
Intra Transfers Out - Miscellaneous	—	—	—	3,445	3,445
Total - Transfers	**$ —**	**$ —**	**$ —**	**$ 12,806,036**	**$ 12,806,036**
Total - CIP	**$ 13,493,095**	**$ 37,248,580**	**$ 22,717,477**	**$ 15,552,119**	**$ (7,165,358)**
Total Appropriations - General Fund	**$ 207,897,580**	**$ 230,723,836**	**$ 244,371,964**	**$ 266,019,442**	**$ 21,647,478**
Total Surplus/(Deficit)	**$ 11,756,641**	**$ 19,919,440**	**$ —**	**$ —**	**$ —**

SUMMARY OF RESOURCES AND APPROPRIATIONS BY CATEGORY
INTERNAL SERVICE FUNDS
Fiscal Year 2018/19

	2015/16 Actuals	2016/17 Actuals	2017/18 Budget	2018/19 Budget	Budget Change
Resources					
Intergovernmental	$ 8,841	$ 2,842	$ 4,000	$ 8,000	$ 4,000
Charges for Services	13,337,837	14,055,821	14,706,100	16,353,504	1,647,404
Other Financing Sources	313,285	213,935	100,000	150,000	50,000
Other Revenues	726,190	218,692	3,200	3,000	(200)
Total - Resources	**$ 14,386,153**	**$ 14,491,290**	**$ 14,813,300**	**$ 16,514,504**	**$ 1,701,204**
Transfers					
Transfers In - Miscellaneous	$ 406,767	$ 4,300,000	$ 800,000	$ —	$ (800,000)
Intra Transfers In - Reserves	—	—	—	979,327	979,327
Transfers Out - Miscellaneous	(112,582)	—	(800,000)	—	800,000
Transfers Out - CIP	—	(13,316)	(243,316)	—	243,316
Intra Transfers Out - Reserves	—	—	1,185,581	—	(1,185,581)
Total - Transfers	**$ 294,185**	**$ 4,286,684**	**$ 942,265**	**$ 979,327**	**$ 37,062**
Total Resources - Internal Service Funds	**$ 14,680,338**	**$ 18,777,974**	**$ 15,755,565**	**$ 17,493,831**	**$ 1,738,266**

	2015/16 Actuals	2016/17 Actuals	2017/18 Budget	2018/19 Budget	Budget Change
Appropriations					
Salaries	$ 1,292,741	$ 1,334,314	$ 1,545,523	$ 1,616,475	$ 70,952
Benefits	668,353	744,528	927,722	999,512	71,790
Materials/Services/Supplies	6,306,715	9,016,030	6,315,688	6,812,855	497,167
Interfund Services	2,040,446	2,388,698	2,746,144	3,090,399	344,255
Capital Outlay	3,843,868	5,113,578	4,220,488	4,957,290	736,802
Total - Expenses	**$ 14,152,123**	**$ 18,597,148**	**$ 15,755,565**	**$ 17,476,531**	**$ 1,720,966**
Transfers					
Transfers Out - CIP	$ —	$ —	$ —	$ 17,300	$ 17,300
Total - Transfers	**$ —**	**$ —**	**$ —**	**$ 17,300**	**$ 17,300**
Total Appropriations - Internal Service Funds	**$ 14,152,123**	**$ 18,597,148**	**$ 15,755,565**	**$ 17,493,831**	**$ 1,738,266**
Total Surplus/(Deficit)	**$ 528,215**	**$ 180,826**	**$ —**	**$ —**	**$ —**

SUMMARY OF RESOURCES AND APPROPRIATIONS BY CATEGORY
SPECIAL REVENUE FUNDS
Fiscal Year 2018/19

	2015/16 Actuals	2016/17 Actuals	2017/18 Budget	2018/19 Budget	Budget Change
Resources					
Interest and Rent	$ 4,173	$ 197,309	$ 65,183	$ 77,179	$ 11,996
Intergovernmental	158,512	138,433	1,705,941	7,173,059	5,467,118
Charges for Services	714,975	711,294	831,261	1,931,252	1,099,991
Other Revenues	—	5,246,591	1,579,833	2,242,936	663,103
Total - Resources	**$ 877,660**	**$ 6,293,627**	**$ 4,182,218**	**$ 11,424,426**	**$ 7,242,208**
Transfers					
Transfers In - Miscellaneous	$ 759,289	$ —	$ 170,000	$ —	$ (170,000)
Transfers In - General Fund	—	774,076	853,540	882,133	28,593
Intra Transfers In - Reserves	—	—	295,430	2,326,227	2,030,797
Intra Transfers In - Miscellaneous	—	—	—	3,445	3,445
Transfers Out - Reserves	—	—	(1,459)	—	1,459
Intra Transfers Out - Reserves	—	—	1,658,026	—	(1,658,026)
Total - Transfers	**$ 759,289**	**$ 774,076**	**$ 2,975,537**	**$ 3,211,805**	**$ 236,268**
Total - CIP	**$ 3,241,102**	**$ 5,524,154**	**$ 2,552,623**	**$ 6,443,440**	**$ 3,890,817**
Total Resources - Special Revenue Funds	**$ 4,878,051**	**$ 12,591,857**	**$ 9,710,378**	**$ 21,079,671**	**$ 11,369,293**

	2015/16 Actuals	2016/17 Actuals	2017/18 Budget	2018/19 Budget	Budget Change
Appropriations					
Salaries	$ 86,742	$ 167,120	$ 900,027	$ 1,021,325	$ 121,298
Benefits	29,457	48,523	36,585	39,789	3,204
Materials/Services/Supplies	1,316,147	1,861,735	3,912,270	3,781,510	(130,760)
Interfund Services	56,418	94,007	106,241	107,981	1,740
Capital Outlay	—	—	2,202,632	3,221,486	1,018,854
Total - Expenses	**$ 1,488,764**	**$ 2,171,385**	**$ 7,157,755**	**$ 8,172,091**	**$ 1,014,336**
Transfers					
Transfers Out - CIP	$ —	$ —	$ —	$ 6,243,440	$ 6,243,440
Intra Transfers Out - Reserves	—	—	—	220,700	220,700
Total - Transfers	**$ —**	**$ —**	**$ —**	**$ 6,464,140**	**$ 6,464,140**
Total - CIP	**$ 3,241,102**	**$ 5,524,154**	**$ 2,552,623**	**$ 6,443,440**	**$ 3,890,817**
Total Appropriations - Special Revenue Funds	**$ 4,729,866**	**$ 7,695,539**	**$ 9,710,378**	**$ 21,079,671**	**$ 11,369,293**
Total Surplus/(Deficit)	**$ 148,185**	**$ 4,896,318**	**$ —**	**$ —**	**$ —**

SUMMARY OF RESOURCES AND APPROPRIATIONS BY CATEGORY
ENTERPRISE FUNDS
Fiscal Year 2018/19

	2015/16 Actuals	2016/17 Actuals	2017/18 Budget	2018/19 Budget	Budget Change
Resources					
Licenses/Permits/Fines/Penalties	$ —	$ 300	$ —	$ —	$ —
Interest and Rent	6,385,610	7,609,941	7,042,995	7,325,404	282,409
Intergovernmental	729,013	715,119	725,000	815,000	90,000
Charges for Services	468,250,692	503,215,123	531,488,114	564,894,056	33,405,942
Other Financing Sources	12,006,825	13,330,000	17,000,000	—	(17,000,000)
Other Revenues	2,015,473	2,437,111	5,733,769	1,540,000	(4,193,769)
Total - Resources	**$ 489,387,613**	**$ 527,307,594**	**$ 561,989,878**	**$ 574,574,460**	**$ 12,584,582**
Transfers					
Transfers In - Miscellaneous	$ 450,000	$ —	$ —	$ —	$ —
Transfers In - Solid Waste	—	—	21,500	—	(21,500)
Transfers In - Storm Drain	—	—	1,000	—	(1,000)
Transfers In - Sewer	—	—	546,000	—	(546,000)
Transfers In - Water	—	—	539,500	—	(539,500)
Distinct Transfers In - Misc	5,661,628	—	—	—	—
Distinct Transfers In - Loan	—	327,743	403,590	618,081	214,491
Intra Transfers In - Reserves	—	—	—	3,071,614	3,071,614
Intra Transfers In - Miscellaneous	16,718,497	8,513,155	31,000	31,000	—
Intra Transfers In - Debt Financing	—	19,216,666	21,649,738	21,936,294	286,556
Transfers Out - Miscellaneous	(1,446,120)	—	—	—	—
Transfers Out - CIP	—	(1,933,105)	(2,592,080)	—	2,592,080
Distinct Transfers Out - Misc	(5,333,975)	—	—	—	—
Intra Transfers Out - Miscellaneous	(74,552,410)	(53,801,801)	(90,310,023)	—	90,310,023
Intra Transfers Out - Debt	—	(19,216,666)	(21,649,738)	(21,936,294)	(286,556)
Intra Transfers Out - Reserves	—	—	13,857,859	4,065	(13,853,794)
Total - Transfers	**$ (58,502,380)**	**$ (46,894,008)**	**$ (77,501,654)**	**$ 3,724,760**	**$ 81,218,309**
Total - CIP	**$ 72,600,132**	**$ 50,899,248**	**$ 102,117,198**	**$ 61,997,086**	**$ (40,120,112)**
Total Resources - Enterprise Funds	**$ 503,485,365**	**$ 531,312,834**	**$ 586,605,422**	**$ 640,296,306**	**$ 53,690,884**

	2015/16 Actuals	2016/17 Actuals	2017/18 Budget	2018/19 Budget	Budget Change
Appropriations					
Salaries	$ 26,286,473	$ 29,310,516	$ 35,504,084	$ 38,246,027	$ 2,741,943
Benefits	12,538,947	14,123,395	18,955,296	20,618,349	1,663,053
Materials/Services/Supplies	28,513,254	30,905,766	37,475,062	44,841,954	7,366,892
Resource/Production	303,039,319	291,504,306	329,342,634	352,023,784	22,681,150
Interfund Services	17,607,297	17,444,260	18,384,507	20,646,577	2,262,070
Contribution In Lieu	19,670,138	21,741,983	22,321,903	23,774,589	1,452,686
Capital Outlay	411,357	547,559	855,000	511,000	(344,000)
Debt Service	17,388,409	17,254,855	21,649,738	21,936,294	286,556
Total - Expenses	**$ 425,455,194**	**$ 422,832,640**	**$ 484,488,224**	**$ 522,598,574**	**$ 38,110,350**
Transfers					
Transfers Out - CIP	$ —	$ —	$ —	$ 2,111,058	$ 2,111,058
Intra Transfers Out - CIP	—	—	—	43,597,086	43,597,086
Intra Transfers Out - Reserves	—	—	—	9,992,502	9,992,502
Total - Transfers	**$ —**	**$ —**	**$ —**	**$ 55,700,646**	**$ 55,700,646**
Total - CIP	**$ 72,600,132**	**$ 50,899,248**	**$ 102,117,198**	**$ 61,997,086**	**$ (40,120,112)**
Total Appropriations - Enterprise Funds	**$ 498,055,326**	**$ 473,731,888**	**$ 586,605,422**	**$ 640,296,306**	**$ 53,690,884**
Total Surplus/(Deficit)	**$ 5,430,039**	**$ 57,580,946**	**$ —**	**$ —**	**$ —**

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

DEPARTMENT/DIVISION	Fund	2015/16	2016/17	2017/18	2018/19	Change
City Council*	General (001)	9.00	10.00	11.00	10.00	(1.00)
City Clerk	General (001)	5.00	7.00	7.00	6.00	(1.00)
City Attorney	General (001)	6.00	6.00	6.00	7.00	1.00
Office of the City Manager	General (001)	9.30	13.00	14.00	13.00	(1.00)
Information Technology	General (001)	5.00	7.00	7.00	7.00	—
Human Resources	General (001)	14.50	15.00	15.00	15.00	—
Finance	General (001)	60.25	61.75	61.00	61.00	—
Parks and Recreation						
Parks and Recreation	General (001)	76.75	74.00	75.75	75.75	—
Cemetery	Cemetery (093)	6.00	5.00	5.00	5.00	—
Library	General (001)	47.00	45.50	45.50	46.75	1.25
Community Development	General (001)	48.70	56.00	64.00	65.00	1.00
Public Works						
Engineering	General (001)	38.25	39.25	40.92	39.92	(1.00)
Facility Services	General (001)	10.90	12.90	13.23	13.23	—
Street	General (001)	58.00	52.90	52.50	52.45	(0.05)
Solid Waste	Solid Waste (096)	6.75	6.10	5.50	5.55	0.05
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	Fleet Operations (053)	15.00	15.75	15.75	15.75	—
Police	General (001)	222.00	231.00	239.00	239.00	—
Fire	General (001)	179.50	166.50	167.50	167.25	(0.25)
Non-Departmental	General (001)	—	—	—	4.00	4.00
Electric Utility	Electric (091,191)	166.00	179.00	186.00	189.00	3.00
Water and Sewer Utilities						
Water Utility	Water (092)	46.90	49.50	47.25	46.75	(0.50)
Recycled Water	Recycled Water (097)	3.20	3.20	3.60	3.60	—
Sewer Utility	Sewer (094)	19.90	21.30	22.15	22.65	0.50
TOTAL - ALL FTE POSITIONS		**1,054.50**	**1,078.25**	**1,105.25**	**1,111.25**	**6.00**

* Mayor and City Council positions shown as 7.0 Full-Time Equivalents (Budgeted) positions.

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

Fund	2015/16	2016/17	2017/18	2018/19	Change
General (001)*	790.15	797.80	819.40	822.35	2.95
Special Revenue Funds					
Downtown Parking Maintenance District (025)	0.50	0.50	0.50	0.50	—
Convention Center Maintenance District (026)	0.10	0.10	0.10	0.10	—
Subtotal:	0.6	0.60	0.60	0.60	—
Enterprise Funds					
Electric (091,191)	166.00	179.00	186.00	189.00	3.00
Cemetery (093)	6.00	5.00	5.00	5.00	—
Solid Waste (096)	6.75	6.10	5.50	5.55	0.05
Water Utility (092)	46.90	49.50	47.25	46.75	(0.50)
Sewer Utility (094)	19.90	21.30	22.15	22.65	0.50
Recycled Water (097)	3.20	3.20	3.60	3.60	—
Subtotal:	248.75	264.1	269.5	272.55	3.05
Internal Service Funds					
Fleet Operations (053)	15.00	15.75	15.75	15.75	—
Subtotal:	15.00	15.75	15.75	15.75	—
TOTAL - ALL FTE POSITIONS	**1,054.50**	**1,078.25**	**1,105.25**	**1,111.25**	**6.00**

* Mayor and City Council positions shown as 7.0 Full-Time Equivalents (Budgeted) positions.

UNCLASSIFIED POSITIONS

SCHEDULE OF MONTHLY CONTROL POINTS

POSITION	Minimum Monthly Salary	Maximum Monthly Salary
Miscellaneous Management Unit 9		
ACCOUNTING DIVISION MANAGER	$ 12,378	$ 16,018
ASSISTANT BUILDING OFFICIAL	13,193	17,075
ASST CITY ATTORNEY	15,334	19,844
ASST CITY CLERK	10,256	13,272
ASST CITY LIBRARIAN	13,361	17,290
ASST CITY MANAGER	20,777	26,887
ASST DIR ELEC-ENERGY DISTRIB	16,258	21,040
ASST DIR ELEC-PLAN & STRATEGIC	16,258	21,040
ASST DIR OF FINANCE	14,406	18,643
ASST DIR OF HUMAN RESOURCES	12,872	16,658
ASST DIR OF PUB WORKS/CITY ENG	15,887	20,560
ASST DIR OF WATER & SEWER UTIL	14,259	18,454
ASST TO THE CITY MANAGER	14,083	18,224
ASST WATER & SEWER SUPERINTEND	10,437	13,508
BUDGET & TREASURY DIVISION MGR	12,378	16,018
BUILDING MAINTENANCE MANAGER	10,962	14,186
BUILDING OFFICIAL	14,513	18,782
CEMETERY OPERATIONS MANAGER	8,765	11,343
CHIEF ELECTRIC UTILITY OFFICER	23,894	30,921
CHIEF OPERATING OFFICER	23,894	30,921
CHIEF STADIUM AUTHORITY OFCR	20,777	26,887
CITY ATTORNEY	N/A	26,666
CITY CLERK/CITY AUDITOR	VACANT	VACANT
CITY LIBRARIAN	16,699	21,611
CITY MANAGER	N/A	32,317
COMMUNICATIONS OPERATIONS MGR	11,276	14,592
COMMUNICATIONS TECH SVCS MGR	11,276	14,592
COMMUNITY RELATIONS MANAGER	12,872	16,658
COMPLIANCE MANAGER	10,108	13,080
CONTRACTS MANAGER *	11,142	14,418
DEPUTY CITY ATTORNEY I	9,583	12,401
DEPUTY CITY ATTORNEY II	11,180	14,468
DEPUTY CITY MANAGER	15,491	20,046
DEPUTY PARKS & REC DIRECTOR	12,518	16,200
DEPUTY PUBLIC WORKS DIRECTOR	12,540	16,229
DEVELOPMENT REVIEW OFFICER	12,132	15,700
DIRECTOR OF COMMUNITY DEVELOPM	18,359	23,759
DIRECTOR OF FINANCE	18,322	23,711
DIRECTOR OF HUMAN RESOURCES	16,890	21,858
DIRECTOR OF INF TECHNOLOGY/CIO	17,429	22,556
DIRECTOR OF PUBLIC WORKS	19,419	25,131
DIRECTOR OF WTR & SEWER UTILS	17,601	22,777
ELEC DIV MGR - ENGINEERING	14,259	18,454
ELEC DIV MGR - GENERATION	14,259	18,454
ELEC DIV MGR - OPERATIONS	14,259	18,454

UNCLASSIFIED POSITIONS

SCHEDULE OF MONTHLY CONTROL POINTS

POSITION	Minimum Monthly Salary	Maximum Monthly Salary
Miscellaneous Management Unit 9		
ELEC DIV MGR - SUBSTATIONS	14,259	18,454
ELEC DIV MGR - TRANSM, DISTRIB	$ 14,259	$ 18,454
ELECTRIC DIV MGR-CUSTOMER SVCS	13,762	17,810
ELECTRIC DIV MGR-MKT A & P	14,259	18,454
ELECTRIC DIV MGR-RISK ANALYSIS	14,259	18,454
ELECTRIC DIVISION MANAGER	14,259	18,454
ELECTRIC PROGRAM MANAGER	11,883	15,377
ELECTRIC UTILITY CHIEF OPERATING OFFICER	20,777	26,887
EMERGENCY SERVICES COORDINATOR	9,783	12,661
ENVIRONMENTAL PROGRAMS MGR	10,108	13,080
EXEC ASST TO CITY ATTORNEY	8,501	11,001
EXEC ASST TO CITY MANAGER	8,501	11,001
EXEC ASST TO MAYOR & CC	8,501	11,001
FIELD FOREPERSON	12,242	15,842
FLEET MANAGER	10,444	13,515
HOUSING & COMM SVC DIV MGR	12,551	16,243
HOUSING DEVELOPMENT OFFICER	9,857	12,756
HUMAN RESOURCES DIV MGR	9,541	12,347
INFORMATION TECHNOLOGY SVC MGR	11,617	15,033
INSPECTION MANAGER	12,432	16,089
LANDSCAPE SUPERINT/CITY ARBOR	11,400	14,754
LIBRARY DIV MGR - ADULT SVCS	10,437	13,508
LIBRARY DIV MGR - COLLECT SVCS	10,437	13,508
LIBRARY DIV MGR - Y & E SVCS	10,437	13,508
LIBRARY DIV MGR -SUPPORT SVCS	10,437	13,508
MANAGEMENT ANALYST	8,631	11,170
MUNICIPAL SERVICES DIV MGR	12,378	16,018
PARK MAINT & OPERATIONS SUPERV	10,316	13,349
PARK SUPERINTENDENT	13,525	17,503
PARKS & RECREATION DIRECTOR	17,018	22,022
PARKS CONST, MTC & REPAIR MGR	10,316	13,349
PERMIT CENTER MANAGER	13,815	17,879
PLAN REVIEW MANAGER	12,565	16,260
PLANNING MANAGER	13,104	16,958
POLICE RECORDS MANAGER	8,890	11,506
POWER SYSTEM SCHEDULER/TRADER	11,157	14,438
POWER TRADER	14,259	18,454
PRINCIPAL ACCOUNTANT	11,142	14,418
PRINCIPAL ELECTRIC UTILITY ENG	14,022	18,146
PRINCIPAL ENGINEER	13,815	17,879
PRINCIPAL ENGINEER - WATER	13,815	17,879
PRINCIPAL FINANCIAL ANALYST	11,142	14,418
PRINCIPAL PLANNER	11,142	14,418
PRINCIPAL POWER ANALYST	11,142	14,418

UNCLASSIFIED POSITIONS

SCHEDULE OF MONTHLY CONTROL POINTS

POSITION	Minimum Monthly Salary	Maximum Monthly Salary
Miscellaneous Management Unit 9		
PRINCIPAL UTIL INFO SYSTEM MGR	14,259	18,454
PUBLIC RECORDS MANAGER *	11,142	14,418
PURCHASING DIVISION MANAGER	11,916	15,421
QUALITY IMPROVEMENT NURSE *	8,631	11,170
RECREATION MANAGER	11,248	14,556
REDEVELOPMENT PROJECT MANAGER	13,104	16,958
RISK CONTROL ANALYST	11,650	15,077
RISK MANAGER *	9,541	12,347
SR DEPUTY CITY ATTORNEY	11,884	15,380
SR ELEC DIV MGR	15,326	19,835
SR ELEC DIV MGR-MKT A&P	15,326	19,835
SR INFORMATION TECH SVCS MGR	12,730	16,474
UTILITY OPERATIONS ENGINEER	11,743	15,196
SR POWER SYSTEM SCHEDLR/TRADER	11,991	15,519
SUPERINT OF STREET & SOLID WAS	11,400	14,754
TRAFFIC ENGINEER	13,941	18,042
UTILITY BUSINESS SYSTEMS MGR	11,124	14,395
WATER & SEWER SUPERINTENDENT	11,542	14,938
WEB & DIGITAL MEDIA MANAGER	9,951	12,877
Police Management (Unit 9A)		
ASST POLICE CHIEF	21,499	27,822
POLICE CAPTAIN	20,477	26,499
POLICE CHIEF	N/A	26,141
Fire Management (Unit 9B)		
BATTALION CHIEF 24 HRS	14,493	18,756
ASSISTANT FIRE MARSHAL	14,125	18,280
BATTALION CHIEF	15,218	19,693
DEPUTY FIRE CHIEF	16,743	21,668
FIRE CHIEF	20,029	25,919
FIRE MARSHAL	15,218	19,693
HAZARDOUS MAT SPECIALIST	13,595	17,593

NOTE: The Unclassified Monthly Salary Schedule provides a range for establishing the minimum and maximum monthly salary for Unclassified managers. The City Manager shall have the authority to hire and grant merit increases at any point within the salary range for the job classification. 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	A-19		Crime Analyst	A-32
Account Clerk II	A-23		Crossing Guard	AN
Account Clerk III	A-25		Cultural Arts Supervisor	A-32
Accountant	A-31		Customer Service Representative	A-19
Accounting Technician I	A-18		Customer Service Representative - Permit	A-19
Accounting Technician II	A-20		Customer Service Supervisor	A-28
Asst Electric Utility Engineer	E3-32		Deputy Fire Marshal	C-38
Asst Engineer (Civil)	E-32		Deputy Fire Marshal/Hazardous Materials	C-38
Asst Planner I	A-27		Deputy Fire Marshal I	C-34
Asst Planner II	A-31		Deputy Fire Marshal II	C-38
Asst Recreation Supervisor	A-30		Deputy Fire Marshal III	C-40
Asst Sanitary Sewer Superintendent	A-38		Driver/Engineer 24 Hrs.	C1-33
Asst Training Officer	C1-41		Driver/Engineer 24 Hrs.-Train/Premium	C1-34
Asst Water Superintendent	A-38		Driver/Engineer 80 Hrs.	C33
Associate Consultant	AN		Driver/Engineer Training Division	C36
Associate Engineer (Civil)	E-34		Electric & Water System Operator	D1-37
Associate Planner	A-36		Electric Crew Foreperson	D1-39
Automotive Foreman/Forewoman	A-30		Electric Helper/Driver	D2-20
Auto Services Coordinator	A-24		Electric Maintenance Worker	D2-22
Auto Services Utility Worker	A-15		Electric Meter Technician	D1-32
Automotive Technician I	G-20		Electric Meter Technician	D1-32
Automotive Technician II	G-22		Electric Utility Engineer	E3-42
Automotive Technician III	G-28		Electric Utility Equipment Operator	D2-22
Building Maintenance Foreperson	A-31		Electric Utility Generation Technician	D1-35
Building Maintenance Worker	G-26		Electric Helper/Driver	D2-20
Building/Housing Inspector	A-35		Electric Utility Network Administrator	A-43
Business Analyst	A-35		Electric Utility Programmer/Analyst	A-36
Business Analyst-Fiber	A-35		Electrical Estimator	D1-27
Business Analyst-Public Benefits	A-35		Electrician	D1-32
Buyer	A-32		Emergency Medical Technician	AN
Cable Splicer Leader	D1-39		Energy Conservation Coordinator	A-28
Cemetery Services Clerk	A-23		Energy Conservation Specialist	A-21
Cemetery Worker I	G-19		Engineering Aide	A-21
Cemetery Worker II	G-21		Engineering Aide - Electric	A-21
Cemetery Worker III	G-23		Engineering Aide - Fiber	A-21
Central Services Operator	A-21		Equipment Operator	G-27
Chief of Party	A-34		Examination Proctor	AN
Chief Storekeeper	A-32		Facilities Technician	G-27
Code Enforcement Technician	A-23		Fiber Splicing Technician	D1-32
Code Enforcement Officer	A-32		Financial Analyst	A-33
Combination Inspector	A-37		Fire Captain - Training	C-41
Communications Coordinator	A-32		Fire Captain 24 Hrs	C1-38
Communication Technician I	A-28		Fire Captain 24 Hrs-Trng Premium	C1-39
Communication Technician II	A-32		Fire Captain 80 Hrs	C-38
Community Svc Officer I	H-17		Fire Inspector Aide	AN
Community Svc Officer II	H-22		Fire Plan Draftsperson	A-25
Construction Project Engineer	E3-36		Fire Application Data Analyst	A-32
Consultant	AN		Fire Prevention Aide	H-12

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

Fire Prevention Specialist	H-35
Firefighter I	C1-18
Firefighter II 24 Hrs	C1-30
Firefighter II 24 Hrs-Trng Premium	C1-31
Firefighter II 80 Hrs	C-30
Firefighter II Training Division	C-33
Fire Protection Engineer	H-41
Fleet Assistant	A-23
Fleet Coordinator	A-34
Forensic Coordinator	A-34
Grounds Maintenance Worker I	G-19
Grounds Maintenance Worker II	G-21
Grounds Maintenance Worker III	G-23
Head Proctor	AN
Health & Wellness Coordinator	A-23
Housing Inspector	A-35
Human Resources Assistant	A-19
Human Resources Supervisor	A-27
Human Resources Technician	A-23
Instructor/Lifeguard	AN
Intern	AN
Jail Service Officer	H-22
Journey Lineworker	D1-35
Journey Lineworker Apprentice	D1-26
Key Customer Representative	A-35
Laborer	AN
Landscape Foreman/Forewoman	A-37
Landscape Pest Control Operator	G-23
Law Clerk I	AN
Law Clerk II	AN
Legal Office Specialist III	A-24
Librarian I	A-26
Librarian II	A-30
Library Assistant I	A-16
Library Assistant II	A-20
Library Circulation Supervisor	A-28
Library Material Mender/Processor	A-15
Library Page	AN
Library Program Coordinator	A-34
Library Program Coordinator - Reference	A-34
Library Program Coordinator - Technology	A-34
Library Program Coordinator - Outreach	A-34
Library Technology Aide	AN
Library Technology Assistant	A-25
Lifeguard	AN
Line Crew Leader	D1-34
Line Truck Driver	D2-21
Literacy Advocate	A-12
Literacy Program Supervisor	A-28
Literacy Student/Tutor Coordinator	A-20
Maintenance Systems Specialist	A-35
Materials Handler	A-19
Materials Handler/Auto Parts Technician	A-19
Materials Testing Technician	A-34
Mechanical Maintenance Foreperson	A-31
Mechanical Maintenance Worker	G-29
Medical Director	AN
Messenger Clerk	AN
Meter Reader	A-21
Nutrition Meal Server	AN
Nutrition Site Manager	AN
Office Assistant	A-12
Office Records Specialist	A-19
Office Specialist II	A-18
Office Specialist III	A-22
Office Specialist III - Unit 5	A-22
Office Specialist IV	A-24
Office Specialist to the City Clerk	A-22
Office Specialist to the City Council	A-20
Park Foreperson	A-33
Park Maintenance Crafts Worker	G-29
Payroll Analyst	A-33
Permit Center Supervisor *	A-29
Permit Technician	A-23
Per Diem Dispatcher	AN
Per Diem Police Officer Special Events	AN
Planning Intern I	AN
Planning Intern II	AN
Plans Examiner	A-39
Police Lieutenant	B-43
Police Officer	B-31
Police Officer - FTO	B-33
Police Records Specialist I	H-18
Police Records Specialist II	H-22
Police Records Supervisor	H-26
Police Sergeant	B-37
Pool Manager	AN
Power Account Clerk I	A-19
Power Account Clerk III	A-25
Power Analyst	A-35
Power Contract Specialist	A-33
Power Scheduling Operator	D1-37
Principal Electrical Estimator	D1-35

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

Principal Engineering Aide	A-32
Principal Engineering Aide (Civil)	A-32
Program Coordinator-Public Benefits	A-43
Project Manager	A-35
Public Safety Dispatcher I	H-25
Public Safety Dispatcher II	H-28
Public Safety Dispatcher III	H-31
Public Works Inspector	A-33
Pump Maintenance Technician - Sewer	G-27
Pump Maintenance Technician - Solar	G-27
Pump Maintenance Technician - Water	G-27
Purchasing Clerk	A-19
Purchasing Utility Worker	A-15
Receptionist Clerk	A-12
Records Assistant	AN
Recreation Coordinator	A-27
Recreation Coordinator - Therapeutics	A-27
Recreation Instructor	AN
Recreation Leader I	AN
Recreation Leader II	AN
Recreation Leader III	AN
Recreation Office Assistant	AN
Recreation Program Coordinator	AN
Recreation Program Supervisor	A-32
Recreation Specialist	AN/A-0
Recreation Supervisor	A-32
Recruit Police Officer	A-31
Resource Analyst II	A-35
Sr Accounting Technician	A-26
Sr Business Analyst	A-38
Sr Center Coordinator	A-27
Sr Public Safety Dispatcher	H-34
Sr Customer Service Representative	A-22
Sr Distribution Supervisor	A-43
Sr Electric & Water System Operator	DA-40
Sr Electric Meter Technician	D1-38
Sr Electric Utility Engineer	E3-46
Sr Electric Utility Engr - Civil	E3-46
Sr Electric Utility Engr - Contracts	E3-46
Sr Electric Utility Engr - Control-Comm	E3-46
Sr Electric Utility Engr - Customer Svc	E3-46
Sr Electric Utility Engr - Distbn Plan	E3-46
Sr Electric Utility Engr - Fiber	E3-46
Sr Electric Utility Engr - Generation	E3-46
Sr Electric Utility Engr - Prot Relay	E3-46
Sr Electric Utility Engr - Resource Pln	E3-46
Sr Electric Utility Engr - Substations	E3-46
Sr Electric Utility Engr - Transmission Operations Planning	E3-46
Sr Electric Utility Generation Tech.	D1-38
Sr Electrical Estimator	D1-31
Sr Electrician Technician	D1-38
Sr Energy Systems Analyst	A-43
Sr Engineer (Civil)	E-41
Sr Engineering Aide	A-28
Sr Human Resources Assistant	A-20
Sr Human Resources Technician	A-24
Sr Inspector	A-39
Sr Inspector - Building	A-39
Sr Inspector - Electrical	A-39
Sr Inspector - Permit	A-39
Sr Instrument & Control Technician	D1-38
Sr Key Customer Representative	A-39
Sr Library Asst	A-25
Sr Library Page	AN
Sr Materials Handler	A-23
Sr Permit Technician	A-27
Sr Plans Examiner	A-41
Sr Resource Analyst	A-43
Sr Staff Aide	A-30
Sr Tree Trimmer	G-26
Sr Water & Sewer System Operator	A-37
Sr Water Utility Engineer	E2-41
Service Coordinator-Inspector(Fiber)	D1-34
Service Coordinator-Inspector	D1-37
Sewer Inspection Technician	G-27
Solid Waste Foreman/Forewoman	A-35
Sports/Aquatics Coordinator	A-21
Staff Aide I	A-24
Staff Aide II	A-26
Staff Aide II - Environmental Programs	A-26
Staff Analyst I	A-32
Staff Analyst II	A-34
Street Foreman/Forewoman	A-31
Street Maintenance Foreperson	A-35
Street Maintenance Worker I	G-19
Street Maintenance Worker II	G-21
Street Maintenance Worker III	G-23
Street Maintenance Worker IV	G-29
Street Sweeper Operator	G-28
Therapeutic Program Supervisor	A-32
Time & Material Clerk	A-28
Traffic Control Special Events	AN
Traffic Control Trainee	AN
Traffic Foreman/Forewoman	A-31

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

Traffic Operations Engineer	E-38		Utility Locator	D2-22
Troubleshooter	D1-38		Utility Locator (Fiber)	D2-22
Typist Clerk I (As-Needed)	A-14		Utility Services Technician	A-28
Typist Clerk II (As-Needed)	A-18		Utility Worker	G-19
Typist Clerk III (As-Needed)	A-22		Water/Sewer Maintenance Worker I	G-19
Underground Crew Leader	D1-36		Water/Sewer Maintenance Worker II	G-23
Utility Crew Supervisor	A-35		Water Meter & Service Supervisor	A-34
Utility Crew Supervisor-Water	A-35		Water Resource Planner	A-34
Utility Electrician Apprentice	D1-26		Water Service Technician I	G-25
Utility Electrician Technician	D1-35		Water Service Technician II	G-27
Utility Field Services Supervisor	A-28		Water Treatment Technician	G-28
Utility Field Services Worker	A-23		Water Utility Engineer	E2-34
			Youth Activities Center Supervisor	A-32

*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	6	7	Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7
0	3,454	3,624	3,810	4,011	4,219	4,323	4,426	*16*	5,090	5,359	5,623	5,916	6,215	6,377	6,536	*32*	7,540	7,920	8,320	8,739	9,166	9,404	9,644
1	3,543	3,717	3,910	4,114	4,323	4,426	4,528	*17*	5,223	5,491	5,769	6,066	6,377	6,536	6,690	*33*	7,730	8,120	8,530	8,952	9,404	9,644	9,889
2	3,624	3,810	4,011	4,219	4,426	4,528	4,629	*18*	5,359	5,623	5,916	6,215	6,536	6,690	6,853	*34*	7,920	8,320	8,739	9,166	9,644	9,889	10,133
3	3,717	3,910	4,114	4,323	4,528	4,629	4,748	*19*	5,491	5,769	6,066	6,377	6,690	6,853	7,030	*35*	8,120	8,530	8,952	9,404	9,889	10,133	10,373
4	3,810	4,011	4,219	4,426	4,629	4,748	4,863	*20*	5,623	5,916	6,215	6,536	6,853	7,030	7,208	*36*	8,320	8,739	9,166	9,644	10,133	10,373	10,615
5	3,910	4,114	4,323	4,528	4,748	4,863	4,976	*21*	5,769	6,066	6,377	6,690	7,030	7,208	7,376	*37*	8,530	8,952	9,404	9,889	10,373	10,615	10,882
6	4,011	4,219	4,426	4,629	4,863	4,976	5,090	*22*	5,916	6,215	6,536	6,853	7,208	7,376	7,540	*38*	8,739	9,166	9,644	10,133	10,615	10,882	11,153
7	4,114	4,323	4,528	4,748	4,976	5,090	5,223	*23*	6,066	6,377	6,690	7,030	7,376	7,540	7,730	*39*	8,952	9,404	9,889	10,373	10,882	11,153	11,431
8	4,219	4,426	4,629	4,863	5,090	5,223	5,359	*24*	6,215	6,536	6,853	7,208	7,540	7,730	7,920	*40*	9,166	9,644	10,133	10,615	11,153	11,431	11,710
9	4,323	4,528	4,748	4,976	5,223	5,359	5,491	*25*	6,377	6,690	7,030	7,376	7,730	7,920	8,120	*41*	9,404	9,889	10,373	10,882	11,431	11,710	12,010
10	4,426	4,629	4,863	5,090	5,359	5,491	5,623	*26*	6,536	6,853	7,208	7,540	7,920	8,120	8,320	*42*	9,644	10,133	10,615	11,153	11,710	12,010	12,302
11	4,528	4,748	4,976	5,223	5,491	5,623	5,769	*27*	6,690	7,030	7,376	7,730	8,120	8,320	8,530	*43*	9,889	10,373	10,882	11,431	12,010	12,302	12,607
12	4,629	4,863	5,090	5,359	5,623	5,769	5,916	*28*	6,853	7,208	7,540	7,920	8,320	8,530	8,739	*44*	10,133	10,615	11,153	11,710	12,302	12,607	12,915
13	4,748	4,976	5,223	5,491	5,769	5,916	6,066	*29*	7,030	7,376	7,730	8,120	8,530	8,739	8,952	*45*	10,373	10,882	11,431	12,010	12,607	12,915	13,235
14	4,863	5,090	5,359	5,623	5,916	6,066	6,215	*30*	7,208	7,540	7,920	8,320	8,739	8,952	9,166	*46*	10,615	11,153	11,710	12,302	12,915	13,235	13,564
15	4,976	5,223	5,491	5,769	6,066	6,215	6,377	*31*	7,376	7,730	8,120	8,530	8,952	9,166	9,404								

SCHEDULE B

Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7
31	10,421	10,938	11,489	12,063	12,664	12,984	13,299	*36*	11,773	12,362	12,984	13,632	14,311	14,664	15,026	*41*	13,299	13,965	14,664	15,394	16,164	16,567	16,966
32	10,681	11,214	11,773	12,362	12,984	13,299	13,632	*37*	12,063	12,664	13,299	13,965	14,664	15,026	15,394	*42*	13,632	14,311	15,026	15,778	16,567	16,966	17,396
33	10,938	11,489	12,063	12,664	13,299	13,632	13,965	*38*	12,362	12,984	13,632	14,311	15,026	15,394	15,778	*43*	13,965	14,664	15,394	16,164	16,966	17,396	17,822
34	11,214	11,773	12,362	12,984	13,632	13,965	14,311	*39*	12,664	13,299	13,965	14,664	15,394	15,778	16,164	*44*	14,311	15,026	15,778	16,567	17,396	17,822	18,266
35	11,489	12,063	12,664	13,299	13,965	14,311	14,664	*40*	12,984	13,632	14,311	15,026	15,778	16,164	16,567	*45*	14,664	15,394	16,164	16,966	17,822	18,266	18,713

SCHEDULE C

Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7
30	8,890	9,328	9,806	10,291	10,809	11,076	11,340	*35*	10,049	10,551	11,076	11,632	12,223	12,525	12,834	*40*	11,340	11,925	12,525	13,142	13,817	14,167	14,509
31	9,110	9,568	10,049	10,551	11,076	11,340	11,632	*36*	10,291	10,809	11,340	11,925	12,525	12,834	13,142	*41*	11,632	12,223	12,834	13,481	14,167	14,509	14,873
32	9,328	9,806	10,291	10,809	11,340	11,632	11,925	*37*	10,551	11,076	11,632	12,223	12,834	13,142	13,481	*42*	11,925	12,525	13,142	13,817	14,509	14,873	15,234
33	9,568	10,049	10,551	11,076	11,632	11,925	12,223	*38*	10,809	11,340	11,925	12,525	13,142	13,481	13,817								
34	9,806	10,291	10,809	11,340	11,925	12,223	12,525	*39*	11,076	11,632	12,223	12,834	13,481	13,817	14,167								

SCHEDULE OF MONTHLY SALARY RANGES

SCHEDULE C1

Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7
18	6,758	7,095	7,448	7,819	8,209	8,410	8,617	***28***	8,617	9,046	9,491	9,978	10,471	10,735	10,998	***38***	10,998	11,538	12,134	12,744	13,372	13,716	14,059
19	6,925	7,270	7,631	8,012	8,410	8,617	8,828	***29***	8,828	9,269	9,735	10,225	10,735	10,998	11,268	***39***	11,268	11,836	12,439	13,058	13,716	14,059	14,411
20	7,095	7,448	7,819	8,209	8,617	8,828	9,046	***30***	9,046	9,491	9,978	10,471	10,998	11,268	11,538	***40***	11,538	12,134	12,744	13,372	14,059	14,411	14,763
21	7,270	7,631	8,012	8,410	8,828	9,046	9,269	***31***	9,269	9,735	10,225	10,735	11,268	11,538	11,836	***41***	11,836	12,439	13,058	13,716	14,411	14,763	15,131
22	7,448	7,819	8,209	8,617	9,046	9,269	9,491	***32***	9,491	9,978	10,471	10,998	11,538	11,836	12,134	***42***	12,134	12,744	13,372	14,059	14,763	15,131	15,501
23	7,631	8,012	8,410	8,828	9,269	9,491	9,735	***33***	9,735	10,225	10,735	11,268	11,836	12,134	12,439								
24	7,819	8,209	8,617	9,046	9,491	9,735	9,978	***34***	9,978	10,471	10,998	11,538	12,134	12,439	12,744								
25	8,012	8,410	8,828	9,269	9,735	9,978	10,225	***35***	10,225	10,735	11,268	11,836	12,439	12,744	13,058								
26	8,209	8,617	9,046	9,491	9,978	10,225	10,471	***36***	10,471	10,998	11,538	12,134	12,744	13,058	13,372								
27	8,410	8,828	9,269	9,735	10,225	10,471	10,735	***37***	10,735	11,268	11,836	12,439	13,058	13,372	13,716								

SCHEDULE D1

Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7
24	7,598	7,994	8,377	8,799	9,222	9,447	9,678	***30***	8,799	9,222	9,678	10,173	10,663	10,931	11,198	***36***	10,173	10,663	11,198	11,781	12,382	12,691	12,996
25	7,797	8,188	8,588	9,010	9,447	9,678	9,925	***31***	9,010	9,447	9,925	10,419	10,931	11,198	11,492	***37***	10,419	10,931	11,492	12,081	12,691	12,996	13,326
26	7,994	8,377	8,799	9,222	9,678	9,925	10,173	***32***	9,222	9,678	10,173	10,663	11,198	11,492	11,781	***38***	10,663	11,198	11,781	12,382	12,996	13,326	13,652
27	8,188	8,588	9,010	9,447	9,925	10,173	10,419	***33***	9,447	9,925	10,419	10,931	11,492	11,781	12,081	***39***	10,931	11,492	12,081	12,691	13,326	13,652	13,994
28	8,377	8,799	9,222	9,678	10,173	10,419	10,663	***34***	9,678	10,173	10,663	11,198	11,781	12,081	12,382	***40***	11,198	11,781	12,382	12,996	13,652	13,994	14,335
29	8,588	9,010	9,447	9,925	10,419	10,663	10,931	***35***	9,925	10,419	10,931	11,492	12,081	12,382	12,691								

SCHEDULE D2

Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7
18	6,561	6,893	7,254	7,623	7,998	8,198	8,398	***21***	7,073	7,438	7,811	8,198	8,609	8,821	9,032	***23***	7,438	7,811	8,198	8,609	9,032	9,246	9,475
19	6,725	7,073	7,438	7,811	8,198	8,398	8,609	***22***	7,254	7,623	7,998	8,398	8,821	9,032	9,246	***24***	7,623	7,998	8,398	8,821	9,246	9,475	9,708
20	6,893	7,254	7,623	7,998	8,398	8,609	8,821																

SCHEDULE D3

Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7
32	8,651	9,077	9,528	9,994	10,498	10,768	11,038	***35***	9,305	9,764	10,249	10,768	11,325	11,613	11,881	***37***	9,764	10,249	10,768	11,325	11881	12148	12,450
33	8,862	9,305	9,764	10,249	10,768	11,038	11,325	***36***	9,528	9,994	10,498	11,038	11,613	11,881	12,148	***38***	9,994	10,498	11,038	11,613	12148	12450	12,755
34	9,077	9,528	9,994	10,498	11,038	11,325	11,613																

SCHEDULE E

Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7
32	8,258	8,656	9,106	9,545	10,023	10,277	10,534	***37***	9,324	9,786	10,277	10,810	11,341	11,606	11,899	***42***	10,534	11,079	11,606	12,192	12,814	13,123	13,433
33	8,460	8,883	9,324	9,786	10,277	10,534	10,810	***38***	9,545	10,023	10,534	11,079	11,606	11,899	12,192	***43***	10,810	11,341	11,899	12,500	13,123	13,433	13,769
34	8,656	9,106	9,545	10,023	10,534	10,810	11,079	***39***	9,786	10,277	10,810	11,341	11,899	12,192	12,500	***44***	11,079	11,606	12,192	12,814	13,433	13,769	14,097
35	8,883	9,324	9,786	10,277	10,810	11,079	11,341	***40***	10,023	10,534	11,079	11,606	12,192	12,500	12,814	***45***	11,341	11,899	12,500	13,123	13,769	14,097	14,452
36	9,106	9,545	10,023	10,534	11,079	11,341	11,606	***41***	10,277	10,810	11,341	11,899	12,500	12,814	13,123	***46***	11,606	12,192	12,814	13,433	14,097	14,452	14,807

SCHEDULE OF MONTHLY SALARY RANGES

SCHEDULE E2

Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7
32	8,653	9,070	9,540	10,000	10,502	10,767	11,036	**37**	9,769	10,252	10,767	11,325	11,883	12,159	12,467	**42**	11,036	11,608	12,159	12,773	13,425	13,751	14,074
33	8,864	9,306	9,769	10,252	10,767	11,036	11,325	**38**	10,000	10,502	11,036	11,608	12,159	12,467	12,773	**43**	11,325	11,883	12,467	13,097	13,751	14,074	14,426
34	9,070	9,540	10,000	10,502	11,036	11,325	11,608	**39**	10,252	10,767	11,325	11,883	12,467	12,773	13,097	**44**	11,608	12,159	12,773	13,425	14,074	14,426	14,770
35	9,306	9,769	10,252	10,767	11,325	11,608	11,883	**40**	10,502	11,036	11,608	12,159	12,773	13,097	13,425	**45**	11,883	12,467	13,097	13,751	14,426	14,770	15,142
36	9,540	10,000	10,502	11,036	11,608	11,883	12,159	**41**	10,767	11,325	11,883	12,467	13,097	13,425	13,751	**46**	12,159	12,773	13,425	14,074	14,770	15,142	15,515

SCHEDULE E3

Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7
32	9,056	9,492	9,984	10,466	10,991	11,270	11,550	**37**	10,224	10,730	11,270	11,853	12,436	12,726	13,047	**42**	11,550	12,150	12,726	13,370	14,051	14,391	14,729
33	9,278	9,740	10,224	10,730	11,270	11,550	11,853	**38**	10,466	10,991	11,550	12,150	12,726	13,047	13,370	**43**	11,853	12,436	13,047	13,707	14,391	14,729	15,099
34	9,492	9,984	10,466	10,991	11,550	11,853	12,150	**39**	10,730	11,270	11,853	12,436	13,047	13,370	13,707	**44**	12,150	12,726	13,370	14,051	14,729	15,099	15,458
35	9,740	10,224	10,730	11,270	11,853	12,150	12,436	**40**	10,991	11,550	12,150	12,726	13,370	13,707	14,051	**45**	12,436	13,047	13,707	14,391	15,099	15,458	15,849
36	9,984	10,466	10,991	11,550	12,150	12,436	12,726	**41**	11,270	11,853	12,436	13,047	13,707	14,051	14,391	**46**	12,726	13,370	14,051	14,729	15,458	15,849	16,238

SCHEDULE G

Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7
16	5,000	5,273	5,525	5,805	6,111	6,271	6,429	***21***	5,664	5,952	6,271	6,587	6,911	7,080	7,256	***26***	6,429	6,743	7,080	7,420	7,781	7,980	8,180
17	5,136	5,398	5,664	5,952	6,271	6,429	6,587	***22***	5,805	6,111	6,429	6,743	7,080	7,256	7,420	***27***	6,587	6,911	7,256	7,603	7,980	8,180	8,378
18	5,273	5,525	5,805	6,111	6,429	6,587	6,743	***23***	5,952	6,271	6,587	6,911	7,256	7,420	7,603	***28***	6,743	7,080	7,420	7,781	8,180	8,378	8,579
19	5,398	5,664	5,952	6,271	6,587	6,743	6,911	***24***	6,111	6,429	6,743	7,080	7,420	7,603	7,781	***29***	6,911	7,256	7,603	7,980	8,378	8,579	8,795
20	5,525	5,805	6,111	6,429	6,743	6,911	7,080	***25***	6,271	6,587	6,911	7,256	7,603	7,781	7,980	***30***	7,080	7,420	7,781	8,180	8,579	8,795	9,005

SCHEDULE H

Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7
0	3,833	4,019	4,224	4,450	4,678	4,792	4,907	***16***	5,640	5,937	6,234	6,556	6,887	7,069	7,248	***32***	8,358	8,777	9,225	9,683	10,162	10,425	10,689
1	3,925	4,121	4,333	4,565	4,792	4,907	5,021	***17***	5,793	6,083	6,395	6,727	7,069	7,248	7,420	***33***	8,570	9,001	9,455	9,924	10,425	10,689	10,960
2	4,019	4,224	4,450	4,678	4,907	5,021	5,131	***18***	5,937	6,234	6,556	6,887	7,248	7,420	7,592	***34***	8,777	9,225	9,683	10,162	10,689	10,960	11,232
3	4,121	4,333	4,565	4,792	5,021	5,131	5,260	***19***	6,083	6,395	6,727	7,069	7,420	7,592	7,789	***35***	9,001	9,455	9,924	10,425	10,960	11,232	11,500
4	4,224	4,450	4,678	4,907	5,131	5,260	5,389	***20***	6,234	6,556	6,887	7,248	7,592	7,789	7,987	***36***	9,225	9,683	10,162	10,689	11,232	11,500	11,770
5	4,333	4,565	4,792	5,021	5,260	5,389	5,518	***21***	6,395	6,727	7,069	7,420	7,789	7,987	8,173	***37***	9,455	9,924	10,425	10,960	11,500	11,770	12,064
6	4,450	4,678	4,907	5,131	5,389	5,518	5,640	***22***	6,556	6,887	7,248	7,592	7,987	8,173	8,358	***38***	9,683	10,162	10,689	11,232	11,770	12,064	12,363
7	4,565	4,792	5,021	5,260	5,518	5,640	5,793	***23***	6,727	7,069	7,420	7,789	8,173	8,358	8,570	***39***	9,924	10,425	10,960	11,500	12,064	12,363	12,675
8	4,678	4,907	5,131	5,389	5,640	5,793	5,937	***24***	6,887	7,248	7,592	7,987	8,358	8,570	8,777	***40***	10,162	10,689	11,232	11,770	12,363	12,675	12,982
9	4,792	5,021	5,260	5,518	5,793	5,937	6,083	***25***	7,069	7,420	7,789	8,173	8,570	8,777	9,001	***41***	10,425	10,960	11,500	12,064	12,675	12,982	13,311
10	4,907	5,131	5,389	5,640	5,937	6,083	6,234	***26***	7,248	7,592	7,987	8,358	8,777	9,001	9,225	***42***	10,689	11,232	11,770	12,363	12,982	13,311	13,636
11	5,021	5,260	5,518	5,793	6,083	6,234	6,395	***27***	7,420	7,789	8,173	8,570	9,001	9,225	9,455	***43***	10,960	11,500	12,064	12,675	13,311	13,636	13,978
12	5,131	5,389	5,640	5,937	6,234	6,395	6,556	***28***	7,592	7,987	8,358	8,777	9,225	9,455	9,683	***44***	11,232	11,770	12,363	12,982	13,636	13,978	14,317
13	5,260	5,518	5,793	6,083	6,395	6,556	6,727	***29***	7,789	8,173	8,570	9,001	9,455	9,683	9,924	***45***	11,500	12,064	12,675	13,311	13,978	14,317	14,674
14	5,389	5,640	5,937	6,234	6,556	6,727	6,887	***30***	7,987	8,358	8,777	9,225	9,683	9,924	10,162	***46***	11,770	12,363	12,982	13,636	14,317	14,674	15,034
15	5,518	5,793	6,083	6,395	6,727	6,887	7,069	***31***	8,173	8,570	9,001	9,455	9,924	10,162	10,425								

AS-NEEDED SALARY SCHEDULE

	Salary Range				
Job Title	***1***	***2***	***3***	***4***	***5***
			PAY RATES		
Associate Consultant	$ 16.650	$ 18.760	$ 20.870	$ 22.980	$ 25.090
Consultant	25.230	30.280	35.330	40.380	45.430
Crossing Guard	14.160	14.870	15.610	16.390	17.210
Emergency Medical Technician Special Events	16.150	17.160	18.170	19.180	20.190
Exam Proctor	11.100	11.660	12.240	12.850	13.490
Fire Inspector Aide	17.200	18.060	18.960	19.908	20.903
Head Proctor	11.690	12.270	12.880	13.524	14.200
Instructor-Lifeguard	13.710	14.400	15.120	15.876	16.670
Intern	11.100	12.210	13.320	14.430	15.540
Laborer	12.050	12.650	13.280	13.940	14.640
Law Clerk I	16.590	17.420	18.290	19.200	20.160
Law Clerk II	19.610	20.590	21.620	22.700	23.840
Library Page	11.100	11.660	12.240	12.850	13.490
Library Technology Aide	13.350	14.020	14.720	15.460	16.230
Lifeguard	11.100	11.660	12.240	12.852	13.495
Medical Director	100.910	—	—	—	—
Messenger Clerk	11.100	11.660	12.240	12.850	13.490
Nutrition Meal Server	14.880	15.624	16.405	17.225	18.087
Nutrition Site Manager	19.530	20.507	21.532	22.608	23.739
Per Diem Dispatcher	40.360	—	—	—	—
Per Diem Police Officer Special Events	65.590	—	—	—	—
Planning Intern I	15.970	16.770	17.610	18.491	19.415
Planning Intern II	19.810	20.800	21.840	22.930	24.080
Pool Manager	15.900	16.700	17.540	18.417	19.338
Records Assistant	15.140	15.900	16.700	17.530	18.410
Recreation Leader I	11.100	11.660	12.240	12.852	13.495
Recreation Leader II	13.070	13.720	14.410	15.131	15.887
Recreation Leader III	14.200	14.910	15.650	16.430	17.250
Recreation Office Assistant	15.300	16.060	16.860	17.700	18.580
Recreation Instructor	15.300	16.060	16.860	17.700	18.580
Recreation Prog. Coordinator	19.860	20.850	21.890	22.990	24.140
Recreation Specialist	15.300	16.060	16.860	17.700	18.580
Reserve Police Officer	60.120	63.100	66.280	69.590	73.060
Senior Library Page	12.130	12.740	13.380	14.050	14.750
Traffic Control Special Events	22.200	—	—	—	—
Traffic Control Trainee	11.100	11.660	12.240	12.850	13.490

On August 22, 2017, the City of Santa Clara City Council adopted Ordinance No. 1969, entitled "An Ordinance of The City Of Santa Clara, California, Amending Chapter 3.20 ('Minimum Wage Ordinance') Of Title 3 ('Revenue And Finance') Of 'The Code Of The City Of Santa Clara, California'." This ordinance requires the payment of a city-wide minimum wage of $13.00 per hour, effective January 1, 2018, and an increase to $15.00 per hour effective January 1, 2019. Thereafter beginning January 1, 2020, the minimum wage will be increased annually based on the cost of living increases as of August of the previous year as reflected in the Bay Area Consumer Price Index (Urban Wage Earners and Clerical Workers, San Francisco-Oakland-San Jose, CA for All Items).

City of Santa Clara

The Center of What's Possible

General Fund

GENERAL FUND RESOURCES BY DEPARTMENT
Fiscal Year 2018/19

	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Offices					
City Attorney	$ 23,947	$ 509	$ —	$ —	$ —
City Clerk	201,468	52,817	20,000	33,800	13,800
City Council	—	—	—	—	—
City Manager	733,183	431,941	40,800	40,800	—
Total - Offices	**$ 958,598**	**$ 485,268**	**$ 60,800**	**$ 74,600**	**$ 13,800**
Departments					
Community Development	$ 16,784,812	$ 14,893,429	$ 18,380,145	$ 15,879,658	$ (2,500,487)
Finance	1,183,419	972,501	1,028,000	1,253,000	225,000
Human Resources	—	129,692	—	—	—
Information Technology	1,402,325	1,473,698	1,450,000	1,314,655	(135,345)
Library	432,969	311,187	147,800	151,800	4,000
Parks And Recreation	2,506,443	2,579,698	2,699,000	2,664,000	(35,000)
Public Works	6,088,490	7,412,371	6,886,741	7,425,489	538,748
Total - Departments	**$ 28,398,459**	**$ 27,772,576**	**$ 30,591,686**	**$ 28,688,602**	**$ (1,903,084)**
Public Safety					
Fire	$ 5,229,937	$ 5,133,854	$ 4,681,186	$ 5,985,300	$ 1,304,114
Police	10,552,382	6,029,708	7,466,188	1,326,464	(6,139,724)
Total - Public Safety	**$ 15,782,319**	**$ 11,163,563**	**$ 12,147,374**	**$ 7,311,764**	**$ (4,835,610)**
Non-Departmental					
Non-Departmental	$ 161,021,751	$ 173,973,290	$ 178,854,627	$ 214,392,357	$ 35,537,730
Total - Non-Departmental	**$ 161,021,751**	**$ 173,973,290**	**$ 178,854,627**	**$ 214,392,357**	**$ 35,537,730**
Total - General Fund Resources	**$ 206,161,126**	**$ 213,394,696**	**$ 221,654,487**	**$ 250,467,323**	**$ 28,812,836**

GENERAL FUND APPROPRIATIONS BY DEPARTMENT
Fiscal Year 2018/19

	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Offices					
City Attorney	$ 1,490,899	$ 1,668,268	$ 1,719,032	$ 2,129,011	$ 409,979
City Clerk	994,826	1,604,259	1,349,777	1,872,604	522,827
City Council	443,112	516,254	909,425	833,851	(75,574)
City Manager	5,590,230	5,220,998	7,502,707	5,747,949	(1,754,758)
Total - Offices	**$ 8,519,067**	**$ 9,009,779**	**$ 11,480,941**	**$ 10,583,415**	**$ (897,526)**
Departments					
Community Development	$ 9,425,965	$ 9,971,767	$ 15,061,578	$ 14,638,933	$ (422,645)
Finance	9,263,813	9,714,255	11,530,992	11,734,247	203,255
Human Resources	2,583,075	2,976,324	3,479,976	3,640,473	160,497
Information Technology	7,114,115	8,207,906	11,212,950	11,165,807	(47,143)
Library	8,908,735	9,014,010	10,225,270	10,426,621	201,351
Parks And Recreation	14,879,839	15,773,244	18,426,199	19,451,006	1,024,807
Public Works	17,377,259	19,982,701	24,423,426	26,328,639	1,905,213
Total - Departments	**$ 69,552,801**	**$ 75,640,205**	**$ 94,360,391**	**$ 97,385,726**	**$ 3,025,335**
Public Safety					
Fire	$ 38,805,136	$ 42,276,708	$ 45,264,279	$ 46,683,831	$ 1,419,552
Police	60,197,974	62,424,785	72,388,743	68,446,889	(3,941,854)
Total - Public Safety	**$ 99,003,110**	**$ 104,701,493**	**$ 117,653,022**	**$ 115,130,720**	**$ (2,522,302)**
Non-Departmental					
Non-Departmental	$ 17,329,507	$ 4,123,778	$ (1,839,867)	$ 27,367,462	$ 29,207,329
Total - Non-Departmental	**$ 17,329,507**	**$ 4,123,778**	**$ (1,839,867)**	**$ 27,367,462**	**$ 29,207,329**
Total - General Fund Appropriations	**$ 194,404,485**	**$ 193,475,255**	**$ 221,654,487**	**$ 250,467,323**	**$ 28,812,836**

City of Santa Clara

The Center of What's Possible

City Council Offices

City Council Offices

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
City Council - Council	$ 443,112	$ 516,254	$ 909,425	$ 833,851
Total Expenditures	$ 443,112	$ 516,254	$ 909,425	$ 833,851
Full Time Equivalents (Budgeted)	9.00	10.00	11.00	10.00
Total Revenues	$ —	$ —	$ —	$ —

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 Board Members, Commissioners or Directors of the Bayshore North Project Enhancement Authority, Housing Authority, Industrial Development Agency, Joint Financing Authority, Public Facilities Financing Corporation, Sports & Open Space Authority and Stadium Authority.

* Mayor and City Council positions shown as (7.0) Full-Time Equivalents (Budgeted) positions.

City Council Offices

Mission

Establish City policies and ordinances to ensure the development and maintenance of a balanced and stable community for citizens, by servicing the community with resourceful, efficient, progressive and professional leadership.

Significant Accomplishments

- Responded to all received concerns and inquiries within three business days.
- Approved and processed proclamations 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 two weeks 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Salaries	$ 295,395	$ 305,052	$ 552,524	$ 500,133	$ (52,391)
Benefits	95,910	159,018	261,860	235,501	(26,359)
Materials/Services/Supplies	45,251	37,452	75,917	73,415	(2,502)
Interfund Services	6,556	14,732	19,124	24,802	5,678
Total Expenditures	$ 443,112	$ 516,254	$ 909,425	$ 833,851	$ (75,574)
Full Time Equivalents (Budgeted)	9.00	10.00	11.00	10.00	(1.00)

Budget Overview and Significant Changes

Service Level Impact

1.0 FTE was reallocated from the City Council Offices to Non-Departmental, and reclassed from an Office Specialist to a Public Records Manager.

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.

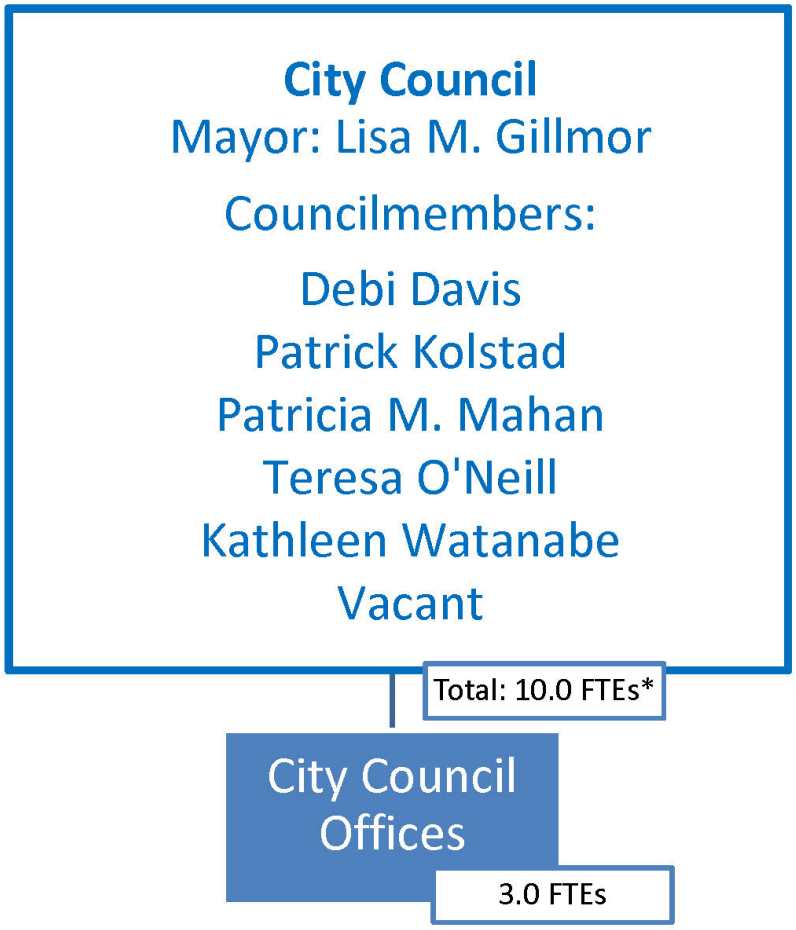
Benefits changes from prior adopted budget

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

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 of Santa Clara
Divisional Organization Chart



* Mayor and City Council positions shown as 7.0 Full-Time Equivalents (Budgeted) positions.

City Council Offices

POSITION DETAIL

General Fund		2015/16 Adopted	2016/17 Adopted	2017/18 Adopted	2018/19 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	1.00	—
A20	Office Specialist to City Council	1.00	1.00	1.00	—	(1.00)
A19	Office Records Specialist	—	—	1.00	1.00	—
	Full Time Equivalents (Budgeted)	**9.00**	**10.00**	**11.00**	**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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
1611-City Council Program	$ 443,112	$ 516,254	$ 909,425	$ 833,851	$ (75,574)
Total Expenditures	$ 443,112	$ 516,254	$ 909,425	$ 833,851	$ (75,574)
Full Time Equivalents (Budgeted)	9.00	10.00	11.00	10.00	(1.00)
Total Direct Revenue	$ —	$ —	$ —	$ —	$ —

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 members of the community.
- Assist with the coordination of meetings for several City committees and several area wide/outside agency committees.
- Provide Mayor and Council Members with updates on controversial issues and coordinate concerns from members of the community in an effort to increase openness and responsiveness.
- Provide general administrative support to the Mayor and Council Members and facilitate the need for transparency.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 295,395	$ 305,052	$ 552,524	$ 500,133	$ (52,391)
Benefits	95,910	159,018	261,860	235,501	(26,359)
Materials/Services/Supplies	45,251	37,452	75,917	73,415	(2,502)
Interfund Services	6,556	14,732	19,124	24,802	5,678
Total Expenditures	$ 443,112	$ 516,254	$ 909,425	$ 833,851	$ (75,574)
Full Time Equivalents (Budgeted)	9.00	10.00	11.00	10.00	(1.00)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Percent of forwarded citizen concerns and inquiries to City Manager within three business days.	90%	100%	100%	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 Mayor and/or Council's personal appearance at events within two weeks of requests.	100%	100%	100%	100%	100%

This page intentionally left blank.

City of Santa Clara

The Center of What's Possible

City Attorney's Office

City Attorney's Office

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
City Attorney	$ 1,490,896	$ 1,668,264	$ 1,719,032	$ 2,129,011
Total Expenditures	$ 1,490,896	$ 1,668,264	$ 1,719,032	$ 2,129,011
Full Time Equivalents (Budgeted)	6.00	6.00	6.00	7.00
Total Revenues	$ 23,946	$ 509	$ —	$ —

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; and 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 Public Records Act requests responses.

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

- Successfully obtained judgment in Santa Clara's favor in CityPlace CEQA litigation and concluded settlement in Santana West CEQA litigation
- Successfully obtained unlawful detainer judgment in Santa Clara's favor and obtained dismissal of contract litigation (David's Restaurant)
- Drafted City ordinances, including: Food and Building Service Worker Retention Ordinance, Accessory Dwelling Unit Ordinance, Historical Preservation Ordinance, Affordable Housing Impact Fee Ordinance, Parkland Dedication Ordinance, and Amendment of Minimum Wage Ordinance
- Drafted ordinance and advised the Ad Hoc Advisory Districting Committee with regard to the June 2018 Charter Amendment

Significant Objectives

- Assist with implementing policy/ordinance regarding cultivation of recreational marijuana
- Assist with implementing revisions to massage business regulations
- Assist with Stadium issues
  - related to non-NFL events
  - related to audit recommendations and implementation
- Assist with comprehensive Zoning Ordinance Update
- Assist with specific plans for Focus Areas (Tasman East, ECR, Downtown)

City Attorney's Office

Department Budget Summary

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Salaries	$ 960,501	$ 999,225	$ 1,054,620	$ 1,246,586	$ 191,966
Benefits	437,419	457,105	533,427	642,334	108,907
Materials/Services/Supplies	56,919	177,687	81,571	86,187	4,616
Interfund Services	36,061	34,251	49,414	53,904	4,490
Capital Outlay	—	—	—	100,000	100,000
Total Expenditures	$ 1,490,896	$ 1,668,264	$ 1,719,032	$ 2,129,011	$ 409,979
Revenue Category					
Charges for Services	$ 23,481	$ —	$ —	$ —	$ —
Other Revenues	465	509	—	—	—
Total Revenues	$ 23,946	$ 509	$ —	$ —	$ —
Full Time Equivalents (Budgeted)	6.00	6.00	6.00	7.00	1.00

Budget Overview and Significant Changes

Service Level Impact

1.0 Deputy City Attorney was added to the City Attorney's Office to respond more efficiently to departmental requests and absorb legal services that are currently being contracted.

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. In addition, benefits changes reflect new CalPERS (California Public Employees' Retirement System) employer pension rates and estimated health insurance rates.

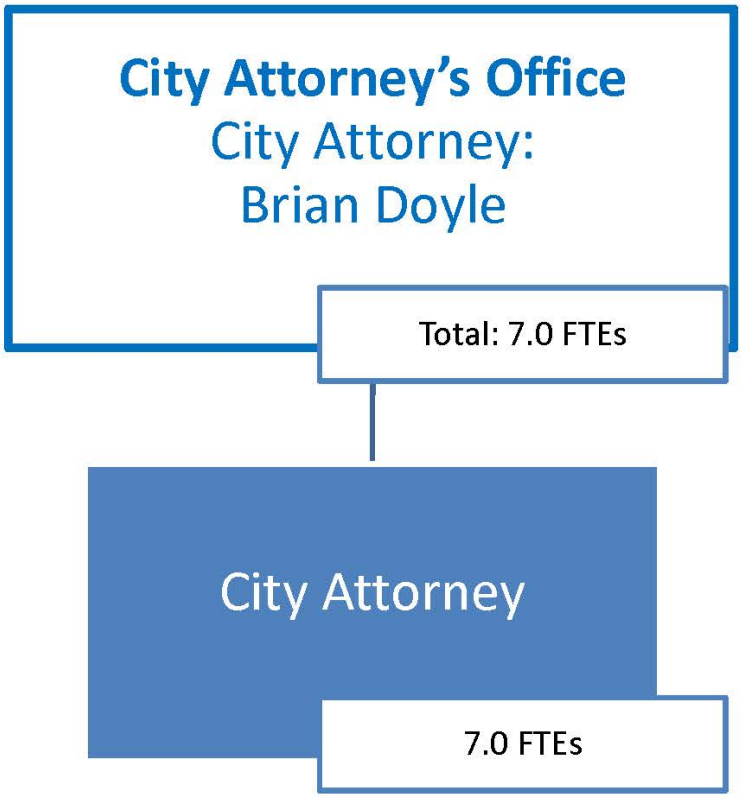
Interfund Services changes from prior adopted budget

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 increase in the Capital Outlay expenditures is projected to be the cost of the CAO remodel for the new Deputy City Attorney added as part of the budget.

City of Santa Clara
Divisional Organization Chart



City Attorney's Office

POSITION DETAIL

General Fund		2015/16 Adopted	2016/17 Adopted	2017/18 Adopted	2018/19 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	2.00	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**	**7.00**	**1.00**

Department: City Attorney's Office
Division: City Attorney

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
2411 - Program Administration	$ 1,047,565	$ 1,098,995	$ 1,267,287	$ 1,639,199	$ 371,912
2412 - Program Litigation	443,331	569,269	451,745	489,812	38,067
Total Expenditures	$ 1,490,896	$ 1,668,264	$ 1,719,032	$ 2,129,011	$ 409,979
Full Time Equivalents (Budgeted)	6.00	6.00	6.00	7.00	1.00
Total Revenue	$ 23,947	$ 509	$ —	$ —	$ —

Division Mission

Provide professional municipal legal services to the City Council, policy makers, boards, commissions and staff in their official capacities

Division Overview

- Oversee and direct ongoing litigation; defend against claims filed against the City.
- Review, update, interpret, and enforce the City Code, particularly regarding quality of life issues and nuisance abatement; and, draft and recommend ordinances and amendments in response to City Council direction.
- Ensure CEQA and zoning compliance for all property development.
- Initiate prosecutions when necessary to protect residents, employees, and the environment.
- Work with the Human Resources Department regarding personnel and discipline matters.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 670,250	$ 703,767	$ 789,948	$ 953,011	$ 163,063
Benefits	295,816	307,015	392,280	484,054	91,774
Materials/Services/Supplies	56,919	62,094	58,605	61,830	3,225
Interfund Services	24,583	26,123	26,454	40,304	13,850
Capital Outlay	—	—	—	100,000	100,000
Total Expenditures	$ 1,047,565	$ 1,098,995	$ 1,267,287	$ 1,639,199	$ 371,912
Full Time Equivalents (Budgeted)	3.90	3.90	4.10	5.10	1.00

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of legal service requests reviewed within ten working days after receipt from the Department.	1,893	1,793	2,489	1,800	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.	117	85	144	100	100

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 290,250	$ 295,458	$ 264,672	$ 293,575	$ 28,903
Benefits	141,603	150,090	141,147	158,280	17,133
Materials/Services/Supplies	—	115,593	22,966	24,357	1,391
Interfund Services	11,478	8,128	22,960	13,600	(9,360)
Total Expenditures	$ 443,331	$ 569,269	$ 451,745	$ 489,812	$ 38,067
Full Time Equivalents (Budgeted)	2.10	2.10	1.90	1.90	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 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.	86	75	40	80	80

City of Santa Clara

The Center of What's Possible

City Clerk's Office

City Clerk's Office

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
City Clerk	$ 825,456	$ 1,494,259	$ 1,180,539	$ 1,872,604
City Auditor	169,371	110,003	169,238	—
Total Expenditures	$ 994,827	$ 1,604,262	$ 1,349,777	$ 1,872,604
Full Time Equivalents (Budgeted)	5.00	7.00	7.00	6.00
Total Revenues	$ 201,468	$ 52,817	$ 20,000	$ 33,800

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

- Implemented the Special Election - June 2018 and implemented the first phase of the Electronic Public Records Act System.
- Collaborated with the City Attorney's Office and introduced Hidden Political Donations (Dark Money) Ordinance.
- Updated the Pathway to Citizenship webpage to allow more accessible information on applying for citizenship.
- Increased Lobbyist Fees and created a new Client Fee for full cost recovery of the program.

Significant Objectives

- Work with the City Manager’s Office and Information Technology Department to stabilize and improve current agenda and document management process by implementing new, contemporary agenda and enterprise document management systems. Implement and support an electronic agenda workflow process by providing best practices, support documentation, ongoing support and subject matter expertise.
- Implement and support enhanced functionality for the enterprise document management system as a City-wide resource for records management, the use of forms, compatibility with mobile devices and other functionality as appropriate.
- Identify and focus on key elements of the agenda and enterprise document management systems that will enhance productivity and increase transparency through the public meeting process and access to information. Continue to provide prompt and thorough responses to requests for public records and to assure that all official records and document are accessible by the public.
- Assess, improve and administer good government reporting practices such as the open calendar policy, lobbyist registration ordinance, statements of economic interest and campaign disclosure statements.
- Enhance community engagement programs such as citizenship outreach, board and commission recruitment, neighborhood engagement and others as appropriate.

City Clerk's Office

Department Budget Summary

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Salaries	$ 576,402	$ 683,431	$ 773,988	$ 713,765	$ (60,223)
Benefits	244,963	301,290	430,533	423,689	(6,844)
Materials/Services/Supplies	146,761	582,579	121,286	696,435	575,149
Interfund Services	26,699	36,959	23,970	38,715	14,745
Total Expenditures	$ 994,827	$ 1,604,262	$ 1,349,777	$ 1,872,604	$ 522,827
Revenue Category					
Intergovernmental	$ 189,238	$ —	$ —	$ —	$ —
Charges for Services	12,029	26,496	20,000	33,800	13,800
Other Revenues	201	26,321	—	—	—
Total Revenues	$ 201,468	$ 52,817	$ 20,000	$ 33,800	$ 13,800
Full Time Equivalents (Budgeted)	5.00	7.00	7.00	6.00	(1.00)

Budget Overview and Significant Changes

Service Level Impact

The City Clerk's Office has transitioned the City Auditor function to the Finance Department. Additionally, the Administration took a hard look at the current staffing structure and determined that certain vacant positions would be removed from the budget in order to fund several newly added positions to address adminisitrative costly or high-risk vulnerabilities and increase efficiencies. One of the positions eliminated was an Office Specialist in the City Clerk's Office.

