



FY2021/22 and FY 2022/23

Proposed Operating Budget



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

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Table of Contents

	<u>Page</u>
Transmittal Letter	7
City Profile	27
Budget and Fiscal Policies	45
Budget Summary	77
Total Budgeted Revenues.....	77
Total Budgeted Expenditures.....	79
Transfer Schedule.....	80
Revenues by Fund.....	83
Expenditures by Fund.....	87
Summary of Fund Activity.....	91
Operating Expenditures by Category.....	98
Operating Expenditures by Department and Fund Type.....	100
Summary of Budgeted Positions	105
Debt Service	109
Ten-Year General Fund Financial Forecast	121
Statements of Sources and Uses of Funds	147
General Fund	149
Special Revenue and Other Funds	163
Bridge Maintenance District #2 Fund.....	170
Building Development Services Fund.....	171
Building Special Programs and Training Fund	172
City Affordable Housing Fund.....	173
Community Activities Fund.....	174
Community Facilities District No. 2019-1 (Lawrence Station) Fund.....	175
Convention Center Maintenance District Fund.....	176
Downtown Parking Maintenance District Fund.....	177
Endowment Care Fund.....	178
Engineering Operating Grant Trust Fund.....	179
Expendable Trust Fund.....	180
Fire Operating Grant Trust Fund.....	182
Gas Tax Fund.....	183
Housing and Urban Development Fund	184
Housing Authority Fund	185



Table of Contents

	<u>Page</u>
Special Revenue and Other Funds	
Housing Successor Agency Fund	186
Library Donations Trust Fund	187
Library Operating Grant Fund	188
Other City Departments Operating Grant Trust Fund	189
Parks and Recreation Operating Grant Trust Fund	190
Perpetual Care Fund.....	191
Police Operating Grant Trust Fund.....	192
Prefunded Plan Review Fund.....	194
Public Donations Fund	195
Public, Educational, and Governmental (PEG) Fee Fund	197
Recreation Programs Operations Fund	198
Road Maintenance and Rehabilitation (SB1) Fund	199
Traffic Fair Share Fund.....	200
Traffic Mitigation Fund.....	201
Enterprise Funds	203
Cemetery Fund.....	209
Convention Center Enterprise Fund.....	210
Electric Operating Grant Trust Fund	211
Electric Utility Fund.....	213
Sewer Utility Fund.....	215
Solid Waste Fund.....	217
Water Recycling Fund.....	219
Water Utility Fund.....	221
Internal Service Funds	223
Communication Acquisitions Fund.....	227
Fleet Operations Fund.....	228
Information Technology Services Fund.....	229
Public Works Capital Projects Management Fund.....	230
Special Liability Insurance Fund.....	231
Unemployment Insurance Fund.....	232
Vehicle Replacement Fund.....	233
Workers' Compensation Fund.....	234
Capital Improvement Program Funds	235
Cemetery Capital Fund.....	240
Convention Center Capital Fund.....	241
Electric Utility Capital Fund.....	242
Fire Department Capital Fund.....	247
General Government Capital Fund.....	249



Table of Contents

	<u>Page</u>
Capital Improvement Program Funds	
Library Department Capital Fund.....	252
Parks and Recreation Capital Fund.....	253
Public Buildings Capital Fund.....	256
Recycled Water Capital Fund.....	258
Related Santa Clara Developer Fund.....	259
Sewer Utility Capital Fund	260
Solid Waste Capital Fund.....	262
Storm Drain Capital Fund	263
Street Lighting Capital Fund.....	265
Streets and Highways Capital Fund.....	266
Tasman East Infrastructure Improvement Fund	272
Water Utility Capital Fund.....	273
Other Agency Funds	275
Santa Clara Golf and Tennis Club Fund.....	278
Sports and Open Space Authority Capital Fund.....	279
Sports and Open Space Authority Fund.....	280
City Departments	281
Mayor and City Council Offices.....	283
City Attorney's Office.....	293
City Clerk's Office.....	303
City Auditor's Office.....	319
City Manager's Office.....	329
Community Development Department.....	345
Electric Utility Department.....	369
Finance Department.....	403
Fire Department.....	421
Human Resources Department.....	441
Information Technology Department.....	455



Table of Contents

	<u>Page</u>
City Departments	
Library Department.....	473
Parks and Recreation Department.....	495
Police Department.....	521
Department of Public Works.....	545
Water and Sewer Utilities Department.....	583
Non-Departmental.....	599
Other Agencies	633
Appendices	
Outside Group Funding.....	637
City Council Priority Matrix.....	639
Budget Amendments to the FY 2021/22 Adopted Capital Budget.....	644
CSMFO Award.....	659



City of Santa Clara

The Center of What's Possible

May 7, 2021

Honorable Mayor, City Council and Residents of Santa Clara,

The Proposed Biennial Operating Budget for fiscal years (FY) 2021/22 and 2022/23 is presented for consideration and continues the biennial budget process that alternates between an operating and capital budget. This year's budget focuses on our day-to-day operations that support vital City services. Amendments to the FY 2021/22 capital budget are also included.

As part of the budget deliberation process, two City Council study sessions are scheduled for May 25, 2021 and June 8, 2021 before the public hearing and planned budget adoption on June 22, 2021.

The Proposed Budget is presented at a challenging time as the City continues to face a COVID-19 induced General Fund shortfall of \$29 million in FY 2021/22. COVID-19 has already impacted two fiscal years by declining revenue (e.g., FYs 2019/20 and 2020/21). Unfortunately, more difficult budget reductions are necessary to bring the budget into balance and the use of one-time federal stimulus funds avoids more severe service impacts that would otherwise have been required. At the same time, there is cause for cautious optimism as economic conditions are projected to significantly improve later in 2021.

With the effective roll out of the COVID-19 vaccines, business and the community are expected to begin resuming a greater degree of normal activities in FY 2021/22. This enables the judicious use of one-time solutions, primarily federal stimulus funds, to solve a portion of the budget shortfall, allowing time for General Fund revenues to recover. This Proposed Budget incorporates Phase 2 reduction proposals to close more of this gap. The Phase 2 reductions, however, are less than initially contemplated when the balancing strategy was presented as part of the Council Priority Session in February given the availability of \$25.9 million of federal stimulus funds and the prospect of improved economic performance in 2021.



Budget Milestones:

May 7: Release of Proposed Budget

May 25: City Council Study Session on Proposed Budget and Municipal Fee Schedule

June 8: City Council Study Session on Proposed Budget and Municipal Fee Schedule

June 22: Public Hearing and Adoption of FY 2021/22 and FY 2022/23 Biennial Operating Budget and Amendments to the FY 2021/22 Capital Budget and Public Hearing and Adoption of Municipal Fees Schedule

July 1: Start of Fiscal Year 2021/22



The budget actions brought forward in this Proposed Budget are considered Phase 2 of the budget actions necessary to address the COVID-19 impacts. On March 9, 2021, the City Council approved the Phase 1 budget reductions, which included the freezing of 43.50 positions and ongoing General Fund expenditure reductions of \$12.7 million. This second phase of balancing actions relies less on ongoing expenditure reductions, with those totaling \$5.0 million, and more on the use of federal stimulus funds, other reserves, and additional revenues.

These combined strategies are intended to balance the competing goals of aligning ongoing revenues and expenditures and minimizing the service delivery impacts to the community, which is one of the budget principles adopted for FY 2021/22. The one-time federal stimulus funding is the key component of this strategy, and these funds allow for the City to monitor the rate of economic recovery, make further determinations of how recovery favorably impacts our revenue projections (if at all), and enables the City to address its General Fund shortfall without needlessly making more significant budget and service reductions. In short, the federal stimulus funding prevents premature budget/service reductions and allows for economic recovery, for which we are not able to determine. It is important to note that this action takes place with already approximately 550 part-time/as-needed employees being eliminated from the City and 57.50 full-time positions eliminated, with approval of this proposed budget. This is an incredible loss of capacity and reinforces our continued message that we are an organization in transition due to COVID-19 induced impacts.

The FY 2021/22 Budget Principles adopted by the City Council on February 1, 2021 allow for the Budget Stabilization Reserve (BSR) to drop to 15% of General Fund expenditures as an exception to the City's budget policy that sets the reserve goal at 25%. The proposed budget balancing strategy for the biennial budget relies on the use of the General Fund BSR (\$17.5 million) and the Land Sale Reserve (\$3.2 million) over the two-year period. The BSR is projected to total 21% of General Fund expenditures in FY 2021/22 and drop to 15% of expenditures in FY 2022/23 in line with the policy exception. The BSR is intended to be used to weather economic downturns, emergency financial crisis or disaster situations. The use of the BSR to address impacts from COVID-19 definitely meets this intended use.

With the use of one-time funds to bring the budget into balance in FY 2021/22 and FY 2022/23, it is currently projected that a General Fund shortfall of \$14.6 million will remain to be addressed in the next biennial budget (which approximately reflects our January 2020 projected shortfall in the Ten-Year General Financial Forecast of \$13.3 million). This shortfall figure, however, may be reduced if the economic rebound is more vigorous and General Fund revenues outperform the current projections. This also allows time to pursue other balancing options, such as additional revenues that are in line with other neighboring jurisdictions and other potential cost reductions.

Total Budget Overview

The expenditures in the FY 2021/22 Proposed Budget total \$1.0 billion and reflect a reduction of 15.5% from the FY 2020/21 Adopted Budget. In FY 2022/23, the budget increases to \$1.03 billion as a result of annual adjustments to salaries and benefits and non-personnel costs and the timing of capital projects. The FY 2021/22 Proposed Budget is below the FY 2020/21 Adopted Budget of \$1.12 billion primarily because the carryover of capital funds from FY 2020/21 to FY 2021/22 has not yet been factored into the budget. In addition, the FY 2020/21 Adopted Budget did not fully incorporate the impact of COVID-19; Phase 1 rebalancing actions for the budget were approved later in March 2021. The FY 2021/22 Proposed General Fund budget is also lower as this budget includes additional Phase 2 budget reduction proposals necessary to mitigate the economic impacts from the pandemic. In addition, the General Fund budget incorporates the shift of the Building Development Services to a new special fund, resulting in



lower General Fund expenditures, offset by the one-time transfer of the General Fund Building Inspection Reserve to the new development fund in FY 2021/22.

Table 1 summarizes the total proposed budgets by fund group.

Table 1: FY 2021/22 and FY 2022/23 Proposed Budget

FY 2021/22 and FY 2022/23 Proposed Budget			
Fund Type	FY 2020/21 Adopted Budget	FY 2021/22 Proposed Budget	FY 2022/23 Proposed Budget
General Fund	285,968,205	282,561,469	261,431,495
Special Revenue Funds	22,709,200	28,214,477	28,201,923
Enterprise Funds	693,847,310	670,175,848	784,562,413
Internal Service Funds	37,533,057	41,211,645	39,254,113
Debt/Other	17,263,562	39,291,994	19,847,647
Less (Transfers, Contributions, and Reserves)*	(210,359,204)	(178,378,596)	(205,298,512)
Subtotal Operating Budget	846,962,130	883,076,837	927,999,079
Capital Funds	342,174,078	124,900,686	100,712,350
Less (Transfers, Contributions, and Reserves)*	(3,986,654)	(6,682,539)	0
Total Capital Budget	338,187,424	118,218,147	100,712,350
Total Budget	1,185,149,554	1,001,294,984	1,028,711,429

* Adjusts for transfers, contributions and reserves to avoid double counting of the same funds (e.g., internal service funds are excluded)

The FY 2021/22 and FY 2022/23 Proposed Budget incorporates actions to bring the budget into balance, particularly in the General Fund that represents approximately one quarter of the total budget. Staff has carefully analyzed all department budget proposals, taking into account the fiscal year projected resources, anticipated service impacts to Santa Clara residents and businesses, and City Council goals, principles and priorities.

The Proposed Budget also factors in recommended changes to FY 2021/22 capital projects, including a limited number of high priority projects funded by the General Fund Capital Projects Reserve as well as those funded by other funds.

Guiding Framework

On February 1, 2021 and February 2, 2021, the City Council held Council Priority Setting Sessions to review the state of the organization, discuss policy priorities, and key data that provide direction on managing the City going forward. At this year's sessions, the focus was on the City's fiscal outlook and COVID-19 response and recovery. As part of those sessions, the City Council confirmed the following Council Strategic Pillars:

1. Promote and Enhance Economic, Housing and Transportation Development
2. Deliver and Enhance High Quality Efficient Services and Infrastructure
3. Enhance Community Sports and Recreational and Arts Assets
4. Enhance Community Engagement and Transparency
5. Ensure Compliance with Measure J and Manage Levi's Stadium



6. Manage Strategically Our Workforce Capacity and Resources
7. Promote Sustainability and Environmental Protection

The City Council also reviewed and adopted a set of Budget Principles during the Council Priority Setting Sessions. These Budget Principles were established to provide a general framework and approach for developing the City's budget, ensuring fiscal stability by considering both the short and long-term impacts of any funding decisions. For the FY 2021/22, the principles were modified to 1) recognize that the budget will be balanced with ongoing solutions to the extent possible; 2) added a principle to address the budget shortfall with a combination of ongoing and a one-time solutions to balance the competing goals of aligning ongoing revenues and expenditures and minimizing the service delivery impacts to the community; 3) added a principle to continue cost controls measures until General Fund revenues and expenditures are in balance; and 4) modified the principle that would maintain the Budget Stabilization Reserve (BSR) at a minimum of 15% of expenditures if an exception to the Council Policy for the BSR is considered.



The FY 2021/22 Budget Principles can be found in the **Budget and Fiscal Policies** section of this document.

Summary of Budgeted Positions

The FY 2021/22 Proposed Budget reflects a net reduction of 57.50 positions from the FY 2020/21 Adopted Budget level as shown in Table 2 below. The General Fund budget balancing actions account for the reduction of 60.50 positions, including the freeze of 43.50 positions approved on March 9, 2021 (Phase 1) and the elimination of an additional 17.0 positions recommended in the Proposed Budget (Phase 2). Other actions result in a net add of 3.0 positions, including the proposed addition of 5.0 positions (4.0 fee-funded positions to support development activity and 1.0 SVP-funded Attorney in the City Attorney's Office), offset by the reduction of 2.0 position in the Base Budget to account for the staffing level funded by the Related project. Positions funded by the Related reflect the timing of City positions necessary to support that project; several of these additional positions will be required as that development occurs in the next few years. The changes by department are described in further detail below and in each department section of this document.



Table 2: Summary of Position Changes (All Funds)

Summary of Position Changes (All Funds)	
FY 2020/21 Budget	1,151.50
Base Budget Changes (funding of Related positions)	(2.00)
Phase 1 Funded Position Reductions (Approved March 9, 2021)	(43.50)
FY 2021/22 Phase 2 General Fund Reductions	(17.00)
FY 2021/22 Proposed Position Adds (SVP and Building Fee Funded)	5.00
FY 2021/22 Budgeted Positions	1,094.00
FY 2022/23 Proposed Net Additional Positions	0.00
FY 2022/23 Budgeted Positions	1,094.00

The following table below summarizes the budgeted position changes by department. Base Budget changes reflect position changes previously approved by the City Council at a separate City Council meeting, with the majority of these positions eliminated as part of the Phase 1 budget reductions. A detailed summary of Base Budget position changes can be found in the Department sections of this document.

Table 3: Summary of Funded Positions by Department

Summary of Funded Positions by Department						
Department	FY 2020/21 Adopted	2021/22 Base/ Phase 1 Changes	2021/22 Proposed / Phase 2 Changes	FY 2021/22 Proposed	Change	FY 2022/23 Proposed
Mayor and City Council	9.00	0.00	0.00	9.00	0.00	9.00
City Attorney	8.00	(1.00)	1.00	8.00	0.00	8.00
City Auditor	3.33	(0.33)	0.00	3.00	0.00	3.00
City Clerk	7.00	(1.00)	0.00	6.00	0.00	6.00
City Manager/Non-Departmental*	24.00	(5.00)	0.00	19.00	0.00	19.00
Community Development	68.75	(0.75)	4.00	72.00	0.00	72.00
Electric Utility	198.00	0.00	0.00	198.00	0.00	198.00
Finance	69.42	(0.67)	0.00	68.75	0.00	68.75
Fire	168.25	(13.75)	0.00	154.50	0.00	154.50
Human Resources	15.75	0.00	(1.75)	14.00	0.00	14.00
Information Technology	7.00	0.00	(1.00)	6.00	0.00	6.00
Library	46.75	0.00	(4.25)	42.50	0.00	42.50
Parks and Recreation	82.75	(4.00)	(2.00)	76.75	0.00	76.75
Police	239.00	(15.00)	(3.00)	221.00	0.00	221.00
Public Works	131.50	(4.00)	(5.00)	122.50	0.00	122.50
Water and Sewer Utilities	73.00	0.00	0.00	73.00	0.00	73.00
Total	1,151.50	(45.50)	(12.00)	1,094.00	0.00	1,094.00

* The City Manager's Office also oversees the Non-Departmental functions (e.g., citywide administration, risk and insurance, communications, community/special programs and initiatives, economic/real estate development, COVID relief programs, state and federal legislative coordination, etc.)



Ten-Year Financial Forecast and Economic Outlook

The FY 2022 – 2032 Ten-Year General Financial Forecast (Forecast) provides an updated assessment of the City's fiscal health. The Forecast includes projections of ongoing General Fund revenues and expenditures for a ten-year period beyond the adopted biennial budget. The Forecast serves as a strategic planning tool to assist the City Council, staff, and the public with decision-making as they work to adopt the FY 2021/22 and FY 2022/23 Biennial Operating Budget and consider long-term financial strategies for the City. The Forecast also identifies known risk factors and vulnerabilities, and it provides a foundation for evaluating priorities and understanding trade-offs moving forward.

In January 2021, the Administration prepared the Forecast for discussion at the Council Priority Setting Session. At that time, the Forecast showed a substantial General Fund shortfall of \$41.7 million in FY 2021/22 as a result of COVID-19 impacts on City revenues, with improvement in the remaining years of the Forecast. The projected shortfall of \$41.7 million was equivalent to 14.8% of forecasted expenditures, while the surpluses in the out years of \$1.5 million to \$5.5 million were relatively small, ranging from 0.5% to 1.9% of expenditures annually.

Since the development of the Forecast in January, staff has continued to refine the revenue estimates and the expenditure budget. The Phase 1 budget reductions (\$12.7 million) as well as other net zero adjustments result in an improvement to the estimated budget deficit in FY 2021/22. With the Council approval of Phase 1 in March 2021, and with continued revision, the shortfall has been revised downwards from \$41.7 million to \$29 million. The revised shortfall of \$29 million is equivalent to 11.2% of General Fund expenditures in FY 2021/22, while the small surpluses of \$1.3 million to \$4.2 million in the remaining years range from 0.5% to 1.5% of expenditures.

Table 4: FY 2022-32 General Fund Ten-Year Financial Forecast Net Operating Margin

FY 2022-2032 General Fund Ten-Year Financial Forecast Net Operating Margin - Ongoing Surplus/(Deficit) (\$ in millions)										
FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	FY 2030/31	FY 2031/32
(\$29.0 M)	\$3.4 M	\$4.2 M	\$1.3 M	\$ 2.3 M	\$ 2.5 M	\$ 2.0 M	\$2.1 M	\$2.4 M	\$1.9 M	\$1.9 M
As a percentage of projected operating expenditures										
11.2%	1.3%	1.5%	0.5%	0.8%	0.8%	0.7%	0.7%	0.7%	0.6%	0.6%

The Forecast compares ongoing revenues and expenditures. The model assumes shortfalls or surpluses are solved with ongoing solutions in the prior year. To the extent solutions to close the gap, or ongoing dollars are not fully spent in years with surpluses, these figures would carry over to the next fiscal year. It does not factor in one-time funding sources or items funded on a pay-as-you-go method with one-time sources.

The Forecast does not include the following:

- One-time funding sources and one-time expenditure needs;
- The cost to address unmet/deferred capital infrastructure needs;
- Revenue and staffing impacts of development projects; and
- Additional contributions to Reserves (Budget Stabilization Reserve, Capital Projects Reserve, Pension Reserve).



Historically, the City has funded many of capital infrastructure and equipment needs with one-time funds on a pay-as-you-go basis. The use of one-time funds as the funding mechanism for capital improvements and various equipment that rely on the General Fund creates challenges. The lack of sufficient one-time funding has resulted in a backlog of unmet/deferred infrastructure needs. Staff will continue to evaluate potential options to create capacity to address those funding needs.

In addition to the elements described above that are not factored into the Forecast, the City has identified various factors that could have potential positive or negative impacts on the Forecast. These include:

- More robust economic recovery following the COVID-19 vaccinations;
- Future economic slowdown/recession;
- The re-assessment of non-residential properties for property tax purposes;
- State/federal legislative changes and legal challenges;
- Labor costs outside the budget assumptions;
- CalPERS actuarial changes or reform actions;
- Unanticipated critical capital/infrastructure needs; and
- Maintenance impacts and timing of development projects.

Economic Outlook

COVID-19 spurred the abrupt end to the longest economic expansion in U.S. history, impacting communities across the country. In 2020, the nation saw record breaking increases in unemployment and declines in economic activity. These impacts, however, have been uneven, with some sectors significantly negatively impacted, such as leisure and hospitality and retail, and other sectors remaining strong, such as housing.

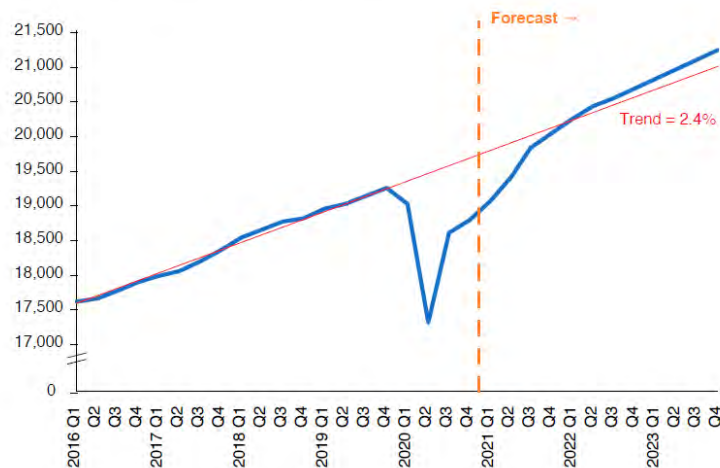
Economic conditions are expected to improve in 2021. According to the March 2021 UCLA Anderson Forecast, robust economic growth and recovery is expected in 2021, following the worst economic decline in the last 60 years. This growth is expected to be driven by “a partial release of pent-up savings, a resumption of services consumption back to previous trends, and a robust housing sector. Offsetting some of this growth is a return of above-average consumption of goods to prior trends. During the pandemic, Americans consumed more goods and fewer services. We expect these patterns to reverse as the pandemic wanes and the economy fully reopens.”¹

As described in the March 2021 UCLA Anderson Forecast, the Gross Domestic Product (GDP) declined by 3.5% in 2020 when compared to 2019 levels. That Forecast assumes strong GDP growth of 6.3% in 2021, 4.6% in 2022, and 2.7% growth in 2023. This rate of growth would return real GDP to its 2019 peak by the end of the 2nd quarter 2021 and to its prior trend by the first quarter 2022.

¹ ULCA Anderson Forecast for the Nation and California, March 2021 Report



Real GDP, Seasonally Adjusted Annual Rates (\$ Billions)



Source: Bureau of Economic Analysis and UCLA Anderson Forecast
Notes: Pre-pandemic trend line shown in light red.

Economic indicators have been improving for several months following the severe declines. The unemployment rates continue to improve at the national, state, and local level, with this region outperforming both the nation and state. On a national level, the unemployment rate was 6.0% in March 2021. This rate was well below the record setting high of 14.7% in April 2020 but is still 2.5 percentage points higher than the pre-pandemic level of 3.5% in February 2020. In March 2021, the number of unemployed persons fell to 9.7 million, which reflects continued improvement but is still 4.0 million higher than the February 2020 level. Job growth was widespread in March 2021, led by gains in leisure and hospitality, public and private education, and construction.²

The following charts from the U.S. Bureau of Labor Statistics show the dramatic impacts of COVID-19 on U.S. employment and the subsequent improvement that has occurred to date.

Chart 1. Unemployment rate, seasonally adjusted, March 2019 – March 2021

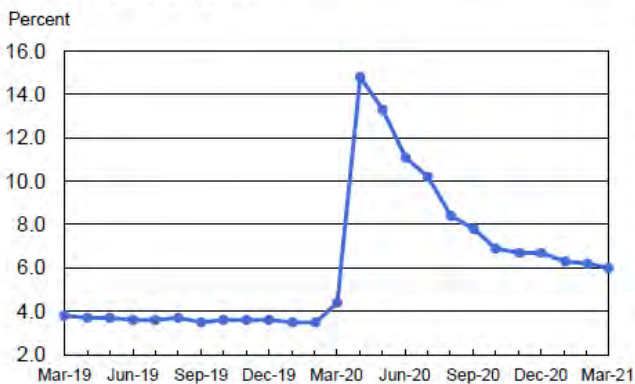


Chart 2. Nonfarm payroll employment, seasonally adjusted, March 2019 – March 2021



² <https://www.bls.gov/news.release/pdf/empsit.pdf>



After the State's largest increase in the unemployment rate in April 2020, the California unemployment rate has dropped to 8.3% by March 2021. California has now regained nearly 44% of the 2.7 million jobs lost due to COVID-19 in March and April 2020.³

The unadjusted unemployment rate in the San José-Sunnyvale-Santa Clara Metropolitan Statistical Area (MSA) was 5.2% in March 2021, significantly higher than the pre-COVID-19 level of 2.6% in February 2020. Between March 2020 and March 2021, employment in this region dropped by 80,000 jobs, or 6.9%. The largest drops were in leisure and hospitality (down 39,300 jobs), private educational and health services (down 11,300 jobs), and government (down 8,000 jobs).⁴

The hotel industry is one of the heavily impacted sectors and the decline in activity has significantly impacted the City's General Fund Transient Occupancy Tax (TOT) revenues. Through March 2021, collections in this category are down 87% when compared to the prior fiscal year. Forecasters do expect improvement in this sector in the second half of 2021 and beyond with the continued roll out of vaccinations and additional stimulus funds. CBRE, a full-service real estate services and investment firm, forecasts a return to 2019 average daily rate and revenue per available room levels in 2024. Gains, however, are expected to vary by market with the business cities and those relying on international travel with the lowest gains compared with 2019. On the other end of the spectrum, leisure-based destinations and secondary and tertiary markets will see the highest gains.⁵

With its reliance on business travel, Santa Clara's hotel activity is expected to take time to recover. There are some local hotels that remain closed, such as the Hilton and the Avatar hotels, and the Biltmore is under renovation. From the extremely low starting point in the current fiscal year, strong growth is projected over the next several years with collections hitting the pre-COVID levels in 2026 and factoring in a two-percentage point increase in the TOT rate.

General Fund Budget Balancing Strategy

Given the updated projected General Fund shortfall of \$29.0 million in FY 2021/22, the budget balancing strategy for the FY 2021/22 and FY 2022/23 Biennial Operating Budget incorporates a combination of ongoing expenditure reductions and increased revenues as well as one-time solutions, including the use of federal stimulus funding and reserves. The purpose of the stimulus funds is to save jobs and preserve services by providing the critical time to evaluate the post COVID-19 recovery and allow for a slower phase-in of any community impacts. Section 603(C) of the Coronavirus Local Fiscal Recovery Fund identifies eligible uses for the funds, including the provision of government services and offsetting revenue losses:

“(C) for the provision of government services to the extent of the reduction in revenue of such metropolitan city, nonentitlement unit of local government, or county due to the COVID-19 public health emergency relative to revenues collected in the most recent full fiscal year of the metropolitan city, nonentitlement unit of local government, or county prior to the emergency.”

As shown in Table 5 below, \$6.3 million of the FY 2021/22 General Fund deficit is proposed to be solved with ongoing expenditure reduction and additional revenues, leaving a remaining balance of \$22.7 million. One-time solutions close this funding gap, most significantly the use of federal stimulus funds. One-time

³ <https://edd.ca.gov/newsroom/unemployment-march-2021.htm>

⁴ [https://www.labormarketinfo.edd.ca.gov/file/lfmonth/sjos\\$pd\\$pd.pdf](https://www.labormarketinfo.edd.ca.gov/file/lfmonth/sjospdpd.pdf)

⁵ <https://www.businesstravelnews.co7m/Procurement/CBRE-Vaccines-Stimulus-Spur-Second-Half-2021-US-Hotel-Forecast>



funding is also proposed to replenish the Special Liability Fund that is used to cover legal actions against the City. Because \$22.7 million of the FY 2021/22 shortfall is solved one-time, this shortfall will carry over to FY 2022/23 and adjusted based on economic recovery, cost or savings from labor agreements, and any additional administrative actions that reduce the shortfall. When combined with the small forecasted surplus in FY 2022/23 of \$3.4 million, the General Fund deficit totals \$19.3 million in FY 2022/23. This shortfall is proposed to be solved with General Fund revenues expected to be generated from additional fees and the use of the Budget Stabilization Reserve and the Land Sale Reserve. Based on the latest forecast and the budget balancing strategy for FY 2021/22 and FY 2022/23, a shortfall of \$14.6 million would remain after the two-year budget period.

Table 5: FY 2021/22 and FY 2022/23 General Fund Balancing

FY 2021/22 and FY 2022/23 Biennial Operating Budget General Fund Balancing (\$ in millions)			
	FY 2021/22	FY 2022/23	FY 2023/24
Forecast (Shortfall)/Surplus (Factors in Phase 1 Budget Reductions of \$12.7 M)	(\$29.0 M)	\$3.4 M	\$4.2 M
Carried Over Deficit from Prior Year (Due to Use of One-Time Solutions in FY 2021/22 and 2022/23)		(\$22.7 M)	(\$18.8 M)
Ongoing Actions			
Proposed Budget Expenditure Changes	\$5.0 M		
Proposed Budget Revenues	\$1.3 M	\$0.5 M	
Total Proposed Budget Ongoing Solutions	\$6.3 M		
Remaining Shortfall After Ongoing Solutions	(\$22.7 M)	(\$18.8 M)	(\$14.6 M)
One-Time Actions			
Transfer to the Special Liability Fund	(\$5.2 M)		
Federal Stimulus Funding	\$25.9 M		
Budget Stabilization Reserve	\$1.9 M	\$15.6 M	
Land Sale Reserve		\$3.2 M	
One-Time Expenditure Reductions/Other Adjustments	\$0.1 M		
Total Proposed Budget One-Time Solutions	\$22.7 M	\$18.8 M	
Remaining Budget Shortfall/Surplus	\$0.0 M	\$0.0 M	(\$14.6 M)

To develop proposed General Fund budget proposals for FY 2021/22, departmental staff evaluated departmental operations and services to identify budget actions with the least impact. Revenue strategies include bringing fees closer to cost recovery and a limited number of new fees as well as transfers from the Vehicle Replacement Fund to reflect savings generated from replacing a portion of the City's vehicle inventory with electric vehicles funded by Silicon Valley Power (SVP). The revenue opportunities that require voter approval are not assumed in the budget but will be an important strategy to help close the ongoing budget shortfall.



The General Fund balancing actions brought forward in the Proposed Budget are the second phase of reductions to address the budget shortfall resulting from COVID-19. On March 9, 2021, the City Council approved a series of budget reductions that reduced costs by \$12.7 million and froze 43.50 positions. The Phase 2 reductions in this document reduce costs by \$5.3 million, of which \$5.0 million is ongoing, and eliminate an additional 17.0 positions. In total, the Phase 1 and 2 budget actions reduce costs by \$18.0 million and the number of positions by 60.50.

As presented in June 2020 during the budget deliberations with the City Council, the City's budget balancing efforts would be addressed in two phases to obtain more data of the actual fiscal impacts of COVID-19, with some departments taking higher cuts in Phase 1 and others in Phase 2. The table below summarizes these reductions by department and compares the reductions to the percent of each department's discretionary budget, which excludes items such as the required retirement unfunded liability cost and fee or reimbursement-related costs.

Table 6: General Fund Phase 1 and Phase 2 Budget Reductions

Department	Phase 1 Proposals (March 2021)	Proposed Budget (Phase 2) Proposals	Total Phase 1 and 2 Proposals	% of Discretionary Budget
Mayor and City Council	(\$0.02 M)	(\$0.00 M)	(\$0.02 M)	(16.8%)
City Attorney	(\$0.14 M)	(\$0.00 M)	(\$0.14 M)	(11.1%)
City Clerk	(\$0.19 M)	(\$0.00 M)	(\$0.19 M)	(16.7%)
City Manager/ Non-Departmental	(\$1.88 M)	(\$0.03 M)	(\$1.91 M)	(12.7%)
Community Development	(\$0.31 M)	(\$0.27 M)	(\$0.58 M)	(19.7%)
Finance/Auditor	(\$0.30 M)	(\$0.13 M)	(\$0.43 M)	(17.8%)
Fire	(\$2.66 M)	(\$1.25 M)	(\$3.91 M)	(9.5%)
Human Resources	(\$0.20 M)	(\$0.25 M)	(\$0.45 M)	(16.6%)
Information Technology	(\$0.73 M)	(\$0.34 M)	(\$1.07 M)	(11.4%)
Library	(\$0.24 M)	(\$0.73 M)	(\$0.97 M)	(10.0%)
Parks & Recreation	(\$1.61 M)	(\$0.92 M)	(\$2.53 M)	(16.4%)
Police	(\$3.65 M)	(\$0.51 M)	(\$4.16 M)	(7.2%)
Public Works	(\$0.75 M)	(\$0.92 M)	(\$1.67 M)	(8.8%)*
Total	(\$12.68 M)	(\$5.35 M)	(\$18.03 M)	(10.2%)

* The Public Works actions would total approximately 14% when factoring in the Vehicle Replacement Fund savings generated from the electric vehicle replacements from SVP funds.

Overall, the reductions in Phase 1 and 2 eliminate approximately 10% of the discretionary General Fund budgets in departments. The City Council appointees (Attorney, Auditor and City Manager's Offices) and strategic support departments (e.g., Human Resources, Finance, Assistant Clerk) have the largest average decline of 13%, followed by the non-public safety direct service departments (e.g., Library and Parks and Recreation) at 12%, and, lastly, the public safety departments (Police and Fire) at 8%. This



reflects the goals to maintain public safety to the extent possible and to minimize direct service reductions to the community.

The reductions in the City leadership and strategic support functions are becoming increasingly more difficult as there is less flexibility on the types of services delivered (payroll, accounts receivable/payable, hiring, employee relations, legal support, Information Technology support, agenda support, City Council support). Staff will continue to seek ways to reduce costs in its delivery of these services.

Proposed Budget Highlights

Budget proposals are recommended to address a portion of the General Fund shortfall, to address a limited number of General Fund critical needs, to meet development services needs through fee-funded additions, and to support special and enterprise fund activities.

Highlights of these proposals are provided below and are aligned to the City's strategic pillars:

Promote and Enhance Economic, Housing and Transportation Development

- **CDBG and Housing Funds** – The COVID-19 pandemic has caused a disproportionate financial impact on lower-income households. Although the City is reducing staff and service levels in certain areas due to revenue shortfalls, it remains committed to maintaining the same level of service in its housing programs to provide aid to its most vulnerable residents. The FY 2021/22 budget includes over \$2 million to fund public services designed to assist low-income families and children in encompassing services such as Tenant-Based Rental Assistance and Family Advocacy Services. The City also remains committed to new affordable housing with over \$36 million in local funds already earmarked through FY 2020/21 for the construction and development of affordable housing projects. One of the largest projects is the Agrihood mixed-used development, which will provide 361 new housing units including 165 affordable senior apartments. One of the unique elements of the Agrihood Project is that it will also incorporate 1.5 acres of open agricultural space, a groundbreaking design that received an award from the American Planning Association of Northern California for an "Innovation in Green Community Planning".
- **Convention Center** – After a challenging year, the Convention Center is expected to start recovering in FY 2021/22. With the COVID-19 facility closure, the Budget has been significantly impacted, and it will take time to reach pre-COVID-19 activity levels. As a result of the shelter-in-place order, the Convention Center's management and operations team, Spectra, went through several rounds of furloughs and lay-offs. With the anticipated easing of restrictions on travel, businesses, and events, Spectra will take a phased approach in bringing on staff in the next two fiscal years, with a goal of having staffing levels at 19 by the end of FY 2021/22 and staffing levels at 32 by the end of FY 2022/23 (current staffing level is 2 positions). In FY 2021/22, the Convention Center is projected to have 211 events, with approximately 120,000 in attendance. In FY 2022/23, the Convention Center is projected to have 374 events, with approximately 250,000 in attendance. When compared to the Convention Center forecast that was adopted as part of the FY 2019/20 and FY 2020/21 Operating Budget, these new event projections represent a nearly 60% and 30% drop in number of events in their respective fiscal years. These estimates are based on effects due to COVID-19 restrictions, business contracted, as well as additional business generated by the sales team.



- **Downtown Master Plan** – Capital funding is added to support work identified by the Downtown Task Force at the April 6, 2021 Council meeting. This includes additional tasks associated with the Downtown Precise Plan such as preparation of a form-based zoning code and a downtown sign ordinance. This will also fund additional Downtown Community Task Force meetings with the consultant team to review current development projects within the Plan area.

Deliver and Enhance High Quality Efficient Services and Infrastructure

- **Community Development** – Fee-supported budget proposals are recommended to improve service and efficiency and support the high volume of development activity. These additions include contractual services for third party plan check and inspections, 1.0 Permit Technician, 1.0 Management Analyst, 1.0 Office Specialist, 1.0 Office Assistant, as-needed staffing support, ongoing contractual support for the Accela permit system, plans and documents digital scanning services, remote workstations for vehicles, and credit card machines. Budget actions also shift 1.0 Planner from the General Fund to the fee-supported Building program. The Proposed Budget also incorporates a new Building Development Fee Fund and the associated revenues and costs will be shifted from the General Fund to this new fund. This allows greater transparency on the resources used to support this function.
- **Electric Utility** – Proposals are recommended to ensure compliance with North American Electric Reliability Company (NERC) requirements and to work more effectively through various investments such as updated Computer Aided Design (CAD) drawings, a field audit of SVP's electric distribution system, and implementation of an automated process for maintaining SVP system circuit models in the distribution system planning software. In addition, the addition of one Assistant City Attorney position is recommended in the City Attorney's Office, funded by Electric Utility to enhance the legal support necessary to support the electric utility.
- **Water and Sewer** – In the Water and Sewer Funds, resources are aligned with the expected activity, including adjustments to water purchases, expected contributions to the Regional Wastewater Facility operating and maintenance costs, and other operational costs. The revenue estimates in the water and sewer enterprise funds are also aligned with the expected activity levels and reflect anticipated rate increases.
- **Capital Improvement Program** – Work will continue on improving the City's infrastructure through the implementation of capital projects approved as part of the FY 2020/21 and FY 2021/22 Biennial Capital Budget. Amendments to the FY 2021/22 capital budget are also included with this document as described in more detail below.



Enhance Community Sports and Recreational and Arts Assets

- **Parks and Recreation Capital Improvements:** Capital projects incorporated into the FY 2021/22 capital budget continue to support the parks infrastructure, with planned investments in the Maywood Park and Warburton Park playground rehabilitations as well as a new accessible entrance and additional parking at Central Park. The Reed and Grant Sports Park is also now open, providing five lighted sports fields, four synthetic turf fields, one natural grass field, as well as a playground, concession stand, restrooms, and on-site parking.



Enhance Community Engagement and Transparency

- **City Manager and Non-Departmental:** The addition of funding of \$50,000 is recommended to support the Task Force on Diversity, Equity, and Inclusion.

Ensure Compliance with Measure J and Manage Levi's Stadium

- The Stadium Authority's stand-alone Fiscal Year 2021/22 Operating, Debt and Capital Budget was adopted by the Stadium Authority Board on March 23, 2021. The \$65 million budget provides the necessary funding to administer the duties of the stadium authority, including support for operating the Stadium for non-NFL events through a management company, advancement of the FY 2021/22 work plan, payment of debt service obligations, and maintenance of a five-year capital plan. The Adopted Budget included the deletion of a Deputy City Manager position, the addition of a Management Analyst position, and funding of \$38 million for debt service expenses. The capital budget totals \$14.6 million and includes funding for general building, security, furnishings and equipment, and public safety investments.

Manage Strategically Our Workforce Capacity and Resources

- **Police** – Three positions are proposed for elimination, including 1.0 vacant Jail Service Officer position assigned to the Temporary Holding Facility, 1.0 Public Safety Dispatcher position that has remained unassigned for two years, and 1.0 vacant Community Service Officer (CSO) in the Records and Evidence Unit.
- **Fire** – A reduction in overtime is proposed, resulting in the reconfiguration of the rescue apparatus and hazardous materials apparatus services and the realignment of the dedicated staff for these units to the relief pool. A funding augmentation is recommended for resiliency training in FY 2022/23 (the first-year cost will be absorbed by the department).
- **Parks and Recreation** – Ongoing reduction proposals are recommended that would reduce recreation facility hours, as-needed staff to support adult sports, eliminate programming at the low use Montague pool, reduce staff for the Theater Program and Therapeutics Program, eliminate funding for the Jr. Giants and reduce cultural commission community grants. One-time proposals are recommended that would reduce cultural commission events and replace the 2021



Art & Wine Festival with a family-friendly, one-day four-hour event to be held in late August or early September that is promoted to City residents.

- **Library** – Ongoing reduction proposals are recommended to eliminate the Footsteps2Brilliance funding, reduce vacant positions in the Adult and the Youth Services Units, Technology Program, and Mission Branch Library, reduce as-needed staffing to support in-person programming and events, and reduce library materials resources. Library hours are not reduced as a result of these reduction proposals.
- **Public Works** – Ongoing reduction proposals include the elimination of five vacant positions in the Streets Division and the elimination of maintenance funding. One-time proposals include the elimination of as-needed staffing in Facilities, Field Services, Land and Property Development, and Traffic Divisions. There is also a proposal to reduce the General Fund transfer to the Downtown Parking Maintenance District Fund as there is unrestricted fund balance available to cover this cost for two years.
- **City Manager and Non-Departmental** – The elimination of funding for the Miss Santa Clara Pageant (\$12,000) is recommended and the Championship Team funding will be shifted to the Community Grants program (\$36,000). There is an additional \$4,000 recommended reduction to the overall Community Grants program.
- **Strategic Support** – The ongoing elimination of 1.75 positions in the Recruiting, Classification and Employee Development Division in the Human Resources Department and the one-time reduction in funding for the City Auditor position are recommended. Budget proposals in the Information Technology Department include the reduction in the as-needed budget for cable, franchise and telephone services, the elimination of 1.0 Management Analyst position, and the elimination of a Unisys contractual Project Manager position.

Promote Sustainability and Environmental Protection

- **Electric Utility** – Proposals are recommended to support several initiatives funded by the Greenhouse Gas Program in an effort to expedite Greenhouse Gas (GHG) emission reduction. These include additions to the Battery Storage Program, the Bike, Pathway, and Park Program, the City Electric Vehicle (EV) Replacement Program, and Distributed Energy Resources Management. The EV Replacement Program also results in General Fund savings as this program will replace vehicles that would have otherwise been funded by the General Fund.





General Fund Revenues and Fees

The General Fund budget balancing strategy includes additional revenues of \$1.3 million in FY 2021/22 and an additional \$0.5 million in FY 2022/23. The largest component of this change is the transfer of almost \$1.0 million in both FY 2021/22 and FY 2022/23 from the Vehicle Replacement Fund to the General Fund to reflect the available savings resulting from the EV Replacement Program.

Changes in various fees for services result in an increase of \$0.6 million. This includes a limited number of new Public Work engineering fees to recover costs (storm drain non-point source fee, solid waste plan review fee, and trash management plan fee) and fee adjustments to increase costs recovery for fire operational permit fees (\$0.2 million) and the billing service charge for late utility payments (\$0.2 million). These fee adjustments will be presented in the Proposed FY 2021/22 Municipal Fee schedule that will be released under separate cover. The fee schedule is planned to be presented as part of the Proposed Budget study sessions and adopted on June 22, 2021. In FY 2022/23, additional fee adjustments are expected to be brought forward after the completion of the fee study that is currently underway. This is expected to focus on Parks and Recreation fees in an effort to improve cost recovery and align these fees based on market demand and comparative neighboring cities.

Downward adjustments totaling \$0.2 million in Parks and Recreation fee revenue is expected due to budget reductions that reduce fee activity (aquatics, adult sports, therapeutics, theater program, and Art and Wine Festival).

Utility Rate Changes

For the City's Utility funds, the Proposed Budget is built on the assumption of various rate changes, with some of the key rates highlighted below.

Table 7: Select Rate Changes for Utility Services

Utility Service	FY 2020/21	FY 2021/22	% Change
Water - Residential per HCF	\$6.69	\$6.95	3.8%
Recycled Water - Irrigation per HCF	\$3.74	\$3.93	5.0%
Sewer - Residential Single Family per month	\$44.53	\$45.76	2.7%
Solid Waste - 32 Gallon Cart (Includes recycling and yard waste charges)	\$44.10	\$49.05	11.2%
Solid Waste - 3-Cubic Yard Bin (Serviced one time per week)	\$322.03	\$389.02	20.8%
Electric - Residential per KWH (Effective January 1, 2022)	\$0.1289	\$0.1327	3.0%

The water and sewer rate increases represent Water and Sewer Utility staff estimates. Rates are approved by the City Council annually with the 2021 Rate Hearing scheduled for June 22, 2021. Proposed Solid Waste rate increases were brought forward to Council on March 10, 2021. A Public Hearing is scheduled for May 25, 2021. Electric rate increases are scheduled to be posted in October 2021 with



anticipated Council approval in December 2021 for an effective start date of new rates on January 1, 2022.

Transient Occupancy Tax Rate Increase

In November 2020, Santa Clara voters approved to increase the Transient Occupancy Tax rate by up to 4% from the current rate of 9.5%. The Proposed Budget assumes that the City Council will implement 2 percent of the 4 percent potential rate increase in FY 2021/22. A separate resolution to bring this forward is expected to be brought forward to the City Council later this calendar year.

Future Revenue Opportunities

While not incorporated into the budget figures presented in the Proposed Budget, the Administration will continue to evaluate future revenue opportunities that can help address a portion of the remaining ongoing General Fund shortfall, better position the City moving forward, address capital infrastructure needs, and align the City's revenues with other jurisdictions. At the Council Priority Setting Session, information was requested on a potential Business Tax measure. Staff will present information and a timeline to potentially pursue a measure for the November 2022 ballot as part of the May 25, 2021 Budget Study Session.

Other potential measures include: 1) establish a Utility Tax; 2) increase to the Property Documentary Transfer Tax; and 3) addition of a General Obligation Bond or Parcel Tax to fund capital infrastructure needs.

Amendments to the FY 2021/22 Adopted Capital Budget

The City Council approved the FY 2020/21 and 2021/22 Biennial CIP Budget in June 2020. This action approved a two-year capital budget and presented a five-year capital improvement plan. While the focus of this year's budget is operations, several budget amendments to the FY 2021/22 Adopted Capital Budget are also recommended. Further detail can be found in the **Appendices** section of this document. Some of the key budget amendments are summarized below:

- Fire projects (\$0.5 million) – capital investments are recommended to fund the replacement of defibrillators used by the Fire Department paramedics and automated external defibrillators (AEDs) placed in various City facilities, to replace diesel exhaust removal systems in seven fire stations, to install alerting systems in the fire stations, to assess repairs to the Fire Training Tower, and to implement the Accela system for Fire Department annual operational permits.
- Silicon Valley Power Electric Utility projects (-\$11.1 million) – funding adjustments to several projects are recommended to reflect current project timelines and necessary project augmentations. Funding will support improvements to transmission systems, transformers, transmission lines, receiving stations, as well as other infrastructure needs. Funding is also removed for projects that are not expected to move forward in FY 2021/22 based on the current project timelines.
- Parks projects (\$0.5 million) – adds grant funding to support the Maywood Park Playground Rehabilitation project and shifts funds from the Rotary Park Playground Rehabilitation project to the Henry Schmidt Playground Rehabilitation project given the failure of the equipment at the Henry Schmidt park.



- Downtown Master Plan (\$0.3 million) – adds funding to support work identified by the Downtown Task Force to complete additional tasks associated with the Downtown Precise Plan.
- COVID-19 Safety Improvements (\$0.1 million) – adds funding for facility improvements necessary to safely reopen facilities and address any COVID-19 safety protocols.
- Street and Highways – adds grant funding to augment the Lafayette Basset Bike Lane project and allocates General Fund Capital Project Reserve funding to fund emergency street tree services, tree removals, and tree plantings in FY 2021/22.
- Sewer projects (-\$6.8 million) – a reduction to the contributions for the San José/Santa Clara Regional Wastewater Facility based on the latest budget allocation figures provided by the City of San José.

The carryover of unexpended capital project funds from FY 2020/21 to FY 2021/22 is necessary in order to continue or complete projects beyond the current fiscal year. As appropriations lapse annually on June 30th, recommendations to carryover funding will be brought forward under separate cover for City Council consideration as part of the budget adoption in June 2021.

Status of Reserves

The Proposed Budget incorporates reserves in various funds as reflected in the Source and Use Statements.

General Fund Reserves

- Budget Stabilization Reserve (BSR) – This reserve is used as an allocation for weathering economic downturns, emergency financial crisis or disaster situations. Per Council policy, the BSR target is equal to the cost of the City's General Fund operations for three months, or 25% of the expenditure budget. Given the significant impacts of COVID-19 on the City's budget, the City Council adopted the FY 2021/22 budget principles that allow this reserve to drop to 15% of budgeted expenditures. The proposed balancing strategy includes use of the Budget Stabilization Reserve (BSR) of \$1.9 million in FY 2021/22 and \$15.6 million in FY 2022/23. The Reserve would total \$55.6 million or 21% of the operating budget expenditures in FY 2021/22 and drop to \$40.0 million or 15% in FY 2022/23.
- Land Sale Reserve – The Land Sale Reserve allocates the proceeds from the sale of City-owned land. This reserve is projected to total \$24.7 million in FY 2021/22 and drop to \$21.5 million in FY 2022/23. The use of \$3.2 million of this reserve is planned in FY 2022/23 as a General Fund budget balancing action.
- Capital Projects Reserve – The Capital Projects Reserve is used to support the City's Capital Improvement Program. The target funding level for this reserve is a minimum of \$5 million. This reserve is projected to drop below this level in FY 2021/22 to \$4.2 million in order to fund critical health and safety projects, such as the replacement of defibrillators, AEDs, and Fire station diesel exhaust systems as well as funding for critical tree services and the Downtown Master Plan.



Utility Fund/Other Reserves

The Utility Funds incorporate various reserves to cover shortfalls in operating revenues, maintain strong bond ratings, cover day-to-day operating costs, and ease the burden on ratepayers associated with large rate increases. These typically include an Operations and Maintenance Reserve (generally set at three months of operations), a construction reserve and a rate stabilization reserve. The Utility Funds also include a Pension Trust Reserve. Select other reserves are set aside in various funds as necessary, such as debt reserves and workers' compensation and general liability reserve for claims.

City Council Priority Matrix

Due to the urgent needs regarding COVID-19, the City Council decided at their 2021 Council Priority Setting Session on February 1st and 2nd that service priorities would focus primarily on COVID-19 Assistance and Relief. This includes programs for food distribution, rental assistance, small business support and more.

The Priority Matrix is included in the Appendices section of this document.

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 Stadium Authority. The Stadium Authority's stand-alone Proposed Fiscal Year 2021/22 Operating, Debt and Capital Budget was adopted by the Stadium Authority Board on March 23, 2021 and can be found at <https://www.santaclaraca.gov/home/showpublisheddocument?id=72128>. This budget reflects the revenues and expenditures related to the support of the Stadium; expenditures related to the Stadium Authority can also be found in the **General Fund Non-Departmental** section of this document.

Next Steps

As part of the budget deliberation process, two City Council study sessions are scheduled for May 25, 2021 and June 8, 2021 before the public hearing and planned budget adoption on June 22, 2021.

An overview of the Proposed FY 2021/22 and 2022/23 Biennial Operating Budget and the Proposed Municipal Fee Schedule will be presented at the May 25th Study Session. Staff will also present Council Priority Matrix and information and a timeline to potentially pursue a Business Tax measure for the November 2022 ballot as part of this study session.

Summary

The Proposed Fiscal Year 2021/22 and 2022/23 Biennial Operating Budget uses a combination of strategies to balance the budget, including the use of federal stimulus funds, reserves, new revenues, and expenditure reductions. This document is intended to provide the City Council and the community with a transparent plan that facilitates discussion of City services and the alignment of proposals with City Council and community priorities.

On March 9, 2021, Phase 1 General Fund budget reductions were approved to address a portion of the General Fund budget shortfall resulting from COVID-19. This Proposed Budget incorporates Phase 2



reduction proposals to close more of this gap. The Phase 2 reductions, however, are less than initially contemplated when the balancing strategy was presented as part of the Council Priority Session in February given the availability of federal stimulus funds and the prospect of improved economic performance in 2021. As General Fund performance improves in the future, the goal would be to restore the Phase 1 and Phase 2 budget reductions with priority given to public safety restorations.

City departments worked together as a team to prepare this fiscally responsible, balanced budget. The hard work and dedication of City's Department Heads and employees is greatly appreciated as we work through COVID-19 induced impacts and transition the organization with notably less resources. With this budget, we have balanced the competing goals of aligning ongoing revenues and expenditures and minimizing the service delivery impacts to the community. In closing, I want to thank the City Council for our continued strong partnership in supporting vital City services while also ensuring the fiscal health of the City. It is through this strong partnership that we have already overcome significant budget deficits, grown our reserves to unprecedented levels, and continued to provide a wide range of public services that our community enjoys.

Respectfully submitted,

A handwritten signature in blue ink that reads "Deanna J. Santana".

Deanna J. Santana
City Manager

A handwritten signature in blue ink that reads "Kenn Lee".

Kenn Lee
Director of Finance



SANTA CLARA AT A GLANCE

The City of Santa Clara (City) 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.

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 José, 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.

Population¹



The 2020 population of the City of Santa Clara is estimated at 129,104 and is one of the most diverse in the nation with about 44% of residents born outside the U.S. Over half of the population is non-Caucasian. The City’s residents are also highly skilled and educated, with over 60% of adults holding a bachelor’s degree or higher. The median age is 33.9 years and the median household income is reported at \$126,006.



Business^{1,2}

More than 12,350 licensed businesses are registered to conduct business in City of 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 126,000. Almost half the land in the City of 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. Major employers within the City are Applied Materials Inc., Intel Corporation, California's Great America and Advanced Micro Devices Inc.

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, 259 acres of developed parkland and 95 acres of undeveloped parkland, 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 2020, the City of Santa Clara was named the 14th Safest City in America and ranked the 2nd most dynamic metro area in the United States due to its outstanding economic performance.



Housing¹



There are 44,669 households in the City 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. The median price to purchase a single-family home is \$1,430,000 and to rent a one-bedroom apartment is \$2,000. Santa Clara has invested millions of dollars 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 José 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.

Education¹



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 in the historic Downtown Quad area of the City and enrolls 5,438 undergraduate students and 3,296 graduate students.

Infrastructure¹

Each year, the City makes significant investments in maintaining, expanding, and improving civic infrastructure for the benefit of residents and businesses. It offers the lowest combined water, sewer and electric rates in the nine Bay Area counties. Through the utility's Santa Clara Green Power program, the City of Santa Clara ranks 4th in the nation by the Environmental Protection Agency (EPA) in the Green Power Community Rankings Based on Green Power Usage where GPCs are towns, villages, cities, counties, or tribal governments in which the local government, businesses, and residents collectively use green power. 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 José-Santa Clara Regional Wastewater Facility and is investing \$300 million over the next 30 years to update the aging facility and expand capacity.





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 office space, residential, affordable housing, retail, and mixed-use developments. Some of the largest projects include: Related Santa Clara, a new multi-phased, mixed-use development of up to 9.16 million gross square feet of office buildings, retail and entertainment facilities, residential units, hotel rooms, surface and structured parking facilities; Scott Boulevard office project with construction of a new six-story, 237,107 square foot office building, two-story 13,643 square foot amenity building, four-level parking structure and associated site improvements on a 5.8 acre site at

the northeast corner of Scott Boulevard and Garrett Drive; and Catalina II Residential Development Project, a 1.7 acre project site on the north side of El Camino Real adjacent Civic Center Park to construct 39 for-sale townhomes units. With the Council approval of the Tasman East Specific Plan, five developments were approved on Calle de Luna and Calle del Mundo with more than 1,500 residential units in several multi-story buildings, 191 assisted living units in a 20-story building, 150 multi-family units in an eight-story building and a 347-unit apartment building and more than 25,000 square feet of retail spaces. More information on new development projects can be found on the City's website SantaClaraCA.gov/business-development under the "Development Projects" link.

¹ California Department of Finance Demographic Research Unit; Jan 2019 and Jan 2020 City Population Table
US Census QuickFacts 2019

Santa Clara County Association of Realtors Year End Statistics 2020

Santa Clara University Student Bulletin 2019-2020

Zumper Rent Prices –April 2021

Environmental Protection Agency – Green Power Communities January 25, 2021

Data Commons Organization - Ranking by Median Age

² Reference USA database, Infogroup Inc.

Muni Services Sales Tax Digest Summary

America's Labor Market Information System (ALMIS) Employer Database, 2020 1st Edition





Community Profile¹

Geography

Persons per Square Mile
Santa Clara: 7,013
County: 1,495



Land in Square Miles
Santa Clara: 18.41
County: 1,312

Population

Santa Clara **County**



129,104 **1,961,969**

Age

Santa Clara **County**

Median Age
33.9 years **37.1 years**

Age 18-64:
62% **59%**



Foreign Born



Santa Clara: 44%
County: 39%

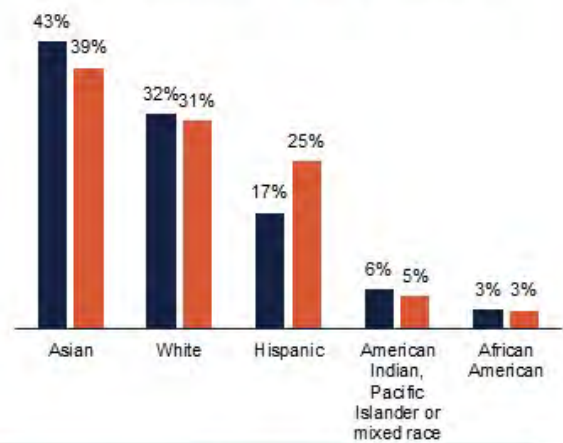
Median Family Income

Santa Clara **County**
\$126,006 **\$124,055**



Diversity

■ City of Santa Clara ■ County of Santa Clara



Education

High School Graduate or Higher

Santa Clara **County**
93% **88%**

Bachelor's Degree or Higher

Santa Clara **County**
60% **52%**



Labor Market

Labor Force

Santa Clara: 69,500
County: 1,013,000

Unemployment Rate

Santa Clara: 4.4%
County: 5.1%



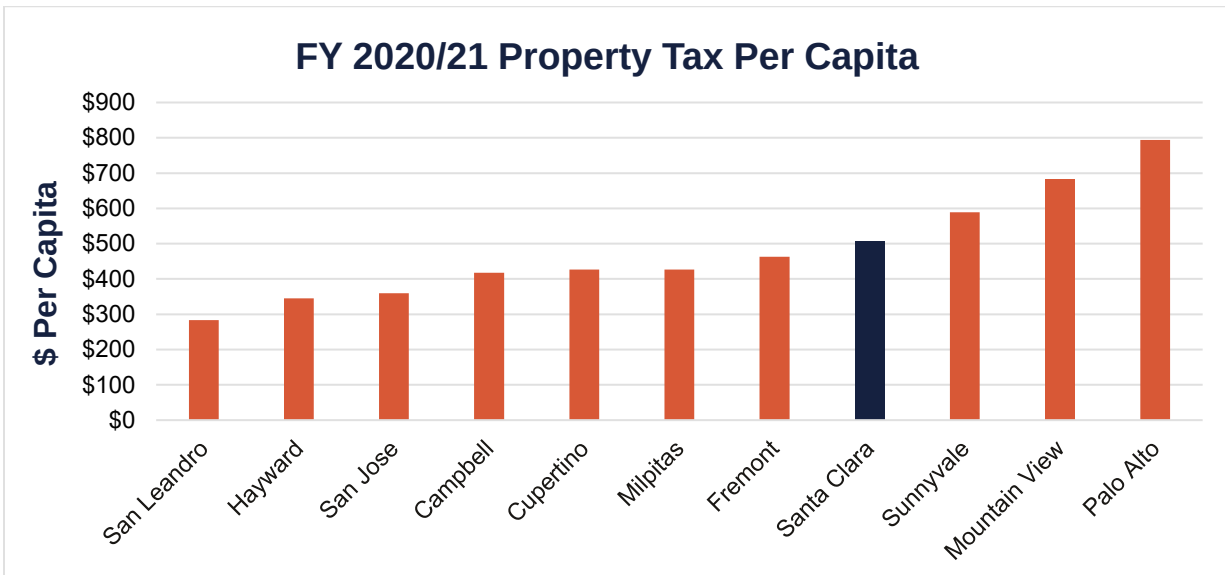
¹US Census QuickFacts July 2019; CA EDD – Labor Market Info, March 2021; CA Dept. of Finance Demographic Research Unit, May 2020 City Population Table; Data Common Organization Ranking By Median Age



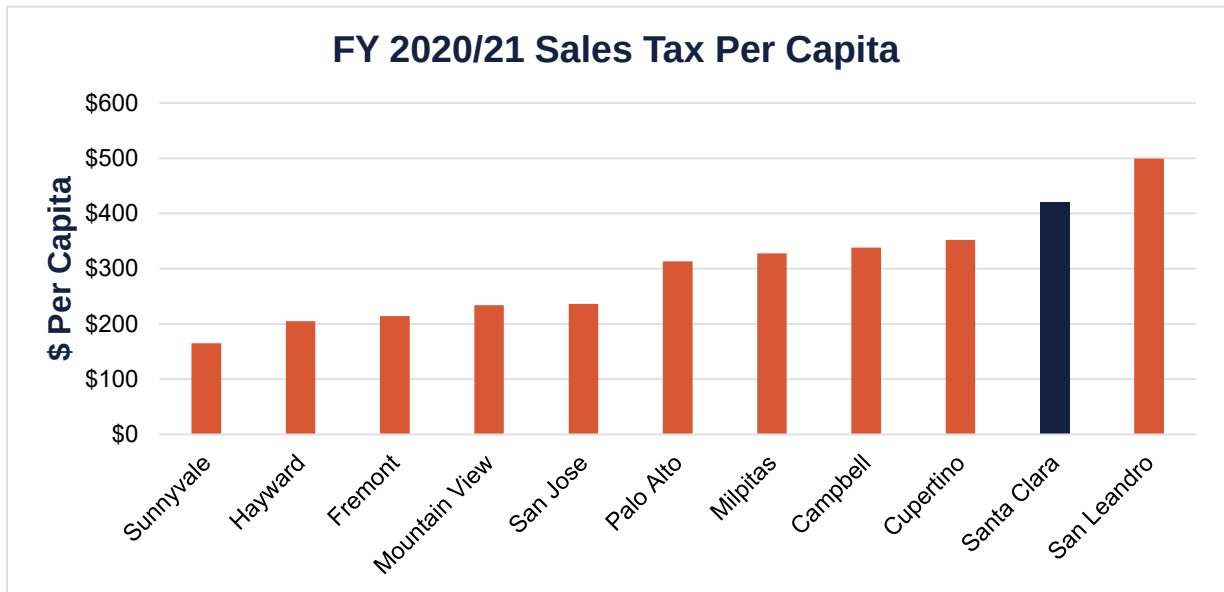
SANTA CLARA COMPARISON TO OTHER LOCAL CITIES IN THE LOCAL REGION

The following graphs compare FY 2020/21 per capita revenues from key sources and total budgeted expenditures for FY 2020/21 in the City of Santa Clara to other cities in the local region. Sales tax and property tax categories are included as they are the top two revenue sources for the City.

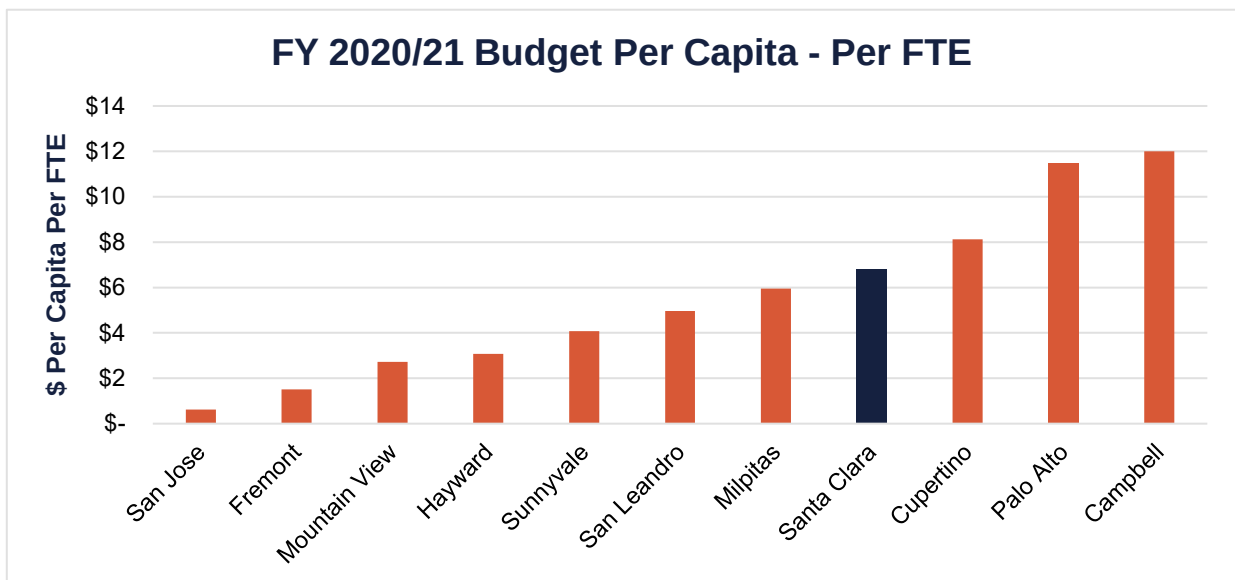
Cities' budgets in relation to their respective population and personnel, defined as Full Time Equivalent (FTE), are examined. Expenditures are from all funds for operations and capital improvement projects. Additionally, Cities' Administration, defined as Council and its direct day-to-day support staff, including offices of City Manager, City Attorney, City Clerk¹ and City Auditor¹, budgeted expenditures and personnel are also quantified.