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. 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 increase of ~$575k in the Materials/Service/Supplies budget is primarily due to election costs that are incurred in election years (every other year).

Interfund Services changes from prior adopted budget

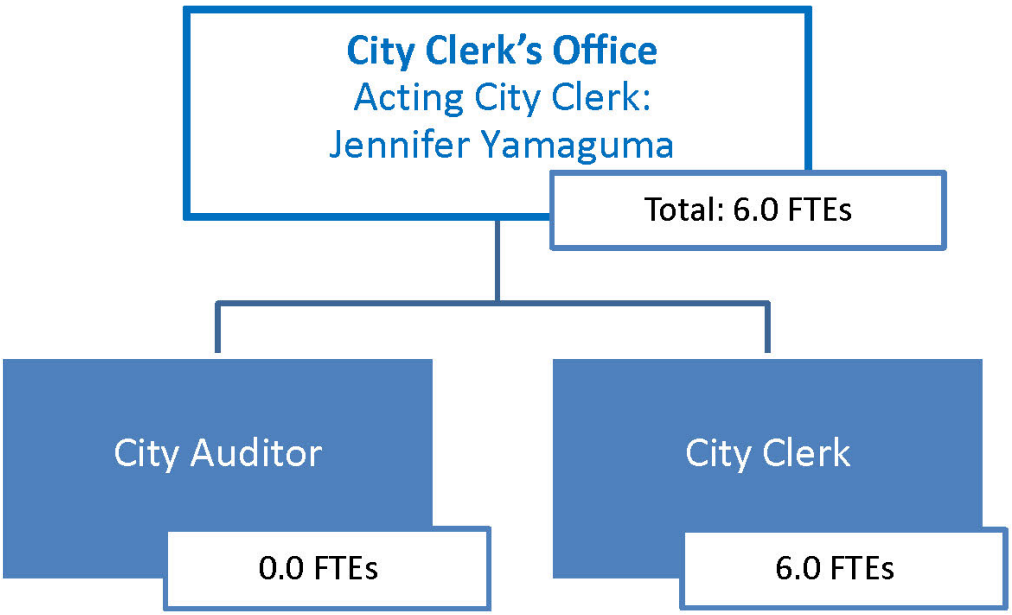
Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal Service Funds section of this budget document.

City Clerk's Office

Total Revenues

Total Revenues changes from prior adopted budget
Total revenues increase to reflect increased Lobbyist Fees as well as the introduction of a new Client Fee.

City of Santa Clara
Divisional Organization Chart



City Clerk's Office

POSITION DETAIL

General Fund		2015/16 Adopted	2016/17 Adopted	2017/18 Adopted	2018/19 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	1.00	—
A24	Staff Aide I	1.00	2.00	2.00	2.00	—
A22	Office Specialist to the City Clerk	1.00	—	—	—	—
A22	Office Specialist III	—	1.00	1.00	—	(1.00)
A19	Office Records Specialist	1.00	1.00	1.00	1.00	—
	Total Full Time Equivalents (Budgeted)	**5.00**	**7.00**	**7.00**	**6.00**	**(1.00)**

Department: City Clerk's Office
Division: City Clerk

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
2311-Council/Administration Support	$ 361,632	$ 471,645	$ 454,333	$ 561,433	$ 107,100
2312-Public Information/ Legislative Records Mgmt.	212,320	236,380	355,007	464,924	109,917
2313-Elections/Political Reform Act	251,504	786,234	371,199	846,247	475,048
Total Expenditures	$ 825,456	$ 1,494,259	$ 1,180,539	$ 1,872,604	$ 692,065
Full Time Equivalents (Budgeted)	3.85	5.85	5.85	6.00	0.15
Total Revenues	$ 201,468	$ 52,817	$ 20,000	$ 33,800	$ 13,800

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.
- Implemented RFP process and identified agenda and enterprise document management system vendors.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 253,093	$ 313,702	$ 277,807	$ 311,355	$ 33,548
Benefits	68,047	108,983	132,794	182,112	49,318
Materials/Services/Supplies	32,032	32,939	29,861	50,710	20,849
Interfund Services	8,459	16,019	13,871	17,256	3,385
Total Expenditures	$ 361,632	$ 471,645	$ 454,333	$ 561,433	$ 107,100
Full Time Equivalents (Budgeted)	1.34	2.04	2.04	2.64	0.60

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 104,571	$ 126,475	$ 177,986	$ 162,525	$ (15,461)
Benefits	53,390	68,605	108,616	100,940	(7,676)
Materials/Services/Supplies	48,238	34,330	65,040	191,900	126,860
Interfund Services	6,120	6,968	3,365	9,559	6,194
Total Expenditures	$ 212,320	$ 236,380	$ 355,007	$ 464,924	$ 109,917
Full Time Equivalents (Budgeted)	1.28	1.88	1.88	1.53	(0.35)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Percent of records authorized and provided by the department for destruction are destroyed within 30 days.	100%	100%	100%	100%	100%

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 132,495	$ 176,727	$ 224,856	$ 239,885	$ 15,029
Benefits	56,780	91,493	129,710	140,637	10,927
Materials/Services/Supplies	55,961	509,482	11,825	453,825	442,000
Interfund Services	6,268	8,532	4,808	11,900	7,092
Total Expenditures	$ 251,504	$ 786,234	$ 371,199	$ 846,247	$ 475,048
Full Time Equivalents (Budgeted)	1.23	1.93	1.93	1.83	(0.10)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Percent of Campaign Disclosure Statements distributed.	100%	100%	100%	100%	100%
2. Number of Campaign Disclosures Statements processed.	43	253	35	50	50
3. Number of Conflict of Interest forms processed.	249	305	301	250	250
4. Number of elections held.	—	1	—	—	2

Department: City Clerk's Office
Division: City Auditor

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
2321-City Auditor*	$ 169,371	$ 110,003	$ 169,238	$ —	$ (169,238)
Total Expenditures	$ 169,371	$ 110,003	$ 169,238	$ —	$ (169,238)
Full Time Equivalents (Budgeted)	1.15	1.15	1.15	—	(1.15)
Total Revenue	$ —	$ —	$ —	$ —	$ —

Division Mission

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

*In 2018/19, City Auditor functions transitioned to the Finance Department.

Division: City Auditor
Program: 2321 - City Auditor

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

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget*	Budget Change
Salaries	$ 86,244	$ 66,528	$ 93,339	$ —	$ (93,339)
Benefits	66,745	32,209	59,413	—	(59,413)
Materials/Services/Supplies	10,530	5,827	14,560	—	(14,560)
Interfund Services	5,852	5,439	1,926	—	(1,926)
Total Expenditures	$ 169,371	$ 110,003	$ 169,238	$ —	$ (169,238)
Full Time Positions	1.15	1.15	1.15	—	(1.15)

Performance and Workload Measures*	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

*In 2018/19, City Auditor functions transitioned to the Finance Department.

This page intentionally left blank.

City of Santa Clara

The Center of What's Possible

City Manager's Office

City Manager's Office

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
City Manager's Office	$ 1,672,808	$ 2,181,499	$ 3,378,183	$ 4,069,755
City Manager General Government	3,917,420	3,039,500	4,124,524	1,678,194
Total Expenditures	$ 5,590,229	$ 5,220,999	$ 7,502,707	$ 5,747,949
Full Time Equivalents (Budgeted)	9.30	13.00	14.00	13.00
Total Revenues	$ 733,183	$ 431,941	$ 40,800	$ 40,800

Overview

The City Manager's Office is responsible for providing direction and support to all City departments for day-to-day operations and strategic planning, and support to the City Council with its policy making. The City Manager’s Office also provides general administration for the Sports and Open Space Authority, Santa Clara Stadium Authority, Housing Authority, and Successor Agency of the former Redevelopment Agency. The Office also ensures city-wide emergency preparedness, drives organizational development and revamping of Council and administrative policies and procedures, oversees employee relations, directs the preparation of the budget in conformance with the Council's approved priorities and Budget Principles, and advises Council of the City’s financial outlook. In addition, the City Manager's Office has direct responsibility for economic development, community and media relations, land management, special projects, and legislative research and analysis.

Note: Throughout this document, prior years information reflects 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

The City Manager's Office mission is, by the City Council's direction, to build and maintain a vibrant community 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 Code, and Administrative Policies.

Significant Accomplishments

- In cooperation with the City Attorney's Office, completed the sale of the Santa Clara Hilton and resolved multi-year lawsuit with the City of San Jose regarding City Place and Santana West; negotiated very favorable terms including additional funding for transportation and $5 million for affordable housing. Additionally, the City Manager's Office held a two-day Council Priority Setting Session to create a shared understanding and realistic assessment about the state of the organization and City Council's policy priorities.
- Transitioned to a two-year budget development process, beginning with FY 2018-19 Capital Budget, and began aligning resource investment to Council's Strategic Pillars for upcoming operating budgets and implemented a Ten Year Fiscal Outlook in the annual budget process to provide context for revenue and expenditure planning and delivered to Council a balanced FY 2018-19 Proposed Budget that continues to fund the excellent services our community receives and focuses on the most pressing needs for our City. The City Manager's Office also refined the methodology of the City's financial forecast reducing the deficit outlook from $8.6 million to $1.0 million which potentially avoided $7.6 M in service reductions for FY 2018-19.
- Re-focused on community engagement with robust efforts on topics of interest to the Santa Clara communities, such as ongoing activities in the City, potential creation of voting districts, and the impacts on Levi's Stadium, through the online publication and distribution of the City Manager's bi-weekly blog, increased social media presence, numerous community meetings, phone surveys, and online surveys (Open City Hall).
- Successfully negotiated successor Memoranda of Understandings, as approved by Council, with three bargaining units representing 53% of the City's labor force.

Significant Objectives

- Establish a fiscal plan, with City Council's direction, to mitigate reductions to the City's 10-Year Fiscal Outlook and establish a functional audit program to support sound management, continuous improvement, and fiscal efficiency in the delivery of public service. Refine the Council Committee structure as presented to the Governance Committee at their April 23, 2018 meeting so that it better supports the City's Governance Structure; aligns to the Council's Strategic Pillars; and takes into account the organization's resource capacity.
- Minimize the City's administrative structure and operation to risk exposure and implement records management processes and system to manage increasing volume of public records requests while minimizing impact on City resources.
- With appropriate staffing, implement large land-use developments that add value to the City's long-term financial solutions, such as City Place. Additionally, complete Convention Center analysis and develop a strategic plan for future and complete the sale of remaining Successor Agency properties.
- Re-launch the City's website and customer relationship management (CRM) system, MySantaClara, to provide a more effective and user-friendly experience to Santa Clara communities.
- Be responsive to the June 8, 2018 Santa Clara County Superior Court ruling that found the City to be in violation of the California Voting Rights Act (CVRA), the related June 26, 2018 Court Order regarding the Schedule for the Remedies Phase of Trial, and any subsequent decisions or orders; and include community engagement efforts in the creation of potential district maps for the election of Council members. Begin preparing a work plan, including a timeline for community engagement, to prepare for the voting re-districting efforts that will be completed by the City in compliance with CVRA once the Census 2020 results are released.

City Manager's Office

Department Budget Summary

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Salaries	$ 1,375,571	$ 1,495,952	$ 2,345,214	$ 2,739,188	$ 393,974
Benefits	560,856	855,462	1,171,290	1,417,253	245,963
Materials/Services/Supplies	3,546,570	2,756,967	3,895,388	1,434,926	(2,460,462)
Interfund Services	99,093	74,979	90,815	156,582	65,767
Capital Outlay	8,139	37,639	—	—	—
Total Expenditures	$ 5,590,229	$ 5,220,999	$ 7,502,707	$ 5,747,949	$ (1,754,758)
Revenue Category					
Licenses & Permits	$ 384,048	$ 189,138	$ —	$ —	$ —
Interest and Rent	182,363	235,214	40,800	40,800	—
Intergovernmental	124,352	—	—	—	—
Op Transfers	200	165	—	—	—
Other Revenues	42,220	7,424	—	—	—
Total Revenues	$ 733,183	$ 431,941	$ 40,800	$ 40,800	$ —
Full Time Equivalents (Budgeted)	9.30	13.00	14.00	13.00	(1.00)

Budget Overview and Significant Changes

Service Level Impact

The City Manager's Office has been strategically aligning classifications and filling vacancies resulting in a net decrease of one position, as reflected in the Position Detail Summary. For the FY 2018-19 Budget, there is a reduction in 1.0 Communications Coordinator (Video Services program), which has been offset with increased as-needed resources for video production and the alignment of duties to the Public Information Officer.

Expenditures

Salaries changes from prior adopted budget

At the beginning of FY 2017-18, Council amended the FY 2017-18 Budget for approved new and reclassified positions; this FY 2017-18 Revised Budget is not shown in the table. The salaries increase for the FY 2018-19 Budget is approximately $67k from the FY 2017-18 Revised Budget primarily due to contractually agreed upon wage increases for those bargaining units with current contracts.

Benefits changes from prior adopted budget

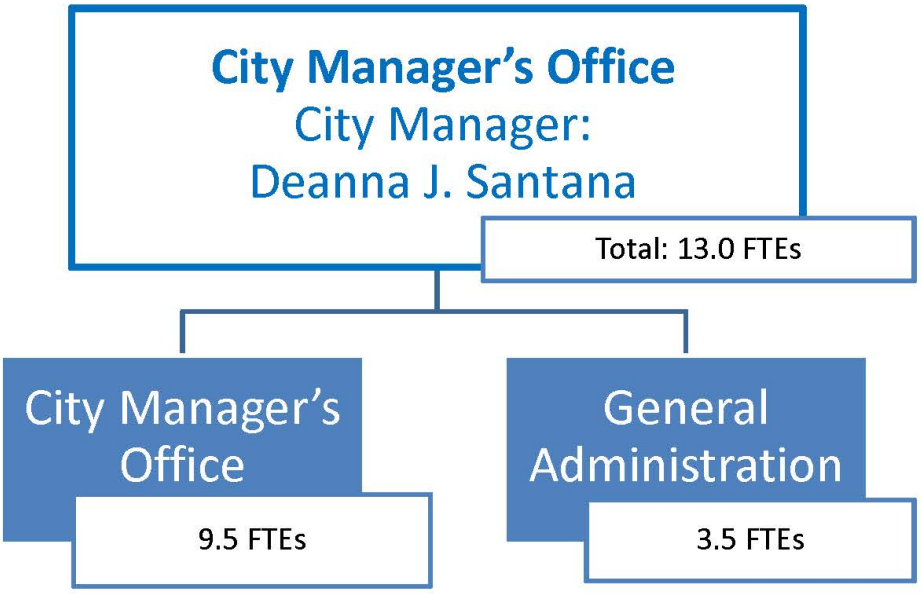
At the beginning of FY 2017-18, Council amended the FY 2017-18 Budget for approved new and reclassified positions; this FY 2017-18 Revised Budget is not shown in the table. The benefits increase for the FY 2018-19 Budget is approximately $25k from the FY 2017-18 Revised Budget primarily due to contractually agreed upon benefit changes for those bargaining units with current contracts. 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 ~$2.3M decrease in Materials/Service/Supplies is due to moving the various Boards and Commissions expenditures from the City Manager's Office to other departments, such as Parks and Recreation and Community Development, in order to align similar functions or allocate expenditures to the appropriate department. For example, Parks and Recreation, which manages about ten large community events per year will be assigned to work with the Cultural Commission. Additionally, the $1.5 million of funding for the Convention Visitors Bureau will be moved to the non-departmental section of this budget document.

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 of Santa Clara
Divisional Organization Chart



City Manager's Office

POSITION DETAIL

General Fund		2015/16 Adopted	2016/17 Adopted	2017/18 Adopted	2018/19 Budget	Position Change
Position Title						
Uncl	City Manager	1.00	1.00	1.00	1.00	—
Uncl	Chief Operating Officer	—	—	—	1.00	1.00
Uncl	Assistant City Manager	2.00	3.00	2.00	3.00	1.00
Uncl	Assistant City Manager (Sustainability Manager)	—	—	1.00	—	(1.00)
Uncl	Economic Development Officer/Assistant City Manager	1.00	—	—	—	—
Uncl	Assistant to the City Manager	—	—	—	2.00	2.00
Uncl	Deputy City Manager	0.30	1.00	1.00	—	(1.00)
Uncl	Public Information Officer	—	—	—	1.00	1.00
Uncl	Management Analyst	1.00	1.00	2.00	2.00	—
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 Oversight Manager	—	1.00	1.00	—	(1.00)
A32	Staff Analyst I	—	1.00	—	—	—
A32	Communications Coordinator	—	—	2.00	1.00	(1.00)
A30	Senior Staff Aide	1.00	—	—	—	—
A26	Staff Aide II	—	1.00	—	—	—
A22	Office Specialist III	—	1.00	1.00	1.00	—
A18	Office Specialist II	1.00	1.00	1.00	—	(1.00)
	Total Full Time Equivalents (Budgeted)	**9.30**	**13.00**	**14.00**	**13.00**	**(1.00)**

Department: City Manager's Office
Division: City Manager's Office

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
1011 - Management Administration	$ 835,923	$ 1,496,371	$ 1,482,318	$ 2,187,589	$ 705,271
1012 - SOSA & Authority Administration	497,929	370,578	1,361,857	1,235,590	(126,267)
1013 - Property Management	338,956	314,550	534,008	646,576	112,568
Total Expenditures	$ 1,672,808	$ 2,181,499	$ 3,378,183	$ 4,069,755	$ 691,572
Full Time Equivalents (Budgeted)	6.50	8.50	8.20	9.50	1.30
Total Revenues	$ 224,325	$ 242,638	$ 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 City Council priorities as funded in this budget.
- Ensure City reserves are maintained per Council policy and focus on the long-term fiscal outlook.

Division: City Manager's Office
Program: 1011 - Management & Administration

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

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 568,005	$ 789,891	$ 919,894	$ 1,292,482	$ 372,588
Benefits	211,528	562,686	457,644	774,518	316,874
Materials/Services/Supplies	27,398	80,722	70,100	72,600	2,500
Interfund Services	20,853	25,433	34,680	47,989	13,309
Capital Outlay	8,139	37,639	—	—	—
Total Expenditures	$ 835,923	$ 1,496,371	$ 1,482,318	$ 2,187,589	$ 705,271
Full Time Equivalents (Budgeted)	3.30	6.40	4.70	7.35	2.65

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of citizen inquiries responded to by City Manager's Office.	300	345	370	350	300
2. Percent of contacts assigned out within 5 business days.	100%	95%	95%	95%	95%
3. General Fund expenditures per General Fund budgeted FTE.	$ 242,872	$ 232,717	$ 256,217	$ 267,452	$ 304,131

Division: City Manager's Office
Program: 1012 - SOSA & Authority Administration

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

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 245,242	$ 243,395	$ 638,321	$ 563,243	$ (75,078)
Benefits	85,953	77,925	268,467	194,479	(73,988)
Materials/Services/Supplies	153,971	41,469	450,026	450,026	—
Interfund Services	12,763	7,789	5,043	27,842	22,799
Total Expenditures	$ 497,929	$ 370,578	$ 1,361,857	$ 1,235,590	$ (126,267)
Full Time Equivalents (Budgeted)	1.65	1.00	2.65	1.35	(1.30)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

Division: City Manager's Office
Program: 1013 - Property Management

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

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 203,205	$ 162,596	$ 200,626	$ 280,144	$ 79,518
Benefits	97,098	83,313	97,536	125,258	27,722
Materials/Services/Supplies	27,489	61,771	230,500	230,500	—
Interfund Services	11,164	6,870	5,346	10,674	5,328
Total Expenditures	$ 338,956	$ 314,550	$ 534,008	$ 646,576	$ 112,568
Full Time Equivalents (Budgeted)	1.55	1.10	0.85	0.80	(0.05)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Review property management's active files	N/A	13	12	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	3	2	2	2

Department: City Manager's Office
Division: City Manager General Administration

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
1042 - Advertising Community	$ 2,796,419	$ 2,233,995	$ 2,828,477	$ 398,133	$ (2,430,344)
1043 - Contract Management	888,252	439,476	443,728	749,234	305,506
1045 - Mandated Program	70,561	12,197	42,133	41,908	(225)
1046 - Video Service	162,188	353,832	810,186	488,919	(321,267)
Total Expenditures	$ 3,917,420	$ 3,039,500	$ 4,124,524	$ 1,678,194	$ (2,446,330)
Full Time Equivalents (Budgeted)	2.80	4.50	5.80	3.50	(2.30)
Total Revenues	$ 508,858	$ 189,303	$ 165	$ —	$ (165)

Division Mission

Support the Santa Clara community through strategic planning, day-to-day oversight of operations, fiscal planning and support to the City Council with its policy decisions. This Division also leads 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 by publishing and distributing online the City Manager's Blog; publishing Inside Santa Clara, the City newspaper for residents and businesses that is issued three times a year; broadcasting Council and Planning Commission meetings and other events through Cable Channel 15/MCTV; and regularly updating the City's website and social media channels.
- 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: City Manager 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 271,370	$ 45,244	$ 291,080	$ 240,102	$ (50,978)
Benefits	121,460	24,600	165,836	116,989	(48,847)
Materials/Services/Supplies	2,388,324	2,158,802	2,368,365	25,405	(2,342,960)
Interfund Services	15,267	5,347	3,196	15,637	12,441
Total Expenditures	$ 2,796,419	$ 2,233,995	$ 2,828,477	$ 398,133	$ (2,430,344)
Full Time Equivalents (Budgeted)	2.05	1.10	2.45	1.15	(1.30)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Prepare and distribute the Annual Report Calendar.	1	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
4. Prepare and distribute the City newspaper to residents and businesses three times per year.	3	3	3	3	3

Division: City Manager General Administration
Program: 1043 - Contract Management

Program Mission: Administer the City's numerous agreements with intergovernmental organizations and

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 10,933	$ 5,325	$ 15,949	$ 215,624	$ 199,675
Benefits	7,407	6,160	9,775	115,089	105,314
Materials/Services/Supplies	835,272	400,464	379,485	379,485	—
Interfund Services	34,640	27,527	38,519	39,036	517
Total Expenditures	$ 888,252	$ 439,476	$ 443,728	$ 749,234	$ 305,506
Full Time Equivalents (Budgeted)	0.20	1.05	0.15	1.15	1.00

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of agreements with community-based organizations and intergovernmental agencies updated and administered annually.	32	30	30	30	20
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.	90%	90%	100%	100%	90%

Division: City Manager General Administration
Program: 1045 - Mandated Program Administration

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

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ —	$ 4,157	$ —	$ —	$ —
Benefits	151	1,901	—	—	—
Materials/Services/Supplies	69,781	5,900	41,908	41,908	—
Interfund Services	629	239	225	—	(225)
Total Expenditures	$ 70,561	$ 12,197	$ 42,133	$ 41,908	$ (225)
Full Time Equivalents (Budgeted)	0.05	0.05	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

Division: City Manager 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 76,817	$ 245,343	$ 279,344	$ 147,593	$ (131,751)
Benefits	37,259	98,877	172,032	90,920	(81,112)
Materials/Services/Supplies	44,335	7,839	355,004	235,002	(120,002)
Interfund Services	3,777	1,773	3,806	15,404	11,598
Total Expenditures	$ 162,188	$ 353,832	$ 810,186	$ 488,919	$ (321,267)
Full Time Equivalents (Budgeted)	0.50	2.30	3.20	1.20	(2.00)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 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	—	15	15	18
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%

City of Santa Clara

The Center of What's Possible

Finance Department

Finance Department

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
Accounting	$ 2,569,018	$ 2,838,360	$ 3,192,585	$ 3,101,331
Administrative Services	534,964	690,187	630,706	1,117,603
Budget & Treasury	1,065,535	1,177,673	1,452,427	1,150,933
Municipal Services	4,287,474	4,109,027	5,007,648	5,101,675
Purchasing	806,821	899,013	1,247,625	1,262,705
Total Expenditures	$ 9,263,812	$ 9,714,260	$ 11,530,991	$ 11,734,247
Full Time Equivalents (Budgeted)	60.25	61.75	61.00	61.00
Total Revenue	$ 1,183,420	$ 972,501	$ 1,028,000	$ 1,253,000

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

- Received the Government Finance Officers Association award for excellence in financial reporting for fiscal year 2016/17. This is the twenty-sixth consecutive year receiving the award.
- Implemented an upgrade of the PeopleSoft payroll system providing enhanced security as well as process and reporting functions. Included in this upgrade are employee self-service capabilities to empower users to manage aspects of their own employee profile. The Department also implemented enhanced Bill Print and Mail services for Utility Billing and Business Tax.
- Created a comprehensive Santa Clara Stadium Authority Annual Budget document for Fiscal Year 2017/18 and received an unmodified audit opinion for the 2016/17 Stadium Authority Annual Financial Statements
- Created a Citywide Debt Management Policy, updated the City's Investment Policy, and updated the Convention Center Quarterly Reports to include additional financial information, metrics, and graphics.

Significant Objectives

- Begin work with the Information Technology Department on replacement of the Financial Management System.
- Complete critical upgrades of current PeopleSoft financial system to ensure vendor support until new Financial Management 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.
- Identify opportunities and implement processes and procedures with the goal of streamlining the procurement and contracting process.

Finance Department

Department Budget Summary

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Salaries	$ 5,220,746	$ 5,424,949	$ 6,208,604	$ 6,087,272	$ (121,332)
Benefits	2,614,736	2,898,693	3,619,917	3,921,578	301,661
Materials/Services/Supplies	1,039,478	1,016,529	1,216,702	1,285,865	69,163
Interfund Services	388,853	374,089	410,768	439,532	28,764
Capital Outlay	—	—	75,000	—	(75,000)
Total Expenditures	$ 9,263,812	$ 9,714,260	$ 11,530,991	$ 11,734,247	$ 203,256
Revenue Category					
Licenses & Permits	$ 751,519	$ 648,761	$ 675,000	$ 800,000	$ 125,000
Interest and Rent	13,303	1,472	—	—	—
Charges for Services	418,598	322,239	353,000	453,000	100,000
Total Revenues	$ 1,183,420	$ 972,501	$ 1,028,000	$ 1,253,000	$ 225,000
Full Time Equivalents (Budgeted)	60.25	61.75	61.00	61.00	—

Budget Overview and Significant Changes

Service Level Impact

The City Auditor function, previously overseen by the City Clerk's Office, has transitioned to the Finance 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. These increase in salaries costs also includes the reclassification of existing positions, as described under Service Level Impact above.

Benefits changes from prior adopted budget

Benefits costs reflect contractually agreed upon benefit changes for those bargaining units with current contracts. In addition, benefits changes reflect new CalPERS (California Public Employees' Retirement System) employer pension rates and estimated health insurance rates. These increase in benefits costs also includes the reclassification of existing positions, as described under Service Level Impact above.

Materials/Services/Supplies changes from prior adopted budget

Materials/Services/Supplies costs increased primarily due to a contractual services shift to Finance from Human Resources and higher contractual services costs.

Interfund Services changes from prior adopted budget

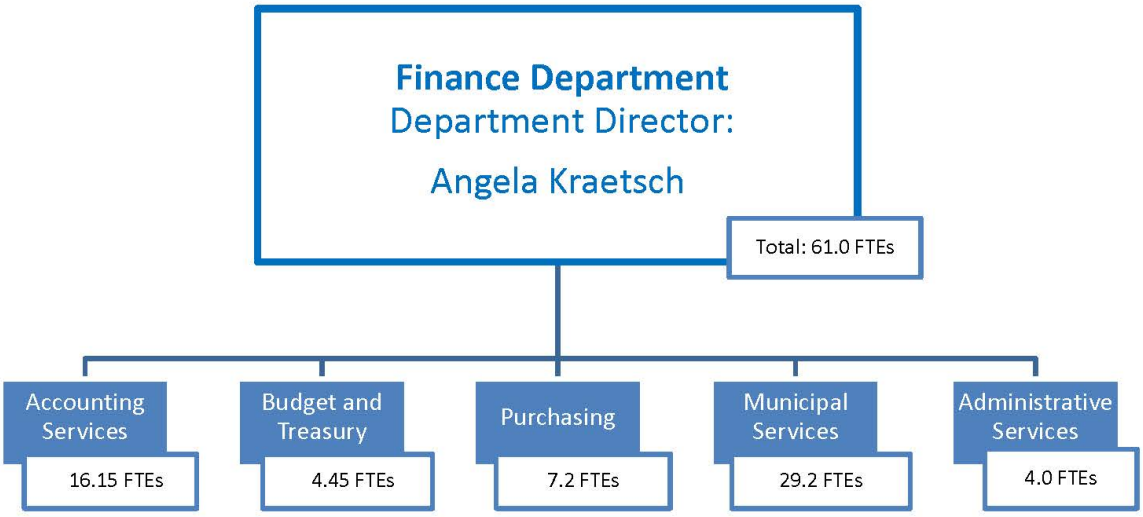
Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal Service Funds section of this budget document.

Capital Outlay changes from prior adopted budget
The reduction in capital outlay is attributable to one-time funding approved in the 2017-18 Adopted Budget for a work space remodel to accommodate an additional positions.

Total Revenues

Total Revenues changes from prior adopted budget
Change in revenue reflects anticipated increased demand for utility services as the City continues to develop and expand utility service connections.

City of Santa Clara
Divisional Organization Chart



Finance Department

POSITION DETAIL

General Fund		2015/16 Adopted	2016/17 Adopted	2017/18 Adopted	2018/19 Budget	Position Change
Position Title						
Uncl	Director of Finance/Asst City Manager	1.00	—	—	—	—
Uncl	Director of Finance	—	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	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	3.00	1.00
Uncl	Principal Accountant	2.00	2.00	2.00	2.00	—
Uncl	Management Analyst	—	—	3.00	2.00	(1.00)
A35	Business Analyst	—	1.00	1.00	1.00	—
A33	Financial Analyst	2.00	2.00	—		—
A33	Payroll Analyst	0.75	1.00	1.00	1.00	—
A32	Chief Storekeeper/Buyer	1.00	—	—	—	—
A32	Chief Storekeeper	—	1.00	1.00	1.00	—
A32	Buyer	—	1.00	1.00	1.00	—
A31	Accountant	4.75	4.75	4.00	4.00	—
A28	Customer Service Supervisor	2.00	2.00	2.00	2.00	—
A28	Utility Services Technician	1.00	1.00	1.00	1.00	—
A28	Utility Field Services Supervisor	1.00	—	1.00	1.00	—
A26	Senior Accounting Technician	2.00	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	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	—
A22	Senior Customer Service Representative	5.00	5.00	5.00	5.00	—
A21	Meter Reader	4.00	4.00	3.00	3.00	—
A20	Accounting Technician I/II	4.75	5.00	5.00	5.00	—
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	12.00	12.00	12.00	12.00	—
A15	Purchasing Utility Worker	1.00	—	—		—
	Total Full Time Equivalents (Budgeted)	**60.25**	**61.75**	**61.00**	**61.00**	**—**

Department: Finance
Division: Administrative Services

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
3362 - City Wide Fiscal Planning	$ 336,226	$ 543,958	$ 374,098	$ 1,109,342	$ 735,244
3363 - Special Projects	198,738	146,229	256,608	8,261	(248,347)
Total Expenditures	$ 534,964	$ 690,187	$ 630,706	$ 1,117,603	$ 486,897
Full Time Equivalents (Budgeted)	1.90	2.00	2.30	4.00	1.70
Total Revenues	$ —	$ —	$ —	$ —	$ —

Division Mission

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

Division Overview

- Provide leadership in preparing the fiscal year 2018-19 Budget and Ten-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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 178,576	$ 304,034	$ 211,323	$ 596,881	$ 385,558
Benefits	93,331	137,594	112,829	349,741	236,912
Materials/Services/Supplies	53,188	66,237	39,790	150,300	110,510
Interfund Services	11,131	36,093	10,156	12,420	2,264
Total Expenditures	$ 336,226	$ 543,958	$ 374,098	$ 1,109,342	$ 735,244
Full Time Equivalents (Budgeted)	1.25	1.30	1.30	4.00	2.70

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 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	4	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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 149,047	$ 108,161	$ 165,015	$ —	$ (165,015)
Benefits	45,328	33,747	86,666	—	(86,666)
Interfund Services	4,366	4,321	4,927	8,261	3,334
Total Expenditures	$ 198,738	$ 146,229	$ 256,608	$ 8,261	$ (248,347)
Full Time Equivalents (Budgeted)	0.65	0.70	1.00	—	(1.00)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
3312 - Debt and Treasury Management	$ 335,202	$ 382,819	$ 325,367	$ 9,677	$ (315,690)
3315 - Budget & Financial Analysis	730,332	794,854	1,127,060	1,141,256	14,196
Total Expenditures	$ 1,065,535	$ 1,177,673	$ 1,452,427	$ 1,150,933	$ (301,494)
Full Time Equivalents (Budgeted)	5.60	6.50	5.60	4.45	(1.15)
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 Ten-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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 190,402	$ 240,251	$ 190,677	$ —	$ (190,677)
Benefits	116,120	119,929	104,631	—	(104,631)
Materials/Services/Supplies	13,873	14,022	18,010	—	(18,010)
Interfund Services	14,807	8,617	12,049	9,677	(2,372)
Total Expenditures	$ 335,202	$ 382,819	$ 325,367	$ 9,677	$ (315,690)
Full Time Equivalents (Budgeted)	1.60	2.10	1.35	—	(1.35)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 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.	133%	133%	96%	110%	110%
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 analyses of financial data for consistency with adopted financial policies and principles and manage the operating and capital improvement budget development and monitoring processes.

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 441,115	$ 449,457	$ 578,293	$ 619,894	$ 41,601
Benefits	209,652	235,103	322,717	369,302	46,585
Materials/Services/Supplies	55,819	88,187	124,510	120,510	(4,000)
Interfund Services	23,746	22,107	26,540	31,550	5,010
Capital Outlay	—	—	75,000	—	(75,000)
Total Expenditures	$ 730,332	$ 794,854	$ 1,127,060	$ 1,141,256	$ 14,196
Full Time Equivalents (Budgeted)	4.00	4.40	4.25	4.45	0.20

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
3322 - General Accounting	$ 1,704,461	$ 1,931,817	$ 2,066,729	$ 1,932,084	$ (134,645)
3323 - Payroll	425,469	496,519	596,450	632,012	35,562
3324 - Procurement	177,401	182,677	339,150	366,026	26,876
3325 - Receivables/Fixed Assets	261,686	227,347	190,256	171,209	(19,047)
Total Expenditures	$ 2,569,018	$ 2,838,360	$ 3,192,585	$ 3,101,331	$ (91,254)
Full Time Equivalents (Budgeted)	15.75	16.25	16.70	16.15	(0.55)
Total Revenues	$ 16,841	$ 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 910,328	$ 1,091,921	$ 1,081,588	$ 933,982	$ (147,606)
Benefits	458,569	580,555	615,142	621,097	5,955
Materials/Services/Supplies	286,306	215,056	320,815	320,815	—
Interfund Services	49,258	44,285	49,184	56,190	7,006
Total Expenditures	$ 1,704,461	$ 1,931,817	$ 2,066,729	$ 1,932,084	$ (134,645)
Full Time Equivalents (Budgeted)	9.65	9.90	9.10	8.55	(0.55)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 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.	100%	100%	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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 274,149	$ 301,150	$ 355,986	$ 364,448	$ 8,462
Benefits	130,071	178,308	222,165	245,440	23,275
Materials/Services/Supplies	2,555	2,708	3,000	3,000	—
Interfund Services	18,694	14,353	15,299	19,124	3,825
Total Expenditures	$ 425,469	$ 496,519	$ 596,450	$ 632,012	$ 35,562
Full Time Equivalents (Budgeted)	3.70	3.95	4.20	4.20	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 125,872	$ 106,993	$ 210,247	$ 218,311	$ 8,064
Benefits	35,735	61,647	115,093	128,773	13,680
Materials/Services/Supplies	8,966	8,596	9,000	9,000	—
Interfund Services	6,828	5,441	4,810	9,942	5,132
Total Expenditures	$ 177,401	$ 182,677	$ 339,150	$ 366,026	$ 26,876
Full Time Equivalents (Budgeted)	1.20	1.20	2.20	2.20	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of invoices processed.	53,934	43,006	44,789	54,000	43,000
2. Number of vendor warrants issued.	12,027	10,978	9,452	15,000	14,000
3. Percent of vendor invoices paid within 7 days of receipt.	90%	87%	100%	95%	95%
4. Number of quick invoice vouchers processed.	17,488	16,950	16,217	18,000	16,000

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 172,385	$ 166,461	$ 115,549	$ 97,890	$ (17,659)
Benefits	83,045	56,010	69,337	67,144	(2,193)
Materials/Services/Supplies	22	1	200	200	—
Interfund Services	6,234	4,875	5,170	5,975	805
Total Expenditures	$ 261,686	$ 227,347	$ 190,256	$ 171,209	$ (19,047)
Full Time Equivalents (Budgeted)	1.20	1.20	1.20	1.20	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
3332 - Utility Billing Services	$ 1,699,907	$ 1,513,470	$ 1,992,007	$ 2,139,891	$ 147,884
3333 - Revenue Receipting/ Cashiering	491,750	604,228	665,563	687,345	21,782
3334 - Business Certificate	269,448	255,188	294,889	327,596	32,707
3335 - Field Services	1,057,797	943,262	1,046,162	1,026,916	(19,246)
3336 - Administration	242,333	247,024	377,351	357,963	(19,388)
3337 - Contact Center/ Communication	526,237	545,853	631,676	561,964	(69,712)
Total Expenditures	$ 4,287,474	$ 4,109,027	$ 5,007,648	$ 5,101,675	$ 94,027
Full Time Equivalents (Budgeted)	30.00	30.00	29.20	29.20	—
Total Revenues	$ 1,166,578	$ 969,501	$ 1,025,000	$ 1,250,000	$ 225,000

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 60,000 utility accounts within the guidelines of the Utility Services Rules and Regulations. Minimize financial losses to the City and its utility ratepayers.

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 802,315	$ 650,973	$ 893,821	$ 964,586	$ 70,765
Benefits	409,915	387,027	555,485	629,329	73,844
Materials/Services/Supplies	443,105	439,408	499,700	498,900	(800)
Interfund Services	44,572	36,062	43,001	47,076	4,075
Total Expenditures	$ 1,699,907	$ 1,513,470	$ 1,992,007	$ 2,139,891	$ 147,884
Full Time Equivalents (Budgeted)	9.65	10.65	10.60	10.80	0.20

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Percent of closed delinquent accounts collected in-house.	91%	97%	96%	95%	95%
2. Amount of late fees assessed.	$ 751,519	$ 648,761	$ 850,120	$ 675,000	$ 800,000

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 246,045	$ 318,794	$ 341,836	$ 345,408	$ 3,572
Benefits	143,595	191,249	217,762	240,321	22,559
Materials/Services/Supplies	84,233	81,005	90,700	83,450	(7,250)
Interfund Services	17,877	13,180	15,265	18,166	2,901
Total Expenditures	$ 491,750	$ 604,228	$ 665,563	$ 687,345	$ 21,782
Full Time Equivalents (Budgeted)	3.95	4.35	4.35	4.40	0.05

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Average monthly number of utility accounts paying by automated methods.	36,265	38,602	39,097	34,000	40,000
2. Average monthly utility payments processed.	55,060	56,004	55,280	52,000	56,000
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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 139,307	$ 126,738	$ 146,902	$ 160,408	$ 13,506
Benefits	79,163	76,555	92,312	108,726	16,414
Materials/Services/Supplies	40,960	44,049	48,600	50,600	2,000
Interfund Services	10,018	7,846	7,075	7,862	787
Total Expenditures	$ 269,448	$ 255,188	$ 294,889	$ 327,596	$ 32,707
Full Time Equivalents (Budgeted)	2.10	1.80	1.80	1.90	0.10

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of business tax certificates processed annually.	12,486	12,378	11,431	12,500	12,500
2. Percent of delinquent tax certificates at fiscal year end.	3%	1.9%	1.9%	2%	2%

Division: Municipal Services
Program: 3335 - Field Services

Program Mission: Provide accurate meter reading and utility field services to approximately 60,000 utility customers monthly, assist customers in the field with utility related issues such as conservation, auditing and reading their own meters.

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 617,047	$ 537,200	$ 592,761	$ 539,359	$ (53,402)
Benefits	326,158	300,081	347,874	363,291	15,417
Materials/Services/Supplies	17,666	18,706	20,987	23,700	2,713
Interfund Services	96,926	87,275	84,540	100,566	16,026
Total Expenditures	$ 1,057,797	$ 943,262	$ 1,046,162	$ 1,026,916	$ (19,246)
Full Time Equivalents (Budgeted)	8.30	7.30	6.40	6.15	(0.25)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Percent of monthly utility meters accurately read.	100%	100%	100%	100%	100%
2. Number of service requests processed yearly.	35,732	41,262	40,009	40,000	40,000
3. Average number of meters read monthly.	80,919	81,921	82,539	83,500	85,000
4. Number of months where all 200 routes are read and billed.	12	11	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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 152,178	$ 151,895	$ 215,025	$ 214,541	$ (484)
Benefits	78,069	84,103	120,940	131,702	10,762
Materials/Services/Supplies	1,459	4,002	260	260	—
Interfund Services	10,627	7,024	41,126	11,460	(29,666)
Total Expenditures	$ 242,333	$ 247,024	$ 377,351	$ 357,963	$ (19,388)
Full Time Equivalents (Budgeted)	1.60	1.60	1.80	1.80	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Percent of Accounts Receivables written off as bad debt annually.	0.01%	—%	0.03%	0.4%	0.4%
2. Number of major UMIS initiatives successfully implemented during the year.	5	4	4	4	3

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 341,639	$ 349,325	$ 381,469	$ 324,032	$ (57,437)
Benefits	152,319	171,201	217,648	218,441	793
Materials/Services/Supplies	13,164	10,528	17,370	1,370	(16,000)
Interfund Services	19,115	14,799	15,189	18,121	2,932
Total Expenditures	$ 526,237	$ 545,853	$ 631,676	$ 561,964	$ (69,712)
Full Time Equivalents (Budgeted)	4.40	4.30	4.25	4.15	(0.10)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Percent of customer calls answered within 90 seconds.	53%	54%	48%	40%	50%
2. Average hold time of sequenced calls (m:s).	1:23	1:40	1:36	2:30	2:00
3. Number of dropped calls to total calls.	12%	8%	8%	15%	10%
4. Percentage of calls with a call quality score of at least 4.75 out of 5.0.	N/A	74%	75%	90%	90%

Department: Financing
Division: Purchasing

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
3341 - Warehouse	$ 592,906	$ 655,725	$ 852,938	$ 871,502	$ 18,564
3343 - Purchasing	188,086	211,048	362,602	359,118	(3,484)
3344 - Mail Services	25,831	32,236	32,085	32,085	—
Total Expenditures	$ 806,821	$ 899,013	$ 1,247,625	$ 1,262,705	$ 15,080
Full Time Equivalents (Budgeted)	7.00	7.00	7.20	7.20	—
Total Revenues	$ —	$ —	$ —	$ —	$ —

Division Mission

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

Division Overview

- The Purchasing Division is responsible for providing procurement support for the purchase 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 sale or disposal of surplus property.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 347,319	$ 372,010	$ 483,030	$ 476,241	$ (6,789)
Benefits	196,070	216,308	295,111	318,352	23,241
Materials/Services/Supplies	2,378	4,688	5,500	5,500	—
Interfund Services	47,139	62,719	69,297	71,409	2,112
Total Expenditures	$ 592,906	$ 655,725	$ 852,938	$ 871,502	$ 18,564
Full Time Equivalents (Budgeted)	6.10	5.55	5.40	5.40	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of material requisitions.	3,721	3,513	3,741	3,500	3,500
2. Number of inventory items cycle counted.	2,492	2,573	2,625	2,100	2,100

Division: Purchasing
Program: 3343 - Purchasing

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

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 114,376	$ 129,749	$ 220,082	$ 206,291	$ (13,791)
Benefits	57,325	68,988	124,205	129,919	5,714
Materials/Services/Supplies	8,870	7,220	11,175	11,175	—
Interfund Services	7,515	5,091	7,140	11,733	4,593
Total Expenditures	$ 188,086	$ 211,048	$ 362,602	$ 359,118	$ (3,484)
Full Time Equivalents (Budgeted)	0.90	1.45	1.80	1.80	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of purchase orders.	1,159	1,258	1,304	1,200	1,200
2. Number of Procurement Card transactions.	9,573	10,355	11,227	8,500	8,500

Division: Purchasing
Program: 3344 - Mail Services

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

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 18,646	$ 19,834	$ 25,000	$ 25,000	$ —
Benefits	270	287	—	—	—
Materials/Services/Supplies	6,915	12,115	7,085	7,085	—
Total Expenditures	$ 25,831	$ 32,236	$ 32,085	$ 32,085	$ —
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of mail pieces processed.	144,693	178,407	160,106	147,000	147,000

This page intentionally left blank.

City of Santa Clara

The Center of What's Possible

Human Resources Department

Human Resources Department

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
Employee Benefits & Records	$ 1,533,079	$ 1,315,468	$ 1,524,686	$ 1,847,138
Recruitment, Classification &Staff Development	1,049,996	1,660,855	1,955,290	1,793,335
Total Expenditures	$ 2,583,075	$ 2,976,323	$ 3,479,976	$ 3,640,473
Full Time Equivalents (Budgeted)	14.50	15.00	15.00	15.00
Total Revenues	$ —	$ 129,692	$ —	$ —

Overview

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

Benefits: The Department 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. HR is enhancing a Wellness Program that currently consists of publishing a monthly newsletter; “Brown Bag Lunch Seminars”; and hosting an Annual Health Fair including Flu Shots and Blood Drives. HR coordinates “Take Our Children to Work Day” and Employee Recognition/Service Awards. With the help of subject matter experts, the Department also implemented all applicable aspects of the Affordable Care Act.

Recruitment/Testing/Classification: HR integrates job analyses into the selection process for each vacant position to ensure the accuracy of job specifications and the validity of examinations. HR coordinates with bargaining units on a city-wide 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. The HR Team participated in enhanced classification and compensation training this fiscal year to improve our internal classification and compensation studies and testing assessments.

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 Memoranda of Understanding (MOU’s) for each of the 10 specific represented groups, as well as receives and reviews grievances filed by employees or unions. HR is also a board member to the Santa Clara County Leadership Academy with 17 participating local jurisdictions.

The City’s Equal Employment Opportunity Officer (EEO) serves as an assistant to the City Manager for oversight of 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, City policies, and in close coordination with the City Attorney's Office.

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 to safety, including proper ergonomics. We encourage all departments to invest in their staff, specifically related 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.

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 high quality benefits, compensation and services.

Significant Accomplishments

- Managed the Human Resources testing and execution of the City's HRIS upgrade from PeopleSoft 9.1 to 9.2. Designed the Human Resources Work Center to assist with navigation for heavy users and implemented new functionality for employees, including Employee Self-Service and Manager Self-Service.
- Supported approximately 1,780 regular and as-needed employees daily in regards to benefits, wage adjustments, worker's compensation, leaves and retirements.
- Developed two new wellness programs, "12 Days of Wellness" and "Healthy is the New Happy." Also, coordinated annual employee events, including Employee Service Awards Luncheon, Take Your Children to Work day and the Employee Health & Benefits Fair.
- Performed full-cycle recruitment, including classification studies, and appointed/promoted 241 regular employees.

Significant Objectives

- Streamlining the recruitment process with various enhancements moving towards a paper-less system.
- Prepare for the next round of negotiations which will include the following Bargaining Units: 2- Police Officers Association, 3 - International Brotherhood of Electrical Workers, 4 - Engineers of the City of Santa Clara, 9A - Unclassified Police Management, and 10 - Public Safety Non-Sworn Employees Association.
- Develop additional supervisory training opportunities for current employees, including possibilities for Supervisory or Management interdepartmental temporary exchange program opportunities and train the trainer opportunities. Maintain the Supervisory Sexual Harassment Prevention State Mandated training, including the training of Elected Officials.
- Work closely with the Finance Department to analyze and implement best practices in implementation, control and auditing of pay and benefit entries.
- Review and update various city-wide policies, including the Employer Employee Relations Resolution, the Personnel and Salary Resolution, and various City Manager Directives. Coordinate these updated policies with each bargaining unit for implementation.

Human Resources Department

Department Budget Summary

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Salaries	$ 1,364,854	$ 1,491,062	$ 1,801,548	$ 1,772,628	$ (28,920)
Benefits	637,941	817,382	946,946	1,058,902	111,956
Materials/Services/Supplies	527,331	621,571	679,391	721,739	42,348
Interfund Services	52,950	46,310	52,091	87,204	35,113
Total Expenditures	$ 2,583,075	$ 2,976,326	$ 3,479,978	$ 3,640,472	$ 160,497
Revenue Category					
Intergovernmental	$ —	$ 44,692	$ —	$ —	$ —
Op Transfers	—	85,000	—	—	—
Total Revenues	$ —	$ 129,692	$ —	$ —	$ —
Full Time Equivalents (Budgeted)	14.50	15.00	15.00	15.00	—

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. In addition, benefits changes reflect new CalPERS (California Public Employees' Retirement System) employer pension rates and estimated health insurance rates.

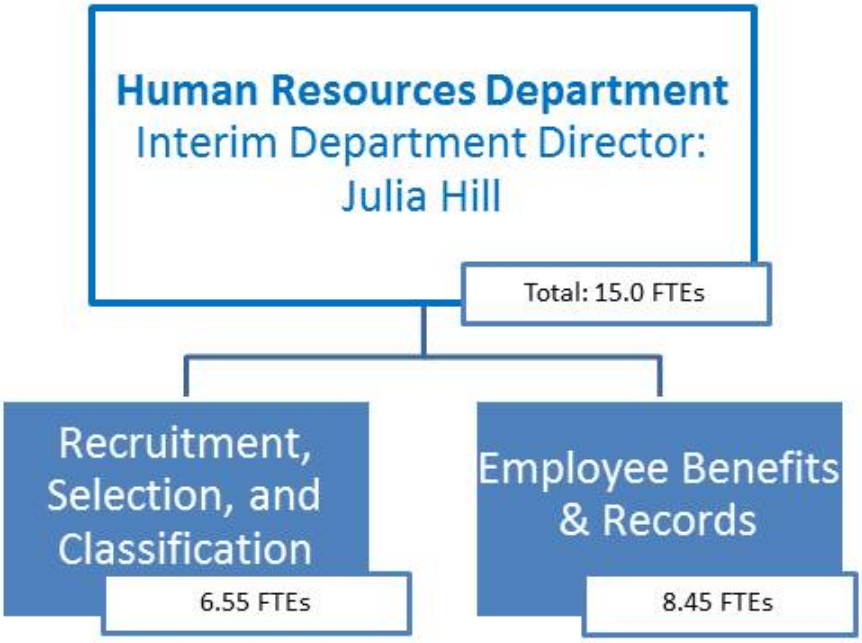
Materials/Services/Supplies changes from prior adopted budget

The increase is attributed to contractual services related to a combination of increased labor negotiation charges anticipated for fiscal year 2018-19. In addition, funds will be needed to conduct an employee engagement survey required by the City Manager's Office.

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 of Santa Clara
Divisional Organization Chart



POSITION DETAIL

General Fund		2015/16 Adopted	2016/17 Adopted	2017/18 Adopted	2018/19 Budget	Position Change
Position Title						
Uncl	Director of Human Resources	1.00	1.00	1.00	1.00	—
Uncl	Assistant Director of Human Resources	—	—	1.00	1.00	—
Uncl	Assistant Director of Human Resources/ Equal Employment Opportunity Officer/ Safety and Training Officer	1.00	1.00	—	—	—
Uncl	Human Resources Division Manager	1.00	—	—	—	—
Uncl	Human Resources Division Manager - Recruitment, Classification, Labor Relations	—	1.00	1.00	1.00	—
Uncl	Human Resources Division Manager - Benefits, Compensation, Safety	—	1.00	1.00	1.00	—
Uncl	Management Analyst	2.00	2.00	2.00	3.00	1.00
Uncl	Administrative Analyst	—	—	—	—	—
A27	Human Resources Supervisor	1.00	—	—	—	—
A24	Senior Human Resources Technician	1.00	4.00	4.00	4.00	—
A24	Office Specialist IV	—	1.00	1.00	—	(1.00)
A23	Human Resources Technician	3.00	1.00	1.00	2.00	1.00
A22	Office Specialist III	1.00	—	—	—	—
A20	Senior Human Resources Assistant	0.50	3.00	3.00	2.00	(1.00)
A19	Human Resources Assistant	3.00	—	—	—	—
	Total Full Time Equivalents (Budgeted)	**14.50**	**15.00**	**15.00**	**15.00**	**—**

Department: Human Resources Department
Division: Employee Benefits & Records

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
2514-Records-Compensation	$ 1,242,890	$ 779,974	$ 1,017,436	$ 1,423,977	$ 406,541
2515-HR Workers Compensation & Safety	290,189	535,494	507,250	423,161	(84,089)
Total Expenditures	$ 1,533,079	$ 1,315,468	$ 1,524,686	$ 1,847,138	$ 322,452
Full Time Equivalents (Budgeted)	7.80	8.10	7.45	8.45	1.00
Total Revenues	$ —	$ 44,692	$ —	$ —	$ —

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 including complying with the Affordable Care Act (ACA).
- 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 602,363	$ 386,626	$ 526,180	$ 739,471	$ 213,291
Benefits	268,499	221,869	323,070	429,588	106,518
Materials/Services/Supplies	349,358	145,975	142,608	226,419	83,811
Interfund Services	22,670	25,504	25,578	28,499	2,921
Total Expenditures	$ 1,242,890	$ 779,974	$ 1,017,436	$ 1,423,977	$ 406,541
Full Time Equivalents (Budgeted)	5.35	5.30	5.75	6.75	1.00

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Percent of employee benefits & compensation transactions processed accurately and timely.	100%	100%	98%	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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 181,071	$ 339,668	$ 331,083	$ 238,332	$ (92,751)
Benefits	90,580	182,783	129,697	139,881	10,184
Materials/Services/Supplies	9,788	7,564	38,420	32,060	(6,360)
Interfund Services	8,750	5,479	8,050	12,888	4,838
Total Expenditures	$ 290,189	$ 535,494	$ 507,250	$ 423,161	$ (84,089)
Full Time Equivalents (Budgeted)	2.45	2.80	1.70	1.70	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 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.	0.99%	0.86%	1%	2%	1%
3. Percent of City-sponsored training classes rated very good or above by attendees.	95%	95%	N/A	95%	N/A
4. Percent of employees attending City required training classes.	91%	91%	100%	40%	100%

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

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
2521-Selection-Classification	$ 1,049,996	$ 969,868	$ 1,102,164	$ 946,295	$ (155,869)
2525-RC&SD-Labor Relations	—	690,987	853,126	847,040	(6,086)
Total Expenditures	$ 1,049,996	$ 1,660,855	$ 1,955,290	$ 1,793,335	$ (161,955)
Full Time Equivalents (Budgeted)	6.70	6.90	7.55	6.55	(1.00)
Total Revenues	$ —	$ 85,000	$ —	$ —	$ —

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, including creating a Policy for Classification/reclassification studies.
- Develop electronic enhancements to the City's website, intranet, and Citywide shared drive/CSI 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 581,420	$ 465,080	$ 611,314	$ 455,169	$ (156,145)
Benefits	278,862	260,585	316,466	294,145	(22,321)
Materials/Services/Supplies	168,184	228,877	163,110	169,060	5,950
Interfund Services	21,530	15,326	11,274	27,921	16,647
Total Expenditures	$ 1,049,996	$ 969,868	$ 1,102,164	$ 946,295	$ (155,869)
Full Time Equivalents (Budgeted)	6.70	4.90	5.35	4.35	(1.00)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Average employee turnover rate.	8.5%	8%	8%	8%	7.5%
2. Percent of recruitments completed within established timelines.	100%	100%	100%	97%	100%
3. Percent of recruitments for which a job analysis is completed.	95%	95%	95%	95%	95%

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

Program Mission: 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 Memoranda of Understanding (MOU's) for each of the 10 specific represented groups, as well as receives and reviews grievances filed by employees or unions. HR is also a board member to the Santa Clara County Leadership Academy with 17 participating local jurisdictions.

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ —	$ 299,688	$ 332,971	$ 339,656	$ 6,685
Benefits	—	152,144	177,713	195,288	17,575
Materials/Services/Supplies	—	239,155	335,253	294,200	(41,053)
Interfund Services	—	—	7,189	17,896	10,707
Total Expenditures	$ —	$ 690,987	$ 853,126	$ 847,040	$ (6,086)
Full Time Equivalents (Budgeted)	—	2.00	2.20	2.20	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Final MOU to be published within 60 days of City Council Ratification.	N/A	N/A	5	1	5

This page intentionally left blank.

City of Santa Clara

The Center of What's Possible

Information Technology Department

Information Technology Department

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
Contract Services	$ 4,785,051	$ 5,705,855	$ 7,701,392	$ 7,696,000
Enterprise Services	558,646	415,840	1,001,428	759,688
Infrastructure and Support	1,157,674	1,546,445	1,904,256	2,104,309
Telecommunication Services	612,745	539,765	605,836	605,810
Total Expenditures	$ 7,114,116	$ 8,207,905	$ 11,212,913	$ 11,165,807
Full Time Equivalents (Budgeted)	5.00	7.00	7.00	7.00
Total Revenues	$ 1,402,324	$ 1,473,698	$ 1,450,000	$ 1,314,655

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

- Modernize Council Agenda and Streaming Video systems. Upgraded the Council Chamber audio, video and broadcast equipment replacing obsolete technology and allowing for future growth with HD broadcast capabilities. Through this upgrade ITD worked with City Clerk staff to implement new electronic voting system and integrated electronic agenda processing.
- Upgraded PeopleSoft ERP (HR, Payroll, Financials, Purchasing) System for compliance, self-service, and new functionality allowing for improved efficiencies, resource savings and better reporting.
- Enterprise GIS services completed additional layers of basemap projects including Underground Electric Easements, Storm Drain Systems, Parks Asset Inventory and Irrigation systems. These additional layers of data will streamline business processes and automation enabling increased communication, coordination and operational effectiveness.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Salaries	$ 664,869	$ 763,656	$ 1,268,187	$ 1,242,672	$ (25,515)
Benefits	310,640	303,125	578,247	619,227	40,980
Materials/Services/Supplies	6,063,055	7,081,487	9,329,100	9,246,600	(82,500)
Interfund Services	75,550	59,638	37,416	57,308	19,892
Total Expenditures	$ 7,114,115	$ 8,207,906	$ 11,212,950	$ 11,165,807	$ (47,143)
Revenue Category					
Taxes	$ 1,364,933	$ 1,327,200	$ 1,335,000	$ 1,314,655	$ (20,345)
Charges for Services	35,984	146,047	115,000	—	(115,000)
Other Revenues	1,407	451	—	—	—
Total Revenues	$ 1,402,324	$ 1,473,698	$ 1,450,000	$ 1,314,655	$ (135,345)
Full Time Equivalents (Budgeted)	5.00	7.00	7.00	7.00	—

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. 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

Materials/services/supplies decrease resulting from services being absorbed into existing contracts.

Interfund Services changes from prior adopted budget

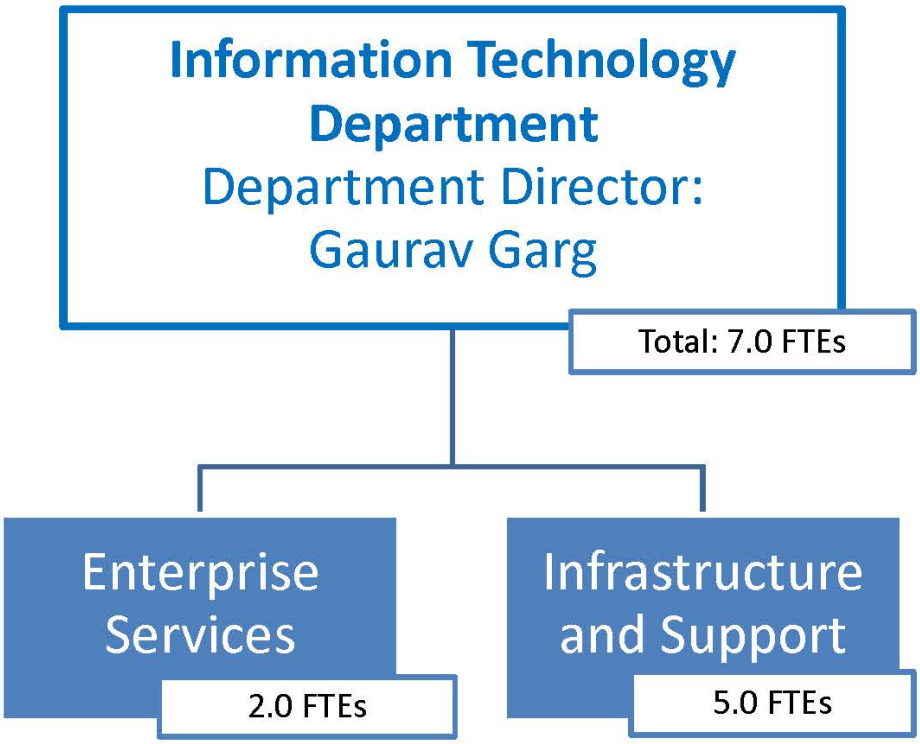
Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal Service Funds section of this budget document.

Information Technology Department

Total Revenues

Total Revenues changes from prior adopted budget
Total revenues decrease primarily due to the shift of stadium-related income to the new Stadium Operations Division under Non-Departmental.

City of Santa Clara
Divisional Organization Chart



POSITION DETAIL

General Fund		2015/16 Adopted	2016/17 Adopted	2017/18 Adopted	2018/19 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	2.00	—
Uncl	Information Technology Services Manager	1.00	2.00	2.00	2.00	—
Uncl	Management Analyst	1.00	1.00	1.00	1.00	—
Uncl	Web and Digital Media Manager	1.00	—	—	—	—
A22	Office Specialist III	1.00	1.00	1.00	1.00	—
	Total Full Time Equivalents (Budgeted)	**5.00**	**7.00**	**7.00**	**7.00**	**—**

Department: Information Technology
Division: Contract Services

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
1931 - Contract Services	$ 4,785,051	$ 5,705,855	$ 7,701,392	$ 7,696,000	$ (5,392)
Total Expenditures	$ 4,785,051	$ 5,705,855	$ 7,701,392	$ 7,696,000	$ (5,392)
Full Time Equivalents (Budgeted)	—	—	—	—	—
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 Mission: To provide excellent, professional, and cost effective information technology support services to the City.

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Materials/Services/Supplies	$ 4,785,051	$ 5,700,862	$ 7,696,000	$ 7,696,000	$ —
Interfund Services	—	4,993	5,392	—	(5,392)
Total Expenditures	$ 4,785,051	$ 5,705,855	$ 7,701,392	$ 7,696,000	$ (5,392)
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Percent of Help Desk clients rate provided technical service better than satisfactory.	97%	100%	98%	97%	97%
2. Maintain production server uptime (target 99.5%).	100%	99.9%	99.9%	99.9%	99.9%

Department: Information Technology
Division: Enterprise Services

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
1911 - Application Services	$ 311,377	$ 252,983	$ 548,444	$ 524,094	$ (24,350)
1912 - Web Services	247,269	105,986	393,684	175,594	(218,090)
1913 - GIS Services	—	56,871	59,300	60,000	700
Total Expenditures	$ 558,646	$ 415,840	$ 1,001,428	$ 759,688	$ (241,740)
Full Time Equivalents (Budgeted)	2.00	3.00	3.00	2.00	(1.00)
Total Revenues	$ —	$ —	$ 115,000	$ —	$ (115,000)

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

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

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 141,641	$ 155,858	$ 325,174	$ 317,778	$ (7,396)
Benefits	68,414	79,908	172,332	184,700	12,368
Materials/Services/Supplies	83,627	6,859	33,900	4,500	(29,400)
Interfund Services	17,695	10,358	17,038	17,116	78
Total Expenditures	$ 311,377	$ 252,983	$ 548,444	$ 524,094	$ (24,350)
Full Time Equivalents (Budgeted)	1.00	2.00	2.00	2.00	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Complete/update strategic technology plan for the City.	100%	100%	100%	100%	100%
2. Percent of milestones completed according to project schedules.	91%	90%	90%	90%	90%

Division: Enterprise Services
Program: 1912 - Web Services

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

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 102,344	$ —	$ 152,854	$ 10,000	$ (142,854)
Benefits	51,008	3,050	80,226	—	(80,226)
Materials/Services/Supplies	79,182	94,737	158,000	158,600	600
Interfund Services	14,735	8,199	2,604	6,994	4,390
Total Expenditures	$ 247,269	$ 105,986	$ 393,684	$ 175,594	$ (218,090)
Full Time Equivalents (Budgeted)	1.00	1.00	1.00	—	(1.00)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Updated City websites within agreed upon timeframe.	100%	99%	98%	98%	98%
2. Achieved incremental increases to number of unique users, pages views, number of pages per visit to the City website.	100%	90%	100%	100%	100%

Division: Enterprise Services
Program: 1913 - GIS Services

Program 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ —	$ 18,093	$ 20,000	$ 20,000	$ —
Benefits	—	258	—	—	—
Materials/Services/Supplies	—	38,520	39,300	40,000	700
Total Expenditures	$ —	$ 56,871	$ 59,300	$ 60,000	$ 700
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Percentage of project milestones completed according to specific schedule.	N/A	70%	85%	90%	90%
2. Provide state of the art GIS based web tools and enhancements (target 3 improvements annually).	N/A	3	3	3	3
3. Update enterprise basemap layers on regular scheduled basis (weekly user requests, monthly interagency data)	N/A	100%	100%	90%	90%

Department: Information Technology
Division: Infrastructure and Support

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
1921-Infrastructure and Support	$ 1,157,674	$ 1,546,445	$ 1,904,256	$ 2,104,309	$ 200,053
Total Expenditures	$ 1,157,674	$ 1,546,445	$ 1,904,256	$ 2,104,309	$ 200,053
Full Time Equivalents (Budgeted)	3.00	4.00	4.00	5.00	1.00
Total Revenues	$ 37,392	$ 146,499	$ —	$ —	$ —

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 407,485	$ 442,626	$ 620,159	$ 744,894	$ 124,735
Benefits	191,028	217,785	325,689	434,527	108,838
Materials/Services/Supplies	516,041	850,118	946,090	891,690	(54,400)
Interfund Services	43,120	35,916	12,318	33,198	20,880
Total Expenditures	$ 1,157,674	$ 1,546,445	$ 1,904,256	$ 2,104,309	$ 200,053
Full Time Equivalents (Budgeted)	3.00	4.00	4.00	5.00	1.00

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Maintain availability and accessibility of the City's servers and network infrastructure during scheduled hours of operations.	100%	99.9%	99.7%	99.5%	99.5%

Department: Information Technology
Division: Telecommunication Services

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
1941-IT - Telecommunication Services	$ 612,745	$ 539,765	$ 605,836	$ 605,810	$ (26)
Total Expenditures	$ 612,745	$ 539,765	$ 605,836	$ 605,810	$ (26)
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenues	$ 1,364,933	$ 1,327,200	$ 1,335,000	$ 1,314,655	$ (20,345)

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.
- 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 13,400	$ 147,079	$ 150,000	$ 150,000	$ —
Benefits	191	2,125	—	—	—
Materials/Services/Supplies	599,154	390,391	455,810	455,810	—
Interfund Services	—	170	26	—	(26)
Total Expenditures	$ 612,745	$ 539,765	$ 605,836	$ 605,810	$ (26)
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 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%

This page intentionally left blank.

City of Santa Clara

The Center of What's Possible

Community Development Department

Community Development

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
Planning	$ 2,627,925	$ 3,116,333	$ 5,619,794	$ 4,747,907
Building	5,772,173	6,032,459	8,543,370	9,088,607
Housing	1,025,856	822,981	898,414	802,419
Total Expenditures	$ 9,425,955	$ 9,971,773	$ 15,061,578	$ 14,638,933
Full Time Equivalents (Budgeted)	48.70	56.00	64.00	65.00
Total Revenues	$ 16,784,812	$ 14,893,429	$ 18,380,145	$ 15,879,658

Overview

The Department consists of three divisions: Planning, Building, and Housing and Community Services. The Department's primary purpose is to guide the ongoing physical development of the community, which includes long range land use planning, review of new development proposals and construction to ensure that it conforms to the standards of the City and State and the provision of affordable housing within the City of Santa Clara. The Department acts as an advisor to the City's decision-makers in these areas and carries out the policies of the City Council. Santa Clara's policies and standards are contained in the General Plan, Zoning Ordinance, California Building Codes and adopted City Council policies. Plans for all new structures are reviewed and construction inspections are made to verify the safety and basic quality of work. Maintenance of the City's General Plan, proactive land use planning to meet the future needs of the community, and the delivery of high-quality professional services, including the enhancement and streamlining of the development permit process, and forging partnerships to provide housing services to lower income members of the community are primary objectives of the Department.

Note: Throughout this document, prior years information reflects 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, as well as administration of programs related to affordable housing.

Significant Accomplishments

- Completed a digitization of architectural case file archives dating back to 1999.
- Completed a comprehensive redesign of the Planning Division webpage to include additional information and resources for stakeholders.
- Performed plan reviews, issued permits and conducted inspections for numerous buildings and structures. Building permit valuations projected for permit activities in 2017-18 show $1 billion in valuation attributed to 7,500 building permits and 35,000 field inspections.
- Performed plan reviews, issued permits and conducted inspections for numerous projects amongst which was the Nvidia's new headquarters building with two stories of office and two levels of parking garage. This was a $210 million project, as the office space encompasses some of the largest floor plates around, and the undulating roof and triangle theme makes this a unique building not just in Santa Clara, but in Silicon Valley.

Significant Objectives

- Engage with the Santa Clara community to inform and involve community members in both long-range and current land use planning activities.
- 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.
- Complete significant advanced planning efforts, including the Zoning Ordinance update, Tasman East Area Plan, and El Camino Real Specific Plan, Patrick Henry Drive Specific Plan, and Freedom Circle Specific 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Salaries	$ 4,972,205	$ 5,491,600	$ 6,837,077	$ 6,827,135	$ (9,942)
Benefits	2,067,430	2,630,416	4,139,037	4,562,958	423,921
Materials/Services/Supplies	2,010,795	1,583,521	3,616,120	2,310,585	(1,305,535)
Interfund Services	246,555	245,163	273,344	487,432	214,088
Capital Outlay	128,980	21,067	196,000	—	(196,000)
Other Expenditures	—	—	—	450,823	450,823
Total Expenditures	$ 9,425,965	$ 9,971,767	$ 15,061,579	$ 14,638,933	$ (422,645)
Revenue Category					
Licenses & Permits	$ 7,599,725	$ 7,359,851	$ 6,952,000	$ 6,052,000	$ (900,000)
Intergovernmental	8,020	—	910,000	300,000	(610,000)
Charges for Services	7,498,882	6,904,378	7,875,000	5,950,000	(1,925,000)
Op Transfers	1,500,000	420,000	2,493,145	3,177,658	684,513
Other Revenues	178,185	209,200	150,000	400,000	250,000
Total Revenues	$ 16,784,812	$ 14,893,429	$ 18,380,145	$ 15,879,658	$ (2,500,487)
Full Time Equivalents (Budgeted)	48.70	56.00	64.00	65.00	1.00

Budget Overview and Significant Changes

Service Level Impact

1.0 contracted position was converted to 1.0 permanent FTE in the Community Development's Planning Division to maintain adequate response levels to code enforcement issues and public requests as well as increase flexibility within the Division to reallocate staff workload and/or duties as needed.

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. 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 City is continuing to evaluate funding mechanisms for contract planning support for the CityPlace project such that a services budget allocation is not necessary for FY 2018-19.

Allocation of funding for the contract planner position associated with the El Camino Real Specific Plan has changed from the General Fund to a grant received from the Metropolitan Transportation Commission.

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.

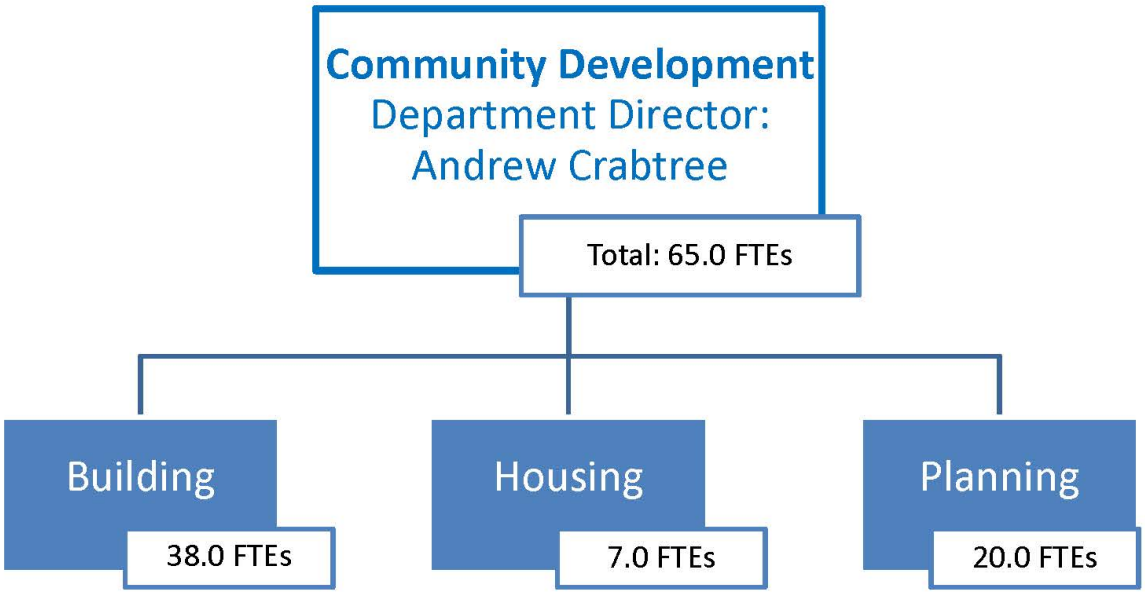
Capital Outlay changes from prior adopted budget
Capital Outlay decrease reflects removal of one-time 2017-18 funding for new vehicles and office reconfigurations.

Other Expenditures changes from prior adopted budget
The increase in Other Expenditures is primarily due to transfers out being reclassified to Expenditures from Revenues. Beginning in Fiscal Year 2018-19, the City will no longer budget transfers out as reductions to revenues, but will classify Transfers Out as increases to expenditures in each fund, as applicable.

Total Revenues

Total Revenues changes from prior adopted budget
Overall revenue decrease primarily reflects permit and fee activity trends.