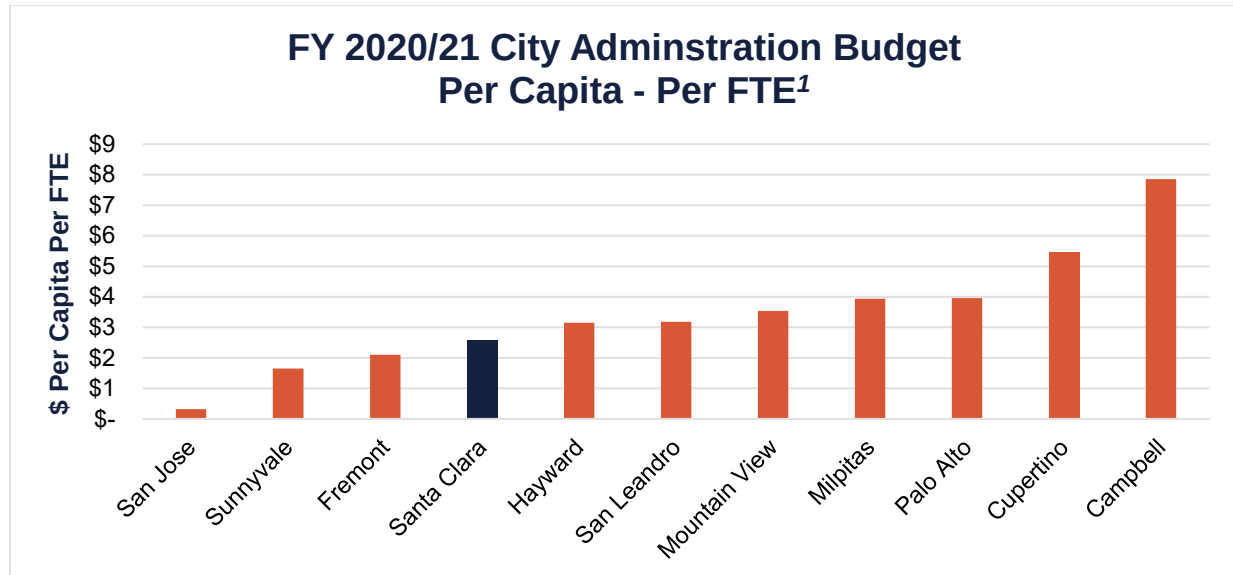
Source: City of Milpitas FY 2020/21 Adopted Budget



Source: City of Milpitas FY 2020/21 Adopted Budget

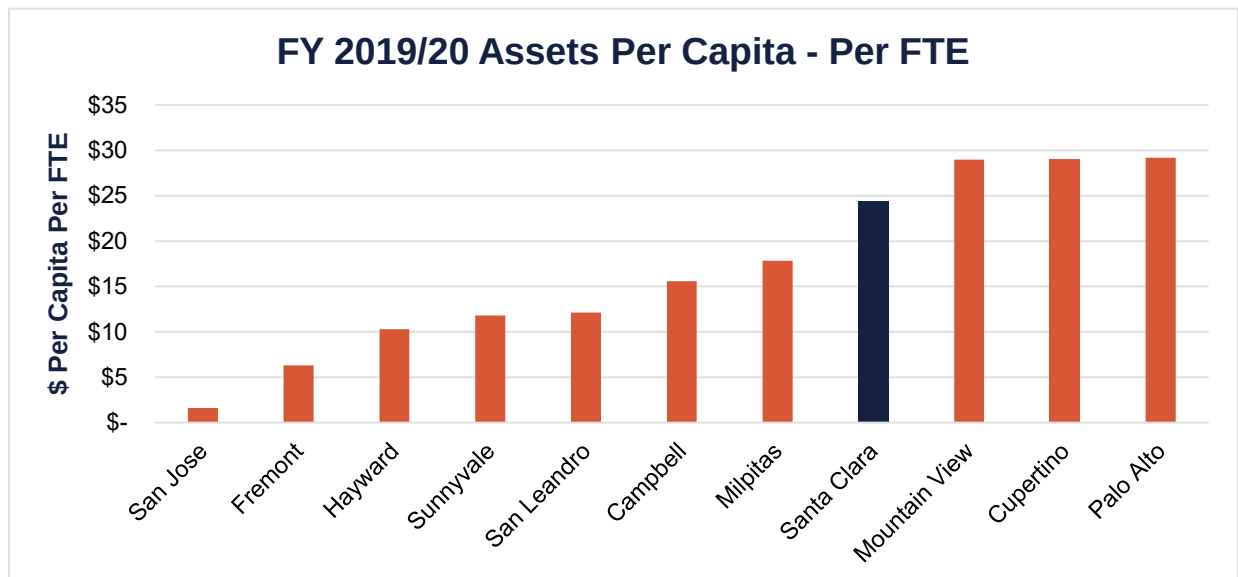


Source: Each city FY 2020/21 Adopted Budget



Source: Each city FY 2020/21 Adopted Budget

¹City Clerk and City Auditor are not their own independent departments consistently across jurisdictions in the local region.



Source: Each city FY 2020/21 Adopted Budget and FY 2019/20 CAFR



Roster of City Council and Commission Members

City Council

Mayor	Lisa M. Gillmor
Councilmember District 1	Kathy Watanabe
Councilmember District 2	Raj Chahal
Councilmember District 3	Karen Hardy
Councilmember District 4	Kevin Park
Councilmember District 5	Sudhanshu Jain
Councilmember District 6	Anthony J. Becker

Board of Library Trustees

Leonne Broughman, Jan Hintermeister,
Stephen Ricossa, Debbie Tryforos

Civil Service Commission

Tahir Naim, Willie D. Brown Jr., John Casey,
Franklin J. Felizardo, Carolyn McAllister

Cultural Commission

Candida Diaz, Debra von Huene, Jonathan
Marinero, Niha Mathur, Louis Samara, Teresa
Sulcer

Historical and Landmarks Commission

Kathleen Romano, Michael Celso, Megan
Swartzwelder, Stephen Estes, Patricia Leung,
J.L. Standifer, Ana Vargas-Smith

Housing Commission

Darius Brown, Carmen Pascual

Parks and Recreation Commission

Burt Field, George Guerra, Andrew Knaack,
Kelly Gonzalez, Joe Martinez, Derrick Carter-
House, Eversley Forte

Planning Commission

Nancy A. Biagini, Yuki Ikezi, Ricci Herro,
Qian Huang, Lance Saleme, Priya Cherukuru

Salary Setting Commission

Eric Chu, Marjorie Banko, MV Kumar,
John Sontag, David B. Stealey

Senior Advisory Commission

Wanda Buck, Grant L. McCauley, Nancy Toledo,
Helen E. Narciso, Judy Hubbard, Ana Segovia

Youth Commission

Aarav Gupta, Ahmad Ismail, Jasmine Kelly-Tanti,
Khadeejah Khan, Adrienne Krivokapic-Zhou, Colin
Lim, Kayla Phan, Rajvi Khanjan Shroff, Riya Mehta
Palak Parikh, Smrithi Suresh, Natasha Yen, Kavya
Sriram, Amy Zuo, Sarah Zuo

As of July 1, 2021



Executive Management Team

City Manager
Deanna J. Santana

City Attorney

Brian Doyle

City Clerk

Hosam Haggag

Assistant City Manager

Ruth Shikada

Assistant City Manager

Cynthia Bojorquez

Fire Chief

Ruben Torres

Director of Finance

Kenn Lee

Director of Information Technology

Gaurav Garg

Chief Electric Utility Officer

Manuel Pineda

Director of Public Works

Craig Mobeck

City Auditor

Vacant

Chief Operating Officer

Nadine Nader

Chief of Police

Pat Nikolai

Director of Human Resources

Aracely Azevedo

Director of Parks and Recreation

James Teixeira

City Librarian

Vacant

Director of Water and Sewer Utilities

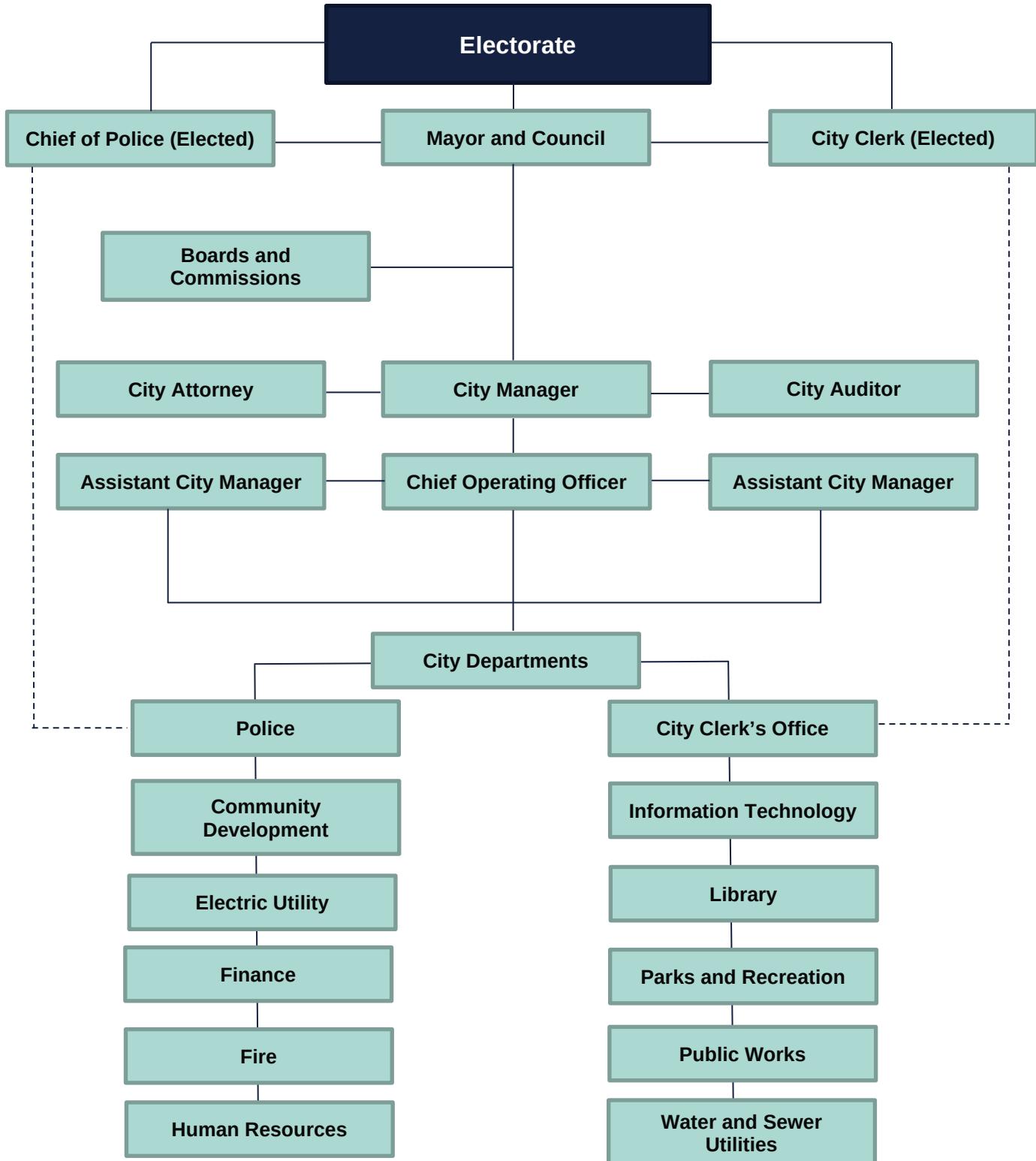
Gary Welling

Director of Community Development

Andrew Crabtree



CITY ORGANIZATION CHART





City Organization by Department/Division/Program

Mayor and City Council Offices

Mayor and City Council

1611 – City Council Program

City Attorney's Office

City Attorney

2411 – Program Administration

2412 – Program Litigation

City Clerk's Office

Elected City Clerk

2314 – Elections

Assistant City Clerk

2311 – Council/Administration Support

2312 – Public Information/Legislation

Records Management

2313 – Political Reform Act

City Auditor's Office

City Auditor

3352 – City Auditor Administration

3353 – City Auditor Services

City Manager's Office

City Council Support

1021 – Policy Support for Decision Making

1022 – Intergovernmental Relations and
Advocacy

Leadership and Management Services

1031 – Day-to-Day Operations

1032 – Strategic Planning

1033 – Community Outreach and
Engagement

Community Development Department

Building

5532 – Plan Review and Permit Services

5533 – Field Inspection

5534 – Housing Inspection

Housing and Community Services

5542 – Federal State Grant

5543 – Neighborhood Conservation and
Improvement Program

5544 – Community Development

5545 – Affordable Housing

5546 – Housing Authority

5547 – City Affordable Housing

5548 – Community Development Housing
Successor

Planning

5522 – Development Review

5523 – Advanced Planning

5524 – Historical Preservation

5525 – Code Enforcement



Electric Utility Department

Administrative Services

1316 – Administrative Services

Business Services

1311 – Rates and Budget

1324 – Electric Compliance

1358 – Risk Management

Customer Development and Project Management

1313 – Key Accounts

1317 – Fiber Enterprise

1361 – SVP Engineering

Resource Planning and Engagement

1312 – Public Benefits

1315 – Green Power Program

1319 – SVP Electric Vehicle Program

1325 – Greenhouse Gas Program

1356 – Resource Management

Revenue and Resources

1321 – Revenues and Resources Costs

Utility Operations

1351 – SVP System Support

1362 – Power System Controls

1371 – Communications & Meter Technical Support

1372 – Substation Maintenance

1376 – Transmission & Distribution

1377 – Generation

Finance Department

Accounting

3322 – General Accounting

Administrative Services

3362 – Citywide Fiscal Planning

Budget

3315 – Budget and Financial Analysis

Municipal Services

3332 – Utility Billing Services

3333 – Revenue Receipting/Cashiering

3334 – Business Certificate

3335 – Field Services

3336 – Administration

3337 – Contact Center/Communication

Purchasing

3341 – Warehouse

3343 – Purchasing

3344 – Mail Services

Fire Department

Administration

7821 – Administration

Community Risk Reduction

7832 – Prevention and Hazardous Materials

7833 – Certified United Program Agency (CUPA)

Emergency Medical Services

7861 – Emergency Medical Services

Field Operations

7822 – Emergency Response

Office of Emergency Services

7823 – Office of Emergency Services (OES)

Training

7841 – Training – Fire

Human Resources Department

Employee Benefits and Records

2514 – Records – Compensation

2515 – HR Workers' Compensation & Safety

Recruitment, Classification and Staff Development

2521 – Selection – Classification

2525 – Recruitment, Staff Development and Labor Relations



Information Technology Department

Contract Services

1931 – Contract Services

Enterprise Services

1911 – Application Services

1912 – IT Web Services

1913 – GIS Services

Infrastructure and Support

1921 – Infrastructure and Support

Telecommunication Services

1941 – IT Telecommunication Services

Library Department

Administration

1221 – Administration

1261 – Donations for Programs

1263 – Literacy Grants

Adult Services

1234 – Read Santa Clara

1241 – Reference and Adult Collections

1244 – Local History

Branch Services

1233 – Mission Library

1235 – Northside Branch

1236 – Bookmobile and Mobile Library
Services

Customer Services

1245 – Customer Services

Facilities

1271 – Facilities

Technical and Technology Services

1251 – Technical Services

1272 – Technology

Youth Services

1231 – Youth Services

1232 – Library – Young Adult

Parks and Recreation Department

Administration

1121 – Administration

1122 – Park Development

1123 – Park Projects

1151 – Teen Activities

1157 – Special Recreation

1171 – Citywide Special Events

Cemetery

0125 – Perpetual Care

0131 – Endowment Care

1162 – Maintenance of Grounds

1163 – Maintenance of Buildings

1164 – Operations

Parks

1132 – Parks

1133 – Pools

1134 – Buildings

1135 – Operations

Recreation

1141 – Health and Wellness

1142 – Recreation – Administration

1143 – Youth Activity Center and Programs

1144 – Senior Center & Therapeutic
Recreation Programs

1145 – Community Recreation Center and
Programs

1146 – Recreation Facilities

1147 – Aquatics

1148 – Sports and Athletics

1149 – Teen Center Activities and Programs

Senior Nutrition Program

1112 – Senior Nutrition Program



Police Department

Administrative Services

- 7742 – Administration
- 7744 – Professional Stand
- 7745 – Department Support
- 7746 – Community Services Police
- 7747 – 911 Dispatch/Communications
- 7752 – Police Grants

Communication Acquisitions

- 7781 – Communication Equipment
Amortization

Field Operations

- 7722 – General Patrol
- 7723 – Traffic
- 7724 – Emergency Response/Temporary
Holding Facility

Investigations

- 7732 – General Investigation
- 7733 – Special Enforcement Team
- 7734 – Records

Special Operations

- 7761 – Special Operations General
- 7764 – Special Operations – Specialized
Teams
- 7765 – Special Operations – Reserves

Department of Public Works

Engineering – Administration

- 4411 – Administration – General Services
- 4412 – Administration – Developer Projects
- 4413 – Administration – Capital
Improvement Projects

Engineering – Design

- 4441 – Design – General Services
- 4442 – Design – Developer Projects
- 4443 – Design – Capital Improvement
Projects

Engineering – Field Services

- 4461 – Field Services – General Services
- 4462 – Field Services – Developer Projects
- 4463 – Field Services – Capital
Improvement Projects

Engineering – Land and Property

Development

- 4451 – Land and Property Development –
General Services

Department of Public Works

- 4452 – Land and Property Development –
Development Support

Engineering – Traffic

- 4431 – Traffic – General Services
- 4432 – Traffic – Developer Projects
- 4433 – Traffic – Capital Improvement
Projects
- 4434 – Traffic Signal Management
- 4435 – Traffic Striping and Signing

Facility Services

- 2222 – Maintenance Repair
- 2223 – Janitorial
- 2961 – Convention Center Maintenance
District

Fleet Management

- 2111 – Fleet Acquisitions
- 2123 – Fleet Operations

Streets

- 2911 – Street Maintenance
- 2921 – Storm System Maintenance
- 2924 – Non-Point Source
- 2931 – Garbage Collection
- 2932 – Clean Green Collection
- 2933 – Clean Up Campaign
- 2934 – Residential Recycling
- 2935 – Street Sweeping
- 2936 – Household Hazardous Waste
- 2941 – Parking District Maintenance
- 2951 – Landscape Maintenance
- 2952 – Street Tree Program
- 2971 – Traffic Maintenance



Water and Sewer Utilities Department

Recycled Water Program

- 1522 – System Maintenance
- 1525 – South Bay Water Recycling
Maintenance

Sewer

- 1511 – System Administration
- 1512 – System Maintenance
- 1514 – Operations
- 1515 – San José-Santa Clara Water
Pollution Control Plant
- 1516 – Storm Pump Maintenance

Solar Utility

- 1532 – Solar – System Maintenance

Water Construction, Maintenance, Operations

- 1422 – Water System Maintenance
- 1423 – Water Construction
- 1424 – Water System Operations

Water Engineering

- 1411 – Administrative Design
- 1412 – Water Quality
- 1413 – Water Resources

Non-Departmental

Citywide Programs

- 3611 – Citywide Programs

Citywide Strategic Programs & Initiatives

- 3631 – Citywide Strategic Programs &
Initiatives

Stadium Operations

- 3621 – Stadium – General Administration
- 3622 – Stadium – Police
- 3623 – Stadium – Fire
- 3624 – Stadium – Public Works

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BUDGET AND FISCAL POLICIES

We present the relevant policies and practices that define specifically the way the City manages its budget, reserves, interfund loans, investments and debt with the goal of long-term fiscal sustainability. The City Council reviews and approves budgetary policies as part of the annual budget process. Investment and debt policy statements are referenced in this section; however, reviewed and approved by the City Council under separate cover.

Appropriation Control

The City Council is responsible for approving the appropriation of fiscal resources to cover estimated expenditures for each fiscal year. Expenditures are appropriated in each fund to departments, offices, and agencies for various goods, services, and capital projects described in the budget. The legal appropriation control is established at the department level in each fund. For select funds where expenditures are not allocated to a specific department, the appropriation control is established at the fund level. For capital funds, the appropriation control is at the project level. Transfers of funding between budgetary funds require City Council appropriation and approval. City Council approval is required for a budget amendment during the fiscal year which may include the use of reserves or fund balances, and approval of appropriations of grant monies. Per Article XIII, Section 1305 of the City Charter, appropriations lapse at the end of each fiscal year; therefore, unencumbered funds allocated for specific projects, donations, and grants require City Council appropriation for use in the following fiscal year.

Budgetary transfers between accounts or expenditure category may be done through Finance Department or City Manager's Office approval as long as they are conducted within the legal appropriation control limit set by the City Council.

Balanced Budget

The City Council considers General Fund budget decisions with long-term implications based on information from the Ten-Year Financial Forecast. One-time sources are used to cover one-time uses. The budget is structurally balanced when forecasted ongoing sources cover ongoing uses. Budgets shall be structurally balanced to the extent possible. Reserves should be considered to balance a budget only in the context of a plan to return to a structural balanced budget.

Budget Monitoring and Reporting

Financial reports on actual performance in relation to budget are prepared by the Finance Department through monthly financial statements. These reports are prepared and presented to the City Council, per City Charter requirements (Section 802) the City Manager shall be required to keep the City Council advised of the financial condition and future needs of the City. City Departments are responsible for reviewing these monthly financial reports and identifying potential budget problems and recommending corrections through budget amendments.

Long Term Financial Forecast

The Finance Department prepares a Ten-Year General Fund Financial Forecast which is incorporated into the budget planning process and presented to the City Council annually. This forecast is updated annually and considers current and future economic conditions, revenue projections, and spending scenarios based on the



latest available assumptions. Capital improvement plans are created and published on a five-year basis to provide a long-term plan of the City's capital funding plan.

Municipal Fees and Charges

User fees are reviewed and adjusted for on an annual basis with the goal of maximizing cost recovery. The City Council may consider and approve any fee that is below 100% cost recovery, requiring a General Fund subsidy if it is in the public's best interest. User fees are adopted by the City Council annually through the Municipal Fee Schedule. Utility fees and certain other fees and assessments can also be approved separate from the Municipal Fee Schedule. Parks and Recreation fees are established by the Parks and Recreation Director and published in the Activity Guide.

Capital Planning

The City Council reviews and adopts a two-year Capital Improvement Program Budget which includes a five-year capital improvement program. Projects included in the capital improvement program are to be consistent with the City's General Plan. Per State Government Code Section 65401, the Planning Commission reviews the capital improvement program for conformance to the City's General Plan and proposes recommended considerations for the City Council. Funding sources are identified for all projects included in the capital improvement plan.

The Capital Improvement Program (CIP) is submitted by City departments and reviewed by the City Manager's Office, the Finance Department, and the Public Works Department. The review process considers City priorities and identifies the most urgent projects for capital funding by program area, master plans or needs assessments which identify the most critical projects for repair and replacement.

Department of Public Works staff reviews project estimates and evaluates the current bidding environment. Project contingency reserves are established based on the type of project and the project estimate type (engineering or preliminary estimates). Operating and maintenance costs are identified for planning purposes when projects are completed and come online.

General Fund Reserves

The City Council allocates available resources to General Fund contingency reserves through various reserves designated for emergency use or restricted future uses. Restrictions are established by policy, or through legally segregated development-related fee reserves collected from users.

- Budget Stabilization Reserve (formerly the Working Capital Reserve) – is used as an allocation 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).
- Capital Projects Reserve – is used to support the City's CIP. The minimum target is \$5.0 million with a goal of having sufficient funds to fund capital projects included in the City's biennial capital budget and five-year CIP.
- Land Sale Reserve – this reserve allocates proceeds from the sale of City-owned land.
- Building Inspection Reserve – allocates user fees in the Community Development Department's Building Inspection Division. The funds from this reserve are used to fund inspection services or



projects directly related to the Building Inspection Division activities. Funding can only be used to support user fee related activities when annual revenues are insufficient to cover annual expenditures. Individual user fees are included and approved under separate cover as part of the Municipal Fee Schedule.

- Advanced Planning Fee Reserve – this reserve allocates a portion of user fees for the update and amendment of the City’s General Plan. Individual user fees are included and approved under separate cover as part of the Municipal Fee Schedule.

Utility Funds Reserves

The City conducts regular cost of service studies to evaluate rates and charges for each utility with projected needs and expenditures. The May 2018 water and sewer cost of service study included recommendations to establish a reserve policy in order to cover shortfalls in operating revenues, maintain strong bond ratings, cover day-to-day operating costs, and ease the burden on ratepayers associated with large rate increases. The following reserves in the water, sewer and recycled water utilities funds address those recommendations:

- Operations and Maintenance Reserve – this reserve is used to cover day-to-day expenses, address unforeseen cost increases or revenue shortfalls, and protect against emergency financial crises or disaster situations. The reserve target is equal to the cost of the individual utility’s operations for three months (90-day working capital reserve).
- Construction Reserve – this reserve is used to support each utility’s CIP or fund unforeseen and unbudgeted capital costs. The target minimum goal is a balance of the following year’s planned capital improvement program.
- Rate Stabilization Reserve – this reserve is used to absorb short-term revenue shortfalls and is designed to stabilize utility rates and avoid wide swings in rates charged to utility customers over time. The target minimum goal is a balance of 10% of each utility’s projected current year rate payer revenue.

In addition to the reserves cited above, the City’s Electric Utility Fund has established rate stabilization and cost reduction reserves. These reserves are intended to stabilize electric utility rates and set aside as a buffer for unforeseen expenditures or revenue shortfalls.

Other Reserves

The City may include additional reserves set aside for specific purposes based on legal, policy, or budgetary purposes. Some of these include reserves for historical preservation, pension costs, vehicle or fleet replacement, workers’ compensation costs, or to fund potential future general liability claims against the City.

- Pension Stabilization Reserve – this reserve sets aside funds to address the City’s pension unfunded accrued liability. The targeted annual funding contribution is 1% of the City’s unfunded pension liability.

Interfund Loans and Advances

Interfund loans are loans from one City fund to another City fund for a specific purpose, with a requirement for repayment. Interfund loans should be short-term in nature and shall not be used to solve ongoing structural budget deficits. The department managing the borrowing fund should complete the interfund loan agreement.



The agreement should include the amount requested, loan period, description of the loan and repayment terms. Interest shall accrue at the City's pooled investment rate at the time of the loan approval. A summary of outstanding interfund loans are also included in the City's Comprehensive Annual Financial Report. In addition, advances from the General Fund have been approved by the City Council that may be paid back by other revenue sources.

Investment Policy

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 (<https://www.santaclaraca.gov/home/showdocument?id=66753>). 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.

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 Policy

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 attention to prevailing economic conditions and applicable laws. 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 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. The current City Council approved debt policy can be found online at: (<http://santaclaraca.gov/home/showdocument?id=63748>).

Donation Policy

Donations may be offered in the form of cash, real or personal property. "Designated" donations are donations where the donor specifies intended use by a particular City department, location, or purpose. "Undesignated" donations are given to the City as a whole, for an unspecified use. Donations of any kind which might be perceived or interpreted as an attempt to influence actions of the City Council or City Administration will not be accepted. All donations are presented to the City Manager for compliance with the policy. As part of the annual budget process, for anticipated monetary donations, staff will bring forward for Council consideration a balanced appropriation for revenue and expenditures to facilitate the acceptance of donations throughout the



fiscal year. Donations valued at \$100,000 or greater require City Council acceptance and appropriation of funds. Donations valued less than \$100,000 may be accepted with the monetary donations available to departments for expenditure as part of the adoption of the annual budget. A report of all donations received by the City is presented to City Council as part of the Monthly Financial Report. The appropriation of anticipated donations can be found in each respective City department and corresponding Source and Use of Funds Statement in this document.

Community Grants Policy

The budget includes an allocation of \$100,000 for Community Grants to offset the cost of City fees in support of the Council approved Community Grants Policy. Annually, and subject to availability of funds, the City Council shall establish grant appropriations as part of the approval of the budget. Community grants, subject to availability of funds, shall not exceed \$10,000 per applicant, per year. To receive grant funds, grant applications must be submitted at least 90 days before the planned event/activity being funded, regardless of the form of the grant, and will be evaluated by the City Manager's Office on a case-by-case and "first come-first served" basis, throughout the fiscal year. Applicants are encouraged to submit their applications at the beginning of the fiscal year, for events or activities occurring at any time during that fiscal year, to maximize opportunity for availability of funds. The City Manager's Office shall approve or deny an applicant's request based upon eligibility criteria, and subject to funding availability as approved by the City Council through the adoption of the annual budget. Grants for community events shall not be provided for waiver of or reimbursement for already discounted permit fees. Grants for attendance at youth state, national, or international competitions or performances shall be limited to costs of registration, hotel, transportation and food for participants and coaches/chaperones only. Due to short notice to advance to state, national, or international competitions, applicants shall submit an application within one week of advancing to such competitions. In all cases, the City reserves the right to reject any and all applications in the event the City Manager's Office identifies a potential conflict of interest or the appearance of a conflict of interest. Submission of an application in no way obligates the City to award a grant and the City reserves the right to reject any or all applications, wholly or in part, at any time, without penalty.

Stadium Authority Policy

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 governing board duties and the fiscal policies that govern the Stadium Authority are included in the stand-alone Operating, Debt, and Capital Budget that is adopted by the Stadium Authority Board. This can be found at <https://www.santaclaraca.gov/our-city/santa-clara-stadium-authority>. This budget reflects the revenues and expenditures related to the support of the Stadium and can also be found in the General Fund Non-Department section of this document titled Stadium Operations.

Policy Development

Staff has established this Budget and Fiscal Policies section in an effort to improve governance, transparency, and establish policies to govern the budget. These policies will be reviewed annually and enhanced as capacity allows.



OUTSTANDING LOANS AND ADVANCES

Interfund loans are loans from one City fund to another City fund for a specific purpose, with a requirement for repayment. A detailed listing of outstanding loans and advances is included in the following table:

Receiving Fund	Originating Fund	Loan/Advance Details (Payback Source, Term, Interest Rate)	Outstanding Amount (as of June 30, 2020)
Parks and Recreation Capital Fund	General Fund (May 22, 2018, RTC 18-124) Loan for the Reed Street – Grant Street Sports Park Project from the Land Sale Reserve	This loan bears interest based on the City's weighted average portfolio rate. This loan will be repaid in annual installments from Mitigation Fee Act revenue (25% of the revenue is allocated for loan repayment) until the loan is paid in full.	\$ 9,033,044
Cemetery Fund	General Fund	This advance bears no interest and will be repaid when funds become available. The advance is a long-term subsidy of operations pending mausoleum project funding in future years which is expected to generate additional revenues.	6,339,380
Total Interfund Loans and Advances			\$ 15,372,424



Budget Guide

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 Book Details and Fund Accounting.

Understanding the Budget

Budget Definition

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 in accordance with Generally Accepted Accounting Principles (GAAP), except encumbrances which are recognized as expenditures when legal contracts or commitments are entered into. The budget for governmental funds has been prepared on a modified accrual basis, recognizing revenue when they are measurable and available to be used to finance expenditures in the fiscal year. Expenditures are recognized when they occur, regardless of when cash is received or disbursed. The budgets for proprietary funds are prepared on a full accrual basis, recognizing revenue and expenditure activity for the fiscal year for which the activity occurred. The budgetary accounting basis and the consolidated 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 the adopted services to be provided during the fiscal year and the associated appropriations to cover the costs of the adopted programs, projects, services and activities. These are funded by the estimated revenue and/or fund balance available to finance the adopted 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. In December, departments review their annual budget to determine what their base budget needs to be for the following year, in order to keep the City Council-approved level of service currently provided. Once these adjustments are identified, base budget requests are submitted to the Finance Department for review.
2. After receiving all base budget requests and corresponding back-up documentation to support the requests, the Finance Department meets with the City Manager's Office to review all department requests. Once these meetings take place, the base budget is established for each department.
3. The City Manager's Office, along with the Finance Department, coordinate a citywide presentation to kick off the budget process in February to provide a brief overview to departments of what is expected in their submissions as well as a timeline of due dates for service level change requests.



Budget Process

4. At the beginning of February, there is a City Council operating and strategic priority setting retreat. Any recommendations that come forward during this retreat are incorporated into service level change requests. During this retreat, the Ten-Year General Fund Financial Forecast is also presented to City Council.
5. Departments submit to the Finance Department all service level change requests for the operating budget, as well as any critical needs for adjustments in their Capital Improvement Program budget. The Finance Department reviews all submissions, working with departments to resolve any questions or outstanding issues.
6. Budget meetings are held between the City Manager's Office and the Finance Department to review all service level change requests in both the operating and capital improvement program budgets. After these meetings have taken place, decisions are finalized based on the items presented, balancing each fund's budget and incorporating City Council priorities.
7. The City Manager submits to the City Council a proposed operating budget for the two following fiscal years, as well as any capital adjustments for the following fiscal year, commencing July 1. Submission to City Council is at least thirty-five (35) days prior to the beginning of each fiscal year.
8. Public hearings are conducted to obtain City Councilmembers' and residents' comments. Copies of the proposed budget shall be available for inspection by the public in the office of the City Clerk at least ten days prior to these hearings.
9. 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/expenses, become appropriations to the applicable funds. In order to amend the budget during the year, departments must submit a Report to Council, explaining the need for the change and budget implications. Upon review and approval of the City Council, the budget may be amended. For the Operating Budget, the legal level of budgetary control is at the fund and department level. For funds that do not have an associated department, the legal level of budgetary control is at the fund level.

In addition to the biennial appropriated operating budget, every other year a Capital Improvement Program (CIP) Budget is adopted and a five-year capital needs 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.



Budget Book Details

The Operating Budget includes a **City Manager's Transmittal Letter** that provides an overview of the organization, the short- and long-term issues facing the City, City Council priorities and the changes to the budget as they align to strategic initiatives. The **City Profile and Organization Chart** section provides basic facts about the City, a detailed roster of elected officials including Boards and Commissions, the City's executive team, comparison of key revenue and expenditure data to other local cities and the City organization chart. The **Budget and Fiscal Policies** section provides detailed policy framework driving the development of the budget, including a glossary and acronym index. The **Budget Summary** details the total City budget across all funds, with adjusting entries reconciling to a total net City budget. **Graphs and Tables** are included detailing expected revenue, expenditures and budgeted positions. A **Debt Service** section summarizes the City's debt policy and outstanding obligations.

A new section detailing each City fund now includes funds previously unbudgeted. The **Statement of Sources and Uses of Funds** section details revenues, expenditures and fund balance position including prior year actual activity, current year budget and estimated revenue and expenditures, and two-adopted budget years. This section is organized by accounting fund type detailed later in this section.