City of Santa Clara
Divisional Organization Chart



Community Development

POSITION DETAIL

General Fund		2015/16 Adopted	2016/17 Adopted	2017/18 Adopted	2018/19 Budget	Position Change
Position Title						
Uncl	Director of Community Development	1.00	1.00	1.00	1.00	—
Uncl	Deputy City Manager	0.70	—	—	—	—
Uncl	Building Official	1.00	1.00	1.00	1.00	—
Uncl	Assistant Building Official	—	1.00	1.00	1.00	—
Uncl	Development Review Officer	1.00	1.00	1.00	1.00	—
Uncl	Principal Planner	1.00	1.00	2.00	2.00	—
Uncl	Inspection Manager	1.00	1.00	1.00	1.00	—
Uncl	Housing & Community Services Div Mgr	—	1.00	1.00	1.00	—
Uncl	Housing Development Officer	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	—	—	—	—
Uncl	Plan Review Manager	—	1.00	1.00	1.00	—
Uncl	Management Analyst	1.00	1.00	1.00	1.00	—
A41	Senior Plans Examiner	2.00	1.00	3.00	3.00	—
A39	Senior Inspector	3.00	3.00	5.00	5.00	—
A39	Plans Examiner	4.00	4.00	5.00	5.00	—
A37	Combination Inspector	8.00	8.00	9.00	9.00	—
A36	Associate Planner	5.00	7.00	7.00	7.00	—
A35	Building/Housing Inspector	—	—	1.00	1.00	—
A35	Housing Inspector	1.00	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	1.00	1.00	—
A32	Staff Analyst I	2.00	3.00	3.00	3.00	—
A29	Permit Center Supervisor*	—	1.00	1.00	1.00	—
A27	Senior Permit Technician	1.00	1.00	1.00	1.00	—
A27	Assistant Planner I	—	1.00	1.00	1.00	—
A24	Office Specialist IV	1.00	1.00	1.00	1.00	—
A23	Permit Technician	2.00	4.00	4.00	4.00	—
A23	Code Enforcement Technician	1.00	1.00	1.00	2.00	1.00
A22	Office Specialist III	2.00	2.00	2.00	2.00	—
A19	Customer Service Rep-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)	**48.70**	**56.00**	**64.00**	**65.00**	**1.00**

*New classifications and ranges subject to Human Resources Department study.

Department: Community Development
Division: Planning

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
5522-Development Review	$ 980,415	$ 1,299,621	$ 1,865,426	$ 1,675,466	$ (189,960)
5523-Advanced Planning	540,592	721,602	2,218,300	1,670,804	(547,496)
5524-Historical Preservation	443,045	441,384	581,369	624,591	43,222
5525-Code Enforcement	663,873	653,726	954,699	777,046	(177,653)
Total Expenditures	$ 2,627,925	$ 3,116,333	$ 5,619,794	$ 4,747,907	$ (871,887)
Full Time Equivalents (Budgeted)	13.50	17.00	18.70	20.00	1.30
Total Revenues	$ 1,422,673	$ 1,404,539	$ 3,700,909	$ 3,026,835	$ (674,074)

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 proposed development projects for consistency with City policies, ensure compliance with the California Environmental Quality Act (CEQA), and confirm construction complies with development approvals.
- Continue streamlining the development process, and facilitate public access to information 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 the Tasman East Focus Area, Downtown, and the El Camino Real Focus Area, Patrick Henry Drive Specific Plan, and Freedom Circle Specific Plan.
- Support the City's historic preservation efforts, provide code enforcement to respond to community concerns, implement and update the Climate Action Plan, and work with the Valley Transportation Authority (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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 630,488	$ 739,654	$ 943,702	$ 947,673	$ 3,971
Benefits	224,100	342,035	454,079	504,252	50,173
Materials/Services/Supplies	99,071	170,388	424,816	177,492	(247,324)
Interfund Services	26,757	44,362	22,829	46,049	23,220
Capital Outlay	—	3,182	20,000	—	(20,000)
Total Expenditures	$ 980,415	$ 1,299,621	$ 1,865,426	$ 1,675,466	$ (189,960)
Full Time Equivalents (Budgeted)	4.75	7.00	7.00	7.10	0.10

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of items forwarded to the Planning Commission.	100	66	53	75	75
2. Number of items forwarded to the Architectural Committee	0	112	106	125	125
3. Number of items forwarded to the City Council	0	57	52	30	30
4. Present applications to applicable hearing body within 6 weeks of application deemed complete and environmental review	—%	90%	90%	90%	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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 339,841	$ 463,789	$ 573,155	$ 691,083	$ 117,928
Benefits	161,599	246,707	319,534	420,394	100,860
Materials/Services/Supplies	27,867	—	1,312,523	328,796	(983,727)
Interfund Services	11,286	11,106	13,088	30,531	17,443
Other Expenditures	—	—	—	200,000	200,000
Total Expenditures	$ 540,592	$ 721,602	$ 2,218,300	$ 1,670,804	$ (547,496)
Full Time Equivalents (Budgeted)	3.40	4.65	4.65	5.55	0.90

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 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	15	14	19	15	15
3. Number of policy updates approved.	—	2	4	2	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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 293,520	$ 281,937	$ 363,621	$ 368,206	$ 4,585
Benefits	137,026	150,025	202,265	222,376	20,111
Materials/Services/Supplies	—	—	6,722	15,092	8,370
Interfund Services	12,499	9,422	8,761	18,917	10,156
Total Expenditures	$ 443,045	$ 441,384	$ 581,369	$ 624,591	$ 43,222
Full Time Equivalents (Budgeted)	3.05	3.05	3.05	3.05	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of items forwarded to the Historical and Landmarks Commission	27	17	17	30	30
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.	11,500	10,468	9,684	10,500	10,500

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 213,240	$ 240,001	$ 475,704	$ 451,792	$ (23,912)
Benefits	100,632	129,995	268,840	285,886	17,046
Materials/Services/Supplies	338,644	276,548	183,100	14,399	(168,701)
Interfund Services	11,357	7,182	6,055	24,969	18,914
Capital Outlay	—	—	21,000	—	(21,000)
Total Expenditures	$ 663,873	$ 653,726	$ 954,699	$ 777,046	$ (177,653)
Full Time Equivalents (Budgeted)	2.30	2.30	4.00	4.30	0.30

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of complaints received.	1,329	1,158	929	800	800
2. Percent of complaints responded to in 5 business days.	90%	95%	95%	95%	95%
3. Percent of complaints resolved in 30 business days.	90%	85%	80%	90%	90%

Department: Community Development
Division: Building

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
5532-Building - Plan Review and Permit Services	$ 3,357,001	$ 3,136,363	$ 5,000,803	$ 5,518,511	$ 517,708
5533-Building - Field Inspection	2,351,974	2,800,460	3,496,785	3,532,150	35,365
5534-Building - Housing Inspection	63,199	95,636	45,782	37,946	(7,836)
Total Expenditures	$ 5,772,173	$ 6,032,459	$ 8,543,370	$ 9,088,607	$ 545,237
Full Time Equivalents (Budgeted)	28.50	32.00	38.00	38.00	—
Total Revenues	$15,362,139	$12,854,938	$14,679,236	$12,852,823	$ (1,826,413)

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.
- Apply and implement new building codes and new state legislation.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 1,363,748	$ 1,389,812	$ 2,210,636	$ 2,275,431	$ 64,795
Benefits	544,111	696,397	1,225,096	1,355,111	130,015
Materials/Services/Supplies	1,368,572	1,005,089	1,396,718	1,526,718	130,000
Interfund Services	50,570	40,790	88,353	110,428	22,075
Capital Outlay	30,000	4,275	80,000	—	(80,000)
Other Expenditures	—	—	—	250,823	250,823
Total Expenditures	$ 3,357,001	$ 3,136,363	$ 5,000,803	$ 5,518,511	$ 517,708
Full Time Equivalents (Budgeted)	13.65	17.00	20.00	20.00	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Percent of express plan checks performed within two working days.	67%	N/A	N/A	90%	90%
2. Percent of short cycle plan checks performed within ten business days.	75%	N/A	N/A	80%	80%
3. Percent of regular cycle plan checks performed within thirty calendar days.	72%	72%	93%	75%	75%
4. Percent of service provided to all Permit Center customers within twenty minutes of their arrival.	75%	84%	83%	90%	90%

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 1,464,725	$ 1,870,066	$ 2,055,015	$ 2,028,803	$ (26,212)
Benefits	623,633	811,389	1,177,131	1,262,105	84,974
Materials/Services/Supplies	64,132	12,558	83,040	42,040	(41,000)
Interfund Services	100,504	106,447	106,599	199,202	92,603
Capital Outlay	98,980	—	75,000	—	(75,000)
Total Expenditures	$ 2,351,974	$ 2,800,460	$ 3,496,785	$ 3,532,150	$ 35,365
Full Time Equivalents (Budgeted)	14.20	14.40	17.90	17.90	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Percent of code complaints responded to within two working days.	78%	90%	95%	80%	80%
2. Percent of inspections performed the next working day.	21%	21%	24%	60%	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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 37,863	$ 61,869	$ 18,797	$ 18,689	$ (108)
Benefits	20,324	32,117	9,669	10,268	599
Materials/Services/Supplies	—	—	16,000	8,000	(8,000)
Interfund Services	5,013	1,650	1,316	989	(327)
Total Expenditures	$ 63,199	$ 95,636	$ 45,782	$ 37,946	$ (7,836)
Full Time Equivalents (Budgeted)	0.65	0.60	0.10	0.10	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Percent of multi-family rental housing complexes inspected per month.	0%	N/A	N/A	1%	1%
2. Percent of housing code complaints responded to within two business days.	N/A	N/A	N/A	90%	90%

Department: Community Development
Division: Housing

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
5542-Federal & State Grant Administration	$ 579,242	$ 665,687	$ —	$ —	$ —
5543-Neighborhood Conservation & Improvement	109,680	16,028	412,502	45,783	(366,719)
5544-Community Development Projects	120,224	71,199	—	—	—
5545-Affordable Housing	216,710	70,067	485,912	756,636	270,724
Total Expenditures	$ 1,025,856	$ 822,981	$ 898,414	$ 802,419	$ (95,995)
Full Time Equivalents (Budgeted)	6.70	7.00	7.30	7.00	(0.30)
Total Revenues	$ —	$ 633,952	$ —	$ —	$ —

Division Mission

Improve the community, both socially and physically, through activities that address local needs, particularly for low- and moderate-income people. The Housing & Community Services Division administers the City's 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. 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. Additionally, the Housing & Community Services Division administers the City's inclusionary housing program, which requires that a percentage of new development units be dedicated to low and moderate-income residents. Historically, the Housing Division has also managed Redevelopment Agency (RDA) funds on behalf of the City. Although RDAs were officially dissolved as of February 1, 2012, the Housing Division continues to manage its RDA legacy assets, which include land available for development, loans to first-time homebuyers and affordable development projects, and cash available for investment.

Department: Community Development
Division: Housing

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.
- Administer our two core federally funded programs: Tenant Based Rental Assistance (TBRA) and Neighborhood Conservation Improvement Program (NCIP).
- 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 18-19 budget includes estimates for: CDBG: $903,714 HOME: $299,478 as actual notification of HUD grant award is not known at this time.
- 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. Implement the City's new inclusionary housing policy, which requires 15% of all new residential developments be set-aside for 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 493,099	$ 434,176	$ —	$ (59,655)	$ (59,655)
Benefits	44,790	197,908	—	59,655	59,655
Materials/Services/Supplies	27,942	23,078	—	—	—
Interfund Services	13,412	10,522	—	—	—
Total Expenditures	$ 579,242	$ 665,687	$ —	$ —	$ —
Full Time Equivalents (Budgeted)	1.30	1.55	—	0.80	0.80

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

Note: This program was merged with 5543 in the 2017-18 Budget. FTEs in 2018-19 are fully reimbursable by HUD through Fund 562.

Division: Housing
Program: 5543 - HUD Administration and Neighborhood Conservation & Improvement

Program Mission: Improve the local housing stock for the protection of residents and the enhancement of the City. 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 34,160	$ 868	$ 60,350	$ (104,717)	$ (165,067)
Benefits	66,196	7,377	269,920	104,717	(165,203)
Materials/Services/Supplies	3,150	3,417	65,295	10,000	(55,295)
Interfund Services	6,174	4,366	16,937	35,783	18,846
Total Expenditures	$ 109,680	$ 16,028	$ 412,502	$ 45,783	$ (366,719)
Full Time Equivalents (Budgeted)	1.60	1.70	4.20	1.59	(2.61)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

Note: Program 5542 was merged with 5543 in the 2017-18 Budget. FTEs in 2018-19 are fully reimbursable by HUD through Fund 562.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 12,001	$ 1,687	$ —	$ —	$ —
Benefits	29,839	4,429	—	—	—
Materials/Services/Supplies	75,017	61,734	—	—	—
Interfund Services	3,369	3,349	—	—	—
Total Expenditures	$ 120,224	$ 71,199	$ —	$ —	$ —
Full Time Equivalents (Budgeted)	1.40	1.45	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

Note: This program was merged with 5545 in the 2017-18 Budget.

Division: Housing
Program: 5545 - Affordable Housing and Community Development Projects

Program Mission: Promote and facilitate the construction and retention of housing affordable to households with lower and moderate incomes. 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 89,519	$ 7,743	$ 136,097	$ 209,830	$ 73,733
Benefits	115,179	12,037	212,503	338,194	125,691
Materials/Services/Supplies	6,400	30,710	127,906	188,048	60,142
Interfund Services	5,614	5,968	9,406	20,564	11,158
Capital Outlay	—	13,609	—	—	—
Total Expenditures	$ 216,710	$ 70,067	$ 485,912	$ 756,636	$ 270,724
Full Time Equivalents (Budgeted)	2.40	2.30	3.10	4.61	1.51

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

Note: Program 5544 was merged with 5545 in the 2017-18 Budget. FTE and administration costs are reimbursable by Housing Special Revenue Funds 164, 165, 169 and 562.

City of Santa Clara

The Center of What's Possible

Public Works Department

Public Works Department

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
Facility Services	$ 1,925,227	$ 1,999,918	$ 2,637,183	$ 3,397,724
Engineering - Administration	611,608	875,706	1,190,280	1,078,360
Engineering - Design	1,314,836	1,561,174	2,310,487	2,079,989
Engineering - Field Services	1,528,538	1,771,482	2,057,510	2,068,319
Engineering - Land and Property Development	1,310,952	1,605,832	1,686,259	1,832,751
Engineering - Traffic	1,708,763	1,979,881	2,850,031	2,785,661
Streets and Automotive Services	8,977,332	10,188,704	11,691,676	13,085,835
Total Expenditures	$ 17,377,265	$ 19,982,700	$ 24,423,426	$ 26,328,639
Full Time Equivalents (Budgeted)	107.15	105.05	106.65	105.60
Total Revenues	$ 6,088,490	$ 7,412,371	$ 6,886,741	$ 7,425,489

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 Facility Services, Storm Drain, Parkways and Boulevards, Solid Waste and Automotive Services divisions. The Public Works Department is responsible for the design and maintenance of City streets, bridges, storm drain systems, traffic signal systems, building 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. The department is responsible for engineering of the sanitary sewers systems which is maintained by Water & Sewer. The 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

- Facilitate development of projects, such as Santa Clara Square Residential/Mixed Use Project at Augustine Dr./Scott Blvd./Montgomery Dr. and Octavius Dr., Lawrence Station Area Plan Summer Hill Development at Kifer Road/Lawrence Expressway/Central Expressway, 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 installation of 9 HAWK beacons, 2 new traffic signals, Stevens Creek/Mission College Boulevard/Saratoga Avenue Traffic Signal Interconnect Projects.
- Completed the following Capital Improvement Projects: 2017 Pavement Resurfacing, Westside Retention Basin Desilting, Saratoga Avenue Traffic Signal Interconnect & Coordination, Mission College & Stevens Creek Boulevard Traffic Signal Interconnect & Coordination, Citywide Sanitary Sewer Repairs Phase I and Phase II, Tasman Drive Bicycle Lane Improvements, Police Facility Security Improvements, Santa Clara & Wilcox High Crosswalks Improvements, 1021 El Camino Real Demolition and Annual Curb Ramps. Completed installation of new pedestrian activated crosswalks at Monroe/Glade, Monroe/Meadowbrook, Benton/Moraga, Lafayette/Franklin and Lafayette/Lexington. Completed installation of a new traffic signal at Monroe Street and Chromite Drive. Provided effective construction management, construction inspection, surveying, materials testing and administration services for various Capital Improvement Projects and approximately 425 encroachment permits.
- Delivered new split-carts to almost 5,000 new homes to enable food scraps to be recycled and conducted an extensive customer survey.

Significant Objectives

- Facilitate development of projects, such as 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, 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 management, construction inspection, surveying, materials testing and administration services for Capital Improvement Projects and private development projects that construct City infrastructure. Provide on-time and on-schedule completion of projects for street rehabilitation, traffic signal, pedestrian-activated crosswalk beacon systems, sanitary sewer rehabilitation, and other capital projects. Provide construction inspection and coordination for private development-built City infrastructure.
- Facility Services: 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: Conduct a competitive procurement for an exclusive franchise solid waste hauler to begin services in January of 2022, which will include organics recycling services for all customers.

Public Works Department

Department Budget Summary

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Salaries	$ 8,754,788	$ 9,960,490	$ 12,152,146	$ 11,563,077	$ (589,069)
Benefits	4,314,655	5,014,521	6,611,490	7,099,472	487,982
Materials/Services/Supplies	2,759,354	3,349,101	3,839,532	4,923,631	1,084,099
Interfund Services	1,548,462	1,620,061	1,672,858	1,847,326	174,468
Capital Outlay	—	38,528	147,400	13,000	(134,400)
Other Expenditures	—	—	—	882,133	882,133
Total Expenditures	$ 17,377,268	$ 19,982,702	$ 24,423,426	$ 26,328,639	$ 1,905,213
Revenue Category					
Taxes	$ 710,757	$ 725,967	$ 754,500	$ 768,000	$ 13,500
Licenses & Permits	35,760	49,545	34,000	53,000	19,000
Interest and Rent	15,315	14,636	—	—	—
Intergovernmental	22,657	23,393	—	—	—
Charges for Services	4,844,474	5,407,044	5,416,900	5,055,881	(361,019)
Op Transfers	186,711	1,053,352	421,121	1,447,000	1,025,879
Other Revenues	272,816	138,434	260,220	101,608	(158,612)
Total Revenues	$ 6,088,490	$ 7,412,371	$ 6,886,741	$ 7,425,489	$ 538,748
Full Time Equivalents (Budgeted)	107.15	105.05	106.65	105.60	(1.05)

Budget Overview and Significant Changes

Service Level Impact

Public Works has no new position to be added to its General Fund department budget in 2018-19. However, Public Works has positions re-aligned of existing staff to reflect current duties being performed as well as to better meet service demands. This reorganization includes the reclassification of Senior Civil Engineer to Principal Engineer in Land Property and Development Division (LPD) and reclassification of Principal Engineering Aide (Civil) to Associate Engineer (Civil) in LPD. The reclassified Principal Engineer in LPD shall help the division to manage and process numerous documents notably for the Related City Place Development Project. The reclassified Associate Engineer (Civil) shall provide routine review or preparation of documents in LPD in order to meet the increasing demands from developers.

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 increase in costs to Materials/Service/Supplies is primarily due to: (1) increase in contractual obligations, (2) increase in operating supplies including required software renewals, (3) increase in staff training for professional development, (4) increase in traffic signal maintenance, which includes new traffic signals and high-intensity activated crosswalk beacon signals, and lighted crosswalks.

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.

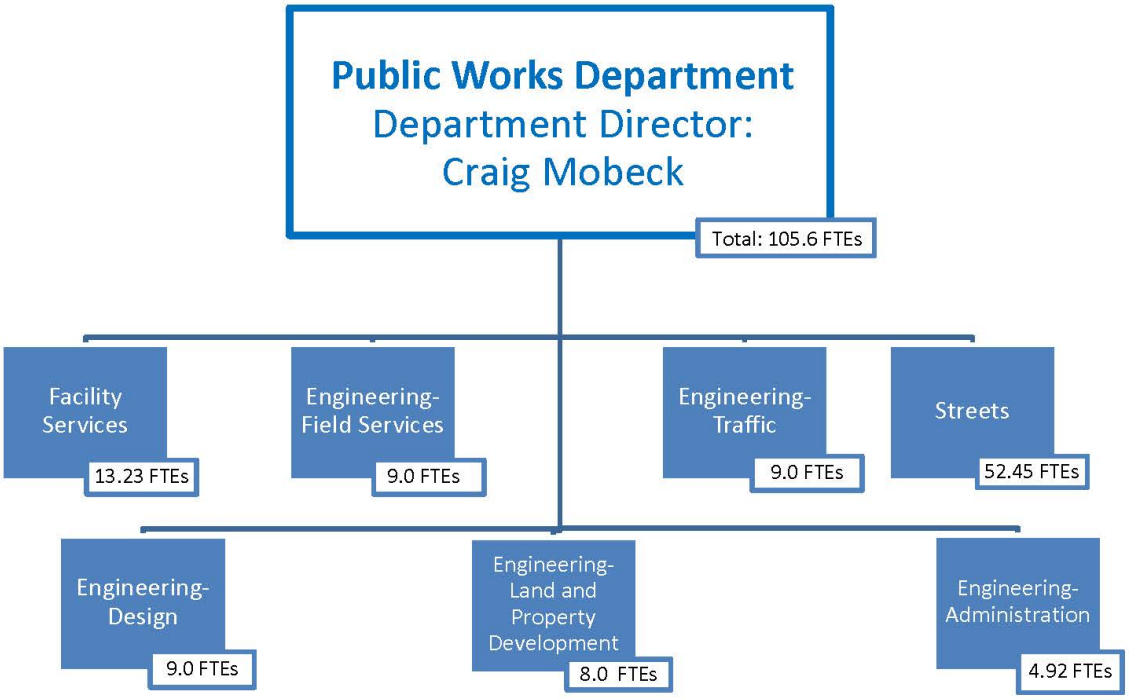
Capital Outlay changes from prior adopted budget
Traffic Maintenance will get a new planer system for bobcat equipment essentially to be utilized in removal of larger sections of thermoplastic, paint, and in-laid striping tape for more efficiency to improve crew production.

Other Expenditures changes from prior adopted budget
The increase in Other Expenditures is primarily due to transfers out being reclassified to Expenditures from Revenues. Beginning in Fiscal Year 2018-19, the City will no longer budget transfers out as reductions to revenues, but will classify Transfers Out as increases to expenditures in each fund, as applicable.

Total Revenues

Total Revenues changes from prior adopted budget
Total revenues increase primarily reflects the shift of funds for janitorial services from separate allocations to one centralized allocation under the Public Works Department.

City of Santa Clara
Divisional Organization Chart



POSITION DETAIL

General Fund		2015/16 Adopted	2016/17 Adopted	2017/18 Adopted	2018/19 Budget	Position Change
Position Title						
Uncl	Director of Public Works	1.00	1.00	1.00	0.95	(0.05)
Uncl	Asst Dir of Public Works/City Engineer	1.00	1.00	1.00	1.00	—
Uncl	Deputy Public Works Director	—	0.45	0.45	0.45	—
Uncl	Traffic Engineer	1.00	1.00	1.00	1.00	—
Uncl	Principal Engineer	3.00	3.00	3.00	4.00	1.00
Uncl	Principal Planner	—	1.00	1.00	1.00	—
Uncl	Building Maintenance Manager	0.90	0.90	0.90	0.90	—
Uncl	Superintendent of Street and Solid Waste	1.00	—	—	—	—
Uncl	Landscape Superintendent/City Arborist	1.00	1.00	—	—	—
Uncl	Compliance Manager	—	0.70	0.80	0.80	—
Uncl	Environmental Programs Manager	—	—	0.50	0.50	—
Uncl	Public Works Supervisor	—	—	4.00	4.00	—
G29	Mechanical Maintenance Worker-Building	2.00	3.00	3.00	3.00	—
G29	Street Maintenance Worker IV	5.00	7.00	7.00	7.00	—
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	14.50	14.50	14.50	—
G23	Grounds Maintenance Worker III	3.00	—	—	—	—
G21	Grounds Maintenance Worker II	2.50	—	—	—	—
G21/19	Street Maintenance Worker I/II	6.00	16.00	16.00	16.00	—
G19	Utility Worker	1.00	1.00	1.00	1.00	—
G19	Grounds Maintenance Worker I	10.00	—	—	—	—
E41	Senior Engineer (Civil)	8.00	9.00	9.00	8.00	(1.00)
E38	Traffic Operations Engineer	1.00	1.00	1.00	1.00	—
E3-36	Construction Project Engineer	1.00	—	—	—	—
E34	Associate Engineer (Civil)	8.00	9.00	10.00	11.00	1.00
E32	Assistant Engineer (Civil)	—	1.00	1.00	1.00	—
A37	Landscape Foreman / Forewoman	2.00	2.00	—	—	—
A35	Street Maintenance Foreperson	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	—

Public Works Department

General Fund		2015/16 Adopted	2016/17 Adopted	2017/18 Adopted	2018/19 Budget	Position Change
Position Title						
A32	Principal Engineering Aide	1.00	1.00	1.00	—	(1.00)
A32	Code Enforcement Officer	—	—	1.00	0.90	(0.10)
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	—	—	—
A28	Senior Engineering Aide	4.00	2.00	2.00	2.00	—
A28	Time and Material Clerk	0.75	—	—	—	—
A26	Staff Aide II - Environmental Programs	1.00	1.00	1.00	1.00	—
A24	Office Specialist IV	1.00	1.65	1.75	1.75	—
A23	Account Clerk II	1.00	1.00	1.00	1.00	—
A23	Code Enforcement Technician	2.00	2.00	1.90	2.00	0.10
A22	Office Specialist III	0.50	0.35	0.35	0.35	—
A18	Office Specialist II	3.50	3.50	3.50	3.50	—
	Total Full Time Equivalents (Budgeted)	**107.15**	**105.05**	**106.65**	**105.60**	**(1.05)**

Department: Public Works
Division: Facility Services

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
2222 - Maintenance Repair	$ 1,621,496	$ 1,682,735	$ 2,307,981	$ 2,319,370	$ 11,389
2223 - Janitorial	303,731	317,183	329,202	1,078,354	749,152
Total Expenditures	$ 1,925,227	$ 1,999,918	$ 2,637,183	$ 3,397,724	$ 760,541
Full Time Equivalents (Budgeted)	10.90	12.90	13.23	13.23	—
Total Revenues	$ —	$ (560,145)	$ (619,605)	$ 50,336	$ 669,941

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 Facility Services 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: Facility Services
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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 857,227	$ 883,939	$ 1,227,910	$ 1,240,100	$ 12,190
Benefits	451,045	482,778	699,065	768,597	69,532
Materials/Services/Supplies	186,569	174,064	190,130	166,402	(23,728)
Interfund Services	126,655	109,789	115,876	144,271	28,395
Capital Outlay	—	32,165	75,000	—	(75,000)
Total Expenditures	$ 1,621,496	$ 1,682,735	$ 2,307,981	$ 2,319,370	$ 11,389
Full Time Equivalents (Budgeted)	9.82	11.72	12.15	12.15	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Percent of all requests for service responded to within four business days.	100%	100%	98%	95%	95%

Division: Facility Services
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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 113,256	$ 110,849	$ 117,380	$ 116,316	$ (1,064)
Benefits	58,550	60,350	67,110	73,022	5,912
Materials/Services/Supplies	124,715	141,572	140,081	882,960	742,879
Interfund Services	7,210	4,412	4,631	6,056	1,425
Total Expenditures	$ 303,731	$ 317,183	$ 329,202	$ 1,078,354	$ 749,152
Full Time Equivalents (Budgeted)	1.08	1.18	1.08	1.08	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
4411 - General Services	$ 260,688	$ 445,105	$ 451,214	$ 339,028	$ (112,186)
4412 - Developer Projects	157,997	212,691	365,776	365,691	(85)
4413 - Capital Improvement Projects	192,923	217,910	373,290	373,641	351
Total Expenditures	$ 611,608	$ 875,706	$ 1,190,280	$ 1,078,360	$ (111,920)
Full Time Equivalents (Budgeted)	6.25	4.25	4.92	4.92	—
Total Revenues	$ 17	$ —	$ 1,000,000	$ 900,000	$ (100,000)

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 180,175	$ 251,626	$ 211,923	$ 196,652	$ (15,271)
Benefits	71,187	67,359	111,820	113,139	1,319
Materials/Services/Supplies	816	5,373	20,252	18,444	(1,808)
Interfund Services	8,510	120,747	107,219	10,793	(96,426)
Total Expenditures	$ 260,688	$ 445,105	$ 451,214	$ 339,028	$ (112,186)
Full Time Equivalents (Budgeted)	2.04	1.41	1.41	1.41	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Percent of Agenda reports completed on time.	88%	93%	100%	90%	90%
2. Percent of Agenda reports completed satisfactorily.	96%	93%	100%	90%	90%
3. Percent of City Manager assignment requests responded within time requested.	N/A	100%	100%	90%	90%
4. Percent of customers surveyed that are very satisfied.	100%	100%	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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 87,913	$ 137,515	$ 231,962	$ 222,377	$ (9,585)
Benefits	62,157	67,292	126,276	131,369	5,093
Interfund Services	7,927	7,884	7,538	11,945	4,407
Total Expenditures	$ 157,997	$ 212,691	$ 365,776	$ 365,691	$ (85)
Full Time Equivalents (Budgeted)	1.84	1.41	1.74	1.74	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program's performance measures are covered under Program 4411.					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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 97,660	$ 139,392	$ 236,629	$ 227,101	$ (9,528)
Benefits	85,661	68,804	128,973	134,353	5,380
Interfund Services	9,602	9,714	7,688	12,187	4,499
Total Expenditures	$ 192,923	$ 217,910	$ 373,290	$ 373,641	$ 351
Full Time Equivalents (Budgeted)	2.38	1.44	1.78	1.78	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program's performance measures are covered under Program 4411.					N/A

Department: Public Works
Division: Engineering - Design

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
4441 - General Services	$ 501,058	$ 679,817	$ 452,900	$ 466,468	$ 13,568
4442 - Developer Projects	97,670	134,810	191,411	202,050	10,639
4443 - Capital Improvement Projects	716,108	746,547	1,666,176	1,411,471	(254,705)
Total Expenditures	$ 1,314,836	$ 1,561,174	$ 2,310,487	$ 2,079,989	$ (230,498)
Full Time Equivalents (Budgeted)	9.00	7.00	9.00	9.00	—
Total Revenue	$ 1,115,534	$ 753,297	$ 308,750	$ —	$ (308,750)

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

- Infrastructure Management and Capital Improvement Project (CIP) Programming of Pavement, Storm Drain (SD), and Sanitary Sewer (SS) System.
- Provide CIP Administration and Project Management to other City Departments (Fire, Library, Parks and Recreation, Police, Water and Sewer Utility, etc.)
- Continue to work with the Federal Emergency Management Agency (FEMA) to provide flood insurance premium reduction for City of Santa residents and business owners to maintain City's Community Rating System Class 8 rating.
- Continue to provide assistance to residents and business owners with FEMA Elevation Certificate, Letter of Map Amendment, or Letter of Map Revision for flood insurance premium reduction.
- Enhance the effectiveness and efficiency of the Design Division through ongoing of staff various City design procedures and by developing new procedures to streamline processes.

Division: Engineering - Design
Program: 4441 - General Services

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

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 345,953	$ 498,905	$ 262,712	$ 266,164	$ 3,452
Benefits	116,476	109,350	140,104	154,326	14,222
Materials/Services/Supplies	29,274	55,736	32,592	32,201	(391)
Interfund Services	9,355	9,462	7,492	13,777	6,285
Capital Outlay	—	6,364	10,000	—	(10,000)
Total Expenditures	$ 501,058	$ 679,817	$ 452,900	$ 466,468	$ 13,568
Full Time Equivalents (Budgeted)	2.00	1.50	1.90	1.90	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program's performance measures are covered under Program 4443.					N/A

Division: Engineering - Design
Program: 4442 - Developer Projects

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

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 45,928	$ 45,707	$ 122,442	$ 123,586	$ 1,144
Benefits	47,556	84,738	65,531	72,040	6,509
Interfund Services	4,186	4,365	3,438	6,424	2,986
Total Expenditures	$ 97,670	$ 134,810	$ 191,411	$ 202,050	$ 10,639
Full Time Equivalents (Budgeted)	0.90	0.70	0.90	0.90	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program's performance measures are covered under Program 4443.					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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 372,324	$ 387,741	$ 1,074,938	$ 848,035	$ (226,903)
Benefits	324,881	268,032	449,778	494,209	44,431
Materials/Services/Supplies	—	60,954	108,750	25,198	(83,552)
Interfund Services	18,903	29,820	32,710	44,029	11,319
Total Expenditures	$ 716,108	$ 746,547	$ 1,666,176	$ 1,411,471	$ (254,705)
Full Time Equivalents (Budgeted)	6.10	4.80	6.20	6.20	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Percent of Capital Improvement Projects designed within budget.	100%	43%	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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
4461 - General Services	$ 254,718	$ 282,547	$ 359,097	$ 517,333	$ 158,236
4462 - Developer Projects	592,061	570,047	610,440	556,572	(53,868)
4463 - Capital Improvement Projects	681,759	918,888	1,087,973	994,414	(93,559)
Total Expenditures	$ 1,528,538	$ 1,771,482	$ 2,057,510	$ 2,068,319	$ 10,809
Full Time Equivalents (Budgeted)	9.00	11.00	10.00	9.00	(1.00)
Total Revenues	$ 1,667,334	$ 1,036,338	$ 773,552	$ 875,641	$ 102,089

Division Mission

To serve our clients and the community through effective and efficient construction management, construction inspection, materials testing, surveying, and administration services of public improvement projects.

Division Overview

- Provide effective construction management, construction inspection, materials testing, surveying and administration services for Capital Improvement Projects, such as various pavement improvement, sanitary sewer, traffic signal, parks, and curb ramp projects.
- Provide effective construction inspection, material testing, surveying and administration services for private developments that involve the City's infrastructure, such as Cobalt Apartments (50 Saratoga Ave.), Coresite Data Center (Coronado Dr.), Downtown Gateway (1313 Franklin Street), Gateway Village (3700 El Camino Real), Madison Place (1460 Monroe St.), Monticello Village (3515 Monroe St.), Santana Terrace Senior Apartments (100 N. Winchester), Saratoga Residential Project (166 Saratoga Ave.), Summerhill Lawrence Station (3505 Kifer Rd.), Vantage Data Center (Northwestern Parkway), and Villas on the Boulevard (2611 El Camino Real).

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

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

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 145,233	$ 106,421	$ 123,526	$ 155,564	$ 32,038
Benefits	35,028	63,269	66,536	73,428	6,892
Materials/Services/Supplies	25,510	76,209	131,434	246,880	115,446
Interfund Services	48,947	36,648	37,601	41,461	3,860
Total Expenditures	$ 254,718	$ 282,547	$ 359,097	$ 517,333	$ 158,236
Full Time Equivalents (Budgeted)	0.60	1.00	0.90	0.90	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Percent of complaints responded to within one business day.	93%	100%	98%	90%	90%
2. Number of construction activity complaints.	30	45	99	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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 441,303	$ 369,521	$ 379,163	$ 336,197	$ (42,966)
Benefits	139,494	187,318	209,324	200,947	(8,377)
Interfund Services	11,264	13,208	15,553	19,428	3,875
Capital Outlay	—	—	6,400	—	(6,400)
Total Expenditures	$ 592,061	$ 570,047	$ 610,440	$ 556,572	$ (53,868)
Full Time Equivalents (Budgeted)	3.00	3.50	3.10	2.70	(0.40)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Percent of inspection requests responded to within one business day.	100%	98%	97%	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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 443,124	$ 556,499	$ 675,010	$ 589,696	$ (85,314)
Benefits	220,788	342,195	385,223	369,345	(15,878)
Materials/Services/Supplies	155	141	—	—	—
Interfund Services	17,692	20,053	27,740	35,373	7,633
Total Expenditures	$ 681,759	$ 918,888	$ 1,087,973	$ 994,414	$ (93,559)
Full Time Equivalents (Budgeted)	5.40	6.50	6.00	5.40	(0.60)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Percent of Capital Improvement projects that reached substantial completion within the construction contract time.	100%	75%	100%	75%	75%
2. Percent of Capital Improvement Projects completed within approved budget.	75%	100%	100%	100%	100%
3. Percent of customers rating services as satisfactory	100%	100%	100%	100%	100%
4. Percent of Capital Improvement Projects completed with change orders under 5% of construction cost.	75%	100%	80%	75%	50%

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

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
4451 - General Services	$ 250,777	$ 351,489	$ 263,646	$ 498,291	$ 234,645
4452 - Development Support & Review	1,060,175	1,254,343	1,422,613	1,334,460	(88,153)
Total Expenditures	$ 1,310,952	$ 1,605,832	$ 1,686,259	$ 1,832,751	$ 146,492
Full Time Equivalents (Budgeted)	8.00	8.00	8.00	8.00	—
Total Revenues	$ 567,497	$ 1,469,746	$ 1,338,213	$ 1,432,904	$ 94,691

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 575 Benton Street Residential/Mixed Use Project at El Camino Real and Benton Sreet; 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 188,977	$ 271,777	$ 159,800	$ 296,790	$ 136,990
Benefits	54,611	72,112	82,360	169,140	86,780
Materials/Services/Supplies	5,175	2,165	15,764	23,621	7,857
Interfund Services	2,014	5,435	5,722	8,740	3,018
Total Expenditures	$ 250,777	$ 351,489	$ 263,646	$ 498,291	$ 234,645
Full Time Equivalents (Budgeted)	1.00	0.99	0.99	1.82	0.83

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program's performance measures are covered under Program 4452.					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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 634,664	$ 718,226	$ 898,703	$ 826,217	$ (72,486)
Benefits	401,057	502,964	490,580	462,100	(28,480)
Interfund Services	24,454	33,153	33,330	46,143	12,813
Total Expenditures	$ 1,060,175	$ 1,254,343	$ 1,422,613	$ 1,334,460	$ (88,153)
Full Time Equivalents (Budgeted)	7.00	7.01	7.01	6.18	(0.83)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Percent of subdivision maps first submittals reviewed within 20 business days and subsequent submittals reviewed within 10 business days.	56%	52%	53%	50%	55%
2. Percent of title documents drafted within 10 business days.	65%	76%	61%	85%	80%
3. Percent of private development plans reviewed on first review within 20 business days.	51%	66%	60%	60%	70%
4. Percent of private development plans reviewed on subsequent reviews within 15 business days.	67%	89%	64%	60%	90%

Department: Public Works
Division: Engineering - Traffic

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
4431 - General Services	$ 477,977	$ 524,440	$ 669,381	$ 482,889	$ (186,492)
4432 - Developer Projects	338,624	390,275	368,414	667,568	299,154
4433 - Capital Improvement Projects	234,961	266,356	546,704	501,434	(45,270)
4434 - Traffic Signal Management	637,015	752,299	1,189,648	1,028,073	(161,575)
4435 - Traffic Striping & Signing	20,186	46,511	75,884	105,697	29,813
Total Expenditures	$ 1,708,763	$ 1,979,881	$ 2,850,031	$ 2,785,661	$ (64,370)
Full Time Equivalents (Budgeted)	6.00	9.00	9.00	9.00	—
Total Revenues	$ 829,116	$ 864,858	$ 207,087	$ 18,608	$ (188,479)

Division Mission

Provide safe and efficient movement of pedestrian, bicycle, transit, 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 efficient roadway operations and safety.
- Maintain and upgrade traffic 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 357,154	$ 350,487	$ 400,499	$ 248,951	$ (151,548)
Benefits	89,173	132,301	219,716	157,540	(62,176)
Materials/Services/Supplies	16,960	26,493	25,796	39,038	13,242
Interfund Services	14,690	15,159	23,370	37,360	13,990
Total Expenditures	$ 477,977	$ 524,440	$ 669,381	$ 482,889	$ (186,492)
Full Time Equivalents (Budgeted)	1.50	2.95	2.95	2.05	(0.90)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of grants applied for or being processed.	5	22	5	15	10
2. 95% of special transportation permits issued within 4 hours.	N/A	N/A	N/A	N/A	600
3. 85% of traffic engineering studies completed in 3 weeks.	N/A	N/A	N/A	N/A	160

Division: Engineering - Traffic
Program: 4432 - Developer Projects

Program Mission: Review traffic and parking studies, development plans, travel demand management plan, and traffic control plans.

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 298,507	$ 323,179	$ 236,825	$ 415,104	$ 178,279
Benefits	33,835	60,554	122,962	239,390	116,428
Interfund Services	6,282	6,542	8,627	13,074	4,447
Total Expenditures	$ 338,624	$ 390,275	$ 368,414	$ 667,568	$ 299,154
Full Time Equivalents (Budgeted)	1.30	1.50	1.50	2.80	1.30

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. 80% of preliminary site and development plans for Project Clearance and Subdivision Committee reviewed and returned by due date.	N/A	N/A	N/A	N/A	95
2. 80% of encroachment permits, capital improvement projects, and traffic control plans reviewed and returned by due date.	N/A	N/A	N/A	N/A	600
3. 80% of development project submittal review, RFI under construction requiring Traffic Engineering Division's support completed within deadlines.	N/A	N/A	N/A	N/A	10

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

Program Mission: Design and manage Consultants of traffic signal, traffic calming, interconnection, bicycle, and pedestrian facilities improvement projects. Provide construction administration support.

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 167,532	$ 171,280	$ 344,461	$ 303,434	$ (41,027)
Benefits	60,580	87,659	189,689	180,084	(9,605)
Interfund Services	6,849	7,417	12,554	17,916	5,362
Total Expenditures	$ 234,961	$ 266,356	$ 546,704	$ 501,434	$ (45,270)
Full Time Equivalents (Budgeted)	1.65	2.75	2.75	2.35	(0.40)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of traffic projects under design.	3	6	3	6	10
2. Number of projects under construction requiring Traffic Division support.	4	1	4	5	8
3. 90% of capital improvement project submittal review, RFI under construction requiring Traffic Engineering Division's support completed within deadlines.	N/A	N/A	N/A	N/A	30

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

Program Mission: Operations and maintenance of traffic signals.

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 82,495	$ 73,467	$ 374,188	$ 195,561	$ (178,627)
Benefits	56,191	43,871	114,053	101,203	(12,850)
Materials/Services/Supplies	492,932	628,818	694,308	721,720	27,412
Interfund Services	5,397	6,143	7,099	9,589	2,490
Total Expenditures	$ 637,015	$ 752,299	$ 1,189,648	$ 1,028,073	$ (161,575)
Full Time Equivalents (Budgeted)	1.20	1.45	1.45	1.30	(0.15)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. 80% of timing, coordination, detection, equipment, or other signal management requests responded to within 3 hours.	N/A	N/A	N/A	N/A	150
2. 85% of traffic operations studies completed in 3 weeks.	N/A	N/A	N/A	N/A	80

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 9,117	$ 31,525	$ 48,218	$ 64,766	$ 16,548
Benefits	9,735	13,609	25,873	38,348	12,475
Materials/Services/Supplies	133	87	—	—	—
Interfund Services	1,201	1,290	1,793	2,583	790
Total Expenditures	$ 20,186	$ 46,511	$ 75,884	$ 105,697	$ 29,813
Full Time Equivalents (Budgeted)	0.35	0.35	0.35	0.50	0.15

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of work orders created for signing and striping plans.	83	129	160	120	130

Department: Public Works
Division: Streets and Automotive Services

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
2911 - Street Maintenance	$ 2,229,061	$ 2,642,106	$ 2,880,488	$ 4,212,377	$ 1,331,889
2921 - Storm System Maintenance	882,918	968,235	1,078,118	1,392,828	314,710
2924 - Non-Point Source	388,785	828,042	1,320,309	1,343,128	22,819
2951 - Landscape Maintenance	3,567,493	3,416,347	3,767,709	3,908,250	140,541
2952 - Street Tree Program	942,543	998,035	996,882	1,163,883	167,001
2971 - Traffic Maintenance	966,532	1,335,941	1,648,170	1,065,369	(582,801)
Total Expenditures	$ 8,977,332	$10,188,704	$11,691,676	$13,085,835	$ 1,394,159
Full Time Equivalents (Budgeted)	58.00	52.90	52.50	52.45	(0.05)
Total Revenues	$ 1,908,993	$ 3,848,277	$ 3,813,744	$ 4,148,000	$ 334,256

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 1,022,924	$ 1,323,872	$ 1,291,249	$ 1,495,484	$ 204,235
Benefits	485,719	551,117	770,669	972,930	202,261
Materials/Services/Supplies	288,215	324,655	319,368	327,489	8,121
Interfund Services	432,203	442,462	491,202	521,341	30,139
Capital Outlay	—	—	8,000	13,000	5,000
Other Expenditures	—	—	—	882,133	882,133
Total Expenditures	$ 2,229,061	$ 2,642,106	$ 2,880,488	$ 4,212,377	$ 1,331,889
Full Time Equivalents (Budgeted)	19.30	13.65	13.90	15.90	2.00

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Percent of pothole repair requests responded to within three business days, except during Clean-Up Campaign.	90%	90%	74%	85%	85%
2. Percent of sidewalk tripping complaints inspected within three (3) work days.	100%	95%	96%	95%	95%
3. Percent of pedestrian tripping hazards repaired within thirty (30) days of notification.	85%	95%	70%	80%	80%
4. Percent of minor utility trench repairs completed within thirty (30) days after notification and release.	25%	75%	54%	35%	50%

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 433,272	$ 431,377	$ 394,944	$ 577,112	$ 182,168
Benefits	143,770	195,107	242,412	380,656	138,244
Materials/Services/Supplies	183,011	199,076	303,448	295,499	(7,949)
Interfund Services	122,865	142,675	137,314	139,561	2,247
Total Expenditures	$ 882,918	$ 968,235	$ 1,078,118	$ 1,392,828	$ 314,710
Full Time Equivalents (Budgeted)	4.45	4.45	4.45	6.45	2.00

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Percent of catch basin inlets cleaned annually	100%	100%	100%	100%	100%
2. Percent of pump station wet wells cleaned annually	60%	58%	70%	70%	70%
3. Percent of pump station storm drain outfalls visually inspected annually	100%	100%	100%	100%	100%

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 184,665	$ 211,301	$ 503,069	$ 452,735	$ (50,334)
Benefits	177,257	183,654	309,313	314,967	5,654
Materials/Services/Supplies	11,309	400,016	448,715	501,617	52,902
Interfund Services	15,554	33,071	31,212	73,809	42,597
Total Expenditures	$ 388,785	$ 828,042	$ 1,320,309	$ 1,343,128	$ 22,819
Full Time Equivalents (Budgeted)	4.10	4.20	5.70	5.70	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 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 on City events.

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 1,479,095	$ 1,516,810	$ 1,562,867	$ 1,559,120	$ (3,747)
Benefits	715,903	796,319	941,648	1,012,776	71,128
Materials/Services/Supplies	885,920	666,130	816,471	846,440	29,969
Interfund Services	486,575	437,088	426,723	489,914	63,191
Capital Outlay	—	—	20,000	—	(20,000)
Total Expenditures	$ 3,567,493	$ 3,416,347	$ 3,767,709	$ 3,908,250	$ 140,541
Full Time Equivalents (Budgeted)	17.80	18.10	17.10	17.05	(0.05)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Remove graffiti from public property within one working day once notified and properly documented.	85%	90%	95%	93%	93%
2. Respond to public trash container complaints within two (2) business days, following notification.	100%	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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 323,872	$ 355,630	$ 358,150	$ 334,700	$ (23,450)
Benefits	179,937	203,279	205,101	207,972	2,871
Materials/Services/Supplies	402,457	421,584	416,423	602,802	186,379
Interfund Services	36,277	17,542	17,208	18,409	1,201
Total Expenditures	$ 942,543	$ 998,035	$ 996,882	$ 1,163,883	$ 167,001
Full Time Equivalents (Budgeted)	4.20	4.25	3.15	3.15	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 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: 2971 - Traffic Maintenance

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

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 442,417	$ 693,446	$ 915,578	$ 471,315	$ (444,263)
Benefits	294,062	370,488	447,374	277,591	(169,783)
Materials/Services/Supplies	106,203	166,027	176,000	193,320	17,320
Interfund Services	123,850	105,980	109,218	123,143	13,925
Total Expenditures	$ 966,532	$ 1,335,941	$ 1,648,170	$ 1,065,369	$ (582,801)
Full Time Equivalents (Budgeted)	8.15	8.25	8.20	4.20	(4.00)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Percentage of traffic signs repaired or replaced within three (3) working days.	96%	97%	96%	95%	95%

City of Santa Clara

The Center of What's Possible

Library Department

Library Department

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
Administration	$ 565,542	$ 812,368	$ 1,047,892	$ 1,144,329
Adult Services	2,003,488	1,906,958	1,518,106	1,387,932
Branch Services	1,595,241	1,277,447	1,386,904	1,820,479
Customer Services	1,475,221	1,710,622	1,909,513	1,741,714
Facilities & Technology	1,368,986	1,446,920	1,613,772	1,472,449
Technical Services	756,908	623,758	1,614,459	1,721,389
Youth Services	1,143,346	1,235,937	1,134,624	1,138,329
Total Expenditures	$ 8,908,732	$ 9,014,010	$ 10,225,270	$ 10,426,621
Full Time Equivalents (Budgeted)	47.00	45.50	45.50	46.75
Total Revenue	$ 432,970	$ 311,187	$ 147,800	$ 151,800

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 & ESL – Provide high quality adult and family literacy instruction and access to English as a Second Language.

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 and provide a clean, safe, and welcoming place 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

- Purchased a Bookmobile and established the Bookmobile service as a community outreach mechanism visiting schools, neighborhoods, and community events.
- Replaced the Library's Automated Materials Handler with an newer, safer, and more efficient and reliable system.
- Hosted dynamic community events and programs, like Library Comic Con with over 7500 attendees, monthly STEM programming for all ages, and multi-lingual storytimes.
- The Library partnered with the United States Citizenship and Immigration Services (USCIS) to host a Naturalization Ceremony, welcoming 83 new U.S. citizens from more than 20 different countries. Provided access to Citizenship resources by hosting USCIS Naturalization Workshops, Monthly Citizenship Application Help and Pathway to Citizenship Resource Fair in partnership with the USCIS and the City Clerk.

Significant Objectives

- Reopen the newly remodeled Mission Branch Library to provide robust library services, expanded hours and collections to the surrounding community.
- Improve access to public meeting space by converting underutilized staff space to publicly usable meeting rooms and innovation centers.
- Increase staff efficiencies by implementing new workflows, such as laptop vending units, increasing the number of pre-processing of new materials, and implementing a patron self-service room reservation system.
- Perform a community needs assessment to identify opportunities for serving diverse populations in Santa Clara.

Library Department

Department Budget Summary

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Salaries	$ 4,526,729	$ 4,680,394	$ 5,233,636	$ 5,284,441	$ 50,805
Benefits	1,938,324	2,076,786	2,585,240	2,877,205	291,965
Materials/Services/Supplies	2,287,410	2,129,150	2,279,498	2,030,361	(249,137)
Interfund Services	156,272	127,680	126,896	234,614	107,718
Total Expenditures	$ 8,908,735	$ 9,014,010	$ 10,225,270	$ 10,426,621	$ 201,351
Revenue Category					
Licenses & Permits	$ 229,152	$ 233,974	$ 145,000	$ 147,500	$ 2,500
Interest and Rent	3,711	1,218	2,800	4,300	1,500
Charges for Services	104	129	—	—	—
Op Transfers	200,000	75,744	—	—	—
Other Revenue	3	122	—	—	—
Total Revenues	$ 432,970	$ 311,187	$ 147,800	$ 151,800	$ 4,000
Full Time Equivalents (Budgeted)	47.00	45.50	45.50	46.75	1.25

Budget Overview and Significant Changes

Service Level Impact

The Library Department added 1.0 Library Program Coordinator for the Mission Branch Library in order to support opening the remodeled branch up to 50 hours per week. An additional .25 FTE was funded by an equal reduction in the as-needed budget at the Northside Branch Library and combined to create 1 FTE position in order to retain trained and talented staff.

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. In addition, benefits changes reflect new CalPERS (California Public Employees' Retirement System) employer pension rates and estimated health insurance rates.

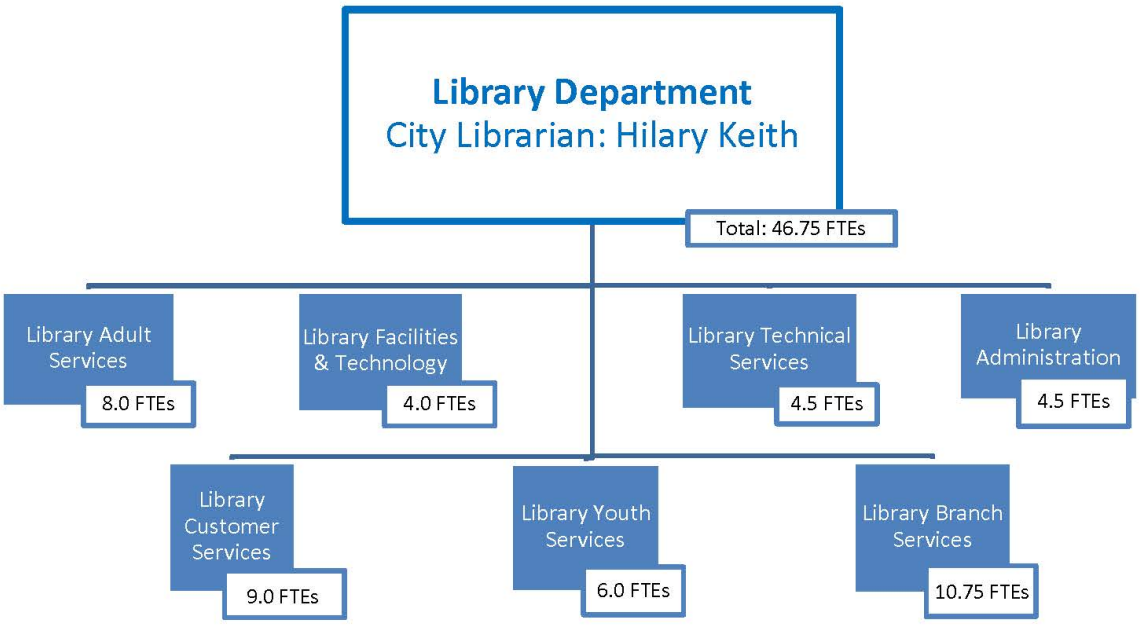
Materials/Services/Supplies changes from prior adopted budget

Materials, Services, and Supplies decrease reflects the shifting of janitorial services funds to one centralized allocation under the Public Works Department.

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 of Santa Clara
Divisional Organization Chart



POSITION DETAIL

General Fund		2015/16 Adopted	2016/17 Adopted	2017/18 Adopted	2018/19 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 - Support Services	1.00	—	—	—	—
Uncl	Library Division Manager - Collection Services	1.00	—	—	—	—
Uncl	Library Division Manager	—	1.00	1.00	1.00	—
A35	Business Analyst	—	1.00	1.00	1.00	—
A34	Library Program Coordinator - Youth Services	1.00	1.00	1.00	1.00	—
A34	Library Program Coordinator - Reference	1.00	—	—	1.00	1.00
A34	Library Program Coordinator - Cataloging	1.00	—	—	—	—
A34	Library Program Coordinator - Technology	1.00	1.00	1.00	1.00	—
A34	Library Program Coordinator	1.00	3.00	3.00	3.00	—
A32	Staff Analyst I	—	—	—	1.00	1.00
A30	Librarian I/II	11.00	11.00	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	4.00	4.00	4.00	—
A25	Library Technology Assistant	1.00	1.00	1.00	1.00	—
A20	Library Assistant I/II	16.00	16.00	16.00	15.75	(0.25)
A20	Literacy Student/Tutor Coordinator	1.00	1.00	1.00	1.00	—
A18	Office Specialist II	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)	**47.00**	**45.50**	**45.50**	**46.75**	**1.25**

Department: Library
Division: Administration

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
1221-Administration	$ 565,542	$ 812,368	$ 1,047,892	$ 1,144,329	$ 96,437
Total Expenditures	$ 565,542	$ 812,368	$ 1,047,892	$ 1,144,329	$ 96,437
Full Time Equivalents (Budgeted)	3.00	3.00	4.00	4.50	0.50
Total Revenue	$ —	$ 75,744	$ —	$ —	$ —

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 and establish partnerships with community organizations to support the Library and the City's goals.
- 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.
- Provide Bookmobile service to outlying, underserved, and corporate communities where they work, play, create, learn and live regardless of physical, economic, social, and geographic barriers.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 343,190	$ 441,655	$ 564,794	$ 624,273	$ 59,479
Benefits	160,182	216,046	305,087	356,121	51,034
Materials/Services/Supplies	39,415	117,101	132,705	125,655	(7,050)
Interfund Services	22,755	37,565	45,306	38,280	(7,026)
Total Expenditures	$ 565,542	$ 812,368	$ 1,047,892	$ 1,144,329	$ 96,437
Full Time Equivalents (Budgeted)	3.00	3.00	4.00	4.50	0.50

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of items circulated annually via the Bookmobile	N/A	N/A	12,291	5,000	20,000
2. Number of patron visits to existing Library facilities annually	1,013,064	1,249,900	1,291,900	975,000	1,100,000
3. Visits per capita	N/A	10.39	10.25	7.5	8
4. Library materials held per capita	3.88	3.88	3.57	3.75	3.75

*Mission Library will be closed during renovation.

Department: Library
Division: Adult Services

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
1234-Read Santa Clara	$ 172,119	$ 301,241	$ 365,049	$ 385,707	$ 20,658
1241-Reference and Adult Collections	1,527,957	1,443,981	984,242	824,054	(160,188)
1243-Periodicals	164,538	—	—	—	—
1244-Local History	138,874	161,736	168,815	178,171	9,356
Total Expenditures	$ 2,003,488	$ 1,906,958	$ 1,518,106	$ 1,387,932	$ (130,174)
Full Time Equivalents (Budgeted)	7.50	9.00	9.00	8.00	(1.00)
Total Revenue	$ 245	$ 122	$ —	$ —	$ —

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, classes and workshops on new technologies, and the delivery of library materials to homebound residents.

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 and free citizenship workshops.
- 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 107,718	$ 188,864	$ 224,574	$ 225,317	$ 743
Benefits	60,940	109,951	133,434	145,688	12,254
Materials/Services/Supplies	—	124	2,510	3,510	1,000
Interfund Services	3,461	2,303	4,531	11,192	6,661
Total Expenditures	$ 172,119	$ 301,241	$ 365,049	$ 385,707	$ 20,658
Full Time Equivalents (Budgeted)	—	2.50	2.50	2.50	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. New adult learners admitted to program	N/A	39	42	40	40
2. Number of active participants completing their roles and goals	N/A	88	103	80	80
3. Number of volunteer hours	N/A	4,211	3,161.5	5,000	5,000
4. Number of program attendees including Migrant Ed, Families for Literacy, etc.	N/A	5,198	4,674	5,000	5,000

Due to reorganization, budget figures prior to 16-17 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 586,465	$ 620,911	$ 641,461	$ 510,498	$ (130,963)
Benefits	270,718	293,223	326,579	280,736	(45,843)
Materials/Services/Supplies	650,431	514,199	4,000	4,000	—
Interfund Services	20,343	15,648	12,202	28,820	16,618
Total Expenditures	$ 1,527,957	$ 1,443,981	$ 984,242	$ 824,054	$ (160,188)
Full Time Equivalents (Budgeted)	5.50	5.50	5.50	4.50	(1.00)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of reference and reader's advisory questions answered annually	95,371	45,341	40,211	80,000	42,000
2. Number of programs offered to adults	303	254	334	100	200
3. Total attendance at programs offered to adults	17,273	8,627	11,908	6,500	7,500

*Effective 17-18, all books and media purchases are consolidated under Program 1251

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 105,979	$ —	$ —	$ —	$ —
Benefits	47,666	—	—	—	—
Materials/Services/Supplies	7,631	—	—	—	—
Interfund Services	3,262	—	—	—	—
Total Expenditures	$ 164,538	$ —	$ —	$ —	$ —
Full Time Equivalents (Budgeted)	1.00	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of periodicals checked in and processed monthly	413	N/A	N/A	N/A	N/A
2. Number of requests for Service resolved by Periodicals staff monthly	3,039	N/A	N/A	N/A	N/A

Budget for Periodicals was moved to Reference and Adult Collections 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 85,509	$ 100,245	$ 105,295	$ 105,515	$ 220
Benefits	46,711	55,502	61,376	67,046	5,670
Materials/Services/Supplies	2,469	3,480	175	175	—
Interfund Services	4,185	2,509	1,969	5,435	3,466
Total Expenditures	$ 138,874	$ 161,736	$ 168,815	$ 178,171	$ 9,356
Full Time Equivalents (Budgeted)	1.00	1.00	1.00	1.00	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of programs presented/ sponsored annually	62	65	81	20	20
2. Number of displays developed annually	4	28	N/A	N/A	N/A
3. Research inquiries answered annually	4,806	1,959	1,452	1,500	1,500
4. Number of unique items digitized per year	N/A	—	N/A	N/A	N/A

Department: Library
Division: Branch Services

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
1233-Mission Library	$ 613,167	$ 285,037	$ 352,139	$ 776,865	$ 424,726
1235-Northside Branch	982,074	992,410	1,034,765	1,043,614	8,849
Total Expenditures	$ 1,595,241	$ 1,277,447	$ 1,386,904	$ 1,820,479	$ 433,575
Full Time Equivalents (Budgeted)	11.80	7.75	7.75	10.75	3.00
Total Revenue	$ —	$ 12,698	$ —	$ 12,000	$ 12,000

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.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 365,791	$ 164,804	$ 189,739	$ 446,458	$ 256,719
Benefits	166,595	60,878	97,724	270,918	173,194
Materials/Services/Supplies	68,909	51,578	61,500	51,000	(10,500) *
Interfund Services	11,872	7,777	3,176	8,489	5,313
Total Expenditures	$ 613,167	$ 285,037	$ 352,139	$ 776,865	$ 424,726
Full Time Equivalents (Budgeted)	—	2.00	2.00	4.75	2.75

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of items circulated	26,555	33,861	9,459	13,000	65,000
2. Number of programs for children and/or adults	98	54	9	9	9
3. Number of participants registered in Summer Reading Club.	221	409	N/A	N/A	N/A
4. Number of children and/or adults attending programs	732	4,502	840	300	300

Due to reorganization, budget figures prior to 16-17 do not represent actual funding for Mission Library.

*Effective 17-18, book and media purchases are consolidated under Program 1251

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 506,340	$ 456,383	$ 550,947	$ 556,048	$ 5,101
Benefits	217,733	227,999	292,076	337,704	45,628
Materials/Services/Supplies	238,297	294,319	182,225	124,925	(57,300) *
Interfund Services	19,704	13,709	9,517	24,937	15,420
Total Expenditures	$ 982,074	$ 992,410	$ 1,034,765	$ 1,043,614	$ 8,849
Full Time Equivalents (Budgeted)	—	5.75	5.75	6.00	0.25

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of items circulated annually	414,995	329,215	307,145	460,000	300,000
2. Number of programs for children and/or adults	282	378	393	100	200
3. Number of children and/or adults attending programs	32,819	29,846	32,823	10,000	25,000
4. Number of participants registered in the Summer Reading Program	800	1,575	N/A	N/A	N/A

*Effective 17-18, all book and media purchases are consolidated under Program 1251

Department: Library
Division: Customer Services

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
1245-Customer Services	$ 1,475,221	$ 1,710,622	$ 1,909,513	$ 1,741,714	$ (167,799)
Total Expenditures	$ 1,475,221	$ 1,710,622	$ 1,909,513	$ 1,741,714	$ (167,799)
Full Time Equivalents (Budgeted)	10.25	11.25	11.25	9.00	(2.25)
Total Revenue	$ 219,852	$ 222,624	$ 147,800	$ 139,800	$ (8,000)

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.
- Actively participates in programs and community outreach events

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 1,022,941	$ 1,194,897	$ 1,276,068	$ 1,124,059	$ (152,009)
Benefits	374,074	458,286	573,555	517,148	(56,407)
Materials/Services/Supplies	48,843	36,844	40,600	53,360	12,760
Interfund Services	29,363	20,596	19,290	47,147	27,857
Total Expenditures	$ 1,475,221	$ 1,710,622	$ 1,909,513	$ 1,741,714	$ (167,799)
Full Time Equivalents (Budgeted)	10.25	11.25	11.25	9.00	(2.25)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of items circulated annually	2,606,691	2,700,315	2,488,342	2,400,000	2,300,000
2. Number of patrons registered annually	17,674	22,718	22,335	15,000	20,000

Department: Library
Division: Facilities & Technology

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
1271-Facilities	$ 817,958	$ 820,090	$ 888,546	$ 731,685	$ (156,861)
1272-Technology	551,028	626,830	725,226	740,764	15,538
Total Expenditures	$ 1,368,986	$ 1,446,920	$ 1,613,772	$ 1,472,449	$ (141,323)
Full Time Equivalents (Budgeted)	4.00	4.00	4.00	4.00	—
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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 138,542	$ 153,091	$ 153,099	$ 145,018	$ (8,081)
Benefits	64,936	70,828	78,131	86,967	8,836
Materials/Services/Supplies	610,011	592,623	654,395	492,135	(162,260)
Interfund Services	4,469	3,548	2,921	7,565	4,644
Total Expenditures	$ 817,958	$ 820,090	$ 888,546	$ 731,685	$ (156,861)
Full Time Equivalents (Budgeted)	1.00	1.00	1.00	1.00	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of safety inspections made annually	12	12	12	36	12
2. Percent of facility issues resolved within 48 hours of report	99%	85.71%	N/A	N/A	N/A

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 263,636	$ 285,832	$ 337,093	$ 334,331	$ (2,762)
Benefits	105,237	124,915	168,095	181,931	13,836
Materials/Services/Supplies	174,880	211,076	214,235	209,998	(4,237)
Interfund Services	7,275	5,007	5,803	14,504	8,701
Total Expenditures	$ 551,028	$ 626,830	$ 725,226	$ 740,764	$ 15,538
Full Time Equivalents (Budgeted)	3.00	3.00	3.00	3.00	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Percent of problem reports responded to within 24 hours of receipt	98%	98%	N/A	N/A	N/A
2. Number of tickets/requests for services resolved by Technology Staff	3,746	2,694	N/A	N/A	N/A
3. Number of tickets/request for services resolved by Technology Aides	17,204	19,707	N/A	N/A	N/A
4. Number of Library public computer users and laptop users combined	430,114	178,924	521,670	178,000	350,000

Department: Library
Division: Technical Services

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
1251-Technical Services	$ 601,546	$ 623,758	$ 1,614,459	$ 1,721,389	$ 106,930
1254-Collection Management	155,362	—	—	—	—
Total Expenditures	$ 756,908	$ 623,758	$ 1,614,459	$ 1,721,389	$ 106,930
Full Time Equivalents (Budgeted)	5.00	4.50	3.50	4.50	1.00
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 maintaining data and statistics.
- 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 350,863	$ 395,484	$ 440,121	$ 498,216	$ 58,095
Benefits	158,200	160,398	198,538	262,283	63,745
Materials/Services/Supplies	81,673	58,850	966,203	943,253	(22,950) *
Interfund Services	10,810	9,025	9,597	17,637	8,040
Total Expenditures	$ 601,546	$ 623,758	$ 1,614,459	$ 1,721,389	$ 106,930
Full Time Equivalents (Budgeted)	3.00	4.50	3.50	4.50	1.00

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of items added to the collection each month.	5,437	51,565	4,307	3,800	3,500

*Effective 17-18, all books and media purchases are consolidated under Program 1251

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 99,491	$ —	$ —	$ —	$ —
Benefits	51,533	—	—	—	—
Materials/Services/Supplies	300	—	—	—	—
Interfund Services	4,038	—	—	—	—
Total Expenditures	$ 155,362	$ —	$ —	$ —	$ —
Full Time Equivalents (Budgeted)	2.00	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Books held per capita	2.05	N/A	N/A	N/A	N/A
2. Total items per capita	3.88	N/A	N/A	N/A	N/A
3. Library materials expenditures per capita	$ 9.32	N/A	N/A	N/A	N/A

Budget for Collection Management was moved to Technical Services in the 16-17 budget.

Department: Library
Division: Youth Services

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
1231-Youth Services.	$ 1,000,606	$ 1,049,888	$ 957,996	$ 953,981	$ (4,015)
1232-Young Adult	142,740	186,049	176,628	184,348	7,720
Total Expenditures	$ 1,143,346	$ 1,235,937	$ 1,134,624	$ 1,138,329	$ 3,705
Full Time Equivalents (Budgeted)	18.25	6.00	6.00	6.00	—
Total Revenue	$ 212,872	$ —	$ —	$ —	$ —

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 like multi-lingual storytimes and improved foreign language and bilingual books for children and their families.
- 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change	
Salaries	$ 467,711	$ 571,356	$ 642,451	$ 607,523	$ (34,928)	
Benefits	171,352	240,888	288,147	302,887	14,740	
Materials/Services/Supplies	349,145	229,634	17,100	18,500	1,400	*
Interfund Services	12,398	8,010	10,298	25,071	14,773	
Total Expenditures	$ 1,000,606	$ 1,049,888	$ 957,996	$ 953,981	$ (4,015)	
Full Time Equivalents (Budgeted)	3.25	5.00	5.00	5.00	—	

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of programs for children and parents offered	385	321	326	300	300
2. Number of reference and reader's advisory questions answered annually	95,371	32,692	36,553	35,000	30,000
3. Number of children's materials circulated annually	N/A	N/A	1,421,530	1,440,000	1,220,000
4. Number of children and adults attending programs	68,688	41,502	35,783	30,000	30,000

*Effective 17-18, all books and media purchases are consolidated under Program 1251

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change	
Salaries	$ 82,552	$ 106,872	$ 107,994	$ 107,185	$ (809)	
Benefits	42,446	57,870	62,498	67,776	5,278	
Materials/Services/Supplies	15,405	19,323	3,850	3,850	—	*
Interfund Services	2,337	1,984	2,286	5,537	3,251	
Total Expenditures	$ 142,740	$ 186,049	$ 176,628	$ 184,348	$ 7,720	
Full Time Equivalents (Budgeted)	0.853	1.00	1.00	1.00	—	

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of Young Adult programs offered	73	98	94	50	50
2. Number of Young Adult items circulated	67,586	64,538	77,884	75,000	60,000
3. Number of participants in the Teen Summer Reading Program	823	1,088	N/A	N/A	N/A
4. New Young Adult cards issued	N/A	409	N/A	N/A	N/A

*Effective 17-18, all books and media purchases are consolidated under Program 1251

City of Santa Clara

The Center of What's Possible

Parks and Recreation Department

Parks & Recreation Department

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
Administration	$ 581,984	$ 1,045,901	$ 1,109,879	$ 1,425,961
Parks	8,138,762	8,529,019	10,514,676	10,798,414
Recreation	6,159,093	6,198,332	6,801,644	7,226,631
Total Expenditures	$ 14,879,839	$ 15,773,252	$ 18,426,199	$ 19,451,006
Full Time Equivalents (Budgeted)	76.75	74.00	75.75	75.75
Total Revenue	$ 2,506,443	$ 2,579,698	$ 2,699,000	$ 2,664,000

Overview

Provide planning, development, operation, maintenance and rehabilitation of the City's 26 neighborhood parks, 5 mini parks, 1 community park, 3 open space sites, 14 recreation facilities, including Community Centers and neighborhood park buildings, and 10 joint use facilities, and playgrounds, restrooms, picnic areas, turf, trees, vegetation, athletic fields, at defined levels of service that promote the use of safe, clean and attractive facilities for enjoyment and quality of life for all ages and abilities. The Department assists the public with facility rentals, community services, cultural programs and special events, enhanced natural environments, as well as sports and aquatics opportunities.

Parks & Recreation Department

Mission

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, programs, and events.

Significant Accomplishments

- Completed Parks & Recreation Facility Condition Assessment and Asset Inventory.
- Completed Senior Needs Assessment and gap analysis.
- Developed funding options and tested public opinions of funding sources for Community Recreation and Aquatics Center Project.
- Completed community input and approved schematic design for park playgrounds for Bowers, Machado, Homeridge, and Agnews park and Fuller Street Sports Court. Completed public input phase for Montague Park rehabilitation project and Central Park Masterplan.

Significant Objectives

- Continue implement public-facing electronic work order system for parks facilities.
- Grand opening of San Tomas & Monroe Neighborhood Park & Community Garden.
- Host groundbreaking of Reed & Grant Streets Sports Park.
- Complete Park rehabilitation projects for Bowers, Machado,Homeridge, and Agnews park playgrounds and Fuller Street Sports Court

Parks & Recreation Department

Department Budget Summary

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Salaries	$ 7,278,304	$ 7,758,711	$ 8,779,159	$ 9,082,054	$ 302,895
Benefits	2,775,674	3,215,269	4,158,233	4,576,228	417,995
Materials/Services/Supplies	3,966,875	3,981,470	4,493,376	4,827,217	333,841
Interfund Services	858,986	812,594	867,431	962,062	94,631
Capital Outlay	—	5,200	128,000	—	(128,000)
Other Expenditures	—	—	—	3,445	3,445
Total Expenditures	$ 14,879,839	$ 15,773,248	$ 18,426,199	$ 19,451,006	$ 1,024,807
Revenue Category					
Interest and Rent	$ 275,077	$ 169,643	$ 492,000	$ 246,000	$ (246,000)
Intergovernmental	2,500	2,500	—	—	—
Charges for Services	2,227,198	2,395,857	2,207,000	2,418,000	211,000
Other Revenues	1,668	11,698	—	—	—
Total Revenues	$ 2,506,443	$ 2,579,698	$ 2,699,000	$ 2,664,000	$ (35,000)
Full Time Equivalents (Budgeted)	76.75	74.00	75.75	75.75	—

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. 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 in materials and services is reflective of increased programming/revenue and based on year-to-date actuals.

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.

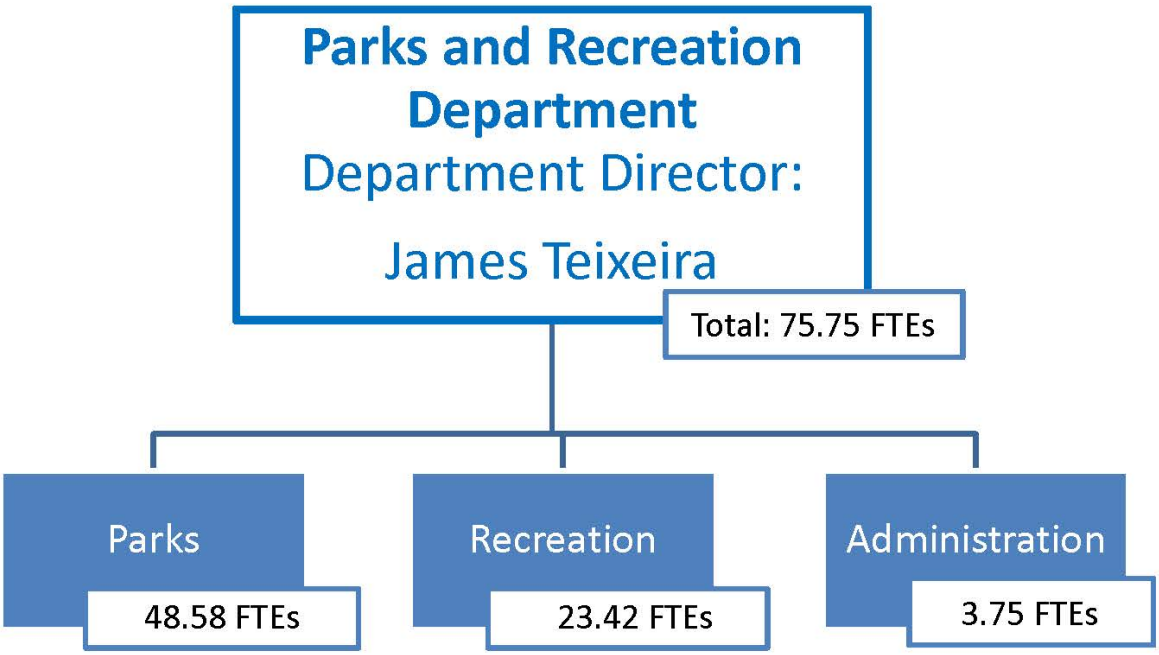
Capital Outlay changes from prior adopted budget
Capital Outlay decrease reflects removal of one-time 2017-18 funding for new vehicles.

Other Expenditures changes from prior adopted budget
The increase in Other Expenditures is primarily due to transfers out being reclassified to Expenditures from Revenues. Beginning in Fiscal Year 2018-19, the City will no longer budget transfers out as reductions to revenues, but will classify Transfers Out as increases to expenditures in each fund, as applicable.

Total Revenues

Total Revenues changes from prior adopted budget
Overall revenue decrease primarily reflects rent activity.

City of Santa Clara
Divisional Organization Chart



Parks & Recreation Department

POSITION DETAIL

General Fund		2015/16 Adopted	2016/17 Adopted	2017/18 Adopted	2018/19 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	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	16.00	14.00	14.00	14.00	—
G19	Grounds Maintenance Worker I	18.00	17.00	17.00	17.00	—
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	1.00	1.00	1.00	—
A27	Recreation Coordinator-Therapeutic	1.00	1.00	1.00	1.00	—
A27	Recreation Coordinator	4.00	4.00	4.75	5.75	1.00
A26	Staff Aide II	—	1.00	1.00	1.00	—
A24	Staff Aide I	1.00	—	—	—	—
A23	Health & Wellness Coordinator	0.75	1.00	1.00	1.00	—
A22	Office Specialist III	3.00	3.00	3.00	3.00	—
A18	Office Specialist II	6.00	5.00	5.00	5.00	—
AN/A0	Recreation Specialist	—	—	1.00	—	(1.00)
	Total Full Time Equivalents (Budgeted)	**76.75**	**74.00**	**75.75**	**75.75**	**—**

Department: Parks & Recreation
Division: Administration

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
1121-Parks & Recreation Administration	$ —	$ 345,780	$ 368,600	$ 638,329	$ 269,729
1122-Park Development	—	120,053	160,981	175,506	14,525
1123-Park Projects	—	37,861	41,225	45,246	4,021
1171-CW Special Events	581,984	542,206	539,073	566,880	27,807
Total Expenditures	$ 581,984	$ 1,045,901	$ 1,109,879	$ 1,425,961	$ 316,082
Full Time Equivalents (Budgeted)	—	3.48	3.76	3.76	—
Total Revenue	$ —	$ 140,914	$ 75,000	$ 120,000	$ 45,000

Division Mission

Provide leadership, resource development and administrative support to Parks, Recreation and Cemetery Divisions; plan and develop new parks and recreation facilities to support the City's programs, activities and special events; review new housing development plans for provision of new parkland dedication and recreation amenities.

Division Overview

- Plan and implement design, development, construction and maintenance of new parks and rehabilitation of older facilities and infrastructure, including public outreach and Parks & Recreation Commission review and recommendations.
- Research and develop partnerships, sponsorships, and grants from other private, corporate and other public agencies, to supplement funding of facilities, projects, programs, and other services.
- 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 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 all employment responsibilities including hiring, terminations, and payroll. 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ —	$ 236,958	$ 216,532	$ 229,965	$ 13,433
Benefits	—	108,703	117,083	133,055	15,972
Materials/Services/Supplies	—	119	—	263,637	263,637
Interfund Services	—	—	34,985	11,672	(23,313)
Total Expenditures	$ —	$ 345,780	$ 368,600	$ 638,329	$ 269,729
Full Time Equivalents (Budgeted)	—	1.60	1.60	1.60	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of volunteers recruited, trained, and supervised	150	300	572	572	500
2. Amount of funds raised through grants	N/A	N/A	224250	$ 224,250	$ 250,000

Division: Administration
Program: 1122 - Park Development

Program Mission: 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ —	$ 74,213	$ 96,980	$ 102,496	$ 5,516
Benefits	—	45,840	60,019	67,733	7,714
Interfund Services	—	—	3,982	5,277	1,295
Total Expenditures	$ —	$ 120,053	$ 160,981	$ 175,506	$ 14,525
Full Time Equivalents (Budgeted)	—	0.88	1.13	1.13	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Maintain public parkland acres at or above current standard level of service of (2.53) per 1,000 residents (projects reviewed for Mitigation Fee Act at 2.53 acres and Quimby Act at 3 acres per 1000 residents)	N/A	N/A	2.5	80	2.53
2. Number of parkland acres added	N/A	N/A	N/A	N/A	2
3. Amount of Park in Lieu fees collected	N/A	N/A	N/A	N/A	$ 2,000,000

Division: Administration
Program: 1123 - Park Projects

Program Mission: 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ —	$ 26,073	$ 26,926	$ 28,761	$ 1,835
Benefits	—	11,788	13,124	15,043	1,919
Interfund Services	—	—	1,175	1,442	267
Total Expenditures	$ —	$ 37,861	$ 41,225	$ 45,246	$ 4,021
Full Time Equivalents (Budgeted)	—	0.12	0.12	0.12	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of parks playgrounds rehabilitated	3	2	1	2	2
2. Number of community input meetings held (Online Surveys incl.)	13	6	10	3	4
3. Number of parks rehabilitation projects initiated	3	2	—	2	2
4. Number of new park parcels acquired	N/A	N/A	N/A	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; Street Dance; Concerts in the Park; among others.

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 205,118	$ 163,881	$ 163,202	$ 167,401	$ 4,199
Benefits	32,357	43,573	50,015	59,874	9,859
Materials/Services/Supplies	344,509	331,265	321,775	335,015	13,240
Interfund Services	—	3,487	4,081	4,590	509
Total Expenditures	$ 581,984	$ 542,206	$ 539,073	$ 566,880	$ 27,807
Full Time Equivalents (Budgeted)	0.73	0.88	0.91	0.91	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Net income from the Art and Wine Festival available for charitable purposes.	$ 55,000	$ 65,000	$ 89,000	$ 55,000	$ 55,000

Department: Parks & Recreation
Division: Parks

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
1132-Park Maintenance	$ 5,754,305	$ 6,281,876	$ 7,409,928	$ 7,909,396	$ 499,468
1133-Pool Maintenance	917,990	957,366	1,263,341	1,223,339	(40,002)
1134-Building Maintenance	873,558	904,696	1,347,519	1,269,553	(77,966)
1135-Park Operations	592,909	385,079	493,888	396,126	(97,762)
Total Expenditures	$ 8,138,762	$ 8,529,019	$10,514,676	$10,798,414	$ 283,738
Full Time Equivalents (Budgeted)	50.67	47.83	48.58	48.58	—
Total Revenue	$ 83,240	$ 46,070	$ —	$ —	$ —

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, 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, including volunteer projects to enhance natural habitat and urban forestry.
- Maintains eleven (11) clean, safe, attractive municipal swimming pools and support facilities at five sites (International Swim Center, Mary Gomez, Warburton, Montague, and Senior Center). 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. Maintains and supports a community garden and natural areas. All facilities and grounds are maintained on a year-round schedule of turf care, facility maintenance, vegetation, tree care, litter control and graffiti removal.
- Provides physical and logistical support for Citywide special events for planning, mapping, set up, safety, and cleanup; ensures that all City and Public Agency permit requirements are met for public events.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 2,561,334	$ 2,877,680	$ 3,188,635	$ 3,427,766	$ 239,131
Benefits	1,173,491	1,434,868	1,949,643	2,136,668	187,025
Materials/Services/Supplies	1,364,481	1,317,470	1,620,844	1,578,912	(41,932)
Interfund Services	654,999	646,658	650,806	766,050	115,244
Capital Outlay	—	5,200	—	—	—
Total Expenditures	$ 5,754,305	$ 6,281,876	$ 7,409,928	$ 7,909,396	$ 499,468
Full Time Equivalents (Budgeted)	37.02	36.52	37.27	37.27	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Park acre/FTE maintenance staff 274.39/37.02	7.41	7.41	8.05	7.36	8
2. Cost per acre maintained.	$ 22,774	$ 22,774	24,348	$ 22,775	$ 26,890
3. Number of playgrounds certified (ex- for PlayCore Play On, Nature, Inclusion)	N/A	17	19	19	21

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 323,975	$ 306,119	$ 402,176	$ 424,466	$ 22,290
Benefits	156,959	161,663	227,081	251,448	24,367
Materials/Services/Supplies	415,047	471,224	616,760	527,708	(89,052)
Interfund Services	22,009	18,360	17,324	19,717	2,393
Total Expenditures	$ 917,990	$ 957,366	$ 1,263,341	$ 1,223,339	$ (40,002)
Full Time Equivalents (Budgeted)	4.60	4.10	4.10	4.10	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Percentage of pool chemical tests balanced	N/A	N/A	N/A	N/A	80%
2. Number of staff certified as Aquatic Facility Operators or Certified Pool Operators	N/A	N/A	N/A	N/A	10

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 353,415	$ 427,547	$ 573,879	$ 560,359	$ (13,520)
Benefits	194,025	234,907	306,207	325,941	19,734
Materials/Services/Supplies	299,870	219,314	445,528	357,069	(88,459)
Interfund Services	26,248	22,928	21,905	26,184	4,279
Total Expenditures	$ 873,558	$ 904,696	$ 1,347,519	$ 1,269,553	$ (77,966)
Full Time Equivalents (Budgeted)	6.57	5.57	5.57	5.57	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Cost per square foot of building maintained (269,769 s.f.).	$ 3.82	$ 4.00	$ 3.34	$ 5.00	$ 4.95
2. Number of work orders completed for buildings	N/A	N/A	$ —	50	200

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 347,474	$ 179,161	$ 190,709	$ 195,164	$ 4,455
Benefits	155,967	87,559	108,027	119,620	11,593
Materials/Services/Supplies	61,677	102,770	62,140	71,168	9,028
Interfund Services	27,791	15,589	8,012	10,174	2,162
Capital Outlay	—	—	125,000	—	(125,000)
Total Expenditures	$ 592,909	$ 385,079	$ 493,888	$ 396,126	$ (97,762)
Full Time Equivalents (Budgeted)	2.48	1.64	1.64	1.64	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of pest control recommendations reported to the State of California	N/A	N/A	N/A	N/A	10
3. Percentage of staff provided training and certification for Qualified Applicator Certificate	N/A	N/A	86%	80%	80%
4. Annual number of work orders completed for parks	N/A	N/A	—%	50	200

Department: Parks & Recreation
Division: Recreation

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
1141 - Health and Wellness	$ —	$ 120,829	$ 187,308	$ 198,058	$ 10,750
1142 - Administration	396,442	368,364	407,970	426,777	18,807
1143 - Youth Activity Ctr & Program	894,266	1,020,779	1,109,597	1,229,666	120,069
1144 - Senior Center & Therapeutic Recreation Programs	1,374,879	1,165,290	1,384,808	1,495,935	111,127
1145 - Community Rec Ctr and Programs	2,217,524	2,257,540	2,279,898	2,490,281	210,383
1146 - Recreation Facilities	149,603	178,954	113,773	167,413	53,640
1147 - Aquatics	294,620	235,188	375,326	359,426	(15,900)
1148 - Sports and Athletics	191,806	205,746	248,876	252,621	3,745
1149 - Teen Center Activities and Programs	639,953	645,641	694,088	606,454	(87,634)
Total Expenditures	$ 6,159,093	$ 6,198,332	$ 6,801,644	$ 7,226,631	$ 424,987
Full Time Equivalents (Budgeted)	25.35	22.69	23.42	23.42	—
Total Revenue	$ 2,423,202	$ 2,392,714	$ 2,624,000	$ 2,544,000	$ (80,000)

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 Athletic 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 Youth Activities Program serves middle and high school youth with various afterschool programs, camps and activities, and supports the Youth Commission.
- The Aquatics Program offers a variety of summer swim lessons for all ages and abilities; safely supervised recreational swimming; aquatic fitness programming and year round access to lap swim for adults and seniors and works with local partner organizations to coordinate shared use of aquatic facilities.
- 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 Junior 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.
- 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. A Therapeutic programs, with fitness and enrichment opportunities serves individuals special needs at the Senior Center.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ —	$ 76,243	$ 132,629	$ 136,243	$ 3,614
Benefits	—	44,586	51,200	57,426	6,226
Interfund Services	—	—	3,479	4,389	910
Total Expenditures	$ —	$ 120,829	$ 187,308	$ 198,058	$ 10,750
Full Time Equivalents (Budgeted)	—	1.00	1.00	1.00	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Average monthly Health & Wellness participants	N/A	N/A	379	400	375
2. Number of I.D. Fit assessments for participants with special needs	366	64	7	90	10
3. Number of hours of free biometric screenings and resource referrals on-site at the Senior Center	N/A	N/A	93	80	100

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 228,527	$ 203,572	$ 195,918	$ 205,720	$ 9,802
Benefits	133,925	117,378	117,036	131,629	14,593
Materials/Services/Supplies	27,265	25,334	58,810	78,810	20,000
Interfund Services	6,725	22,080	36,206	10,618	(25,588)
Total Expenditures	$ 396,442	$ 368,364	$ 407,970	$ 426,777	$ 18,807
Full Time Equivalents (Budgeted)	5.61	2.80	1.95	1.95	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of new registration accounts created	10,186	32,133	10,318	2,000	2,000
2. Number of Active.net registrations processed	8,834	21,616	25,239	120	25,000
3. Number of park building and picnic rental bookings processed	1,282	1,199	1,268	1,000	1,300
4. Percentage of registration processed online	N/A	N/A	70%	75%	70%

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 550,415	$ 562,849	$ 667,746	$ 670,990	$ 3,244
Benefits	155,657	165,715	204,364	242,189	37,825
Materials/Services/Supplies	170,470	278,459	220,801	299,035	78,234
Interfund Services	17,724	13,756	13,686	17,452	3,766
Capital Outlay	—	—	3,000	—	(3,000)
Total Expenditures	$ 894,266	$ 1,020,779	$ 1,109,597	$ 1,229,666	$ 120,069
Full Time Equivalents (Budgeted)	2.98	2.98	3.88	3.88	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of After School Open Gym/ Special Activities participants.	32,249	32,738	29,263	33,000	29,500
2. Number of Summer Sports Camp participants	842	832	781	825	780
3. Number of special events offered at the Youth Activity Center	10	11	20	10	15
4. Number of classes offered at the Youth Activity Center	N/A	N/A	N/A	N/A	150

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 965,543	$ 835,556	$ 957,116	$ 998,782	$ 41,666
Benefits	258,558	205,825	265,240	290,557	25,317
Materials/Services/Supplies	117,340	101,914	143,200	180,150	36,950
Interfund Services	33,438	21,995	19,252	23,001	3,749
Other Expenditures	—	—	—	3,445	3,445
Total Expenditures	$ 1,374,879	$ 1,165,290	$ 1,384,808	$ 1,495,935	$ 111,127
Full Time Equivalents (Budgeted)	5.43	4.68	4.68	4.68	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of senior trip and tour participants.	1,420	2,357	1,543	2,000	1,500
2. Number of drop-in program participation (Fitness & Group Exercise)	7,074	9,654	9,424	7,000	9,000
3. Senior Center membership cards issued.	6,044	6,546	2,521	5,900	2,500
4. Number of Therapeutic Recreation classes offered by the City	N/A	N/A	N/A	N/A	100

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 858,061	$ 897,696	$ 999,609	$ 949,074	$ (50,535)
Benefits	237,415	261,554	339,790	387,408	47,618
Materials/Services/Supplies	1,090,829	1,076,528	914,533	1,122,703	208,170
Interfund Services	31,219	21,762	25,966	31,096	5,130
Total Expenditures	$ 2,217,524	$ 2,257,540	$ 2,279,898	$ 2,490,281	$ 210,383
Full Time Equivalents (Budgeted)	5.57	5.47	6.15	6.15	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of recreation class participants.	10,198	9,406	7,691	11,000	7,000
2. Number of parent/child youth and adult classes offered.	664	1,187	625	1,000	625
3. Number of drop-in program participants	N/A	6260	7,289	5,900	7,000

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 129,376	$ 137,315	$ 86,591	$ 137,516	$ 50,925
Benefits	20,227	23,457	24,386	26,668	2,282
Materials/Services/Supplies	—	16,380	1,035	1,170	135
Interfund Services	—	1,802	1,761	2,059	298
Total Expenditures	$ 149,603	$ 178,954	$ 113,773	$ 167,413	$ 53,640
Full Time Equivalents (Budgeted)	0.45	0.45	0.45	0.45	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Annual Santa Clara Youth Sports groups field permits.	26	29	119	25	100
2. Annual adult sports groups issued use permits	N/A	N/A	N/A	N/A	6
3. Annual youth sports field attendance	N/A	N/A	N/A	N/A	46,000
4. Annual adult sports field attendance	N/A	N/A	N/A	N/A	2,300

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 242,940	$ 195,644	$ 297,415	$ 286,563	$ (10,852)
Benefits	41,435	31,695	68,896	63,031	(5,865)
Materials/Services/Supplies	3,088	2,376	3,630	3,750	120
Interfund Services	7,157	5,473	5,385	6,082	697
Total Expenditures	$ 294,620	$ 235,188	$ 375,326	$ 359,426	$ (15,900)
Full Time Equivalents (Budgeted)	1.04	1.04	1.04	1.04	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of summer swim lesson classes provided.	240	248	163	190	160
2. Number of summer swim lesson participants.	1,225	826	820	1,125	800
3. Number of Noon Hours Swim participants	N/A	N/A	457	400	450
4. Number of Senior Swim Participants at the International Swim Center	N/A	N/A	N/A	N/A	8,000

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 111,534	$ 120,192	$ 151,789	$ 154,073	$ 2,284
Benefits	52,411	58,206	63,388	70,117	6,729
Materials/Services/Supplies	18,148	23,125	28,780	22,770	(6,010)
Interfund Services	9,713	4,223	4,919	5,661	742
Total Expenditures	$ 191,806	$ 205,746	$ 248,876	$ 252,621	$ 3,745
Full Time Equivalents (Budgeted)	1.00	1.00	1.00	1.00	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of registered adult softball teams.	43	44	42	41	40
2. Number of registered adult basketball teams.	25	32	35	29	30

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 400,593	$ 438,013	$ 431,307	$ 406,715	$ (24,592)
Benefits	163,246	177,953	192,734	197,821	5,087
Materials/Services/Supplies	54,151	15,193	55,540	(14,680)	(70,220)
Interfund Services	21,963	14,482	14,507	16,598	2,091
Total Expenditures	$ 639,953	$ 645,641	$ 694,088	$ 606,454	$ (87,634)
Full Time Equivalents (Budgeted)	3.27	3.27	3.27	3.27	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of hours Teen Center open per week for drop-in activities (school year).	22	18.5	18.5	22	20
2. Number of special events for teens per year.	11	5	9	11	9
3. Number of drop-in participants per year	N/A	N/A	20,353	13,000	20,000

City of Santa Clara

The Center of What's Possible

Fire Department

Fire Department

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
Protection	$ 33,595,683	$ 35,552,817	$ 37,502,080	$ 39,499,091
Prevention/Hazardous Materials	2,925,009	3,753,737	4,728,489	4,947,093
Training	1,172,043	1,689,321	2,116,905	1,314,219
Incremental EMS	1,112,391	1,280,833	916,805	923,428
Total Expenditures	$ 38,805,126	$ 42,276,708	$ 45,264,279	$ 46,683,831
Full Time Equivalents (Budgeted)	179.50	166.50	167.50	167.25
Total Revenue	$ 5,229,937	$ 5,133,854	$ 4,681,186	$ 5,985,300

Overview

The Fire Department responds with highly trained and equipped personnel to emergency scenes, maintaining a City-wide response time of less than 6 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 and includes a benchmark standard of 2 minutes turnout time and 4 minutes travel time.

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

As compassionate members of the community, the Santa Clara Fire Department protects and enhances the quality of life for the people we serve. We provide caring, customer-oriented service to protect life, property and the environment.

Significant Accomplishments

- Completed the Standard of Cover and Self-Assessment process in pursuit of department accreditation with the Center for Public Safety Excellence (CPSE) and Commission on Fire Accreditation International (CFAI).
- Increased Advanced Life Support (ALS) emergency medical response by 20% by reassigning paramedic staffed resources into District 2 and District 8.
- Successfully implemented data-analytic and common operating picture software that helps the department make data-driven decisions and allows for real-time resource response time analytics.
- Completed needs assessment study on Fire Station 5.

Significant Objectives

- Develop and implement a Unmanned Aerial Vehicle (UAV) program to be deployed for Fire Prevention, Fire Training and Fire Suppression activities.
- Implement, as part of a City-wide program, a comprehensive records management program that can archive permits, plan check, and inspection data.
- Complete the CPSE/CFAI Standard of Cover and Self-assessment phase of department accreditation with a goal of full accreditation in August of 2018.
- Complete evaluation and implementation of an updated Quality Assurance/Quality Improvement (QA/QI) program for the Emergency Medical Services Division (EMS), which will be specific and data driven.
- Evaluate all Fire Station facilities and prioritize a work plan to ensure the facilities are up-to-date and maintained.

Fire Department

Department Budget Summary

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Salaries	$ 24,504,008	$ 26,392,683	$ 26,558,181	$ 25,886,281	$ (671,900)
Benefits	11,024,086	12,319,891	14,776,052	16,444,602	1,668,550
Materials/Services/Supplies	1,231,880	1,172,544	1,423,745	1,410,304	(13,441)
Interfund Services	2,005,069	2,282,535	2,392,301	2,752,636	360,335
Capital Outlay	40,092	109,055	114,000	190,008	76,008
Total Expenditures	$ 38,805,126	$ 42,276,705	$ 45,264,279	$ 46,683,831	$ 1,419,552
Revenue Category					
Licenses & Permits	$ —	$ —	$ —	$ 2,150,000	$ 2,150,000
Intergovernmental	590,797	565,576	50,000	100,000	50,000
Charges for Services	4,631,243	4,558,396	4,625,886	3,730,000	(895,886)
Other Revenues	7,897	9,882	5,300	5,300	—
Total Revenues	$ 5,229,937	$ 5,133,854	$ 4,681,186	$ 5,985,300	$ 1,304,114
Full Time Equivalents (Budgeted)	179.50	166.50	167.50	167.25	(0.25)

Budget Overview and Significant Changes

Service Level Impact

The Fire Department decreased the budgeted Quality Assurance Nurse position by 25% in order to self-fund the reclassification of a budgeted Office Specialist II position to a Staff Aide I position. This position supports the daily operations of the City's Emergency Services Coordinator and the Emergency Operations Center. An increase in the fire station maintenance budget allows the department to address the needs of aging buildings and facility systems. The addition of the Accela software license fee allows the Fire Prevention and Hazardous Materials Division to fully integrate into the City's new permitting and inspection program.

The staffing increases and equipment and technology upgrades in the FY 18/19 Fire Department budget will raise the overall level of service provided to the community.

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 and reclassifications 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
Changes to Materials/Service/Supplies accounts reflect increasing supply and maintenance costs and technology upgrades to improve efficiency. Service contract costs increases are needed to ensure compliance with Prevailing Wage requirements for public works projects.

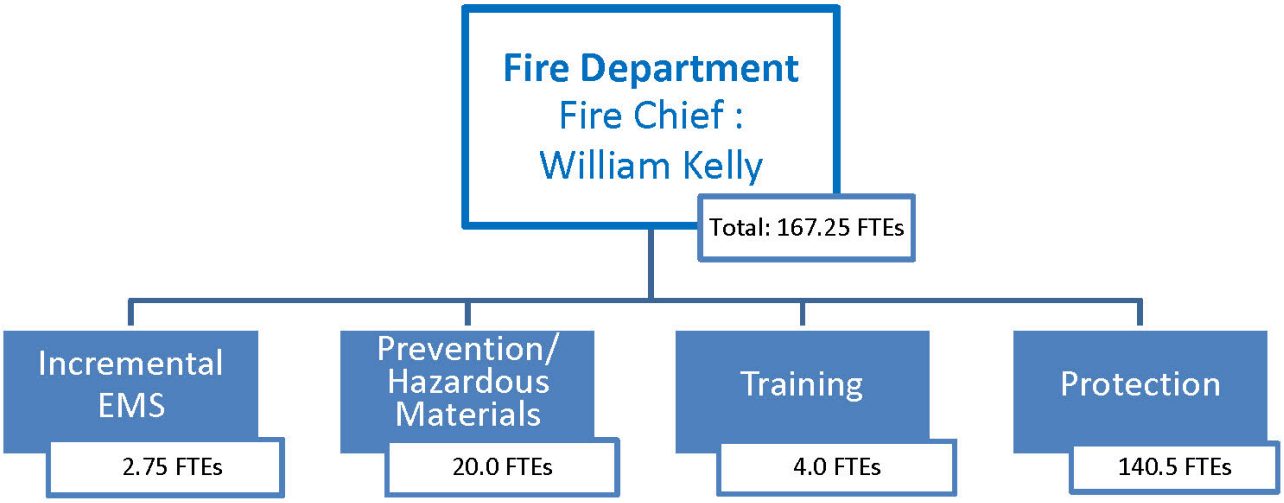
Interfund Services changes from prior adopted budget
Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal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

Capital Outlay changes from prior adopted budget
Capital Outlay changes included replacement of three chemical protection suits, and Hazardous Materials detection equipment used by emergency responders. Conference room chairs and fire station equipment, have reached the end of their serviceable life and require replacement to improve safety and efficiency. The increase in the capital outlay budget also included the procurement of an equipment storage box and a personal protective clothing extractor machine, both of which are integral to the proper maintenance and storage of firefighter's personal protective equipment. Additionally, funding for fire department technology updates was moved from Capital Improvement Projects budget to the Capital Outlay budget to better align spending with the City's financial goals and objectives.

Total Revenues

Total Revenues changes from prior adopted budget
As part of the comprehensive fee study conducted in 2015-16, fire department fees were increased to better align with the City's cost recovery goals. The fees take into account this study, the Fire Department's goal to accurately reflect the true cost of services, fee accountability legislation, and the City's cost recovery goals. The majority of Fire Department fees were increased by the 2017 consumer price index for local urban areas, which is 3.5%.

City of Santa Clara
Divisional Organization Chart



POSITION DETAIL

General Fund		2015/16 Adopted	2016/17 Adopted	2017/18 Adopted	2018/19 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	Assistant Fire Marshal	1.00	1.00	1.00	1.00	—
Uncl	Emergency Services Coordinator	1.00	1.00	1.00	1.00	—
Uncl	Quality Improvement Nurse*	—	1.00	1.00	0.75	(0.25)
H41	Fire Protection Engineer	—	1.00	1.00	1.00	—
H35	Fire Prevention Specialist	2.00	2.00	2.00	2.00	—
H12	Fire Prevention Aide	—	2.00	2.00	2.00	—
C41	Fire Captain-Training	—	—	—	1.00	1.00
C40	Deputy Fire Marshal/Hazardous Materials	4.00	—	—	—	—
C38	Deputy Fire Marshal	5.00	—	—	—	—
C40	Deputy Fire Marshal III	—	2.00	2.00	2.00	—
C38	Deputy Fire Marshal II	—	5.00	5.00	5.00	—
C34	Deputy Fire Marshal I	—	2.00	2.00	2.00	—
C1-41	Assistant Training Officer	3.00	4.00	4.00	1.00	(3.00)
C1-38	Fire Captain	39.00	31.00	31.00	33.00	2.00
C1-33	Driver Engineer	48.00	41.00	41.00	41.00	—
C1-30	Firefighter I/II	58.00	54.00	54.00	54.00	—
A32	Staff Analyst I	—	—	1.00	1.00	—
A32	Fire Application Data Analyst	—	—	1.00	1.00	—
A30	Senior Staff Aide	1.00	1.00	—	—	—
A25	Fire Plan Draftsperson	1.00	1.00	1.00	1.00	—
A24	Staff Aide I	2.00	2.00	2.00	3.00	1.00
A24	Office Specialist IV	1.00	1.00	1.00	1.00	—
A18	Office Specialist II	4.00	5.00	5.00	4.00	(1.00)
A12	Office Assistant	0.50	0.50	0.50	0.50	—
	Total Full Time Equivalents (Budgeted)	**179.50**	**166.50**	**167.50**	**167.25**	**(0.25)**

*New classifications and ranges subject to Human Resource Department study.

Department: Fire
Division: Protection

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
7821 - Administration	$ 3,058,329	$ 2,816,917	$ 3,359,469	$ 2,952,728	$ (406,741)
7822 - Emergency Response	30,537,354	32,735,900	34,142,611	36,546,363	2,403,752
Total Expenditures	$33,595,683	$35,552,817	$37,502,080	$39,499,091	$ 1,997,011
Full Time Equivalents (Budgeted)	154.50	137.50	137.50	140.50	3.00
Total Revenue	$ 1,844,512	$ 865,761	$ 495,886	$ 105,000	$ (390,886)

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 6 minutes from time of fire crew notification to arrival on scene 90 percent of the time to all high-level emergency incidents.
- To have an effective firefighting force on scene in less than 8 minutes from dispatch of alarm at least 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 1,936,783	$ 1,546,105	$ 1,851,823	$ 1,431,088	$ (420,735)
Benefits	621,336	658,891	863,103	935,645	72,542
Materials/Services/Supplies	436,957	426,104	450,175	378,875	(71,300)
Interfund Services	63,254	185,817	194,368	114,720	(79,648)
Capital Outlay	—	—	—	92,400	92,400
Total Expenditures	$ 3,058,329	$ 2,816,917	$ 3,359,469	$ 2,952,728	$ (406,741)
Full Time Equivalents (Budgeted)	9.50	9.50	10.50	10.50	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Emergency Operations Center activations (includes drills and exercises).	13	15	4	15	12
2. Emergency Operations Center training sessions/planning meetings.	12	36	30	20	20
3. Customer service rating based on survey (%)	N/A	N/A	95%	95%	95%
4. Number of special event planning hours.	2,560	431	2,739	N/A	N/A

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 19,248,662	$ 20,474,339	$ 20,284,513	$ 20,687,855	$ 403,342
Benefits	9,129,586	9,973,712	11,353,500	13,038,127	1,684,627
Materials/Services/Supplies	483,753	419,770	510,770	518,570	7,800
Interfund Services	1,635,262	1,824,874	1,894,828	2,216,603	321,775
Capital Outlay	40,092	43,205	99,000	85,208	(13,792)
Total Expenditures	$ 30,537,354	$ 32,735,900	$ 34,142,611	$ 36,546,363	$ 2,403,752
Full Time Equivalents (Budgeted)	145.00	128.00	127.00	130.00	3.00

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Response time in 90% of all high level emergency calls.	5:54 min.	6:00 min.	6:24 min.	5:30 min.	6:00 min.
2. Number of calls for service.	8,913	8,849	9,131	10,000	10,000
3. Number of hours contributed by the Volunteer/Reserve Division.	8,349	4,950	5,034	6,000	5,000

Department: Fire
Division: Prevention/Hazardous Materials

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
7832 - Code Enforcement/ Public Education	$ 2,327,889	$ 2,725,773	$ 3,233,740	$ 3,309,866	$ 76,126
7833 - Hazardous Materials	597,121	1,027,964	1,494,749	1,637,227	142,478
Total Expenditures	$ 2,925,009	$ 3,753,737	$ 4,728,489	$ 4,947,093	$ 218,604
Full Time Equivalents (Budgeted)	15.00	19.00	20.00	20.00	—
Total Revenue	$ 3,005,778	$ 3,788,503	$ 3,805,300	$ 5,500,300	$ 1,695,000

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.
- 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 1,517,638	$ 1,753,473	$ 1,904,171	$ 1,810,600	$ (93,571)
Benefits	673,469	743,963	1,106,249	1,195,677	89,428
Materials/Services/Supplies	26,102	70,493	114,600	149,100	34,500
Interfund Services	110,683	106,993	108,720	147,589	38,869
Capital Outlay	—	50,851	—	6,900	6,900
Total Expenditures	$ 2,327,889	$ 2,725,773	$ 3,233,740	$ 3,309,866	$ 76,126
Full Time Equivalents (Budgeted)	9.00	13.00	14.00	14.00	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Fire and life safety inspections completed by Prevention and Protection divisions.	N/A	N/A	7,142	5,300	5,400
2. State mandated inspections completed within statutory requirements.	N/A	N/A	1,328	1,790	1,800
3. Initial plan reviews completed within 30 working days of submission.	N/A	N/A	643	1,200	1,400
4. Permit fee payments processed within 48 hours of submittal.	N/A	N/A	950	1,400	1,200

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 348,753	$ 627,262	$ 884,284	$ 910,977	$ 26,693
Benefits	166,554	336,439	525,043	600,580	75,537
Materials/Services/Supplies	1,541	9,430	11,700	20,500	8,800
Interfund Services	80,274	54,833	73,722	105,170	31,448
Total Expenditures	$ 597,121	$ 1,027,964	$ 1,494,749	$ 1,637,227	$ 142,478
Full Time Equivalents (Budgeted)	6.00	6.00	6.00	6.00	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Aboveground Petroleum Storage Tank (APSA) inspections completed within statutory requirements.	N/A	N/A	47	45	45
2. Hazardous Materials Business Plan (HMBP) inspections completed within statutory requirements.	N/A	N/A	204	300	325
3. California Accidental Release Prevention (Cal-ARP) inspections completed within statutory requirements.	N/A	N/A	1	2	1
4. Underground Storage Tank (UST) inspections completed within statutory requirements.	N/A	N/A	66	68	66

Department: Fire
Division: Training

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
7841 - Fire	$ 1,172,043	$ 1,689,321	$ 2,116,905	$ 1,314,219	$ (802,686)
Total Expenditures	$ 1,172,043	$ 1,689,321	$ 2,116,905	$ 1,314,219	$ (802,686)
Full Time Equivalents (Budgeted)	8.00	7.00	7.00	4.00	(3.00)
Total Revenue	$ —	$ —	$ —	$ —	$ —

Division Mission

Deliver quality education and training in the area of public safety to the members of the Santa Clara Fire Department and to the employees and citizens of the City of Santa Clara.

Division Overview

- Provide 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.
- Maintain training records to support State and Federal required training certifications for specific disciplines.
- Perform 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 673,899	$ 1,031,311	$ 1,221,497	$ 645,916	$ (575,581)
Benefits	295,438	495,136	688,365	419,379	(268,986)
Materials/Services/Supplies	133,562	87,348	139,700	143,959	4,259
Interfund Services	69,145	60,527	67,343	99,465	32,122
Capital Outlay	—	14,999	—	5,500	5,500
Total Expenditures	$ 1,172,043	$ 1,689,321	$ 2,116,905	$ 1,314,219	$ (802,686)
Full Time Equivalents (Budgeted)	8.00	7.00	7.00	4.00	(3.00)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of fire prevention training hours.	555	848	1,001	400	400
2. Number of hazardous materials training hours.	948	1,979	1,607	1,000	1,000
3. Total department training hours for Suppression personnel.	N/A	N/A	3,684	8,000	25,000

Department: Fire
Division: Incremental EMS

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
7861 - Paramedic Services	$ 1,112,391	$ 1,280,833	$ 916,805	$ 923,428	$ 6,623
Total Expenditures	$ 1,112,391	$ 1,280,833	$ 916,805	$ 923,428	$ 6,623
Full Time Equivalents (Budgeted)	2.00	3.00	3.00	2.75	(0.25)
Total Revenue	$ 379,647	$ 479,590	$ 380,000	$ 380,000	$ —

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 eight fire stations strategically located throughout the City with paramedics.

Division Overview

- Provide first responder paramedic services to all districts 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 778,273	$ 960,194	$ 411,893	$ 399,845	$ (12,048)
Benefits	137,703	111,750	239,792	255,194	15,402
Materials/Services/Supplies	149,965	159,399	196,800	199,300	2,500
Interfund Services	46,451	49,490	53,320	69,089	15,769
Capital Outlay	—	—	15,000	—	(15,000)
Total Expenditures	$ 1,112,391	$ 1,280,833	$ 916,805	$ 923,428	$ 6,623
Full Time Equivalents (Budgeted)	2.00	3.00	3.00	2.75	(0.25)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Response time in 90% of all advanced life support (ALS) calls with at least one Paramedic arriving on scene.	N/A	N/A	6:05	<8:00	<8:00
2. Number of City employees trained in Cardiopulmonary Resuscitation/ Automated External Defibrillator (CPR/AED) or BLS Provider.	320	569	362	700	250
3. Number of Emergency Medical Services (EMS) training hours.	1,460	4,571	5,236	1,400	1,500

Note: Response time is measured from time of dispatch to time of arrival.

This page intentionally left blank.

City of Santa Clara

The Center of What's Possible

Police Department

Police Department

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
Administrative Services	$ 13,728,527	$ 14,158,068	$ 16,254,631	$ 16,124,349
Field Operations	27,042,146	30,446,148	36,188,731	36,603,540
Investigations	19,427,303	17,820,570	11,562,051	12,617,394
Special Operations	—	—	8,383,330	3,101,606
Total Expenditures	$ 60,197,976	$ 62,424,786	$ 72,388,743	$ 68,446,889
Full Time Equivalents (Budgeted)	222.00	231.00	239.00	239.00
Total Revenue	$ 10,552,381	$ 6,029,708	$ 7,466,188	$ 1,326,464

Overview

The Police Department provides law enforcement and other policing services to the City of Santa Clara.

The Field Operations Division (Patrol) is comprised of the "first responders" who respond to the vast majority of calls for service. The Division is made up of patrol teams, a motorcycle traffic unit, a traffic/hit-and-run investigator as well as community service officers to manage parking control and vehicle abatement. Effective January 1, 2018, this Division is also responsible to respond to traffic collisions and provide enforcement on Central, Lawrence, Montague and San Tomas Expressways (formerly monitored by the California Highway Patrol).

The Investigations Division (Detective Bureau) is responsible to conduct 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 houses the Department’s Forensic Coordinator and Crime Analyst, and serves as the liaison to specialized task forces. The Records Unit is also part of the Investigations Division. The Records Unit is responsible for maintaining all crime reports (approximately 15,000 reports processed each year), produces statistical crime information to the Department of Justice and the Federal Bureau of Investigations, provides radio support to officers in the field, and prepares the release of information to the public. The Records Unit also performs customer service functions to members of the public at the front desk at the Police Building and Northside Substation.

The Special Operations Division includes the Homeland Security and Special Events Unit. It serves as the liaison between the City and outside entities for special event permits (e.g. walk/run, parade, festival, etc.), provides security support for dignitary visits and demonstrations, and develops operational orders for law enforcement, traffic and neighborhood protection needs associated with Levi's Stadium, Santa Clara Convention Center, California’s Great America and Santa Clara University. The Reserve Police Officer program compliments the work of the Department and is supported by this Division. This Division is the home to a number of specialized teams within the Department, such as the K-9 Unit, Hostage Negotiation Team and the Special Response Team (SWAT). This Division manages the Temporary Holding Facility at the Police Building and Levi’s Stadium, as well as the Jail Service Officers.

The Administrative Services Division (Services) is made up of the Chief’s Office, Property and Evidence, Professional Standards Unit (hiring), Internal Affairs, Training Unit, 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. The Community Services Unit has many functions: Neighborhood Watch, Crime Prevention, Nuisance Suppression Unit, Permits, School Services Officers, DARE, Crossing Guards, Safety Patrol, and the Police Activities League (PAL). The Chief’s Office manages local, State and Federal grants, the Department’s webpage and social media outlets, the community volunteer program, Citizens’ Police Academy and various community outreach programs (e.g. Chat with the Chief, Coffee with a Cop, Leadership Santa Clara, OSHER program, etc.).

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

- The Communications Center implemented the Text-to-911 pilot program in Fiscal Year 2017-2018. This technology allows individuals to send a text message through the 9-1-1 network and reach Public Safety Dispatchers. This service is particularly valuable to report emergencies for those who cannot safely call 9-1-1 in a dangerous situation, or for those who are deaf, hard of hearing or have a speech disability. Following the pilot, the program was announced publicly on 1/8/18.
- In FY 16/17, the Department hired 25 sworn and civilian employees. During the same timeframe, ten (10) individuals departed the organization for a net gain of 15 new employees. To date in FY 17/18, the Department has hired 38 sworn and civilian employees, while 17 individuals have departed the organization for a net gain of 21 new employees.
- A $3,000,000 Capital Improvement Project to replace the Computer Aided Dispatch (CAD) and Records Management Systems. In Fall, 2017, the Department hired Hexagon to meet the operational, technical and business needs of the Department, with an implementation timeline of Fall, 2018. The stabilization of the current Mobile Data Computers will be a secondary benefit of this project, with an implementation timeline of early-2019.
- Expanded Traffic/Motorcycle Unit by two police officers (largest unit in Santa Clara County)

Significant Objectives

- Adoption of a Lexipol public safety policy manual intended to provide comprehensive, defensible Department policies written by legal and public safety professionals based on current government legislation and case decisions.
- Continue to work with Santa Clara County Police Chief's Association in response to legislation changes (e.g. AB109, Propositions 47 and 57) and subsequent regional issues (e.g. homelessness, traffic, mental illness)
- The Department sought $30,000 in grant funding from the Silicon Valley Community Foundation to fund a Citizen Satisfaction Survey on Public Safety facilitated by an independent service provider, My90. This initiative involves several components and is anticipated to take approximately one year. At the conclusion, the Department expects to have new tools to communicate more effectively with residents and promote public transparency.
- Develop a five-year staffing plan to guide the needs and associated budget needs to match community expectations, service philosophy, crime trends, calls for service, population and density.
- Plan for public safety at the College National Championship game at Levi's Stadium on January 7, 2019.

Police Department

Department Budget Summary

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Salaries	$ 34,381,729	$ 36,665,610	$ 40,939,458	$ 36,778,519	$ (4,160,939)
Benefits	15,849,411	17,476,162	22,207,607	24,276,769	2,069,162
Materials/Services/Supplies	6,276,858	4,383,055	4,981,044	3,005,972	(1,975,072)
Interfund Services	3,689,607	3,899,958	4,185,634	4,126,629	(59,005)
Capital Outlay	—	—	75,000	259,000	184,000
Total Expenditures	$ 60,197,973	$ 62,424,785	$ 72,388,743	$ 68,446,889	$ (3,941,854)
Revenue Category					
Licenses & Permits	$ 1,474,271	$ 1,184,704	$ 1,344,300	$ 641,000	$ (703,300)
Interest and Rent	13,900	29,300	40,000	40,000	—
Intergovernmental	603,530	59,329	185,000	137,000	(48,000)
Charges for Services	8,457,087	4,748,800	5,896,488	508,064	(5,388,424)
Other Revenues	3,593	7,575	400	400	—
Total Revenues	$ 10,552,381	$ 6,029,708	$ 7,466,188	$ 1,326,464	$ (6,139,724)
Full Time Equivalents (Budgeted)	222.00	231.00	239.00	239.00	—

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

The salary decrease reflects the moving of Stadium-related salary costs into a new Stadium Operations Division under Non-Departmental. The changes in the Salary Accounts are also due to several bargaining units representing employees in the police department have negotiated contractual pay increases (Units 2, 5, 7, 8, 9A, 10).

Benefits changes from prior adopted budget

Benefits costs reflect contractually agreed upon benefit changes for those bargaining units with current contracts. 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

Materials/services/supplies decrease resulting from the shift of stadium-related expenses to the new Stadium Operations Division under Non-Departmental.

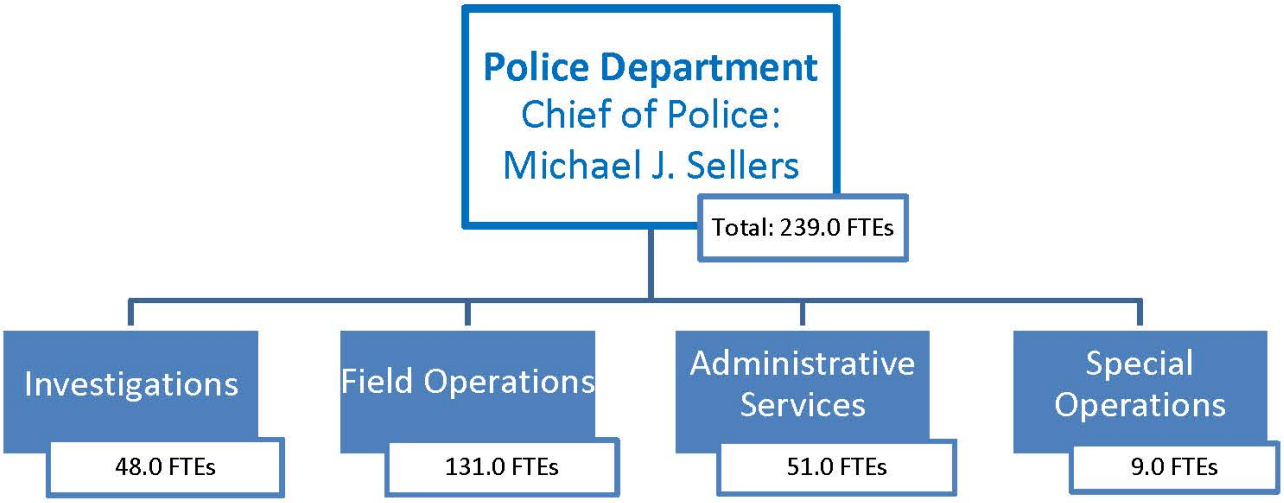
Interfund Services changes from prior adopted budget
Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal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

Capital Outlay changes from prior adopted budget
Capital Outlay increase reflects funding for the purchase of new vehicles.

Total Revenues

Total Revenues changes from prior adopted budget
Total revenues decrease primarily due to the shift of stadium-related income to the new Stadium Operations Division under Non-Departmental.

City of Santa Clara
Divisional Organization Chart



POSITION DETAIL

General Fund		2015/16 Adopted	2016/17 Adopted	2017/18 Adopted	2018/19 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	4.00	4.00	—
Uncl	Communications Operations Manager	1.00	1.00	1.00	1.00	—
Uncl	Management Analyst	1.00	2.00	1.00	1.00	—
Uncl	Police Records Manager	1.00	1.00	1.00	1.00	—
B43	Police Lieutenant	8.00	8.00	7.00	7.00	—
B37	Police Sergeant	31.00	31.00	31.00	31.00	—
B31	Police Officer	105.00	111.00	115.00	115.00	—
H34	Senior Public Safety Dispatcher	3.00	3.00	3.00	5.00	2.00
H31	Public Safety Dispatcher III	3.00	3.00	3.00	—	(3.00)
H28	Public Safety Dispatcher I/II	13.00	15.00	16.00	17.00	1.00
H26	Police Records Supervisor	4.00	3.00	4.00	4.00	—
H22	Jail Service Officer	5.00	6.00	6.00	6.00	—
H22	Police Records Specialist I/II	14.00	14.00	14.00	14.00	—
H22	Community Service Officer I/II	17.00	17.00	19.00	19.00	—
A34	Forensic Coordinator	1.00	1.00	1.00	1.00	—
A34	Staff Analyst II	—	1.00	—	—	—
A32	Communications Technician I/II	1.00	1.00	1.00	1.00	—
A32	Crime Analyst	1.00	—	1.00	1.00	—
A32	Staff Analyst I	1.00	1.00	—	—	—
A26	Police Training Coordinator	—	—	1.00	1.00	—
A24	Office Specialist IV	1.00	1.00	1.00	1.00	—
A24	Staff Aide I	—	—	1.00	1.00	—
A22	Office Specialist III	3.00	3.00	3.00	4.00	1.00
A18	Office Specialist II	3.00	3.00	3.00	2.00	(1.00)
	Total Full Time Equivalents (Budgeted)	**222.00**	**231.00**	**239.00**	**239.00**	**—**

Department: Police
Division: Administrative Services

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
7742 - Administration	$ 2,044,361	$ 2,797,571	$ 3,044,010	$ 2,965,691	$ (78,319)
7744 - Professional Standard	1,227,734	1,087,118	1,320,728	1,222,189	(98,539)
7745 - Department Support	3,034,259	2,994,932	2,979,333	2,667,268	(312,065)
7746 - Community Services Police	3,192,770	2,861,059	3,553,116	3,758,845	205,729
7747 - 911 Dispatch/ Communications	4,229,403	4,417,390	5,357,444	5,510,356	152,912
Total Expenditures	$13,728,527	$14,158,068	$16,254,631	$16,124,349	$ (130,282)
Full Time Equivalents (Budgeted)	49.50	50.00	51.00	51.00	—
Total Revenue	$ 669,682	$ 194,768	$ 277,600	$ 265,800	$ (11,800)

Division Mission

The Administrative Services Division (Services) is made up of the Chief's Office, Property and Evidence, Professional Standards Unit (hiring), Internal Affairs, Training Unit, 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.

The Community Services Unit has many functions: Neighborhood Watch, Crime Prevention, Nuisance Suppression Unit, Permits, School Services Officers, DARE, Crossing Guard, Safety Patrol, Police Activities League (PAL). The Chief's Office manages local, State and Federal grants, the Department's webpage and social media outlets, the community volunteer program, Citizens' Police Academy and various community outreach programs (e.g. Chat with the Chief, Coffee with a Cop, Leadership Santa Clara, OSHER program, etc.).

Division Overview

- The Professional Standards Unit (PSU) will continue to recruit and hire highly qualified and motivated individuals to serve the Santa Clara community in full-time and part-time sworn and civilian capacities.
- In FY 17/18 the Communications Center began facilitating Text-to-911. This service supports individuals in a dangerous situation, or for those who are deaf, hard of hearing or have a speech disability.
- The Drug Abuse Resistance Education (D.A.R.E.) will be entering its 20th year. This highly acclaimed program teaches children strategic skills for decision making, dealing with peer pressure and bullying. During the 17/18 school year, our D.A.R.E. officers were in 22 schools, both public and private, serving approximately 1,750 students. Students in 7th grade also receive a D.A.R.E. refresher in middle school.

Department: Police
Division: Administrative Services

- The Department continues to offer "Every 15 Minutes" in our high schools. This program educates students about the dangers of driving under the influence of alcohol and distracted driving.
- The Police Activities League has nine program areas and serves approximately 2,500 youth annually. 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, the “Shop with a PAL" project which reaches 50 middle school students and a Christmas gift and meal delivery for approximately ten deserving families.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 1,061,491	$ 1,263,512	$ 1,182,485	$ 1,385,247	$ 202,762
Benefits	567,163	688,180	763,707	897,330	133,623
Materials/Services/Supplies	192,015	210,378	309,646	309,646	—
Interfund Services	223,692	635,501	788,172	373,468	(414,704)
Total Expenditures	$ 2,044,361	$ 2,797,571	$ 3,044,010	$ 2,965,691	$ (78,319)
Full Time Equivalents (Budgeted)	6.00	9.00	7.00	9.00	2.00

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018-19 Budget*
1. Officers per 1,000 residents	N/A	N/A	N/A	N/A	N/A
2. Amount of grant funds managed	N/A	N/A	N/A	N/A	N/A
3. Number of volunteer hours (chaplain, explorer, community)	N/A	N/A	N/A	N/A	N/A
4. Number of Internal Affairs investigations	N/A	N/A	N/A	N/A	N/A

*SCPD's antiquated technology poses technical challenges to consistently obtain accurate data from its current system. To address this issue, SCPD is in the process of transitioning to a new CAD/RMS system, with a go-live date of Fall 2018. New measures have been proposed for the 2018-19 budget and measure targets will be set for the 2019-20 budget after the go-live date.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 582,677	$ 516,771	$ 501,109	$ 377,953	$ (123,156)
Benefits	330,871	196,916	308,073	260,405	(47,668)
Materials/Services/Supplies	264,433	345,355	494,043	556,543	62,500
Interfund Services	49,753	28,076	17,503	27,288	9,785
Total Expenditures	$ 1,227,734	$ 1,087,118	$ 1,320,728	$ 1,222,189	$ (98,539)
Full Time Equivalents (Budgeted)	3.50	2.00	4.00	2.00	(2.00)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 358,667	$ 369,672	$ 373,861	$ 368,004	$ (5,857)
Benefits	205,827	210,323	236,164	268,234	32,070
Materials/Services/Supplies	1,098,327	1,041,705	922,606	688,034	(234,572)
Resources and Production	370	—	—	—	
Interfund Services	1,371,068	1,373,232	1,371,702	1,342,996	(28,706)
Capital Outlay	—	—	75,000	—	(75,000)
Total Expenditures	$ 3,034,259	$ 2,994,932	$ 2,979,333	$ 2,667,268	$ (312,065)
Full Time Equivalents (Budgeted)	4.00	3.00	3.00	3.00	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018-19 Budget*
1. Number of pieces of property	N/A	N/A	N/A	N/A	N/A

Note: A portion of this program has been consolidated into the Records and Temporary Holding Facility (7734) program in the Investigations Division

*SCPD's antiquated technology poses technical challenges to consistently obtain accurate data from its current system. To address this issue, SCPD is in the process of transitioning to a new CAD/RMS system, with a go-live date of Fall 2018. New measures have been proposed for the 2018-19 budget and measure targets will be set for the 2019-20 budget after the go-live date.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 2,053,749	$ 1,868,180	$ 2,229,485	$ 2,263,350	$ 33,865
Benefits	1,004,955	871,186	1,193,441	1,336,479	143,038
Materials/Services/Supplies	30,286	31,203	38,172	53,172	15,000
Interfund Services	103,780	90,490	92,018	105,844	13,826
Total Expenditures	$ 3,192,770	$ 2,861,059	$ 3,553,116	$ 3,758,845	$ 205,729
Full Time Equivalents (Budgeted)	14.00	13.00	13.00	13.00	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018-19 Budget*
1. Number of Nuisance Suppression Unit cases	250	290	340	300	300
2. Number of Run/Hide/Defend training sessions	N/A	N/A	N/A	N/A	N/A
3. Number of D.A.R.E. graduates	N/A	N/A	N/A	N/A	N/A
4. Number of kids participating in PAL sports (e.g. soccer, flag football, softball, BMX, boxing, fishing, judo, wrestling)	N/A	N/A	N/A	N/A	N/A

*SCPD's antiquated technology poses technical challenges to consistently obtain accurate data from its current system. To address this issue, SCPD is in the process of transitioning to a new CAD/RMS system, with a go-live date of Fall 2018. New measures have been proposed for the 2018-19 budget and measure targets will be set for the 2019-20 budget after the go-live date.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 2,501,764	$ 2,657,022	$ 3,166,465	$ 3,220,125	$ 53,660
Benefits	1,271,090	1,337,318	1,717,614	1,912,825	195,211
Materials/Services/Supplies	308,098	299,916	339,913	225,413	(114,500)
Interfund Services	148,451	123,134	133,452	151,993	18,541
Total Expenditures	$ 4,229,403	$ 4,417,390	$ 5,357,444	$ 5,510,356	$ 152,912
Full Time Equivalents (Budgeted)	22.00	23.00	24.00	24.00	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018-19 Budget*
1. Total calls received	N/A	N/A	N/A	N/A	N/A
2. Percent of emergency calls answered within 5 seconds	N/A	N/A	N/A	N/A	N/A
3. Number of Police calls for service	N/A	N/A	N/A	N/A	N/A
4. Number of Text to 9-1-1 contacts	N/A	N/A	N/A	N/A	N/A

*SCPD's antiquated technology poses technical challenges to consistently obtain accurate data from its current system. To address this issue, SCPD is in the process of transitioning to a new CAD/RMS system, with a go-live date of Fall 2018. New measures have been proposed for the 2018-19 budget and measure targets will be set for the 2019-20 budget after the go-live date.

Department: Police
Division: Field Operations

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
7722 - General Patrol	$21,669,904	$25,139,723	$30,194,080	$30,827,091	$ 633,011
7723 - Traffic	2,643,295	3,080,429	3,693,242	3,776,884	83,642
7724 - Emergency Response/ Temporary Holding Facility	1,368,027	1,752,686	1,927,347	1,999,565	72,218
7725 - Reserves	441,366	473,311	374,062	—	(374,062)
7726 - Animal Control	919,555	—	—	—	—
Total Expenditures	$27,042,146	$30,446,148	$36,188,731	$36,603,540	$ 414,809
Full Time Equivalents (Budgeted)	118.00	129.00	134.00	131.00	(3.00)
Total Revenue	$ 1,172,198	$ 823,293	$ 1,008,700	$ 945,784	$ (62,916)

Division Mission

The Field Operations Division (Patrol) is comprised of the "first responders" to provide immediate services to citizens, visitors and businesses within our City. The Division is made up of patrol teams, a motorcycle traffic unit, a traffic / hit-and-run investigator as well as community service officers to manage parking control and vehicle abatement.

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. Effective January 1, 2018, this will include the responsibility to investigate traffic accidents and provide enforcement on Central, Lawrence, Montague and San Tomas Expressways (formerly monitored by the California Highway Patrol).
- Field Operations personnel will implement predictive policing to directed police patrols based on crime analysis.
- Field Operations personnel will continue to address alcohol related crimes and disturbances, particularly in the Santa Clara University footprint.
- The Field Training program will continue to train all newly hired officers.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 13,453,563	$ 16,029,098	$ 18,158,496	$ 17,499,114	$ (659,382)
Benefits	7,205,196	8,249,246	11,032,180	11,779,488	747,308
Materials/Services/Supplies	75,495	64,723	84,398	149,398	65,000
Interfund Services	935,650	796,656	919,006	1,179,091	260,085
Capital Outlay	—	—	—	220,000	220,000
Total Expenditures	$ 21,669,904	$ 25,139,723	$ 30,194,080	$ 30,827,091	$ 633,011
Full Time Equivalents (Budgeted)	96.55	106.00	111.00	108.50	(2.50)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018-19 Budget*
1. Average response time for priority one calls for service	4:07 min.	4:28	4:26	See Note	See Note
2. Number of officer initiated calls for service	N/A	N/A	N/A	N/A	N/A
3. Total number of arrests (juvenile and adult)	N/A	N/A	N/A	N/A	N/A
4. Number of mental health contacts	N/A	N/A	N/A	N/A	N/A

*SCPD's antiquated technology poses technical challenges to consistently obtain accurate data from its current system. To address this issue, SCPD is in the process of transitioning to a new CAD/RMS system, with a go-live date of Fall 2018. New measures have been proposed for the 2018-19 budget and measure targets will be set for the 2019-20 budget after the go-live date.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 1,596,205	$ 1,948,746	$ 2,184,767	$ 2,144,309	$ (40,458)
Benefits	897,267	1,006,452	1,367,027	1,469,682	102,655
Materials/Services/Supplies	28,430	35,143	43,832	43,832	—
Interfund Services	121,393	90,088	97,616	119,061	21,445
Total Expenditures	$ 2,643,295	$ 3,080,429	$ 3,693,242	$ 3,776,884	$ 83,642
Full Time Equivalents (Budgeted)	13.45	13.50	13.50	13.50	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018-19 Budget*
1. Number of traffic citations	N/A	N/A	N/A	N/A	N/A
2. Number of parking citations	6,059	5,487	7,604	7,000	7,000
3. Number of abandoned vehicle tows	1,641	1,701	4,779	2,000	2,000
4. Number of traffic fatalities	N/A	N/A	N/A	N/A	N/A

*SCPD's antiquated technology poses technical challenges to consistently obtain accurate data from its current system. To address this issue, SCPD is in the process of transitioning to a new CAD/RMS system, with a go-live date of Fall 2018. New measures have been proposed for the 2018-19 budget and measure targets will be set for the 2019-20 budget after the go-live date.

Division: Field Operations
Program: 7724 - Emergency Response/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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 807,340	$ 1,070,652	$ 1,158,413	$ 1,144,991	$ (13,422)
Benefits	474,476	607,314	714,688	789,876	75,188
Materials/Services/Supplies	24,846	33,194	2,250	2,250	—
Interfund Services	61,365	41,526	51,996	62,448	10,452
Total Expenditures	$ 1,368,027	$ 1,752,686	$ 1,927,347	$ 1,999,565	$ 72,218
Full Time Equivalents (Budgeted)	7.50	9.00	9.00	9.00	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 334,880	$ 362,995	$ 299,415	$ —	$ (299,415)
Benefits	57,841	48,710	69,595	—	(69,595)
Materials/Services/Supplies	42,333	56,821	—	—	—
Interfund Services	6,312	4,785	5,052	—	(5,052)
Total Expenditures	$ 441,366	$ 473,311	$ 374,062	$ —	$ (374,062)
Full Time Equivalents (Budgeted)	7.50	0.50	0.50	—	(0.50)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Ratio of paid to unpaid hours.	3:2	2:1	N/A	N/A	N/A
2. Hours of continuing professional training hours per officer.	40	40	N/A	N/A	N/A
3. Number of arrests.	41	88	N/A	N/A	N/A
4. Number of citations.	1,200	657	N/A	N/A	N/A

The program budget was moved to program 7765 in the 2017-18 budget.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Materials/Services/Supplies	$ 919,555	$ —	$ —	$ —	$ —
Total Expenditures	$ 919,555	$ —	$ —	$ —	$ —
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Attend meetings with the Silicon Valley Animal Control Authority (SVACA) and participating cities concerning Animal Control Services.	6	5	N/A	N/A	N/A
2. Number of SVACA Control Officer animal responses.	3,978	4,004	N/A	N/A	N/A

The program budget was moved to the Non-Departmental Citywide program budget in 2016-17.

Department: Police
Division: Investigations

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
7732 - General Investigation	$ 5,969,064	$ 6,377,904	$ 6,498,379	$ 6,962,449	$ 464,070
7733 - Special Enforcement Team	827,129	1,430,678	1,552,242	1,586,017	33,775
7734 - Records	3,101,920	3,197,254	3,511,430	4,068,928	557,498
7735 - Homeland Security/ Special Events	9,529,190	6,814,734	—	—	—
Total Expenditures	$19,427,303	$17,820,570	$11,562,051	$12,617,394	$ 1,055,343
Full Time Equivalents (Budgeted)	54.50	52.00	45.00	48.00	3.00
Total Revenue	$ 8,710,502	$ 5,011,647	$ 109,388	$ 114,880	$ 5,492

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. 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." Subpoenas for trial witness are processed and delivered from this Division.

The Special Enforcement Team (SET) will continue to operate as a proactive unit dedicated to the suppression of crime in our community.

The Records Unit is responsible for maintaining all crime reports, produces statistical crime information to the Department of Justice and the Federal Bureau of Investigations, provides radio support to officers in the field, and prepares the release of information to the public. The Records Unit also performs customer service functions to members of the public at the front desk at the Police Building and Northside Substation.

Division Overview

- Proactively serve the City's residents by combatting crime and identifying those responsible.
- Continue to aggressively track and monitor registered sexual offenders and gang registrants.
- Investigate and seek out criminals resulting in a high volume of prosecutable cases.
- Fulfill Public Records Act requests in a timely manner.
- Support local, State and Federal law enforcement partners.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 3,422,400	$ 3,681,738	$ 3,453,703	$ 3,567,584	$ 113,881
Benefits	1,769,275	1,915,210	2,034,435	2,326,487	292,052
Materials/Services/Supplies	358,446	340,682	601,327	604,827	3,500
Interfund Services	418,943	440,274	408,914	463,551	54,637
Total Expenditures	$ 5,969,064	$ 6,377,904	$ 6,498,379	$ 6,962,449	$ 464,070
Full Time Equivalents (Budgeted)	23.75	19.00	21.00	21.00	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018-19 Budget*
1. Number of missing persons located	N/A	N/A	N/A	N/A	N/A
2. Percentage of closed rates on Part 1 property crimes	N/A	N/A	N/A	N/A	N/A
3. Percentage of closed rates on Part 1 violent crimes	N/A	N/A	N/A	N/A	N/A
4. Number of stolen vehicle recoveries	N/A	N/A	N/A	N/A	N/A

*SCPD's antiquated technology poses technical challenges to consistently obtain accurate data from its current system. To address this issue, SCPD is in the process of transitioning to a new CAD/RMS system, with a go-live date of Fall 2018. New measures have been proposed for the 2018-19 budget and measure targets will be set for the 2019-20 budget after the go-live date.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 502,047	$ 935,718	$ 962,109	$ 956,755	$ (5,354)
Benefits	271,654	453,869	547,451	577,185	29,734
Materials/Services/Supplies	2,127	4,000	4,000	4,000	—
Interfund Services	51,301	37,091	38,682	48,077	9,395
Total Expenditures	$ 827,129	$ 1,430,678	$ 1,552,242	$ 1,586,017	$ 33,775
Full Time Equivalents (Budgeted)	5.00	5.00	5.00	5.00	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

Division: Investigations
Program: 7734 - Records

Program Mission: Provide records support for the department, front counter assistance to the public, and develop more efficient information exchange and retrieval within the department.

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 1,809,434	$ 1,926,195	$ 1,932,570	$ 2,122,619	$ 190,049
Benefits	972,052	997,305	1,216,369	1,569,123	352,754
Materials/Services/Supplies	190,100	192,102	273,359	273,359	—
Interfund Services	130,334	81,652	89,132	103,827	14,695
Total Expenditures	$ 3,101,920	$ 3,197,254	$ 3,511,430	$ 4,068,928	$ 557,498
Full Time Equivalents (Budgeted)	20.00	19.00	19.00	22.00	3.00

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018-19 Budget*
1. Total number of police reports	N/A	N/A	N/A	N/A	N/A
2. Number of citizen online police reports taken	N/A	N/A	N/A	N/A	N/A

*SCPD's antiquated technology poses technical challenges to consistently obtain accurate data from its current system. To address this issue, SCPD is in the process of transitioning to a new CAD/RMS system, with a go-live date of Fall 2018. New measures have been proposed for the 2018-19 budget and measure targets will be set for the 2019-20 budget after the go-live date.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 5,897,512	$ 4,035,312	$ —	$ —	$ —
Benefits	821,745	894,135	—	—	—
Materials/Services/Supplies	2,742,368	1,727,833	—	—	—
Interfund Services	67,565	157,454	—	—	—
Total Expenditures	$ 9,529,190	$ 6,814,734	$ —	$ —	$ —
Full Time Equivalents (Budgeted)	5.75	9.00	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018-19 Budget
1. Number of managed pre-planned events.	23	26	35	35	N/A

The 7735 program budget was moved to the Special Operations Division starting in 2017-18.

Department: Police
Division: Special Operations

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
7761 - General	$ —	$ —	$ 8,290,832	$ 2,735,155	$ (5,555,677)
7764 - Specialized Teams	—	—	35,398	35,398	—
7765 - Reserves	—	—	57,100	331,053	273,953
Total Expenditures	$ —	$ —	$ 8,383,330	$ 3,101,606	$ (5,281,724)
Full Time Equivalents (Budgeted)	—	—	9.00	9.00	—
Total Revenue	$ —	$ —	$ 6,070,500	$ —	$ (6,070,500)

Division Mission

The Special Operations Division includes 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 law enforcement, traffic and neighborhood protection needs associated with Levi's Stadium, Santa Clara Convention Center, California's Great America and Santa Clara University. This Division is the home to a number of specialized teams within the Department, such as the K-9 Unit, Hostage Negotiation Team and the Special Response Team (SWAT).

The Reserve Police Officer program compliments the work of the Department in many ways and is supported by this Division.

This Division manages the Temporary Holding Facility at the Police Building and Levi's Stadium, as well as the Jail Service Officers.

Division Overview

- Continue to staff all special events with highly trained and committed public safety personnel to ensure the safety of all attendees, control traffic and pedestrian movement and reduce the impact on surrounding residents and businesses.
- Utilize technology to provide real-time updates during events to provide complete situational awareness and improve public safety capabilities.
- Provide a safe environment for guests attending all events and venues within the City.
- Maintain critical information sharing and partnerships with Federal, State and Local law enforcement agencies to ensure the safety and security of the community.

Division: Special Operations
Program: 7761 - General

Program Mission: To manage staff and oversee the police protection for City-wide special events, including events at Levi's Stadium, and to ensure a safe environment for all

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ —	$ —	$ 5,336,580	$ 1,460,898	$ (3,875,682)
Benefits	—	—	1,006,863	1,089,655	82,792
Materials/Services/Supplies	—	—	1,775,000	3,000	(1,772,000)
Interfund Services	—	—	172,389	142,602	(29,787)
Capital Outlay	—	—	—	39,000	39,000
Total Expenditures	$ —	$ —	$ 8,290,832	$ 2,735,155	$ (5,555,677)
Full Time Equivalents (Budgeted)	—	—	9.00	9.00	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018-19 Budget*
1. Number of stadium events with 20,000+ attendees	N/A	N/A	N/A	N/A	N/A
2. Number of operation plans developed city-wide (e.g. city-wide special events, dignitary visits, stockholder meetings)	N/A	N/A	N/A	N/A	N/A
3. Number of adults processed	N/A	N/A	N/A	N/A	N/A
4. Number of juveniles processed	N/A	N/A	N/A	N/A	N/A

*SCPD's antiquated technology poses technical challenges to consistently obtain accurate data from its current system. To address this issue, SCPD is in the process of transitioning to a new CAD/RMS system, with a go-live date of Fall 2018. New measures have been proposed for the 2018-19 budget and measure targets will be set for the 2019-20 budget after the go-live date.

Division: Special Operations
Program: 7764 - Specialized Teams

Program Mission: Provide officers who are specifically trained in teams to handle a wide variety of extraordinary and sometimes life-threatening incidents encountered in our community. These teams, Special Response Team (SWAT), K-9 Unit, and the Hostage Negotiation Team, are an extra layer of protection for first responders

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Materials/Services/Supplies	$ —	$ —	$ 35,398	$ 35,398	$ —
Total Expenditures	$ —	$ —	$ 35,398	$ 35,398	$ —
Full Time Equivalents (Budgeted)	N/A	N/A	N/A	N/A	N/A

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

Program 7764 was a new program in the 2017-18 budget (moved from 7735)

Division: Special Operations
Program: 7765 - Reserves

Program Mission: Provide appropriately trained staff to supplement the police department so it may accomplish its goals and respond to emergency situations.

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ —	$ —	$ —	$ 267,570	$ 267,570
Materials/Services/Supplies	—	—	57,100	57,100	—
Interfund Services	—	—	—	6,383	6,383
Total Expenditures	$ —	$ —	$ 57,100	$ 331,053	$ 273,953
Full Time Equivalents (Budgeted)	N/A	N/A	N/A	N/A	N/A

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018-19 Budget*
1. Number of Police Reserve hours worked	N/A	N/A	N/A	N/A	N/A

Program 7765 was a new program in the 2017-18 budget (moved from 7735)

*SCPD's antiquated technology poses technical challenges to consistently obtain accurate data from its current system. To address this issue, SCPD is in the process of transitioning to a new CAD/RMS system, with a go-live date of Fall 2018. New measures have been proposed for the 2018-19 budget and measure targets will be set for the 2019-20 budget after the go-live date.

This page intentionally left blank.

City of Santa Clara

The Center of What's Possible

Non-Departmental

Non-Departmental

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
Citywide Programs	$ 14,830,532	$ 1,622,918	$ (4,344,588)	$ 19,280,162
Debt Service	2,498,975	2,500,860	2,504,721	2,501,494
Stadium Operations	—	—	—	5,585,806
Total Expenditures	$ 17,329,507	$ 4,123,778	$ (1,839,867)	$ 27,367,462
Full Time Equivalents (Budgeted)	—	—	—	4.00
Total Revenue	$161,021,748	$173,973,291	$178,854,627	$214,392,357

Overview

The Non-Departmental budget 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 and rent revenue. Starting in the 2018-19 Budget, all stadium related costs have also being reflected in the new Nondepartmental division, Stadium Operations.

Non-Departmental

Department Budget Summary

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Salaries	$ —	$ —	$ (6,450,000)	$ 6,315,504	$ 12,765,504
Benefits	—	—	130,000	607,316	477,316
Materials/Services/Supplies	14,830,532	1,622,319	1,975,331	6,068,441	4,093,110
Interfund Services	—	599	81	55,072	54,991
Capital Outlay	—	—	—	350,000	350,000
Debt Service	2,498,975	2,500,860	2,504,721	2,501,494	(3,227)
Other Expenditures	—	—	—	11,469,635	11,469,635
Total Expenditures	$ 17,329,507	$ 4,123,778	$ (1,839,867)	$ 27,367,462	$ 29,207,329
Revenue Category					
Taxes	$119,446,522	$137,196,883	$134,033,275	$142,034,983	$ 8,001,708
Licenses & Permits	917,100	932,737	915,000	1,435,000	520,000
Interest and Rent	14,388,566	12,994,326	12,443,897	14,731,922	2,288,025
Intergovernmental	295,198	7,838,569	165,000	165,000	—
Charges for Services	16,749,159	16,015,753	14,762,252	22,021,185	7,258,933
Op Transfers	(9,905,948)	(24,068,621)	(5,126,700)	10,659,677	15,786,377
Other Revenues	19,131,153	23,063,644	21,661,903	23,344,590	1,682,687
Total Revenues	$161,021,748	$173,973,291	$178,854,627	$214,392,357	$ 35,537,730
Full Time Equivalents (Budgeted)	—	—	—	4.00	4.00

Budget Overview and Significant Changes

Service Level Impact

4.0 FTEs were added to the Nondepartmental budget for 2018-19 to address Council Policy Priorities from the January 2018 Operational and Strategic Priority Setting Session.

Expenditures

Salaries changes from prior adopted budget

Salaries increase due to attrition and separation payout assumptions for 2018-19 being allocated out to departments in addition to including stadium related staff charges.

Benefits changes from prior adopted budget

Benefits cost represent and estimate of additional City retirement obligations.

Materials/Services/Supplies changes from prior adopted budget

Materials/Service/Supplies costs increased primarily due to stadium related 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.

Capital Outlay changes from prior adopted budget
$350,000 was included in the 2018-19 budget to address initiatives from the January 2018 Council Operational and Strategic Priority Setting Session for e-discovery, contracts, and procurement management systems.

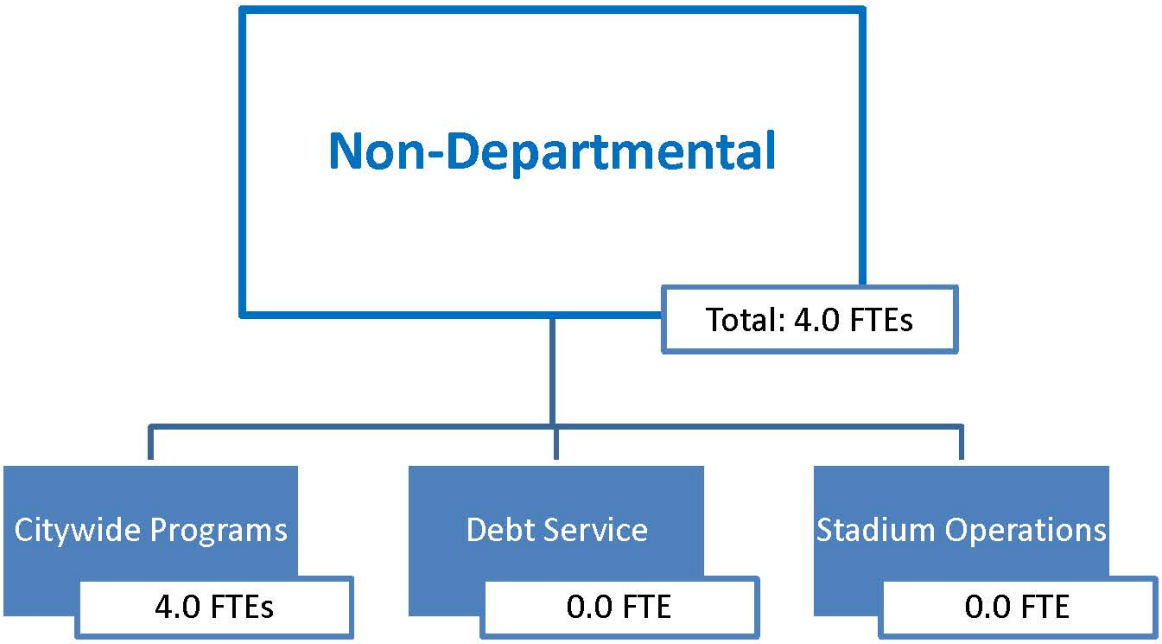
Debt Service changes from prior adopted budget
Minor change based on debt service schedule.

Other Expenditures changes from prior adopted budget
The increase in Other Expenditures is primarily due to transfers out being reclassified to Expenditures from Revenues. Beginning in Fiscal Year 2018-19, the City will no longer budget transfers out as reductions to revenues, but will classify Transfers Out as increases to expenditures in each fund, as applicable. The majority of transfers out in the Nondepartmental program consist of transfers from the Capital Project Reserve and Land Sale Reserve to fund Capital Projects.

Total Revenues

Total Revenues changes from prior adopted budget
Information on major changes to Citywide revenues can be found in the City Manager's Transmittal Letter.