Department sections detail each department mission and objectives broken into divisions and programs. A summary of accomplishments from the past year, objectives for the next two years and budget highlights are included. A table summarizing Dollars by Division and Program, Dollars by Fund and Dollars by Category provide multiple views of the budgeted dollars. Position budgets are developed initially in the fall of the preceding year with an interface of salary and benefits data with the Human Resources/Payroll system. These positions are reviewed and amended based on Council-approved service levels with allocations reflected by fund, division, and program. A summary of positions by division and program, by fund and by job classification are included in each department. Budget reconciliations are included in each department section. This section summarizes changes from the prior Adopted Budget, including one-time and ongoing changes to the Base Budget and recommended Service Level Changes. After the budget reconciliation are the service level change requests. This portion of the department section includes a description of the request, the dollar amount in each adopted year and any position change resulting from the request. Each service level change discusses the performance impact and notes the alignment to the City Council priorities represented in a strategic pillar.

Categories of Expenditures

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 positions budgeted within the program.

Benefits - Includes Medicare, social security, health allocation, other post-employment benefits (OPEB), and CalPERS retirement costs. Other benefits such as Voluntary Employee Beneficiary Association (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. For the second year of the Biennial Operating Budget, a 2% increase to costs has been applied to most line items.



Categories of Expenditures

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 Public Works incurs 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 and Human Resources. These service costs are allocated to other departments or funds in the Full Cost Allocation Plan. This plan was recently updated by a third-party consultant and will be reviewed every two or three years and include modest increases between updates. The second type of allocated charge is citywide in nature, funded through the City's internal service funds. Citywide liability insurance costs and information technology 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.

Transfers to Other Funds - Includes all money moving to other funds. Transfers can be between the operating and capital improvement program budget to provide funding for capital projects or between different operating funds. Transfers to other funds are included in the department budget sections.

Debt Service – Funding provided to pay for the City's Debt Service obligations. These costs have been excluded from department budgets and detailed in a separate Debt Service section in the document.



Strategic Pillars

The following are the strategic pillars established by the City Council to provide a framework for this budget document. In each department section, service level changes and performance and workload measures aligned to one of the Council-approved pillars below:



Enhance Community Engagement and Transparency



Deliver and Enhance High Quality Efficient Services and Infrastructure



Manage Strategically Our Workforce Capacity and Resources



Promote and Enhance Economic, Housing and Transportation Development



Promote Sustainability and Environmental Protection



Enhance Community Sports and Recreational and Arts Assets



Ensure Compliance with Measure J and Manage Levi's Stadium



Performance and Workload Measures

In program budgeting, Performance and Workload Measures are used to measure the performance of the department. These measures align budget dollars allocated to provide services with City Council priorities through Strategic Pillars in an effort to drive budgetary decision making. 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 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. All measures are tied to a strategic pillar, displayed by the icons in the Performance and Workload Measures tables. Performance and Workload Measures proposed for addition or deletion are noted on each measure.



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 include 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 Improvement Program 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 Program 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:

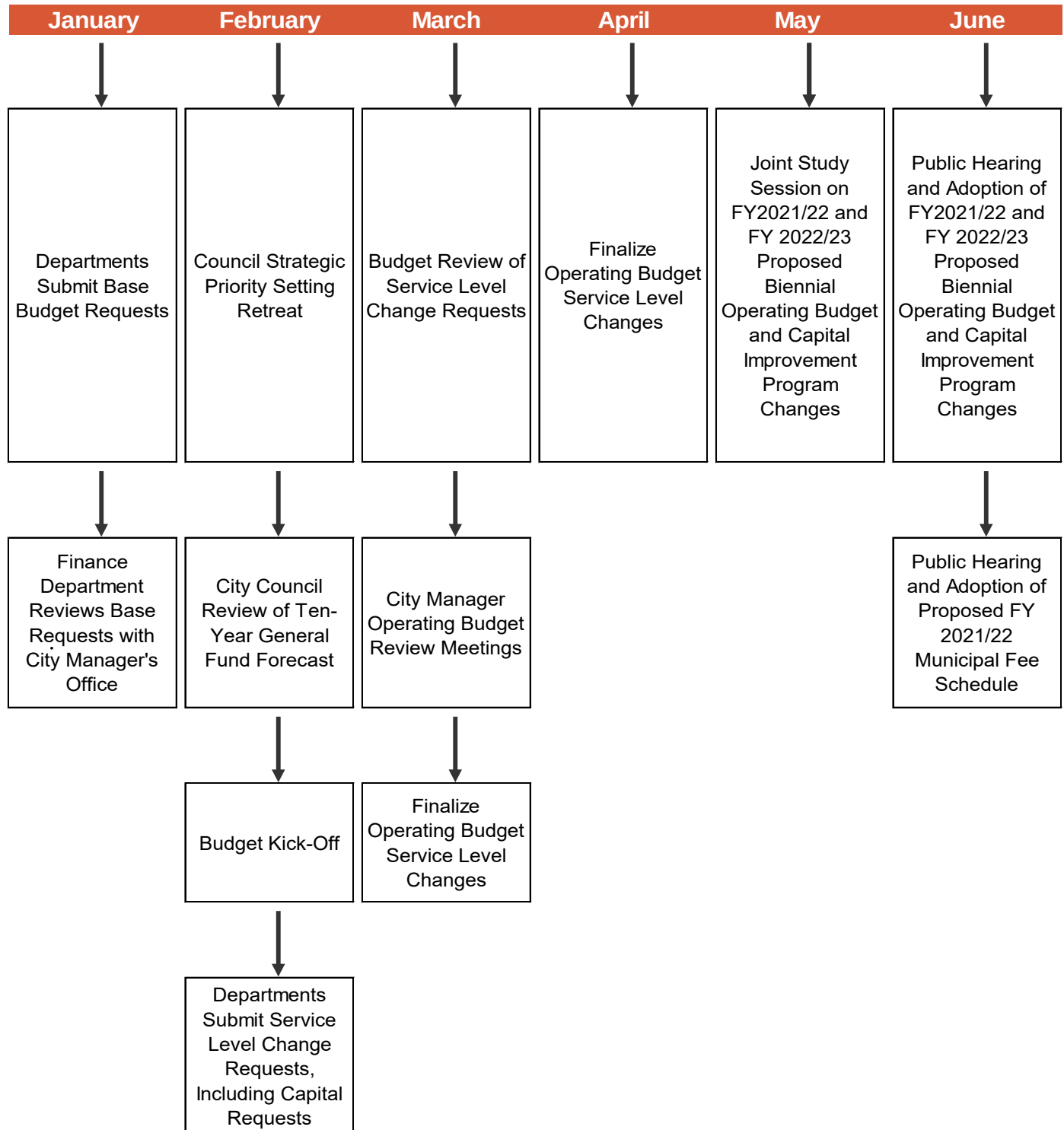
Enterprise Funds - Used to account for operations (a) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs and expenses, including depreciation, of providing goods or services to the general public on a continuing 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 include 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 vehicle replacement, vehicle maintenance and operations, information technology, communications equipment, public works capital projects management, special liability insurance claims, workers' compensation insurance and claims, and unemployment insurance. Examples of Internal Service Funds include the Special Liability Fund and Workers' Compensation Fund.

While each department section provides for a budget breakdown by fund, this budget document also includes statements of sources and uses for all of the City's funds, categorized by the type of fund as described above. Each of these financial statements includes the 2019/20 Actuals, 2020/21 Amended Budget, 2020/21 Estimate, and the 2021/22 and 2022/23 Proposed Budget. The 2020/21 Amended Budget is the adopted budget in addition to any budget amendments that were approved by City Council throughout the fiscal year, while the Estimate column shows what the expected revenue and expenditures will be for 2020/21. The Proposed Budget columns take into account the base budget plus all service level changes that are recommended in this document.



Budget Calendar





BUDGET PRINCIPLES FOR FY 2021/22

(Approved by the City Council on February 1, 2021)

1. Make decisions within the context of the City's Code of Ethics and Values, especially being Fiscally Responsible, Communicative, and Service-Oriented.
2. Consider budget decisions with long-term implications taking into account data from the Ten-Year Financial Forecast.
3. To the extent possible, align ongoing expenditures with ongoing revenues to avoid negative impacts on future budgets and maintain the City's high financial management standards.
4. To address the projected General Fund shortfall, use a combination of ongoing and one-time solutions to balance the competing goals of aligning ongoing revenues and expenditures and minimizing the service delivery impacts to the community.
5. Continue cost control measures until the ongoing General Fund revenues and expenditures are in alignment.
6. If an exception to the Council Policy to set the General Fund Budget Stabilization Reserve at or above 25% of adopted budget expenditures is considered, maintain the Reserve level at a minimum of 15% of expenditures.
7. Focus on projects and services that benefit the community as a whole.
8. Pursue economic development objectives and strategies to foster new public and private investment within Santa Clara, and to create employment opportunities.
9. Balance between compensation adjustments to retain and attract employees and funding for positions.
10. 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.
11. Inform and communicate clearly and broadly to residents, businesses and employees regarding the City's fiscal position and budget; schedule hearings to promote active participation in the City Council's budget deliberations.
12. With limited exceptions, establish fees based on full cost recovery where individuals/businesses rather than the community at-large are benefitting from City services. This preserves limited unrestricted resources for providing services that benefit the community as a whole.
13. 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).
14. Explore expanding existing revenue sources and/or adding new revenue sources.
15. Engage employees to contribute new and innovative ideas during the department budget development process.
16. Use the General Plan as a primary long-term fiscal planning tool and link ability to provide City services to development policy decisions



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. This formal action by the City Council sets the spending path for the year.

Agency Fund – To account for assets held by the City as an agent for individuals, private organizations, other governments, and/or other funds.

Allocation - To divide or distribute 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.

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 Program (CIP) 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 expenses and transfers out to other funds.

Base Budget - The ongoing expense level necessary to maintain service levels previously approved by the City Council.

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 expenses in the current budget year.

Biennial Budget - A consolidated budget document presented on a biennial basis that includes the City's Operating Budget and CIP Budget. The Operating and Capital Budgets are presented in alternating years to the City Council for approval.

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.

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.

Budgetary Control - The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenses within the limitations of authorized appropriations.



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 biennial budget.

Capital Outlay - Appropriations spent for the purchase or improvement of assets with an estimated useful life of greater than one year. Capital Outlay is budgeted in the operating budget in the Other Operating Expenditure Category.

Certificates of Participation (COPs) - Long-term financing utilizing a lease, installment sale agreement or loan agreement. Certificates of Participation (COPs) allow investors 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.

Charges for Services - Fees and charges levied by City departments for services rendered (example: utility charges to customers, recreation program fees, engineering fees, etc.).

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.

Community Development Block Grant (CDBG) - Provides eligible metropolitan cities and urban counties with annual direct grants to revitalize neighborhoods; expand affordable housing and economic opportunities; and/or improve community facilities and services, principally to benefit low- and moderate-income persons.

Community Facilities District (CFD) - A special district that can issue debt for the planning, design, acquisition, construction, and/or operation of public facilities, as well as provide public services. Special tax assessments levied by the district are used to fund public improvements, repay any debt, and maintain the district. A CFD can be formed only if approved by two-thirds of affected property owners.

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.

Contingency - A budgetary reserve set aside for emergency or unanticipated expenditures, revenue shortfalls, and/or unknown expenditures.



Debt - Obligations of the City to repay, with or without interest, some amount of money resulting from the borrowing of money or from the purchase of goods and services. Debts of governments include bonds, notes and 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, COPs or other debt instruments.

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 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 in a Governmental Fund.

Expenditure Object Category (Expenditure Category) - Expenditure categories are a group of similar expenditure objects.

Expense - The cost incurred from providing goods or services related to the City's operations in Proprietary Funds.

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.

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.

Full-Time Equivalent - Refers to one full-time equivalent position, which equals 40 hours per week, 52 weeks per year.

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, Internal Service and Debt Service funds.

Gas Tax – State tax received from gasoline sales utilized solely for street related purposes, such as new construction, rehabilitation or maintenance.

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 four different types of governmental funds: the General Fund, Special Revenue Funds, Debt Service Funds and Capital Projects 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.

HOME Program – Federal housing assistance program that provides funds to low- and very low- income families for both rental units and privately-owned dwellings.

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.

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.

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 (i.e., payroll services for the Electric Utility Department).

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 expenditures 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 (i.e., 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, sewers or storm drains.

Levi's Stadium - The stadium is located at 4900 Marie P. DeBartolo Way, Santa Clara 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 - A program is a specific service or activity that falls under departmental divisions. Programs provide for a lower level of detail regarding a Department's function. For instance, the Administration and Emergency Response programs are under the Fire Protection Division.

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 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 9.0%.



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 – The Stadium Authority was established by the City Council in 2011 to provide for the development and operation of Levi's Stadium. The Stadium Authority's governing board is the seven members of the City Council. The Stadium Authority will own, develop, construct, operate and maintain the Stadium, and have all powers granted to it by the City. The Stadium Authority is a separate and distinct legal entity, and the City is not liable for the debts or obligations of the Stadium Authority.

Strategic Pillar – The City Council adopted seven focus areas for City operations: 1. Promote and Enhance Economic, Housing and Transportation Development; 2. Deliver and Enhance High Quality Efficient Services and Infrastructure; 3. Enhance Community Sports, Recreational and Arts Assets; 4. Enhance Community Engagement and Transparency; 5. Ensure Compliance with Measure J and Manage Levi's Stadium; 6. Manage Strategically our Workforce Capacity and Resources; and 7. Promote Sustainability and Environmental Protection.

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.

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.

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.

Theme – The capital budget is aligned to twelve categories (Administrative Facilities, Community Facilities, Convention Center, Electric Utility, Other Community Projects, Parks and Trails, Sewer Utility, Solid Waste, Storm Drains, Technology and Equipment, Transportation, and Water and Recycled Water Utilities).

Tourism Improvement District (TID) – The Santa Clara Tourism Improvement District was established in 2004 as a marketing revenue supplement to assist the Santa Clara Convention and Visitors Bureau (CVB) with marketing the City of Santa Clara to hotel and convention center groups and visitors. The activities to be provided to the district will be funded by the levy of assessments.

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%.

Trust Fund – Used to account for assets held by the City in a trustee capacity.

User Charges – The payment of a fee for direct receipt of a public service by the party benefiting from the service.



ACRONYMS

AB	Assembly Bill
ADA	American with Disabilities Act
AIPG	All Inclusive Playground Grant
AMH	Automatic Handling System
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
CalOES	State of California Office of Emergency Services
CalPERS	California Public Employees' Retirement System
CCTV	Closed-Circuit Television
CDBG	Community Development Block Grant
CEQA	California Environmental Quality Act
CFD	Community Facilities District
CIP	Capital Improvement Program
CLT	Contribution In-Lieu of Tax
CMMS	Computerized Maintenance Management System
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
CPRS	California Parks and Recreation Society
CRC	Community Recreation Center
CSMFO	California Society of Municipal Finance Officers



CVB	Convention-Visitors Bureau
DA	Development Agreement
DDA	Disposition and Development Agreement
DTSC	Department of Toxic Substances Control
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
EOL	End of Life
EOPS	Enforceable Obligation Payment Schedule
ERAF	Educational Revenue Augmentation Fund
FEMA	Federal Emergency Management Agency
FERC	Federal Energy Regulatory Commission
FF&E	Furniture, Fixtures and Equipment
FHRMS	Finance Human Resources Management System
FMIS	Finance Management Information System
FOG	Fats, Oils, and Grease
FPPC	Fair Political Practices Commission
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
GFGC	General Fund General Contingency
GFOA	Government Finance Officers Association
GIS	Geographical Information Systems
GPS	Global Positioning System
GSI	Green Stormwater Infrastructure
GWh	Giga Watt Hour
HA	Housing Authority



HIPPA	Health Insurance Portability and Accountability Act
HMG	Hazard Mitigation Grant
HMI	Human Mechanical Interface
HOME	Home Investment Partnerships Act
HR	Human Resources
HUD	Housing and Urban Development
HVAC	Heating, Ventilation, and Air Conditioning
IBEW	International Brotherhood of Electric Workers
ISC/CRC	International Swim Center/Community Recreation Center
IT	Information Technology
JPA	Joint Power Agreement
kWh	Kilo Watt Hour
LED	Light Emitting Diodes
LEED	Leadership in Energy and Environmental Design
LF	Linear Feet
LLEBG	Local Law Enforcement Block Grants Program
LPD	Land, Property and Development
m:s	minutes: seconds
MCC	Motor Control Center
MOU	Memorandum of Understanding
MRP	Municipal Regional Stormwater National Pollutant Discharge Elimination Permit
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
PCA	Property Condition Assessment
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
PLC	Programmable Logic Control
POP	Problem Oriented Policing
RDA	Redevelopment Agency
RMRA	Roadway Repair and Accountability Act
RMRP	Retiree Medical Reimbursement Program
ROPS	Recognized Obligation Payment Schedule
RWF	Regional Wastewater Facility
SA	Successor Agency
SAIDI	System Average Interruption Duration Index
SB	Senate Bill
SCADA	Supervisory Council and Data Acquisition
SCAT	Specialized Crime Action Team
SCPD NSU	Santa Clara Police Department - Nuisance Suppression Unit
SCSA	Santa Clara Stadium Authority
SDPS	Storm Drain Pump Station
SFM	State Fire Marshal
SFPUC	San Francisco Public Utilities Commission
SOSA	Sports and Open Space Authority
SRT	Special Response Team
STACT	San Tomas Aquino Creek Trail
STEM	Science, Technology, Engineering and Math
SVACA	Silicon Valley Animal Control Authority
SVP	Silicon Valley Power (City owned Electric Utility)
SWRCB	State Water Resources Control Board
TBRA	Tenant-Based Rental Assistance
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
VLF	Vehicle License Fee
VoIP	Voice Over Internet Protocol
WiFi	Wireless Fidelity Communication Technology
WPCP	Water Pollution Control Plant

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BUDGET SUMMARY | SOURCES

	FY 2020/21 Adopted	FY 2021/22 Proposed	Change %	FY 2022/23 Proposed	Change %
Revenue Sources¹:					
Property Tax	66,982,000	71,639,000	7.0%	75,069,000	4.8%
Sales Tax	55,600,000	58,183,000	4.6%	60,959,000	4.8%
Transient Occupancy Tax	17,625,000	9,000,000	(48.9%)	12,600,000	40.0%
Franchise Tax	4,738,000	4,630,000	(2.3%)	4,780,000	3.2%
Gas Tax	5,000,000	5,200,000	4.0%	5,400,000	3.8%
Other Taxes	1,323,400	1,826,327	38.0%	1,866,617	2.2%
Planning Fees	7,600,000	6,400,000	(15.8%)	6,617,000	3.4%
Other Fees	11,519,264	33,026,672	186.7%	71,584,111	116.7%
Licenses and Permits	10,977,295	11,637,995	6.0%	12,008,995	3.2%
Fines and Penalties	1,570,000	1,496,135	(4.7%)	1,534,089	2.5%
Rents and Leases	12,566,046	6,385,633	(49.2%)	8,200,883	28.4%
Electric Utility	472,604,941	519,666,171	10.0%	586,240,686	12.8%
Electric Special Revenues	34,457,035	31,839,508	(7.6%)	34,475,644	8.3%
Water Utility	55,065,496	47,500,000	(13.7%)	46,312,500	(2.5%)
Sewer Utility	48,390,852	42,976,233	(11.2%)	42,997,704	0.0%
Water Recycling Utility	6,587,910	5,200,000	(21.1%)	5,200,000	0.0%
Solid Waste Services	30,782,000	33,135,000	7.6%	35,579,000	7.4%
Storm Drain Fees	1,460,000	2,908,000	99.2%	2,944,000	1.2%
Miscellaneous Charges for Services	10,742,506	5,449,367	(49.3%)	6,279,342	15.2%
Grant Revenue	3,424,975	5,947,223	73.6%	989,097	(83.4%)
Housing Related	3,181,969	2,025,391	(36.3%)	2,025,016	(0.0%)
Other Agencies	4,415,814	30,772,913	596.9%	4,632,112	(84.9%)
Other Revenues	26,621,727	11,643,813	(56.3%)	16,920,287	45.3%
State Revenues	1,076,000	162,000	(84.9%)	162,000	0.0%
Traffic Mitigation	1,731,500	1,531,500	(11.6%)	1,531,500	0.0%
Interest Income	11,799,080	10,010,228	(15.2%)	10,199,344	1.9%
Reimbursements	6,394,216	5,614,872	(12.2%)	5,878,752	4.7%
Developer Contributions	25,836,212	10,436,803	(59.6%)	6,767,701	0.0%
Sale of Land or Property	0	100,000	0.0%	80,000	(20.0%)
Bond Proceeds	0	18,588,216	0.0%	0	(100.0%)
Interdepartmental Revenue	83,888,206	84,471,722	0.7%	87,069,620	3.1%
Transfers In	132,716,912	106,559,744	(19.7%)	44,563,785	(58.2%)
Capital Revenue Carryover	38,895,449	0	(100.0%)	0	0.0%
Gross Revenue	1,195,573,805	1,185,963,466	(0.8%)	1,201,467,785	1.3%



BUDGET SUMMARY | SOURCES

	FY 2020/21 Adopted	FY 2021/22 Proposed	Change %	FY 2022/23 Proposed	Change %
Revenue Sources¹:					
Less Transfers In and Interfund Revenues ²	(216,605,118)	(191,031,466)	(11.8%)	(131,633,405)	(31.1%)
Net Revenue	978,968,687	994,932,000	1.6%	1,069,834,380	7.5%
Capital Improvement Program Carryover	189,826,723	0	(100.0%)	0	0.0%
Use of Reserves / (Contributions to)	16,354,144	6,362,894	(61.1%)	(42,613,951)	(769.7%)
Total Net Sources	1,185,149,554	1,001,294,894	(15.5%)	1,027,220,429	2.6%



BUDGET SUMMARY | USES

	FY 2020/21 Adopted	FY 2021/22 Proposed	Change %	FY 2022/23 Proposed	Change %
Expenditures¹:					
Operating Budget ³ :					
City Council	834,241	829,205	(0.6%)	859,377	3.6%
City Attorney's Office	2,716,125	3,097,380	14.0%	3,222,887	4.1%
City Clerk's Office	2,070,555	1,470,231	(29.0%)	1,871,218	27.3%
City Auditor	1,240,346	1,075,970	(13.3%)	1,250,526	16.2%
City Manager's Office	6,173,978	5,442,069	(11.9%)	5,695,535	4.7%
Community Development Department	30,259,964	23,938,049	(20.9%)	23,217,718	(3.0%)
Electric Utilities Department	512,340,772	529,959,140	3.4%	614,266,787	15.9%
Finance Department	16,216,074	16,363,472	0.9%	17,207,791	5.2%
Fire Department	58,731,539	59,017,130	0.5%	61,681,272	4.5%
Human Resources Department	4,477,933	4,133,810	(7.7%)	4,313,246	4.3%
Information Technology Department	13,248,605	12,284,229	(7.3%)	12,272,415	(0.1%)
Library Department	11,964,848	10,764,727	(10.0%)	11,159,488	3.7%
Parks and Recreation Department	24,671,467	22,730,688	(7.9%)	23,788,034	4.7%
Police Department	78,901,925	78,754,471	(0.2%)	82,455,066	4.7%
Public Works Department	79,410,091	79,366,436	(0.1%)	82,480,815	3.9%
Water and Sewer Utilities Department	127,401,846	95,628,494	(24.9%)	119,239,036	24.7%
Non-Departmental ⁴	57,752,555	61,949,938	7.3%	34,553,443	(44.2%)
Other Agency	9,540	5,420	(43.2%)	5,420	0.0%
Internal Services	11,644,908	15,358,000	31.9%	13,915,290	(9.4%)
Debt Service	17,254,022	39,286,574	127.7%	19,842,227	(49.5%)
Gross Operating Budget	1,057,321,334	1,061,455,433	0.4%	1,133,297,591	6.8%
Less Transfers Out and Interfund Expenses ²	(210,359,204)	(178,378,596)	(15.2%)	(205,298,512)	15.1%
Net Operating Budget	846,962,130	883,076,837	4.3%	927,999,079	5.1%
Capital Improvement Program Budget:					
Total Capital Improvement Program	338,352,279	120,937,972	(64.3%)	96,689,893	(20.1%)
Public Works Management Services	3,821,799	3,962,714	3.7%	4,022,457	1.5%
Less Transfers Out	(3,986,654)	(6,682,539)	67.6%	0	(100.0%)
Total Capital Improvement Program Budget³	338,187,424	118,218,147	(65.0%)	100,712,350	(14.8%)
Total Net Uses	1,185,149,554	1,001,294,984	(15.5%)	1,028,711,429	2.7%

¹Excludes Stadium Authority operating budget

²Excludes internal service fund operating budget, non-City Convention Center activities and all transfers

³Positions funded in the Related Santa Clara Developer Fund are not reflected in department lines, but in the Total Capital Improvement Program budget

⁴Includes the Convention Center operating budget



BUDGET SUMMARY | TRANSFER SCHEDULE

Fund	Proposed FY 2021/22 Transfer		Proposed FY 2022/23 Transfer	
	In	Out	In	Out
From General Fund (001)		39,146,855		6,675,584
To Convention Ctr Maintenance District Fund (026)	771,349		842,700	
To Special Liability Insurance Fund (082)	5,200,000		0	
To Cemetery Fund (093)	850,000		870,000	
To Solid Waste (096)	33,600		33,600	
To Parks and Rec Operating Grant Trust Fund (111)	3,445		3,445	
To Building Development Services Fee Fund (158)	18,013,097		0	
To Public Facilities Financing Corporation Fund (431)	2,501,439		1,402,275	
To Parks and Recreation Capital Fund (532)	200,000		200,000	
To Streets and Highways Capital Fund (533)	8,681,129		2,743,545	
To Storm Drain Capital Fund (535)	592,169		262,849	
To Fire Department Capital Fund (536)	837,110		247,536	
To Library Department Capital Fund (537)	7,872		8,173	
To Public Buildings Capital Fund (538)	397,953		13,448	
To General Government Capital Fund (539)	719,283		39,283	
To Electric Utility Capital Fund (591)	330,000		0	
To Cemetery Capital Fund (593)	8,409		8,730	
Subtotal Transfer from General Fund	39,146,855	39,146,855	6,675,584	6,675,584
From Vehicle Replacement Fund (050)		960,000		960,000
To General Fund (001)	960,000		960,000	
Subtotal Transfer from Vehicle Replacement Fund	960,000	960,000	960,000	960,000
From Perpetual Care Fund (076)		500		500
To Cemetery Fund (093)	500		500	
Subtotal Transfer from Perpetual Care Fund	500	500	500	500
From Endowment Care Fund (077)		28,000		28,000
To Cemetery Fund (093)	28,000		28,000	
Subtotal Transfer from Endowment Care Fund	28,000	28,000	28,000	28,000
From Electric Utility Fund (091)		21,970,805		62,796,486
To General Fund (001)	677,733		712,503	
To Electric Debt Service Fund (491)	16,305,884		16,548,917	
To Streets and Highways Capital Fund (533)	90,000		0	
To Street Lighting Capital Fund (534)	0		2,980,000	
To General Government Capital Fund (539)	596,323		596,323	
To Electric Utility Capital Fund (591)	4,300,865		41,958,743	
Subtotal Transfer from Electric Utility Fund	21,970,805	21,970,805	62,796,486	62,796,486
From Water Utility Fund (092)		5,943,936		4,018,936
To General Government Capital Fund (539)	158,936		158,936	
To Water Utility Capital Fund (592)	5,785,000		3,860,000	
Subtotal Transfer from Water Utility Fund	5,943,936	5,943,936	4,018,936	4,018,936



BUDGET SUMMARY | TRANSFER SCHEDULE

Fund	Proposed FY 2021/22 Transfer		Proposed FY 2022/23 Transfer	
	In	Out	In	Out
From Cemetery Fund (093)		822		822
To General Government Capital Fund (539)	822		822	
Subtotal Transfer from Cemetery Fund	822	822	822	822
From Sewer Utility Fund (094)		8,051,061		33,489,987
To Sewer Utility Debt Service Fund (494)	1,889,035		1,889,035	
To General Government Capital Fund (539)	50,278		50,278	
To Water Utility Capital Fund (592)	500,000		500,000	
To Sewer Utility Capital Fund (594)	5,611,748		31,050,674	
Subtotal Transfer from Sewer Utility Fund	8,051,061	8,051,061	33,489,987	33,489,987
From Solid Waste Fund (096)		276,621		476,621
To Solid Waste Capital Fund (596)	250,000		450,000	
To General Government Capital Fund (539)	26,621		26,621	
Subtotal Transfer from Solid Waste Fund	276,621	276,621	476,621	476,621
From Water Recycling Fund (097)		50,000		50,000
To Recycled Water Capital Fund (597)	50,000		50,000	
Subtotal Transfer from Water Recycling Fund	50,000	50,000	50,000	50,000
From Gas Tax Fund (121)		2,482,144		3,509,479
To Streets and Highways Capital Fund (533)	2,482,144		3,509,479	
Subtotal Transfer from Gas Tax Fund	2,482,144	2,482,144	3,509,479	3,509,479
From Road Maintenance and Rehabilitation (SB1) Fund (122)		2,100,000		2,100,000
To Streets and Highways Capital Fund (533)	2,100,000		2,100,000	
Subtotal Transfer from Road Maintenance and Rehabilitation (SB1) Fund	2,100,000	2,100,000	2,100,000	2,100,000
From Traffic Mitigation Fund (123)		2,184,927		1,815,000
To Streets and Highways Capital Fund (533)	2,184,927		1,815,000	
Subtotal Transfer from Traffic Mitigation Fund	2,184,927	2,184,927	1,815,000	1,815,000
From Building Development Services Fund (158)		172,099		177,582
To General Fund (001)	163,362		168,845	
To General Government Capital Fund (539)	1,737		1,737	
To Building Special Programs & Training Fund (220)	7,000		7,000	
Subtotal Transfer from Building Development Services Fund	172,099	172,099	177,582	177,582



BUDGET SUMMARY | TRANSFER SCHEDULE

Fund	Proposed FY 2021/22 Transfer		Proposed FY 2022/23 Transfer	
	In	Out	In	Out
From Electric Operating Grant Trust Fund (191)		13,042,487		1,532,587
To Vehicle Replacement Fund (050)	1,030,000		400,000	
To Electric Utility Fund (091)	6,760,648		0	
To Electric Utility Capital Fund (591)	4,851,839		1,132,587	
To Streets and Highways Capital Fund (533)	400,000		0	
Subtotal Transfer from Electric Operating Grant Trust Fund	13,042,487	13,042,487	1,532,587	1,532,587
From Building Special Programs and Training Fund (220)		1,765		1,765
To General Fund (001)	1,765		1,765	
Subtotal Transfer from Building Special Programs and Training Fund	1,765	1,765	1,765	1,765
From Bridge District #2 Debt Fund (463)		80,000		80,000
To Streets and Highways Capital Fund (533)	80,000		80,000	
Subtotal Transfer from Bridge District #2 Debt Fund	80,000	80,000	80,000	80,000
From Sewer Utility Debt Service Fund (494)		18,588,216		0
To Sewer Utility Capital Fund (594)	18,588,216		0	
Subtotal Transfer from Sewer Utility Debt Service	18,588,216	18,588,216	0	0
From Parks and Recreation Capital Fund (532)		5,051,782		0
To General Fund (001)	3,026,782		0	
To Streets and Highways Capital Fund (533)	2,025,000		0	
Subtotal Transfer from Parks and Recreation Capital Fund	5,051,782	5,051,782	0	0
From Storm Drain Capital Fund (535)		1,455,000		1,455,000
To General Fund (001)	1,454,000		1,454,000	
To General Government Capital Fund (539)	1,000		1,000	
Subtotal Transfer from Storm Drain Fund	1,455,000	1,455,000	1,455,000	1,455,000
From Tasman East Infrastructure Improvement Fund (541)		175,757		0
To General Fund (001)	175,757		0	
Subtotal Transfer from Tasman East Infrastructure Improvement Fund	175,757	175,757	0	0
Total Transfers	121,762,777	121,762,777	119,168,349	119,168,349



BUDGET SUMMARY | REVENUE SUMMARY

Fund Type	FY 2020/21 Adopted	FY 2021/22 Proposed	Change %	FY 2022/23 Proposed	Change %
General Fund					
001 General Fund	247,940,776	256,794,819	3.6%	241,923,684	(5.8%)
Total General Fund	247,940,776	256,794,819	3.6%	241,923,684	(5.8%)
Special Revenue Funds					
463 Bridge Maintenance District #2 Fund	0	80,000	100.0%	80,000	100.0%
158 Building Development Services Fund	0	31,643,097	100.0%	14,112,000	100.0%
220 Building Special Programs and Training Fund	44,995	63,395	40.9%	63,395	0.0%
165 City Affordable Housing Fund (165)	781,703	657,000	(16.0%)	657,000	0.0%
027 Community Facilities District No. 2019-1 (Lawrence Station) Fund	123,400	376,327	205.0%	387,617	3.0%
026 Convention Center Maintenance District Fund	1,850,949	1,698,119	(8.3%)	1,878,119	10.6%
025 Downtown Parking Maintenance Fund	169,771	14,200	(91.6%)	14,200	0.0%
077 Endowment Care Fund	108,000	118,000	9.3%	118,000	0.0%
121 Gas Tax Fund	3,100,000	2,900,000	(6.5%)	3,100,000	6.9%
562 Housing and Urban Development Fund	5,150,000	1,957,103	(62.0%)	1,865,000	(4.7%)
164 Housing Authority Fund	285,000	261,000	(8.4%)	261,000	0.0%
169 Housing Successor Agency Fund	531,000	350,000	(34.1%)	350,000	0.0%
112 Library Operating Grant Trust Fund	47,500	0	(100.0%)	0	0.0%
101 Other City Departments Operating Grant Trust Fund	48,944	0	(100.0%)	0	0.0%
111 Parks and Recreation Operating Grant Trust Fund	147,984	147,984	0.0%	147,984	0.0%
076 Perpetual Care Fund	500	500	0.0%	500	0.0%
177 Police Operating Grant Trust Fund	166,000	0	(100.0%)	0	0.0%
221 Public, Educational, and Governmental Fee Fund	150,000	200,000	33.3%	200,000	0.0%
122 Road Maintenance and Rehabilitation (SB1) Fund	2,225,000	2,400,000	7.9%	2,400,000	0.0%
123 Traffic Mitigation Fund	1,681,500	1,681,500	0.0%	1,681,500	0.0%
Total Special Revenue Funds	16,612,246	44,548,225	168.2%	27,316,315	(38.7%)