City of Santa Clara
Divisional Organization Chart



POSITION DETAIL

General Fund		2015/16 Adopted	2016/17 Adopted	2017/18 Adopted	2018/19 Budget	Position Change
Position Title						
Uncl	Management Analyst	—	—	—	1.00	1.00
Uncl	Contracts Manager*	—	—	—	1.00	1.00
Uncl	Public Records Manager*	—	—	—	1.00	1.00
Uncl	Risk Manager*	—	—	—	1.00	1.00
	Full Time Equivalents (Budgeted)	**—**	**—**	**—**	**4.00**	**4.00**

*New classifications and ranges subject to Human Resources Department study.

Department: Non-Departmental
Division: Citywide Programs

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
3611-Citywide Programs	$ 14,830,532	$ 1,622,918	$ (4,344,588)	$ 19,280,162	$ 23,624,750
Total Expenditures	$ 14,830,532	$ 1,622,918	$ (4,344,588)	$ 19,280,162	$ 23,624,750
Full Time Equivalents (Budgeted)	—	—	—	4.00	4.00
Total Revenue	$ 152,568,694	$ 171,466,701	$176,349,906	$202,417,291	$ 26,067,385

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: Citywide Programs
Program: 3611 - Citywide Programs

Program Mission: No reportable program mission

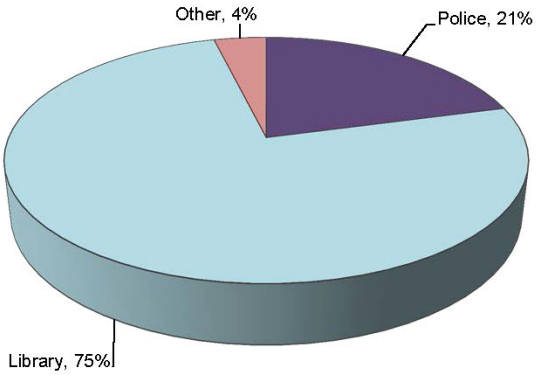
Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ —	$ —	$ (6,450,000)	$ 2,265,108	$ 8,715,108
Benefits	—	—	130,000	436,606	306,606
Materials/Services/Supplies	14,830,532	1,622,319	1,975,331	4,757,141	2,781,810
Interfund Services	—	599	81	1,672	1,591
Capital Outlay	—	—	—	350,000	350,000
Other Expenditures	—	—	—	11,469,635	11,469,635
Total Expenditures	$14,830,532	$ 1,622,918	$ (4,344,588)	$19,280,162	$23,624,750
Full Time Equivalents (Budgeted)	—	—	—	4.00	4.00

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

Department: Non-Departmental
Division: Debt Service

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
3394-2010 Lease (Refunding 1997 COPS)	$ 1,097,250	$ 1,094,605	$ 1,097,346	$ 1,098,419	$ 1,073
3395-2013 COPS (Refunding 2002A)	1,401,725	1,406,255	1,407,375	1,403,075	(4,300)
Total Expenditures	$ 2,498,975	$ 2,500,860	$ 2,504,721	$ 2,501,494	$ (3,227)
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenue	$ 2,505,093	$ 2,506,589	$ 2,504,721	$ 2,501,494	$ (3,227)

Breakdown of the General Fund Outstanding Debt By Function



Summary of General Fund Outstanding Debt by Source

	Outstanding as of June 30, 2018	Issue Date	Final Maturity	Interest Rates
2010 Lease Agreement (Refunding of 1997 COPS)	$ 4,045,000	7/13/2010	2/1/2022	3.65
2013 Refunding COPS	14,600,000	3/28/2013	2/1/2032	2.00-3.75
Unamortized Premium/Discount	746,581			
TOTAL PRINCIPAL	**$ 19,391,581**			

Division: Debt Service
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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Debt Service	$ 1,097,250	$ 1,094,605	$ 1,097,346	$ 1,098,419	$ 1,073
Total Expenditures	$ 1,097,250	$ 1,094,605	$ 1,097,346	$ 1,098,419	$ 1,073

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

Division: Debt Service
Program: 3395 - 2013 COP (Refunding 2002A)

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

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Debt Service	1,401,725	1,406,255	$ 1,407,375	$ 1,403,075	$ (4,300)
Total Expenditures	$ 1,401,725	$ 1,406,255	$ 1,407,375	$ 1,403,075	$ (4,300)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

Department: Non-Departmental
Division: Stadium Operations

General Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
3621-General Administration	$ —	$ —	$ —	$ 450,696	$ 450,696
3622-Police	—	—	—	4,227,743	4,227,743
3623-Fire	—	—	—	394,591	394,591
3624-Public Works	—	—	—	512,776	512,776
Total Expenditures	$ —	$ —	$ —	$ 5,585,806	$ 5,585,806
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenue	$ —	$ —	$ —	$ 9,473,572	$ 9,473,572

Division Mission

Provide general and administrative support to the Santa Clara Stadium Authority in its oversight of Levi's Stadium. Implement a public safety plan during National Football League (NFL) games and non-NFL events held at Levi's Stadium to protect patrons and citizens in and around the stadium.

In efforts to increase transparency surrounding Levi's Stadium, the Non-Departmental - Stadium Operations Division was added to report stadium related revenues and expenditures. All General and Administrative, Police, Fire and Public Works Departments expenditures specific to the stadium are now included in this division. In addition, the reimbursements from the Santa Clara Stadium Authority and the Forty Niners Stadium Management Company, LLC (Stadium Manager) are included in the revenues section. Lastly, other stadium related revenues such as ground and performance rent and Senior and Youth Fees are reported in this division.

Division Overview

- Uphold Santa Clara Stadium Authority fiduciary responsibilities and debt obligations transparently.
- Maintain a productive and functional business relationship with Forty Niners SC Stadium Company, LLC as tenant of Levi's Stadium.
- Develop and implement oversight initiatives consistent with public entity organizations.
- Provide support from the Police, Fire, and the Public Works Departments to maintain a safe environment in and around Levi's Stadium during NFL games and non-NFL events.

Division: Stadium Operations
Program: 3621 - General Administration

Program Mission: No reportable program mission

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ —	$ —	$ —	$ 450,696	$ 450,696
Total Expenditures	$ —	$ —	$ —	$ 450,696	$ 450,696
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

Division: Stadium Operations
Program: 3622 - Police

Program Mission: No reportable program mission

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ —	$ —	$ —	$ 2,772,900	$ 2,772,900
Benefits	—	—	—	114,743	114,743
Materials/Services/Supplies	—	—	—	1,290,900	1,290,900
Interfund Services	—	—	—	49,200	49,200
Total Expenditures	$ —	$ —	$ —	$ 4,227,743	$ 4,227,743
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

Division: Stadium Operations
Program: 3623 - Fire

Program Mission: No reportable program mission

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ —	$ —	$ —	$ 351,900	$ 351,900
Benefits	—	—	—	22,391	22,391
Materials/Services/Supplies	—	—	—	16,100	16,100
Interfund Services	—	—	—	4,200	4,200
Total Expenditures	$ —	$ —	$ —	$ 394,591	$ 394,591
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

Division: Stadium Operations
Program: 3624 - Public Works

Program Mission: No reportable program mission

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ —	$ —	$ —	$ 474,900	$ 474,900
Benefits	—	—	—	33,576	33,576
Materials/Services/Supplies	—	—	—	4,300	4,300
Total Expenditures	$ —	$ —	$ —	$ 512,776	$ 512,776
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
Streets Division	$ 98,959	$ 78,070	$ 233,599	$ 355,542
Total Expenditures	$ 98,959	$ 78,070	$ 233,599	$ 355,542
Full Time Equivalents (Budgeted)	0.50	0.50	0.50	0.50
Total Revenue	$ 163,427	$ 178,777	$ 233,599	$ 355,542

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

- Repaired interior walkway hardscapes to minimize tripping hazards.

Significant Objectives

- Slurry seal and restripe both parking lots.

Fund 025 Downtown Parking Maintenance

Fund Summary

Fund 025 Downtown Parking Maintenance	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Salaries	$ 30,172	$ 8,782	$ 45,188	$ 47,632	$ 2,444
Benefits	22,858	25,393	27,486	30,014	2,528
Materials/Services/Supplies	44,715	33,013	99,559	70,919	(28,640)
Interfund Services	1,214	10,882	11,366	12,777	1,411
Capital Outlay	—	—	50,000	180,000	130,000
Other Expenditures	—	—	—	14,200	14,200
Total Expenditures	$ 98,959	$ 78,070	$ 233,599	$ 355,542	$ 121,944
Revenue Category					
Interest and Rent	$ 1,683	$ 2,179	$ 1,683	$ 2,179	$ 496
Charges for Services	12,936	13,003	12,517	12,021	(496)
Op Transfers	148,808	163,595	219,399	341,342	121,943
Total Revenues	$ 163,427	$ 178,777	$ 233,599	$ 355,542	$ 121,943
Full Time Equivalents (Budgeted)	0.50	0.50	0.50	0.50	—

Budget Overview and Significant Changes

Service Level Impact

The service level at PMD 122 will remain the same as reflected in the adopted budget.

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. 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

Contractual services was reduced to match projected FY 18/19 spending.

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 025 Downtown Parking Maintenance

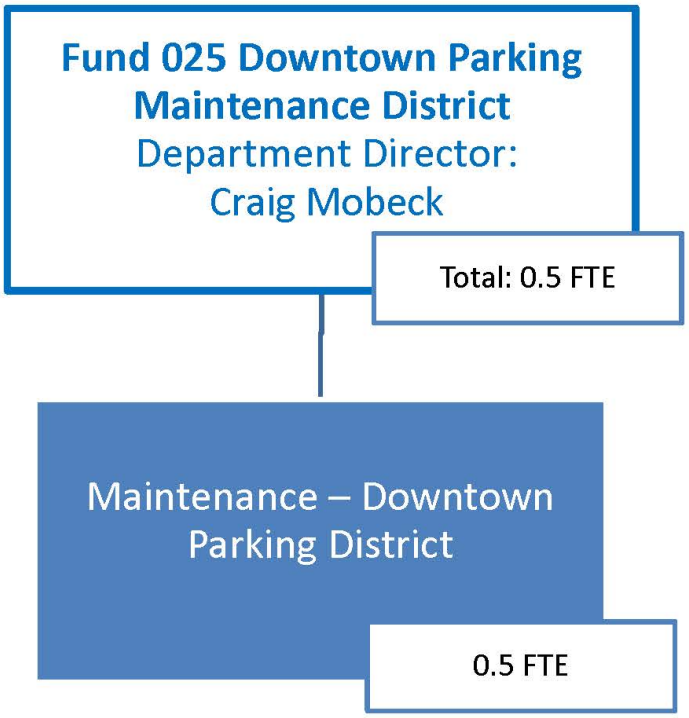
Capital Outlay changes from prior adopted budget
Both parking lots have been programmed for slurry seal in FY 18/19, which is funded by property owner assessments.

Other Expenditures changes from prior adopted budget
The increase in Other Expenditures is primarily due to transfers out being reclassified to Expenditures from Revenues. Beginning in Fiscal Year 2018-19, the City will no longer budget transfers out as reductions to revenues, but will classify Transfers Out as increases to expenditures in each fund, as applicable.

Total Revenues

Total Revenues changes from prior adopted budget
The annual property owner assessments are fixed at $14,200.

City of Santa Clara
Divisional Organization Chart



Fund 025 Downtown Parking Maintenance

POSITION DETAIL

Fund 025 Downtown Parking Maintenance	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Position Change
Position Title					
G23 Street Maintenance Worker III	—	0.50	0.50	0.50	—
G21 Grounds Maintenance Worker II	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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
2941-Parking District Maintenance	$ 98,959	$ 78,070	$ 233,599	$ 355,542	$ 121,943
Total Expenditures	$ 98,959	$ 78,070	$ 233,599	$ 355,542	$ 121,943
Full Time Equivalents (Budgeted)	0.50	0.50	0.50	0.50	—
Total Revenue	$ 163,427	$ 178,777	$ 233,599	$ 355,542	$ 121,943

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 30,172	$ 8,782	$ 45,188	$ 47,632	$ 2,444
Benefits	22,858	25,393	27,486	30,014	2,528
Materials/Services/Supplies	44,715	33,013	99,559	70,919	(28,640)
Interfund Services	1,214	10,882	11,366	12,777	1,411
Capital Outlay	—	—	50,000	180,000	130,000
Other Expenditures	—	—	—	14,200	14,200
Total Expenditures	$ 98,959	$ 78,070	$ 233,599	$ 355,542	$ 121,943
Full Time Equivalents (Budgeted)	0.50	0.50	0.50	0.50	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
Public Works - Building Maintenance	$ 1,239,425	$ 1,418,991	$ 1,488,685	$ 1,563,119
Total Expenditures	$ 1,239,425	$ 1,418,991	$ 1,488,685	$ 1,563,119
Full Time Equivalents (Budgeted)	0.10	0.10	0.10	0.10
Total Revenue	$ 1,315,010	$ 1,313,731	$ 1,488,685	$ 1,563,119

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

- Painted all exterior light poles and repainted safety striping along main drive from Convention Center entrance to Techmart north parking lot.
- Updated parking control signs and garage rules signage.
- Slurry sealed and striped main drives through interior of property.
- Re-surfaced non-slip coating on most used stairwells.

Significant Objectives

- Continuing improvements to the grounds, surfaces, and garage structure and further asphalt repairs and seal and stripe of perimeter roads.
- Solidify a working OPOS for space frame cleaning.
- Refurbish directional signage throughout property and refresh digital monument sign.
- Landscape enhancements around Techmart and Convention Center and restore fountains to be functional.
- Seal and repair rust damage at rail footings on garage third floor and bridge to convention center and clean grease and oil from garage parking spaces.

Fund 026 Convention Center Maintenance

Fund Summary

Fund 026 Convention Center Maintenance	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Salaries	$ 13,671	$ 14,832	$ 15,797	$ 15,926	$ 129
Benefits	6,546	7,424	9,099	9,775	676
Materials/Services/Supplies	1,164,004	1,313,610	1,368,914	1,442,214	73,300
Interfund Services	55,204	83,125	94,875	95,204	329
Total Expenditures	$ 1,239,425	$ 1,418,991	$ 1,488,685	$ 1,563,119	$ 74,434
Revenue Category					
Interest and Rent	$ 2,490	$ 2,969	$ —	$ —	$ —
Charges for Services	702,039	698,291	818,744	856,528	37,784
Op Transfers	610,481	610,481	669,941	706,591	36,650
Other Revenues	—	1,990	—	—	—
Total Revenues	$ 1,315,010	$ 1,313,731	$ 1,488,685	$ 1,563,119	$ 74,434
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. 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 increase in Materials/Services/Supplies costs is due to additional funding requested to maintain the site and address deferred maintenance issues.

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.

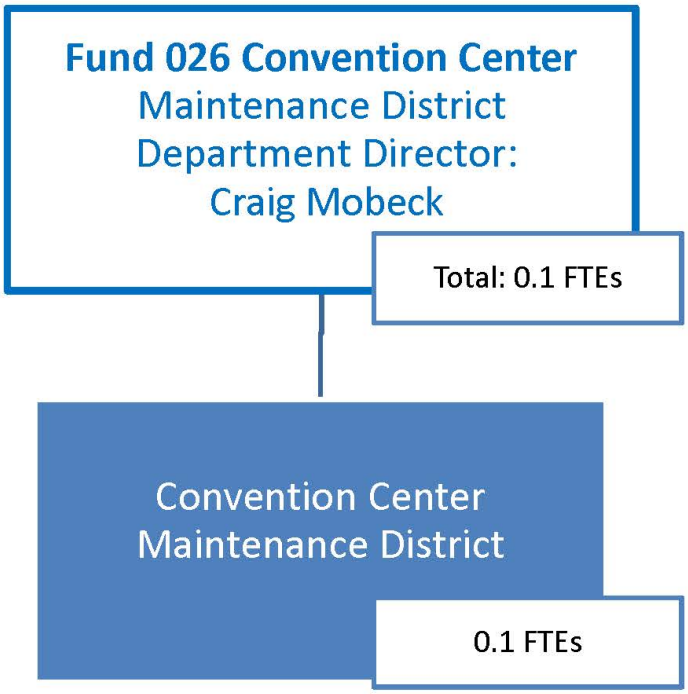
Fund 026 Convention Center Maintenance

Total Revenues

Total Revenues changes from prior adopted budget

The increase represents additional budgeted contribution from the City and property owners to cover the additional expense to maintain the site, address deferred maintenance issues, and update and improve the property to the level of a class A site.

City of Santa Clara
Divisional Organization Chart



Fund 026 Convention Center Maintenance

POSITION DETAIL

Fund 026 Convention Center Maintenance	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Position Change
Position Title					
Uncl Building Maintenance Manager	0.10	0.10	0.10	0.10	—
Total Full Time Equivalents (Budgeted)	**0.10**	**0.10**	**0.10**	**0.10**	**—**

Fund 026 - Convention Center Maintenance
Division: Building Maintenance

Fund 026 Convention Center Maintenance	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
2961-Convention Center Maintenance District	$ 1,239,425	$ 1,418,991	$ 1,488,685	$ 1,563,119	$ 74,434
Total Expenditures	$ 1,239,425	$ 1,418,991	$ 1,488,685	$ 1,563,119	$ 74,434
Full Time Equivalents (Budgeted)	0.10	0.10	0.10	0.10	—
Total Revenue	$ 1,315,010	$ 1,313,731	$ 1,488,685	$ 1,563,119	$ 74,434

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 13,671	$ 14,832	$ 15,797	$ 15,926	$ 129
Benefits	6,546	7,424	9,099	9,775	676
Materials/Services/Supplies	1,164,004	1,313,610	1,368,914	1,442,214	73,300
Interfund Services	55,204	83,125	94,875	95,204	329
Total Expenditures	$ 1,239,425	$ 1,418,991	$ 1,488,685	$ 1,563,119	$ 74,434
Full Time Equivalents (Budgeted)	0.10	0.10	0.10	0.10	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 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.	98%	98%	98%	98%	98%

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
Parks & Recreation - Senior Nutrition Program	$ 150,379	$ 135,889	$ 148,353	$ 147,984
Total Expenditures	$ 150,379	$ 135,889	$ 148,353	$ 147,984
Full Time Equivalents (Budgeted)	0.18	—	—	—
Total Revenue	$ 158,512	$ 139,433	$ 148,353	$ 147,984

Overview

The Senior Nutrition program provides a congregate meal setting where seniors can improve their health through balanced meals and socialization and is funded through a grant from the Santa Clara County Social Services agency's Senior Nutrition Program and CDGB funds. Seniors are encouraged to access the many services available at the Senior Center while on site, and are given the opportunity to engage in Health & Wellness programs at the Senior Center.

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

- Provided approximately 15,800 seniors with nutritional meals in the Monday-Friday Senior Nutrition Program (64 meals X 247 service days.)

Significant Objectives

- Provide approximately 15,800 nutritional meals to seniors in the Monday - Friday Senior Nutrition Program. (64 meals x 247 service days)

Fund 111 Park & Rec Operating Grant Trust Fund

Fund Summary

Fund 111 Park & Rec Operating Grant Trust Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Salaries	$ 42,899	$ 40,829	$ 39,248	$ 63,628	$ 24,380
Benefits	52	1	—	—	—
Materials/Services/Supplies	107,429	95,059	109,105	84,356	(24,749)
Total Expenditures	$ 150,380	$ 135,889	$ 148,353	$ 147,984	$ (369)
Revenue Category					
Intergovernmental	$ 158,512	$ 138,433	$ 148,353	$ 144,539	$ (3,814)
Op Transfers	—	—	—	3,445	3,445
Other Revenues	—	1,000	—	—	—
Total Revenues	$ 158,512	$ 139,433	$ 148,353	$ 147,984	$ (369)
Full Time Equivalents (Budgeted)	0.18	—	—	—	—

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.

Materials/Services/Supplies changes from prior adopted budget

Materials/Service/Supplies decrease is attributable to changes to the County of Santa Clara funded program and participation rates in the Senior Nutrition Program.

Fund 111 Park & Rec Operating Grant Trust Fund

POSITION DETAIL

Fund 111 Park & Rec Operating Grant Trust Fund		2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
1112-Senior Nutrition Program	$ 150,379	$ 135,889	$ 148,353	$ 147,984	$ (369)
Total Expenditures	$ 150,379	$ 135,889	$ 148,353	$ 147,984	$ (369)
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Direct Revenue	$ 158,512	$ 139,433	$ 148,353	$ 147,984	$ (369)

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 Senior Center Health & Wellness , resources, case management referrals, fitness and social activities at the Senior Center and other facilities to enhance quality of life.
- 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 grants and participant fees.

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 42,899	$ 40,829	$ 39,248	$ 63,628	$ 24,380
Benefits	52	1	—	—	—
Materials/Services/Supplies	107,429	95,059	109,105	84,356	(24,749)
Total Expenditures	$ 150,379	$ 135,889	$ 148,353	$ 147,984	$ (369)
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Average number of daily participants in the Senior Nutrition Program.	81	69	61	83	60
2. Total number of unduplicated participants in the Senior Nutrition Program, annually.	354	275	283	575	280
3. Total Annual Meals Served.	20,088	15,641	15,017	20,534	15,000

City of Santa Clara

The Center of What's Possible

Fund 164 - Housing Authority

Fund 164 Housing Authority

Fund 164 Housing Authority	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
Community Development - Housing	$ —	$ 179,114	$ 143,126	$ 288,989
Total Expenditures	$ —	$ 179,114	$ 143,126	$ 288,989
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenue	$ —	$ 565,383	$ 143,126	$ 288,989

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.

Note: Figures represent the move of the Housing Authority fund from the Capital Improvement Projects Budget to the Operating Budget starting in 2016-17. Fiscal Years 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

- In 2017-2018, $447,316 in revenue was collected from developer loans and First Time Homebuyer Loans.
- These funds are being leveraged to create a new emergency grant program for Santa Clara residents who are income eligible and need emergency home repairs.

Significant Objectives

- Continue to monitor compliance of existing loan portfolio.
- Prepare and file Fiscal Year 2017-18 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Salaries	$ —	$ 16,038	$ 54,026	$ 58,389	$ 4,363
Benefits	—	5,381	—	—	—
Materials/Services/Supplies	—	157,695	89,100	230,600	141,500
Total Expenditures	$ —	$ 179,114	$ 143,126	$ 288,989	$ 145,863
Revenue Category					
Interest and Rent	$ —	$ 22,637	$ 7,000	$ 10,000	$ 3,000
Op Transfers	—	—	(38,848)	28,989	67,837
Other Revenues	—	542,746	174,974	250,000	75,026
Total Revenues	$ —	$ 565,383	$ 143,126	$ 288,989	$ 145,863
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

Salary costs reflect an adjustment in the allocation among staff in other programs.

Materials/Service/Supplies changes from prior adopted budget

Budgeted costs in 2018-19 reflect a projected increase in contractual services and supplies.

Total Revenues

Total Revenues changes from prior adopted budget

The total revenues increase reflects actual activity associated with interest payments on developer conditional loans and principal/interest payments on first time homebuyer loans.

Fund 164 - Housing Authority
Division: Community Development - Housing

Fund 164 Housing Authority	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
5546 Community Development - Housing Authority	$ —	$ 179,114	$ 143,126	$ 288,989	$ 145,863
Total Expenditures	$ —	$ 179,114	$ 143,126	$ 288,989	$ 145,863
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenue	$ —	$ 565,383	$ 143,126	$ 288,989	$ —

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 2017-18 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ —	$ 16,038	$ 54,026	$ 58,389	$ 4,363
Benefits	—	5,381	—	—	—
Materials/Services/Supplies	—	157,695	89,100	230,600	141,500
Total Expenditures	$ —	$ 179,114	$ 143,126	$ 288,989	$ 145,863
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

Note: This program reimburses the General Fund for FTE costs.

This page intentionally left blank.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
Community Development-Housing	$ —	$ 238,626	$ 1,336,244	$ 1,638,098
Total Expenditures	$ —	$ 238,626	$ 1,336,244	$ 1,638,098
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenue	$ —	$ 3,381,479	$ 1,336,244	$ 1,638,098

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.

Note: Figures represent the move of the Housing Authority fund from the Capital Improvement Projects Budget to the Operating Budget starting in 2016-17. Fiscal Years 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

- Closed escrow on 6 completed BMP units in the City, providing the realization of home ownership to low- and moderate-income families.
- Entered into Affordable Housing Agreement with developer for 964 BMP units in the City to be completed in 2019.

Significant Objectives

- Continue to work with developers and encourage construction which will provide opportunities for affordable home ownership to low and moderate-income households.
- Close escrow on remaining inventory of BMP units providing the realization of homeownership to low- and moderate-income families.
- Expand the City's inclusionary housing program to include multi-family rental projects.
- Collect in-lieu fees and impact fees on behalf of the City.

Fund 165 City Affordable Housing Fund

Fund Summary

Fund 165 City Affordable Housing	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Salaries	$ —	$ 32,494	$ 116,526	$ 217,177	$ 100,651
Benefits	—	3,276	—	—	—
Materials/Services/Supplies	—	202,856	1,219,718	1,420,921	201,203
Total Expenditures	$ —	$ 238,626	$ 1,336,244	$ 1,638,098	$ 301,854
Revenue Category					
Interest and Rent	$ —	$ 68,399	$ 14,500	$ 15,000	$ 500
Charges for Services	—	—	—	31,703	31,703
Op Transfers	—	—	1,025,449	941,395	(84,054)
Other Revenues	—	3,313,080	296,295	650,000	353,705
Total Revenues	$ —	$ 3,381,479	$ 1,336,244	$ 1,638,098	$ 301,854
Full Time Equivalents (Budgeted)	—	—	—	—	—

Budget Overview and Significant Changes

Service Level Impact

Service level impacts are expected to increase due to additional contracts that serve our lower income residents and the chronically homeless.

Expenditures

Salaries changes from prior adopted budget

Salary costs reflect an adjustment in the allocation among staff in other programs.

Materials/Services/Supplies changes from prior adopted budget

Budgeted costs in 2018-19 reflect a projected increase in contractual services and supplies. Additionally, an increase in contractual services and supplies was added for the County of Santa Clara Intensive Case Management and new County Homeless prevention program for chronically homeless individuals and families, and for additional services from ABODE for the Tenant-Based Rental Assistance program.

Total Revenues

Total Revenues changes from prior adopted budget

Change in revenue reflects number of BMP loan payoffs and program income in 2017-18.

Fund 165 - City Affordable Housing
Division: Community Development - Housing

Fund 165 City Affordable Housing	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
5547 Community Development-Affordable Housing	$ —	$ 238,626	$ 1,336,244	$ 1,638,098	$ 301,854
Total Expenditures	$ —	$ 238,626	$ 1,336,244	$ 1,638,098	$ 301,854
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Direct Revenue	$ —	$ 3,381,479	$ 1,336,244	$ 1,638,098	$ 301,854

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ —	$ 32,494	$ 116,526	$ 217,177	$ 100,651
Benefits	—	3,276	—	—	—
Materials/Services/Supplies	—	202,856	1,219,718	1,420,921	201,203
Total Expenditures	$ —	$ 238,626	$ 1,336,244	$ 1,638,098	$ 301,854
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Facilitate the inclusion of ten percent of each year's residential homeownership units as affordable housing	N/A	10%	10%	10%	15%

Note: This program reimburses the General Fund for FTE costs.

This page intentionally left blank.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
Community Development - Housing	$ —	$ 120,695	$ 1,280,189	$ 688,327
Total Expenditures	$ —	$ 120,695	$ 1,280,189	$ 688,327
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenue	$ —	$ 1,488,901	$ 1,280,189	$ 688,327

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.

Note: Figures represent the move of the Housing Authority fund from the Capital Improvement Projects Budget to the Operating Budget starting in 2016-17. Fiscal Years 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

- Completed and filed Fiscal Year 2016-17 Housing Successor Annual Report to the California State Department of Housing and Community Development.
- Assisted over 30 households through the funding of two homelessness prevention programs which focus on housing the chronically homeless and those at risk of being homeless in the City of Santa Clara.
- Initiated community engagement and issude Requests for Proposals (RFPs) on City-owned sites managed by the Housing Successor.

Significant Objectives

- Continue to coordinate funding with Federal HOME funds for the 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 lower income housing inventory.
- Continue management of Housing Successor portfolio which includes monitoring and compliance of loans and covenants to preserve and maintain the affordability of units.
- Initiate community engagement and issue Requests for Proposals (RFPs) on City-owned sites managed by the Housing Successor.

Fund 169 Housing Successor Agency

Fund Summary

Fund 169 Housing Successor Agency	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Salaries	$ —	$ 54,146	$ 254,315	$ 196,827	$ (57,488)
Benefits	—	7,047	—	—	—
Materials/Services/Supplies	—	59,502	1,025,874	491,500	(534,374)
Total Expenditures	$ —	$ 120,695	$ 1,280,189	$ 688,327	$ (591,862)
Revenue Category					
Interest and Rent	$ —	$ 101,125	$ 42,000	$ 50,000	$ 8,000
Charges for Services	—	—	—	31,000	31,000
Op Transfers	—	—	635,625	107,327	(528,298)
Other Revenues	—	1,387,776	602,564	500,000	(102,564)
Total Revenues	$ —	$ 1,488,901	$ 1,280,189	$ 688,327	$ (591,862)
Full Time Equivalents (Budgeted)	—	—	—	—	—

Budget Overview and Significant Changes

Service Level Impact

Service level is expected to increase with increased community development initiatives required to develop our City-owned land.

Expenditures

Salaries changes from prior adopted budget

Salary costs reflect the increased community development initiatives required to develop our City-owned land.

Materials/Service Supplies changes from prior adopted budget

Materials/Service/Supplies decrease due to the removal of one-time funding for a developer rehabilitation loan.

Total Revenues

Total Revenues changes from prior adopted budget

Total revenue decrease associated with the reduction of an operating transfer used to fund the developer rehabilitation loan.

Fund 169 - Housing Successor Agency
Division: Community Development - Housing

Fund 169 Housing Successor Agency	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
5548 Community Development Housing Successor	$ —	$ 120,695	$ 1,280,189	$ 688,327	$ (591,862)
Total Expenditures	$ —	$ 120,695	$ 1,280,189	$ 688,327	$ (591,862)
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenue	$ —	$ 1,488,901	$ 1,280,189	$ 688,327	$ (591,862)

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: 5548 Community Development Housing Successor

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ —	$ 54,146	$ 254,315	$ 196,827	$ (57,488)
Benefits	—	7,047	—	—	—
Materials/Services/Supplies	—	59,502	1,025,874	491,500	(534,374)
Total Expenditures	$ —	$ 120,695	$ 1,280,189	$ 688,327	$ (591,862)
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Prepare and file Housing Successor Annual Report to the California State Department of Housing and Community Development	N/A	1	1.00	1	1
2. Initiate community engagement and issue Requests for Proposals (RFPs) on all City-owned sites managed by the Housing Successor.			2.00		1
3. Provide developer loans to subsidize multi-family affordable housing creation.			N/A	N/A	N/A

Note: This program reimburses the General Fund for FTE costs.

This page intentionally left blank.

City of Santa Clara

The Center of What's Possible

Fund 562 - Housing and Urban Development

Fund 562 Housing and Urban Development

Fund 562 Housing and Urban Development	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
Community Development - Housing	$ —	$ —	$ 2,527,559	$ 3,504,232
Total Expenditures	$ —	$ —	$ 2,527,559	$ 3,504,232
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenue	$ —	$ —	$ 2,527,559	$ 3,504,232

Overview

Annually, the City of Santa Clara receives funds from the U.S. Department of Housing and Urban Development (HUD) to administer the Community Development Block Grant (CDBG) and HOME Investment Partnerships (HOME) programs. The CDBG program funds various nonprofit agencies and other city departments to implement services that benefit low- and moderate-income persons. The HOME program funds a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people.

Grantees are generally selected through a competitive process and provide such services as senior services, homeless outreach, housing rehabilitation, accessibility improvement and code enforcement.

The City currently dedicates HOME funds for the Tenant-Based Rental Assistance (TBRA) program.

Note: Figures represent the move of the Housing and Urban Development Fund from the Capital Improvement Projects Budget to the Operating Budget starting in 2017-18. Fiscal Years 2014-15, 2015-16 and 2016-17 are not restated in this document.

Fund 562 Housing and Urban Development

Mission

Address the City's community needs through the use of federal grants provided by the U.S. Department of Housing and Urban Development.

Significant Accomplishments

- Executed 11 grant agreements with public service agencies to achieve community service goals consistent with our Consolidated Plan.
- Expanded and improved our Neighborhood Conservation Improvement Program (NCIP).

Significant Objectives

- Support affordable housing for low income and special needs households, including funding for affordable developments, rent subsidies, and rehabilitation of single and multi-family housing.
- Support activities to end homelessness including rental assistance, homeless prevention programs, case management, outreach activities and support of facilities serving homeless people.
- Support activities that provide basic needs to lower income households and special needs populations.
- Improve accessibility for persons with physical disabilities by identifying and repairing intersections for accessibility, mostly through curb cuts.
- Promote Fair Housing choice through funding informational and investigative services for tenants and landlords.

Fund 562 Housing and Urban Development

Fund Summary

Fund 562 Housing and Urban Development	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Salaries	$ —	$ —	$ 374,927	$ 421,746	$ 46,819
Materials/Services/Supplies	—	—	—	41,000	41,000
Capital Outlay	—	—	2,152,632	3,041,486	888,854
Total Expenditures	$ —	$ —	$ 2,527,559	$ 3,504,232	$ 976,673
Revenue Category					
Intergovernmental	$ —	$ —	$ 1,557,588	$ 1,828,520	$ 270,932
Op Transfers	—	—	463,971	832,776	368,805
Other Revenues	—	—	506,000	842,936	336,936
Total Revenues	$ —	$ —	$ 2,527,559	$ 3,504,232	$ 976,673
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

Salary costs reflect contractually agreed upon wage increases for those bargaining units with current contracts.

Materials/Services/Supplies changes from prior adopted budget

Materials/Services/Supplies increase reflects consulting costs for HUD related compliance requirements.

Capital Outlay changes from prior adopted budget

The increased spending is programmed for Abode Services (TBRA), Multi-Family Rental Rehabilitation, and an increase in the Neighborhood Conservation and Improvement Program allocation for single-family projects.

Total Revenues

Total Revenues changes from prior adopted budget

The increased revenues are due to an increase in HOME and CDBG entitlement awards, the carryforward of unspent funds that were appropriated for Multi-Family Rental Rehabilitation, and unallocated Program Income.

Fund 562 - Housing and Urban Development
Division: Community Development - Housing

Fund 562 Housing and Urban Development	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
5541-Housing and Community Services	$ —	$ —	$ 2,527,559	$ —	$ (2,527,559)
5542-Federal & State Grant Administration	—	—	—	423,759	423,759
5543-Neighborhood Conservation & Improvement	—	—	—	881,738	881,738
5544-Community Development Projects	—	—	—	2,198,735	2,198,735
Total Expenditures	$ —	$ —	$ 2,527,559	$ 3,504,232	$ 976,673
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenue	$ —	$ —	$ 2,527,559	$ 3,504,232	$ 976,673

Division Mission

To provide management, planning and implementation of the City's CDBG and HOME programs to assist low income residents.
To administer the City's CDBG and HOME programs to assist low income residents and ensuring programs meets the requirements set by the U.S. Department of Housing and Urban Development.

Division Overview

- Complete the Annual Action Plan for utilizing federal funding. The plan identifies community development and affordable housing needs and determines activities to be implemented that will assist low and moderate income households.
- Monitor the performance of all Public Service agencies for compliance and contractual obligations.

Division: Community Development - Housing
Program: 5541 Housing and Community Services

Program Mission: Provide management, planning and implementation of the City's CDBG and HOME programs to assist low income residents. Administer the City's CDBG and HOME programs to assist low income residents and ensuring programs meets the requirements set by the U.S. Department of Housing and Urban Development.

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ —	$ —	$ 374,927	$ —	$ (374,927)
CIP Expenditures	—	—	2,152,632	—	(2,152,632)
Total Expenditures	$ —	$ —	$ 2,527,559	$ —	$ (2,527,559)
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

Program 5541 was a new program in the FY 17-18 budget. Budgets are moved to 5542, 5543 and 5544 in FY 18-19.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ —	$ —	$ —	$ 267,246	$ 267,246
CIP Expenditures	—	—	—	156,513	156,513
Total Expenditures	$ —	$ —	$ —	$ 423,759	$ 423,759
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Obtain approval by HUD of the City's Annual Action Plan	N/A	N/A	N/A	1	1
2. Obtain approval by HUD of the City's Consolidated Annual Performance and Evaluation Report.	N/A	N/A	N/A	1	1

Note: This program reimburses the General Fund for FTE and administrative costs.

Division: Housing
Program: 5543 - HUD Administration and Neighborhood Conservation & Improvement

Program Mission: Improve the local housing stock for the protection of residents and the enhancement of the City. 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	2015-16 Actuals	2016-17 Actuals	2017-18 Adopted	2018-19 Budget	Budget Change
Salaries	$ —	$ —	$ —	$ 154,500	$ 154,500
CIP Expenditures	—	—	—	727,238	727,238
Total Expenditures	$ —	$ —	$ —	$ 881,738	$ 881,738
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015-16 Actuals	2016-17 Actuals	2017-18 Actuals	2017-18 Adopted	2018-19 Budget
1. Complete minor and substantial rehabilitation of owner-occupied houses.	21	22	N/A	50	50

Note: This program reimburses the General Fund for FTE and administrative costs.

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	2015-16 Actuals	2016-17 Actuals	2017-18 Adopted	2018-19 Budget	Budget Change
Materials/Services/Supplies	$ —	$ —	$ —	$ 41,000	$ 41,000
CIP Expenditures	—	—	—	2,157,735	2,157,735
Total Expenditures	$ —	$ —	$ —	$ 2,198,735	$ 2,198,735
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015-16 Actuals	2016-17 Actuals	2017-18 Actuals	2017-18 Adopted	2018-19 Budget
1. Provide Tenant Based Rental Assistance up to 50 households	N/A	N/A	N/A	50	56
2. Provide services to a wide range of City residents through public service agencies contracts.	N/A	N/A	N/A	7,945	8,000

City of Santa Clara

The Center of What's Possible

Fund 121 - Gas Tax Fund

Fund 121 Gas Tax Fund

Fund 121 Gas Tax Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Division				
Engineering - Design	$ —	$ —	$ —	$ 3,399,940
Total Expenditures	$ —	$ —	$ —	$ 3,399,940
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenue	$ —	$ —	$ —	$ 3,399,940

Overview

This fund accounts for revenues and expenditures received from the State under Street and Highway Codes Sections 2105, 2106 and 2107. Gas tax is imposed by the State of California as a per-gallon excise tax on gasoline and diesel fuel. Cities and counties receive an allocation from the State based on population and the proportion of registered vehicles.

Fund 121 Gas Tax Fund

Fund Budget Summary

Fund 121 Gas Tax Fund	2015-16 Actuals	2016-17 Actuals	2017-18 Adopted	2018-19 Budget	Budget Change
Expenditure Category					
Other Expenditures	$ —	$ —	$ —	$ 3,399,940	$ 3,399,940
Total Expenditures	$ —	$ —	$ —	$ 3,399,940	$ 3,399,940
Revenue Category					
Intergovernmental	$ —	$ —	$ —	$ 3,150,000	$ 3,150,000
Op Transfers	—	—	—	249,940	249,940
Total Revenues	$ —	$ —	$ —	$ 3,399,940	$ 3,399,940
Full Time Equivalents (Budgeted)	—	—	—	—	—

Budget Overview and Significant Changes

Service Level Impact

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

Expenditures

Other Expenditure changes from prior adopted budget

Gas Tax funds must be spent on street maintenance or construction, with a limited amount for engineering. Funds of approximately ~$3.4M in 2018-19 will be transferred to CIPs that include work related to the Annual Street Maintenance and Rehabilitation Program, Uncontrolled Crosswalk Improvements, and Sidewalk, Cub, and Gutter Repairs.

Total Revenues

Total Revenues changes from prior adopted budget

Total 2018-19 Gas Tax Revenues are projected to be $3.15M, with a use of reserves of approximately $250k for proposed CIP projects.

Fund: Fund 121 Gas Tax
Division: Engineering - Design

Fund 121 Gas Tax Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
4443-Capital Improvement Programs	$ —	$ —	$ —	$ 3,399,940	$ 3,399,940
Total Expenditures	$ —	$ —	$ —	$ 3,399,940	$ 3,399,940
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenue	$ —	$ —	$ —	$ 3,399,940	$ 3,399,940

Division Overview

- Starting in the FY 2018-19 Budget, Gas Tax is being reflected in the Operating Budget as a Special Revenue Fund. Transfers are appropriated from this fund to the Capital Improvement Program (CIP) budget every year to address street maintenance needs.

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

Program Mission: No reportable program mission

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Other Expenditures	$ —	$ —	$ —	$ 3,399,940	$ 3,399,940
Total Expenditures	$ —	$ —	$ —	$ 3,399,940	$ 3,399,940
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

City of Santa Clara

The Center of What's Possible

Fund 122 - SB1 (Senate Bill 1) Road Repair and Accountability Act of 2017 Fund

Fund 122 SB1 - Road Repair and Accountability Act of 2017

Fund 122 SB1 - Road Repair and Accountability Act of 2017 Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Division				
Engineering - Design	$ —	$ —	$ —	$ 2,050,000
Total Expenditures	$ —	$ —	$ —	$ 2,050,000
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenue	$ —	$ —	$ —	$ 2,050,000

Overview

The Road Repair and Accountability Act of 2017 (SB1 Beall) is a significant new investment in California's transportation system which was signed into law on April 28, 2017. This legislative package invests $54 billion over the next decade to fix roads, freeways and bridges in communities across California and puts more dollars toward transit and safety.

Fund 122 SB1 - Road Repair and Accountability Act of 2017

Fund Budget Summary

Fund 122 SB1 - Road Repair and Accountability Act of 2017 Fund	2015-16 Actuals	2016-17 Actuals	2017-18 Adopted	2018-19 Budget	Budget Change
Expenditure Category					
Other Expenditures	$ —	$ —	$ —	$ 2,050,000	$ 2,050,000
Total Expenditures	$ —	$ —	$ —	$ 2,050,000	$ 2,050,000
Revenue Category					
Intergovernmental	$ —	$ —	$ —	$ 2,050,000	$ 2,050,000
Total Revenues	$ —	$ —	$ —	$ 2,050,000	$ 2,050,000
Full Time Equivalents (Budgeted)	—	—	—	—	—

Budget Overview and Significant Changes

Service Level Impact

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

Expenditures

Other Expenditure changes from prior adopted budget

Funds of approximately ~$2.05M in 2018-19 will be transferred to the Annual Street Maintenance and Rehabilitation Program CIP.

Total Revenues

Total Revenues changes from prior adopted budget

Total 2018-19 SB1 Revenues are projected to be $2.05M, which has been proposed to be used for the Annual Street Maintenance and Rehabilitation Program CIP.

Fund: Fund 122 SB1 - Road Repair and Accountability Act of 2017
Division: Engineering - Design

Fund 122 SB1 - Road Repair and Accountability Act of 2017	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
4443-Capital Improvement Programs	$ —	$ —	$ —	$ 2,050,000	$ 2,050,000
Total Expenditures	$ —	$ —	$ —	$ 2,050,000	$ 2,050,000
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenue	$ —	$ —	$ —	$ 2,050,000	$ 2,050,000

Division Overview

- SB 1 (Roadway Repair and Accountability Act of 2017 - RMRA) funds are estimated at approximately $2.05 million/year for the City of Santa Clara. A vast majority of the new revenues for cities will come out of the newly created Road Maintenance and Rehabilitation Account (RMRA) where cities will have to prioritize fixing their existing infrastructure first before having some additional flexibility for those funds for other transportation needs. Pursuant to Streets and Highways Code 2030, RMRA local streets and road allocations must be used for projects that include, but are not limited to: road maintenance and rehabilitation, safety projects, railroad grade separations, traffic control devices, and complete street components, such as pedestrian and bicycle safety projects, transit facilities, and drainage and storm-water capture projects in conjunction with any other allowable project. Transfers are appropriated from this fund to the Annual Street Maintenance and Rehabilitation Program Capital Improvement Program (CIP).

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

Program Mission: No reportable program mission

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Other Expenditures	$ —	$ —	$ —	$ 2,050,000	$ 2,050,000
Total Expenditures	$ —	$ —	$ —	$ 2,050,000	$ 2,050,000
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

City of Santa Clara

The Center of What's Possible

Fund 123 - Traffic Mitigation Fund

Fund 123 Traffic Mitigation Fund

Fund 123 Traffic Mitigation Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Division				
Engineering - Design	$ —	$ —	$ —	$ 1,000,000
Total Expenditures	$ —	$ —	$ —	$ 1,000,000
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenue	$ —	$ —	$ —	$ 1,000,000

Overview

The Traffic Mitigation Fee is levied to fund improvements or programs to mitigate City traffic problems that result either directly or indirectly from development projects.

Fund 123 Traffic Mitigation Fund

Fund Budget Summary

Fund 123 Traffic Mitigation Fund	2015-16 Actuals	2016-17 Actuals	2017-18 Adopted	2018-19 Budget	Budget Change
Expenditure Category					
Other Expenditures	$ —	$ —	$ —	$ 1,000,000	$ 1,000,000
Total Expenditures	$ —	$ —	$ —	$ 1,000,000	$ 1,000,000
Revenue Category					
Charges for Services	$ —	$ —	$ —	$ 1,000,000	$ 1,000,000
Total Revenues	$ —	$ —	$ —	$ 1,000,000	$ 1,000,000
Full Time Equivalents (Budgeted)	—	—	—	—	—

Budget Overview and Significant Changes

Service Level Impact

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

Expenditures

Other Expenditure changes from prior adopted budget

Funds of approximately ~$794k in 2018-19 will be transferred to CIPs that include work related to Pedestrian and Bicycle Enhancement Facilities, Central Control Traffic Signal Upgrade, Citywide Accessible Pedestrian Signal Installation, and Pedestrian Crosswalk Sensors. The projected remaining balance of ~$206k will be transferred to reserves.

Total Revenues

Total Revenues changes from prior adopted budget

Total 2018-19 Traffic Revenues are projected to be $1.0M based on an historical actual average.

Fund: Fund 123 Traffic Mitigation
Division: Engineering - Design

Fund 123 Traffic Mitigation Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
4443-Capital Improvement Programs	$ —	$ —	$ —	$ 1,000,000	$ 1,000,000
Total Expenditures	$ —	$ —	$ —	$ 1,000,000	$ 1,000,000
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenue	$ —	$ —	$ —	$ 1,000,000	$ 1,000,000

Division Overview

- The Traffic Mitigation Fee is levied to fund improvements or programs to mitigate City traffic problems that result either directly or indirectly from development projects. Funds are transferred to CIPs that include work related to these types of projects.

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

Program Mission: No reportable program mission

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Other Expenditures	$ —	$ —	$ —	$ 1,000,000	$ 1,000,000
Total Expenditures	$ —	$ —	$ —	$ 1,000,000	$ 1,000,000
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Funds				
Fund 091 Electric Utility	$328,509,117	$319,272,600	$361,306,666	$416,886,325
Fund 191 Electric Operating Grant Trust Fund	7,292,090	6,864,399	10,064,215	12,207,191
Fund 491 Electric Debt Service	17,319,373	16,247,172	20,707,289	20,998,844
Total Expenditures	$353,120,580	$342,384,171	$392,078,170	$450,092,360
Full Time Equivalents (Budgeted)	166.00	179.00	186.00	189.00
Fund 091 Electric Utility	$329,736,453	$363,599,582	$361,306,666	$416,886,325
Fund 191 Electric Operating Grant Trust Fund	10,484,589	11,089,827	10,064,215	12,207,191
Fund 491 Electric Debt Service	15,844,556	18,358,826	20,707,289	20,998,844
Total Revenues	$356,065,598	$393,048,235	$392,078,170	$450,092,360

POSITION DETAIL

Electric Department		2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 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	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	Chief Electric Utility Officer	—	—	—	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	10.00	10.00	—
Uncl	Electric Div. Manager-Customer Services	1.00	1.00	1.00	1.00	—
Uncl	Electric Program Manager	2.00	3.00	5.00	5.00	—
Uncl	Compliance Manager	1.00	1.00	1.00	1.00	—
Uncl	Power Trader	3.00	3.00	2.00	2.00	—
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 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	4.00	—
E3-46	Senior Electric Utility Engineer	9.00	6.00	6.00	6.00	—
E3-46	Senior Electric Utility Engineer - Distribution Planning	1.00	—	—	—	—
E3-46	Senior Electric Utility Engineer - Fiber	1.00	1.00	1.00	1.00	—
E3-46	Senior Electric Utility Engineer - Transmission Operations Planning	1.00	1.00	1.00	1.00	—
E3-42	Electric Utility Engineer	3.00	5.00	5.00	6.00	1.00
E3-32	Assistant Electric Utility Engineer	—	—	1.00	1.00	—
D2-22	Electric Maintenance Worker	2.00	2.00	2.00	2.00	—
D2-22	Electric Utility Equipment Operator	2.00	2.00	2.00	2.00	—
D2-22	Utility Locator	1.00	1.00	1.00	1.00	—
D2-20	Electric Helper/Driver	4.00	4.00	4.00	4.00	—
D1-40	Senior Electric & Water System Operator	1.00	1.00	1.00	1.00	—

Electric Utility Department

Electric Department (continued)		2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Position Change
Fund 091 Electric Utility						
Position Title						
D1-39	Cable Splicer Leader	1.00	1.00	1.00	1.00	—
D1-39	Electric Crew Foreperson	3.00	3.00	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	1.00	1.00	—
D1-36	Electric & Water System Operator	5.00	6.00	6.00	6.00	—
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)	2.00	2.00	2.00	2.00	—
D1-32	Electrician	7.00	7.00	7.00	7.00	—
D1-32	Electric Meter Technician	3.00	3.00	3.00	3.00	—
D1-32	Fiber Splicing Technician	1.00	1.00	2.00	2.00	—
D1-31	Senior Electrical Estimator	4.00	4.00	4.00	4.00	—
D1-26	Journey Lineworker Apprentice	—	3.00	3.00	3.00	—
A45	Database Administrator	—	—	1.00	1.00	—
A43	Senior Energy Systems Analyst	3.00	3.00	3.00	3.00	—
A43	Senior Resource Analyst	1.00	1.00	1.00	1.00	—
A43	Electric Utility Network Administrator	1.00	2.00	2.00	2.00	—
A39	Senior Key Customer Representative	1.00	1.00	1.00	1.00	—
A38	Senior Business Analyst	1.00	1.00	1.00	1.00	—
A36	Electric Utility Programmer/Analyst	2.00	4.00	4.00	4.00	—
A35	Resource Analyst II	2.00	2.00	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	1.00	1.00	—
A32	Communications Coordinator	—	—	—	1.00	1.00

Electric Utility Department

Electric Department (continued)		2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Position Change
Fund 091 Electric Utility						
Position Title						
A28	Senior Engineering Aide	2.00	3.00	3.00	3.00	—
A28	Time & Materials Clerk	—	2.00	2.00	2.00	—
A26	Staff Aide II	2.00	3.00	4.00	5.00	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	—	—	—	—
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	1.00	—
A21	Engineering Aide (Electric)	3.00	4.00	4.00	4.00	—
A19	Power Account Clerk I	1.00	1.00	1.00	1.00	—
A19	Account Clerk I	1.00	—	—	—	—
A18	Office Specialist II	3.00	3.00	4.00	4.00	—
	Total Full Time Equivalents (Budgeted)	162.00	175.00	182.00	185.00	3.00
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	1.00	1.00	—
	Total Full Time Equivalents (Budgeted)	4.00	4.00	4.00	4.00	—
	Total Full Time Equivalents (Budgeted) - Electric Department	**166.00**	**179.00**	**186.00**	**189.00**	**3.00**

City of Santa Clara

The Center of What's Possible

Fund 091 - Electric Utility

Fund 091 Electric Utility

Fund 091 Electric Utility	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
Administrative Services	$287,269,933	$279,314,402	$300,357,278	$350,481,400
Energy Distribution	28,926,792	33,417,762	40,315,629	41,045,360
Planning & Strategic Services	12,312,392	6,540,436	20,633,759	25,359,565
Total Expenditures	$328,509,117	$319,272,600	$361,306,666	$416,886,325
Full Time Equivalents (Budgeted)	162.00	175.00	182.00	185.00
Total Revenues	$329,736,453	$363,599,582	$361,306,666	$416,886,325

Overview

Silicon Valley Power provides electric power to over 55,000 City customer accounts. The City has more than 1,660 industrial accounts that comprise more than 90% of the City's load and approximately 88% of customer service revenue. The Electric Department has a staff of 189 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 with no rate increase for 2018 and at an average rate that is significantly less than those in surrounding communities.
- Finalized the Utility's exit from the coal-fueled San Juan Generating Station and allowed City to meet its Carbon Action Plan, and met all renewable power and greenhouse gas emission compliance requirements.
- Connected 445 new customer meters, installed over 10 miles of new electric cable, installed or repaired 262 streetlights, and replaced 66 poles, 25 switches, and 160 transformers throughout the City.
- Reliably served a new all-time system peak demand of 586 MW.

Significant Objectives

- Maintain a continuous focus on customer service.
- Provide economic value to the City of Santa Clara and its customers, by maintaining 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Salaries	$ 19,261,200	$ 22,026,393	$ 26,712,096	$ 28,191,587	$ 1,479,491
Benefits	8,848,674	9,962,147	13,639,744	14,830,215	1,190,471
Materials/Services/Supplies	14,785,892	17,623,426	20,314,256	24,334,542	4,020,286
Resource & Production	254,479,609	237,757,497	267,661,334	285,144,875	17,483,541
Interfund Services	11,669,319	10,458,939	10,989,333	12,342,173	1,352,840
In-Lieu/Franchise	19,057,004	21,117,421	21,661,903	23,094,589	1,432,686
Capital Outlay	407,421	326,777	328,000	482,000	154,000
Other Expenditures	—	—	—	28,466,344	28,466,344
Total Expenditures	$ 328,509,119	$319,272,599	$ 361,306,666	$ 416,886,325	$ 55,579,659
Revenue Category					
Interest and Rent	$ 5,531,590	$ 6,531,154	$ 6,352,667	$ 6,525,404	$ 172,737
Charges for Services	366,814,020	388,410,156	409,703,637	430,259,205	20,555,568
Op Transfers	(44,117,969)	(46,653,337)	(77,374,638)	(20,998,284)	56,376,354
Other Financing	—	13,330,000	17,000,000	—	(17,000,000)
Other Revenues	1,508,812	1,981,609	5,625,000	1,100,000	(4,525,000)
Total Revenues	$ 329,736,453	$363,599,582	$ 361,306,666	$ 416,886,325	$ 55,579,659
Full Time Equivalents (Budgeted)	162.00	175.00	182.00	185.00	3.00

Budget Overview and Significant Changes

Service Level Impact

The department added 3.0 FTEs in the 2018/19 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 10% of the fund's expenditures. The department has reviewed the staffing levels and believe it will address service level demands for 2018/19.

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. 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
Beginning in Fiscal Year 2018/19, management service (direct service) costs from joint power agencies are now categorized as contractual services. These costs equal $5,323,535 or 22% of the $24,353,542 total budget. Without this change there would have been a reduction of $1,284,249 or 6% from 2017/18 to 2018/19, primarily due to reduced mandated compliance costs.

Resource & Production changes from prior adopted budget
The cost of producing and procuring energy is projected to increase by 7%, primarily due to higher electric transmission costs, increased gas transportation costs, and higher power purchase and generation expenses to serve the projected increase in retail load.

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.

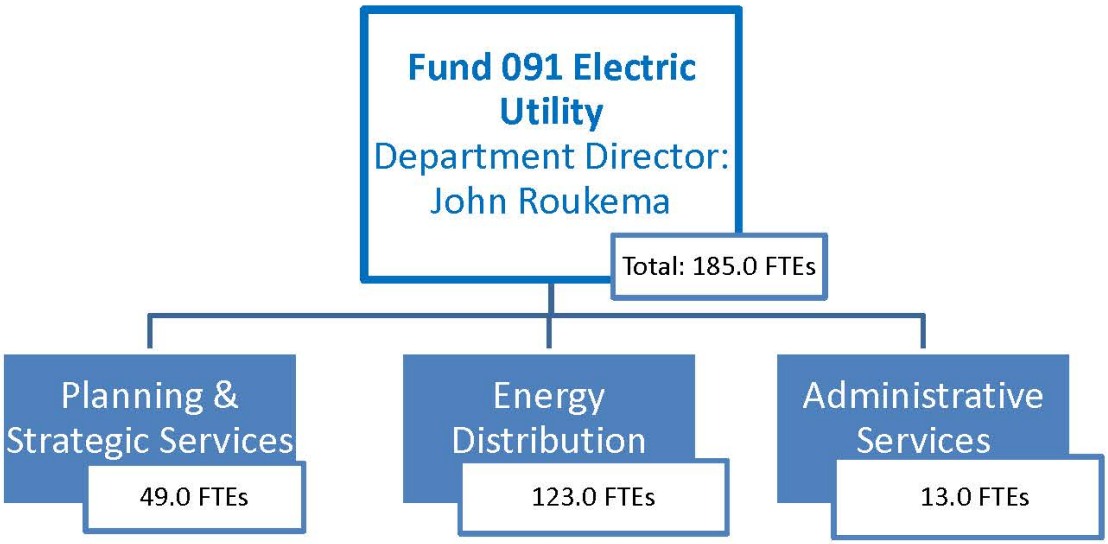
Capital Outlay changes from prior adopted budget
Capital Outlay has increased by 47% or $154,000 primarily due to vehicle modifications to support specialized equipment for cable pulling.

Other Expenditures changes from prior adopted budget
The increase in Other Expenditures is primarily due to transfers out being reclassified to Expenditures from Revenues. Beginning in Fiscal Year 2018-19, the City will no longer budget transfers out as reductions to revenues, but will classify Transfers Out as increases to expenditures in each fund, as applicable except for Debt Service payments of $20,998,844. This transfer is from Fund 091 to Fund 491. Due to this change, $28,466,344 is budgeted to fund Capital Improvement Projects and the Rate Stabilization Fund.

Total Revenues

Total Revenues changes from prior adopted budget
Beginning in Fiscal Year 2018-19, except for debt service-related costs, the City will no longer budget Intra Transfers Out as reductions to revenues under Op Transfers, but will classify Intra Transfers Out as increases to expenditures under Other Expenditures within each fund except for Debt Service payments of $20,998,844. This transfer is from Fund 091 to Fund 491. Charges for services are expected to increase by 5% or $20,555,568 due to higher electrical load growth forecasted and a scheduled 2% rate increase.

City of Santa Clara
Divisional Organization Chart



Fund 091 Electric Utility

POSITION DETAIL

Fund 091 Electric Utility		2015/16 Adopted	2016/17 Adopted	2017/18 Adopted	2018/19 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	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	Chief Electric Utility Officer	—	—	—	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	10.00	10.00	—
Uncl	Electric Div. Manager-Customer Services	1.00	1.00	1.00	1.00	—
Uncl	Electric Program Manager	2.00	3.00	5.00	5.00	—
Uncl	Compliance Manager	1.00	1.00	1.00	1.00	—
Uncl	Power Trader	3.00	3.00	2.00	2.00	—
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 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	4.00	—
E3-46	Senior Electric Utility Engineer	9.00	6.00	6.00	6.00	—
E3-46	Senior Electric Utility Engineer - Distribution Planning	1.00	—	—	—	—
E3-46	Senior Electric Utility Engineer - Fiber	1.00	1.00	1.00	1.00	—
E3-46	Senior Electric Utility Engineer - Transmission Operations Planning	1.00	1.00	1.00	1.00	—
E3-42	Electric Utility Engineer	3.00	5.00	5.00	6.00	1.00
E3-32	Assistant Electric Utility Engineer	—	—	1.00	1.00	—
D2-22	Electric Maintenance Worker	2.00	2.00	2.00	2.00	—
D2-22	Electric Utility Equipment Operator	2.00	2.00	2.00	2.00	—
D2-22	Utility Locator	1.00	1.00	1.00	1.00	—
D2-20	Electric Helper/Driver	4.00	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		2015/16 Adopted	2016/17 Adopted	2017/18 Adopted	2018/19 Budget	Position Change
Position Title (continued)						
D1-39	Electric Crew Foreperson	3.00	3.00	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	1.00	1.00	—
D1-36	Electric & Water System Operator	5.00	6.00	6.00	6.00	—
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)	2.00	2.00	2.00	2.00	—
D1-32	Electrician	7.00	7.00	7.00	7.00	—
D1-32	Electric Meter Technician	3.00	3.00	3.00	3.00	—
D1-32	Fiber Splicing Technician	1.00	1.00	2.00	2.00	—
D1-31	Senior Electrical Estimator	4.00	4.00	4.00	4.00	—
D1-26	Journey Lineworker Apprentice	—	3.00	3.00	3.00	—
A45	Database Administrator	—	—	1.00	1.00	—
A43	Senior Energy Systems Analyst	3.00	3.00	3.00	3.00	—
A43	Senior Resource Analyst	1.00	1.00	1.00	1.00	—
A43	Electric Utility Network Administrator	1.00	2.00	2.00	2.00	—
A39	Senior Key Customer Representative	1.00	1.00	1.00	1.00	—
A38	Senior Business Analyst	1.00	1.00	1.00	1.00	—
A36	Electric Utility Programmer/Analyst	2.00	4.00	4.00	4.00	—
A35	Resource Analyst II	2.00	2.00	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	1.00	1.00	—
A32	Communications Coordinator	—	—	—	1.00	1.00
A28	Senior Engineering Aide	2.00	3.00	3.00	3.00	—

POSITION DETAIL

Fund 091 Electric Utility		2015/16 Adopted	2016/17 Adopted	2017/18 Adopted	2018/19 Budget	Position Change
Position Title (continued)						
A28	Time & Materials Clerk	—	2.00	2.00	2.00	—
A26	Staff Aide II	2.00	3.00	4.00	5.00	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	—	—	—	—
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	1.00	—
A21	Engineering Aide (Electric)	3.00	4.00	4.00	4.00	—
A19	Power Account Clerk I	1.00	1.00	1.00	1.00	—
A19	Account Clerk I	1.00	—	—	—	—
A18	Office Specialist II	3.00	3.00	4.00	4.00	—
	Total Full Time Equivalents (Budgeted)	**162.00**	**175.00**	**182.00**	**185.00**	**3.00**

Fund 091 - Electric Utility
Division: Administrative Services

Fund 091 Electric Utility	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
1321-Administrative Services	$286,772,639	$278,127,537	$299,227,114	$348,863,223	$ 49,636,109
1324-Compliance	497,294	1,186,865	1,130,164	1,618,177	488,013
Total Expenditures	$287,269,933	$279,314,402	$300,357,278	$350,481,400	$ 50,124,122
Full Time Equivalents (Budgeted)	8.00	8.50	8.00	13.00	5.00
Total Revenues	$327,101,805	$358,937,824	$361,306,666	$416,886,325	$ 55,579,659

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 677,153	$ 561,629	$ 665,007	$ 1,540,032	$ 875,025
Benefits	196,061	204,088	342,234	774,507	432,273
Materials/Services/Supplies	749,471	583,753	1,954,919	1,708,444	(246,475)
Resource & Production	255,818,158	246,380,241	264,761,334	282,244,875	17,483,541
Interfund Services	10,274,792	9,280,405	9,841,717	11,034,432	1,192,715
In-Lieu/Franchise	19,057,004	21,117,421	21,661,903	23,094,589	1,432,686
Other Expenditures	—	—	—	28,466,344	28,466,344
Total Expenditures	$ 286,772,639	$ 278,127,537	$ 299,227,114	$ 348,863,223	$ 49,636,109
Full Time Equivalents (Budgeted)	4.00	4.00	4.00	9.00	5.00

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017-18 Actuals*	2017/18 Adopted	2018/19 Budget
1. Administrative and general expenses per retail customer (excludes wholesale trading expenses).	$ 578	$ 572	$ 594	$ 571	$ 690

*Performance measure actuals for fiscal year 2017-18 are preliminary. Actuals will be included in the 2019-20 Operating Budget.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 363,369	$ 599,925	$ 484,139	$ 498,740	$ 14,601
Benefits	133,925	255,726	266,479	286,933	20,454
Materials/Services/Supplies	—	243,887	343,000	807,655	464,655
Interfund Services	—	32,327	31,546	24,849	(6,697)
Capital Outlay	—	55,000	5,000	—	(5,000)
Total Expenditures	$ 497,294	$ 1,186,865	$ 1,130,164	$ 1,618,177	$ 488,013
Full Time Equivalents (Budgeted)	4.00	4.50	4.00	4.00	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

Fund 091 - Electric Utility
Division: Energy Distribution

Fund 091 Electric Utility	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
1361-SVP Engineering	$ 4,066,499	$ 5,249,405	$ 8,000,446	$ 8,352,596	$ 352,150
1362-Power System Controls	3,116,483	3,526,197	4,059,648	4,292,726	233,078
1371- Communications & Meter Technical Support	1,224,081	1,040,693	1,667,026	1,793,830	126,804
1372- Substation Maintenance	3,108,953	4,007,483	3,654,773	3,827,396	172,623
1375- Generation Maintenance	(1,725)	—	—	—	—
1376-Transmission & Distribution	5,857,269	7,113,175	9,205,752	10,145,853	940,101
1377-Generation	10,574,921	11,452,917	11,952,049	12,319,481	367,432
1378-Field Administration	980,311	1,027,892	1,775,935	313,478	(1,462,457)
Total Expenditures	$28,926,792	$33,417,762	$40,315,629	$41,045,360	$ 729,731
Full Time Equivalents (Budgeted)	108.00	117.00	125.00	123.00	(2.00)
Total Revenues	$ (1,008,567)	$ 433,470	$ —	$ —	$ —

Division Mission

Provide safe and reliable electrical energy to the City of Santa Clara and its customers with innovative solutions.

Division Overview

- Maintain continuous efforts to improve system reliability. Track duration and number of electric outages and target areas for system improvement. Implement plans to improve system reliability. Perform scheduled maintenance and inspections.
- Strengthen and maintain the electric distribution system. Continue to identify aging infrastructure requiring updates and schedule maintenance of equipment according to its useful life cycle. Research new trends, design new infrastructure and develop plans to implement new systems/equipment. Replace equipment, optimize, and expand the capacity of the electrical system to provide electrical energy to our customers.
- Continue to build and improve the knowledge base of the Electric Distribution workforce. Review, enhance, and develop operating and safety procedures. Ensure compliance with outside regulatory agencies requirements. Develop employees to enhance their job and leadership skills.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 2,195,333	$ 3,089,831	$ 4,806,746	$ 4,930,992	$ 124,246
Benefits	1,384,630	1,707,253	2,498,360	2,685,241	186,881
Materials/Services/Supplies	240,335	215,029	360,200	375,800	15,600
Interfund Services	208,576	186,614	205,140	244,563	39,423
Capital Outlay	37,625	50,678	130,000	116,000	(14,000)
Total Expenditures	$ 4,066,499	$ 5,249,405	$ 8,000,446	$ 8,352,596	$ 352,150
Full Time Equivalents (Budgeted)	26.00	31.00	34.00	34.00	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
See 1378					N/A

Division: Energy Distribution
Program: 1362 - Power System Controls

Program Mission: Monitor and control system operations and manage emergency outages.

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 2,118,027	$ 2,333,292	$ 2,315,032	$ 2,420,070	$ 105,038
Benefits	691,216	806,363	1,178,027	1,277,467	99,440
Materials/Services/Supplies	202,413	299,777	471,050	480,050	9,000
Interfund Services	104,827	86,765	95,539	115,139	19,600
Total Expenditures	$ 3,116,483	$ 3,526,197	$ 4,059,648	$ 4,292,726	$ 233,078
Full Time Equivalents (Budgeted)	10.00	13.00	15.00	15.00	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
See 1378					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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 564,575	$ 595,798	$ 918,299	$ 1,037,672	$ 119,373
Benefits	237,967	278,806	503,726	594,499	90,773
Materials/Services/Supplies	273,205	118,962	83,000	114,000	31,000
Interfund Services	46,744	47,127	38,001	47,659	9,658
Capital Outlay	101,590	—	124,000	—	(124,000)
Total Expenditures	$ 1,224,081	$ 1,040,693	$ 1,667,026	$ 1,793,830	$ 126,804
Full Time Equivalents (Budgeted)	7.00	6.00	7.00	8.00	1.00

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
See 1378					N/A

Division: Energy Distribution
Program: 1372 - Substation Maintenance

Program Mission: Install and perform schedule maintenance of substation assets, and manage emergency substation events.

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 1,869,794	$ 1,943,375	$ 2,045,463	$ 2,168,695	$ 123,232
Benefits	799,255	854,120	1,036,880	1,110,957	74,077
Materials/Services/Supplies	274,632	1,067,388	427,000	358,600	(68,400)
Interfund Services	134,251	113,816	91,430	98,144	6,714
Capital Outlay	31,021	28,784	54,000	91,000	37,000
Total Expenditures	$ 3,108,953	$ 4,007,483	$ 3,654,773	$ 3,827,396	$ 172,623
Full Time Equivalents (Budgeted)	15.00	14.00	14.00	14.00	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
See 1378					N/A

Division: Energy Distribution
Program: 1375 - Generation Maintenance

Program Mission: This program was closed in fiscal year 2016-17.

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ (1,725)	$ —	$ —	$ —	$ —
Total Expenditures	$ (1,725)	$ —	$ —	$ —	$ —
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
See 1378					N/A

Division: Energy Distribution
Program: 1376 - Transmission & Distribution

Program Mission: Construct and maintain overhead and underground electrical lines.

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 2,538,366	$ 3,337,095	$ 4,648,643	$ 4,899,674	$ 251,031
Benefits	1,498,039	1,642,935	2,314,096	2,462,562	148,466
Materials/Services/Supplies	1,535,906	1,744,911	2,047,900	2,387,900	340,000
Interfund Services	233,564	202,212	195,113	215,717	20,604
Capital Outlay	51,394	186,022	—	180,000	180,000
Total Expenditures	$ 5,857,269	$ 7,113,175	$ 9,205,752	$ 10,145,853	$ 940,101
Full Time Equivalents (Budgeted)	29.00	32.00	32.00	32.00	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
See 1378					N/A

Division: Energy Distribution
Program: 1377 - Generation

Program Mission: Manage and maintain the generation assets of the utility.

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 2,863,698	$ 2,346,600	$ 3,120,334	$ 3,218,386	$ 98,052
Benefits	993,071	861,796	1,459,481	1,533,755	74,274
Materials/Services/Supplies	3,946,713	5,684,679	4,335,974	4,489,974	154,000
Resource & Production	2,481,509	2,424,030	2,900,000	2,900,000	—
Interfund Services	193,682	135,812	121,260	137,366	16,106
Capital Outlay	96,248	—	15,000	40,000	25,000
Total Expenditures	$ 10,574,921	$ 11,452,917	$ 11,952,049	$ 12,319,481	$ 367,432
Full Time Equivalents (Budgeted)	18.00	18.00	19.00	19.00	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
See 1378					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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 290,764	$ 391,616	$ 567,149	$ 184,831	$ (382,318)
Benefits	149,088	177,924	293,588	100,370	(193,218)
Materials/Services/Supplies	396,665	432,032	896,000	—	(896,000)
Interfund Services	54,251	20,027	19,198	28,277	9,079
Capital Outlay	89,543	6,293	—	—	—
Total Expenditures	$ 980,311	$ 1,027,892	$ 1,775,935	$ 313,478	$ (1,462,457)
Full Time Equivalents (Budgeted)	3.00	3.00	4.00	1.00	(3.00)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Average System Availability Index (ASAI) Percent of time power is available to each customer.	99.99%	99.98%	99.99%	99.98%	99.98%
2. System Average Interruption Duration Index (SAIDI). Average outage duration for each customer served.	53.07 Min.	89.10 Min.	58.55 Min.	80 Min.	80 Min.

Fund 091 - Electric Utility
Division: Planning & Strategic Services

Fund 091 Electric Utility	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
1311-Rates and Budget	$ 1,484,125	$ 1,565,650	$ 1,049,576	$ 1,055,193	$ 5,617
1313-Key Accounts	1,545,757	1,797,116	1,930,087	2,117,190	187,103
1315-Green Power Program	572,729	771,478	1,000,718	1,000,000	(718)
1316- Marketing Customer Service Administration	420,234	392,811	485,813	16,193	(469,620)
1317-Fiber Enterprise	905,102	776,292	1,116,583	1,209,116	92,533
1318-Utility Communication Infrastructure	184,645	—	—	—	—
1351-SVP Systems Support	4,170,928	4,230,668	5,470,610	5,851,538	380,928
1353-Joint Action Coordination	1,258,943	1,733,714	1,600,795	5,612,985	4,012,190
1356-Resource Management	2,778,328	3,597,241	4,763,252	5,224,430	461,178
1358-Risk Management	2,811,660	2,722,240	3,216,325	3,272,920	56,595
1359-GHG Resources	(3,820,059)	(11,046,774)	—	—	—
Total Expenditures	$12,312,392	$ 6,540,436	$20,633,759	$25,359,565	$ 4,725,806
Full Time Equivalents (Budgeted)	46.00	49.50	49.00	49.00	—
Total Revenues	$ 3,643,215	$ 4,228,289	$ —	$ —	$ —

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 894,490	$ 1,009,323	$ 522,275	$ 505,160	$ (17,115)
Benefits	451,820	425,700	271,476	274,307	2,831
Materials/Services/Supplies	97,641	103,194	230,100	248,450	18,350
Interfund Services	40,174	27,433	25,725	27,276	1,551
Total Expenditures	$ 1,484,125	$ 1,565,650	$ 1,049,576	$ 1,055,193	$ 5,617
Full Time Equivalents (Budgeted)	3.00	3.00	3.00	3.00	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Maintain Investment Rating (Fitch Ratings)	"A+" rating	"A+" rating	"AA-" rating	"A+" rating	"AA-" 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 795,105	$ 949,604	$ 807,243	$ 939,155	$ 131,912
Benefits	292,429	378,044	412,765	516,751	103,986
Materials/Services/Supplies	406,114	435,391	672,300	622,300	(50,000)
Interfund Services	52,109	34,077	37,779	38,984	1,205
Total Expenditures	$ 1,545,757	$ 1,797,116	$ 1,930,087	$ 2,117,190	$ 187,103
Full Time Equivalents (Budgeted)	5.00	6.00	6.00	7.00	1.00

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

Division: Planning & Strategic Services
Program: 1315 - Green Power Program

Program Mission: Provide an environmentally enhance energy service for concerned customers.