BUDGET SUMMARY | REVENUE SUMMARY

Fund Type	FY 2020/21 Adopted	FY 2021/22 Proposed	Change %	FY 2022/23 Proposed	Change %
Enterprise Funds					
093 Cemetery Fund	1,390,269	1,478,500	6.3%	1,498,500	1.4%
860 Convention Center Enterprise Fund	21,912,206	8,352,205	(61.9%)	13,603,635	62.9%
191 Electric Operating Grant Trust Fund	34,457,035	31,883,769	(7.5%)	34,522,118	8.3%
091 Electric Utility Fund	492,548,336	530,687,026	7.7%	594,686,986	12.1%
094 Sewer Utility Fund	45,495,100	39,756,481	(12.6%)	40,459,345	1.8%
096 Solid Waste Fund	31,219,000	33,643,600	7.8%	36,087,600	7.3%
097 Water Recycling Fund	7,064,710	5,703,831	(19.3%)	5,708,446	0.1%
092 Water Utility Fund	57,220,287	49,489,630	(13.5%)	48,358,520	(2.3%)
Total Enterprise Funds	691,306,943	700,995,042	1.4%	774,925,150	10.5%
Internal Service Funds					
048 Communication Acquisitions Fund	536,853	584,334	8.8%	606,984	3.9%
053 Fleet Operations Fund	5,164,721	5,116,150	(0.9%)	5,277,356	3.2%
045 Information Technology Services Fund	13,248,605	12,084,229	(8.8%)	12,072,415	(0.1%)
044 Public Works Capital Projects Management Fund	3,821,799	3,962,714	3.7%	4,114,234	3.8%
082 Special Liability Insurance Fund	6,001,170	12,343,000	105.7%	7,930,290	(35.8%)
081 Workers' Compensation Fund	0	5,665,000	100.0%	5,835,000	3.0%
087 Unemployment Insurance Fund	3,458,289	550,000	(84.1%)	150,000	(72.7%)
050 Vehicle Replacement Fund	5,572,738	4,582,911	(17.8%)	4,012,324	(12.5%)
Total Internal Service Funds	37,804,175	44,888,338	18.7%	39,998,603	(10.9%)
Capital Improvement Program Funds¹					
593 Cemetery Capital Fund	300,000	8,409	(97.2%)	0	(100.0%)
591 Electric Utility Capital Fund	64,213,994	18,482,704	(71.2%)	30,397,677	64.5%
536 Fire Department Capital Fund	396,729	837,110	111.0%	251,602	(69.9%)
539 General Government Capital Fund	4,290,889	1,555,000	(63.8%)	912,104	(41.3%)
537 Library Department Capital Fund	8,699	7,872	(9.5%)	0	(100.0%)
532 Parks and Recreation Capital Fund	16,073,188	12,563,788	(21.8%)	200,000	(98.4%)



BUDGET SUMMARY | REVENUE SUMMARY

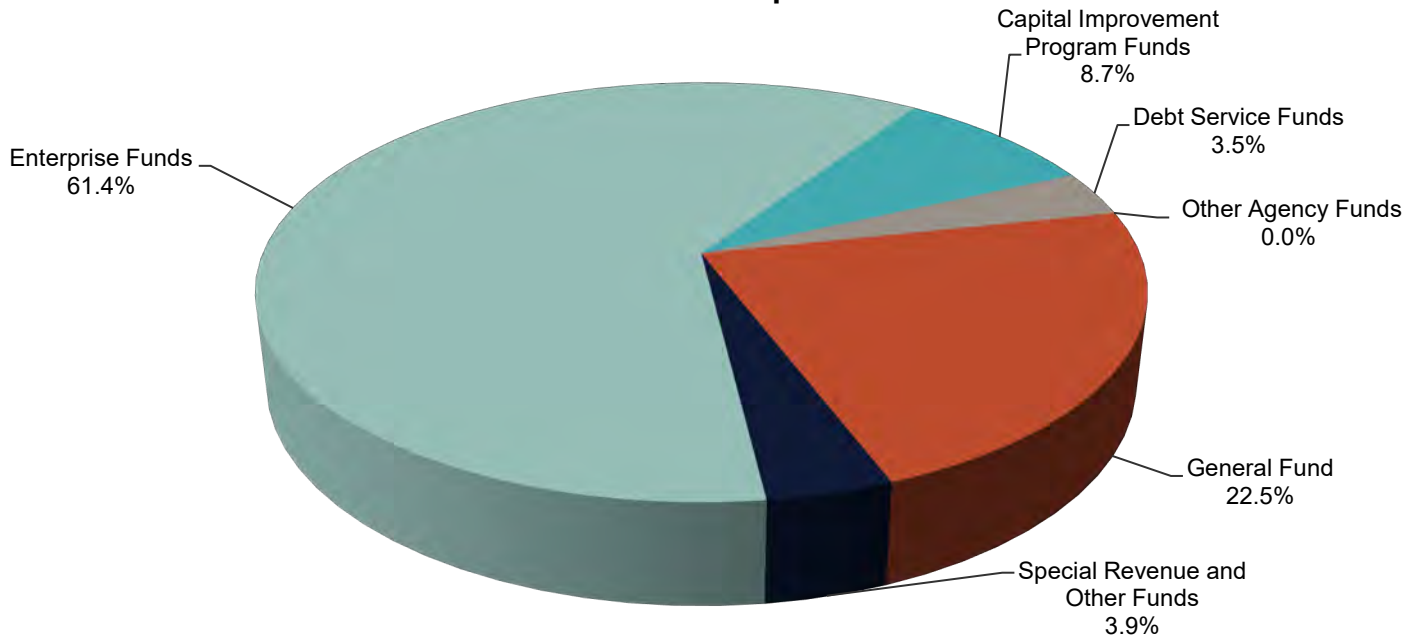
Fund Type	FY 2020/21 Adopted	FY 2021/22 Proposed	Change %	FY 2022/23 Proposed	Change %
Capital Improvement Program Funds¹					
538 Public Buildings Capital Fund	2,836,063	397,953	(86.0%)	112,231	(71.8%)
597 Recycled Water Capital Fund	550,000	50,000	(90.9%)	50,000	0.0%
540 Related Santa Clara Developer Fund	162,062	968,103	497.4%	2,501,585	158.4%
541 Tasman East Infrastructure Improvement Fund	0	1,192,891	100.0%	0	(100.0%)
594 Sewer Utility Capital Fund	42,114,351	28,380,716	(32.6%)	40,757,915	43.6%
596 Solid Waste Capital Fund	745,459	439,700	(41.0%)	668,833	52.1%
535 Storm Drain Capital Fund	5,949,447	2,046,169	(65.6%)	1,817,582	(11.2%)
534 Street Lighting Capital Fund	125,000	0	(100.0%)	75,000	100.0%
533 Streets and Highways Capital Fund	42,174,930	26,234,803	(37.8%)	13,357,027	(49.1%)
592 Water Utility Capital Fund	4,610,000	6,285,000	36.3%	6,360,000	1.2%
Total Capital Improvement Program Funds	184,550,811	99,450,218	(46.1%)	97,461,556	(2.0%)
Other Agency Funds					
801 Sports and Open Space Authority Fund	1,000	250	(75.0%)	250	0.0%
Total Other Agency Funds	1,000	250	(75.0%)	250	0.0%
Debt Service Funds					
491 Electric Utility	13,419,211	16,305,884	21.5%	16,548,917	1.5%
431 Public Facilities Financing Co	2,505,844	2,503,439	(0.1%)	1,404,275	(43.9%)
494 Sewer Utility	1,432,799	20,477,251	1329.2%	1,889,035	(90.8%)
Total Debt Service Funds	17,357,854	39,286,574	126.3%	19,842,227	(49.5%)
Grand Total Revenues	1,195,573,805	1,185,963,466	(0.8%)	1,201,467,785	1.3%

¹The FY 2022/23 Capital Improvement Program information reflects the third year of the five-year CIP plan from the FY 2020/21 and 2021/22 Adopted Capital Improvement Program Budget. The proposed budget for FY 2022/23 and FY 2023/24 will be determined in next year's capital budget cycle.

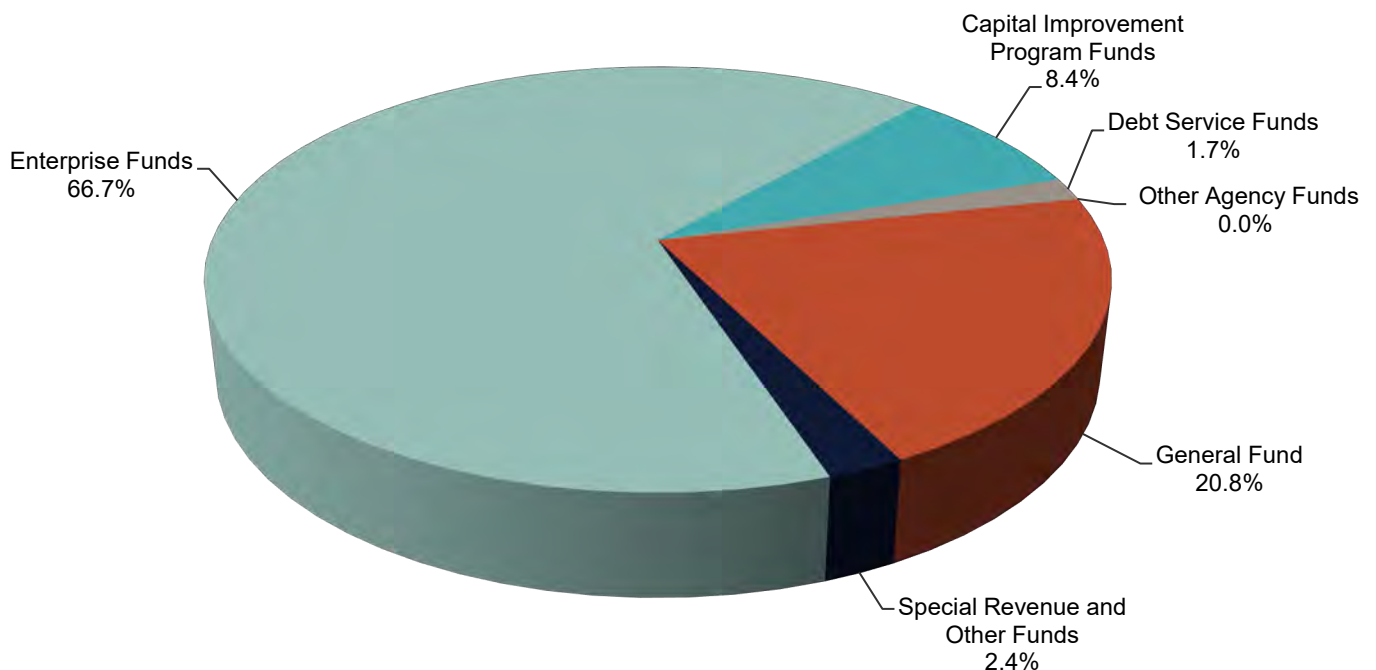


BUDGET SUMMARY | REVENUE BY FUND TYPE

FY 2021/22 Proposed



FY 2022/23 Proposed





BUDGET SUMMARY | EXPENDITURES SUMMARY

Fund Type		FY 2020/21 Adopted	FY 2021/22 Proposed	Change %	FY 2022/23 Proposed	Change %
General Fund						
001	General Fund	285,968,205	282,561,469	(1.2%)	261,431,495	(7.5%)
Total General Fund		285,968,205	282,561,469	(1.2%)	261,431,495	(7.5%)
Special Revenue Funds						
463	Bridge Maintenance District #2 Fund	0	80,000	100.0%	80,000	0.0%
158	Building Development Services Fund	0	12,428,158	100.0%	12,581,772	1.2%
220	Building Special Programs and Training Fund	44,995	44,995	0.0%	44,995	0.0%
165	City Affordable Housing Fund (165)	1,556,772	1,431,111	(8.1%)	1,447,378	1.1%
027	Community Facilities District No. 2019-1 (Lawrence Station) Fund	98,720	286,798	190.5%	350,507	22.2%
026	Convention Center Maintenance District Fund	1,861,380	1,698,119	(8.8%)	1,878,119	10.6%
025	Downtown Parking Maintenance Fund	152,762	138,163	(9.6%)	142,308	3.0%
144	Engineering Operating Grant Trust Fund	49,621	0	(100.0%)	0	0.0%
079	Expendable Trust Fund	166,000	0	(100.0%)	0	0.0%
077	Endowment Care Fund	18,000	28,000	55.6%	28,000	0.0%
121	Gas Tax Fund	2,567,856	2,482,144	(3.3%)	3,509,479	41.4%
562	Housing and Urban Development Fund	5,150,000	3,684,839	(28.4%)	2,575,398	(30.1%)
164	Housing Authority Fund	552,222	363,099	(34.2%)	368,411	1.5%
169	Housing Successor Agency Fund	5,964,944	915,640	(84.6%)	932,072	1.8%
112	Library Operating Grant Trust Fund	59,000	0	(100.0%)	0	0.0%
101	Other City Departments Operating Grant Trust Fund	48,944	0	(100.0%)	0	0.0%
111	Parks and Recreation Operating Grant Trust Fund	147,984	147,984	0.0%	147,984	0.0%
076	Perpetual Care Fund	500	500	0.0%	500	0.0%
177	Police Operating Grant Trust Fund	166,000	0	(100.0%)	0	0.0%
221	Public, Educational, and Governmental Fee Fund	0	200,000	100.0%	200,000	0.0%
122	Road Maintenance and Rehabilitation (SB1) Fund	2,100,000	2,100,000	0.0%	2,100,000	0.0%
123	Traffic Mitigation Fund	2,003,500	2,184,927	9.1%	1,815,000	(16.9%)
Total Special Revenue Funds		22,709,200	28,214,477	24.2%	28,201,923	(0.04%)



BUDGET SUMMARY | EXPENDITURES SUMMARY

Fund Type	FY 2020/21 Adopted	FY 2021/22 Proposed	Change %	FY 2022/23 Proposed	Change %
Enterprise Funds					
093 Cemetery Fund	1,415,694	1,481,057	4.6%	1,535,529	3.7%
860 Convention Center Enterprise Fund	19,357,548	9,581,861	(50.5%)	14,428,381	50.6%
191 Electric Operating Grant Trust Fund	34,339,731	32,910,111	(4.2%)	34,522,118	4.9%
091 Electric Utility Fund	478,001,041	497,049,029	4.0%	579,744,669	16.6%
094 Sewer Utility Fund	67,554,521	36,727,359	(45.6%)	62,519,070	70.2%
096 Solid Waste Fund	33,331,450	33,525,296	0.6%	35,092,680	4.7%
097 Water Recycling Fund	6,417,938	5,759,582	(10.3%)	5,805,348	0.8%
092 Water Utility Fund	53,429,387	53,141,553	(0.5%)	50,914,618	(4.2%)
Total Enterprise Funds	693,847,310	670,175,848	(3.4%)	784,562,413	17.1%
Internal Service Funds					
048 Communication Acquisitions Fund	536,853	584,334	8.8%	606,984	3.9%
053 Fleet Operations Fund	5,271,715	5,161,720	(2.1%)	5,330,229	3.3%
045 Information Technology Services Fund	13,248,605	12,084,229	(8.8%)	12,072,415	(0.1%)
044 Public Works Capital Projects Management Fund	3,835,476	3,962,713	3.3%	4,114,234	3.8%
082 Special Liability Insurance Fund	6,001,170	9,143,000	52.4%	7,930,290	(13.3%)
081 Workers' Compensation Fund	71,000	5,665,000	7878.9%	5,835,000	3.0%
087 Unemployment Insurance Fund	2,995,500	550,000	(81.6%)	150,000	(72.7%)
050 Vehicle Replacement Fund	5,572,738	4,060,649	(27.1%)	3,214,961	(20.8%)
Total Internal Service Funds	37,533,057	41,211,645	9.8%	39,254,113	(4.7%)
Capital Improvement Program Funds¹					
593 Cemetery Capital Fund	300,000	8,409	(97.2%)	0	(100.0%)
591 Electric Utility Capital Fund	151,587,864	45,406,027	(70.0%)	30,397,677	(33.1%)
536 Fire Department Capital Fund	1,006,169	837,110	(16.8%)	251,602	(69.9%)
539 General Government Capital Fund	14,258,074	1,555,000	(89.1%)	912,104	(41.3%)
537 Library Department Capital Fund	189,559	7,872	(95.8%)	0	(100.0%)
532 Parks and Recreation Capital Fund	15,754,131	12,137,071	(23.0%)	3,892,990	(67.9%)



BUDGET SUMMARY | EXPENDITURES SUMMARY

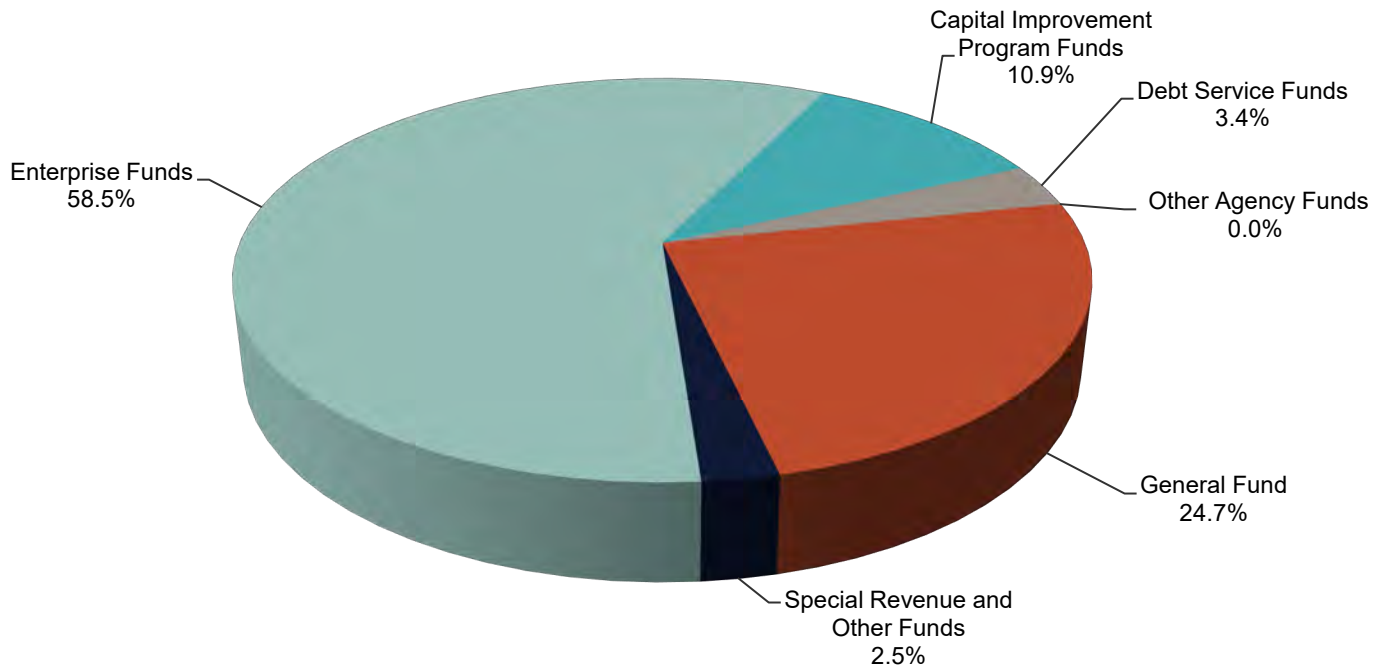
Fund Type	FY 2020/21 Adopted	FY 2021/22 Proposed	Change %	FY 2022/23 Proposed	Change %
Capital Improvement Program Funds¹					
538 Public Buildings Capital Fund	11,305,028	397,953	(96.5%)	112,231	(71.8%)
597 Recycled Water Capital Fund	550,000	50,000	(90.9%)	50,000	0.0%
540 Related Santa Clara Developer Fund	162,062	968,103	497.4%	2,501,585	158.4%
541 Tasman East Infrastructure Improvement Fund	0	199,514	100.0%	0	(100.0%)
594 Sewer Utility Capital Fund	64,912,819	28,142,955	(56.6%)	40,328,667	43.3%
596 Solid Waste Capital Fund	1,032,000	623,700	(39.6%)	654,885	5.0%
535 Storm Drain Capital Fund	11,511,345	2,047,169	(82.2%)	1,818,582	(11.2%)
534 Street Lighting Capital Fund	5,992,109	0	(100.0%)	75,000	100.0%
533 Streets and Highways Capital Fund	54,502,918	26,234,803	(51.9%)	13,357,027	(49.1%)
592 Water Utility Capital Fund	9,110,000	6,285,000	(31.0%)	6,360,000	1.2%
Total Capital Improvement Program Funds	342,174,078	124,900,686	(63.5%)	100,712,350	(19.4%)
Other Agency Funds					
801 Sports and Open Space Authority Fund	9,540	5,420	(43.2%)	5,420	0.0%
Total Other Agency Funds	9,540	5,420	(43.2%)	5,420	0.0%
Debt Service Funds					
491 Electric Utility	13,315,379	16,305,884	22.5%	16,548,917	1.5%
431 Public Facilities Financing Co	2,505,844	2,503,439	(0.1%)	1,404,275	(43.9%)
494 Sewer Utility	1,432,799	20,477,251	1329.2%	1,889,035	(90.8%)
Total Debt Service Funds	17,254,022	39,286,574	127.7%	19,842,227	(49.5%)
Grand Total Expenditures	1,399,495,412	1,186,356,119	(15.2%)	1,234,009,941	4.0%

¹The FY 2022/23 Capital Improvement Program information reflects the third year of the five-year CIP plan from the FY 2020/21 and 2021/22 Adopted Capital Improvement Program Budget. The proposed budget for FY 2022/23 and FY 2023/24 will be determined in next year's capital budget cycle.

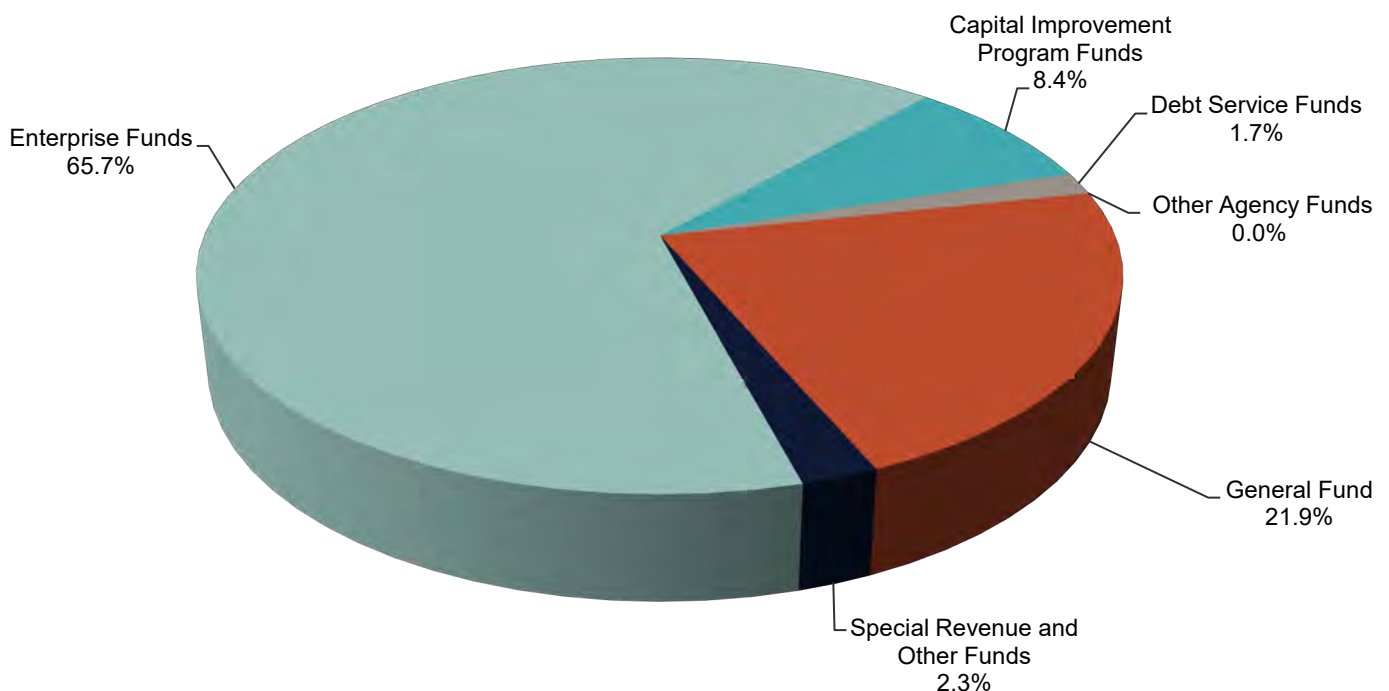


BUDGET SUMMARY | EXPENDITURES BY FUND TYPE

FY 2021/22 Proposed



FY 2022/23 Proposed





BUDGET SUMMARY | SUMMARY OF FUND ACTIVITY

FY 2021/22							
Fund	Beginning Fund Balance	Revenue and Transfers	Total Sources Available	Expenditures and Transfers	Ending Fund Balance	Total Uses Available	*
General Fund	141,285,445	256,794,819	398,080,264	282,561,469	115,518,795	398,080,264	10
Special Revenue and Other Funds							
Bridge Maintenance District #2 Fund	113,396	80,000	193,396	80,000	113,396	193,396	
Building Development Services Fund	0	31,643,097	31,643,097	12,428,158	19,214,939	31,643,097	6
Building Special Programs and Training Fund	209,886	63,395	273,281	44,995	228,286	273,281	
City Affordable Housing Fund	2,742,708	657,000	3,399,708	1,431,111	1,968,597	3,399,708	3
Community Facilities District No. 2019-1 (Lawrence Station) Fund	238,523	376,327	614,850	286,798	328,052	614,850	4
Convention Center Maintenance District Fund	107,095	1,698,119	1,805,214	1,698,119	107,095	1,805,214	
Downtown Parking Maintenance Fund	710,321	14,200	724,521	138,163	586,358	724,521	7
Endowment Care Fund	1,787,424	118,000	1,905,424	28,000	1,877,424	1,905,424	
Engineering Operating Grant Trust Fund	322,683	0	322,683	0	322,683	322,683	
Expendable Trust Fund	276,717	0	276,717	0	276,717	276,717	
Gas Tax Fund	3,007,200	2,900,000	5,907,200	2,482,144	3,425,056	5,907,200	9
Housing and Urban Development Fund	3,478,405	1,957,103	5,435,508	3,684,839	1,750,669	5,435,508	3
Housing Authority Fund	2,230,541	261,000	2,491,541	363,099	2,128,442	2,491,541	
Housing Successor Agency Fund	3,464,772	350,000	3,814,772	915,640	2,899,132	3,814,772	3
Library Operating Grant Trust Fund	5,988	0	5,988	0	5,988	5,988	
Other City Departments Operating Grant Trust Fund	296,438	0	296,438	0	296,438	296,438	
Parks and Recreation Operating Grant Trust Fund	2,646	147,984	150,630	147,984	2,646	150,630	
Perpetual Care Fund	38,244	500	38,744	500	38,244	38,744	
Police Operating Grant Trust Fund	325,964	0	325,964	0	325,964	325,964	
Public Donations Fund	29,481	0	29,481	0	29,481	29,481	
Public, Educational, and Governmental Fee Fund	2,355,967	200,000	2,555,967	200,000	2,355,967	2,555,967	
Road Maintenance and Rehabilitation (SB1) Fund	180,741	2,400,000	2,580,741	2,100,000	480,741	2,580,741	9
Traffic Fair Share Fund	7,941,970	0	7,941,970	0	7,941,970	7,941,970	
Traffic Mitigation Fund	4,883,667	1,681,500	6,565,167	2,184,927	4,380,240	6,565,167	9
Total Special Revenue and Other Funds	34,750,777	44,548,225	79,299,002	28,214,477	51,084,525	79,299,002	



BUDGET SUMMARY | SUMMARY OF FUND ACTIVITY

FY 2021/22							
Fund	Beginning Fund Balance	Revenue and Transfers	Total Sources Available	Expenditures and Transfers	Ending Fund Balance	Total Uses Available	*
Enterprise Funds							
Cemetery Fund	97,149	1,478,500	1,575,649	1,481,057	94,592	1,575,649	
Convention Center Enterprise Fund	2,465,939	8,352,205	10,818,144	9,581,861	1,236,283	10,818,144	8
Electric Operating Grant Trust Fund	55,169,794	31,883,769	87,053,563	32,910,111	54,143,452	87,053,563	
Electric Utility Fund	282,809,812	530,687,026	813,496,838	497,049,029	316,447,809	813,496,838	5,9
Sewer Utility Fund	26,776,559	39,756,481	66,533,040	36,727,359	29,805,681	66,533,040	5
Solid Waste Fund	5,695,104	33,643,600	39,338,704	33,525,296	5,813,408	39,338,704	
Water Recycling Fund	5,641,112	5,703,831	11,344,943	5,759,582	5,585,361	11,344,943	
Water Utility Fund	13,123,750	49,489,630	62,613,380	53,141,553	9,471,827	62,613,380	5
Total Enterprise Funds	391,779,219	700,995,042	1,092,774,261	670,175,848	422,598,413	1,092,774,261	
Internal Service Funds							
Communication Acquisitions Fund	756,611	584,334	1,340,945	584,334	756,611	1,340,945	
Fleet Operations Fund	506,991	5,116,150	5,623,141	5,161,720	461,421	5,623,141	
Information Technology Services Fund	3,304,636	12,084,229	15,388,865	12,084,229	3,304,636	15,388,865	
Public Works Capital Projects Management Fund	285,323	3,962,714	4,248,037	3,962,713	285,324	4,248,037	
Special Liability Insurance Fund	1,754,952	12,343,000	14,097,952	9,143,000	4,954,952	14,097,952	5
Unemployment Insurance Fund	0	550,000	550,000	550,000	0	550,000	
Vehicle Replacement Fund	9,101,595	4,582,911	13,684,506	4,060,649	9,623,857	13,684,506	
Workers' Compensation Fund	5,161,414	5,665,000	10,826,414	5,665,000	5,161,414	10,826,414	
Total Internal Service Funds	20,871,522	44,888,338	65,759,860	41,211,645	24,548,215	65,759,860	
Capital Improvement Program Funds							
Cemetery Capital Fund	0	8,409	8,409	8,409	0	8,409	
Electric Utility Capital Fund	57,073,952	18,482,704	75,556,656	45,406,027	30,150,629	75,556,656	1,9
Fire Department Capital Fund	104,000	837,110	941,110	837,110	104,000	941,110	
General Government Capital Fund	1,043,703	1,555,000	2,598,703	1,555,000	1,043,703	2,598,703	
Library Department Capital Fund	9,247	7,872	17,119	7,872	9,247	17,119	
Parks and Recreation Capital Fund	13,965,410	12,563,788	26,529,198	12,137,071	14,392,127	26,529,198	
Public Buildings Capital Fund	408,270	397,953	806,223	397,953	408,270	806,223	



BUDGET SUMMARY | SUMMARY OF FUND ACTIVITY

FY 2021/22						
Fund	Beginning Fund Balance	Revenue and Transfers	Total Sources Available	Expenditures and Transfers	Ending Fund Balance	Total Uses Available *
Recycled Water Capital Fund	1,378,477	50,000	1,428,477	50,000	1,378,477	1,428,477
Related Santa Clara Developer Fund	3,000	968,103	971,103	968,103	3,000	971,103
Sewer Utility Capital Fund	36,813,867	28,380,716	65,194,583	28,142,955	37,051,628	65,194,583
Solid Waste Capital Fund	1,627,831	439,700	2,067,531	623,700	1,443,831	2,067,531
Storm Drain Capital Fund	1,962,046	2,046,169	4,008,215	2,047,169	1,961,046	4,008,215
Street Lighting Capital Fund	250,784	0	250,784	0	250,784	250,784
Streets and Highways Capital Fund	11,547,601	26,234,803	37,782,404	26,234,803	11,547,601	37,782,404
Tasman East Infrastructure Improvement Fund	0	1,192,891	1,192,891	199,514	993,377	1,192,891
Water Utility Capital Fund	22,313,819	6,285,000	28,598,819	6,285,000	22,313,819	28,598,819
Total Capital Improvement Program Funds	148,502,007	99,450,218	247,952,225	124,900,686	123,051,539	247,952,225
Other Agency Funds						
Sports and Open Space Authority Fund	14,557	250	14,807	5,420	9,387	14,807
Total Other Agency Funds	14,557	250	14,807	5,420	9,387	14,807
Debt Service Funds						
Electric Utility Debt Service Fund	11,618,827	16,305,884	27,924,711	16,305,884	11,618,827	27,924,711
Public Facilities Financing Corporation Fund	725,272	2,503,439	3,228,711	2,503,439	725,272	3,228,711
Sewer Utility Debt Service Fund	4,663,690	20,477,251	25,140,941	20,477,251	4,663,690	25,140,941
Total Debt Service Funds	17,007,789	39,286,574	56,294,363	39,286,574	17,007,789	56,294,363
Total City Funds	754,211,316	1,185,963,466	1,940,174,782	1,186,356,119	754,618,663	1,940,974,782



BUDGET SUMMARY | SUMMARY OF FUND ACTIVITY

FY 2022/23							
Fund	Beginning Fund Balance	Revenue and Transfers	Total Sources Available	Expenditures and Transfers	Ending Fund Balance	Total Uses Available	*
General Fund	115,518,795	241,923,684	357,442,479	261,431,495	96,010,984	357,442,479	7
Special Revenue and Other Funds							
Bridge Maintenance District #2 Fund	113,396	80,000	193,396	80,000	113,396	193,396	
Building Development Services Fund	19,214,939	14,112,000	33,326,939	12,581,772	20,745,167	33,326,939	
Building Special Programs and Training Fund	228,286	63,395	291,681	44,995	246,686	291,681	
City Affordable Housing Fund	1,968,597	657,000	2,625,597	1,447,378	1,178,219	2,625,597	3
Community Facilities District No. 2019-1 (Lawrence Station) Fund	328,052	387,617	715,669	350,507	365,162	715,669	4
Convention Center Maintenance District Fund	107,095	1,878,119	1,985,214	1,878,119	107,095	1,985,214	
Downtown Parking Maintenance Fund	586,358	14,200	600,558	142,308	458,250	600,558	7
Endowment Care Fund	1,877,424	118,000	1,995,424	28,000	1,967,424	1,995,424	
Engineering Operating Grant Trust Fund	322,683	0	322,683	0	322,683	322,683	
Expendable Trust Fund	276,717	0	276,717	0	276,717	276,717	
Gas Tax Fund	3,425,056	3,100,000	6,525,056	3,509,479	3,015,577	6,525,056	9
Housing and Urban Development Fund	1,750,669	1,865,000	3,615,669	2,575,398	1,040,271	3,615,669	1
Housing Authority Fund	2,128,442	261,000	2,389,442	368,411	2,021,031	2,389,442	
Housing Successor Agency Fund	2,899,132	350,000	3,249,132	932,072	2,317,060	3,249,132	3
Library Operating Grant Trust Fund	5,988	0	5,988	0	5,988	5,988	
Other City Departments Operating Grant Trust Fund	296,438	0	296,438	0	296,438	296,438	
Parks and Recreation Operating Grant Trust Fund	2,646	147,984	150,630	147,984	2,646	150,630	
Perpetual Care Fund	38,244	500	38,744	500	38,244	38,744	
Police Operating Grant Trust Fund	325,964	0	325,964	0	325,964	325,964	
Public Donations Fund	29,481	0	29,481	0	29,481	29,481	
Public, Educational, and Governmental Fee Fund	2,355,967	200,000	2,555,967	200,000	2,355,967	2,555,967	
Road Maintenance and Rehabilitation (SB1) Fund	480,741	2,400,000	2,880,741	2,100,000	780,741	2,880,741	9
Traffic Fair Share Fund	7,941,970	0	7,941,970	0	7,941,970	7,941,970	
Traffic Mitigation Fund	4,380,240	1,681,500	6,061,740	1,815,000	4,246,740	6,061,740	
Total Special Revenue and Other Funds	51,084,525	27,316,315	78,400,840	28,201,923	50,198,917	78,400,840	



BUDGET SUMMARY | SUMMARY OF FUND ACTIVITY

FY 2022/23							
Fund	Beginning Fund Balance	Revenue and Transfers	Total Sources Available	Expenditures and Transfers	Ending Fund Balance	Total Uses Available	*
Enterprise Funds							
Cemetery Fund	94,592	1,498,500	1,593,092	1,535,529	57,563	1,593,092	7
Convention Center Enterprise Fund	1,236,283	13,603,635	14,839,918	14,428,381	411,537	14,839,918	8
Electric Operating Grant Trust Fund	54,143,452	34,522,118	88,665,570	34,522,118	54,143,452	88,665,570	
Electric Utility Fund	316,447,809	594,686,986	911,134,795	579,744,669	331,390,126	911,134,795	
Sewer Utility Fund	29,805,681	40,459,345	70,265,026	62,519,070	7,745,956	70,265,026	4
Solid Waste Fund	5,813,408	36,087,600	41,901,008	35,092,680	6,808,328	41,901,008	4,5
Water Recycling Fund	5,585,361	5,708,446	11,293,807	5,805,348	5,488,459	11,293,807	
Water Utility Fund	9,471,827	48,358,520	57,830,347	50,914,618	6,915,729	57,830,347	4
Total Enterprise Funds	422,598,413	774,925,150	1,197,523,563	784,562,413	412,961,150	1,197,523,563	
Internal Service Funds							
Communication Acquisitions Fund	756,611	606,984	1,363,595	606,984	756,611	1,363,595	
Fleet Operations Fund	461,421	5,277,356	5,738,777	5,330,229	408,548	5,738,777	4
Information Technology Services Fund	3,304,636	12,072,415	15,377,051	12,072,415	3,304,636	15,377,051	
Public Works Capital Projects Management Fund	285,323	4,114,234	4,399,557	4,114,234	285,323	4,399,557	
Special Liability Insurance Fund	5,754,953	7,930,290	13,685,243	7,930,290	5,754,953	13,685,243	
Unemployment Insurance Fund	0	150,000	150,000	150,000	0	150,000	
Vehicle Replacement Fund	9,623,857	4,012,324	13,636,181	3,214,961	10,421,220	13,636,181	
Workers' Compensation Fund	5,161,414	5,835,000	10,996,414	5,835,000	5,161,414	10,996,414	
Total Internal Service Funds	25,348,215	39,998,603	65,346,818	39,254,113	26,092,705	65,346,818	
Capital Improvement Program Funds							
Electric Utility Capital Fund	30,150,629	30,397,677	60,548,306	30,397,677	30,150,629	60,548,306	
Fire Department Capital Fund	104,000	251,602	355,602	251,602	104,000	355,602	
General Government Capital Fund	1,043,703	912,104	1,955,807	912,104	1,043,703	1,955,807	
Library Department Capital Fund	9,247	0	9,247	0	9,247	9,247	
Parks and Recreation Capital Fund	14,392,127	200,000	14,592,127	3,892,990	10,699,137	14,592,127	9



BUDGET SUMMARY | SUMMARY OF FUND ACTIVITY

FY 2022/23							
Fund	Beginning Fund Balance	Revenue and Transfers	Total Sources Available	Expenditures and Transfers	Ending Fund Balance	Total Uses Available	*
Capital Improvement Program Funds							
Public Buildings Capital Fund	408,270	112,231	520,501	112,231	408,270	520,501	
Recycled Water Capital Fund	1,378,477	50,000	1,428,477	50,000	1,378,477	1,428,477	
Related Santa Clara Developer Fund	3,000	2,501,585	2,504,585	2,501,585	3,000	2,504,585	
Sewer Utility Capital Fund	37,051,628	40,757,915	77,809,543	40,328,667	37,480,876	77,809,543	
Solid Waste Capital Fund	1,443,831	668,833	2,112,664	654,885	1,457,779	2,112,664	
Storm Drain Capital Fund	1,961,046	1,817,582	3,778,628	1,818,582	1,960,046	3,778,628	
Street Lighting Capital Fund	250,784	75,000	325,784	75,000	250,784	325,784	
Streets and Highways Capital Fund	11,547,601	13,357,027	24,904,628	13,357,027	11,547,601	24,904,628	
Tasman East Infrastructure Improvement Fund	993,377	0	993,377	0	993,377	993,377	
Water Utility Capital Fund	22,313,819	6,360,000	28,673,819	6,360,000	22,313,819	28,673,819	
Total Capital Improvement Program Funds	123,051,539	97,461,556	220,513,095	100,712,350	119,800,745	220,513,095	
Other Agency Funds							
Sports and Open Space Authority Fund	9,387	250	9,637	5,420	4,217	9,637	7
Total Other Agency Funds	9,387	250	9,637	5,420	4,217	9,637	
Debt Service Funds							
Electric Utility Debt Service Fund	11,618,827	16,548,917	28,167,744	16,548,917	11,618,827	28,167,744	
Public Facilities Financing Corporation Fund	725,272	1,404,275	2,129,547	1,404,275	725,272	2,129,547	
Sewer Utility Debt Service Fund	4,663,690	1,889,035	6,552,725	1,889,035	4,663,690	6,552,725	
Total Debt Service Funds	17,007,789	19,842,227	36,850,016	19,842,227	17,007,789	36,850,016	
Total City Funds	754,618,663	1,201,467,785	1,956,086,448	1,234,009,941	722,076,507	1,956,086,448	



BUDGET SUMMARY | SUMMARY OF FUND ACTIVITY

***Explanations for Beginning Fund Balance and Ending Fund Balance Changes Greater Than 10%**

1. The accumulation of surplus revenues and/or expenditure savings is being used for budget balancing purposes.
2. The beginning fund balance includes carryover of the prior year's budget. If these carryovers are removed, the change in fund balance is less than 10%.
3. The accumulation of savings is being used for various one-time uses.
4. This fund's expenditure budget is determined using rates, fees and charges estimates for cost recovery; reflects the ramp up of activity
5. The accumulation of savings is being used to support future years' uses and/or also to establish recommended reserve levels.
6. The establishment or elimination of the fund.
7. The planned draw down of accumulated fund balance and/or reserves
8. The revenue and expenditure activity in this fund are provided and managed by an outside agency.
9. Changes in expenditure levels related to timing changes in capital expenditures.
10. Reflects the transfer of the \$18.0 million from the Building Inspection Reserve to the new Building Development Services Fund



BUDGET SUMMARY | OPERATING EXPENDITURES BY CATEGORY

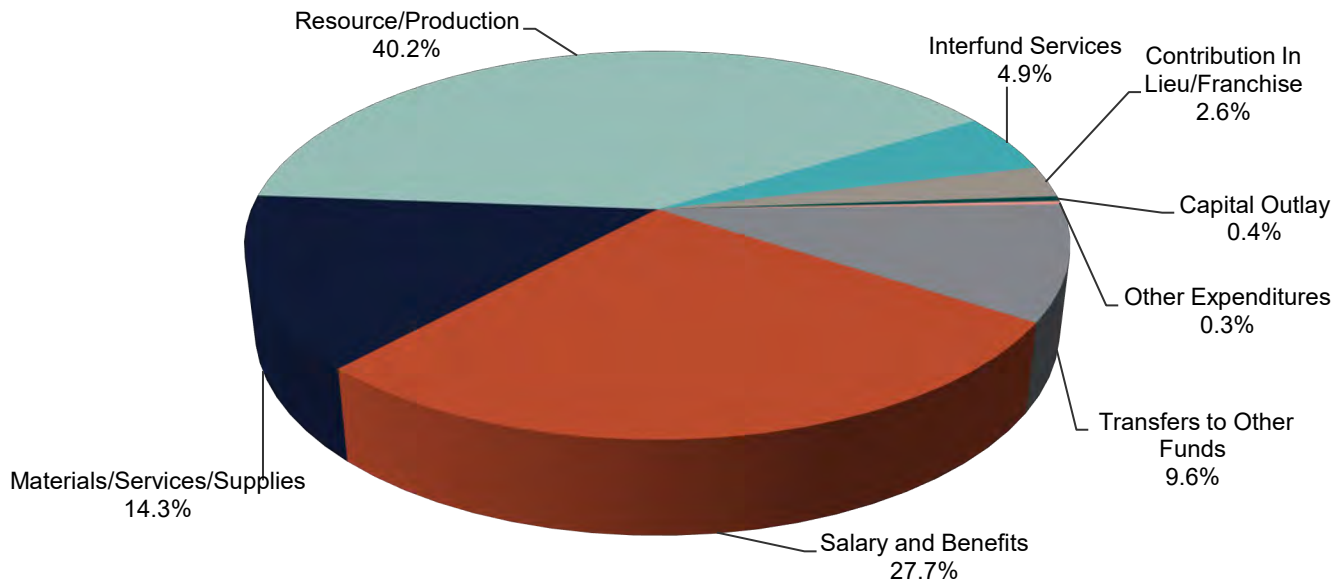
	FY 2020/21 Adopted	FY 2021/22 Proposed	% Change	FY 2022/23 Proposed	% Change
Salary and Benefits					
Salary	162,701,907	158,632,659	(2.5%)	165,188,682	4.1%
As-Needed	8,446,842	7,619,027	(9.8%)	7,969,445	4.6%
Overtime	12,092,108	12,706,889	5.1%	13,131,196	3.3%
Retirement	63,553,138	68,861,733	8.4%	73,638,136	6.9%
Health Allocations	13,790,521	14,234,180	3.2%	14,848,740	4.3%
Medicare	2,613,230	2,604,007	(0.4%)	2,705,656	3.9%
Social Security	6,015,509	5,741,672	(4.6%)	5,858,570	2.0%
Other Benefits	8,257,503	8,534,797	3.4%	8,529,052	(0.1%)
Total Salary and Benefits	277,470,758	278,934,964	0.5%	291,869,477	4.6%
Non-Personnel					
Materials/Services/Supplies	164,169,507	144,124,957	(12.2%)	169,454,005	17.6%
Resource/Production	375,028,473	404,159,859	7.8%	434,128,218	7.4%
Interfund Services	49,287,663	49,555,097	0.5%	50,882,490	2.7%
Contribution In Lieu/Franchise	25,037,085	26,480,848	5.8%	30,407,775	14.8%
Capital Outlay	4,411,476	4,041,376	(8.4%)	3,207,018	(20.6%)
Other Expenditures	4,508,643	3,016,419	(33.1%)	1,872,322	(37.9%)
Transfers to Other Funds	128,499,259	96,491,919	(24.9%)	117,713,349	22.0%
Total Non-Personnel	750,942,106	727,870,475	(3.1%)	807,665,177	11.0%
Total Operating Expenditures by Category¹	1,028,412,864	1,006,805,439	(2.1%)	1,099,534,654	9.2%

¹All years exclude debt service funds and internal service fund expenses not assigned to a department.

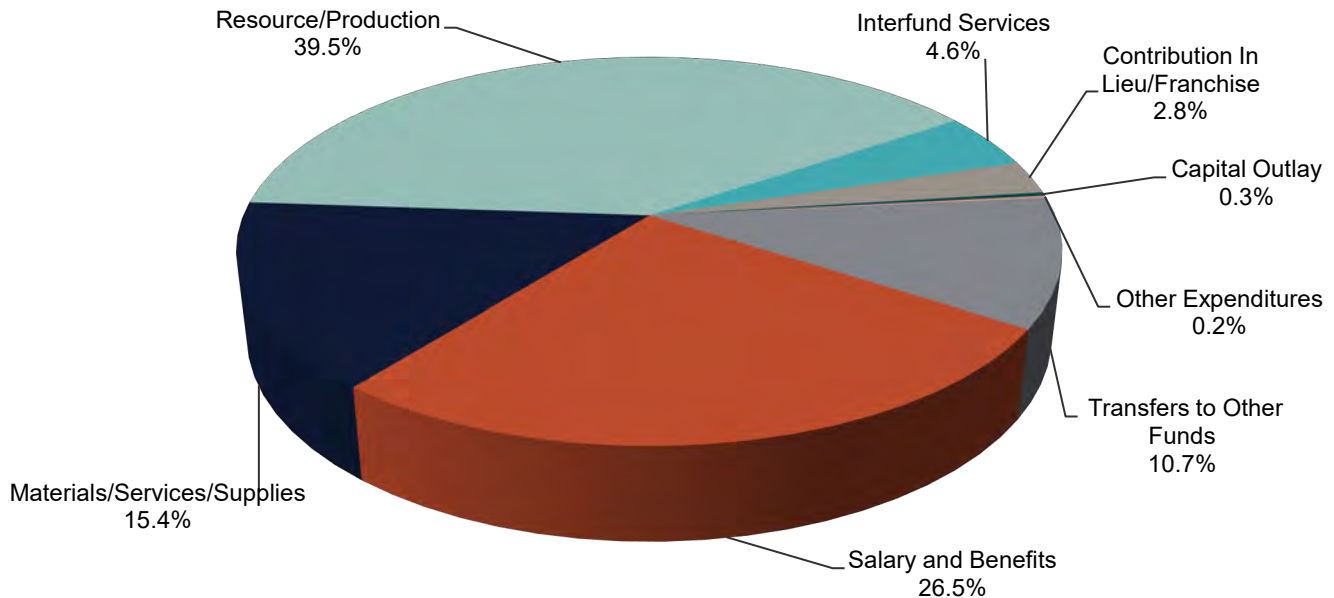


BUDGET SUMMARY | OPERATING EXPENDITURES BY CATEGORY

FY 2021/22 Proposed



FY 2022/23 Proposed





BUDGET SUMMARY | EXPENDITURES BY DEPARTMENT AND FUND TYPE

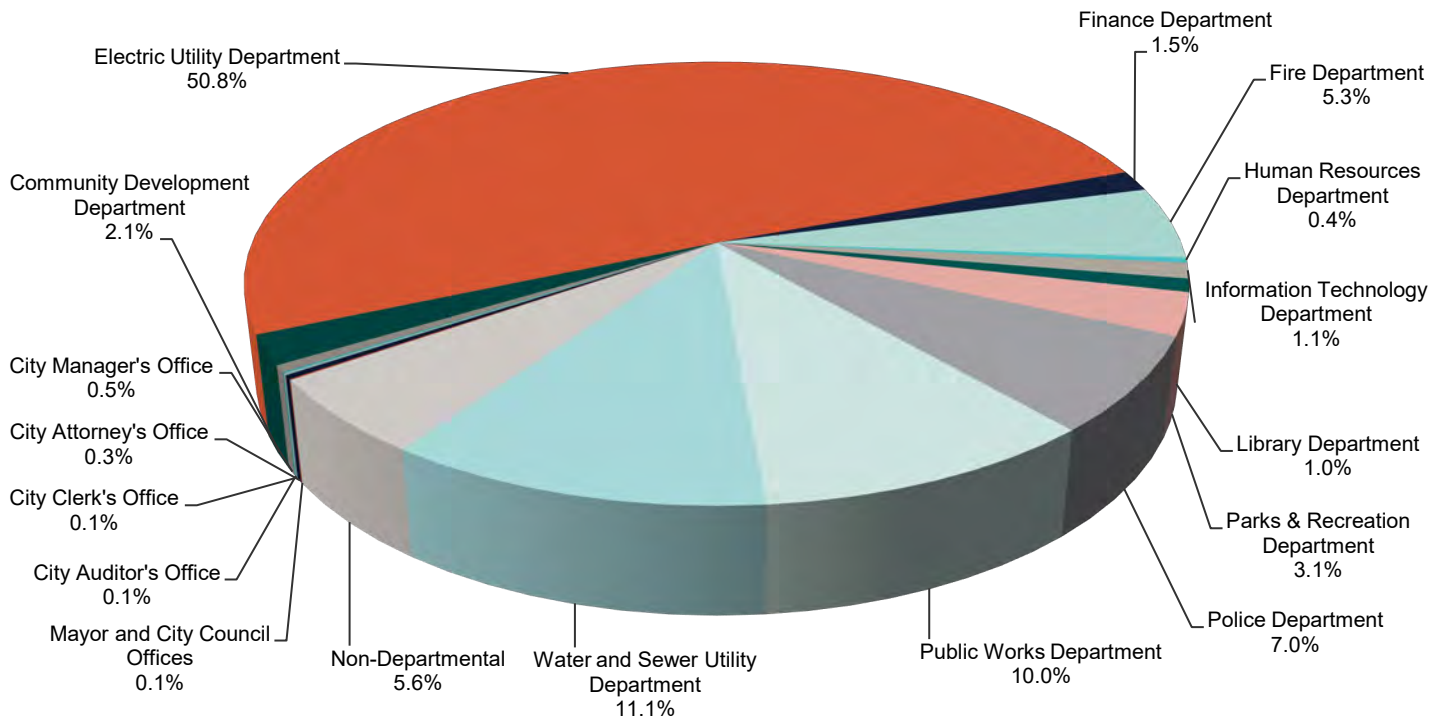
FISCAL YEAR 2021/22						
	General Fund	Internal Service Fund	Special Revenue Funds	Enterprise Funds	Capital Improvement Program Funds	Grand Total
Departments/Offices						
Mayor and City Council Offices	829,205					829,205
City Attorney's Office	3,097,380					3,097,380
City Clerk's Office	1,470,231					1,470,231
City Auditor's Office	1,075,970					1,075,970
City Manager's Office	5,442,069					5,442,069
Community Development Department	5,070,207		18,867,842		330,000	24,268,049
Electric Utility Department				529,959,140	45,406,027	575,365,167
Finance Department	16,363,472				675,000	17,038,472
Fire Department	59,017,130				837,110	59,854,240
Human Resources Department	4,133,810					4,133,810
Information Technology Department		12,084,229	200,000		600,000	12,884,229
Library Department	10,764,727				7,872	10,772,599
Parks & Recreation Department	20,786,349		463,282	1,481,057	11,910,480	34,641,168
Police Department	78,170,137	584,334				78,754,471
Public Works Department	23,972,705	13,185,082	8,683,353	33,525,296	34,026,746	113,393,182
Water and Sewer Utility Department				95,628,494	30,139,348	125,767,842
Non-Departmental	52,368,077			9,581,861	968,103	62,918,041
Total Operating Expenditures¹	282,561,469	25,853,645	28,214,477	670,175,848	124,900,686	1,131,706,125

¹All years exclude debt service funds and internal service fund expenses not assigned to a department.



BUDGET SUMMARY | EXPENDITURES BY DEPARTMENT AND FUND TYPE

FY 2021/22 Proposed





BUDGET SUMMARY | EXPENDITURES BY DEPARTMENT AND FUND TYPE

FISCAL YEAR 2022/23						
	General Fund	Internal Service Fund	Special Revenue Funds	Enterprise Funds	Capital Improvement Program Funds ²	Grand Total
Departments/Offices						
Mayor and City Council Offices	859,377					859,377
City Attorney's Office	3,222,887					3,222,887
City Clerk's Office	1,871,218					1,871,218
City Auditor's Office	1,250,526					1,250,526
City Manager's Office	5,695,535					5,695,535
Community Development Department	5,267,692		17,950,026			23,217,718
Electric Utility Department				614,266,787	30,472,677	644,739,464
Finance Department	17,207,791				575,000	17,782,791
Fire Department	61,681,272				251,602	61,932,874
Human Resources Department	4,313,246					4,313,246
Information Technology Department		12,072,415	200,000		300,000	12,572,415
Library Department	11,159,488					11,159,488
Parks & Recreation Department	21,725,514		526,991	1,535,529	3,892,990	27,681,024
Police Department	81,848,082	606,984				82,455,066
Public Works Department	25,203,805	12,659,424	9,524,906	35,092,680	18,059,581	100,540,396
Water and Sewer Utility Department				119,239,036	43,167,915	162,406,951
Non-Departmental	20,125,062			14,428,381	2,501,585	37,055,028
Total Operating Expenditures¹	261,431,495	25,338,823	28,201,923	784,562,413	99,221,350	1,198,756,004

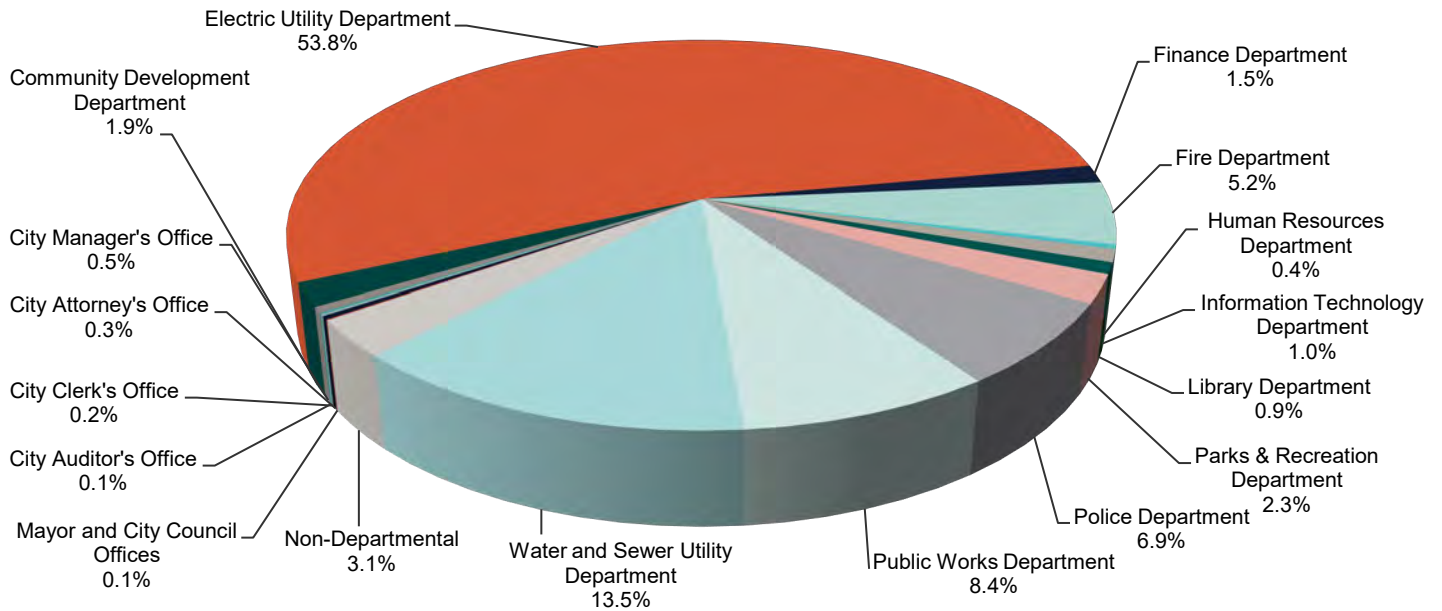
¹All years exclude debt service funds and internal service fund expenses not assigned to a department.

²The FY 2022/23 Capital Improvement Program information reflects the third year of the five-year CIP plan from the FY 2020/21 and 2021/22 Adopted Capital Improvement Program Budget. The proposed budget for FY 2022/23 and FY 2023/24 will be determined in next year's capital budget cycle.



BUDGET SUMMARY | EXPENDITURES BY DEPARTMENT AND FUND TYPE

FY 2022/23 Proposed



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Summary of Budgeted Positions by Department/Office

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed*	FY 2021/22 Change	FY 2022/23 Proposed*
Positions by Department/Office					
Mayor and City Council Offices**	10.00	9.00	9.00	0.00	9.00
City Attorney's Office	7.00	8.00	8.00	0.00	8.00
City Auditor's Office	3.33	3.33	3.00	(0.33)	3.00
City Clerk's Office	5.00	7.00	6.00	(1.00)	6.00
City Manager's Office/Non-Departmental	22.00	24.00	19.00	(5.00)	19.00
Community Development Department	66.00	68.75	72.00	3.25	72.00
Electric Utility Department	197.00	198.00	198.00	0.00	198.00
Finance Department	61.42	69.42	68.75	(0.67)	68.75
Fire Department	167.25	168.25	154.50	(13.75)	154.50
Human Resources Department	15.75	15.75	14.00	(1.75)	14.00
Information Technology Department	7.00	7.00	6.00	(1.00)	6.00
Library Department	46.75	46.75	42.50	(4.25)	42.50
Parks and Recreation Department	82.75	82.75	76.75	(6.00)	76.75
Police Department	239.00	239.00	221.00	(18.00)	221.00
Department of Public Works	128.50	131.50	122.50	(9.00)	122.50
Water and Sewer Utilities Department	73.00	73.00	73.00	0.00	73.00
Total Budgeted FTE by Department/Office	1,131.75	1,151.50	1,094.00	(57.50)	1,094.00

*The positions above represent all funded positions. This excludes the 43.50 positions that were frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402).

**Mayor and City Councilmember positions shown as 7.0 Full-Time Equivalents (budgeted positions).



Summary of Budgeted Positions by Fund

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change	FY 2022/23 Proposed
Positions by Fund					
General Fund (001)*	805.84	815.59	717.46	(98.13)	717.46
Special Revenue Funds					
Housing and Urban Development (562)	2.47	2.47	3.30	0.83	3.30
City Affordable Housing (165)	1.71	1.71	1.20	(0.51)	1.20
Housing Successor (169)	1.61	1.61	1.55	(0.06)	1.55
Downtown Parking Maintenance District (025)	0.50	0.50	0.50	0.00	0.50
Housing Authority (164)	0.43	0.43	0.65	0.22	0.65
Building Development Services Fund	0.00	0.00	43.00	43.00	43.00
Convention Center Maintenance District (026)	0.10	0.10	0.10	0.00	0.10
Subtotal Special Revenue Funds	6.82	6.82	50.30	43.48	50.30
Enterprise Funds					
Electric (091, 191)	197.00	182.00	198.50	16.50	198.50
Water Utility (092)	47.40	47.25	47.25	0.00	47.25
Sewer Utility (094)	22.20	22.45	22.45	0.00	22.45
Solid Waste (096)	6.65	6.65	6.65	0.00	6.65
Cemetery (093)	5.00	5.00	5.00	0.00	5.00
Recycled Water (097)	3.40	3.30	3.30	0.00	3.30
Convention Center Enterprise (860)	0.00	0.00	1.50	1.50	1.50
Subtotal Enterprise Funds	281.65	266.65	284.65	18.00	284.65
Internal Service Funds					
Fleet Management (053)	15.75	15.75	14.75	(1.00)	14.75
Public Works Capital Projects Management (044)	14.69	14.69	14.34	(0.35)	14.34
Information Technology Services (045)	7.00	7.00	6.00	(1.00)	6.00
Subtotal Internal Service Funds	37.44	37.44	35.09	(2.35)	35.09
Capital Improvement Program Funds					
Electric Utility Capital (591)	0.00	16.00	0.00	(16.00)	0.00
Related Santa Clara Developer (540)	0.00	9.00	6.50	(2.50)	6.50
Subtotal Capital Improvement Program Funds	0.00	25.00	6.50	(18.50)	6.50
Total Budgeted FTE by Fund	1,131.75	1,151.50	1,094.00	(57.50)	1,094.00

Note: The reduction in the General Fund includes the shift of 39.0 positions to the new Building Development Services Fund.

*The positions above represent all funded positions. This excludes the 43.50 positions that were frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402).



Summary of Frozen Positions by Department

*As approved by City Council on March 9, 2021 as part of the COVID-19 Phase 1 Budget Rebalancing

Department	Classification	FTE
City Attorney's Office	Legal Office Specialist III	1.00
City Clerk's Office	Deputy City Clerk	1.00
City Manager's Office/Non-Departmental	Assistant City Manager	1.00
City Manager's Office/Non-Departmental	Deputy City Manager	1.00
City Manager's Office/Non-Departmental	Office Specialist III	1.00
Community Development	Associate Planner	1.00
Community Development	Office Specialist II	0.75
Finance	Office Specialist III	1.00
Fire	Firefighter	12.00
Fire	Quality Improvement Nurse	0.75
Human Resources	Human Resources Division Manager	1.00
Parks and Recreation	Grounds Maintenance Worker I	1.00
Parks and Recreation	Grounds Maintenance Worker II	2.00
Parks and Recreation	Office Specialist II	1.00
Police	Office Specialist II	1.00
Police	Police Records Specialist	2.00
Police	Police Sergeant	2.00
Police	Police Officer	6.00
Police	Community Service Officer	4.00
Public Works	Assistant Engineer	1.00
Public Works	Associate Engineer	1.00
Public Works	Automotive Technician III	1.00
Total Positions Frozen		43.50

Summary of Frozen Positions for Related Santa Clara

*Positions approved by City Council in November 2019 to support the Related project that are currently frozen based on the anticipated project schedule

Department	Classification	FTE
Fire Department	Deputy Fire Marshal	1.00
Public Works	Public Works Inspector	1.00
Total Positions Frozen		2.00

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DEBT SERVICE

Overview

Under the authority of the City Manager, the City executes debt instruments, oversees the accounting and reporting of debt, administers debt proceeds, manages continuing disclosure and debt compliance requirements, and makes debt service payments, while acting with prudence, diligence, and attention to prevailing economic conditions.

The City of Santa Clara uses debt financing as a tool to maintain its long-term financial stability by paying for certain expenditures over time. Debt financing is also a tool for managing cash flow when large, one-time outlays are required as in the case of constructing a new building or large-scale upgrades to infrastructure. This section provides a summary of the City's debt service for the ten-year forecast period. Included is the Computation of Legal Debt Margin, which calculates the City's debt limit as defined by the City Charter. Also included is a debt service schedule representing the currently outstanding debt of the City. The City does not currently have any outstanding general obligation debt.

Debt Policies

The Santa Clara City Charter, Section 1309, limits the allowable bonded indebtedness of the City at 15% of the total assessed valuation of property within the City, exclusive of revenue bonds or any indebtedness that has been or may 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 the City Charter.

Section 1321 of the City Charter further provides for the issuance of revenue bonds when authorized at an election as provided therein. The City Charter also gives City Council the power to issue revenue bonds to finance the generation, production, transmission, and distribution of electric energy, including the acquisition and/or construction of lands and facilities therefor, without authorization at an election.

The City's Debt Management Policy provides guidance for the issuance of bonds and other forms of indebtedness to finance land acquisition, construction, equipment, and other capital requirements of the City. While the issuance of debt is an appropriate method of financing capital projects and major equipment acquisitions, such issuance shall be carefully monitored.

The issuance of debt shall be closely aligned with the cash flow requirements of the projects being financed. Within the limitations of the City Charter, determining the amount of indebtedness the City can afford begins by assessing the sufficiency of future revenues. The amount of debt issued is based on the requirements of the approved Capital Improvement Program, subject to the condition that sufficient revenues are projected to be available to pay debt service. Factors such as debt service coverage requirements outlined in the bond indentures, the impact on the residents (tax rates), and any impact on the bond ratings will be carefully considered. Different factors are considered for each type of credit. For example, electric, water or sewer bonds will take into consideration the impact on customer utility rates. Other factors such as providing debt capacity for future programs and existing and forecasted fund balances, including reserves, will also be taken into consideration.