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Materials/Services/Supplies	$ 572,729	$ 770,639	$ 1,000,000	$ 1,000,000	$ —
Interfund Services	—	839	718	—	(718)
Total Expenditures	$ 572,729	$ 771,478	$ 1,000,718	$ 1,000,000	$ (718)
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Percent of customers enrolled in Santa Clara Green Program	7.9%	7.8%	7.7%	10.0%	10.0%
2. Cumulative total GWh enrolled in Santa Clara Green Program	181 GWh	338 GWh	390 GWh	425 GWh	300 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 267,826	$ 259,253	$ 310,805	$ —	$ (310,805)
Benefits	126,410	118,055	160,020	—	(160,020)
Materials/Services/Supplies	6,025	—	—	—	—
Interfund Services	19,973	15,503	14,988	16,193	1,205
Total Expenditures	$ 420,234	$ 392,811	$ 485,813	$ 16,193	$ (469,620)
Full Time Equivalents (Budgeted)	2.00	2.00	2.00	—	(2.00)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
See 1311, 1313, 1315, and 1317					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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 228,894	$ 254,471	$ 315,509	$ 484,283	$ 168,774
Benefits	116,918	130,948	151,131	244,213	93,082
Materials/Services/Supplies	540,450	376,478	636,243	437,150	(199,093)
Interfund Services	18,840	14,395	13,700	43,470	29,770
Total Expenditures	$ 905,102	$ 776,292	$ 1,116,583	$ 1,209,116	$ 92,533
Full Time Equivalents (Budgeted)	2.00	2.00	2.00	3.00	1.00

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Annual SVP Fiber Leasing Services gross revenue	$2.78M	$2.72M	$2.65M	$2.40M	$2.60M

Division: Planning & Strategic Services
Program: 1318 - Utility Communication Infrastructure

Program Mission: [None] This program will be closed in 2016-17

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Materials/Services/Supplies	$ 182,068	$ —	$ —	$ —	$ —
Interfund Services	2,577	—	—	—	—
Total Expenditures	$ 184,645	$ —	$ —	$ —	$ —
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 938,856	$ 1,436,341	$ 1,712,193	$ 1,659,430	$ (52,763)
Benefits	486,188	633,419	869,818	889,597	19,779
Materials/Services/Supplies	2,594,246	2,089,368	2,803,400	3,161,700	358,300
Interfund Services	151,638	71,540	85,199	85,811	612
Capital Outlay	—	—	—	55,000	55,000
Total Expenditures	$ 4,170,928	$ 4,230,668	$ 5,470,610	5,851,538	$ 380,928
Full Time Equivalents (Budgeted)	9.00	12.00	11.00	11.00	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
See 1356					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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 161,531	$ 133,262	$ 176,833	$ 171,114	$ (5,719)
Benefits	73,187	51,245	94,263	94,021	(242)
Materials/Services/Supplies	1,011,936	1,538,524	1,319,792	5,338,341	4,018,549
Interfund Services	12,289	10,683	9,907	9,509	(398)
Total Expenditures	$ 1,258,943	$ 1,733,714	$ 1,600,795	$ 5,612,985	$ 4,012,190
Full Time Equivalents (Budgeted)	1.00	1.00	1.00	1.00	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
See 1356					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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 1,580,352	$ 2,058,139	$ 2,271,018	$ 2,426,172	$ 155,154
Benefits	801,859	1,007,545	1,181,397	1,314,961	133,564
Materials/Services/Supplies	357,162	414,127	1,199,668	1,362,668	163,000
Interfund Services	38,955	117,430	111,169	120,629	9,460
Total Expenditures	$ 2,778,328	$ 3,597,241	$ 4,763,252	$ 5,224,430	$ 461,178
Full Time Equivalents (Budgeted)	14.00	14.00	14.00	14.00	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017-18 Actuals*	2017/18 Adopted	2018/19 Budget
1. Cost stabilization contribution from wholesale transactions	$2.7M	$5.3M	$4.5M	$2.8M	$3.2M

*Performance measure actuals for fiscal year 2017-18 are preliminary. Actuals will be included in the 2019-20 Operating Budget.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 914,791	$ 726,838	$ 1,025,408	$ 1,107,181	$ 81,773
Benefits	416,611	428,181	606,003	670,074	64,071
Materials/Services/Supplies	1,398,181	1,505,288	1,533,710	1,441,510	(92,200)
Interfund Services	82,077	61,933	51,204	54,155	2,951
Total Expenditures	$ 2,811,660	$ 2,722,240	$ 3,216,325	$ 3,272,920	$ 56,595
Full Time Equivalents (Budgeted)	10.00	9.50	10.00	10.00	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
See 1356					N/A

Division: Planning & Strategic Services
Program: 1359 - GHG Resources

Program Mission: This program has no budget in 2016-17, and is presented for historical purposes only

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Resource & Production	$ (3,820,059)	$ (11,046,774)	$ —	$ —	$ —
Total Expenditures	$ (3,820,059)	$ (11,046,774)	$ —	$ —	$ —
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
See 1356					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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
Electric - Planning & Strategic Services	$ 7,292,090	$ 6,864,399	$ 10,064,215	$ 12,207,191
Total Expenditures	$ 7,292,090	$ 6,864,399	$ 10,064,215	$ 12,207,191
Full Time Equivalents (Budgeted)	4.00	4.00	4.00	4.00
Total Revenues	$ 10,484,589	$ 11,089,827	$ 10,064,215	$ 12,207,191

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 16.8 million net kWh in first year savings, which will result in a lifetime savings of over 257 million kWh in energy savings.
- Invested in research and development of emerging technologies through participation with the California Lighting Technology Center, and the American Public Power Association's Demonstration in Energy & Efficiency Developments program.
- Funded approximately $2.2 million in renewable energy rebates.

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 (PBC), 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Salaries	$ 379,921	$ 419,377	$ 452,898	$ 472,265	$ 19,367
Benefits	182,531	212,324	248,829	269,947	21,118
Materials/Services/Supplies	6,700,817	6,128,864	9,258,662	11,349,518	2,090,856
Interfund Services	24,884	103,834	103,826	115,461	11,635
Capital Outlay	3,937	—	—	—	—
Total Expenditures	$ 7,292,090	$ 6,864,399	$10,064,215	$12,207,191	$ 2,142,976
Revenue Category					
Intergovernmental	$ —	$ 2,500	$ —	$ —	$ —
Charges for Services	10,487,708	11,087,327	11,622,164	12,207,191	585,027
Op Transfers	(3,119)	—	(1,557,949)	—	1,557,949
Total Revenues	$10,484,589	$11,089,827	$10,064,215	$12,207,191	$ 2,142,976
Full Time Equivalents (Budgeted)	4.00	4.00	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. 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

Materials Services and Supplies increased $2,090,856 or 23% primarily due to various mandated programs. These programs provide benefits to the community based on four areas provided in the Overview description above.

Fund 191 Electric Operating Grant Trust Fund

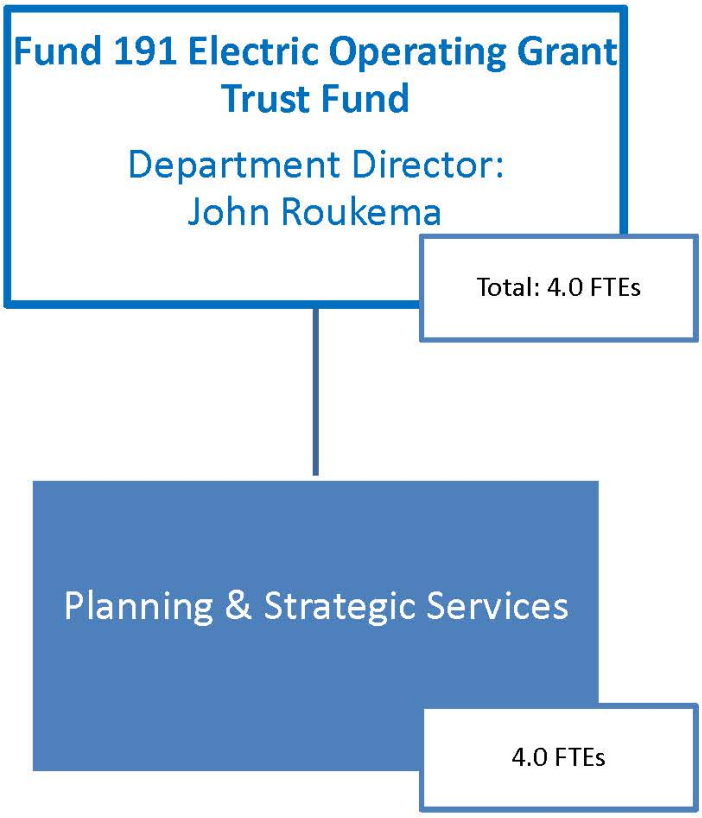
Interfund Services changes from prior adopted budget

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
Beginning in Fiscal Year 2018-19, except for debt service-related costs, the City will no longer budget Intra Transfers Out as reductions to revenues under Op Transfers, but will classify Intra Transfers Out as increases to expenditures under Other Expenditures within each fund.

City of Santa Clara
Divisional Organization Chart



Fund 191 Electric Operating Grant Trust Fund

POSITION DETAIL

Fund 191 Electric Operating Grant Trust Fund		2015/16 Adopted	2016/17 Adopted	2017/18 Adopted	2018/19 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	1.00	1.00	—
	Total Full Time Equivalents (Budgeted)	**4.00**	**4.00**	**4.00**	**4.00**	**—**

Fund 191 - Electric Operating Grant Trust Fund
Division: Electric - Planning & Strategic Services

Fund 191 Electric Operating Grant	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
1312-Public Benefits	$ 7,292,090	$ 6,864,399	$10,064,215	$12,207,191	$ 2,142,976
Total Expenditures	$ 7,292,090	$ 6,864,399	$10,064,215	$12,207,191	$ 2,142,976
Full Time Equivalents (Budgeted)	4.00	4.00	4.00	4.00	—
Total Revenues	$10,484,589	$11,089,827	$10,064,215	$12,207,191	$ 2,142,976

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 16.8 million net kWh in first year savings, which will result in a lifetime savings of over 257 million kWh in energy savings.
- Funded approximately $2.2 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 379,921	$ 419,377	$ 452,898	$ 472,265	$ 19,367
Benefits	182,531	212,324	248,829	269,947	21,118
Materials/Services/Supplies	6,700,817	6,128,864	9,258,662	11,349,518	2,090,856
Interfund Services	24,884	103,834	103,826	115,461	11,635
Capital Outlay	3,937	—	—	—	—
Total Expenditures	$ 7,292,090	$ 6,864,399	$ 10,064,215	$ 12,207,191	$ 2,142,976
Full Time Equivalents (Budgeted)	4.00	4.00	4.00	4.00	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017-18 Actuals*	2017/18 Adopted	2018/19 Budget
1. Annual net GWh's saved through energy efficiency programs	18.6 GWh	16.9 GWh	12.8 GWh	12.8 GWh	13.0 GWh

*Performance measure actuals for fiscal year 2017-18 are preliminary. Actuals will be included in the 2019-20 Operating Budget.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
Electric - Debt Service	$ 17,319,372	$ 16,247,172	$ 20,707,289	$ 20,998,844
Total Expenditures	$ 17,319,372	$ 16,247,172	$ 20,707,289	$ 20,998,844
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenues	$ 15,844,556	$ 18,358,826	$ 20,707,289	$ 20,998,844

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Debt Service	$ 17,319,373	$16,247,172	$20,707,289	$20,998,844	$ 291,555
Total Expenditures	$ 17,319,373	$16,247,172	$20,707,289	$20,998,844	$ 291,555
Revenue Category					
Interest and Rent	$ 276,899	$ 292,160	$ —	$ —	$ —
Op Transfers	15,567,657	18,066,666	20,707,289	20,998,844	291,555
Total Revenues	$ 15,844,556	$18,358,826	$20,707,289	$20,998,844	$ 291,555
Full Time Equivalents (Budgeted)	—	—	—	—	—

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

There is no significant Debt Service impact or change to report.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
1335-Phase Shifting Transformer	$ 2,099,477	$ 399,045	$ —	$ 4,152,665	$ 4,152,665
1341-1998A Revenue Bonds	16,539	61,126	—	—	—
1342-2013A Revenue Bonds	5,926,555	5,943,855	5,955,744	5,936,300	(19,444)
1347-2008A Revenue Bonds	1,700	—	—	—	—
1348-2008B Revenue Refund Bonds	6,314,670	6,882,714	7,592,434	7,949,448	357,014
1349-2011A Revenue Refund Bonds	2,960,431	2,960,431	7,159,111	2,960,431	(4,198,680)
Total Expenditures	$17,319,372	$16,247,172	$20,707,289	$20,998,844	$ 291,555
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenues	$15,844,556	$18,358,826	$20,707,289	$20,998,844	$ 291,555

Division: Electric - Debt Service
Program: 1335 - Phase Shifting Transformer

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Debt Service	$ 2,099,477	$ 399,045	$ —	$ 4,152,665	$ 4,152,665
Total Expenditures	$ 2,099,477	$ 399,045	$ —	$ 4,152,665	$ 4,152,665
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

Division: Electric - Debt Service
Program: 1341 - 1998A Revenue Bonds

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Debt Service	$ 16,539	$ 61,126	$ —	$ —	$ —
Total Expenditures	$ 16,539	$ 61,126	$ —	$ —	$ —
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

Division: Electric - Debt Service
Program: 1342 - 2013A Revenue Bonds

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Debt Service	$5,926,555	$5,943,855	$5,955,744	$5,936,300	$(19,444)
Total Expenditures	$5,926,555	$5,943,855	$5,955,744	$5,936,300	$(19,444)
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

Division: Electric - Debt Service
Program: 1347 - 2008A Revenue Bonds

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Debt Service	$ 1,700	$ —	$ —	$ —	$ —
Total Expenditures	$ 1,700	$ —	$ —	$ —	$ —
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

Division: Electric - Debt Service
Program: 1348 - 2008B Revenue Refund Bonds

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Debt Service	$ 6,314,670	$ 6,882,714	$ 7,592,434	$ 7,949,448	$ 357,014
Total Expenditures	$ 6,314,670	$ 6,882,714	$ 7,592,434	$ 7,949,448	$ 357,014
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

Division: Electric - Debt Service
Program: 1349 - 2011A Revenue Refund Bonds

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Debt Service	$ 2,960,431	$ 2,960,431	$ 7,159,111	$ 2,960,431	$ (4,198,680)
Total Expenditures	$ 2,960,431	$ 2,960,431	$ 7,159,111	$ 2,960,431	$ (4,198,680)
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

This page intentionally left blank.

City of Santa Clara

The Center of What's Possible

Water and Sewer Utilities

Water and Sewer Utilities Department

Water and Sewer Utilities Department	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Funds				
Fund 092 Water Utility	$ 30,398,787	$ 33,742,521	$ 39,034,889	$ 50,336,884
Fund 097 Recycled Water	3,206,733	4,068,123	4,539,955	7,080,221
Fund 094 Sewer Utility	17,514,175	20,042,304	24,057,883	43,796,588
Fund 494 Sewer Debt Service	69,036	1,007,684	942,449	937,450
Total Expenditures	$ 51,188,731	$ 58,860,632	$ 68,575,176	$ 102,151,143
Full Time Equivalents (Budgeted)	70.00	74.00	73.00	73.00
Fund 092 Water Utility	$ 28,030,859	$ 32,937,971	$ 39,034,889	$ 50,336,884
Fund 097 Recycled Water	3,173,777	4,269,572	4,539,955	7,080,221
Fund 094 Sewer Utility	24,416,938	21,828,578	24,057,883	43,796,588
Fund 494 Sewer Debt Service	(2,069,305)	5,246,503	942,449	937,450
Total Revenues	$ 53,552,269	$ 64,282,624	$ 68,575,176	$ 102,151,143

Water and Sewer Utilities Department

POSITION DETAIL

Fund 092 Water Utility		2015/16 Adopted	2016/17 Adopted	2017/18 Adopted	2018/19 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	0.50	—	0.50	0.50	—
Uncl	Water & Sewer Superintendent	0.75	0.75	0.65	0.65	—
Uncl	Assistant Water & Sewer Superintendent	0.60	0.60	0.60	0.60	—
Uncl	Compliance Manager	0.60	0.60	0.40	0.40	—
Uncl	Utility Business Systems Manager	0.50	0.50	0.40	0.40	—
Uncl	Management Analyst	0.50	0.50	0.70	0.70	—
Uncl	Sr. Project Engineer	—	0.60	0.40	0.40	—
Uncl	Division Manager	—	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	4.75	4.75	—
G23	Water & Sewer Maintenance Worker I/II	11.70	11.70	12.70	12.70	—
E41	Senior Water Utility Engineer	0.90	0.90	0.90	0.90	—
E34	Water Utility Engineer	1.80	1.80	0.85	0.85	—
E32	Assistant Engineer (Civil)	—	—	1.30	1.30	—
A38	Assistant Water Superintendent	1.80	1.80	1.75	1.75	—
A37	Sr. Water & Sewer System Operator	—	0.50	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	2.00	1.50	(0.50)
A35	Facilities Inspection Supervisor	1.00	1.00	1.00	1.00	—
A34	Water Resource Planner	1.00	1.00	0.70	0.70	—
A28	Senior Engineering Aide	2.00	2.00	0.70	0.70	—
A24	Office Specialist IV	0.60	0.60	0.60	0.60	—
A23	Code Enforcement Technician	0.15	0.15	0.10	0.10	—
A22	Office Specialist III	—	0.50	1.00	1.00	—
A18	Office Specialist II	1.00	1.00	1.00	1.00	—
	Total Full Time Equivalents (Budgeted)	**46.90**	**49.50**	**47.25**	**46.75**	**(0.50)**

POSITION DETAIL

Fund 097 Water Recycling Program		2015/16 Adopted	2016/17 Adopted	2017/18 Adopted	2018/19 Budget	Position Change
Position Title						
Uncl	Division Manager	—	0.10	—	—	—
Uncl	Management Analyst	1.00	1.00	0.50	0.50	—
Uncl	Principal Engineer-Water & Sewer	0.10	—	0.10	0.10	—
Uncl	Utility Business Systems Manager	0.10	0.10	0.10	0.10	—
Uncl	Compliance Manager	—	—	0.20	0.20	—
Uncl	Sr Project Engineer	—	—	0.20	0.20	—
G27	Facilities Technician	0.20	0.20	0.20	0.20	—
G27	Water Service Technician I/II	0.25	0.25	0.25	0.25	—
G23	Water & Sewer Maintenance Worker I/II	0.30	0.30	0.30	0.30	—
E41	Senior Water Utility Engineer	0.10	0.10	0.10	0.10	—
E34	Water Utility Engineer	0.20	0.20	0.15	0.15	—
E32	Assistant Engineer	—	—	0.15	0.15	—
A38	Asst. Water Superintendent	0.20	0.20	0.25	0.25	—
A34	Water Resource Planner	—	—	0.15	0.15	—
A28	Sr Engineering Aide	—	—	0.15	0.15	—
A23	Code Enforcement Technician	0.75	0.75	0.80	0.80	—
	Total Full Time Equivalents (Budgeted)	**3.20**	**3.20**	**3.60**	**3.60**	**—**

Water and Sewer Utilities Department

POSITION DETAIL

Fund 094 Sewer Utility		2015/16 Adopted	2016/17 Adopted	2017/18 Adopted	2018/19 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	0.35	0.35	—
Uncl	Assistant Water & Sewer Superintendent	0.40	0.40	0.40	0.40	—
Uncl	Sr. Project Engineer	—	0.40	0.40	0.40	—
Uncl	Utility Business Systems Manager	0.40	0.40	0.50	0.50	—
Uncl	Management Analyst	0.50	0.50	0.80	0.80	—
Uncl	Division Manager	—	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	2.00	—
G23	Water & Sewer Maintenance Worker I/II	5.00	5.00	5.00	5.00	—
E32	Assistant Engineer (Civil)	—	—	0.55	0.55	—
A38	Assistant Sanitary Sewer Superintendent	1.00	1.00	1.00	1.00	—
A37	Sr. Water & Sewer System Operator	—	0.50	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	2.00	1.50	(0.50)
A34	Water Resource Planner	—	—	0.15	0.15	—
A32	Code Enforcement Officer	—	—	—	1.00	1.00
A28	Sr Engineering Aide	—	—	0.15	0.15	—
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	—	—	—
A19	Office Records Specialist	1.00	1.00	1.00	1.00	—
	Total Full Time Equivalents (Budgeted)	**19.90**	**21.30**	**22.15**	**22.65**	**0.50**
	Total Full Time Equivalents (Budgeted) - Water and Sewer Utilities Department	**70.00**	**74.00**	**73.00**	**73.00**	**—**

City of Santa Clara

The Center of What's Possible

Fund 092 - Water Utility

Water and Sewer Utilities Department

Fund 092 Water Utility	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
Water & Sewer Utility - Solar Utility	$ 135,279	$ 193,028	$ 264,169	$ 281,493
Water & Sewer Utility - Water Construction, Maintenance, Operations	27,676,437	30,781,388	11,835,274	13,416,608
Water & Sewer Utility - Water Engineering	2,587,071	2,768,105	26,935,446	36,638,783
Total Expenditures	$ 30,398,787	$ 33,742,521	$ 39,034,889	$ 50,336,884
Full Time Equivalents (Budgeted)	46.90	49.50	47.25	46.75
Total Revenues	$ 28,030,859	$ 32,937,971	$ 39,034,889	$ 50,336,884

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 2017, the utilities produced and distributed 5.6 billion gallons of water to approximately 27,000 service connections.. Of the total water supply, 49% is obtained from the City's own wells; 34% is treated water purchased from two wholesale potable water agencies; and 17% 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 and healthful supply of both potable and recycled; wastewater collection, treatment and disposal in the most efficient, cost-effective and sustainable manner possible, all with a focus on outstanding customer service.

Significant Accomplishments

- Completed intertie with the City of Sunnyvale to increase water system reliability and improve emergency response.
- Instituted innovative technologies to repair sewer mains without the need for trenching.
- Installed $1 million in equipment upgrades at well and sewer pump station sites.
- Took over administration of Fats, Oils, and Grease (FOG) Program, consisting of outreach and code enforcement, from the city of San Jose.

Significant Objectives

- Complete the Supervisory Control And Data Acquisition (SCADA) replacements and process control improvements, and start construction of SCADA replacement at various water and sewer facilities.
- Complete the construction and installation of approximately 10,000 linear feet of water main.
- Utilize findings of Well Feasibility Study to begin the design process for two new water wells.
- Complete the assessment and rehabilitation of Serra Tanks (3), each with a capacity of over 4 million gallons.

Fund 092 Water Utility

Fund Summary

Fund 092 Water Utility	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Salaries	$ 3,429,576	$ 3,486,478	$ 4,739,346	$ 5,347,627	$ 608,281
Benefits	2,072,793	2,342,935	2,870,970	3,090,846	219,876
Materials/Services/Supplies	3,701,928	3,498,915	3,717,800	4,683,517	965,717
Resource & Production	18,070,242	20,867,258	24,040,000	27,174,927	3,134,927
Interfund Services	3,124,248	3,515,713	3,651,773	4,134,494	482,721
Capital Outlay	—	31,218	15,000	—	(15,000)
Other Expenditures	—	—	—	5,905,473	5,905,473
Total Expenditures	$30,398,786	$33,742,518	$39,034,889	$50,336,884	$11,301,995
Revenue Category					
Licenses & Permits	$ —	$ 300	$ —	$ —	$ —
Interest and Rent	148,287	206,464	220,905	180,000	(40,905)
Intergovernmental	61,500	36,846	—	—	—
Charges for Services	30,292,043	37,925,984	44,394,697	49,818,600	5,423,903
Op Transfers	(2,742,720)	(5,575,672)	(5,580,713)	3,284	5,583,997
Other Revenues	271,749	344,049	—	335,000	335,000
Total Revenues	$28,030,859	$32,937,971	$39,034,889	$50,336,884	$11,301,995
Full Time Equivalents (Budgeted)	46.90	49.50	47.25	46.75	(0.50)

Budget Overview and Significant Changes

Service Level Impact

The 0.5 FTE Water and Sewer System Operator allocated to the Water Utility Fund was moved to the Sewer Utility Fund and, subsequently, reclassed to a Code Enforcement Officer.

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. 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
Materials/Service/Supplies increase due to the movement of funds from the CIP budget to Operating, including development driven improvements to the water system and implementation of Advanced Metering Infrastructure, as well as an increase to the Water Conservation Program budget.

Resource & Production changes from prior adopted budget
Resource & Production increase attributable to higher wholesale water costs in addition to growth in water demands.

Interfund Services changes from prior adopted budget
Beginning in Fiscal Year 2018-19, the City will no longer budget Intra Transfers Out as reductions to revenues, but will classify Intra Transfers Out as increases to expenditures in each fund, as applicable. 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.

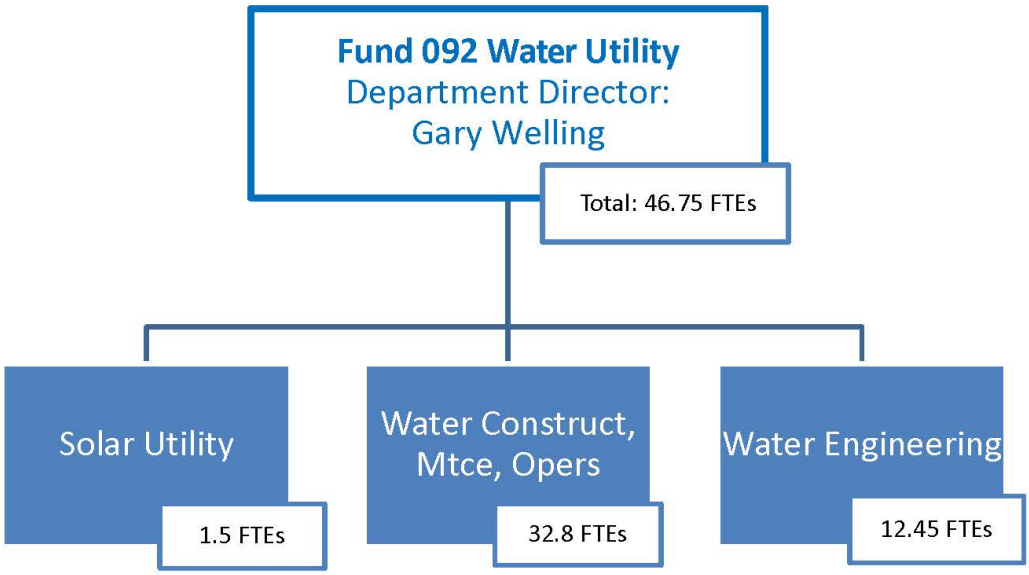
Capital Outlay changes from prior adopted budget
Capital Outlay budget decrease is due to removal of one-time 2017-18 funding for major purchases such as vehicles.

Other Expenditures changes from prior adopted budget
The increase in Other Expenditures is primarily due to transfers out being reclassified to Expenditures from Revenues. Beginning in Fiscal Year 2018-19, the City will no longer budget transfers out as reductions to revenues, but will classify Transfers Out as increases to expenditures in each fund, as applicable.

Total Revenues

Total Revenues changes from prior adopted budget
Beginning in Fiscal Year 2018-19, the City will no longer budget Intra Transfers Out as reductions to revenues, but will classify Intra Transfers Out as increases to expenditures in each fund, as applicable.

City of Santa Clara
Divisional Organization Chart



Fund 092 Water Utility

POSITION DETAIL

Fund 092 Water Utility		2015/16 Adopted	2016/17 Adopted	2017/18 Adopted	2018/19 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	0.50	—	0.50	0.50	—
Uncl	Water & Sewer Superintendent	0.75	0.75	0.65	0.65	—
Uncl	Assistant Water & Sewer Superintendent	0.60	0.60	0.60	0.60	—
Uncl	Compliance Manager	0.60	0.60	0.40	0.40	—
Uncl	Utility Business Systems Manager	0.50	0.50	0.40	0.40	—
Uncl	Management Analyst	0.50	0.50	0.70	0.70	—
Uncl	Sr. Project Engineer	—	0.60	0.40	0.40	—
Uncl	Division Manager	—	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	4.75	4.75	—
G23	Water & Sewer Maintenance Worker I/II	11.70	11.70	12.70	12.70	—
E41	Senior Water Utility Engineer	0.90	0.90	0.90	0.90	—
E34	Water Utility Engineer	1.80	1.80	0.85	0.85	—
E32	Assistant Engineer (Civil)	—	—	1.30	1.30	—
A38	Assistant Water Superintendent	1.80	1.80	1.75	1.75	—
A37	Sr. Water & Sewer System Operator	—	0.50	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	2.00	1.50	(0.50)
A35	Facilities Inspection Supervisor	1.00	1.00	1.00	1.00	—
A34	Water Resource Planner	1.00	1.00	0.70	0.70	—
A28	Senior Engineering Aide	2.00	2.00	0.70	0.70	—
A24	Office Specialist IV	0.60	0.60	0.60	0.60	—
A23	Code Enforcement Technician	0.15	0.15	0.10	0.10	—
A22	Office Specialist III	—	0.50	1.00	1.00	—
A18	Office Specialist II	1.00	1.00	1.00	1.00	—
	Total Full Time Equivalents (Budgeted)	**46.90**	**49.50**	**47.25**	**46.75**	**(0.50)**

Fund 092 - Water Utility
Division: Water & Sewer Utility - Solar Utility

Fund 092 Water Utility	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
1532-Solar - System Maintenance	$ 135,279	$ 193,028	$ 264,169	$ 281,493	$ 17,324
Total Expenditures	$ 135,279	$ 193,028	$ 264,169	$ 281,493	$ 17,324
Full Time Equivalents (Budgeted)	1.50	1.50	1.50	1.50	—
Total Revenues	$ 1,780	$ 6,468	$ 103,205	$ 62,700	$ (40,505)

Division Mission

Provide installation and maintenance of solar heating systems for commercial, residential and pool water heating.

Division Overview

- Maintain more than 172 swimming pool systems.
- Maintain 9 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 domestic hot water (multi-family) and pool water heating (single & multi-family).

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 46,865	$ 71,809	$ 120,871	$ 142,022	$ 21,151
Benefits	47,122	69,860	76,421	85,129	8,708
Materials/Services/Supplies	5,922	14,956	30,000	10,000	(20,000)
Interfund Services	35,370	36,403	36,877	44,342	7,465
Total Expenditures	$ 135,279	$ 193,028	$ 264,169	$ 281,493	$ 17,324
Full Time Equivalents (Budgeted)	1.50	1.50	1.50	1.50	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of systems provided with semi-annual winterization service.	87	108	48	55	55
2. Number of removal and reinstallation requests.	11	8	8	6	6

Fund 092 - Water Utility
Division: Water & Sewer Utility - Water Construction, Maintenance, Operations

Fund 092 Water Utility	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
1422-Water System Maintenance	$ 1,663,263	$ 1,533,756	$ 1,847,778	$ 1,888,794	$ 41,016
1423-Water Construction	1,763,021	2,066,987	2,920,010	3,795,764	875,754
1424-Water System Operations	24,250,153	27,180,645	7,067,486	7,732,050	664,564
Total Expenditures	$27,676,437	$30,781,388	$11,835,274	$13,416,608	$ 1,581,334
Full Time Equivalents (Budgeted)	34.40	34.40	33.30	32.80	(0.50)
Total Revenues	$ 41,732	$ 76,895	$ 871,492	$ 835,000	$ (36,492)

Division Mission

Operate and maintain the Water Utility in the most efficient manner and to assure that the customers' level of service are met.

Division Overview

- Increase reliability of the water system through replacement of obsolete mains and appurtenances.
- Complete the construction and installation of approximately 10,000 linear feet of water main.
- Construct, repair, or rehabilitate at least two water wells to continue to provide reliable water service.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 708,523	$ 663,076	$ 711,191	$ 728,736	$ 17,545
Benefits	365,657	386,566	418,016	445,904	27,888
Materials/Services/Supplies	354,555	204,992	439,000	403,917	(35,083)
Interfund Services	234,528	279,122	279,571	310,237	30,666
Total Expenditures	$ 1,663,263	$ 1,533,756	$ 1,847,778	$ 1,888,794	$ 41,016
Full Time Equivalents (Budgeted)	7.25	7.25	7.00	7.00	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Maintain an industrial standard for unaccounted water of 5% or less.	<5%	<5%	N/A	< or = 8%	< or = 8%
2. Number of responses to customer service requests.	1,410	1,245	2,582	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).	96%	88%	90%	80%	80%
4. Number of backflow prevention devices tested.	3,283	3,140	3,441	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 reliable water distribution infrastructure.

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 450,835	$ 493,956	$ 1,305,119	$ 1,397,584	$ 92,465
Benefits	570,117	675,946	785,164	865,597	80,433
Materials/Services/Supplies	49,884	108,667	43,000	623,800	580,800
Interfund Services	692,185	763,563	786,727	908,783	122,056
Total Expenditures	$ 1,763,021	$ 2,066,987	$ 2,920,010	$ 3,795,764	$ 875,754
Full Time Equivalents (Budgeted)	14.10	14.10	13.80	13.80	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of lineal feet of water mains installed.	5,503	6,201	13,089	5,000	5,000
2. Number of new service installations.	133	110	127	80	80
3. Number of underground utility locates performed.	5,796	7,142	11,699	3,000	3,000

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 1,134,570	$ 1,092,175	$ 944,135	$ 1,182,571	$ 238,436
Benefits	574,358	586,292	716,760	738,097	21,337
Materials/Services/Supplies	2,636,781	2,565,837	2,414,800	2,512,500	97,700
Resource & Production	18,070,242	20,867,258	810,000	840,000	30,000
Interfund Services	1,834,202	2,069,083	2,181,791	2,458,882	277,091
Total Expenditures	$ 24,250,153	$ 27,180,645	$ 7,067,486	$ 7,732,050	$ 664,564
Full Time Equivalents (Budgeted)	13.05	13.05	12.50	12.00	(0.50)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Perform routine maintenance on City fire hydrants.	826	171	670	600	600
2. Number of production meters read and recorded.	768	853	840	600	600
3. Number of mainline water valves tested and exercised.	489	524	1,230	400	400

Fund 092 - Water Utility
Division: Water & Sewer Utility - Water Engineering

Fund 092 Water Utility	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
1411 - Administration Design	$ 2,102,485	$ 2,228,401	$ 3,052,648	$ 9,447,467	$ 6,394,819
1412 - Water Quality	200,609	389,120	304,903	291,516	(13,387)
1413 - Water Resources	283,977	150,584	23,577,895	26,899,800	3,321,905
Total Expenditures	$ 2,587,071	$ 2,768,105	$26,935,446	$36,638,783	$ 9,703,337
Full Time Equivalents (Budgeted)	11.00	13.60	12.45	12.45	—
Total Revenues	$27,987,347	$32,854,609	$38,060,192	$49,439,184	$11,378,992

Division Mission

Provide Engineering services that improve and protect the water supply and distribution system while planning for future expansion and upgrades to infrastructure to ensure future reliability.

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.
- 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 1,002,600	$ 1,057,792	$ 1,567,537	$ 1,803,542	$ 236,005
Benefits	470,530	565,901	823,421	901,629	78,208
Materials/Services/Supplies	344,939	276,841	327,000	478,300	151,300
Interfund Services	284,416	321,503	319,690	358,523	38,833
Capital Outlay	—	6,364	15,000	—	(15,000)
Other Expenditures	—	—	—	5,905,473	5,905,473
Total Expenditures	$ 2,102,485	$ 2,228,401	$ 3,052,648	$ 9,447,467	$ 6,394,819
Full Time Equivalents (Budgeted)	9.80	12.40	11.75	11.75	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of plans reviewed.	619	743	837	400	400
2. Complete review of plans by the required due dates.	75%	92%	95%	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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 51,769	$ 57,962	$ 52,589	$ 55,268	$ 2,679
Benefits	15,994	24,863	30,328	32,948	2,620
Materials/Services/Supplies	104,109	274,533	189,000	165,000	(24,000)
Interfund Services	28,737	31,762	32,986	38,300	5,314
Total Expenditures	$ 200,609	$ 389,120	$ 304,903	$ 291,516	$ (13,387)
Full Time Equivalents (Budgeted)	0.60	0.60	0.45	0.45	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 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.	3,319	3,294	3,639	2,800	2,800

Division: Water & Sewer Utility - Water Engineering
Program: 1413 - Water Resources

Program Mission: Promote water conservation and use of alternative water supplies in accordance with Council goals and City policies.

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 34,414	$ 49,709	$ 37,904	$ 37,904	$ —
Benefits	29,014	33,508	20,860	21,542	682
Materials/Services/Supplies	205,739	53,090	275,000	490,000	215,000
Resource & Production	—	—	23,230,000	26,334,927	3,104,927
Interfund Services	14,810	14,277	14,131	15,427	1,296
Total Expenditures	$ 283,977	$ 150,584	$ 23,577,895	$ 26,899,800	$ 3,321,905
Full Time Equivalents (Budgeted)	0.60	0.60	0.25	0.25	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Promote water conservation at public events.	17	9	10	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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
Water & Sewer Utility - Water Recycling Program	$ 3,206,733	$ 4,068,123	$ 4,539,955	$ 7,080,221
Total Expenditures	$ 3,206,733	$ 4,068,123	$ 4,539,955	$ 7,080,221
Full Time Equivalents (Budgeted)	3.20	3.20	3.60	3.60
Total Revenues	$ 3,173,777	$ 4,269,572	$ 4,539,955	$ 7,080,221

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.

-Maintain compliance with State regulations through development plan reviews and site inspections.

Fund 097 Water Recycling Program

Mission

Provide for the safe, efficient and reliable distribution of a sustainable and high quality recycled water product which meets all requirements of State regulations and local codes. We deliver service in a cost effective and efficient manner with our focus on outstanding customer service.

Significant Accomplishments

- Presented with the California Municipal Utilities (CMUA) 2018 Resource Efficiency Award for recycled water retrofits for development.

Significant Objectives

- Optimize the recycled water system while focusing on expansion opportunities including City parks.

Fund 097 Water Recycling Program

Fund Summary

Fund 097 Water Recycling Program	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Salaries	$ 300,606	$ 331,138	$ 377,448	$ 384,986	$ 7,538
Benefits	138,030	167,588	222,587	235,372	12,785
Materials/Services/Supplies	194,210	228,890	238,500	246,142	7,642
Resource & Production	2,467,153	3,235,598	3,600,000	3,950,000	350,000
Interfund Services	106,735	104,908	101,420	117,672	16,252
Other Expenditures	—	—	—	2,146,049	2,146,049
Total Expenditures	$ 3,206,734	$ 4,068,122	$ 4,539,955	$ 7,080,221	$ 2,540,266
Revenue Category					
Interest and Rent	$ 32,767	$ 44,288	$ 27,613	$ 20,000	$ (7,613)
Intergovernmental	230,029	277,632	311,250	300,000	(11,250)
Charges for Services	3,361,149	4,097,652	4,992,200	6,760,000	1,767,800
Op Transfers	(450,168)	(150,000)	(791,108)	221	791,329
Total Revenues	$ 3,173,777	$ 4,269,572	$ 4,539,955	$ 7,080,221	$ 2,540,266
Full Time Equivalents (Budgeted)	3.20	3.20	3.60	3.60	—

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. In addition, benefits changes reflect new CalPERS (California Public Employees' Retirement System) employer pension rates and estimated health insurance rates.

Resource & Production changes from prior adopted budget

Resource & Production increase reflects higher wholesale water costs in addition to growth in water demands.

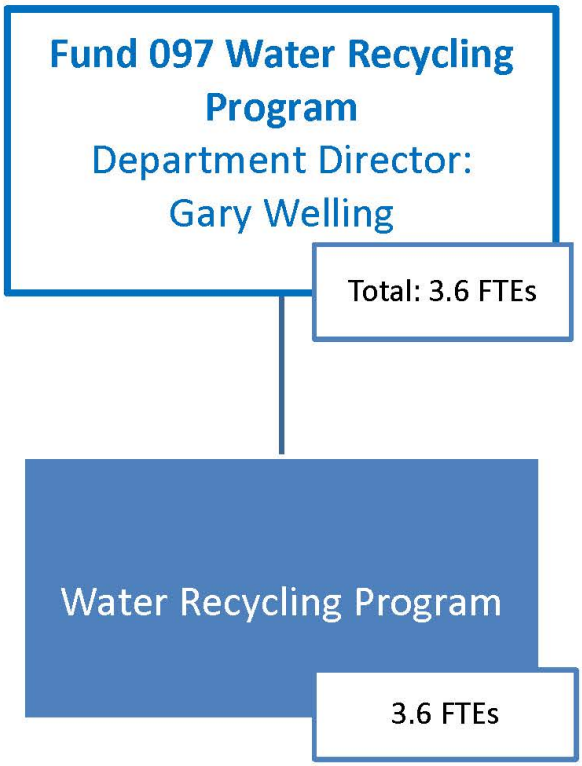
Interfund Services changes from prior adopted budget
Beginning in Fiscal Year 2018-19, the City will no longer budget Intra Transfers Out as reductions to revenues, but will classify Intra Transfers Out as increases to expenditures in each fund, as applicable. Interfund Services represent the cost of 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.

Other Expenditures changes from prior adopted budget
The increase in Other Expenditures is primarily due to transfers out being reclassified to Expenditures from Revenues. Beginning in Fiscal Year 2018-19, the City will no longer budget transfers out as reductions to revenues, but will classify Transfers Out as increases to expenditures in each fund, as applicable.

Total Revenues

Total Revenues changes from prior adopted budget
Beginning in Fiscal Year 2018-19, the City will no longer budget Intra Transfers Out as reductions to revenues, but will classify Intra Transfers Out as increases to expenditures in each fund, as applicable.

City of Santa Clara
Divisional Organization Chart



Fund 097 Water Recycling Program

POSITION DETAIL

Fund 097 Water Recycling Program		2015/16 Adopted	2016/17 Adopted	2017/18 Adopted	2018/19 Budget	Position Change
Position Title						
Uncl	Division Manager	—	0.10	—	—	—
Uncl	Management Analyst	1.00	1.00	0.50	0.50	—
Uncl	Principal Engineer-Water & Sewer	0.10	—	0.10	0.10	—
Uncl	Utility Business Systems Manager	0.10	0.10	0.10	0.10	—
Uncl	Compliance Manager	—	—	0.20	0.20	—
Uncl	Sr Project Engineer	—	—	0.20	0.20	—
G27	Facilities Technician	0.20	0.20	0.20	0.20	—
G27	Water Service Technician I/II	0.25	0.25	0.25	0.25	—
G23	Water & Sewer Maintenance Worker I/II	0.30	0.30	0.30	0.30	—
E41	Senior Water Utility Engineer	0.10	0.10	0.10	0.10	—
E34	Water Utility Engineer	0.20	0.20	0.15	0.15	—
E32	Assistant Engineer	—	—	0.15	0.15	—
A38	Asst. Water Superintendent	0.20	0.20	0.25	0.25	—
A34	Water Resource Planner	—	—	0.15	0.15	—
A28	Sr Engineering Aide	—	—	0.15	0.15	—
A23	Code Enforcement Technician	0.75	0.75	0.80	0.80	—
	Total Full Time Equivalents (Budgeted)	**3.20**	**3.20**	**3.60**	**3.60**	**—**

Fund 097 - Recycled Water Program
Division: Water & Sewer Utility - Recycled Water Program

Fund 097 Recycled Water Program	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
1522-System Maintenance	$ 2,929,102	$ 3,738,196	$ 4,215,930	$ 6,738,507	$ 2,522,577
1525-South Bay Water Recycling Maintenance	277,631	329,927	324,025	341,714	17,689
Total Expenditures	$ 3,206,733	$ 4,068,123	$ 4,539,955	$ 7,080,221	$ 2,540,266
Full Time Equivalents (Budgeted)	3.20	3.20	3.60	3.60	—
Total Revenues	$ 3,173,777	$ 4,269,572	$ 4,539,955	$ 7,080,221	$ 2,540,266

Division Mission

Provide for the safe, efficient and reliable distribution of a sustainable and high quality recycled water product which meets all requirements of State regulations and local codes. We deliver service in a cost effective and efficient manner with our focus on outstanding customer service.

Division Overview

- 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, and coordinate and compile semi-annual site inspections required by the State.
- Maintain compliance with state regulations through development plan reviews and site inspections.
- Design, construction, and maintenance of recycled water pipelines by City forces.

Division: Water & Sewer Utility - Recycled Water Program
Program: 1522 - System Maintenance

Program Mission: Provide safe and efficient maintenance of City-owned facilities and customer services in support of the recycled water system.

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 121,290	$ 128,891	$ 207,624	$ 207,715	$ 91
Benefits	73,821	81,330	122,038	126,664	4,626
Materials/Services/Supplies	181,908	209,419	202,600	211,000	8,400
Resource & Production	2,467,153	3,235,598	3,600,000	3,950,000	350,000
Interfund Services	84,930	82,958	83,668	97,079	13,411
Other Expenditures	—	—	—	2,146,049	2,146,049
Total Expenditures	$ 2,929,102	$ 3,738,196	$ 4,215,930	$ 6,738,507	$ 2,522,577
Full Time Equivalents (Budgeted)	1.35	1.35	1.85	1.85	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of recycled water meters greater than 2" tested annually.	0	0	0	5	5

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 the Agreement for Services and in the operations and maintenance manuals.

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 179,316	$ 202,248	$ 169,824	$ 177,271	$ 7,447
Benefits	64,209	86,258	100,549	108,708	8,159
Materials/Services/Supplies	12,301	19,471	35,900	35,142	(758)
Interfund Services	21,805	21,950	17,752	20,593	2,841
Total Expenditures	$ 277,631	$ 329,927	$ 324,025	$ 341,714	$ 17,689
Full Time Equivalents (Budgeted)	1.85	1.85	1.75	1.75	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Provide all O & M services as required in Agreement for Services.	100%	100%	100%	100%	100%

City of Santa Clara

The Center of What's Possible

Fund 094 - Sewer Utility

Fund 094 Sewer Utility

Fund 094 Sewer Utility	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
Water & Sewer Utility - Sewer	$ 17,514,175	$ 20,042,304	$ 24,057,883	$ 43,796,588
Total Expenditures	$ 17,514,175	$ 20,042,304	$ 24,057,883	$ 43,796,588
Full Time Equivalents (Budgeted)	19.90	21.30	22.15	22.65
Total Revenues	$ 24,416,938	$ 21,828,578	$ 24,057,883	$ 43,796,588

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 ensure reliable service.

-Assist the industrial waste inspectors from the RWF (Regional Wastewater Facility) 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. We delivery service in a cost effective and efficient manner with our focus on outstanding customer service.

Significant Accomplishments

- Completed the assessment by closed circuit television (CCTV) of approximately 110,000 linear feet of sewer line.
- Jet flushed approximately 130,000 linear feet of sewer main.

Significant Objectives

- Repair or rehabilitate the most severely impacted sewer mains, based on accepted rating criteria.
- Clean and assess the condition of 200,000 linear feet of sanitary sewer main.

Fund 094 Sewer Utility

Fund Summary

Fund 094 Sewer Utility	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Salaries	$ 1,881,928	$ 2,027,088	$ 2,162,120	$ 2,719,052	$ 556,932
Benefits	817,341	995,181	1,375,644	1,530,971	155,327
Materials/Services/Supplies	1,688,128	1,882,318	2,291,000	2,039,453	(251,547)
Resource & Production	11,681,988	13,116,151	15,739,300	16,577,982	838,682
Interfund Services	1,444,789	1,832,004	1,989,819	2,209,680	219,861
Capital Outlay	—	189,563	500,000	—	(500,000)
Other Expenditures	—	—	—	18,719,450	18,719,450
Total Expenditures	$17,514,174	$20,042,305	$24,057,883	$43,796,588	$19,738,705
Revenue Category					
Interest and Rent	$ 388,889	$ 527,012	$ 441,810	$ 600,000	$ 158,190
Intergovernmental	—	—	63,750	70,000	6,250
Charges for Services	35,582,539	38,827,814	37,342,121	40,967,075	3,624,954
Op Transfers	(11,786,329)	(17,636,054)	(13,898,567)	2,054,513	15,953,080
Other Financing	6,825	—	—	—	—
Other Revenues	225,014	109,806	108,769	105,000	(3,769)
Total Revenues	$24,416,938	$21,828,578	$24,057,883	$43,796,588	$19,738,705
Full Time Equivalents (Budgeted)	19.90	21.30	22.15	22.65	0.50

Budget Overview and Significant Changes

Service Level Impact

0.5 FTE Water and Sewer System Operator from the Water Utility Fund was reallocated to the Sewer Utility Fund and reclassified to a Code Enforcement Officer to help administer the FOG Source Control Program.

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. In addition, benefits changes reflect new CalPERS (California Public Employees' Retirement System) employer pension rates and estimated health insurance rates.

Materials/Service/Supplies changes from prior adopted budget
Materials/Services/Supplies decrease reflects lower operating supplies and maintenance costs based on prior year actuals.

Resource & Production changes from prior adopted budget
Resource & Production increase due to higher operating and maintenance expenses associated with the Regional Wastewater Facility.

Interfund Services changes from prior adopted budget
Beginning in Fiscal Year 2018-19, except for debt service-related costs, the City will no longer budget Intra Transfers Out as reductions to revenues, but will classify Intra Transfers Out as increases to expenditures under Other Expenditures in each fund, as applicable. 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.

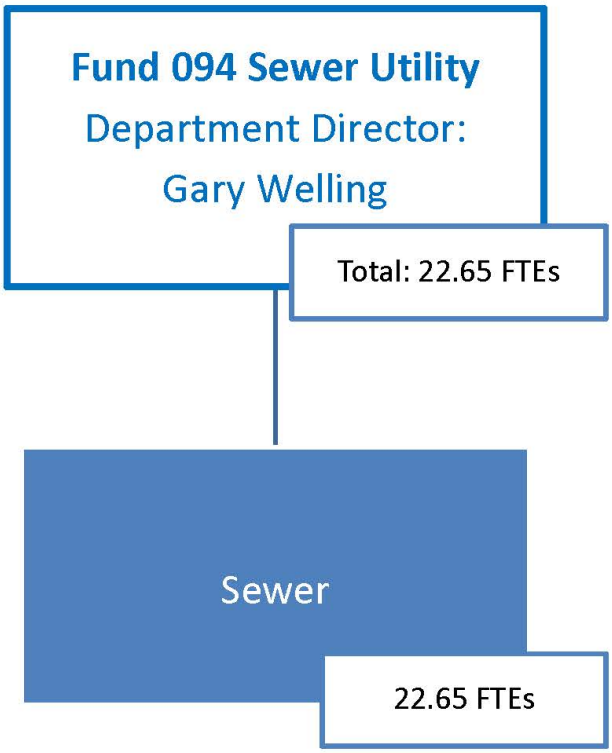
Capital Outlay changes from prior adopted budget
Capital Outlay budget decrease is due to removal of one-time 2017-18 funding for major purchases such as vehicles.

Other Expenditures changes from prior adopted budget
The increase in Other Expenditures is primarily due to transfers out being reclassified to Expenditures from Revenues. Beginning in Fiscal Year 2018-19, the City will no longer budget transfers out as reductions to revenues, but will classify Transfers Out as increases to expenditures in each fund, as applicable.

Total Revenues

Total Revenues changes from prior adopted budget
Beginning in Fiscal Year 2018-19, except for debt service-related costs, the City will no longer budget Intra Transfers Out as reductions to revenues, but will classify Intra Transfers Out as increases to expenditures under Other Expenditures in each fund, as applicable.

City of Santa Clara
Divisional Organization Chart



Fund 094 Sewer Utility

POSITION DETAIL

Fund 094 Sewer Utility		2015/16 Adopted	2016/17 Adopted	2017/18 Adopted	2018/19 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	0.35	0.35	—
Uncl	Assistant Water & Sewer Superintendent	0.40	0.40	0.40	0.40	—
Uncl	Sr. Project Engineer	—	0.40	0.40	0.40	—
Uncl	Utility Business Systems Manager	0.40	0.40	0.50	0.50	—
Uncl	Management Analyst	0.50	0.50	0.80	0.80	—
Uncl	Division Manager	—	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	2.00	—
G23	Water & Sewer Maintenance Worker I/II	5.00	5.00	5.00	5.00	—
E32	Assistant Engineer (Civil)	—	—	0.55	0.55	—
A38	Assistant Sanitary Sewer Superintendent	1.00	1.00	1.00	1.00	—
A37	Sr. Water & Sewer System Operator	—	0.50	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	2.00	1.50	(0.50)
A34	Water Resource Planner	—	—	0.15	0.15	—
A32	Code Enforcement Officer	—	—	—	1.00	1.00
A28	Sr Engineering Aide	—	—	0.15	0.15	—
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	—	—	—
A19	Office Records Specialist	1.00	1.00	1.00	1.00	—
	Total Full Time Equivalents (Budgeted)	**19.90**	**21.30**	**22.15**	**22.65**	**0.50**

Fund 094 - Sewer Utility
Division: Water & Sewer Utility - Sewer

Fund 094 Sewer Utility	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
1511-System Administration	$ 2,260,982	$ 2,529,020	$ 2,967,559	$ 4,087,596	$ 1,120,037
1512-System Maintenance	1,960,457	2,284,412	2,627,140	2,543,902	(83,238)
1514-Operations	681,120	923,680	1,464,853	19,147,091	17,682,238
1515-SJ SC Water Pollution Control Plant	12,506,103	14,171,106	16,843,273	17,850,655	1,007,382
1516-Storm Pump Maintenance	105,514	134,086	155,058	167,344	12,286
Total Expenditures	$17,514,175	$20,042,304	$24,057,883	$43,796,588	$19,738,705
Full Time Equivalents (Budgeted)	19.90	21.30	22.15	22.65	0.50
Total Revenues	$24,416,939	$21,828,578	$24,057,883	$43,796,588	$19,738,705

Division Mission

Collect, treat and dispose of wastewater in an efficient, cost-effective and environmentally safe manner. Also provide for maintenance of storm water pump stations. We deliver service in a cost effective and efficient manner with our focus on outstanding customer service.

Division Overview

- Property line clean-outs installed for access to maintain residential sewer laterals.
- Maintain seven sanitary and twenty-one storm water pump stations to ensure reliable service.
- Assist the industrial waste inspectors from the RWF (Regional Wastewater Facility) in some investigations of City industries.
- Implement Sanitary Sewer Management Plan as submitted to the State and Regional Water Quality Control Board.
- Clean, assess, and repair sanitary sewer mains.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 481,874	$ 480,006	$ 758,551	$ 880,953	$ 122,402
Benefits	199,408	216,679	429,095	459,019	29,924
Materials/Services/Supplies	1,476,237	1,522,406	1,606,000	1,663,900	57,900
Interfund Services	103,463	120,366	158,913	154,360	(4,553)
Capital Outlay	—	189,563	15,000	—	(15,000)
Other Expeditures	—	—	—	929,364	929,364
Total Expenditures	$ 2,260,982	$ 2,529,020	$ 2,967,559	$ 4,087,596	$ 1,120,037
Full Time Equivalents (Budgeted)	3.50	4.90	5.80	5.80	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Prepare annual Sewer Revenue Program (as required for federal program and WPCP cost distribution) by due dates each year.	2	2	6	2	2
2. Prepare monthly status reports and Treatment Plant Advisory Committee (TPAC) agenda reports.	12	11	9	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.

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 1,146,401	$ 1,198,243	$ 1,129,009	$ 1,262,583	$ 133,574
Benefits	476,230	562,232	646,861	728,469	81,608
Materials/Services/Supplies	184,479	324,607	598,000	317,853	(280,147)
Interfund Services	153,347	199,330	223,270	234,997	11,727
Capital Outlay	—	—	30,000	—	(30,000)
Total Expenditures	$ 1,960,457	$ 2,284,412	$ 2,627,140	$ 2,543,902	$ (83,238)
Full Time Equivalents (Budgeted)	11.55	11.55	11.55	11.55	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Number of feet of mainlined jetted. Percentage of sanitary sewer	109,700	167,000	150,000	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.	—	5	2	<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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 177,957	$ 259,014	$ 161,506	$ 456,494	$ 294,988
Benefits	88,976	166,630	235,870	274,258	38,388
Materials/Services/Supplies	27,412	30,859	87,000	57,700	(29,300)
Resource & Production	76,304	85,628	125,000	130,000	5,000
Interfund Services	310,471	381,549	400,477	438,553	38,076
Capital Outlay	—	—	455,000	—	(455,000)
Other Expenditures	—	—	—	17,790,086	17,790,086
Total Expenditures	$ 681,120	$ 923,680	$ 1,464,853	$ 19,147,091	$17,682,238
Full Time Equivalents (Budgeted)	3.85	3.85	3.80	4.30	0.50

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 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 Regional Wastewater Facility, which provides the treatment and disposal of the City's sewage.

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 22,739	$ 11,610	$ 21,645	$ 21,121	$ (524)
Benefits	9,192	3,081	11,064	10,910	(154)
Materials/Services/Supplies	—	4,445	—	—	—
Resource & Production	11,605,684	13,030,523	15,614,300	16,447,982	833,682
Interfund Services	868,488	1,121,447	1,196,264	1,370,642	174,378
Total Expenditures	$ 12,506,103	$ 14,171,106	$ 16,843,273	$ 17,850,655	$ 1,007,382
Full Time Equivalents (Budgeted)	0.10	0.10	0.10	0.10	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 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	11	11	12	12
2. Provide sufficient funding for all WPCP approved projects.	100%	100%	100%	100%	100%

Division: Water & Sewer Utility - Sewer
Program: 1516 - Storm Pump Maintenance

Program Mission: Provide efficient, reliable and safe operation of all storm water pumps, generators and pump stations.

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 52,958	$ 78,215	$ 91,409	$ 97,901	$ 6,492
Benefits	43,536	46,559	52,754	58,315	5,561
Interfund Services	9,020	9,312	10,895	11,128	233
Total Expenditures	$ 105,514	$ 134,086	$ 155,058	$ 167,344	$ 12,286
Full Time Equivalents (Budgeted)	0.90	0.90	0.90	0.90	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 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	2	—	10	10

This page intentionally left blank.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
Water & Sewer Utility - Sewer Division	$ 69,036	$ 1,007,684	$ 942,449	$ 937,450
Total Expenditures	$ 69,036	$ 1,007,684	$ 942,449	$ 937,450
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenues	$ (2,069,305)	$ 5,246,503	$ 942,449	$ 937,450

Overview

The debt service is being used to pay for repairs and rehabilitation of the Trimble Road Sanitary Sewer main trunk for approximately the next 13 years. Debt service is used to mitigate rate increases while allowing for the repair and replacement of critical infrastructure.

Mission

To help mitigate the cost of construction and repairs to our customers by distributing the cost over an extended timeframe.

Fund 494 Sewer Debt Services

Fund Summary

Fund 494 Sewer Debt Services	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Debt Service	$ 69,036	$ 1,007,684	$ 942,449	$ 937,450	$ (4,999)
Total Expenditures	$ 69,036	$ 1,007,684	$ 942,449	$ 937,450	$ (4,999)
Revenue Category					
Interest and Rent	$ 7,178	$ 8,864	$ —	$ —	$ —
Op Transfers	(14,076,483)	5,237,639	942,449	937,450	(4,999)
Other Financing	12,000,000	—	—	—	—
Total Revenues	$ (2,069,305)	$ 5,246,503	$ 942,449	$ 937,450	$ (4,999)
Full Time Equivalents (Budgeted)	—	—	—	—	—

Budget Overview and Significant Changes

Service Level Impact

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

Total Revenues

Total Revenues changes from prior adopted budget

Beginning in Fiscal Year 2018-19, the City will no longer budget Intra Transfers Out as reductions to revenues, but will classify Intra Transfers Out as increases to expenditures in each fund, as applicable.

Fund 494 - Sewer Debt Services
Division: Water & Sewer Utility - Sewer Division

Fund 494 Sewer Debt Services	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
1519-Debt Service - Sewer	$ 69,036	$ 1,007,684	$ 942,449	$ 937,450	$ (4,999)
Total Expenditures	$ 69,036	$ 1,007,684	$ 942,449	$ 937,450	$ (4,999)
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenues	$ (2,069,305)	$ 5,246,502	$ 942,449	$ 937,450	$ (4,999)

Division: Water & Sewer Utility - Sewer Division
Program: 1519 - Sewer

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Debt Service	$ 69,036	$ 1,007,684	$ 942,449	$ 937,450	$ (4,999)
Total Expenditures	$ 69,036	$ 1,007,684	$ 942,449	$ 937,450	$ (4,999)
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
Parks & Recreation - Cemetery Department	$ 714,873	$ 745,859	$ 1,007,138	$ 1,249,231
Total Expenditures	$ 714,873	$ 745,859	$ 1,007,138	$ 1,249,231
Full Time Equivalents (Budgeted)	6.00	5.00	5.00	5.00
Total Revenues	$ 943,011	$ 1,061,666	$ 1,007,138	$ 1,249,231

Overview

Provides planning, development, operation, and maintenance of the City's two cemetery properties to support families before, during and after their time of need. The Division maintains 33,000 interment sites in a peaceful public park and providing 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.
The Agnew Historic Cemetery maintains space for reflection and interprets historical artifacts.

Significant Accomplishments

- Upgraded storage system for historic documents and maps.
- Published a public facing list of burial plots for genealogical research.

Significant Objectives

- Explore options for supporting long term health of cemetery maintenance endowment.

Fund 093 Cemetery

Fund Summary

Fund 093 Cemetery	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Salaries	$ 255,975	$ 254,030	$ 415,712	$ 464,707	$ 48,995
Benefits	125,399	123,432	263,615	297,872	34,257
Materials/Services/Supplies	184,308	219,566	147,390	268,143	120,753
Interfund Services	149,192	148,832	168,421	185,782	17,361
Capital Outlay	—	—	12,000	29,000	17,000
Other Expenditures	—	—	—	3,727	3,727
Total Expenditures	$ 714,874	$ 745,859	$ 1,007,138	$ 1,249,231	$ 242,093
Revenue Category					
Charges for Services	$ 614,518	$ 734,079	$ 581,150	$ 600,150	$ 19,000
Op Transfers	328,493	335,808	425,988	649,081	223,093
Other Revenues	—	(8,221)	—	—	—
Total Revenues	$ 943,011	$ 1,061,666	$ 1,007,138	$ 1,249,231	$ 242,093
Full Time Equivalents (Budgeted)	6.00	5.00	5.00	5.00	—

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. 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 in Materials/Service/Supplies reflects increased usage in utilities and material supplies.

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 093 Cemetery

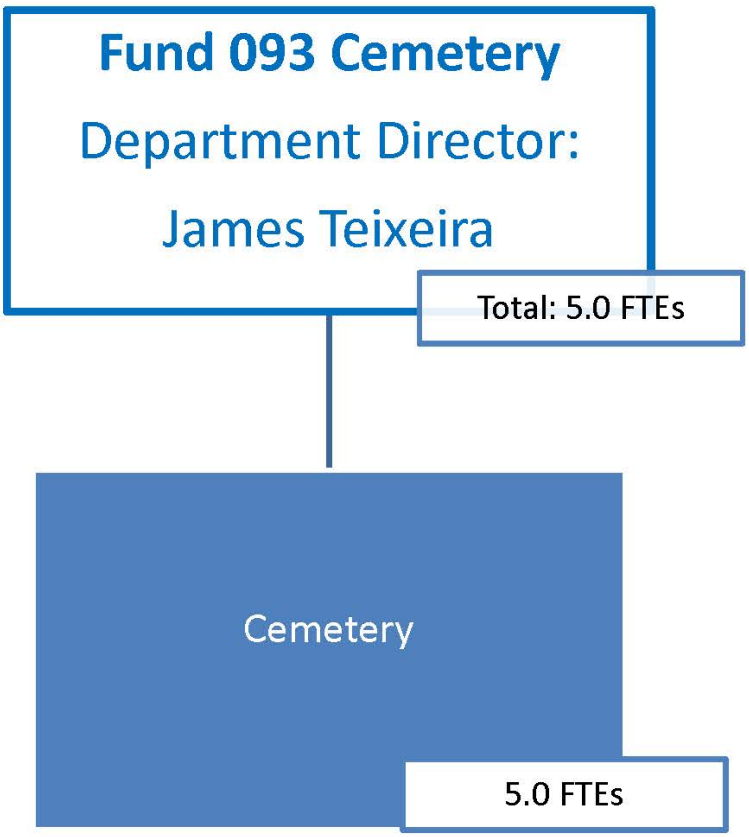
Capital Outlay changes from prior adopted budget
Capital Outlay increase reflects the funding for the replacement of a dump truck to ensure timely maintenance and prevention of disruption in services.

Other Expenditures changes from prior adopted budget
The increase in Other Expenditures is primarily due to transfers out being reclassified to Expenditures from Revenues. Beginning in Fiscal Year 2018-19, the City will no longer budget transfers out as reductions to revenues, but will classify Transfers Out as increases to expenditures in each fund, as applicable.

Total Revenues

Total Revenues changes from prior adopted budget
Total revenues increases are reflected primarily in the Operating Transfers category and reflect higher expenditures in utilities, material supplies, and staff wages.

City of Santa Clara
Divisional Organization Chart



Fund 093 Cemetery

POSITION DETAIL

Fund 093 Cemetery		2015/16 Adopted	2016/17 Adopted	2017/18 Adopted	2018/19 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)
G21	Grounds Maintenance Worker II	—	—	—	1.00	1.00
G19	Cemetery Worker I	1.00	1.00	1.00	1.00	—
A23	Cemetery Services Clerk	1.00	—	—	—	—
A18	Office Specialist II	—	—	—	1.00	1.00
	Total Full Time Equivalents (Budgeted)	**6.00**	**5.00**	**5.00**	**5.00**	**—**

Fund 093 - Cemetery
Division: Parks & Recreation - Cemetery Department

Fund 093 Cemetery	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
1162 - Maintenance Of Grounds	$ 495,679	$ 471,461	$ 658,299	$ 614,984	$ (43,315)
1163 - Maintenance Of Buildings	84,709	111,682	50,704	109,634	58,932
1164 - Operations	134,485	162,716	298,135	524,613	226,478
Total Expenditures	$ 714,873	$ 745,859	$ 1,007,138	$ 1,249,231	$ 242,095
Full Time Equivalents (Budgeted)	6.00	5.00	5.00	5.00	—
Total Revenues	$ 943,011	$ 1,061,666	$ 1,007,138	$ 1,249,231	$ 242,093

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 214,597	$ 207,044	$ 285,156	$ 236,139	$ (49,017)
Benefits	113,936	109,605	183,167	154,601	(28,566)
Materials/Services/Supplies	86,173	83,876	125,762	129,392	3,630
Interfund Services	80,973	70,936	64,214	91,125	26,911
Other Expenditures	—	—	—	3,727	3,727
Total Expenditures	$ 495,679	$ 471,461	$ 658,299	$ 614,984	$ (43,315)
Full Time Equivalents (Budgeted)	3.70	3.70	3.70	2.90	(0.80)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Cost per acre maintained. (22.6 ac.)	$ 27,488	$ 28,122	$ 20,816	$ 27,212	$ 27,212

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 13,663	$ 10,473	$ 22,770	$ 16,790	$ (5,980)
Benefits	8,049	6,760	14,708	11,008	(3,700)
Materials/Services/Supplies	62,295	93,888	12,773	81,283	68,510
Interfund Services	702	561	453	553	100
Total Expenditures	$ 84,709	$ 111,682	$ 50,704	$ 109,634	$ 58,932
Full Time Equivalents (Budgeted)	0.30	0.30	0.30	0.10	(0.20)

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Cost per square foot maintained (10,656 s.f.).	$ 4.38	$ 4.58	$ 4.70	$ 10.29	$ 10.29

Division: Parks & Recreation - Cemetery Department
Program: 1164 - Operations

Program Mission: Cemetery existing capacity remaining (est.).

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 27,715	$ 36,513	$ 107,786	$ 211,778	$ 103,992
Benefits	3,413	7,067	65,740	132,263	66,523
Materials/Services/Supplies	35,840	41,802	8,855	57,468	48,613
Interfund Services	67,517	77,334	103,754	94,104	(9,650)
Capital Outlay	—	—	12,000	29,000	17,000
Total Expenditures	$ 134,485	$ 162,716	$ 298,135	$ 524,613	$ 226,478
Full Time Equivalents (Budgeted)	2.00	1.00	1.00	2.00	1.00

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Cemetery existing capacity remaining (est.).	1,402	1,346	1,283	N/A	1,190
2. Percent of deeds, maps and records preserved/restored	N/A	N/A	70%	70%	80%
3. Development of In-ground Spaces	—	N/A	—	—	—
4. Development of Niche Bank Spaces.	—	N/A	—	—	—

This page intentionally left blank.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
Public Works - Streets Division	$ 20,431,008	$ 20,841,980	$ 22,827,740	$ 24,806,486
Total Expenditures	$ 20,431,008	$ 20,841,980	$ 22,827,740	$ 24,806,486
Full Time Equivalents (Budgeted)	6.75	6.10	5.50	5.55
Total Revenues	$ 20,324,355	$ 22,021,061	$ 22,827,740	$ 24,806,486

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

- Implemented a pilot residential food scraps recycling program for almost 5,000 customers.
- Completed an audit of non-exclusive franchise solid waste service providers to ensure compliance with mandatory commercial recycling and organics recycling requirements and correct payment of non-exclusive franchise fees.

Significant Objectives

- Expand the food scrap recycling program for commercial businesses.
- Identify opportunities for future mixed waste processing capacity.
- Development of a request for proposals (RFP) for an exclusive franchise solid waste collection agreement procurement

Fund 096 Solid Waste Program

Fund Summary

Fund 096 Solid Waste Program	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Salaries	$ 777,268	$ 766,013	$ 644,464	$ 665,803	$ 21,339
Benefits	354,178	319,787	333,907	363,126	29,219
Materials/Services/Supplies	1,257,971	1,323,787	1,507,454	1,920,639	413,185
Resource & Production	16,340,327	16,527,801	18,302,000	19,176,000	874,000
Interfund Services	1,088,130	1,280,030	1,379,915	1,541,315	161,400
In-Lieu/Franchise	613,134	624,562	660,000	680,000	20,000
Other Expenditures	—	—	—	459,603	459,603
Total Expenditures	$20,431,008	$20,841,980	$22,827,740	$24,806,486	$ 1,978,747
Revenue Category					
Intergovernmental	$ 437,485	$ 398,142	$ 350,000	$ 445,000	$ 95,000
Charges for Services	21,098,715	22,132,110	22,852,145	24,281,835	1,429,690
Op Transfers	(1,221,742)	(519,058)	(374,405)	79,651	454,056
Other Revenues	9,897	9,867	—	—	—
Total Revenues	$20,324,355	$22,021,061	$22,827,740	$24,806,486	$ 1,978,746
Full Time Equivalents (Budgeted)	6.75	6.10	5.50	5.55	0.05

Budget Overview and Significant Changes

Service Level Impact

The 0.05 FTE increase to the Solid Waste Program is the result of a partial reallocation of the Director of Public Works from the General Fund.

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. 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

Several multi-year agreements for Clean-Up Campaign (CUC) are expiring. Price increases are expected with the new procurements. The increase to the minimum wage is projected to increase CUC temporary staffing costs significantly.

Resource & Production changes from prior adopted budget
Existing agreements for collection, disposal, and processing have cost of living adjustments. The addition of more organic material landfill diversion increases costs because it is more expensive than landfill disposal.

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.

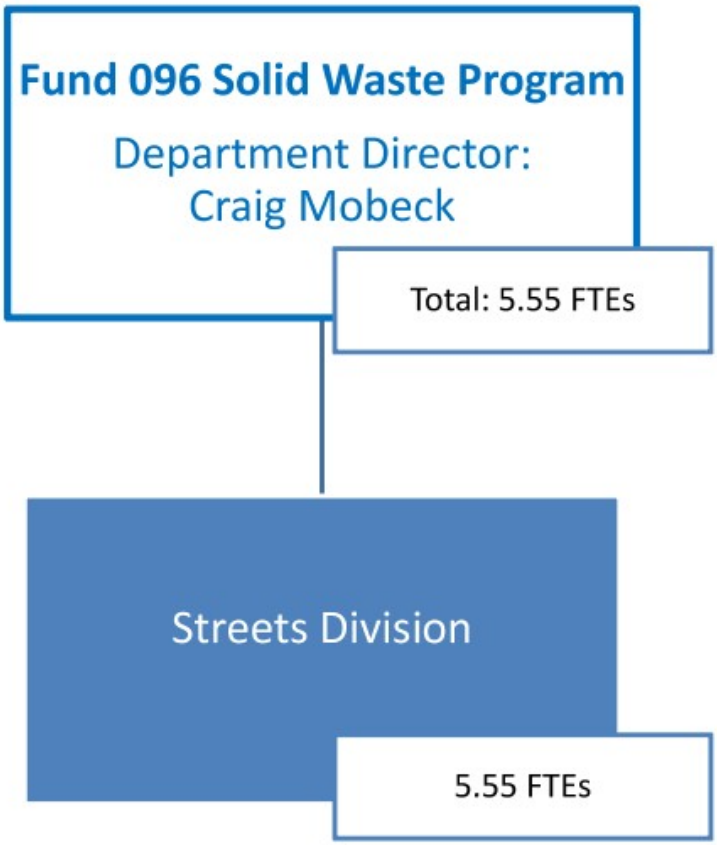
In-Lieu/Franchise changes from prior adopted budget
The City retains 5% of gross billings for garbage services as franchise fees.

Other Expenditures changes from prior adopted budget
The increase in Other Expenditures is primarily due to transfers out being reclassified to Expenditures from Revenues. Beginning in Fiscal Year 2018-19, the City will no longer budget transfers out as reductions to revenues, but will classify Transfers Out as increases to expenditures in each fund, as applicable.

Total Revenues

Total Revenues changes from prior adopted budget
Solid waste rates will be increased to match expenditures to attain full cost recovery.

City of Santa Clara
Divisional Organization Chart



Fund 096 Solid Waste Program

POSITION DETAIL

Fund 096 Solid Waste Program		2015/16 Adopted	2016/17 Adopted	2017/18 Adopted	2018/19 Budget	Position Change
Position Title						
Uncl	Director of Public Works	—	—	—	0.05	0.05
Uncl	Deputy Public Works Director	1.00	0.50	0.50	0.50	—
Uncl	Compliance Manager	—	0.10	—	—	—
Uncl	Environmental Programs Manager	—	—	0.50	0.50	—
G28	Street Sweeper Operator	3.00	3.00	3.00	3.00	—
A35	Solid Waste Foreman/Forewoman	1.00	1.00	—	—	—
A32	Staff Analyst I	—	1.00	1.00	1.00	—
A32	Code Enforcement Officer	—	—	0.10	0.10	—
A28	Time & Material Clerk	0.25	—	—	—	—
A26	Staff Aide II - Public Works/Recycling	1.00	—	—	—	—
A24	Office Specialist IV	—	0.25	0.15	0.15	—
A22	Office Specialist III	0.50	0.25	0.25	0.25	—
	Total Full Time Equivalents (Budgeted)	**6.75**	**6.10**	**5.50**	**5.55**	**0.05**

Fund 096 - Solid Waste Program
Division: Public Works - Streets Division

Fund 096 Solid Waste Program	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
2931-Garbage Collection	$13,895,899	$14,588,948	$15,835,352	$17,352,316	$ 1,516,964
2932-Clean Green Col	2,286,203	2,245,452	2,265,668	2,453,949	188,281
2933-Clean Up Campaign	1,687,679	1,353,517	2,002,841	2,164,069	161,228
2934-Residential Recycle	1,677,451	1,752,590	1,773,501	1,849,917	76,416
2935-Street Sweeping	821,728	862,088	853,516	917,882	64,366
2936-Household Hazardous Waste	62,048	39,351	96,862	68,353	(28,509)
Total Expenditures	$20,431,008	$20,841,946	$22,827,740	$24,806,486	$ 1,978,748
Full Time Equivalents (Budgeted)	6.75	6.10	5.50	5.55	0.05
Total Revenues	$20,324,355	$22,021,062	$22,827,740	$24,806,486	$ 1,978,746

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
- Administer 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 121,657	$ 142,867	$ 142,477	$ 137,492	$ (4,985)
Benefits	52,538	55,363	60,727	62,900	2,173
Materials/Services/Supplies	225,694	338,021	279,271	560,396	281,125
Resource & Production	12,082,892	12,509,392	13,712,000	14,313,000	601,000
Interfund Services	799,984	918,743	980,877	1,138,925	158,048
In-Lieu/Franchise	613,134	624,562	660,000	680,000	20,000
Other Expenditures	—	—	—	459,603	459,603
Total Expenditures	$ 13,895,899	$ 14,588,948	$ 15,835,352	$ 17,352,316	$ 1,516,964
Full Time Equivalents (Budgeted)	0.95	1.00	0.90	0.95	0.05

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Ensure that garbage collection contractor services all of regularly scheduled collection routes.	100%	100%	99%	99%	99%
2. Respond and resolve complaints of missed collection within one (1) working day of initial contact.	100%	100%	99%	99%	99%
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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 32,474	$ 27,977	$ —	$ —	$ —
Benefits	22,005	17,010	—	—	—
Materials/Services/Supplies	11,629	10,864	—	—	—
Resource & Production	2,217,246	2,186,463	2,262,000	2,451,000	189,000
Interfund Services	2,849	3,138	3,668	2,949	(719)
Total Expenditures	$ 2,286,203	$ 2,245,452	$ 2,265,668	$ 2,453,949	$ 188,281
Full Time Equivalents (Budgeted)	0.40	0.30	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 86,360	$ 80,954	$ 83,960	$ 88,982	$ 5,022
Benefits	33,781	30,642	33,883	37,693	3,810
Materials/Services/Supplies	976,805	919,501	1,130,600	1,272,552	141,952
Resource & Production	588,795	320,384	752,000	763,000	11,000
Interfund Services	1,938	2,036	2,398	1,842	(556)
Total Expenditures	$ 1,687,679	$ 1,353,517	$ 2,002,841	$ 2,164,069	$ 161,228
Full Time Equivalents (Budgeted)	0.60	0.55	0.50	0.50	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 154,114	$ 177,394	$ 120,502	$ 117,138	$ (3,364)
Benefits	63,667	54,540	70,176	73,310	3,134
Materials/Services/Supplies	13,401	15,400	3,757	6,517	2,760
Resource & Production	1,442,953	1,502,580	1,576,000	1,649,000	73,000
Interfund Services	3,316	2,676	3,066	3,952	886
Total Expenditures	$ 1,677,451	$ 1,752,590	$ 1,773,501	$ 1,849,917	$ 76,416
Full Time Equivalents (Budgeted)	1.35	1.00	1.20	1.20	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Ensure that recycling collection contractor services all of regularly scheduled collection routes.	100%	99%	100%	99%	99%
2. Respond and resolve complaints of missed collection within one (1) working day of initial contact.	100%	99%	100%	99%	99%

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 350,478	$ 318,217	$ 274,087	$ 302,744	$ 28,657
Benefits	166,910	153,442	156,660	177,726	21,066
Materials/Services/Supplies	25,298	37,745	33,575	44,575	11,000
Interfund Services	279,042	352,684	389,194	392,837	3,643
Total Expenditures	$ 821,728	$ 862,088	$ 853,516	$ 917,882	$ 64,366
Full Time Equivalents (Budgeted)	3.25	3.10	2.75	2.75	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Percent of sweeping complaints resolved within one (1) work day.	95%	99%	96%	98%	95%
2. Percent of residential streets swept on a bi-weekly basis.	97%	96%	96%	96%	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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 32,184	$ 18,603	$ 23,438	$ 19,447	$ (3,991)
Benefits	15,277	8,791	12,461	11,497	(964)
Materials/Services/Supplies	5,144	2,222	60,251	36,599	(23,652)
Resource & Production	8,442	8,981	—	—	—
Interfund Services	1,001	754	712	810	98
Total Expenditures	$ 62,048	$ 39,351	$ 96,862	$ 68,353	$ (28,509)
Full Time Equivalents (Budgeted)	0.20	0.15	0.15	0.15	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
The performance and workload measures for this program have been incorporated into the Urban Runoff Pollution Prevention Program (001/2924).					N/A

This page intentionally left blank.