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. 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 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. The current City Council approved debt policy can be found online at: <http://santaclaraca.gov/home/showdocument?id=63748>.

Long-Term Debt Planning

The City employs a comprehensive multi-year, long-term capital improvement planning program that is updated every two years. Debt management is a major component of the financial planning model which incorporates projected financing needs for infrastructure development that is consistent with the City's growth, while at the same time measuring and assessing the cost and timing of any debt issuance.

Issuer Credit Rating

The City seeks to obtain and maintain the highest possible credit ratings for all categories of short- and long-term debt. The City's bonds are rated favorably by major bond rating agencies, Fitch and Standard and Poor's (S&P). The City's Certificates of Participation are rated 'AA' by S&P. The City's Electric Revenue Bonds are rated 'AA-' by Fitch and 'A+' by S&P. Maintaining high bond ratings has resulted in a broader market for the City's bonds and lower interest costs to the City.

Public Facilities Financing Corporation

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 COPs is secured by lease payments made by the City's General Fund to the PFFC for 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.

Long-Term Debt Obligations

Certificates of Participation (COPs) are a debt instrument evidencing a pro-rata share in a specific pledged revenue source, usually lease payments. These lease payments are typically secured by an installment sale or leaseback agreement. Revenues are pledged to pay lease payments, and such lease payments are used to pay debt service on the COPs. The lessor typically assigns the lease and the payment to a trustee, which distributes the payments to certificate holders. These obligations do not constitute indebtedness under the State constitutional debt limitation and are not subject to voter approval.

Lease Revenue Bonds are a lease obligation secured by a leaseback arrangement with a public entity, where general operating revenues are pledged to pay the lease payments, and in turn are used to pay debt service on the debt. These obligations do not constitute indebtedness under the State constitutional debt limitation and are not subject to voter approval.

In connection with COPs and Lease Revenue Bonds, payments to be made under valid leases are payable only in the year in which use and occupancy of the leased property is available, and lease payments may not be accelerated. Lease financing requires the fair market rental value of the leased property to be equal to or greater than the required debt service or lease payment schedule. The governmental lessee is obligated to place in its annual budget the rentals that are due and payable during each fiscal year the lessee has use of the leased property.

Installment Sale Agreements are debt obligations secured by the assignment of installment payments required to be paid by the City from certain pledged revenues, such as revenues from an enterprise, in an amount sufficient to pay the installment payments, including interest. The City's outstanding Installment Sale Agreements are payable solely from the City's Sewer Utility and is not secured by any pledge of ad valorem taxes or General Fund revenues of the City. These obligations do not constitute indebtedness under the State constitutional debt limitation and are not subject to voter approval.



Revenue Bonds are obligations payable from revenues generated by an enterprise, such as electric, water, or wastewater utilities. The City's outstanding utility Revenue Bonds are payable solely from the City's Electric Utility and Sewer Utility Enterprise Funds and are not secured by any pledge of ad valorem taxes or General Fund revenues of the City.

Summary of FY 2021/22 and 2022/23 Debt Service

The Biennial Operating Budget includes \$20,698,358 in debt service FY 2021/22 and \$19,842,127 in debt service for FY 2022/23. A ten-year debt service schedule is shown herein.

2010 City of Santa Clara Lease Agreement (Police Administration Building Project)

On July 13, 2010, the City entered into an agreement with the PFFC in order to provide funds to refund outstanding 1997 Certificates of Participation, which were originally issued to provide financing to build a new Police Administration building. The PFFC entered into a separate agreement with the assignee, Bank of America, N.A. Debt service on the Lease Agreement is secured by lease payments made by the City to the assignee for use of the Police Administration site. On March 22, 2012, Bank of America sold and transferred the Lease Agreement to Capital One Public Financing, LLC with no change to the terms, covenants, or conditions of the contract or the payment schedule. Lease payments are due semiannually beginning February 1, 2011 through February 1, 2022 and bear a coupon rate of 3.65%.

2013 Refunding Certificates of Participation (Central Park Library Project)

On March 28, 2013, the PFFC issued \$18.54 million of Refunding Certificates of Participation (2013 COPs) to provide funds to refund outstanding 2002A Certificates of Participation, which were originally issued to provide financing to build a new Central Park Library. The 2013 COPs mature annually beginning February 1, 2014 through February 1, 2032 and bear coupon rates ranging from 2.00% to 3.75%. Debt Service is secured by lease payments to be made by the City to the PFFC for use of the library site. The PFFC assigns the lease payments to the certificate owners.

Installment Sale Agreement, Series 2016 (Trimble Road Sewer Project)

On March 8, 2016, the City entered into a \$12.0 million Installment Sale Agreement with the PFFC in order to provide funds for the Trimble Road Trunk Sanitary Sewer Improvement Project. The PFFC entered into a separate Assignment Agreement with DNT Asset Trust, a wholly owned subsidiary of JPMorgan Chase National Association (the "Agreement"), to assign its rights under the Installment Sale Agreement to DNT Asset Trust. The Agreement has an interest rate of 2.14% and semiannual payments are due beginning August 1, 2016 through February 1, 2031. Installment payments on the Agreement are secured by a pledge of net revenues of the Wastewater System.

Installment Sale Agreement, Series 2020 (Regional Wastewater Facility)

The City co-owns the Regional Wastewater Facility with the City of San José. Major improvements are being made to the facility, with the City's portion of the costs budgeted as a separate project in the City's current Capital Improvement Program budget. On June 11, 2020, the City entered into an Installment Sale Agreement (the "ISA") with the PFFC to provide a portion of the City's costs related to the San Jose/Santa Clara Regional Wastewater Facility Project (the "Project"). The PFFC entered into a separate Assignment Agreement with JPMorgan Chase Bank, N.A. (the "Assignment Agreement"), to assign its rights under the ISA to JPMorgan Chase Bank, N.A. The ISA in the amount of \$50.0 million carries a variable rate of interest equal to 80% of 1-month LIBOR (reset daily), plus 0.95% per annum, on any drawn amounts. The City may draw on the Installment Sale Agreement as necessary with an initial \$20.0 million drawn on the date of closing. Interest is due each January 1 and July 1, commencing January 1, 2021. Principal on outstanding advances is due on or before July 1, 2024. In addition, the PFFC shall pay an undrawn fee on any amount not yet drawn at a rate of 0.325% per annum on each interest payment date. Installment payments on the Agreement are secured by a pledge of net revenues of the Wastewater System on a subordinate basis to the Trimble Road Installment Payments.



Electric Revenue Refunding Bonds, Series 2013A

On April 24, 2013, SVP issued \$64.38 million of Electric Revenue Refunding Bonds, Series 2013A (Electric 2013A Bonds), to provide funds, together with other available moneys, to refinance outstanding Electric 2003A Bonds. The Electric 2013A Bonds mature annually beginning on July 1, 2014 through July 1, 2028 and bear coupon rates ranging from 3.00% to 5.00%. Debt service on the Electric 2013A Bonds is secured by a pledge of net revenues of the Electric Utility Enterprise Fund.

The Electric 2013A Bonds maturing July 1, 2023 through July 1, 2028 were refunded on April 10, 2020 by the Subordinate Electric Revenue Refunding Bonds, Series 2020-2 described below. The refunding of a portion of the Electric 2013A Bonds resulted in overall savings of \$1,706,384.

Electric Revenue Refunding Bonds, Series 2018A

On December 18, 2018, SVP issued \$48.80 million of Electric Revenue Refunding Bonds, Series 2018A (Electric 2018A Bonds) to refinance \$54.58 million outstanding principal amount of Variable Rate Demand Electric Revenue Bonds, Series 2008B and terminate a related interest rate swap transaction. The Electric 2018A Bonds mature annually beginning on July 1, 2019 through July 1, 2027 and bear coupon rates of 5.00%. Debt service on the Electric 2018A Bonds is secured by a pledge of net revenues of the Electric Utility Enterprise Fund.

Subordinate Electric Revenue Refunding Bonds, Series 2020-1, 2020-2, and 2020-3

Series 2020-1 Bonds

On April 10, 2020, SVP issued \$52.985 million of Subordinate Taxable Electric Revenue Refunding Bonds, Series 2020-1 (Electric 2020-1 Bonds) on a taxable basis to refinance \$54.83 million outstanding principal amount of Electric Revenue Refunding Bonds, Series 2011 A. The Electric 2020-1 Bonds bear a 1.74% taxable coupon rate, mature annually beginning on July 1, 2028 through July 1, 2032, and were sold at an All-In True Interest Cost of 1.43%.

On April 2, 2021, the Electric 2020-1 Bonds were converted to tax-exempt bonds bearing a 1.36% coupon rate. Debt service on the Electric 2020-1 Bonds is secured by a pledge of Available Electric Revenues of SVP on a basis subordinate to outstanding Senior Electric Revenue Bonds, if any.

Series 2020-2 Bonds

On April 10, 2020, SVP issued \$34.315 million of Subordinate Taxable Electric Revenue Refunding Bonds, Series 2020-2 (Electric 2020-2 Bonds) to refinance \$30.725 million of outstanding Electric Revenue Refunding Bonds, Series 2013 A. The Electric 2020-2 Bonds bear a 1.31% coupon rate, mature annually beginning on July 1, 2023 through July 1, 2028, and were sold at an All-In True Interest cost of 1.21%. Debt service on the Electric 2020-2 Bonds is secured by a pledge of Available Electric Revenues of SVP on a basis subordinate to outstanding Senior Electric Revenue Bonds, if any.

The Electric 2020-2 Bonds were initially issued on a taxable basis, with the potential to be converted to tax-exempt bonds in the future. This structure potentially allows the City to lower interest costs and capture additional savings upon conversion to a tax-exempt rate when the Electric 2020-2 Bonds can be current refunded under applicable tax law.

Series 2020-3 Bonds

On April 10, 2020, SVP issued \$16.72 million of Subordinate Tax-Exempt Electric Revenue Refunding Bonds, Series 2020-3 (Electric 2020-3 Bonds) to refinance \$19.413 million outstanding principal amount of Subordinated Electric Revenue Bonds, Series 2014. The Electric 2020-3 Bonds bear a 0.58% coupon rate, mature annually beginning on July 1, 2020 through July 1, 2024, and were sold at an All-In True Interest Cost of 0.70%. Debt service on the Electric 2020-3 Bonds is secured by a pledge of Available Electric Revenues of SVP on a basis subordinate to outstanding Senior Electric Revenue Bonds, if any.



**CITY OF SANTA CLARA
ASSESSED AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY
Last Ten Fiscal Years
(In Thousands)**

Fiscal Year Ending June 30	Net Local Secured Roll ⁽¹⁾	State Assessed Valuation	Net Unsecured Roll	Net Assessed Valuation	Total Assessed Valuation	% of Growth of Assessed Valuation	Total Direct Tax Rate
2010 / 11	19,949,252	3,689	3,634,484	23,587,425	23,704,433	99.51%	1.11%
2011 / 12	19,818,648	4,641	3,892,148	23,715,437	23,830,461	99.52%	1.14%
2012 / 13	20,475,348	4,641	4,702,675	25,182,664	25,295,792	99.55%	1.16%
2013 / 14	22,216,962	4,641	4,680,536	26,902,139	27,012,697	99.59%	1.14%
2014 / 15	24,294,056	4,183	4,352,204	28,650,443	28,758,679	99.62%	1.13%
2015 / 16	27,659,960	4,183	5,157,346	32,821,489	32,927,777	99.68%	1.16%
2016 / 17	30,672,596	4,183	5,856,885	36,533,664	36,638,297	99.71%	1.15%
2017 / 18	33,449,607	3,896	6,553,560	40,007,063	40,109,539	99.74%	1.16%
2018 / 19	36,596,483	354	7,266,592	43,863,429	43,964,914	99.77%	1.13%
2019 / 20	38,502,828	870	7,629,244	46,132,942	46,232,453	99.78%	1.20%

Note:

(1) Net of Home Owner Property Tax Relief.

Source: County of Santa Clara, Department of Finance



**City of Santa Clara
Legal Debt Margin Information
Last Ten Fiscal Years
(In Thousands)**

Fiscal Year Ending June 30	Net Assessed Valuation	Debt Limit- 15% of Assessed Valuation ⁽¹⁾	Debt Applicable to Limit	Legal Debt Margin
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
2017 / 18	40,007,063	6,001,059	-	6,001,059
2018 / 19	43,863,429	6,579,514	-	6,579,514
2019 / 20	46,132,942	6,934,868	-	6,934,868

Note:

(1) Section 1309 of the City Charter of the City states: "Bonded Debt Limit. The bonded indebtedness of the City may not in the aggregate exceed the sum of fifteen percent (15%) of the total assessed valuation of property within the City, exclusive of revenue bonds or any indebtedness that has been or may hereafter be incurred for the purposes of acquiring, constructing, extending, or maintaining municipally owned utilities for which purposes a further indebtedness may be incurred by the issuance of bonds, subject only to the provisions of the State Constitution and this Charter."

Sources: County of Santa Clara, Department of Finance and City of Santa Clara



DEBT SERVICE SCHEDULE

Bond Issue	Actual 2019/20	Current 2020/21	Proposed 2021/22	Proposed 2022/23	Plan 2023/24	Plan 2024/25	Plan 2025/26	Plan 2026/27	Plan 2027/28	Plan 2028/29	Plan 2029/30	Plan 2030/31

Current Debt Issued

Lease Financing:

2010 Lease Financing

(Police Administration Building Project)

Principal	994,000	1,030,000	1,065,000	0	0	0	0	0	0	0	0	0
Interest	103,678	67,069	29,164	0	0	0	0	0	0	0	0	0
Arbitrage Computation	1,022	3,500	1,000	0	0	0	0	0	0	0	0	0
	1,098,700	1,100,569	1,095,164	0	0	0	0	0	0	0	0	0

Total Lease Financing	1,098,700	1,100,569	1,095,164	0	0	0	0	0	0	0	0	0

Certificates of Participation:

2013 Refunding COPs

(Central Park Library Project)

Principal	865,000	900,000	940,000	980,000	1,030,000	1,085,000	1,120,000	1,150,000	1,195,000	1,235,000	1,280,000	1,325,000
Interest	537,875	503,275	467,275	420,275	371,275	319,775	285,869	249,469	209,219	167,394	122,625	74,625
Administrative Costs	1,165	2,000	1,000	2,000	0	0	0	0	0	0	0	0
Arbitrage Computation	0	0	0	1,900	0	0	0	0	1,900	0	0	0
	1,404,040	1,405,275	1,408,275	1,404,175	1,401,275	1,404,775	1,405,869	1,399,469	1,406,119	1,402,394	1,402,625	1,399,625

Total Certificates of Participation	1,404,040	1,405,275	1,408,275	1,404,175	1,401,275	1,404,775	1,405,869	1,399,469	1,406,119	1,402,394	1,402,625	1,399,625

Installment Sale Agreement:

2016 Sanitary Sewer Improvements (Trimble Road Sewer Project)

Principal	730,013	745,719	761,763	778,152	794,893	811,995	829,465	847,310	865,540	884,161	903,183	922,615
Interest	214,152	191,730	175,687	159,298	142,556	125,454	107,985	90,139	71,910	53,288	34,266	14,834
Arbitrage Computation	0	0	2,150	0	0	0	0	2,150	0	0	0	0
	944,165	937,449	939,600	937,450	937,449	937,449	937,450	939,599	937,450	937,449	937,449	937,449

2020 Sanitary Sewer Improvements (Regional Wastewater Facility)

Principal	0	0	0	0	0	38,588,216	0	0	0	0	0	0
Interest	0	493,200	951,585	951,585	951,585	0	0	0	0	0	0	0
Arbitrage Computation	190,500	0	0	0	0	0	0	0	0	0	0	0
	190,500	493,200	951,585	951,585	951,585	38,588,216	0	0	0	0	0	0



DEBT SERVICE SCHEDULE

Bond Issue	Actual 2019/20	Current 2020/21	Proposed 2021/22	Proposed 2022/23	Plan 2023/24	Plan 2024/25	Plan 2025/26	Plan 2026/27	Plan 2027/28	Plan 2028/29	Plan 2029/30	Plan 2030/31

Current Debt Issued

Total Installment Sale Agreement	1,134,665	1,432,799	1,889,035	1,889,035	1,889,034	39,525,665	939,600	937,449	937,450	937,449	937,449	937,449

Revenue Bonds:

Electric Revenue Refunding Bonds, Series 2011 A

Principal	54,830,000	0	0	0	0	0	0	0	0	0	0	0
Interest	5,916,663	0	0	0	0	0	0	0	0	0	0	0
Trustee	2,100	0	0	0	0	0	0	0	0	0	0	0
Arbitrage Computation	0	0	0	0	0	0	0	0	0	0	0	0
	<u>60,748,763</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

Electric Revenue Refunding Bonds, Series 2014

Principal	22,998,000	0	0	0	0	0	0	0	0	0	0	0
Interest	401,704	0	0	0	0	0	0	0	0	0	0	0
Arbitrage Computation	1,700	0	0	0	0	0	0	0	0	0	0	0
	<u>23,401,404</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

Electric Revenue Refunding Bonds, Series 2013 A

Principal	34,635,000	4,115,000	4,320,000	4,545,000	0	0	0	0	0	0	0	0
Interest	5,117,800	546,125	335,250	113,625	0	0	0	0	0	0	0	0
Trustee	1,955	1,955	1,955	1,955	0	0	0	0	0	0	0	0
Arbitrage Computation	0	0	0	1,900	0	0	0	0	0	0	0	0
	<u>39,754,755</u>	<u>4,663,080</u>	<u>4,657,205</u>	<u>4,662,480</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

Electric Revenue Refunding Bonds, Series 2018 A

Principal	4,205,000	4,485,000	4,785,000	5,110,000	5,440,000	5,795,000	6,005,000	6,320,000	6,655,000	0	0	0
Interest	2,229,750	2,117,625	1,885,875	1,638,500	1,374,750	1,093,875	798,875	490,750	166,375	0	0	0
Trustee	2,375	2,350	2,350	2,350	2,350	2,350	2,350	2,350	2,350	0	0	0
Arbitrage Computation	1,350	0	0	0	0	0	1,350	0	1,350	0	0	0
	<u>6,438,475</u>	<u>6,604,975</u>	<u>6,673,225</u>	<u>6,750,850</u>	<u>6,817,100</u>	<u>6,891,225</u>	<u>6,807,575</u>	<u>6,813,100</u>	<u>6,825,075</u>	<u>0</u>	<u>0</u>	<u>0</u>



DEBT SERVICE SCHEDULE

Bond Issue	Actual 2019/20	Current 2020/21	Proposed 2021/22	Proposed 2022/23	Plan 2023/24	Plan 2024/25	Plan 2025/26	Plan 2026/27	Plan 2027/28	Plan 2028/29	Plan 2029/30	Plan 2030/31
Current Debt Issued												
Revenue Bonds:												
Electric Revenue Refunding Bonds, Series 2020-1												
Principal	0	0	0	0	0	0	0	0	0	6,555,000	12,745,000	12,910,000
Interest	207,436	901,451	538,445	720,596	720,596	720,596	720,596	720,596	720,596	676,022	544,782	370,328
Trustee	0	3,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Arbitrage Computation	0	0	0	0	0	0	1,350	0	0	0	1,350	0
	207,436	904,951	540,945	723,096	723,096	723,096	724,446	723,096	723,096	7,233,522	13,293,632	13,282,828
Electric Revenue Refunding Bonds, Series 2020-2												
Principal	0	0	0	0	5,755,000	5,695,000	5,910,000	5,975,000	6,050,000	4,930,000	0	0
Interest	101,143	325,907	449,527	425,201	320,663	262,268	203,082	142,469	81,141	25,143	0	0
Trustee	0	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	0	0	0
Arbitrage Computation	0	0	0	0	0	0	0	1,350	0	1,350	0	0
	101,143	328,407	452,027	427,701	6,078,163	5,959,768	6,115,582	6,121,319	6,133,641	4,956,493	0	0
Electric Revenue Refunding Bonds, Series 2020-3												
Principal	0	980,000	3,900,000	3,925,000	3,945,000	3,970,000	0	0	0	0	0	0
Interest	21,820	67,466	79,982	57,290	34,467	11,513	0	0	0	0	0	0
Trustee	0	2,500	2,500	2,500	2,500	2,500	0	0	0	0	0	0
Arbitrage Computation	0	0	0	0	0	0	0	0	0	0	0	0
	21,820	1,049,966	3,982,482	3,984,790	3,981,967	3,984,013	0	0	0	0	0	0
Total Electric Revenue Bonds	130,673,795	13,551,379	16,305,884	16,548,917	17,600,325	17,558,102	13,647,603	13,657,515	13,681,811	12,190,015	13,293,632	13,282,828
Total Current Debt Issued	134,311,200	17,490,022	20,698,358	19,842,127	20,890,634	58,488,542	15,993,072	15,994,433	16,025,381	14,529,858	15,633,706	15,619,902



DEBT SERVICE FUNDS | ELECTRIC UTILITY DEBT SERVICE FUND (491)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Bond Reserve	9,113,750	3,632,533	3,632,533	3,632,533	3,632,533
Reserve for Debt Service	19,471,835	7,882,462	7,882,462	7,986,294	7,986,294
Total Beginning Fund Balance	28,585,585	11,514,995	11,514,995	11,618,827	11,618,827
Revenue					
Bond Proceeds	104,020,000	0	0	0	0
Interests	296,690	103,832	103,832	0	0
Total Revenue	104,316,690	103,832	103,832	0	0
Transfers From					
Electric Utility Fund	9,592,693	13,315,379	13,551,379	16,305,884	16,548,917
Total Transfers From	9,592,693	13,315,379	13,551,379	16,305,884	16,548,917
Total Source of Funds	142,494,968	24,934,206	25,170,206	27,924,711	28,167,744
Expenditures					
Debt Service	17,285,877	13,305,529	13,538,574	16,294,079	16,535,212
Administrative Costs	315,657	9,850	12,805	11,805	13,705
Bond Refund	113,378,439	0	0	0	0
Total Expenditures	130,979,973	13,315,379	13,551,379	16,305,884	16,548,917
Ending Fund Balance					
Bond Reserve	3,632,533	3,632,533	3,632,533	3,632,533	3,632,533
Reserve for Debt Service	7,882,462	7,986,294	7,986,294	7,986,294	7,986,294
Total Ending Fund Balance	11,514,995	11,618,827	11,618,827	11,618,827	11,618,827
Total Use of Funds	142,494,968	24,934,206	25,170,206	27,924,711	28,167,744



DEBT SERVICE FUNDS | PUBLIC FACILITIES FINANCING CORPORATION FUND (431)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Debt Reserve	711,662	707,202	707,202	707,202	707,202
Unrestricted	794,822	17,689	17,689	18,070	18,070
Total Beginning Fund Balance	1,506,484	724,891	724,891	725,272	725,272
Revenue					
Interest	10,673	5,500	381	2,000	2,000
Total Revenue	10,673	5,500	381	2,000	2,000
Transfers From					
General Fund	1,710,474	2,500,344	2,500,344	2,501,439	1,402,275
Total Transfers From	1,710,474	2,500,344	2,500,344	2,501,439	1,402,275
Total Source of Funds	3,227,631	3,230,735	3,225,616	3,228,711	2,129,547
Expenditures					
Debt Service	2,500,553	2,500,344	2,500,344	2,501,439	1,402,275
Administrative Costs	2,187	5,500	0	2,000	2,000
Total Expenditures	2,502,740	2,505,844	2,500,344	2,503,439	1,404,275
Ending Fund Balance					
Debt Reserve	707,202	707,202	707,202	707,202	707,202
Unrestricted	17,689	17,689	18,070	18,070	18,070
Total Ending Fund Balance	724,891	724,891	725,272	725,272	725,272
Total Use of Funds	3,227,631	3,230,735	3,225,616	3,228,711	2,129,547



DEBT SERVICE FUNDS | SEWER UTILITY DEBT SERVICE FUND (494)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Debt Reserve	3,164,632	4,663,690	4,663,690	4,663,690	4,663,690
Total Beginning Fund Balance	3,164,632	4,663,690	4,663,690	4,663,690	4,663,690
Revenue					
Interests	0	0	0	0	0
Debt Proceeds	20,000,000	0	0	18,588,216	0
Total Revenue	20,000,000	0	0	18,588,216	0
Transfers From					
Sewer Utility Fund	2,438,223	1,432,799	1,432,799	1,889,035	1,889,035
Total Transfers From	2,438,223	1,432,799	1,432,799	1,889,035	1,889,035
Total Source of Funds	25,602,855	6,096,489	6,096,489	25,140,941	6,552,725
Expenditures					
Debt Service	944,165	1,432,799	1,432,799	1,889,035	1,889,035
Interest Expense	190,500	0	0	0	0
Total Expenditures	1,134,665	1,432,799	1,432,799	1,889,035	1,889,035
Transfers To					
Sewer Utility Capital Fund	19,804,500	0	0	18,588,216	0
Total Transfers To	19,804,500	0	0	18,588,216	0
Ending Fund Balance					
Debt Reserve	4,663,690	4,663,690	4,663,690	4,663,690	4,663,690
Total Ending Fund Balance	4,663,690	4,663,690	4,663,690	4,663,690	4,663,690
Total Use of Funds	25,602,855	6,096,489	6,096,489	25,140,941	6,552,725



TEN-YEAR GENERAL FUND FINANCIAL FORECAST

JANUARY 2021 FORECAST

In January 2021, a Ten-Year General Fund Forecast was prepared comparing anticipated General Fund revenues and expenditures to provide policy makers and the public an updated assessment of the City's financial health.

The Forecast showed a substantial General Fund shortfall of \$41.7 million in FY 2021/22 as a result of COVID-19 impacts on City revenues, with improvement in the remaining years of the Forecast. COVID-19 spurred the abrupt end to the longest economic expansion in U.S. history, impacting communities across the country. In 2020, the nation saw record breaking increases in unemployment and declines in economic activity. The City's revenues have also been significantly impacted, with the largest decline experienced in the Transient Occupancy Tax category.

Looking forward, economic conditions are expected to improve in 2021. According to the March 2021 UCLA Anderson Forecast, robust economic growth and recovery is expected in 2021, following the worst economic decline in the last 60 years. While economic recovery is expected, it is expected to take time to reach pre-pandemic levels.

JANUARY 2021 FORECAST										
FY 2022-2032 General Fund Ten-Year Financial Forecast										
Net Operating Margin - Ongoing Surplus/(Deficit)										
(\$ in millions)										
2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
(\$41.7 M)	\$5.5 M	\$2.5 M	\$1.5 M	\$2.3 M	\$2.4 M	\$2.5 M	\$1.7 M	\$2.6 M	\$2.3 M	\$2.5 M
As a percentage of projected operating expenditures										
(14.8%)	1.9%	0.8%	0.5%	0.7%	0.7%	0.7%	0.5%	0.7%	0.6%	0.6%

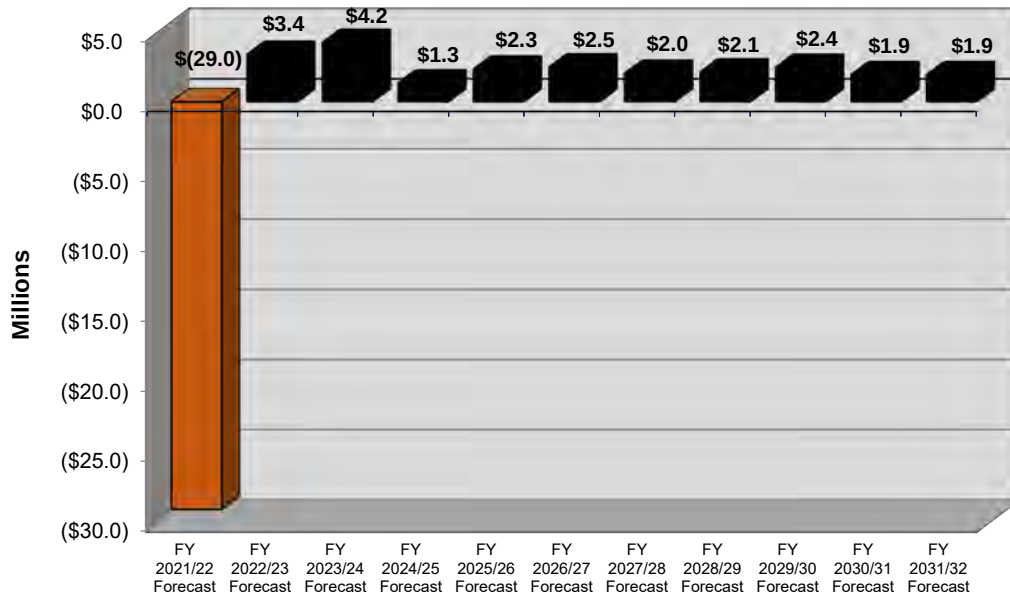
FORECAST UPDATE

Since the development of the Forecast in January 2021, the City Council approved ongoing General Fund budget reductions on March 9, 2021. Those Phase 1 actions reduced the FY 2021/22 General Fund shortfall from \$41.7 million to \$29 million. Staff also continued to refine the revenue estimates and expenditure budget for the General Fund, resulting in a net-zero impact on the forecast. The remaining years of the forecast continue to show small surpluses ranging from \$1.3 million to \$4.2 million in each year as reflected in the chart on the following page.

The revised shortfall of \$29 million is equivalent to 11.2% of General Fund expenditures in FY 2021/22, while the small surpluses in the remaining years range from 0.5% to 1.5% of expenditures.



April 2021 General Fund Forecast Update



Following are the changes from the January 2021 Forecast.

Category	Description of General Fund Change	FY 2021/22 \$ Impact
January 2021 Shortfall		(\$41.7 M)
Phase 1 Budget reductions	General Fund budget reductions approved by the City Council on March 9, 2021	\$12.7 M
Property Tax	Net increase in Property Tax to reflect higher excess Education Revenue Enhancement Fund (ERAF) revenue based on updated information from the County of Santa Clara and lower assumed property tax growth	\$2.4 M
Charges for Services	Updated Cost Allocation Plan based on consultant study, updated fees and reimbursements	(\$1.6 M)
Lease Revenue/ Other Adjustments	Lower lease revenue to reflect the updated timing for the Related project and other net downward adjustments	(\$0.8 M)
Subtotal Changes		\$12.7 M
Revised Shortfall		(\$29.0 M)



Ten-Year Financial Forecast 2022 - 2032

January 2021



PURPOSE

The Ten-Year General Financial Forecast (Forecast) provides policy makers and the public an updated assessment of the City's fiscal health. The Forecast includes projections of ongoing General Fund revenues and expenditures for a ten-year period beyond the adopted biennial budget.

The Forecast serves as a strategic planning tool to assist the City Council, staff, and the public with decision-making as they work to adopt the FY 2021/22 and FY 2022/23 Biennial Operating Budget and consider long-term financial strategies for the City. The Forecast also identifies known risk factors and vulnerabilities, and it provides a foundation for evaluating priorities and understanding trade-offs moving forward.

EXECUTIVE SUMMARY

The Forecast compares anticipated General Fund revenues with base expenditures, which include the projected costs of providing the current level of service. Individual projections of revenues and expenditures are developed based on trend analyses, input from available economic reports, consultant recommendations, departments, updated salary and benefit information, and non-personnel costs. The most current information available is incorporated into the Plan and refined on a moving forward basis.

This Forecast shows a substantial General Fund shortfall of \$41.7 million in FY 2021/22 as a result of COVID-19 impacts on City revenues, with improvement in the remaining years of the Forecast. The projected shortfall of \$41.7 million is equivalent to 14.8% of forecasted expenditures, while the surpluses in the out years of \$1.5 million to \$5.5 million are relatively small, ranging from 0.5% to 1.9% of expenditures annually. The model assumes shortfalls or surpluses are solved with ongoing solutions in the prior year. To the extent solutions to close the gap, or ongoing dollars are not fully spent in years with surpluses, these figures would carry over to the next fiscal year.

FY 2022-2032 General Fund Ten-Year Financial Forecast Net Operating Margin - Ongoing Surplus/(Deficit) (\$ in millions)										
2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
(\$41.7 M)	\$5.5 M	\$2.5 M	\$1.5 M	\$2.3 M	\$2.4 M	\$2.5 M	\$1.7 M	\$2.6 M	\$2.3 M	\$2.5 M
As a percentage of projected operating expenditures										
(14.8%)	1.9%	0.8%	0.5%	0.7%	0.7%	0.7%	0.5%	0.7%	0.6%	0.6%

The Forecast compares ongoing revenues and expenditures. It does not factor in one-time funding sources or items funded on a pay-as-you-go method with one-time sources. The Forecast also assumes that the Building Development Program will be 100% cost recovery, and the Building Reserve is used to balance any differences between projected revenues and expenditures.

The Forecast does not include the following:

- One-time funding sources and one-time expenditure needs;
- The cost to address unmet/deferred capital infrastructure needs;
- Revenue and staffing impacts of development projects; and
- Additional contributions to Reserves (Budget Stabilization Reserve, Capital Projects Reserve, Pension Reserve).



Historically, the City has funded many capital infrastructure and equipment needs with one-time funds on a pay-as-you-go basis. The use of one-time funds as the funding mechanism for capital improvements and various equipment that rely on the General Fund creates challenges. The lack of sufficient one-time funding has resulted in a backlog of unmet/deferred infrastructure needs. Staff will continue to evaluate potential options to create capacity to address those funding needs.

In addition to the elements described above that are not factored into the Forecast, the City has identified various risk factors that could have a potential impact on the Forecast. These include:

- More significant impacts from COVID-19 and the vaccine roll out timing;
- Prolonged economic slowdown/recession;
- The re-assessment of non-residential properties for property tax purposes;
- State/federal legislative changes and legal challenges;
- Labor costs outside the budget assumptions;
- Updated Cost Allocation Plan and Fee Study that are underway;
- CalPERS actuarial changes or reform actions;
- Unanticipated critical capital/infrastructure needs; and
- Maintenance impacts and timing of development projects.