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
Police - Fund 048 Amortization Fund	$ —	$ —	$ 520,488	$ 557,290
Total Expenditures	$ —	$ —	$ 520,488	$ 557,290
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenue	$ 235,279	$ 189,412	$ 520,488	$ 557,290

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Capital Outlay	$ —	$ —	$ 520,488	$ 557,290	$ 36,802
Total Expenditures	$ —	$ —	$ 520,488	$ 557,290	$ 36,802
Revenue Category					
Charges for Services	$ 235,279	$ 189,412	$ 350,000	$ 400,000	$ 50,000
Op Transfers	—	—	170,488	157,290	(13,198)
Total Revenues	$ 235,279	$ 189,412	$ 520,488	$ 557,290	$ 36,802
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
There is no reportable or significant change.

Total Revenues

Total Revenues changes from prior adopted budget
There is no reportable or significant change.

Fund 048 - Communication Acquisitions
Division: Police - Fund 048 Amortization Fund

Fund 048 Communication Acquisitions	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
7781-Communication Equipment Acquisition	$ —	$ —	$ 520,488	$ 557,290	$ 36,802
Total Expenditures	$ —	$ —	$ 520,488	$ 557,290	$ 36,802
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenue	$ 235,279	$ 189,412	$ 520,488	$ 557,290	$ 36,802

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Capital Outlay	$ —	$ —	$ 520,488	$ 557,290	$ 36,802
Total Expenditures	$ —	$ —	$ 520,488	$ 557,290	$ 36,802
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

This page intentionally left blank.

City of Santa Clara

The Center of What's Possible

Fund 050 - Vehicle Replacement Fund

Fund 050 Vehicle Replacement Fund

Fund 050 Vehicle Replacement Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
PW Streets & Auto Services - Fleet Management	$ 3,843,868	$ 5,113,578	$ 3,700,000	$ 4,400,000
Total Expenditures	$ 3,843,868	$ 5,113,578	$ 3,700,000	$ 4,400,000
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenue	$ 2,902,495	$ 3,980,183	$ 3,700,000	$ 4,400,000

Overview

Manage the lifecycle, replacement, procurement, up fit and disposal of all vehicles and equipment within the City.

Fund 050 Vehicle Replacement Fund

Mission

To promote and maintain the highest standards of personal and professional conduct among all involved with Fleet Management.

Significant Accomplishments

- Ensured all vehicles and equipment purchased met the highest air quality standards for on and off-road equipment by California Air Resources Board (CARB).
- Up fit 6 Patrol Vehicles in-house for Police Department.
- Replaced 60 fleet vehicles / equipment.

Significant Objectives

- Procure all equipment and vehicles identified for replacement during fiscal year.
- Evaluate most cost-effective means of procuring equipment and vehicles.
- Evaluate alternative fuel options before procuring new equipment.
- Collaborate with departments on replacement equipment and vehicles before each purchase.

Fund 050 Vehicle Replacement Fund

Fund Summary

Fund 050 Vehicle Replacement Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Capital Outlay	$ 3,843,868	$ 5,113,578	$ 3,700,000	$ 4,400,000	$ 700,000
Total Expenditures	$ 3,843,868	$ 5,113,578	$ 3,700,000	$ 4,400,000	$ 700,000
Revenue Category					
Charges for Services	$ 2,589,210	$ 2,966,248	$ 3,129,932	$ 3,727,373	$ 597,441
Op Transfers	—	800,000	470,068	522,627	52,559
Other Financing	313,285	213,935	100,000	150,000	50,000
Total Revenues	$ 2,902,495	$ 3,980,183	$ 3,700,000	$ 4,400,000	$ 700,000
Full Time Equivalents (Budgeted)	—	—	—	—	—

Budget Overview and Significant Changes

Service Level Impact

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

Expenditures

Capital Outlay changes from prior adopted budget

Capital Outlay changes based on costs for estimated fleet equipment scheduled for replacement.

Total Revenues

Total Revenues changes from prior adopted budget

Revenue based on estimated costs for fleet equipment scheduled for replacement.

Fund 050 - Vehicle Replacement Fund
Division: Fleet Management

Fund 050 Vehicle Replacement Fund	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
2111 - Fleet Acquisitions	$ 3,843,868	$ 5,113,578	$ 3,700,000	$ 4,400,000	$ 700,000
Total Expenditures	$ 3,843,868	$ 5,113,578	$ 3,700,000	$ 4,400,000	$ 700,000
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenue	$ 2,902,495	$ 3,980,183	$ 3,700,000	$ 4,400,000	$ 700,000

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Capital Outlay	$ 3,843,868	$ 5,113,578	$ 3,700,000	$ 4,400,000	$ 700,000
Total Expenditures	$ 3,843,868	$ 5,113,578	$ 3,700,000	$ 4,400,000	$ 700,000
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
1. Procure equipment and vehicles identified for replacement during fiscal year.	87%	75%	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.	100%	100%	100%	100%	100%

This page intentionally left blank.

City of Santa Clara

The Center of What's Possible

Fund 053 - Fleet Operations

Fund 053 Fleet Operations

Fund 053 Fleet Operations	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
PW Streets & Auto Services - Fleet Management	$ 3,895,030	$ 4,037,049	$ 4,689,432	$ 4,955,141
Total Expenditures	$ 3,895,030	$ 4,037,049	$ 4,689,432	$ 4,955,141
Full Time Equivalents (Budgeted)	15.00	15.75	15.75	15.75
Total Revenue	$ 4,149,616	$ 4,321,205	$ 4,689,432	$ 4,955,141

Overview

To provide support for the City's diverse fleet operations ensuring safe, cost-effective and sustainable maintenance, repair, fueling, replacement, and compliance of City-owned vehicles and equipment.

Fund 053 Fleet Operations

Mission

To promote and maintain the highest standards of personal and professional conduct among all involved with Fleet Management.

Significant Accomplishments

- Maintain over 90% preventive maintenance (PM) compliance.
- Begin replacement of 4 above ground diesel fuel tanks and upgrade with Fuel Management and Fuel Monitoring capabilities.
- Up fit 6 Patrol Vehicles in-house for Police Department.
- Completed 100% Biennial Inspection of Terminals (BIT) on applicable equipment as required by California Highway Patrol (CHP) regulations on or before due date.

Significant Objectives

- Begin replacement of 10 emergency standby generators.
- Complete construction on replacing 4 above ground diesel fuel tanks and installation of fuel management and monitoring systems.
- Install passive fueling technology on all new vehicles.
- Ongoing analysis of Fleet preventive maintenance program to maximize lifecycles and service availability.

Fund 053 Fleet Operations

Fund Summary

Fund 053 Fleet Operations	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Salaries	$ 1,292,741	$ 1,334,314	$ 1,545,522	$ 1,616,475	$ 70,953
Benefits	668,353	744,528	927,721	999,512	71,791
Materials/Services/Supplies	1,750,010	1,828,115	2,054,650	2,146,355	91,705
Interfund Services	183,926	130,092	161,539	175,499	13,960
Other Expenditures	—	—	—	17,300	17,300
Total Expenditures	$ 3,895,030	$ 4,037,049	$ 4,689,432	$ 4,955,141	$ 265,709
Revenue Category					
Intergovernmental	$ 8,841	$ 2,842	$ 4,000	$ 8,000	$ 4,000
Charges for Services	4,246,448	4,323,054	4,392,168	4,644,731	252,563
Op Transfers	(112,582)	(13,316)	290,064	299,410	9,346
Other Revenues	6,909	8,625	3,200	3,000	(200)
Total Revenues	$ 4,149,616	$ 4,321,205	$ 4,689,432	$ 4,955,141	$ 265,709
Full Time Equivalents (Budgeted)	15.00	15.75	15.75	15.75	—

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. 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

Costs attributed to the increase in costs of contractual work.

Interfund Services changes from prior adopted budget

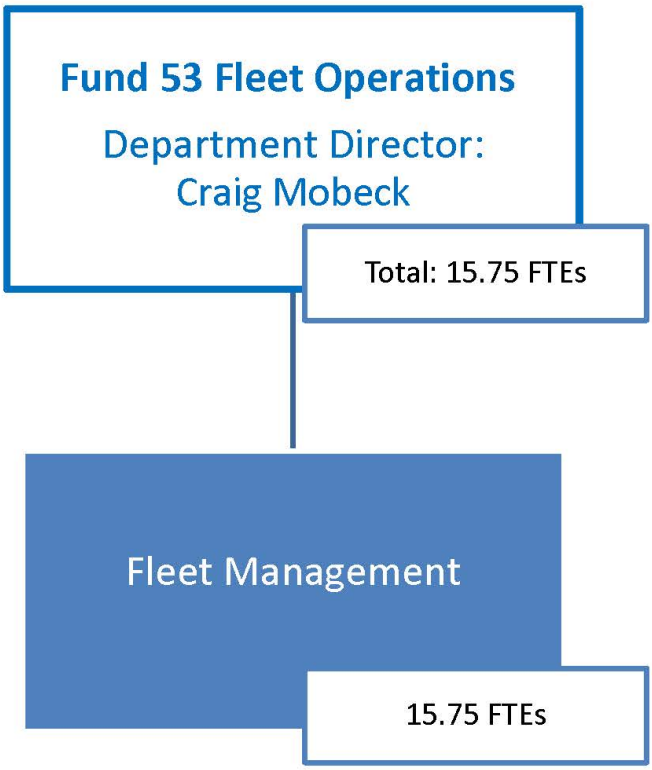
Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal Service Funds section of this budget document.

Other Expenditures changes from prior adopted budget
The increase in Other Expenditures is primarily due to transfers out being reclassified to Expenditures from Revenues. Beginning in Fiscal Year 2018-19, the City will no longer budget transfers out as reductions to revenues, but will classify Transfers Out as increases to expenditures in each fund, as applicable.

Total Revenues

Total Revenues changes from prior adopted budget
Revenue attributed to contractually agreed upon benefit and wage changes for those bargaining units with current contracts and contractual work.

City of Santa Clara
Divisional Organization Chart



Fund 053 Fleet Operations

POSITION DETAIL

Fund 053 Fleet Operations		2015/16 Adopted	2016/17 Adopted	2017/18 Adopted	2018/19 Budget	Position Change
Position Title						
Uncl	Deputy Public Works Director	—	0.05	0.05	0.05	—
Uncl	Fleet Manager	1.00	1.00	1.00	1.00	—
Uncl	Compliance Manager	—	0.20	0.20	0.20	—
Uncl	Public Works Supervisor	—	—	2.00	2.00	—
A30	Automotive Foreman/Forewoman	2.00	2.00	—	—	—
G28	Automotive Technician III	7.00	7.00	6.00	6.00	—
G22	Automotive Technician II	—	1.00	1.00	1.00	—
G20	Automotive Technician I	—	—	2.00	2.00	—
A26	Fleet Coordinator	—	—	1.00	1.00	—
A24	Auto Services Coordinator	1.00	1.00	—	—	—
A23	Fleet Assistant	1.00	1.00	—	—	—
A23	Senior Materials Handler	—	—	1.00	1.00	—
A22	Office Specialist III	—	0.40	0.40	0.40	—
A22	Office Specialist IV	—	0.10	0.10	0.10	—
A19	Account Clerk I	1.00	—	—	—	—
A19	Materials Handler/Auto Parts Technician	1.00	1.00	—	—	—
A15	Automotive Services Utility Worker	1.00	1.00	1.00	1.00	—
	Full Time Equivalents (Budgeted)	**15.00**	**15.75**	**15.75**	**15.75**	**—**

Fund 053 - Fleet Operations
Division: Fleet Management

Fund 053 Fleet Operations	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
2123-Fleet Operations	$ 3,895,030	$ 4,037,049	$ 4,689,432	$ 4,955,141	$ 265,709
Total Expenditures	$ 3,895,030	$ 4,037,049	$ 4,689,432	$ 4,955,141	$ 265,709
Full Time Equivalents (Budgeted)	15.00	15.75	15.75	15.75	—
Total Revenue	$ 4,149,615	$ 4,321,206	$ 4,689,432	$ 4,955,141	$ 265,709

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 to minimize costs and maximize serviceability.
- Biennial Inspection of Terminals (BIT) on applicable equipment as required by California Highway Patrol (CHP) regulations on or before due date.
- Comply with all City, County, and State regulatory agencies as it involves Fleet Operations.
- 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: Provide safe, cost effective, sustainable Fleet Management, Asset Management, and Fuel Management services to our customers.

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Salaries	$ 1,292,741	$ 1,334,314	$ 1,545,522	$ 1,616,475	$ 70,953
Benefits	668,353	744,528	927,721	999,512	71,791
Materials/Services/Supplies	1,750,010	1,828,115	2,054,650	2,146,355	91,705
Interfund Services	183,926	130,092	161,539	175,499	13,960
Other Expenditures	—	—	—	17,300	17,300
Total Expenditures	$ 3,895,030	$ 4,037,049	$ 4,689,432	$ 4,955,141	$ 265,709
Full Time Equivalents (Budgeted)	15.00	15.75	15.75	15.75	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 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 and equipment within two weeks of due date.	91%	90%	95%	90%	90%

City of Santa Clara

The Center of What's Possible

Fund 081 - Workers' Compensation

Fund 081 Workers' Compensation

Fund 081 Workers' Compensation	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
Citywide Programs	$ 3,504,744	$ 3,775,542	$ 4,000,000	$ 4,000,000
Total Expenditures	$ 3,504,744	$ 3,775,542	$ 4,000,000	$ 4,000,000
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenue	$ 4,530,785	$ 4,208,939	$ 4,000,000	$ 4,000,000

Overview

The City of Santa Clara began its self-insured workers' compensation program on July 1, 1982. The 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Materials/Services/Supplies	$ 2,855,607	$ 2,932,690	$ 2,988,395	$ 2,830,500	$ (157,895)
Interfund Services	649,137	842,852	1,011,605	1,169,500	157,895
Total Expenditures	$ 3,504,744	$ 3,775,542	$ 4,000,000	$ 4,000,000	$ —
Revenue Category					
Charges for Services	$ 4,000,000	$ 3,999,999	$ 4,000,000	$ 4,000,000	$ —
Other Revenues	530,785	208,940	—	—	—
Total Revenues	$ 4,530,785	$ 4,208,939	$ 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 2018-19, primarily due to 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.

Fund 081 Workers' Compensation
Division: Citywide Programs

Fund 081 Workers Compensation	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
0136-WorkersCompensation	$ 3,504,744	$ 3,775,542	$ 4,000,000	$ 4,000,000	$ —
Total Expenditures	$ 3,504,744	$ 3,775,542	$ 4,000,000	$ 4,000,000	$ —
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenue	$ 4,530,785	$ 4,208,940	$ 4,000,000	$ 4,000,000	$ —

Division Mission

To budget for Citywide Workers' Compensation costs, including insurance premiums and claims

Division: Citywide Programs
Program: 0136 - Workers' Compensation

Program Mission: To budget for Citywide Workers' Compensation costs, including insurance premiums and claims

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Materials/Services/Supplies	$ 2,855,607	$ 2,932,690	$ 2,988,395	$ 2,830,500	$ (157,895)
Interfund Services	649,137	842,852	1,011,605	1,169,500	157,895
Total Expenditures	$ 3,504,744	$ 3,775,542	$ 4,000,000	$ 4,000,000	$ —
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
Citywide Programs	$ 2,825,724	$ 5,587,132	$ 2,764,000	$ 3,510,400
Total Expenditures	$ 2,825,724	$ 5,587,132	$ 2,764,000	$ 3,510,400
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenue	$ 2,732,163	$ 5,953,235	$ 2,764,000	$ 3,510,400

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Materials/Services/Supplies	$ 1,618,341	$ 4,171,377	$ 1,191,000	$ 1,765,000	$ 574,000
Interfund Services	1,207,383	1,415,755	1,573,000	1,745,400	172,400
Total Expenditures	$ 2,825,724	$ 5,587,132	$ 2,764,000	$ 3,510,400	$ 746,400
Revenue Category					
Charges for Services	$ 2,136,900	$ 2,452,108	$ 2,764,000	$ 3,510,400	$ 746,400
Op Transfers	406,767	3,500,000	—	—	—
Other Revenues	188,496	1,127	—	—	—
Total Revenues	$ 2,732,163	$ 5,953,235	$ 2,764,000	$ 3,510,400	$ 746,400
Full Time Equivalents (Budgeted)	—	—	—	—	—

Budget Overview and Significant Changes

Service Level Impact

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

Expenditures

Materials/Services/Supplies changes from prior adopted budget

Materials/Service/Supplies are 48% higher than the 2017-18 budget primarily due to a projected increase in legal expenses for 2018-19.

Interfund Services changes from prior adopted budget

Interfund Services represent estimated insurance premiums costs, and reflects a projected increase of 11.0% for all insurance premiums in 2018-19.

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 27.0% projected for 2018-19 is primarily due to projected increases in insurance premiums and legal expenses.

Fund 082 - Special Liability Insurance
Division: Citywide Programs

Fund 082 Special Liability Insurance	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
0141-Special Liability Insurance	$ 2,321,070	$ 4,976,881	$ 2,093,000	$ 2,710,400	$ 617,400
0142-Special Liability Property Insurance	504,654	610,251	671,000	800,000	129,000
Total Expenditures	$ 2,825,724	$ 5,587,132	$ 2,764,000	$ 3,510,400	$ 746,400
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenue	$ 2,732,163	$ 5,953,235	$ 2,764,000	$ 3,510,400	$ 746,400

Division Mission

To budget for Citywide insurance costs related to general liability and property, including insurance premiums, claims, and related legal expenses.

Division: 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Materials/Services/Supplies	$ 1,618,341	$ 4,170,683	$ 1,191,000	$ 1,765,000	$ 574,000
Interfund Services	702,729	806,198	902,000	945,400	43,400
Total Expenditures	$ 2,321,070	$ 4,976,881	$ 2,093,000	$ 2,710,400	$ 617,400
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

Division: 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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Materials/Services/Supplies	$ —	$ 694	$ —	$ —	$ —
Interfund Services	504,654	609,557	671,000	800,000	129,000
Total Expenditures	$ 504,654	$ 610,251	$ 671,000	$ 800,000	$ 129,000
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

City of Santa Clara

The Center of What's Possible

Fund 087 - Unemployment Insurance

Fund 087 Unemployment Insurance

Fund 087 Unemployment Insurance	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget
Divisions				
Citywide Programs	$ 82,756	$ 83,847	$ 81,645	$ 71,000
Total Expenditures	$ 82,756	$ 83,847	$ 81,645	$ 71,000
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenue	$ 130,000	$ 125,000	$ 81,645	$ 71,000

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	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Expenditure Category					
Materials/Services/Supplies	$ 82,756	$ 83,847	$ 81,645	$ 71,000	$ (10,645)
Total Expenditures	$ 82,756	$ 83,847	$ 81,645	$ 71,000	$ (10,645)
Revenue Category					
Charges for Services	$ 130,000	$ 125,000	$ 70,000	$ 71,000	$ 1,000
Op Transfers	—	—	11,645	—	(11,645)
Total Revenues	$ 130,000	$ 125,000	$ 81,645	$ 71,000	$ (10,645)
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 2017-18, the budget has been set to draw down reserves over the next five years to achieve and maintain a level that will cover approximately $286k/year in claims.

Fund 087 - Unemployment Insurance
Division: Citywide Programs

Fund 087 Unemployment Insurance	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Programs					
0155-Unemployment Insurance Clearing Account	$ 82,756	$ 83,847	$ 81,645	$ 71,000	$ (10,645)
Total Expenditures	$ 82,756	$ 83,847	$ 81,645	$ 71,000	$ (10,645)
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenue	$ 130,000	$ 125,000	$ 81,645	$ 71,000	$ (10,645)

Division Mission

To budget for Citywide unemployment costs.

Division: Citywide Programs
Program: 0155 - Unemployment Insurance Clearing Account

Program Mission: To budget for Citywide unemployment costs

Category	2015/16 Actuals	2016/17 Actuals	2017/18 Adopted	2018/19 Budget	Budget Change
Materials/Services/Supplies	$ 82,756	$ 83,847	$ 81,645	$ 71,000	$ (10,645)
Total Expenditures	$ 82,756	$ 83,847	$ 81,645	$ 71,000	$ (10,645)
Full Time Equivalents (Budgeted)	—	—	—	—	—

Performance and Workload Measures	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2017/18 Adopted	2018/19 Budget
This program has no reportable performance and workload measures.					N/A

City of Santa Clara

The Center of What's Possible

Other Agencies

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 2018/19

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 2018/19

OPERATING INCOME	2017/18 Budget	2018/19 Adopted	Change
Space Rental	$ 2,800,000	$ 3,100,000	$ 300,000
Audio Visual	927,052	847,647	(79,405)
Telephone	300,000	300,000	—
Catering	2,647,923	2,650,000	2,077
Electrical	341,575	358,000	16,425
Advertisements	40,000	40,000	—
Other Income/Interest/Etc.	208,000	233,000	25,000
Total Operating Income	**$ 7,264,550**	**$ 7,528,647**	**$ 264,097**
Total Expenses	$ 7,146,834	$ 7,323,824 *	$ 176,990
Net Income/(Loss)	**$ 117,716**	**$ 204,823 ***	**$ 87,107**

* Includes $150,573 that is allocated to the Convention Center Reserve

CONVENTION-VISITORS BUREAU BUDGET

Fiscal Year 2018/19

OPERATING INCOME	2017/18 Budget	2018/19 Adopted	Change
Beginning Balance	$ 181,051	$ 136,451	$ (44,600)
City Contract	**$ 1,461,601**	**$ 1,490,246**	**$ 28,645**
Direct Income			
TID Reimbursement	$ 12,000	$ 12,000	$ —
Commissions	13,300	13,100	(200)
Other Income/Interest/Etc.	50	50	—
Direct Income Total	**$ 25,350**	**$ 25,150**	**$ (200)**
Total Operating Income	**$ 1,668,002**	**$ 1,651,847**	**$ (16,155)**
EXPENSES			
Convention Sales and Marketing	$ 1,045,156	$ 1,070,536	$ 25,380
Convention Service	138,939	156,462	17,523
Visitor Marketing and Communications	483,907	424,849	(59,058)
Total Expenses	**$ 1,668,002**	**$ 1,651,847**	**$ (16,155)**

This page intentionally left blank.

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 2018/19

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.

SPORTS AND OPEN SPACE AUTHORITY BUDGET

Fiscal Year 2018/19

	Golf Course Fund	SOSA Administration	Total
Estimated Revenues:			
Loan from General Contingency Reserve	$ 548,829	$ —	$ 548,829
Golf Course Revenue[1]	2,008,900	—	2,008,900
Total Estimated Revenues	**$ 2,557,729**	**$ —**	**$ 2,557,729**
Appropriations:			
Golf Course Expenditures[1]	$ 2,557,729	$ —	$ 2,557,729
Total 2018/19 Appropriations	**$ 2,557,729**	**$ —**	**$ 2,557,729**

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

Ten-Year Financial Plan

City of Santa Clara
The Center of What's Possible

2019/20 through 2028/29 Ten-Year Financial Plan

June 2018

ABOUT THIS REPORT

The purpose of the Ten-Year Financial Plan (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 ten-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 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 available economic reports, consultant recommendations (e.g., our sales tax consultant MuniServices and property tax consultant HdL), and input from other subject matter experts. The most current information available is incorporated into the 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 Budget Stabilization Reserve (formerly Working Capital Reserve), make additional contributions to the Capital Projects Reserve, which funded an increase in capital project funding, and allocate funding to the recently established Pension Trust Program to pre-fund pension obligations. Looking to fiscal year 2018/19 and beyond, the City is projecting that the regional economy will continue to grow at a moderate rate. However, due to rising pension costs it is projected that the City's expenditures will begin to outpace revenues in the next ten years.

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

Summing up Silicon Valley's economy and community is not an easy task. On the positive side, Santa Clara has experienced strong revenue growth and development activity. Unemployment is at a historic low with job growth outpacing the rest of the state and the nation, with mixed opinions on the result of rising housing prices and a significant increase in commercial and residential development activity. Looking to 2018/19 and beyond, the City is projecting that the regional economy will continue to grow. However a word of caution, the probability of a change to the local economy resulting in an economic slowdown, or another recession, increases as this growth continues.

The U.S. Economy is in its ninth consecutive year of expansion and most economists believe that the economic recovery will continue for the next few years. The Department of Commerce records show that the nation's Gross Domestic Product (GDP), the broadest measure of economic activity, has continued to rise over the last four years. In addition soaring consumer confidence, a healthy job market and improving retail sales are giving the U.S. economy a further boost.

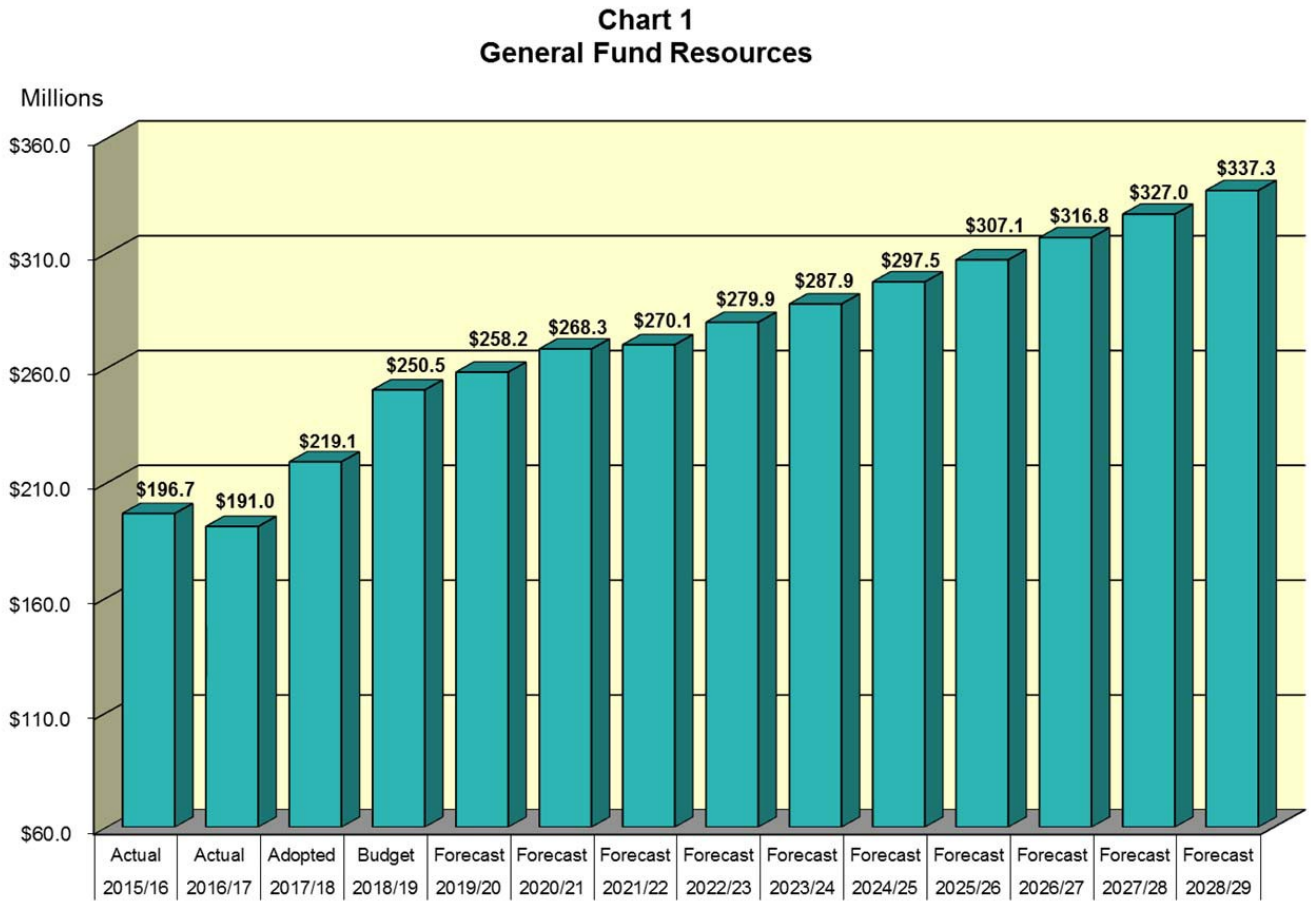
Over the last five years, job growth picked up significantly and unemployment rates have continued to decline to more healthy levels, particularly in Silicon Valley. According to data from the Bureau of Labor Statistics, the national unemployment rate peaked at 10.0% in October 2009, the first time the rate had been at 10% or above since 1983. Over the last 12 months, the U.S. unemployment rate has declined from 4.4% in April 2017 to 3.8% in May 2018.

California's economy is projected to remain strong with continued job growth, pressure to raise salaries and hourly rates of pay, and a robust technology industry. 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 5.2% in March 2017 to 4.3% in March 2018. Santa Clara County's and the City of Santa Clara's experience over the last year have been similar with March unemployment rates declining from 3.4% to 2.6% and 2.7% to 2.5%, respectively.

CITY OF SANTA CLARA'S GENERAL FUND

Total General Fund resources are estimated at $250.5 million in 2018/19, representing an increase of $31.4 million or 14.3% when compared to the adopted 2017/18 budget (see Chart 1). The primary reason for this increase is due to a restructuring in budgeting the way transfers are shown in the 2018/19 budget; previously transfers were shown as net transfers in the revenue section of the budget. This budget reflects transfers-in as a revenue and transfers-out as an expenditure. In addition, there were increases in Property Tax, due to rising home prices and in Contribution In-Lieu of Taxes received from Silicon Valley Power based on projected increases in customer service charges for electric usage.

As shown in Chart 1, General Fund resources are expected to grow at an average annual rate of 3% in the future years as moderate economic growth continues, reaching an estimated $337.3 million by the end of the forecast period (i.e., 2028/29).



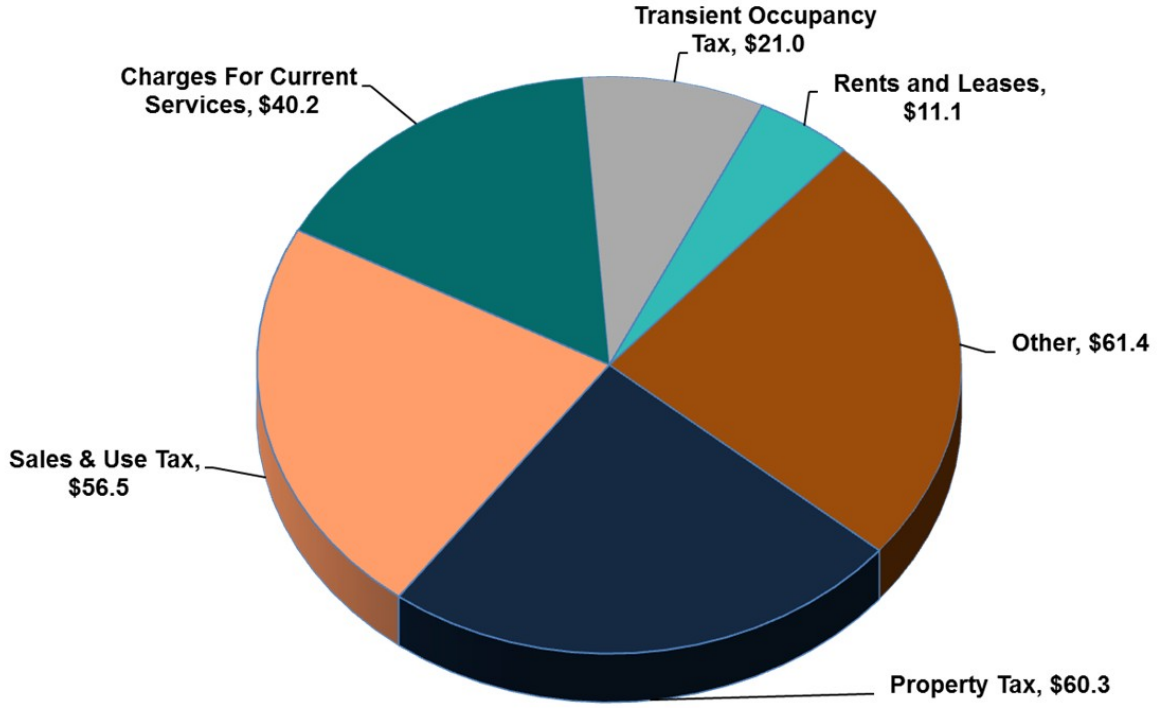
Note: Revenue for years 2018/19 through 2022/23 include transfers-in from the General Fund Capital Reserve Fund to fund projects listed in the City's five-year Capital Improvement Program (CIP) Budget.

Sources of General Fund Revenues

Major sources of General Fund revenue are shown below in Chart 2. Sales tax and property tax comprise the largest individual sources of General Fund revenues, representing a combined $116.8 million or 46.6% of the total. These and other major sources of revenue are described on the following pages.

Chart 2
2018/19 General Fund Resources

Total General Fund Resources = $250.5 Million



Sales Tax

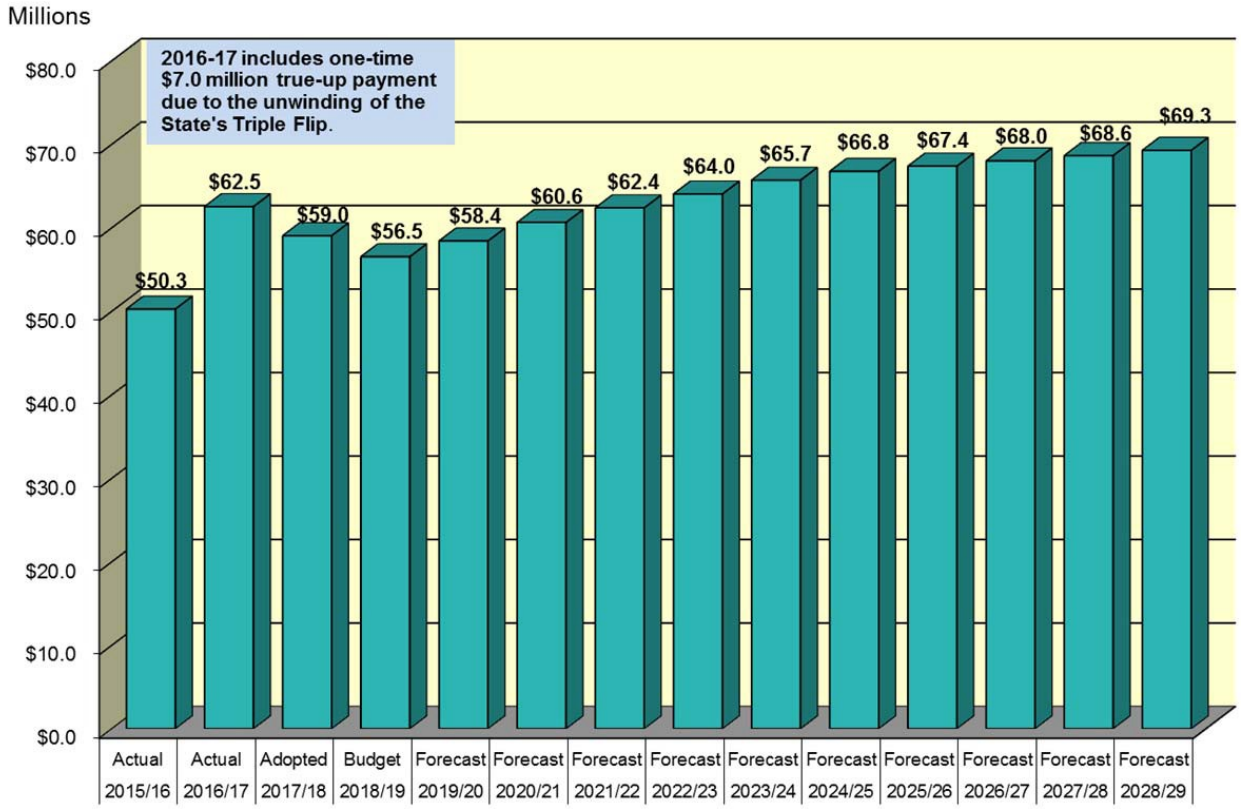
Santa Clara's sales tax collections are directly influenced by local, regional, national, and international economic and business cycles. Because of this, sales tax collections are one of the most economically sensitive General Fund revenue sources. As one of the City's largest revenue sources, sales tax collections reached a dot-com high of $51.1 million in 2000/01. After falling almost $17.0 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 2018/19 (see Chart 3).

The 2016/17 fiscal year included a one-time $7.0 million true-up payment due to the unwinding of the State'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).

The 2018/19 projection of $56.5 million is a decrease of $2.5 million when compared to the prior year. This projection is based on information from the City's 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.

Collections are expected to grow at an average annual rate of 2.1% over the ten-year forecast period. Based on these projections, annual collections will continue to surpass the 2000/01 all-time high of $51.1 million.

Chart 3
General Fund Sales Tax Revenue



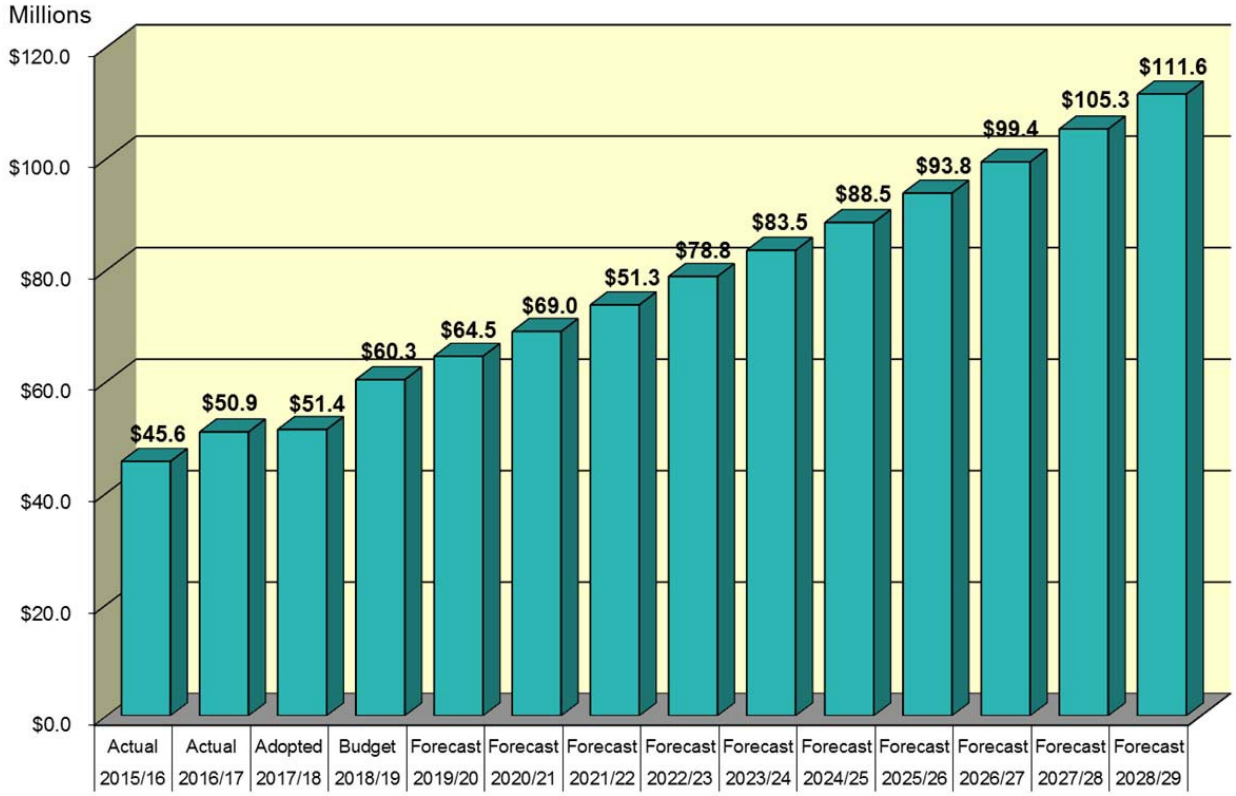
Property Tax

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 2.0% or the percent change in the October to October California Consumer Price Index (CCPI). For 2018/19 the adjustment factor based on CCPI is 2.0%.

Property tax revenue for fiscal year 2018/19 is projected at $60.3 million, $8.9 million or 17.4% increase from the 2017/18 Adopted Budget of $51.4 million. Assessed valuation growth on secured property is projected at 2.4% based on rising home values plus the value of new construction projects being added to the rolls (see Chart 4). The Property Tax projection is based on information provided to the City from our third party property tax consultant, Hdl.

Note that these projections do not include new property tax collections for development projects that are either already entitled or currently under review. This Ten-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 projections reflected below in Chart 4.

Chart 4
General Fund Property Tax Revenue



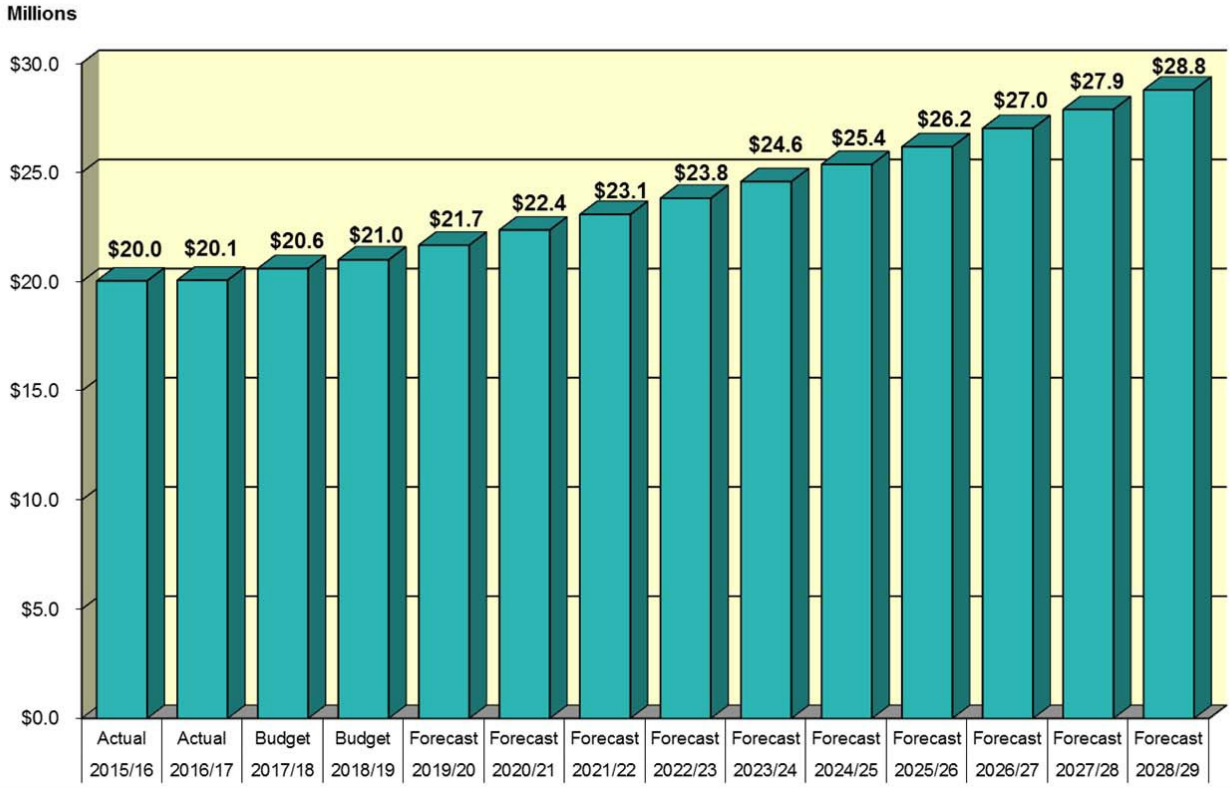
Transient Occupancy Tax

Transient Occupancy Tax (TOT), also known as hotel/motel tax, is another key revenue source for the General Fund. 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 2017/18 with year-end collections expected to reach over $20.0 million (influenced by high weekday demand from tech companies, Convention and Visitors Bureau bookings, and Levi's Stadium events).

Transient Occupancy Tax (TOT) is calculated as a percentage of City hotel/motel room charges. The City's current TOT rate is 9.5%. This revenue stream is extremely sensitive to changes in economic conditions and can vary greatly from year-to-year based on occupancy and room rates. TOT revenue is budgeted to remain relatively flat at $21.0 million for 2018/19; this is slightly above the 2017/18 Adopted Budget of $20.6 million (see Chart 5).

The forecast model projects that future TOT collections will grow at a rate of 3.2% per year from 2018/19 through the end of the Plan horizon in 2028/29. Although 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 $40.2 million in 2018/19, down by $1.1 million or 2.7% over the 2017/18 budget of $41.3 million. This decrease is primarily due to moving Fire prevention fee revenue from Charges for Current Services to Business Tax revenue to accurately reflect the correct revenue category.

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 of ($18.9 million), HazMat charges ($2.9 million), planning and engineering fees ($8.0 million), and various other customer service fees. The amount charged to outside entities and other funds also includes $5.7 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 5.0% of gross revenues to the General Fund as contribution-in-lieu of taxes (CLT). For 2018/19, CLT is projected to total $23.1 million. The forecast is that CLT will increase to $33.9 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 Ten-Year Financial Plan.

Rents and Leases

In 2018/19, revenue recorded as Rents and Leases is estimated to total $11.1 million. The amount projected for 2018/19 includes the ground lease with the Santa Clara Stadium Authority for the Levi's Stadium site (includes ground rent and performance rent totaling $3.0 million), right-of-way rental fees charged to the water and sewer utilities ($3.3 million), and other smaller leases ($4.6 million). Growth projections for the Ten-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. The City's portfolio return has increased over the last year with the April 2018 earnings return at 1.55%. 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 $4.0 million in interest in 2018/19.

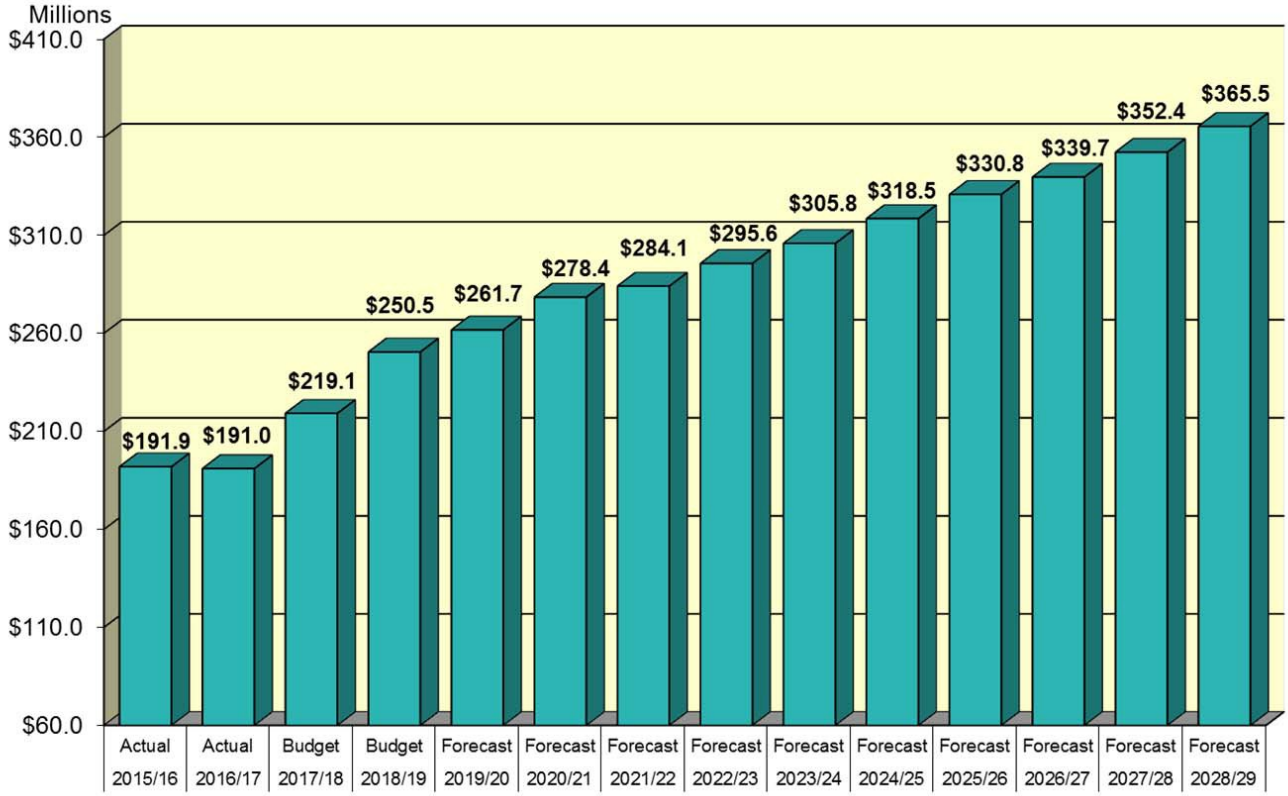
Expenditures

Chart 6 provides historic information on General Fund expenditures. Expenditures are projected to grow to $250.5 million in 2018/19 and to $365.5 million by the end of the forecast period. Despite actions to reduce expenditure growth, the primary growth driver continues to be increases in salary and benefit costs. On December 21, 2016, the CalPERS Board of Administration approved lowering the CalPERS discount rate assumption, the long-term rate of return, from 7.5% to 7.0% over the next three years. This will increase the City's contribution costs beginning in 2018/19. Lowering the discount rate means that the City will see increases in both the normal cost (the cost of pension benefits accruing in one year for active members) and the unfunded accrued liability.

Also of importance in this budget is the clear indication of transfers as transfers-in (revenue) and transfers- out (expenditure/expense) versus showing net transfers in the revenue section. This budget change accounts for $12.8 million of the increase in General Fund expenditures from the Adopted 2017/18 Budget to the Proposed 2018/19 Budget.

Consistent with calendar year Memorandums of Understanding (MOUs), 2018/19 includes general salary adjustments and other benefit enhancements for bargaining groups that have current agreements with the City.

Chart 6
General Fund Expenditures



Note: Expenditures for years 2018/19 through 2022/23 include transfers-out from the General Fund Capital Reserve Fund to fund projects listed in the City's five-year Capital Improvement Program (CIP) Budget.

As shown in Charts 7 and 8, Salary & Benefit costs represent the majority ($184.8 million) of budgeted 2018/19 operating expenditures. Salary & Benefit costs as a percentage of total operating expenditures grew from 71.8% in 2015/16 to 73.8% in 2018/19 (see Chart 9). Significant factors driving this growth include the addition of new funded positions, negotiated labor agreements, and rising pension costs.

Chart 7
General Fund Salary & Benefit Expenditures

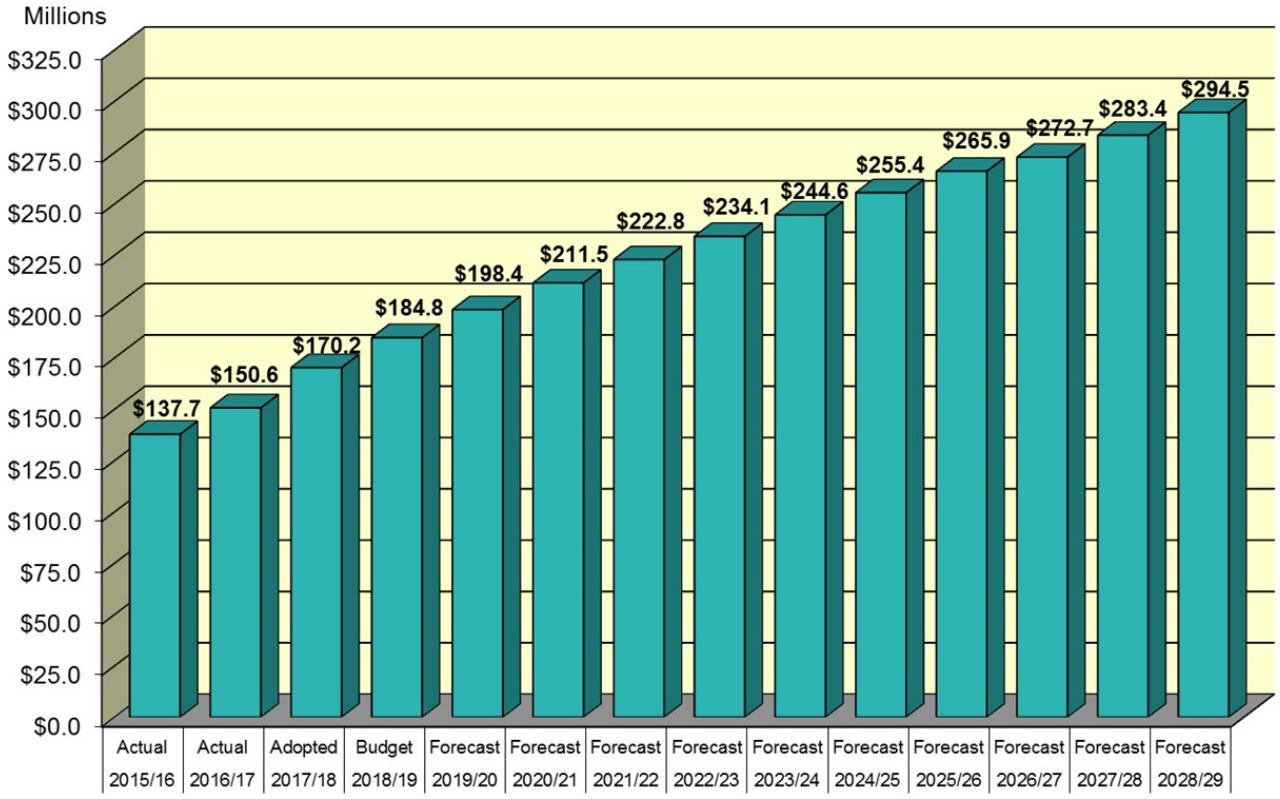


Chart 8
2018/19 General Fund Expenditure Components
Total General Fund Expenditures = $250.5 Million

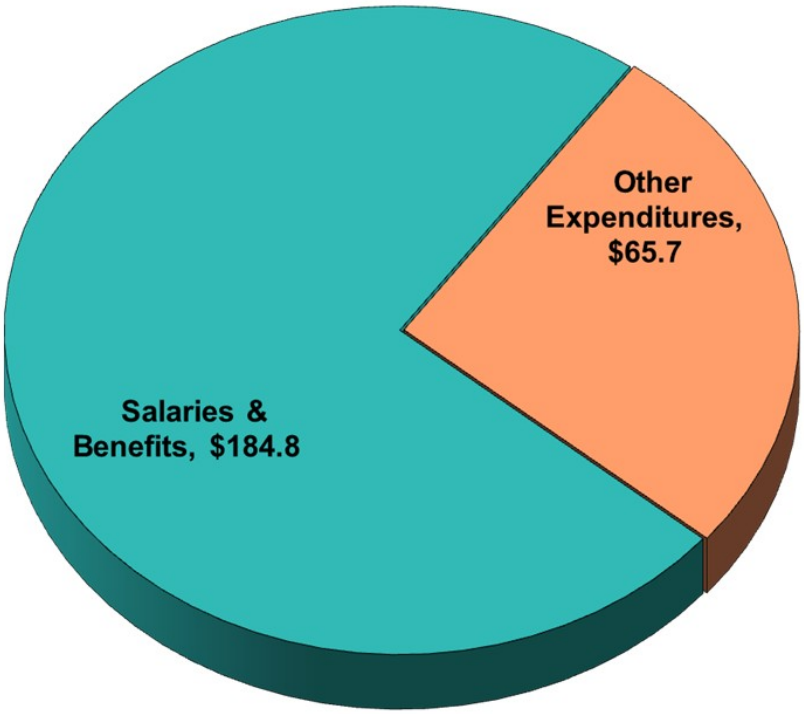
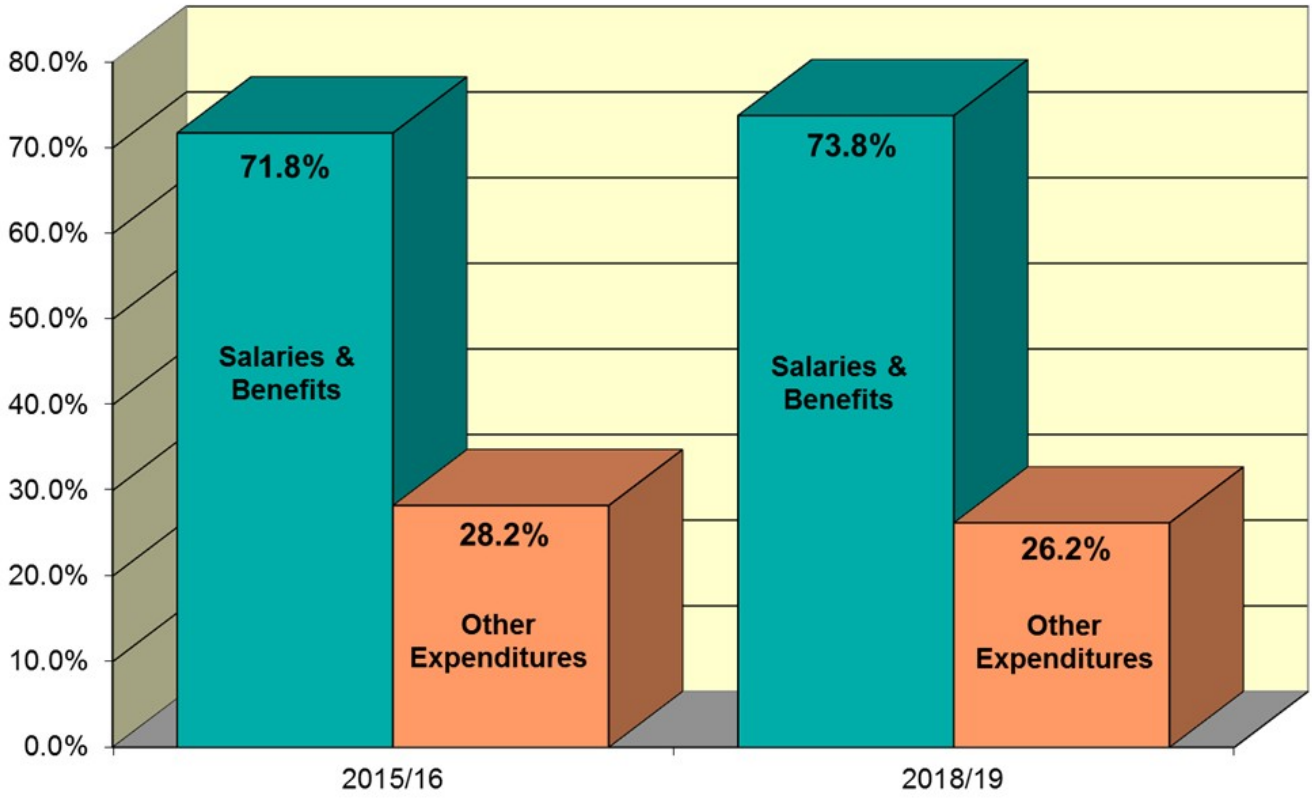


Chart 9
Time Comparison of Major Expenditure Categories



Retirement Costs

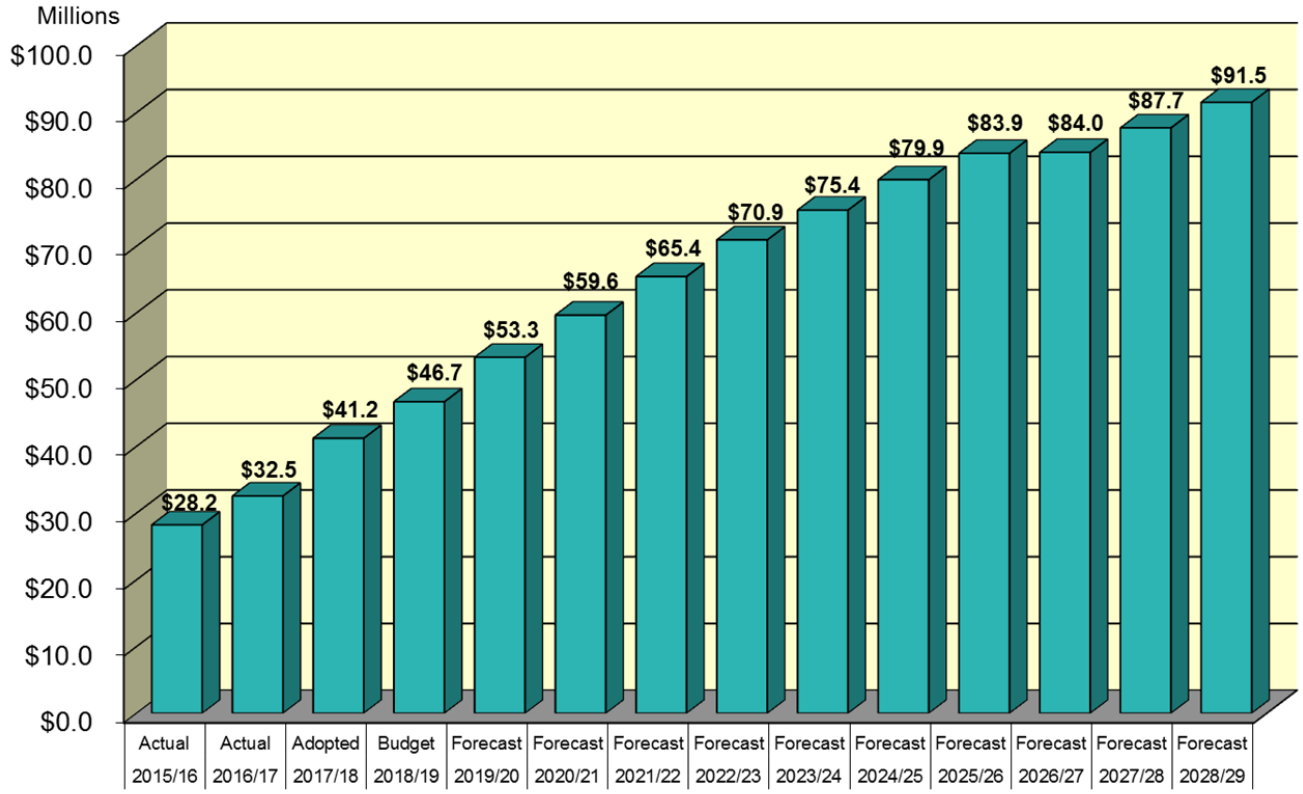
The City contributes to the California Public Employees Retirement System (CalPERS), which provides a defined benefit plan for participating public entities within the State of California. CalPERS offers a menu of benefit provisions that are established by State statutes within the Public Employee Retirement Law. The City selected its benefit provisions from the benefit menu by contract with CalPERS and adopted those benefits through local ordinance, following negotiations with employee bargaining groups.

The City's two defined benefit pension plans (Miscellaneous Plan and Safety Plan) with CalPERS provide retirement and disability benefits, annual cost-of-living adjustments, and death benefits to plan members and beneficiaries. Benefits for employees in the Miscellaneous Plan and Safety Plan vest after five years of CalPERS credited service. The retirement benefits under both plans are based on the retiree's age, years of CalPERS credited service, and a benefit factor of 2.7% at age 55 for Miscellaneous Plan members and 3.0% 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 2011/12, General Fund pension costs were $18.9 million; seven years later, 2018/19 pension costs are projected to be $46.7 million. As shown in Chart 10, retirement payments on behalf of employees are expected to rise dramatically as required employer rate increases are rolled in to make up for investment losses, 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 Ten-Year Financial Plan period, PERS expenditures are projected to reach an estimated $91.5 million and consume an estimated 27.1% 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 were implemented over a five year period beginning in 2016/17.

On December 21, 2016, the CalPERS Board approved lowering the investment earnings assumption (discount rate) downward from 7.5% to 7.0% over the next three years. This change will increase rates beginning in Fiscal Year 2018/19. Most recently, in February 2018, the CalPERS Board approved shortening the period over which actuarial gains and losses are amortized from 30 years to 20 years for new pension liabilities. This policy will become effective as of the June 30, 2019 CalPERS actuarial valuations.

Year-by-year pension rate projections are shown below 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	33.430%	47.317%
2018/19	35.928%	51.348%
2019/20	40.100%	56.200%
2020/21	42.800%	60.300%
2021/22	45.000%	64.300%
2022/23	46.900%	67.600%
2023/24	48.000%	69.600%
2024/25	49.000%	71.500%
2025/26	49.600%	72.600%
2026/27	45.100%	73.400%
2027/28	45.400%	74.100%
2028/29	45.800%	74.700%

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, 2016 (the most recent actuarial valuation date) the unfunded liability increased to $504.7 million with the funded status decreasing to 60.4% for the Miscellaneous Plan and 64.6% for the Safety Plan.

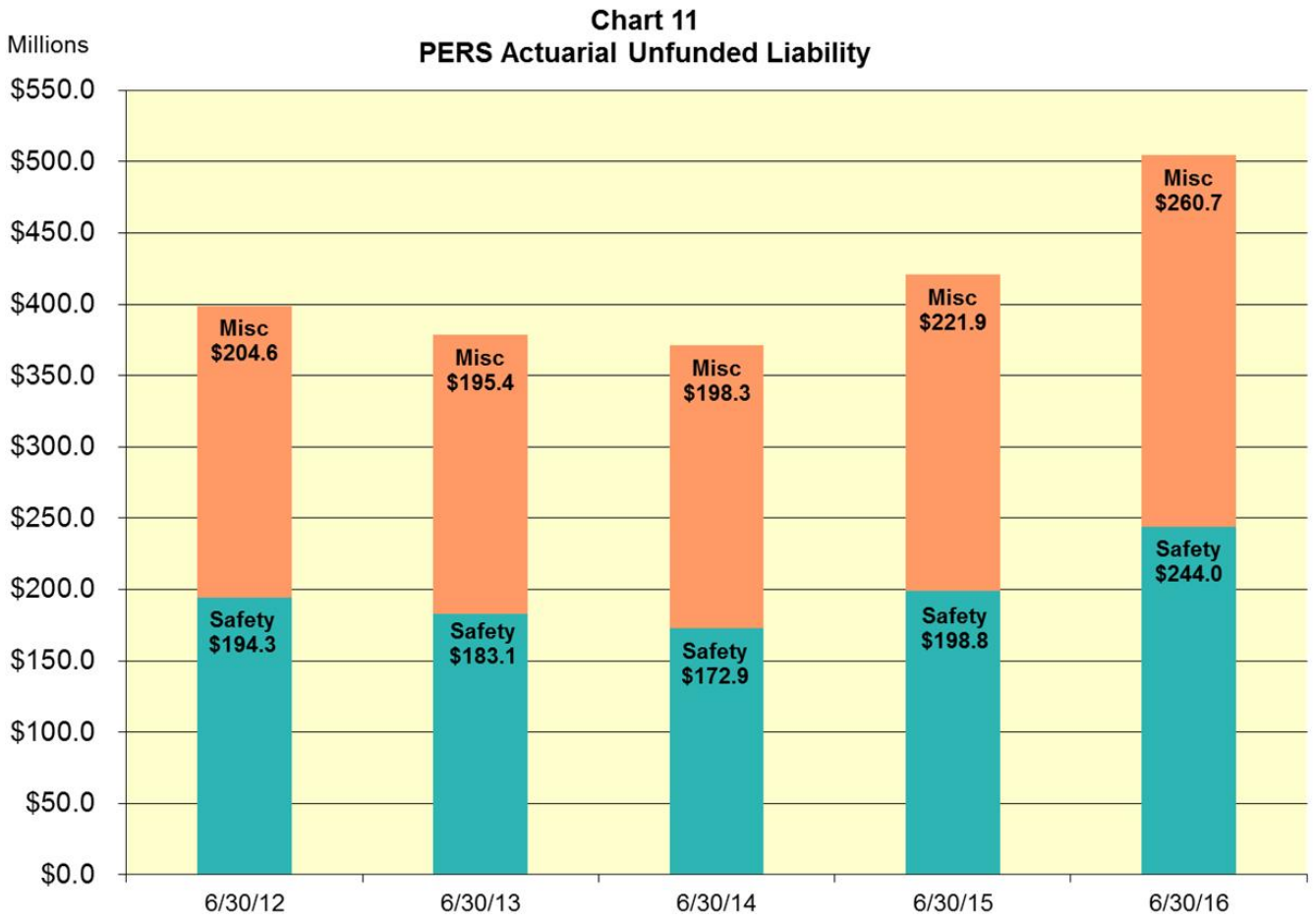


Chart 11
PERS Actuarial Unfunded Liability
Millions
$550.0
$500.0
$450.0
$400.0
$350.0
$300.0
$250.0
$200.0
$150.0
$100.0
$50.0
$0.0
Misc $204.6
Safety $194.3
Misc $195.4
Safety $183.1
Misc $198.3
Safety $172.9
Misc $221.9
Safety $198.8
Misc $260.7
Safety $244.0
6/30/12
6/30/13
6/30/14
6/30/15
6/30/16

Budget Deficits Projected for the Forecast Horizon

The Plan shows a General Fund budget deficit beginning in 2019/20 and continuing to grow throughout the forecast (as shown in Chart 13). While revenues are anticipated to continue to grow at a moderate pace during the ten-year forecast, expenditures are projected to outpace revenues beginning in 2019/20. The primary drivers behind the higher growth rate for expenditures continue to be rising pension costs and increases in salary and other benefit costs.

The 2018/19 General Fund budget is balanced. However, there was not sufficient funding to budget for transfers to the Budget Stabilization Reserve (formerly the Working Capital Reserve) or to the Capital Projects Reserve. It is anticipated that staff will bring forward a recommendation to allocate funding towards these reserve funds if the FY 2017/18 General Fund includes a surplus at year-end.

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. In addition, this forecast does not include a possible recession scenario.

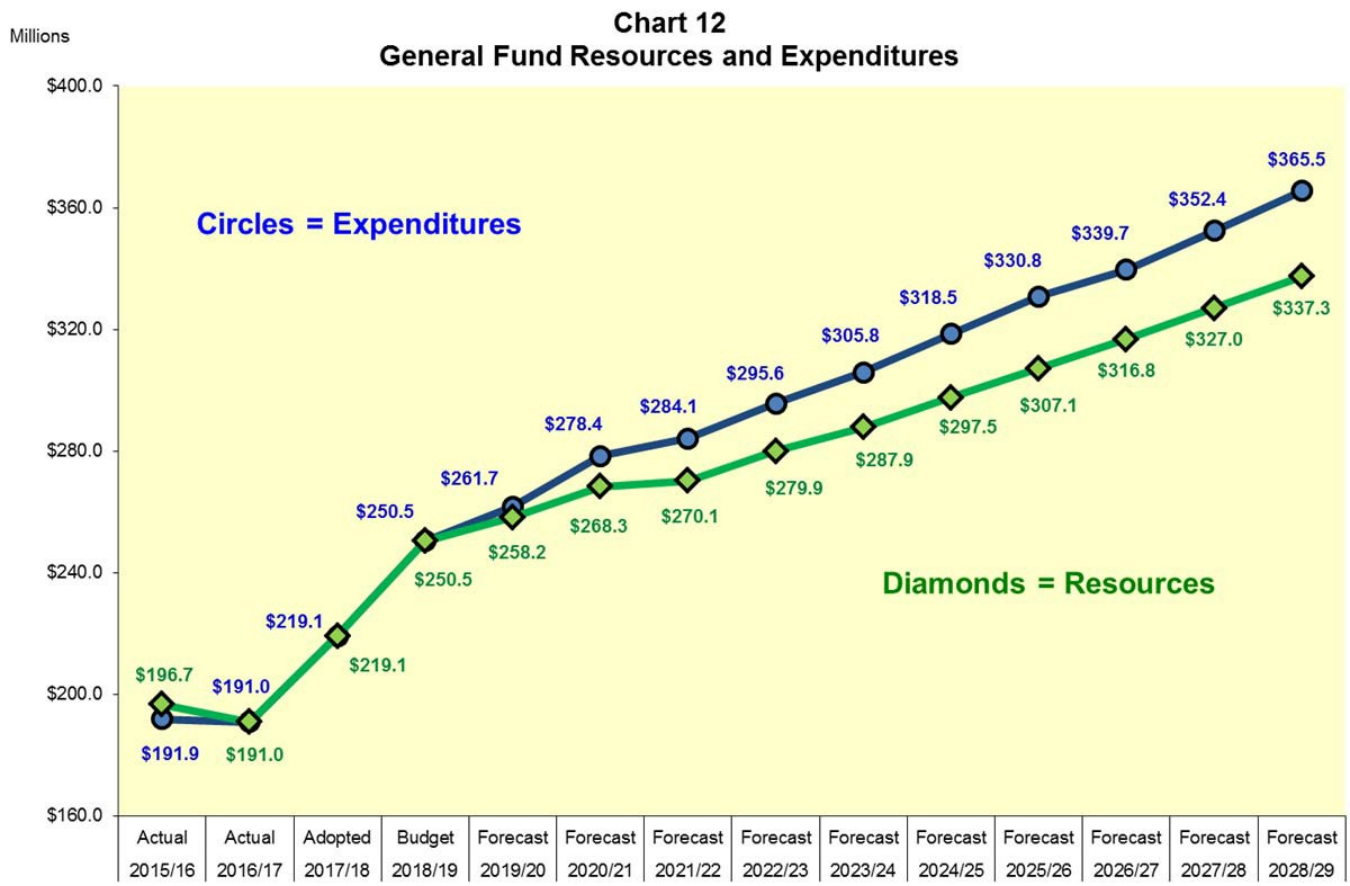
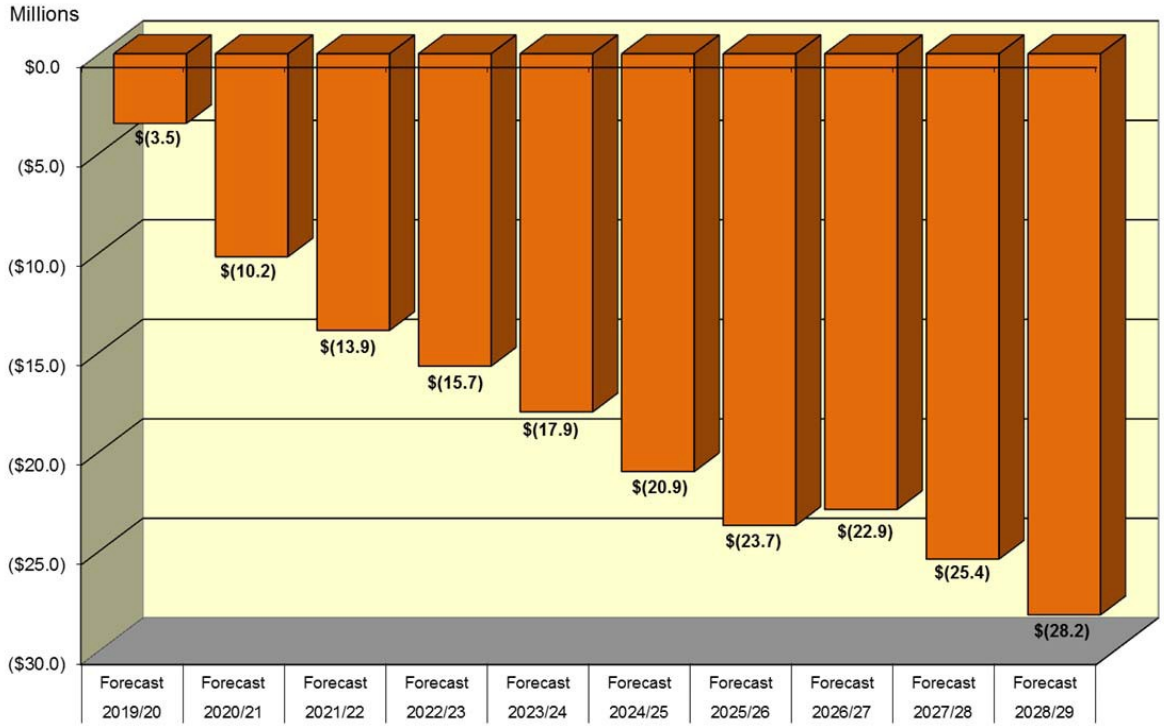
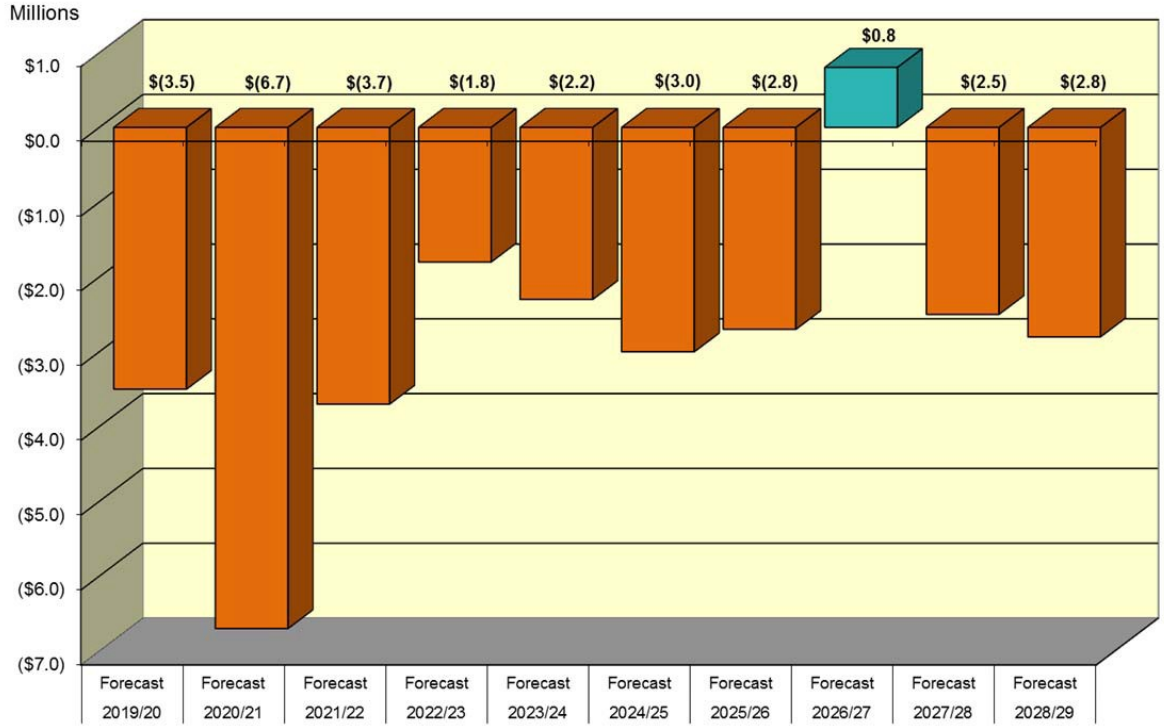


Chart 13
General Fund Operating Surplus/(Deficits)



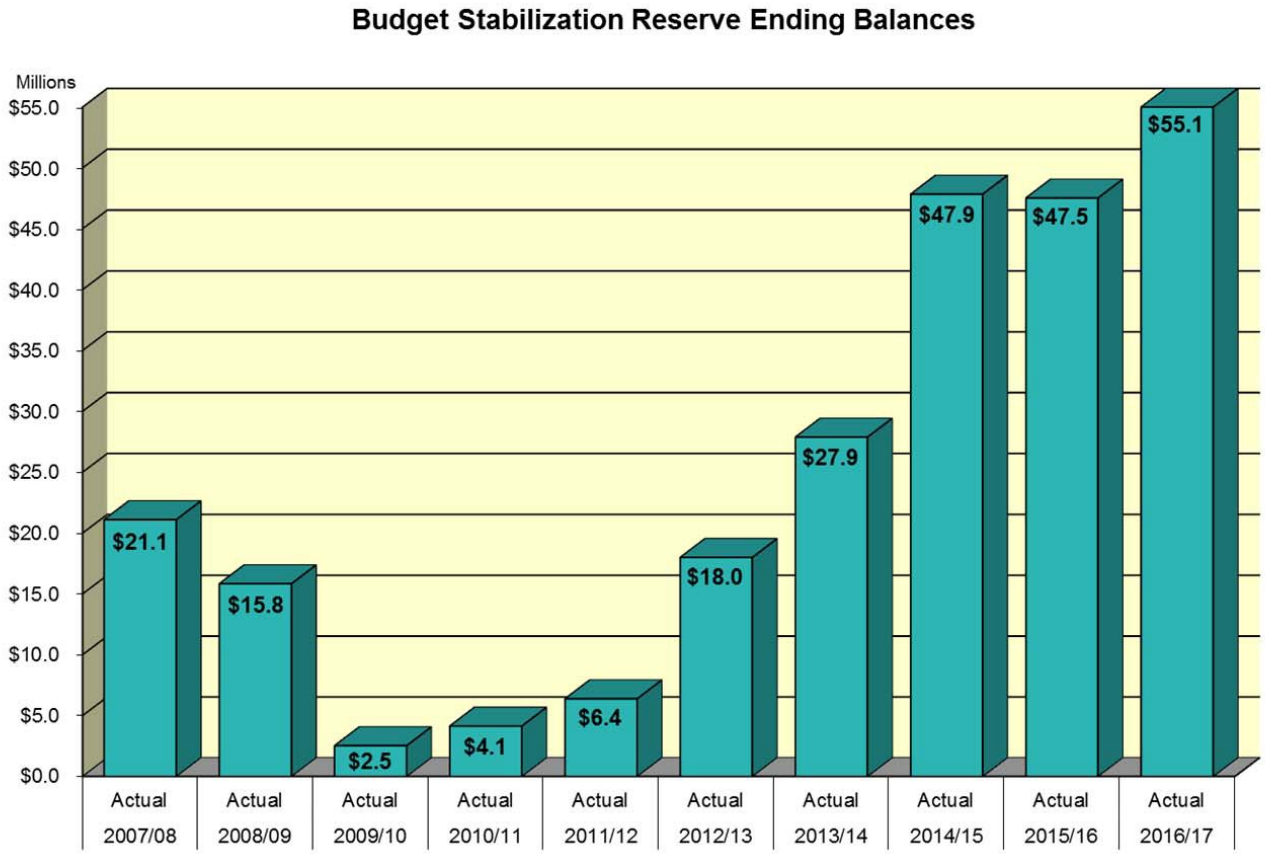
By committing to correct the deficit each year through fiscal discipline and addressing the annual deficits with cost reductions, alternative service delivery options, or increasing revenue, the year-over-year deficits are forecasted to range between $1.8 million to a high of $6.7 million (see Chart 14).

Chart 14
General Fund Net Operating Margin

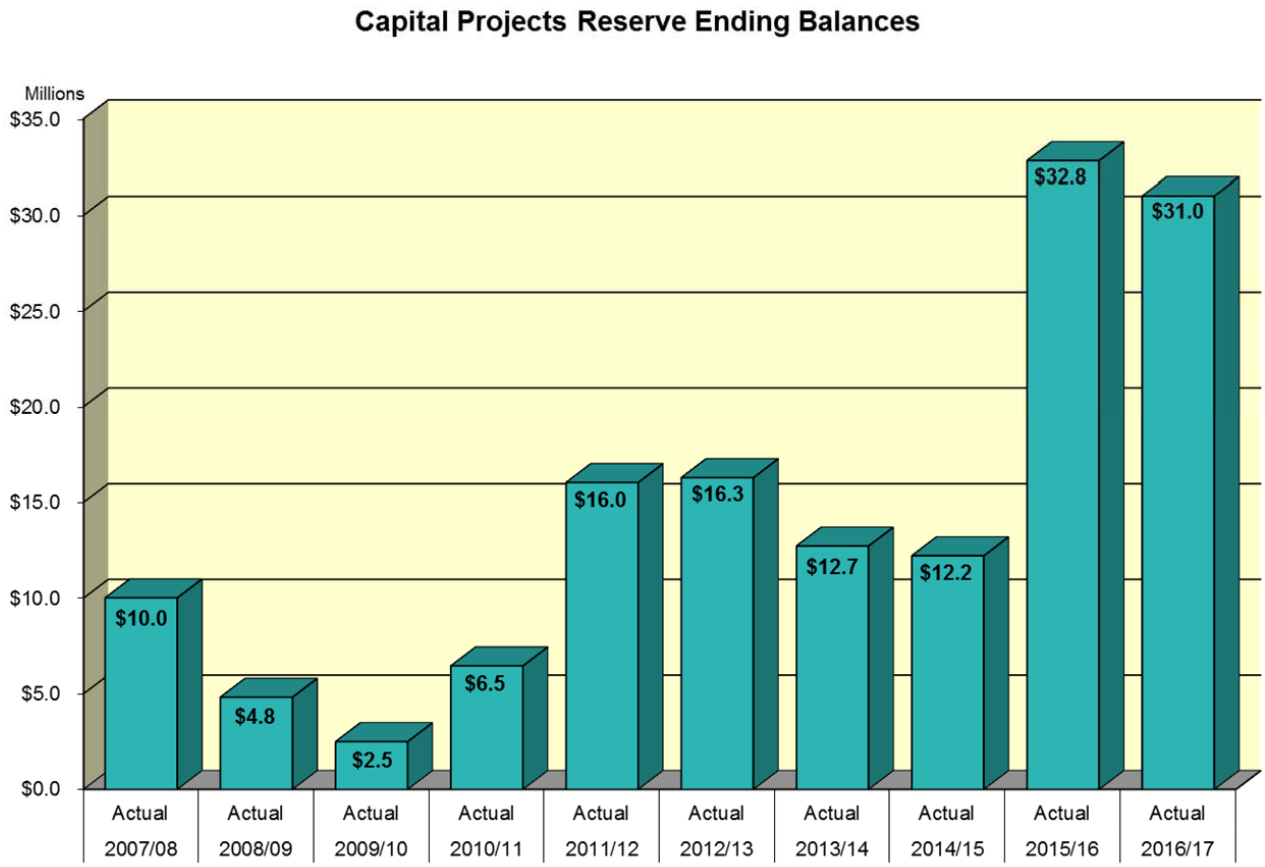


Reserves

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*. To differentiate the Working Capital Reserve from the Capital Projects Reserve and to better reflect the purpose of this reserve, staff is recommending renaming the Working Capital Reserve to Budget Stabilization Reserve. The Budget Stabilization Reserve (BSR) is set aside to protect vital General Fund services through economic downturns, emergency financial crisis, or disaster situations. The reserve target is equal to the expenditures of the City's General Fund operations for three months (90-days or 25% of budgeted appropriations).The BSR reserve level for the end of FY 2017/18 is currently projected to be $55.1 million. Per Council policy, the FY 2018/19 BSR level needs to be set at $59.3 million, which is adjusted upward to reflect an increase in expenditures. To make up the shortfall of $4.2 million, as part of closing the current fiscal year budget, staff will bring forward a recommendation to allocate $4.2 million of the current estimated FY 2017/18 General Fund surplus of a projected $7 million.



The Capital Projects Reserve is set aside to fund the portion of the City's Capital Improvement Program (CIP) 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 $5.0 million in the Capital Projects Reserve. The Proposed FY 2018/19 & FY 2019/20 CIP Budget includes the expenditure of Capital Projects Reserves in the amount of $10.1 million in FY 2018/19 and $7.8 million in FY 2019/20. The remaining balance in the Capital Projects Reserve in FY 2018/19 equals $20.8 million and is allocated towards approved projects included in the Capital Improvement Program Budget. It is estimated that the Capital Projects Reserve will be depleted by the end of fiscal year 2022/23, with an unfunded balance of $1.2M, if no additional action is taken by the City Council to replenish this fund. As with the Budget Stabilization Reserve, the Fiscal Year 2018/19 Proposed General Fund Operating budget does not anticipate any savings and/or surpluses; therefore, no transfer of funds have been included to the 2018/19 Capital Projects Reserve. However, as part of closing the FY 2017/18 Budget, the City Council may allocate a portion of the projected General Fund surplus to the Capital Projects Reserve.



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 55,000 City customer accounts. In calendar year 2017, the SVP served approximately 1,660 industrial accounts that comprised 90% of the City's load and more than 88% 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, wholesale power trading, free outdoor Wi-Fi (powered by SVP Meter Connect) and dark fiber leasing services -- all of which makes SVP a successful and reliable resource for the City and its citizens. SVP owns power generation facilities, invests in joint ventures on generation and transmission projects, and trades wholesale 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 due to high-tech load growth, SVP remains dedicated to responsive, low cost and reliable customer service.

Over the next ten 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, and to offer 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, SVP will take significant measures to proactively comply with continually increasing legislative and regulatory mandates such as California's Renewable Portfolio Standard (RPS) and the Cap-and-Trade Program. The State's RPS program requires electric service providers to increase procurement of eligible renewable resources to 33% of total procurement by 2020, and in 2015 the Governor signed Senate Bill 350 increasing that to 50% of total procurement by 2030. While SVP already exceeded state-wide RPS goals for Compliance Period 1 and 2 (2011-2016) and expects to fulfill the requirement for Compliance period 3 (2017-2020), the RPS requires SVP to continue its support of this broad range of programs encouraging wise use of energy resources, especially renewable energy generation. The California Cap-and-Trade Program began in mid-2012 and intends to cap and reduce CO2 emissions by auctioning emission allowances and investing the proceeds in consumer benefits such as energy efficiency, renewable energy, and other clean energy technologies. At the 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. Furthermore, Fitch Ratings upgraded the rating on SVP's revenue bonds to AA- from A+ and Standard and Poor's Global Ratings revised SVP's outlook to stable from negative, reinforcing the need to maintain a positive net income during normal operating years and keep Electric Utility reserves over the
$120 million target.

The cost of producing and procuring energy is projected to increase primarily due to higher electric transmission costs, increased gas transportation costs, and higher power purchase and generation expenses to serve the projected increase in retail load. Because the additional renewable resources were acquired to meet future state mandates and are not immediately needed for current period compliance, the higher costs are being partially offset by wholesale sales of the bundled renewable energy. Special

efforts are made to assure that costs for the procurement of natural gas and emissions allowances for carbon are properly projected.

To ensure safety and comply with 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. The Phase Shifting Transformer has been reducing the operating costs as well as improving the Utility's reliability. This project was funded by a short-term loan, which will be repaid through the operating cost savings.

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 and sales 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 Ten-Year Financial Plan assumes a 2% rate increase in each of the next three fiscal years, 2018/19 through 2020/21, subject to further review and City Council approval. The inflationary rate increase is needed to cover increasing transmission and gas transportation costs. Additionally, it is important that we maintain our current reserve levels at the $120 million target in the event there is a market disruption causing prices to increase beyond what was projected. Santa Clara's Electric Utility continues to offer among the lowest electric rates in the State of California while maintaining a strong balance sheet.

Water and Sewer Utilities

Water Utility expenditures are projected to increase by 14% between 2017/18 and 2018/19 and increase up to 7% per year over the ten-year planning period, primarily due to projected increases in the wholesale cost of water. Moderate increases are also projected in salaries and benefits, right-of-way fees, other operating expenditures, and Internal Service Fund allocations.

Sewer Utility expenditures are projected to increase 8% between 2017/18 and 2018/19 and approximately 3% per year for the duration of the ten-year forecast period. Increases are driven primarily by increases in operations and maintenance (O&M) costs for the San Jose/Santa Clara Regional Wastewater Facility (RWF), as well as moderate increases in salaries and benefits, right-of-way fees, and Internal Service allocations.

The exceptions to the 3% per year increase occur in Fiscal Years 2019/20 and 2021/22, during which there is an expected 15% increase in expenditures over the previous years. These increases are driven primarily by debt service payments on expected debt issuance in 2018/19 and 2020-21, respectively. This debt is being issued to keep rates from increasing significantly to cover capital expenditures at the RWF, as well as to spread the cost of RWF improvements over a 25-year period.

Recycled Water Utility expenditures are projected to increase by 9% between 2017/18 and 2018/19, and by 8% per year over the remainder of the planning period. Increasing demand for and sale of, recycled water, as well as wholesale purchase costs of recycled water, are the primary components of the projected increases.

Even with the projected increases in expenditures, the Utilities anticipate maintaining combined water, ewer, and recycled water rates at a competitive level that is affordable for residents and attractive for businesses.

Parks and Recreation Department - Cemetery Division

In continuous operation since 1864, Mission City Memorial Park (MCMP) is a 25+ acre historic property, a place of reverence and peace. Parks and Recreation staff honors the Park's past and are positioning MCMP for the future.

Fees for interment rights and services are reviewed annually to ensure they are set appropriately. The inventory of available graves, niches, and crypts is managed to ensure residents have continued choices. Marketing strategies are employed to ensure Santa Clara residents are aware of MCMP as an excellent choice for their final resting place. Expenses are continuously evaluated to ensure resources are used efficiently and effectively, while maintaining MCMP in optimal condition.

In fiscal year 2016/17 a fee study was performed. As a result of the study some components of burial fees were reduced and/or combined in fiscal year 2017/18, resulting in greater affordability and a more clear process for the resident-customer. While the trend for the previous three years showed increased revenue of 5%, the near term forecast projects flat revenues, except for interment rights and perpetual care which will need to increase as a function of maintaining cost recovery levels.

The categories of sales (components of burial) are as follows:

1. Interment rights (facilities) are a one-time fee which reserves a person's space in a grave, niche, or crypt;
2. Perpetual care (endowment) is a one-time fee collected for each person interred and whose principal and growth is reserved and portion of interest on growth is used to support future maintenance of the grounds and buildings;
3. Materials sold include burial vaults, flower vases and rings, niche plaques, and mono-bars;
4. Marker setting fees include the permanent placement of a personalized stone marker onto a grave;
5. Site preparation (labor) includes staff time required to prepare a site for burial, it is collected only at time of need, and each time the site is accessed.

To assure funds are available to support the maintenance grounds and buildings, a 25% increase was applied to interment rights and perpetual care (endowment) in fiscal year 2018/19.

The Cemetery's salaries and benefits are projected to increase 3.5% - 5.0% during the ten-year forecast period. Other operating expenditures and Internal Service Fund allocations are projected to increase by 3.2% annually during the same period.

CONCLUSION

The Ten-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 Ten-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.

CITY OF SANTA CLARA
GENERAL FUND
TEN-YEAR FINANCIAL PLAN

	2015/16 Actual	2016/17 Actual	2017/18 Budget	2018/19 Budget	2019/20 Forecast	2020/21 Forecast	2021/22 Forecast	2022/23 Forecast	2023/24 Forecast	2024/25 Forecast	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast	2028/29 Forecast
ESTIMATED RESOURCES														
Property Tax	$ 45,621,226	$ 50,920,368	51,359,000	60,300,000	64,495,000	68,954,530	73,723,471	78,823,344	83,520,841	88,498,592	93,773,333	99,362,800	105,285,788	111,562,217
Sales Tax	50,254,965	62,528,632	59,047,475	56,530,000	58,414,664	60,632,021	62,378,094	64,036,905	65,695,478	66,759,285	67,378,929	68,004,752	68,636,828	69,275,234
Transient Occupancy Tax	20,034,096	20,069,227	20,600,000	21,000,000	21,672,000	22,365,504	23,081,200	23,819,799	24,582,032	25,368,657	26,180,454	27,018,229	27,882,812	28,775,062
Franchise Tax	3,822,934	4,017,605	3,916,300	4,287,638	4,424,842	4,566,437	4,712,563	4,863,365	5,018,993	5,179,601	5,345,348	5,516,399	5,692,924	5,875,098
Documentary Transfer Tax	1,788,993	1,714,219	1,200,000	2,000,000	2,064,000	2,130,048	2,198,210	2,268,552	2,341,146	2,416,063	2,493,377	2,573,165	2,655,506	2,740,482
Subtotal	**121,522,214**	**139,250,050**	**136,122,775**	**144,117,638**	**151,070,506**	**158,648,541**	**166,093,538**	**173,811,965**	**181,158,490**	**188,222,198**	**195,171,441**	**202,475,344**	**210,153,858**	**218,228,092**
Licenses and Permits	9,291,969	8,946,598	8,459,000	9,698,000	10,008,336	10,328,603	10,659,118	11,000,210	11,352,217	11,715,487	12,090,383	12,477,275	12,876,548	13,288,598
Fines and Penalties	2,099,606	1,652,113	1,606,300	1,580,500	1,631,076	1,683,270	1,737,135	1,792,723	1,850,091	1,909,293	1,970,391	2,033,443	2,098,514	2,165,666
Interest	1,729,068	2,467,323	2,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Rents and Leases	13,163,166	10,978,486	11,019,497	11,063,022	11,063,022	11,063,022	11,063,022	11,063,022	11,063,022	11,063,022	11,063,022	11,063,022	11,063,022	11,063,022
Revenue From Other Agencies	1,836,292	8,534,059	1,310,000	702,000	702,000	702,000	702,000	702,000	702,000	702,000	702,000	702,000	702,000	702,000
Charges For Current Services	44,898,240	40,525,139	41,271,526	40,169,930	41,403,429	42,737,813	44,107,708	45,521,519	46,980,655	48,486,569	50,040,761	51,644,779	53,300,220	55,008,734
Contribution In-Lieu of Taxes	19,057,004	21,117,421	21,661,903	23,094,590	25,568,806	27,564,371	27,604,302	28,165,060	28,896,338	29,478,858	30,070,115	30,306,562	30,663,309	30,663,309
Other Revenue	582,604	2,357,869	415,920	757,308	110,742	114,286	117,943	121,717	125,612	129,631	133,780	138,061	142,479	147,038
Subtotal	**92,657,949**	**96,579,007**	**87,744,146**	**91,065,350**	**94,487,411**	**98,193,365**	**99,991,228**	**102,366,251**	**104,969,934**	**107,484,861**	**110,070,452**	**112,365,142**	**114,846,092**	**117,038,367**
Net Interfund Transfers	**(8,019,037)**	**(22,434,361)**	**(2,212,434)**	**15,284,335**	**12,649,417**	**11,439,846**	**4,056,314**	**3,730,140**	**1,757,323**	**1,813,557**	**1,871,591**	**1,931,482**	**1,993,289**	**2,057,074**
Total Estimated Resources	**$206,161,126**	**$213,394,696**	**$221,654,487**	**$250,467,323**	**$258,207,334**	**$268,281,751**	**$270,141,080**	**$279,908,357**	**$287,885,747**	**$297,520,616**	**$307,113,484**	**$316,771,968**	**$326,993,239**	**$337,323,533**
ESTIMATED EXPENDITURES														
Salaries	$ 92,932,775	$100,649,467	$106,054,342	$114,550,952	$119,926,834	$125,323,541	$129,709,865	$134,249,710	$138,948,450	$143,811,646	$148,845,054	$154,054,630	$159,446,542	$165,027,171
Separation Payouts	1,943,326	1,463,345	2,000,000	1,809,776	1,898,645	1,984,084	2,053,527	2,125,400	2,199,789	2,276,782	2,356,469	2,438,945	2,524,308	2,612,659
Benefits	42,872,044	48,525,117	62,149,879	68,441,561	76,616,264	84,147,874	91,063,147	97,752,336	103,462,447	109,326,636	114,663,758	116,249,179	121,438,766	126,865,029
Materials, Services, and Supplies	44,789,439	30,495,430	38,008,001	38,121,678	38,969,030	40,204,839	41,480,194	42,796,360	44,154,644	45,556,392	47,002,997	48,495,893	50,036,562	51,626,531
Interfund Services	9,190,715	9,629,547	10,202,144	11,323,818	11,686,180	12,060,138	12,446,062	12,844,336	13,255,355	13,679,526	14,117,271	14,569,024	15,035,233	15,516,360
Capital Outlay	177,211	211,488	735,400	912,008	319,203	333,567	345,242	357,325	369,832	382,776	396,173	410,039	424,390	439,244
Other Expenditures	2,498,975	2,500,860	2,504,721	15,307,530	12,316,628	14,393,812	6,960,211	5,480,072	3,453,764	3,457,264	3,458,358	3,451,958	3,456,708	3,456,708
Total Estimated Expenditures	**$194,404,485**	**$193,475,255**	**$221,654,487**	**$250,467,323**	**$261,732,784**	**$278,447,855**	**$284,058,247**	**$295,605,541**	**$305,844,281**	**$318,491,022**	**$330,840,080**	**$339,669,668**	**$352,362,509**	**$365,543,704**
Surplus/ (Deficit)	**$ 11,756,641**	**$ 19,919,441**	**$ —**	**$ —**	**$ (3,525,450)**	**$(10,166,104)**	**$ (13,917,167)**	**$(15,697,184)**	**$ (17,958,534)**	**$(20,970,406)**	**$ (23,726,596)**	**$ (22,897,700)**	**$ (25,369,270)**	**$ (28,220,171)**

CITY OF SANTA CLARA
ELECTRIC UTILITY (FUNDS 091, 191, AND 491)
TEN-YEAR FINANCIAL PLAN

	Budget	Forecast									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
REVENUE											
Interest & Rents	$ 6,525,404	$ 8,118,855	$ 9,169,339	$ 9,804,224	$ 10,070,986	$ 10,456,074	$ 10,913,102	$ 11,330,657	$ 11,643,317	$ 11,932,158	$ 12,183,888
Charges for Services	442,466,956	492,355,119	534,484,779	556,154,586	569,303,285	583,972,801	594,722,631	609,403,045	623,642,413	640,851,418	660,181,726
Other Revenue	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
Total Revenue	**$450,092,360**	**$501,573,975**	**$544,754,118**	**$567,058,811**	**$580,474,271**	**$595,528,875**	**$606,735,733**	**$621,833,702**	**$636,385,730**	**$653,883,576**	**$673,465,614**
EXPENDITURES											
Salaries and Benefits	$ 43,764,014	$ 46,817,530	$ 48,902,005	$ 50,384,219	$ 51,804,181	$ 52,818,690	$ 53,778,862	$ 54,700,632	$ 54,471,226	$ 55,307,161	$ 57,390,911
Mat/Serv/Sup	35,703,060	37,763,392	39,612,344	40,927,636	42,018,876	43,203,561	44,285,763	45,380,183	46,315,033	47,324,767	49,574,840
Resource and Production	285,144,875	317,467,043	345,630,749	366,939,235	383,678,200	384,825,544	399,166,464	415,109,367	427,232,175	442,231,733	461,995,173
Interfund Services	12,438,634	13,861,289	15,065,145	16,174,556	17,276,765	18,249,991	19,255,482	20,241,873	20,359,438	21,344,114	22,841,151
Contribution In Lieu of Taxes	23,094,590	25,763,699	28,280,206	28,642,941	29,221,214	29,978,944	30,536,787	31,291,685	32,019,287	32,894,179	33,873,281
Capital Outlay	482,000	496,460	511,354	526,694	542,495	558,770	575,533	592,799	610,583	628,901	647,768
Debt Service	20,998,844	20,990,145	20,983,670	20,958,059	20,947,325	20,948,766	20,821,668	16,670,603	16,597,719	16,750,369	8,509,705
CIP Expenditures	22,294,484	27,410,190	31,949,718	28,539,162	19,631,303	25,451,873	26,539,254	27,748,012	29,192,656	30,674,347	36,025,574
Transfers (From) To Reserves[2]	6,171,860	11,004,226	13,818,927	13,966,309	15,353,912	19,492,735	11,775,921	10,098,546	9,587,613	6,728,006	2,607,211
Total Expenditures	**$450,092,360**	**$501,573,975**	**$544,754,118**	**$567,058,811**	**$580,474,271**	**$595,528,875**	**$606,735,733**	**$621,833,702**	**$636,385,730**	**$653,883,576**	**$673,465,614**

1. Assumes 2% rate increase January 2019 to 2021 and 2026 to 2029,subject to further review and to City Council approval.
2. Includes contributions to Rate Stabilization, which includes the Cost Reduction Fund.

CITY OF SANTA CLARA
WATER UTILITY (FUND 092)
TEN-YEAR FINANCIAL PLAN

	Budget	Forecast									
	2018/19	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**
REVENUE											
Customer Serv. Charges & Fees[1]	$ 48,755,900	$ 52,478,413	$ 56,377,034	$ 60,623,352	$ 65,189,503	$ 68,814,040	$ 72,640,100	$ 76,678,890	$ 80,942,236	$ 85,442,625	$ 90,193,235
Other Revenue	1,400,984	1,400,984	1,400,984	1,400,984	1,400,984	1,400,984	1,400,984	1,400,984	1,400,984	1,400,984	1,400,984
Use of Money and Property[2]	180,000	183,600	187,272	191,017	194,838	198,735	202,709	206,763	210,899	215,117	219,419
Total Revenue	**$ 50,336,884**	**$ 54,062,997**	**$ 57,965,290**	**$ 62,215,354**	**$ 66,785,325**	**$ 70,413,758**	**$ 74,243,794**	**$ 78,286,637**	**$ 82,554,119**	**$ 87,058,725**	**$ 91,813,638**
EXPENDITURES											
Salaries and Benefits[3]	$ 8,438,473	$ 8,776,012	$ 9,127,052	$ 9,492,134	$ 9,871,820	$ 10,266,693	$ 10,677,360	$ 11,104,455	$ 11,548,633	$ 12,010,578	$ 12,491,001
Other Operating Expenditures[3]	2,875,517	2,990,538	3,110,159	3,234,566	3,363,948	3,498,506	3,638,446	3,783,984	3,935,344	4,092,757	4,256,468
Resource and Production[4]	27,174,927	25,872,590	29,681,611	31,862,304	35,108,307	38,608,259	42,083,002	45,870,473	49,998,815	54,498,708	59,403,592
Internal Service Fund Allocations[3]	4,134,494	4,299,874	4,471,869	4,650,743	4,836,773	5,030,244	5,231,454	5,440,712	5,658,341	5,884,674	6,120,061
Right-of-Way Fee[5]	1,808,000	1,898,400	1,993,320	2,092,986	2,197,635	2,307,517	2,422,893	2,544,038	2,671,239	2,804,801	2,945,041
Inter/Intra Transfers Out[6]	5,905,473	10,225,584	9,581,279	10,882,620	11,406,842	10,702,539	10,190,638	9,542,976	8,741,747	7,767,206	6,597,474
Total Expenditures	**$ 50,336,884**	**$ 54,062,997**	**$ 57,965,290**	**$ 62,215,354**	**$ 66,785,325**	**$ 70,413,758**	**$ 74,243,794**	**$ 78,286,637**	**$ 82,554,119**	**$ 87,058,725**	**$ 91,813,638**
Operating Surplus/(Deficit)	$ —	$ —	$ —	$ —	$ —	$ —	$ —	$ —	$ —	$ —	$ —

1. Assumes 3% increase in sales each year for the first 5 years of the planning period followed by 1.5% for each remaining year; also assumes 5.1% rate increase in 2018-19, and a 4.5%, 4.3%, 4.4% and 4.4% rate increase respectively for the remainder of first 5 years of the planning period. A 4 % rate increase is assumed from FY2023-24 through the end of the 10 year plan.

2. Assumes 2% per year increase.

3. Assumes 4% per year increase.

4. Assumes agency projections for wholesale rates.

5. Assumes 5% per year increase.

6. Includes Transfers to Reserves

Note that a portion of Transfers to Reserves is slated to fund project expenditures based on rate model. The remainder will fund Operating Reserves, Capital Reserves, and a Rate Stabilization Reserve

CITY OF SANTA CLARA
SEWER UTILITY (FUND 094 AND 494)
TEN-YEAR FINANCIAL PLAN

	Budget	Forecast									
	2018/19	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**
REVENUE											
Customer Serv. Charges & Fees[1]	$ 40,911,800	$ 42,139,154	$ 43,403,329	$ 45,964,125	$ 48,951,793	$ 51,399,383	$ 53,969,352	$ 56,667,820	$ 59,501,211	$ 62,476,271	$ 65,600,085
Other Misc. Revenue	230,275	239,486	249,065	259,028	269,389	280,165	291,371	303,026	315,147	327,753	340,863
Inter/Intra Transfers[6]	2,991,962	—	—	—	—	—	—	—	—	—	—
Use of Money and Property	600,000	612,000	624,240	636,725	649,459	662,448	675,697	689,211	702,996	717,056	731,397
Other Financing Proceeds[2]	—	50,000,000	—	25,000,000	—	—	—	—	—	—	—
Total Revenue	**$ 44,734,037**	**$ 92,990,640**	**$ 44,276,634**	**$ 71,859,878**	**$ 49,870,642**	**$ 52,341,996**	**$ 54,936,421**	**$ 57,660,057**	**$ 60,519,353**	**$ 63,521,080**	**$ 66,672,344**
EXPENDITURES											
Salaries and Benefits[3]	$ 4,250,023	$ 4,420,024	$ 4,596,825	$ 4,780,698	$ 4,971,926	$ 5,170,803	$ 5,377,635	$ 5,592,740	$ 5,816,450	$ 6,049,108	$ 6,291,072
Other Operating Expenditures	525,552	546,574	568,437	591,175	614,822	639,414	664,991	691,591	719,254	748,024	777,945
Resource and Production[4]	16,577,982	16,160,801	16,726,429	17,311,854	17,917,768	18,544,890	16,160,801	16,726,429	17,311,854	17,917,768	18,544,890
Internal Service Fund Allocations[3]	2,209,680	2,298,067	2,389,990	2,485,589	2,585,013	2,688,414	2,795,950	2,907,788	3,024,100	3,145,064	3,270,866
Right-of-Way Fee[5]	1,513,900	1,559,317	1,606,097	1,700,856	1,811,412	1,901,982	1,997,082	2,096,936	2,201,782	2,311,872	2,427,465
Debt Service	937,450	4,937,450	4,937,450	8,537,450	8,537,450	8,537,450	8,537,450	8,537,450	8,537,450	8,537,450	8,537,450
Inter/Intra Transfers Out[7]	18,719,450	63,068,407	13,451,407	36,452,256	13,432,251	14,859,043	19,402,512	21,107,123	22,908,463	24,811,794	26,822,656
Total Expenditures	**$ 44,734,037**	**$ 92,990,640**	**$ 44,276,634**	**$ 71,859,878**	**$ 49,870,642**	**$ 52,341,996**	**$ 54,936,421**	**$ 57,660,057**	**$ 60,519,353**	**$ 63,521,080**	**$ 66,672,344**
Operating Surplus/(Deficit)	$ —	$ —	$ —	$ —	$ —	$ —	$ —	$ —	$ —	$ —	$ —

1. Assumes a rate increase of 3% per year through FY20-21, a 5.9% increase in FY21-22, a 6.5% increase in 22-23, and 5% increases per year beginning in FY23-24 for thre remainder of the planning period.

2. The Utility plans to issue debt to fund capital expenditures at the Regional Wastewater Facility (RWF). The proceeds are reflected in single years, debt service payments will be over 25 years on each issuance. Proceeds will be transferred out of O&M

3. Assumes 4% per year increase

4. Assumes agency projections operations and maintenance (O&M) allocations for the Regional Wastewater Facility (RWF).

5. Assumes 5% per year increase

6. Includes Transfers from Reserves

7. Primarily consists of Transfers Out to Capital Improvement Project (CIP) funds based on rate model. The remainder will fund Operating Reserves, Capital Reserves, and a Rate Stabilization Reserve

CITY OF SANTA CLARA
RECYCLED WATER UTILITY (FUND 097)
TEN-YEAR FINANCIAL PLAN

	Budget	Forecast									
	2018/19	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**
REVENUE											
Customer Serv. Charges & Fees[1]	$ 6,760,000	$ 7,503,600	$ 8,328,996	$ 9,245,186	$ 10,262,156	$ 11,390,993	$ 12,644,002	$ 14,034,843	$ 15,578,675	$ 17,292,330	$ 19,194,486
Other Revenue	300,000	311,250	311,250	311,250	311,250	311,250	31,250	311,250	311,250	311,250	311,250
Use of Money and Property[2]	20,000	20,400	20,808	21,224	21,649	21,649	22,523	22,974	23,433	23,902	24,380
Total Revenue	**$ 7,080,000**	**$ 7,835,250**	**$ 8,661,054**	**$ 9,577,660**	**$ 10,595,055**	**$ 11,724,325**	**$ 12,977,776**	**$ 14,369,066**	**$ 15,913,359**	**$ 17,627,481**	**$ 19,530,116**
EXPENDITURES											
Salaries and Benefits[3]	$ 620,358	$ 645,200	$ 671,000	$ 697,800	$ 725,700	$ 754,700	$ 784,900	$ 816,300	$ 849,000	$ 883,000	$ 918,300
Other Operating Expenditures[3]	37,000	38,480	40,019	41,620	43,285	45,016	6,817	48,689	50,637	52,663	54,769
Resource and Production[4]	3,950,000	4,308,660	4,699,886	5,126,636	5,592,135	6,099,900	6,653,771	7,257,934	7,916,954	8,635,814	9,419,945
Internal Service Fund Allocations[3]	114,471	119,050	123,812	128,764	133,915	139,271	144,842	150,636	156,661	162,928	169,445
Right-of-Way Fee[5]	210,000	220,500	231,525	243,101	255,256	268,019	28,420	295,491	310,266	325,779	342,068
Inter/Intra Transfers Out[6]	2,148,171	2,503,360	2,894,812	3,339,738	3,844,764	4,417,418	5,066,025	5,800,016	6,629,840	7,567,298	8,625,588
Total Expenditures	**$ 7,080,000**	**$ 7,835,250**	**$ 8,661,054**	**$ 9,577,660**	**$ 10,595,055**	**$ 11,724,325**	**$ 12,977,776**	**$ 14,369,066**	**$ 15,913,359**	**$ 17,627,481**	**$ 19,530,116**
Operating Surplus/(Deficit)	$ —	$ —	$ —	$ —	$ —	$ —	$ —	$ —	$ —	$ —	$ —

1. Assumes 2% increase in sales and 9% increase in retail rates each year.
2. Assumes 2% per year increase.
3. Assumes 4% per year increase.
4. Assumes agency projections for wholesale rates.
5. Assumes 5% per year increase.
6. Includes Transfers to Reserves

CITY OF SANTA CLARA
CEMETERY (FUND 093)
TEN-YEAR FINANCIAL PLAN

	Budget	Forecast									
	2018/19	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**
REVENUE											
Sales-Facilities[1]	$ 250,000	$ 258,000	$ 266,256	$ 274,776	$ 283,569	$ 292,643	$ 302,008	$ 311,672	$ 321,646	$ 331,938	$ 342,560
Sales-Labor[2]	250,000	258,000	266,256	274,776	283,569	292,643	302,008	311,672	321,646	331,938	342,560
Sales-Material[3]	$ 100,000	$ 103,200	$ 106,502	$ 109,910	$ 113,428	$ 117,057	$ 120,803	$ 124,669	$ 128,658	$ 132,775	$ 137,024
Operating Transfers[4]	$ 31,150	$ 32,147	$ 33,175	$ 34,237	$ 35,333	$ 36,463	$ 37,630	$ 38,834	$ 40,077	$ 41,360	$ 42,683
General Fund Subsidy[5]	618,082	651,587	682,847	707,208	732,437	758,564	785,621	813,642	842,660	872,710	903,831
Total Revenue	**$ 1,249,232**	**$ 1,302,934**	**$ 1,355,037**	**$ 1,400,908**	**$ 1,448,336**	**$ 1,497,371**	**$ 1,548,070**	**$ 1,600,489**	**$ 1,654,686**	**$ 1,710,722**	**$ 1,768,659**
EXPENDITURES											
Salaries and Benefits	$ 762,580	$ 800,709	$ 836,741	$ 866,027	$ 896,338	$ 927,710	$ 960,179	$ 993,786	$ 1,028,568	$ 1,064,568	$ 1,101,828
Other Operating Expenditures	268,143	276,724	285,579	294,717	304,148	313,881	323,925	334,291	344,988	356,028	367,421
Internal Service Fund Allocations	189,509	195,573	201,832	208,290	214,956	221,834	228,933	236,259	243,819	251,621	259,673
Capital Outlay	29,000	29,928	30,886	31,874	32,894	33,947	35,033	36,154	37,311	38,505	39,737
Total Expenditures	**$ 1,249,232**	**$ 1,302,934**	**$ 1,355,037**	**$ 1,400,908**	**$ 1,448,336**	**$ 1,497,371**	**$ 1,548,070**	**$ 1,600,489**	**$ 1,654,686**	**$ 1,710,722**	**$ 1,768,659**
Operating Surplus/(Deficit)	$ —	$ —	$ —	$ —	$ —	$ —	$ —	$ —	$ —	$ —	$ —

1. Pre-need sales throughout the Park (primarily internment rights).
2. Fees for labor services related to internment
3. Sales of burial materials
4. Transfers from Endowment Fund of interest earnings to be used for operations
5. Loan from Budget Stabilization Fund 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 Police 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.

2018/19 Budget Calendar

January 19-20, 2018	City Council Adoption of Proposed Budget Hearing Dates and Budget Principles
April 24, 2018	Public hearing and adoption of proposed Municipal Fee Schedule
March 13 thru March 31	Department Review of CIP Budget Book Pages
May 8, 2018	Study session to review proposed Capital Improvement Program budget
May 22, 2018	Study session to review proposed Operating Budget and Ten-Year Financial Plan
June 12, 2018	Public hearing and adoption of proposed Annual Operating and Biennial Capital Improvement Program budgets

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 Budget Stabilization Reserve (formerly the Working Capital Reserve) and the Capital Projects Reserve.

The Budget Stabilization 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.

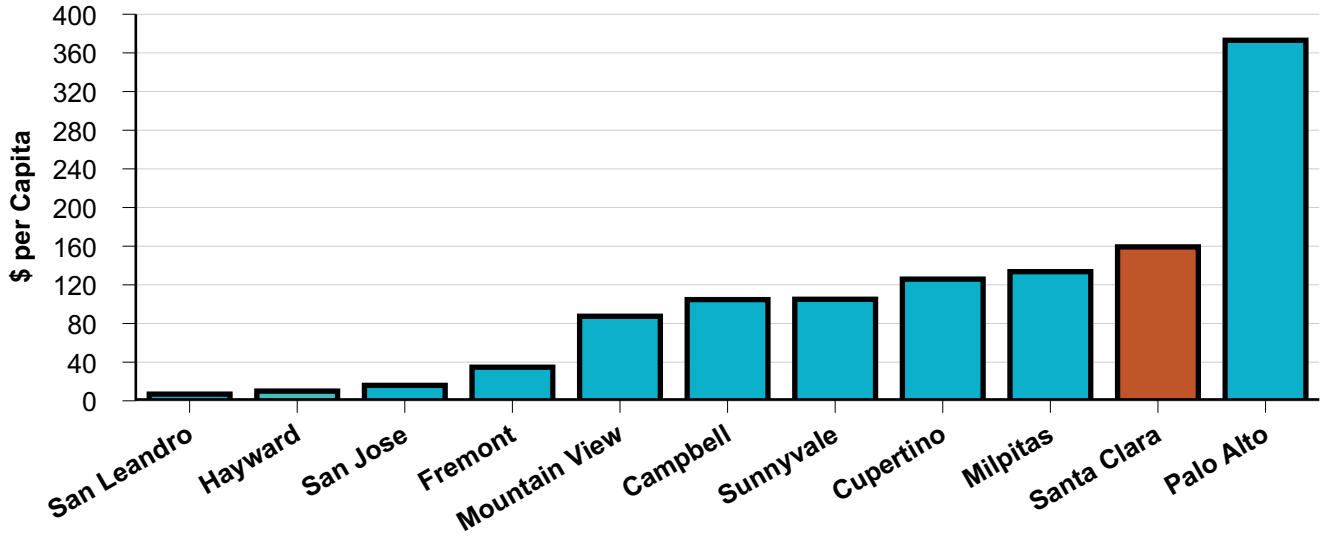
The City Council approved the establishment of the Building Inspection Reserve to account for surplus funds generated from user fees in the Planning Department's Building's Inspection Division. The funds from this reserve are used to fund additional services or projects directly related to the Building 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.

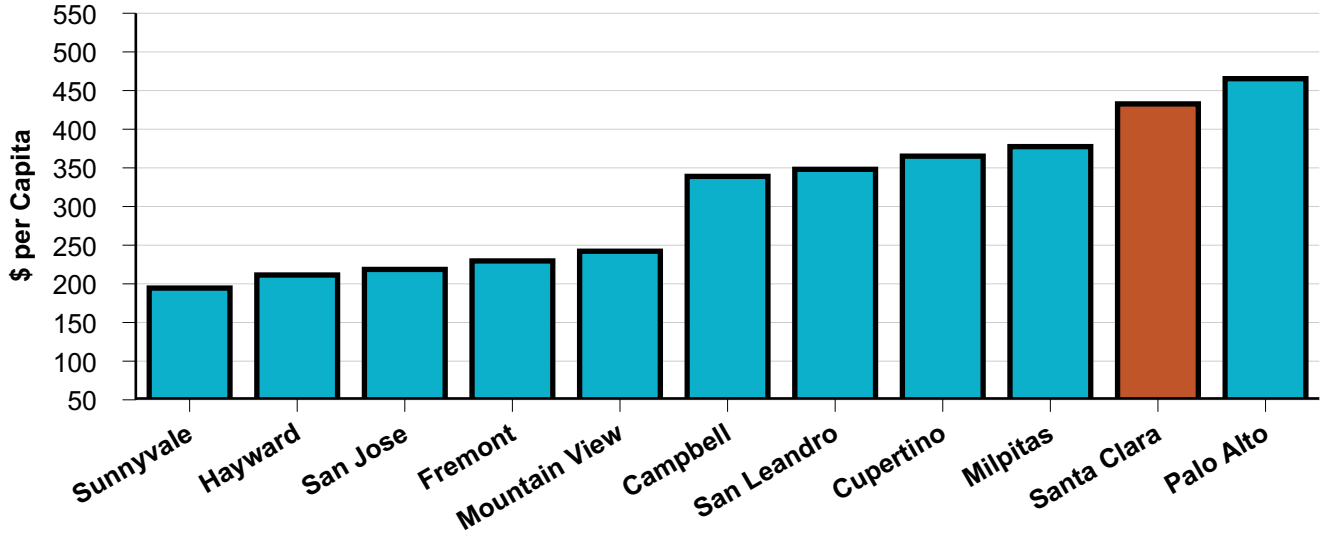
Per Capita Revenue Comparison
Santa Clara Compared to Other Cities in the Local Area

The bar graphs below compare fiscal year 2018/19 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, sales tax and property tax, but unfavorably for building permit fees and franchise fees.

FY 18-19 Transient Occupancy Tax - Per Capita -
Comparison with Other Jurisidictions

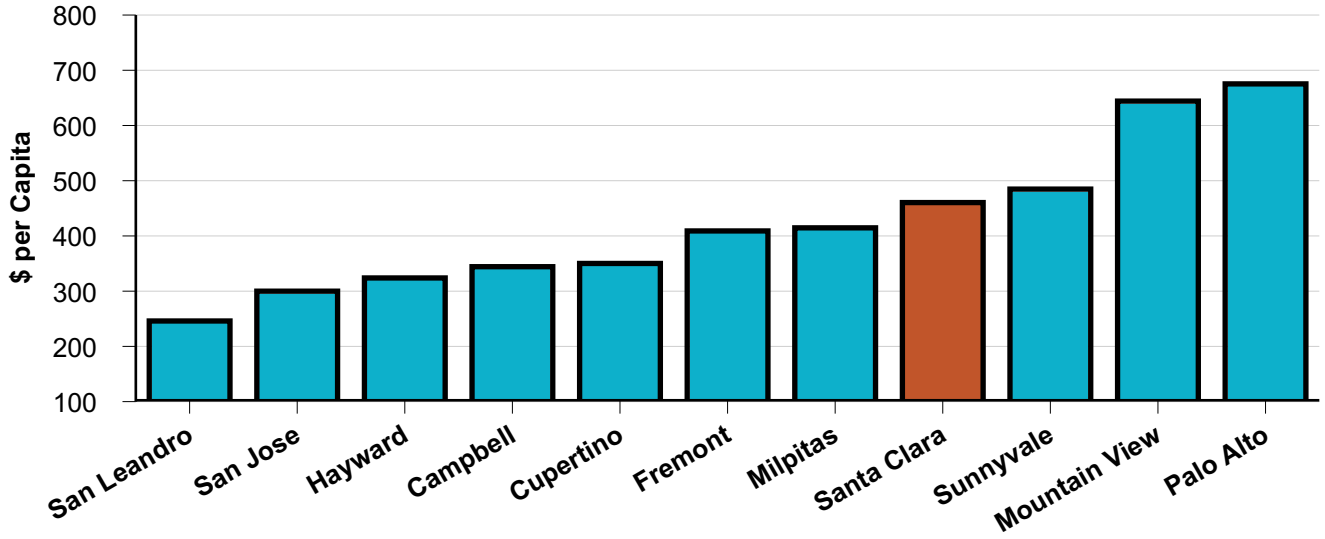


FY 18-19 Sales Tax - Per Capita -
Comparison with Other Jurisdictions

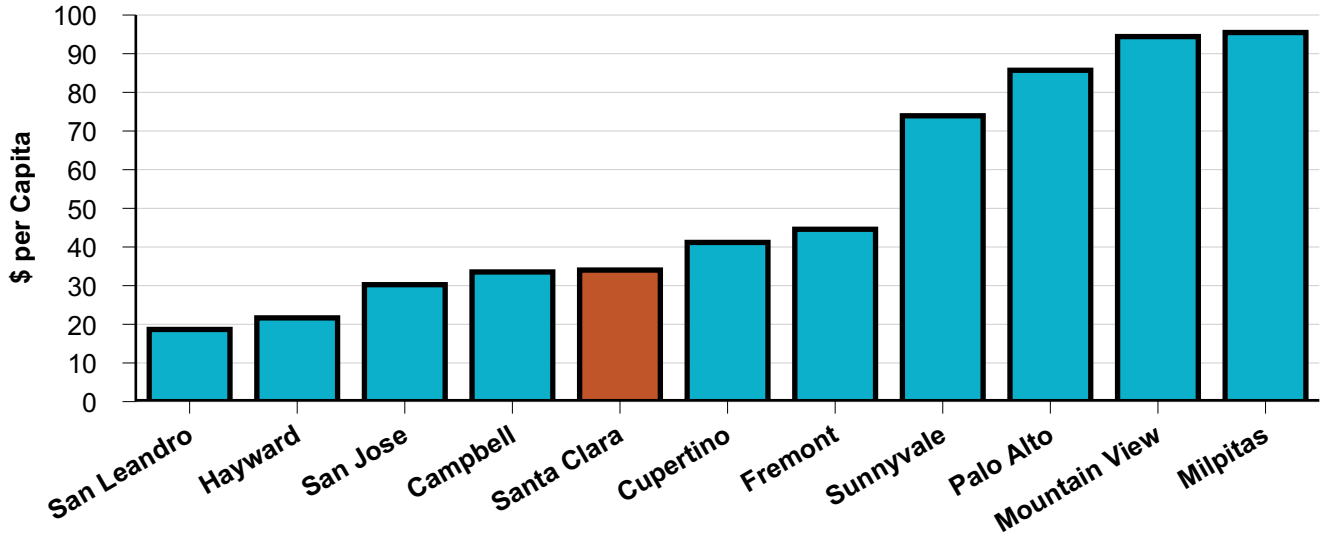


Per Capita Revenue Comparison
Santa Clara Compared to Other Cities in the Local Area (cont'd)

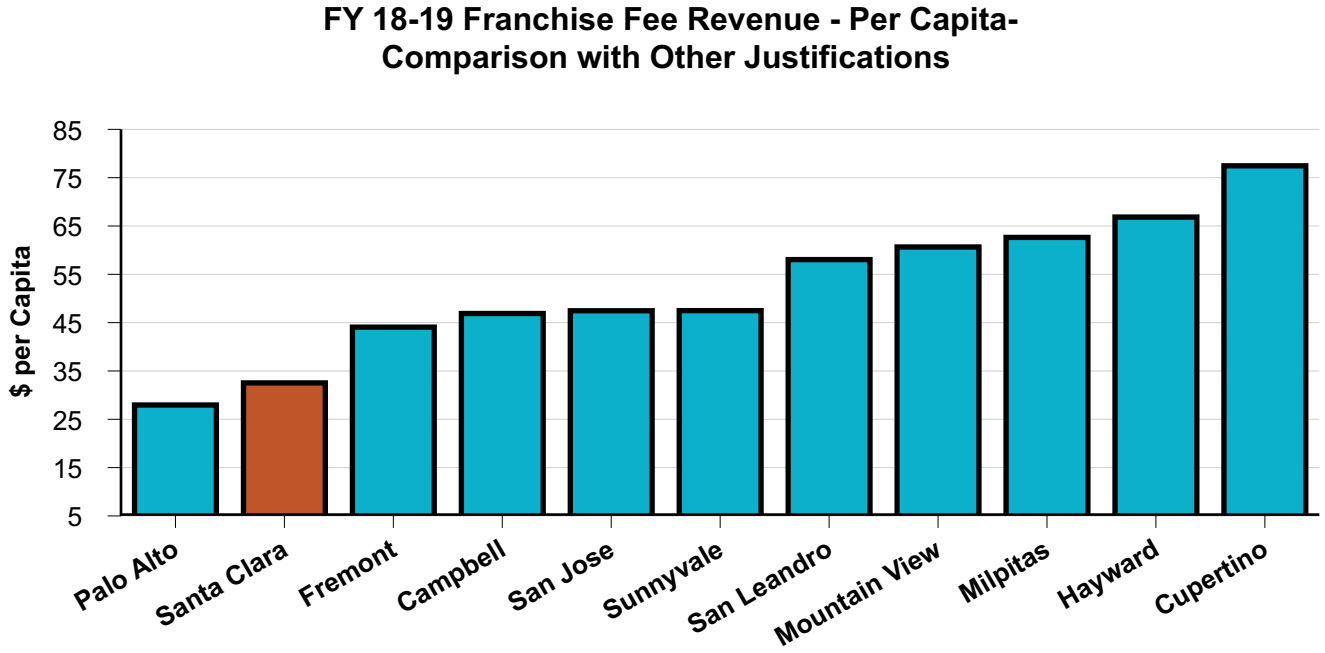
FY 18-19 Property Tax - Per Capita - Comparison with Other Jurisdictions



FY 18-19 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)



1500 Warburton Avenue
Santa Clara, CA 95050
santaclaraca.gov
@SantaClaraCity

18-638 **Agenda Date: 6/12/2018**

REPORT TO COUNCIL

SUBJECT
Consideration of Fiscal Year 2018/19 Appropriation Limit

BACKGROUND
Annually, the City is required to calculate the expenditure appropriation limit from tax proceeds to determine compliance with Propositions 4 (Gann Initiative) and 111 (Spending Limitation Act of 1990). 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 constitutional amendment, also known as the GANN Initiative, placed limits on the growth of expenditures for publicly funded programs by restricting 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 FY 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.

DISCUSSION
The City is responsible for dividing citywide revenues between tax and non-tax revenue and applying the formula to the cumulative appropriation limit. For FY 2018/19, the appropriations limit was computed using the annual population growth of the City of Santa Clara (3.25%) and the annual growth in the California Per Capita Income (3.67%). For FY 2018/19, the City of Santa Clara appropriations limit is $459,684,534 (Schedule 1). This calculation means that the City cannot receive more than $459,684,534 in tax-based revenues in FY 2018/19. An analysis of the revenues generated from tax proceeds minus any exempted expenditures (such as debt service, capital outlay, and federal mandates) resulted in total revenue subject to the appropriation limit of $175,246,540 or 38.12%. The City's appropriations subject to the limit are $284,437,994 below the 2018/19 appropriations limit. Therefore, the City is in compliance with Article XIIIB of the California Constitution.

Schedule 1 provides the history of the City's appropriations limits as adopted by Council for fiscal year 2009/10 through fiscal year 2017/18 and the appropriations limit being recommended for

adoption for fiscal year 2018/19.

ENVIRONMENTAL REVIEW

The action being considered does not constitute a "project" within the meaning of the California Environmental Quality Act ("CEQA") pursuant to CEQA Guidelines section 15378(a) as it has no potential for resulting in either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment.

FISCAL IMPACT

There is no fiscal impact to this report. However, by adopting the Resolution establishing the appropriation limit for FY 2018/19 the City will be in compliance with Propositions 4 and 111.

COORDINATION

This report has been coordinated with the City Attorney's Office.

PUBLIC CONTACT

Public contact was made by posting the Council agenda on the City's official-notice bulletin board outside City Hall Council Chambers. A complete agenda packet is available on the City's website and in the City Clerk's Office at least 72 hours prior to a Regular Meeting and 24 hours prior to a Special Meeting. A hard copy of any agenda report may be requested by contacting the City Clerk's Office at (408) 615-2220, email clerk@santaclaraca.gov <mailto:clerk@santaclaraca.gov> or at the public information desk at any City of Santa Clara public library.

RECOMMENDATION

Adopt a Resolution establishing the City's fiscal year 2018/19 appropriations limit of $459,684,534.

Reviewed by: Angela Kraetsch, Director of Finance
Approved by: Deanna J. Santana, City Manager

ATTACHMENTS

1. Schedule 1
2. Resolution for Appropriations Limit

SCHEDULE 1 (UPDATED 05/01/18)

CITY OF SANTA CLARA
PROPOSITION 4 APPROPRIATIONS LIMIT
FYs 2009-10 THROUGH 2018-19

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)	
2018-19	$ 429,451,171	1.0367	X	1.0325	=	1.0704	$ 459,684,534	$ 175,246,540	38.12%
2017-18	410,840,550	1.0369	X	1.0081	=	1.0453	429,451,171	160,838,861	37.45%
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%

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 2017-18 appropriations limit, the population growth of the County of Santa Clara and the annual growth in California Per Capita Income was used.

RESOLUTION NO. 18-8539

A RESOLUTION OF THE CITY OF SANTA CLARA, CALIFORNIA ESTABLISHING FISCAL YEAR 2018/19 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 2018/19 be Four Hundred Fifty Nine Million Six Hundred Eighty Four Thousand Five Hundred and Thirty Four Dollars ($459,684,534).

2. Calculation Factors. Pursuant to Section 8 of Article XIIIB of the California Constitution, the City Council determines that for fiscal year 2018/19 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 2018/19. That for purposes of computing the appropriations limit for fiscal year 2018/19, the annual growth in the California Per Capita Income is 3.67% and the annual percent change in City population as provided by the State Department of Finance is 3.25%.

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 fiscal year 2018/19 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.

5. 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, CALIFORNIA, AT A REGULAR MEETING THEREOF HELD ON THE 12th DAY OF JUNE, 2018, BY THE FOLLOWING VOTE:

AYES:	COUNCILORS:	Davis, Kolstad, Mahan, O'Neill, and Watanabe and Mayor Gillmor
NOES:	COUNCILORS:	None
ABSENT:	COUNCILORS:	None
ABSTAINED:	COUNCILORS:	None

ATTEST: _____
For JENNIFER YAMAGUMA
ACTING CITY CLERK
CITY OF SANTA CLARA

Attachments incorporated by reference: None

CITY OF SANTA CLARA
LEGAL DEBT MARGIN INFORMATION
Last Ten Fiscal Years
(In Thousands)

Table 1

Fiscal Year Ending June 30	Net Assessed Valuation	Debt Limit- 15% of Assessed Valuation*	Debt Applicable to Limit	Legal Debt Margin
2007 / 08	$ 22,125,638	$ 3,318,846	$ —	$ 3,318,846
2008 / 09	24,362,076	3,654,311	—	3,654,311
2009 / 10	24,556,241	3,683,436	—	3,683,436
2010 / 11	23,587,425	3,538,114	—	3,538,114
2011 / 12	23,715,437	3,557,316	—	3,557,316
2012 / 13	25,182,664	3,777,400	—	3,777,400
2013 / 14	26,902,139	4,035,321	—	4,035,321
2014 / 15	28,650,444	4,297,567	—	4,297,567
2015 / 16	32,821,489	4,923,223	—	4,923,223
2016 / 17	36,533,664	5,480,050	—	5,480,050

Notes:

* Section 1309 of the City Charter of the City states: "Bonded Debt Limit. The bonded indebtedness of the City may not in the aggregate exceed the sum of fifteen percent (15%) of the total assessed valuation of property within the City, exclusive of revenue bonds or any indebtedness that has been or may hereafter be incurred for the purposes of acquiring, constructing, extending, or maintaining municipally owned utilities for which purposes a further indebtedness may be incurred by the issuance of bonds, subject only to the provisions of the State Constitution and this Charter."

Sources: County of Santa Clara, Department of Finance and 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
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%
2015 / 16	27,659,960	4,183	5,157,346	32,821,489	32,927,777	99.68%	14.56%	1.16%
2016 / 17	30,672,596	4,183	5,856,885	36,533,664	3,663,829	99.71%	11.31%	1.15%

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
2016-17 AND 2010-11 COMPARISON FOR GENERAL FUND
(In Thousands)

Table 3

Taxpayers	2016/17 Assessed Valuation	2016/17 Percentage of Total Assessed Valuation	2010/11 Assessed Valuation	2010/11 Percentage of Total Assessed Valuation
Intel Corporation	$ 1,603,186	4.38%	$ 974,576	4.1%
Forty Niners SC Stadium Company LLC	1,404,969	3.83%	—	—%
Sobrato Interest (Sobrato Development Company)	828,483	2.26%	308,442	1.3%
3515-3585 Monroe Street LLC	513,726	1.4%	—	—%
Microsoft Corporation	498,732	1.36%	—	—%
Xeres Ventures LLC	404,946	1.11%	—	—%
The Irvine Company	403,932	1.1%	—	—%
Apple Inc	366,942	1%	—	—%
Oracle America Inc (formerly Sun Microsystems)	362,154	0.99%	210,109	0.88%
Nvidia Corporation (formerly Nvidia Land Development LLC)	325,191	0.89%	170,066	0.72%
Agilent Technologies	—	—%	306,451	1.29%
Applied Materials, Inc.	—	—%	238,795	1%
Marvell Technology Inc	—	—%	200,350	0.84%
Silicon Vallery California LLC	—	—%	194,215	0.82%
Harvest 2400 LLC	—	—%	177,420	0.75%
National Semiconductor Corporation	$ —		$ 168,780	0.71%
	$ 6,712,261	18.32%	$ 2,949,204	12.41%
City Total	$ 36,638,297		$ 23,764,030	

Source: Santa Clara County Assessor 2016-17 and 2010-11 Combined Tax Rolls through HdL Coren & Cone.
Principal property taxpayers information for 2007-08 is not available.

Using 2010-11 comparison data (Assessed Valuation) since 2007-08 data is not available.

CITY OF SANTA CLARA
PRINCIPAL PRIVATE EMPLOYERS
Current Year and Ten Years Ago

Table 4

Company	2017 Number of Employees	2017 Percentage of Total City Employment	2008 Number of Employees	2008 Percentage of Total City Employment
Applied Materials, Inc.	8,500	22.2%	1,150	2.2%
Intel Corporation	7,801	20.3%	5,700	10.7%
California's Great America	2,500	6.5%	—	0.0%
Avaya Inc.	2,000	5.2%	—	0.0%
Santa Clara City Hall	1,878	4.9%	—	0.0%
EMC Corporation	1,338	3.5%	—	0.0%
Macy's	1,200	3.1%	—	0.0%
Santa Clara University	1,200	3.1%	—	0.0%
Catalyst Semiconductor Inc.	1,100	2.9%	—	0.0%
Lsa Global	1,001	2.6%	—	0.0%
Sun Microsystems, Inc.	—	—%	6,000	11.2%
Advanced Cardiovascular Systems	—	—%	4,200	7.9%
Kaiser Foundation Hospitals	—	—%	2,317	4.3%
Coast Personnel	—	—%	1,895	3.5%
National Semiconductor Inc.	—	—%	1,700	3.2%
Asianinfo Holdings Inc.	—	—%	1,500	2.8%
WebEx Communications Inc.	—	—%	1,108	2.1%
Coherent Inc.	—	—%	1,082	2.0%
Total Top Ten	28,518	74.3%	26,652	49.9%
All Others	9,822	25.7%	26,748	50.1%
Total Employment	38,340	100%	53,400	100%

Source: Fiscal Year 2017: ReferenceUSA database, Infogroup, Inc., Papillion, Nebraska
Fiscal Year 2008: 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:	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008
Number of community centers	4	4	4	4	4	4	4	4	4	4
Number of parks	35	34	34	32	32	32	32	32	32	32
Park acreage	330	274	273	273	273	273	273	273	282	282
Number of golf courses	1	1	1	1	1	1	1	1	1	1
Number of swimming pools (1)	11	5	5	5	5	5	5	5	5	5
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	34,942	53,824	53,360	52,775	52,957	52,867	52,327	52,090	51,832	51,514
Miles of high voltage lines	608	605	591	590	586	582	579	573	573	548
Number of substations (1)	27	27	27	26	26	26	26	24	23	23
Sewerage System:										
Miles of sanitary sewers	288	288	288	288	288	286	285	285	279	279
Miles of storm sewers	195	195	195	—	141	141	140	140	140	140
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	310	335	335	335	335	335	335	335	335
Number of fire hydrants	3,501	3,383	3,315	3,315	3,315	3,315	3,315	3,315	3,313	3,285
Miles of recycled watermains	33	33	33	33	33	33	23	21	20	20
Streets:										
Miles of Streets	252	252	252	249	249	249	249	249	249	249
Number of Street Lights	8,112	8,103	8,097	8,054	8,077	8,046	7,993	7,990	7,976	8,481
Number of Traffic Signals	207	206	200	196	191	188	188	188	188	187

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
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	15,169	5.4%	4.9%
2014 / 15	120,973	4,952,711	40,941	34.4	15,169	3.9%	3.6%
2015 / 16	123,752	5,194,006	41,971	34.3	15,388	4.2%	3.7%
2016 / 17	123,983	5,454,137	43,991	34.3	15,409	3.8%	3.4%

Sources: MuniServices, LLC

- Population data by the California Department of Finance Projections as provided by MuniServices LLC
- The California Department of Finance demographics estimates now incorporate 2010 Census counts as a benchmark.
- Unemployment and Total Employment Data are provided by the EDD's Bureau of Labor Statistics Department.
- Student Enrollment reflects the total number of students enrolled in the Santa Clara Unified School District.

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					
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	8.7%
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%
2015 / 16	22,905	—	—	22,905	—	229,719	464,720	717,344	123,752	5,797	5,194,006	13.81%
2016 / 17	21,177	—	—	21,177	—	220,800	429,773	671,750	123,983	5,418	5,454,137	12.32%

Sources: Finance Office, City of Santa Clara and MuniServices LLC

(1) 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 CAFR Statistical Section, Table 4.

DEBT SERVICE
Fiscal Year 2018/19

Debt Service

Debt Service expenditures include payments of principal, interest, and related costs such as trustee fees and reserve requirements for issued debt.

In general, the City has issued Certificates of Participation to finance capital requirements of general government (non-enterprise) departments. These requirements include police facilities and libraries. Debt service on this debt is paid from any source of available funds of the City. To finance the capital programs of enterprise departments, the City has used revenue bonds secured by and repaid from revenues of the enterprises. The main source of revenue for the enterprise departments are customer service charges. The City currently has outstanding debt issued for the Electric Utility and Sewer Utility.

City of Santa Clara
Summary of Long-Term Obligations
Fiscal Year 2018/19

Type of Indebtedness	Issue Date	Final Maturity	Outstanding, as of June 30, 2018	2018-19 Principal Payment
General Fund:				
2010 City of Santa Clara Lease Agreement	7/13/2010	2/1/2022	$ 4,045,000	$ 956,000
2013 Refunding Certificates of Participation	3/28/2013	2/1/2032	14,600,000	830,000
Unamortized Premium/Discount			746,581	—
Subtotal General Fund Debt			**19,391,581**	**1,786,000**
Enterprise Funds:				
Electric Utility:				
2008 Series B Revenue Bonds	5/26/2008	7/1/2027	59,265,000	4,685,000
2011 Series A Revenue Bonds	3/22/2011	7/1/2032	54,830,000	—
2013 Series A Revenue Bonds	4/24/2013	7/1/2028	51,335,000	3,720,000
2014 Bank of America Loan Agreement	6/16/2014	7/1/2024	26,490,000	3,492,000
Unamortized Premium/Discount			5,607,418	—
Sewer Utility:				
2016 Trimble Road Loan	3/8/2016	7/1/2031	10,589,447	714,638
Subtotal Enterprise Funds Debt			**208,116,865**	**12,611,638**
Total Long-Term Debt Obligations			**$ 227,508,446**	**$ 14,397,638**

This page intentionally left blank.

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 Biennial Capital Improvement Program (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 Program (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 two-year period in the biennual 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.

Charges for Services - Fees and charges levied by City departments for services rendered (example: utility charges to customers, recreation program fees, engineering fees, etc.).

Contingency - A budgetary reserve set aside for emergency or unanticipated expenditures, revenue shortfalls, and/or unknown expenditures. Generally used in the Capital Improvement Program 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, (2) Benefits, (3) Materials/Services/Supplies, (4) Interfund Services, (5) Capital Outlay and (6) Debt Service. In some programs there are also (6) Resource and Production Costs and (7) Contribution In-Lieu of Taxes (CLT) and 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.

Fixed Assets - Assets of a long-term character such as land, buildings, machinery, furniture and other equipment with a value greater than $1,000 and a useful life longer than one year.

Franchise - A special privilege granted by a government, permitting the continued use of public property, such as city streets and usually involving the elements of a monopoly or regulation, for example cable TV, gas, refuse, and others.

Fund - An independent fiscal and accounting entity with a self -balancing set of accounts recording its assets, liabilities, fund equity, revenues and expenditures or expenses and other changes in residual fund equity or balances, segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, limitations, or public policy.

Fund Balance - The amount of financial resources immediately available for use. Generally, this represents the difference between unrestricted current assets over current liabilities.

Fund Type - A category into which funds with similar characteristics are grouped. The fund types used in the City budget are General, Special Revenue, Capital Projects, Enterprise, and Internal Service funds.

Furlough - A planned temporary unpaid leave of employees designed to create budgetary savings necessitated by a budget deficit.

General Fund - The primary fund of the City used to account for all revenues and expenditures of the City not accounted for in another fund. Examples of departmental operations accounted for in the General Fund include the City Council, Police and Fire Departments, Library, Parks and Recreation, and others.

Generally Accepted Accounting Principles (GAAP) - Uniform minimum standards and guidelines for financial accounting and reporting that govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the GASB (Governmental Accounting Standards Board).

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.

Interest and Rent - Interest income on investments and rental income received on property owned by the City.

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.

Intergovernmental - Revenue received from other government entities (example: grants).

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 Dissolution Act - See Dissolution Act.

Reimbursement - Repayments of amounts remitted on behalf of another party, or interfund transactions that constitute reimbursements to a fund for expenditures or expenses initially made from it but properly applied to another fund.

Reserve - An account used to earmark a portion of fund balance to indicate that it is not available for expenditure or legally segregated for a specific future use.

Resolution - A special or temporary legislative order of the City Council/Agency/Authority. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the City. A resolution requires less legal formality and has a lower legal status than an ordinance.

Revenue - Resources received by the government available for use in supporting services including such items as taxes, fees, permits, licenses, grants and interest.

Risk Management - An organized attempt to protect a government's assets against accidental loss in the most economical method. The City is exposed to various risks of losses related to torts, errors and omissions, general liability, injuries to employees and unemployment claims. Claims, expenditures and liabilities are reported when it is probable that a loss has occurred and the amount of that loss can be reasonably estimated using actuarial methods or other estimating techniques. These losses include an estimate of claims that have been incurred but not reported.

Sales Tax - A tax imposed by the government on retailers at the point of sale for the privilege of selling tangible personal property. It is usually calculated as a percentage of the selling price and collected by the retailer from the consumer. The rate in the City of Santa Clara is 8.75%.

Silicon Valley Power (**SVP)** - The City's Electric Utility Department provides electricity to City residents and businesses under the name Silicon Valley Power.

Special Assessment - A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Revenue Fund - A fund in which revenue collected is restricted by the city, state or federal government as to how the city might spend its resources.

Sports and Open Space Authority (SOSA) - The City of Santa Clara Sports and Open Space Authority (SOSA) was created by the City Council in 1974 for the acquisition and development of open space within the City. The members of the City Council are also members of SOSA's Board of Directors and, as such, are authorized to transact business and exercise power to purchase, lease or otherwise obtain and dispose of real and personal property, to acquire, construct, maintain, repair, manage and operate real and personal property, including leasing to private operators for commercial purposes, surplus space which is not economical to use for open space planning.

Stadium Authority - As required by the Term Sheet between the City and the 49ers Stadium Company, the City and the Redevelopment Agency entered into a joint powers agreement creating the Stadium Authority in 2011. The Stadium Authority's governing board is the seven members of the City Council. The Stadium Authority will build, own and operate the Stadium, and have all powers granted to it by the City and the Agency. The Stadium Authority is a separate and distinct legal entity, and neither the City nor the Agency is liable for the debts or obligations of the Stadium Authority.

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.

Ten-Year Financial Plan - A strategic planning document showing the estimated results of operations and capital improvement project requirements over the next ten years. This plan is reviewed and accepted by Council and no appropriations result from that acceptance.

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.

This page intentionally left blank.

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
BSR	Budget Stabilization Reserve
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

List of Acronyms

FTE	Full Time Equivalent (Employee)
FTHB	First Time Homebuyer
FY	Fiscal year
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

List of Acronyms

PEMHCA	Public Employees' Medical and Hospital Care Act (California)
PEPRA	Public Employees' Pension Reform Act of 2013
PERS	Public Employees' Retirement System
PG&E	Pacific Gas and Electric
POP	Problem Oriented Policing
RDA	Redevelopment Agency
RMRA	Roadway Repair and Accountability Act
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 Department - 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

This page intentionally left blank.