As the City has experienced in the past and with the latest COVID-19 pandemic, General Fund revenues may exceed or fall below expectations based on changes in economic or non-economic conditions. This type of volatility has been seen in the City's largest General Fund revenues, Property Tax, Sales Tax, and Transient Occupancy Tax (TOT). As a result of the pandemic, TOT receipts have been the most severely impacted, with a decline of almost 90% through the first half of FY 2020/21. Various cost elements can also vary from year to year, such as retirement costs that are impacted by the earnings assumptions and performance of the California Public Employees Retirement System (CalPERS).

Staff will continue to closely monitor revenue performance and expenditures and will refine the revenue and expenditure figures during the development of the Biennial Operating Budget for FY 2021/22 and FY 2022/23.

ECONOMIC OUTLOOK

National Economy

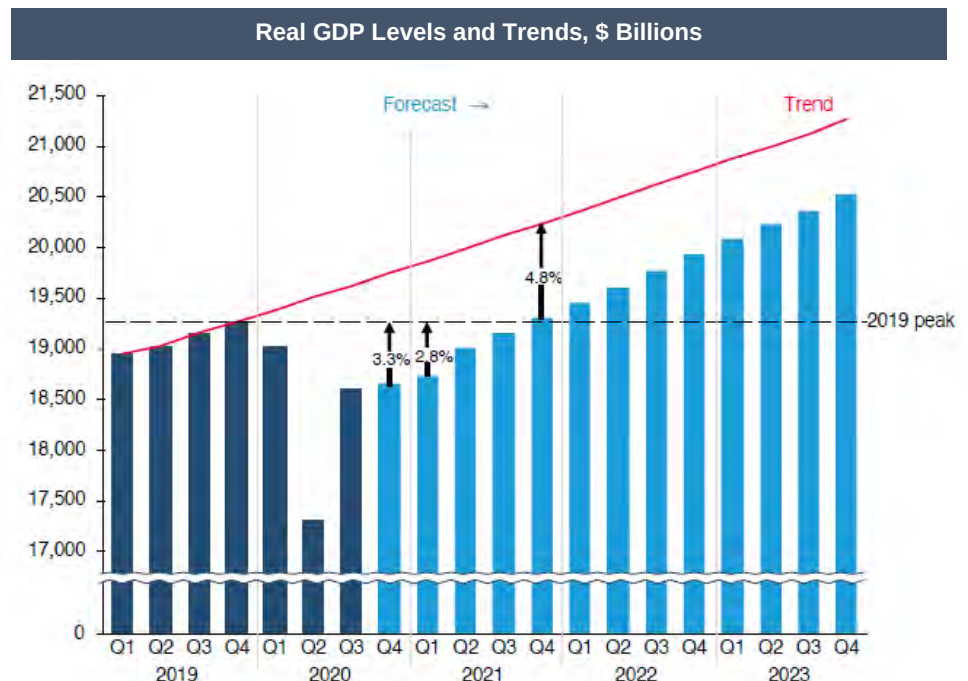
COVID-19 spurred the abrupt end to the longest economic expansion in U.S. history, impacting communities across the country. In 2020, the nation saw record breaking increases in unemployment and declines in economic activity. While many of the economic indicators have improved over the last several months, there are still major impacts for many individuals and businesses.

With the pandemic response, there are uneven impacts to businesses and residents with some facing significant hardships. As described in the December 2020 UCLA Anderson Forecast, there are still 20.5 million Americans receiving some form of unemployment insurance, approximately one-third of households have found it somewhat or very difficult to pay for usual household expenses during the pandemic, almost nine percent of households are not current on rent or mortgage, and 12 percent of households experience food insecurity where there is sometimes or often not enough food to eat¹. At the same time, the stock market ended 2020 at record highs.

With the roll out of mass vaccinations, economic performance is expected to improve in 2021 and during the forecast period. However, the economy is not expected to make up all the lost ground and reach the levels that would have otherwise been attained without the pandemic.

As shown in the chart, the UCLA Anderson Forecast projects the Gross Domestic Product (GDP) to reach its previous peak by the end of 2021 but is still expected to be well below the pre-COVID trend¹.

Based on the December 2020 projections, Federal Reserve policymakers also expect the U.S. to experience a healthy recovery in 2021 with projected GDP growth of 4.2%. The Federal Open Market Committee members also projected unemployment to fall to 5% in 2021 but would not reach pre-pandemic lows until 2023.²



Source: U.S. Department of Commerce, Bureau of Economic Analysis and UCLA Anderson Forecast

Notes: Real GDP growth rate, seasonally adjusted annual rate

¹ UCLA Anderson Forecast, December 2020 Economic Forecast

² <https://www.businessinsider.com/federal-reserve-economic-outlook-us-recovery-gdp-unemployment-fomc-meeting-2020-12>



In December 2020, the U.S. unemployment rate of 6.7% and the number of unemployed persons of 10.7 million were much well below the peak in April 2020 but remain well above the pre-pandemic levels in February 2020 (3.5% unemployment and 5.7 million unemployed). In addition, the number of persons not in the labor force who currently want a job totaled 7.3 million in December 2020, up 2.3 million from the February 2020 figure. These individuals were not counted as unemployed because they were not actively looking for work during the last four weeks or were unavailable to take a job. Of those not in the labor force in December, 4.6 million persons were prevented from looking for work due to the pandemic, up from 3.9 million in November 2020. The following charts show the U.S. unemployment rates and the change in employment from December 2018 through December 2020.³

Chart 1. Unemployment rate, seasonally adjusted, December 2018 – December 2020

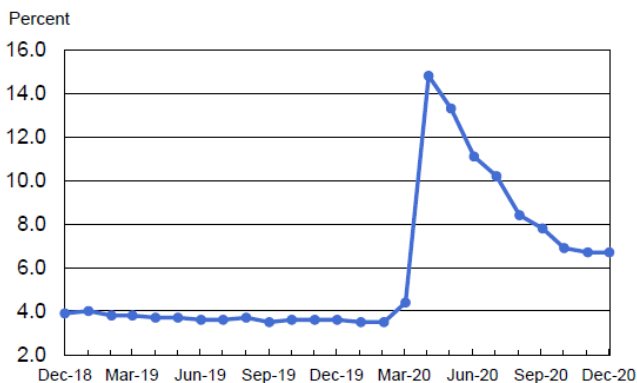
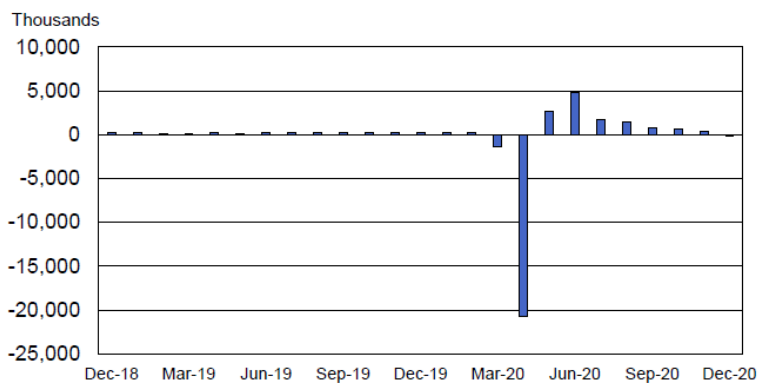


Chart 2. Nonfarm payroll employment over-the-month change, seasonally adjusted, December 2018 – December 2020



U.S. economic growth is dependent on consumer spending, which accounts for approximately 70% of the GDP. According to the Conference Board Consumer Confidence Survey, consumer confidence increased in January 2021, after decreasing in December 2020. The Present Situation Index (consumers' assessment of current business and labor market conditions) decreased, while the Expectations Index (consumers' short-term outlook for income, business and labor conditions) increased. "Consumers' appraisal of present-day conditions weakened further in January with COVID-19 still the major suppressor," said Lynn Franco, Senior Director of Economic Indicators at the Conference Board. "Consumers' expectations for the economy and jobs, however, advanced further, suggesting that consumers foresee conditions improving in the not-too-distant future. In addition, the percent of consumers who said they intend to purchase a home in the next six months improved, suggesting that the pace of home sales should remain robust in early 2021."⁴

³ <https://www.bls.gov/news.release/pdf/empst.pdf>

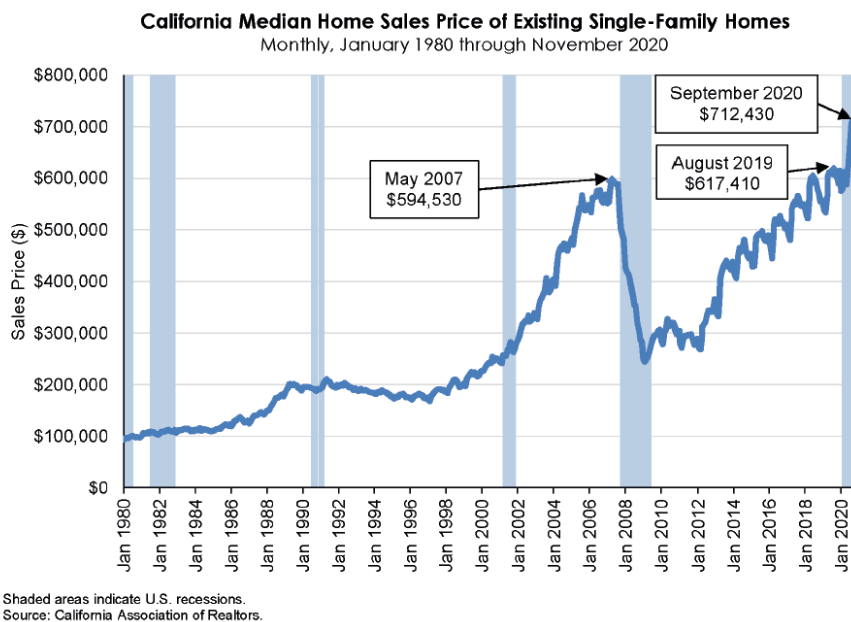
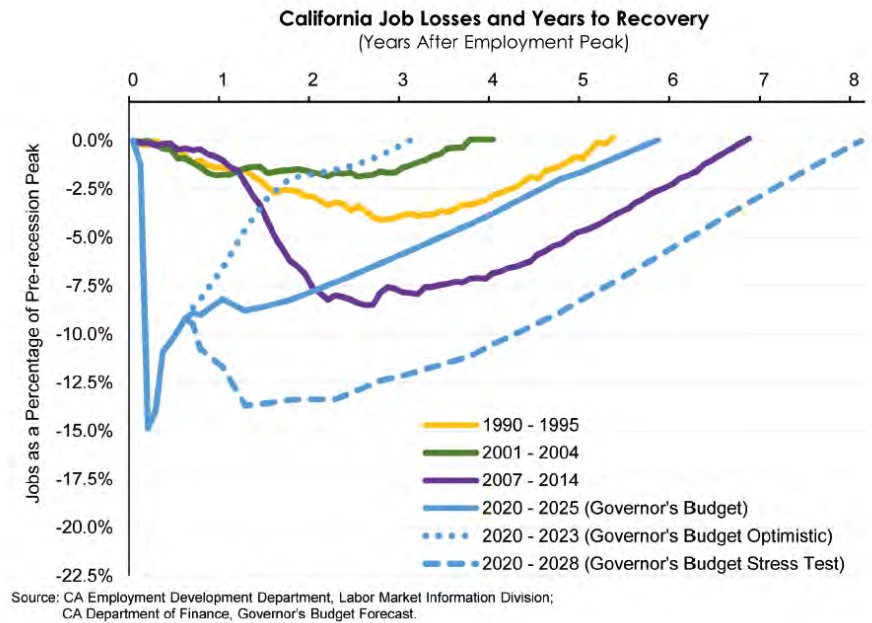
⁴ <https://conference-board.org/data/consumerconfidence.cfm>



California Economy

The economy of California is the largest in the United States, and if California were a sovereign nation, it would rank as the world's fifth largest economy.⁵

As reported in the California's Fiscal Outlook prepared by the Legislative Analyst Office (LAO), COVID-19 has been an unprecedented disruption to the California economy. After the economy ground to a halt in the spring 2020, there was a rapid rebound in economic activity as Californians adjusted to the realities of the pandemic. The recovery, however, has been incomplete and uneven, with many low-wage workers still out of work, while many high-wage workers have not faced the same job losses. Certain sectors, such as leisure and hospitality remain depressed, while other sectors, such as technology, remain strong. According to the LAO, reaching full recovery will be a slow process that will depend heavily on the management of the virus.⁶



Mirroring the nation, job losses have been concentrated in low-wage sectors. In its January Proposed Budget for FY 2021/22, the Governor's economic outlook assumed that employment in California would not return to the overall level of 2019 jobs until 2025.⁴

Despite COVID-19, the California housing market has remained strong, reflecting the continuing ability of high-income households to purchase homes⁷.

⁵ http://www.dof.ca.gov/Forecasting/Economics/Indicators/Gross_State_Product/

⁶ <https://lao.ca.gov/Publications/Report/4297>

⁷ <http://www.ebudget.ca.gov/2021-22/pdf/BudgetSummary/EconomicOutlook.pdf>



Regional Economy

The local economy has also been impacted by COVID-19, with drops in employment and significant impacts to certain businesses. Like the nation and California, unemployment remains well above pre-COVID levels with uneven impacts to various job sectors. Looking to FY 2021/22 and beyond, employment is expected to continue to improve.

Unemployment Rate (Not Seasonally Adjusted)			
	Dec 2018	Dec 2019	Dec 2020
Nation	3.7%	3.4%	6.5%
California	4.1%	3.7%	8.8%
San José-Sunnyvale-Santa Clara Metropolitan Statistical Area	2.6%	2.3%	6.0%
Source: California Employment Development Department, U.S. Bureau of Labor Statistics			

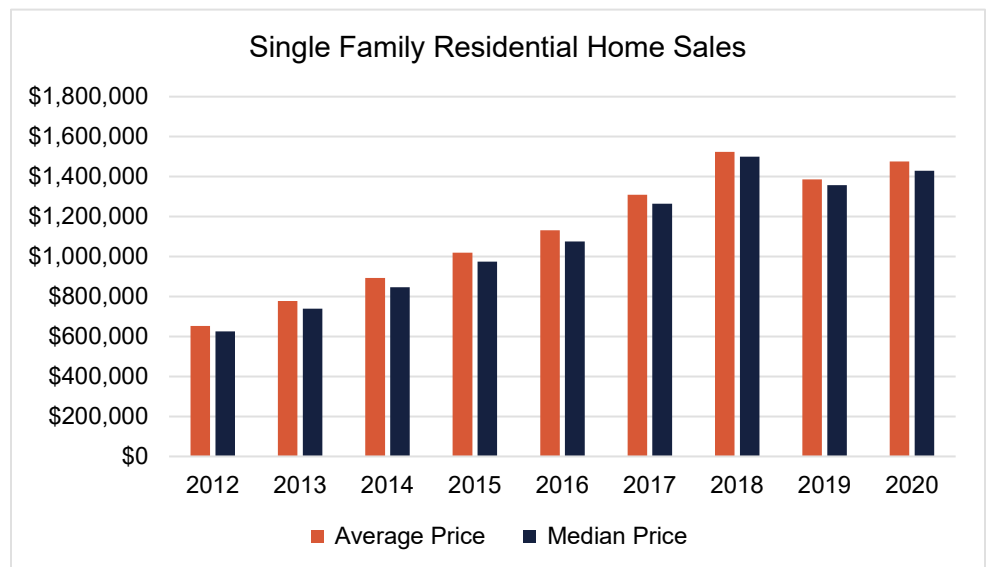
The unemployment rates at the local, State, and national levels remain roughly double the pre-COVID levels but have significantly improved from the peaks experienced in spring 2020. The unemployment rate in this region remains below the State and nation.

In 2020, a total of 80,300 jobs, or 6.9%, were lost to the region. With the COVID-19 restrictions, the largest drop was in the leisure and hospitality sector, which lost 33,400 jobs. The next largest drops were in the manufacturing (down 10,900 jobs), Information (down 10,300 jobs), Other Services (down 7,200),

Trade, Transportation and Utilities (down 7,000 jobs), government (down 5,500 jobs), and private educational and health services (down 5,000 jobs). The professional and business services (up 2,300 jobs) was the only major industry to experience growth in 2020.⁸

Property values in Santa Clara remain high. In 2020, the median price of a single-family home totaled \$1.43 million, which was up from the 2019 level of \$1.36 million as shown in the Single-Family Residential Home Sales chart. This strong residential performance has been experienced throughout the State.

There are significant development projects underway in Santa Clara that will bring new revenues as well as new costs. The financial impacts of these developments have not been factored into this forecast given the uncertainty regarding the timing. However, it is anticipated that this additional development activity will have a positive impact on the forecast.



Source: Santa Clara County Association of Realtors

⁸ <https://www.labormarketinfo.edd.ca.gov/file/lfmonth/sjos%24pds.pdf>



GENERAL FUND OVERVIEW

This Forecast projects a substantial deficit in FY 2021/22, followed by small surpluses in the remaining year as the economy improves. The following table displays the projected General Fund revenues and expenditures for FY 2021/22 and an additional ten years. It also shows the cumulative shortfall and the net operating margin that accounts for the incremental shortfalls and surpluses (assuming each preceding shortfall or surplus is addressed completely with ongoing solutions in the year it appears) for each year of the forecast.

Because it is the City's goal to remain in balance on an ongoing basis, the incremental figure (Net Operating Margin) is useful in that it shows the additional shortfall or surplus attributed to a particular fiscal year. To the extent that a shortfall is not resolved or a surplus is not expended on an ongoing basis, it is important to understand that the remaining budget gap or surplus will carry over to the following year. As an example, in FY 2020/21, the projected General Fund budget shortfall of \$22.7 million was addressed on a one-time basis with the use of the Budget Stabilization Reserve. Because that shortfall was not addressed with ongoing solutions, it carries over to FY 2021/22 and accounts for over half of the \$41.7 million shortfall projected for FY 2021/22.

FY 2022-2032 General Fund Ten-Year Financial Forecast (\$ in millions)

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Projected Revenues	\$ 239.6	\$ 255.3	\$ 268.2	\$ 281.0	\$ 293.1	\$ 304.1	\$ 316.1	\$ 328.1	\$ 340.4	\$ 353.0	\$ 366.0
Projected Expenditures	\$ 281.3	\$ 291.5	\$ 301.9	\$ 313.2	\$ 323.0	\$ 331.6	\$ 341.2	\$ 351.5	\$ 361.2	\$ 371.5	\$ 382.1
Cumulative (Shortfall)/ Surplus	(\$41.7)	(\$36.2)	(\$33.7)	(\$32.2)	(\$29.9)	(\$27.5)	(\$25.1)	(\$23.4)	(\$20.8)	(\$18.5)	(\$16.1)
Net Operating Margin	(\$41.7)	\$5.5	\$2.5	\$1.5	\$2.3	\$2.4	\$2.5	\$1.7	\$2.6	\$2.3	\$2.5
% of Expenses	(14.8%)	1.9%	0.8%	0.5%	0.7%	0.7%	0.7%	0.5%	0.7%	0.6%	0.6%

Note: The Forecast does not include the operating and maintenance costs of capital projects under development, the cost to address unmet/deferred infrastructure needs, the cost to fully fund public safety equipment replacement, additional contributions to reserves, one-time funding sources, and one-time expenditure needs. It is assumed that the development fee program will be 100% cost recovery.

General Fund Operating Margin

In FY 2021/22, a General Fund shortfall of \$41.7 million is projected. This projection is derived by comparing estimated revenues with the cost of delivering existing City services. In the out years of the Forecast, small incremental surpluses ranging from \$1.7 million to \$5.5 million are projected. By the end of the Forecast period, revenues are projected at \$366.0 million while expenditures are estimated at \$382.1 million.

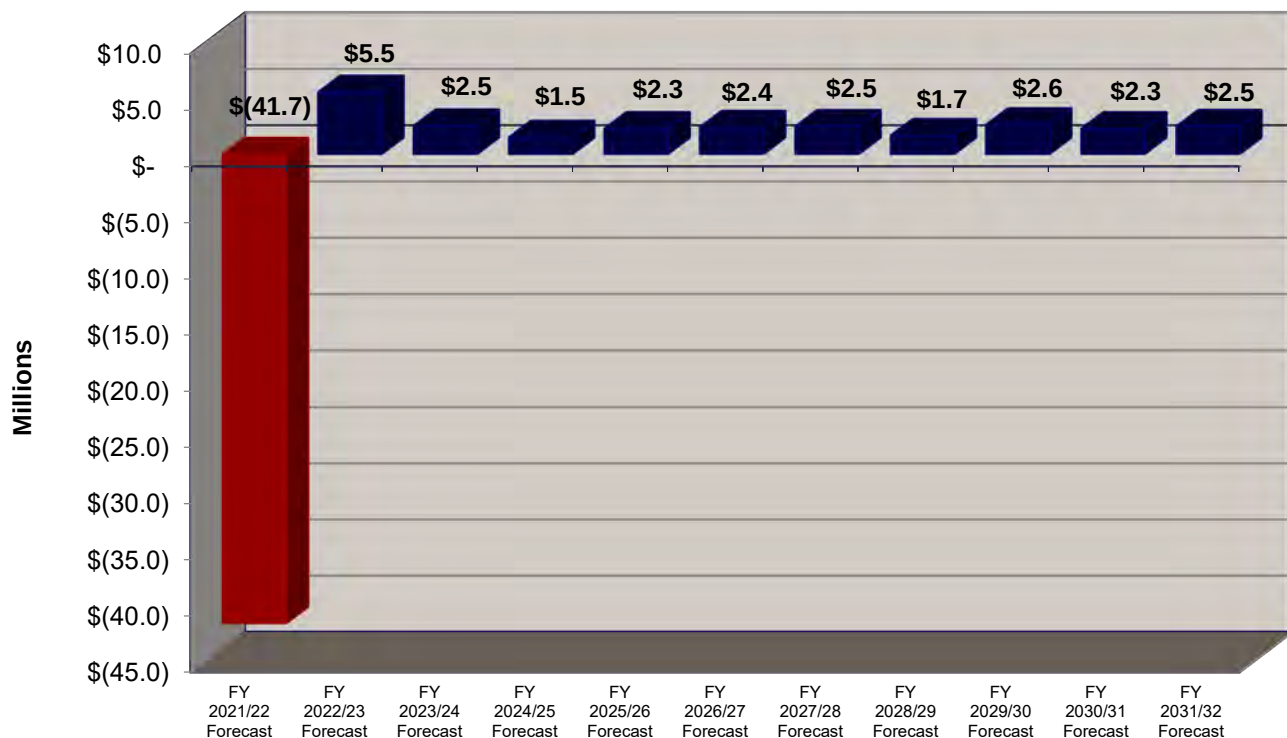


When put into context of the size of the General Fund budget, the shortfall in FY 2021/22 is 14.8% of General Fund expenditures. In the out years of the Forecast, the annual margins are relatively narrow, ranging from 0.5% to 1.9% of the projected annual expenditure budget. The shortfall in FY 2021/22 is primarily the result of the significant declines in revenues associated with COVID-19. In the out years of the Forecast, revenues are anticipated to grow at a moderate pace that would keep pace with the growth in base expenditures assuming the shortfall in FY 2021/22 is addressed.

It is important to note that the base expenditures do not factor in several cost elements that are currently funded on a pay-as-you-go basis with one-time funds, including the following: the cost to fund capital improvements that rely on General Fund funding; the operating and maintenance costs of capital projects under development; the cost to address unmet/deferred infrastructure needs; the cost to fully fund public safety equipment replacement; and additional contributions to the Budget Stabilization Reserve, the Capital Projects Reserve, and the Pension Stabilization Reserve.

The revenue projections assume a moderately growing economy post COVID-19, 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.

FY 2022-2032 General Fund Ten-Year Financial Forecast Operating Margin (Incremental Shortfalls/Surpluses)





GENERAL FUND REVENUES

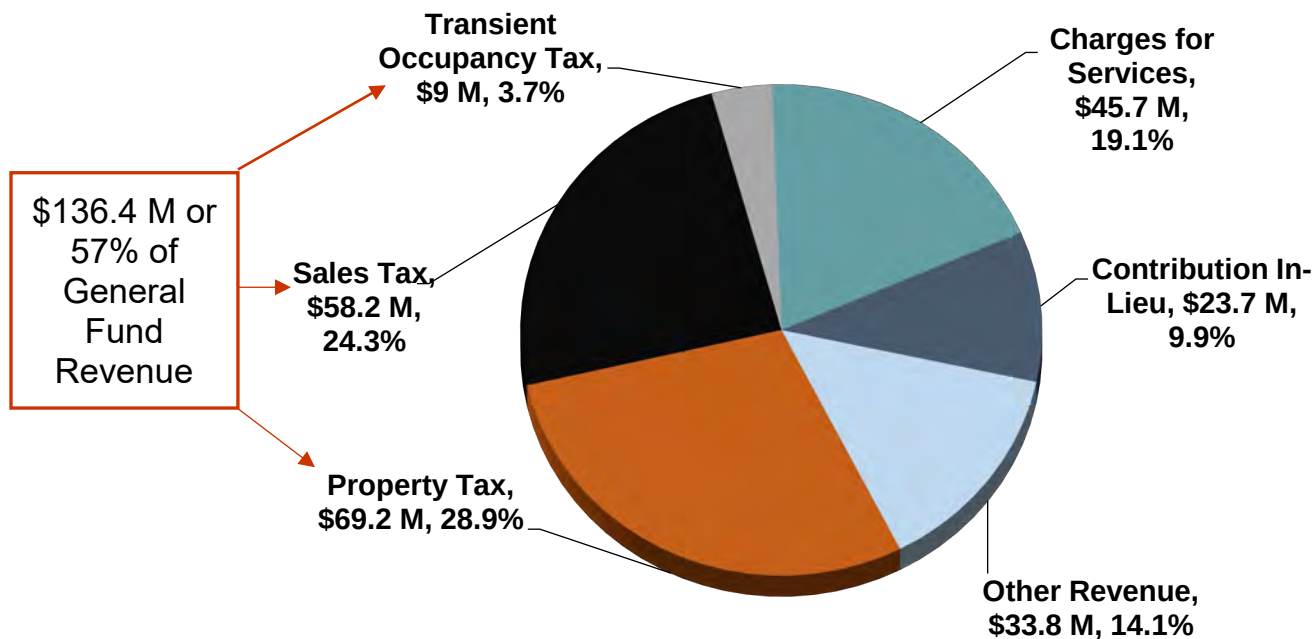
There are several General Fund revenue sources supporting the City's activities as shown in the table below.

FY 2022-2032 General Fund Revenue Sources (\$ in millions)											
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$ m	\$ m	\$ m	\$ m	\$ m	\$ m	\$ m	\$ m	\$ m	\$ m	\$ m
Property Tax	69.2	72.4	75.9	79.9	84.1	88.5	93.2	98.1	103.3	108.8	114.5
Sales Tax	58.2	61.0	63.2	65.3	67.4	69.3	71.1	72.9	74.7	76.6	78.5
Transient Occupancy Tax	9.0	12.6	16.4	19.6	21.6	22.7	23.6	24.5	25.5	26.5	27.6
Franchise Tax	4.8	4.9	5.1	5.2	5.4	5.6	5.7	5.9	6.1	6.3	6.5
Documentary Transfer Tax	1.5	1.5	1.5	1.5	1.6	1.6	1.6	1.7	1.7	1.7	1.8
Licenses and Permits	11.9	12.3	12.7	13.1	13.4	13.9	14.3	14.7	15.1	15.6	16.1
Fines and Penalties	1.5	1.5	1.5	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7
Interest Income	2.6	2.3	1.9	1.6	1.7	1.7	2.4	2.5	2.5	2.6	2.7
Rents	10.0	13.1	13.9	14.5	14.9	15.2	15.7	16.3	17.0	17.3	17.6
Other Services Fees	44.1	46.0	47.5	49.1	50.9	52.4	54.3	56.2	58.1	60.0	62.0
Transfers from Other Funds	1.5	1.5	1.5	1.5	1.5	1.6	1.6	1.6	1.6	1.6	1.6
Contribution in Lieu	24.7	25.6	26.5	27.4	28.3	29.3	30.3	31.4	32.5	33.7	34.8
All Other Revenues	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Total Sources	\$239.6	\$ 255.3	\$268.2	\$281.0	\$293.1	\$304.1	\$316.1	\$328.1	\$340.4	\$353.0	\$366.0
% Change from Prior Yr		6.6%	5.1%	4.8%	4.3%	3.8%	3.9%	3.8%	3.7%	3.7%	3.7%



Sales tax and property tax comprise the largest individual sources of General Fund revenues, representing a combined \$127.4 million in FY 2021/22, or over 50% of the total. These categories along with Transient Occupancy Tax are economically sensitive and account for almost 60% of the General Fund revenues.

FY 2021/22 General Fund Revenues



Following is a discussion of the major General Fund revenue categories:

Property Tax

The Property Tax category includes Secured and Unsecured Property Taxes. The County of Santa Clara Office of the Assessor and the Controller-Treasurer Department meets quarterly with cities to review property tax revenue allocated to Santa Clara County cities. The Controller-Treasurer Department provides projections on the current year property tax receipts, including updates on the assessed valuation and estimates on anticipated adjustments made from property tax appeals. The current year estimates are used as the starting point in the forecast. The County Assessor's Office also provides information to cities on a monthly basis on the status of the assessment roll for the upcoming year.

In FY 2021/22, property tax revenue is projected at \$69.2 million and includes secured property tax of \$66.5 million and unsecured property tax of \$2.7 million. Assessed valuation growth on secured property is projected at 5.0% and reflects the annual inflation factor based on Consumer Price Index (1% increase in FY 2021/22), growth due to property sales, and a general allowance for new construction projects being added to the tax rolls. In the remaining years of the forecast, assessed valuation growth is expected to range from 5.0% to 5.5%. In order to meet these growth projections, developments with assessed valuation between \$700 million to \$1 billion



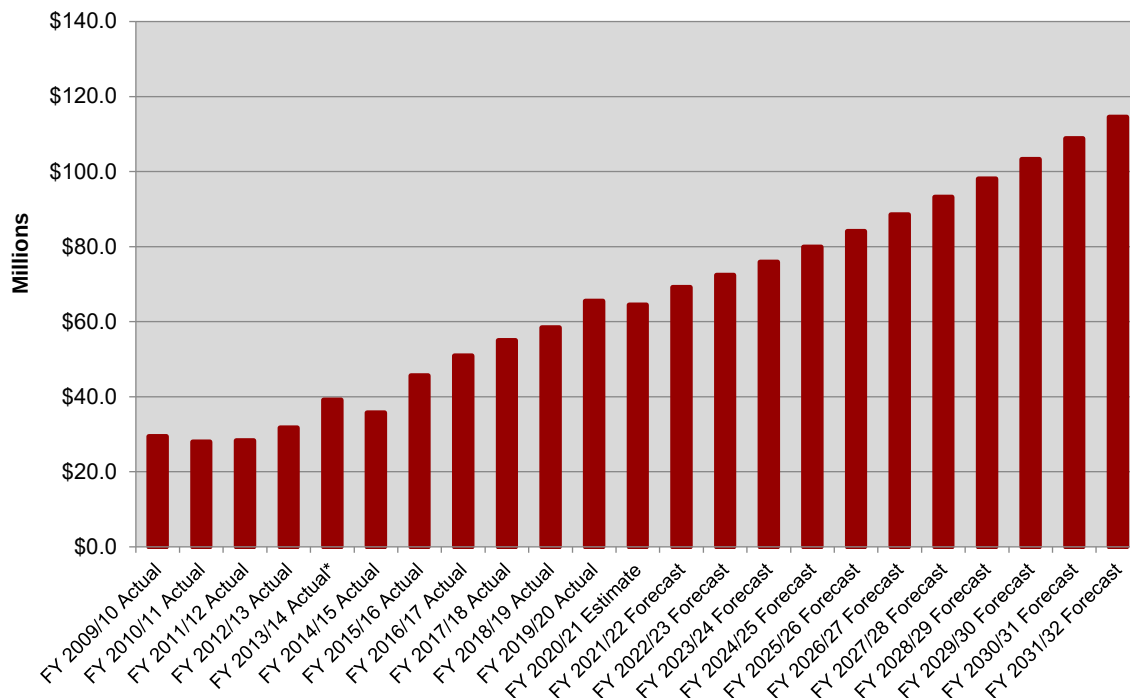
would need to continue annually. By the end of the forecast period, Property Tax receipts are projected to reach \$114.5 million.

Secured Property Tax receipts include general secured property tax along with supplemental property tax (retroactive collections back to the point of sale for reassessments of value due to property resale), residual Redevelopment Agency (RDA) receipts, and excess Educational Revenue Augmentation Fund (ERAF) funds (under Proposition 98, a portion of property tax receipts are allocated to the ERAF beginning in 1992 and once there are sufficient funds in ERAF to fulfill the obligation to the school districts, excess funds are returned to the taxing entities that contributed the funding). Overall, Secured Property Tax receipts are expected to increase 7.6% in FY 2021/22, and 4.8% in FY 2022/23, followed by increases ranging between 4.8% and 5.4% annually for the remaining years of the Forecast. It should be noted that the higher growth rate in FY 2021/22 was due to the reversal of a negative adjustment in FY 2020/21 due to a legal decision that changed the distribution of RDA residual receipts. The State of California is also challenging the ERAF calculation, which would negatively impact the City's receipts. The Forecast assumes \$1.5 million from ERAF, which is well below levels received in prior years.

Unsecured Property Tax receipts are projected to increase 3% in FY 2021/22, 1% in FY 2022/23 and FY 2023/24, followed by 3.0% annual growth in the remaining years of the Forecast.

Collections are expected to grow at an average annual rate of 5.4% over the forecast period.

Property Tax



Note: FY 2013/14 includes one-time \$6.1 million due to Redevelopment Agency dissolution

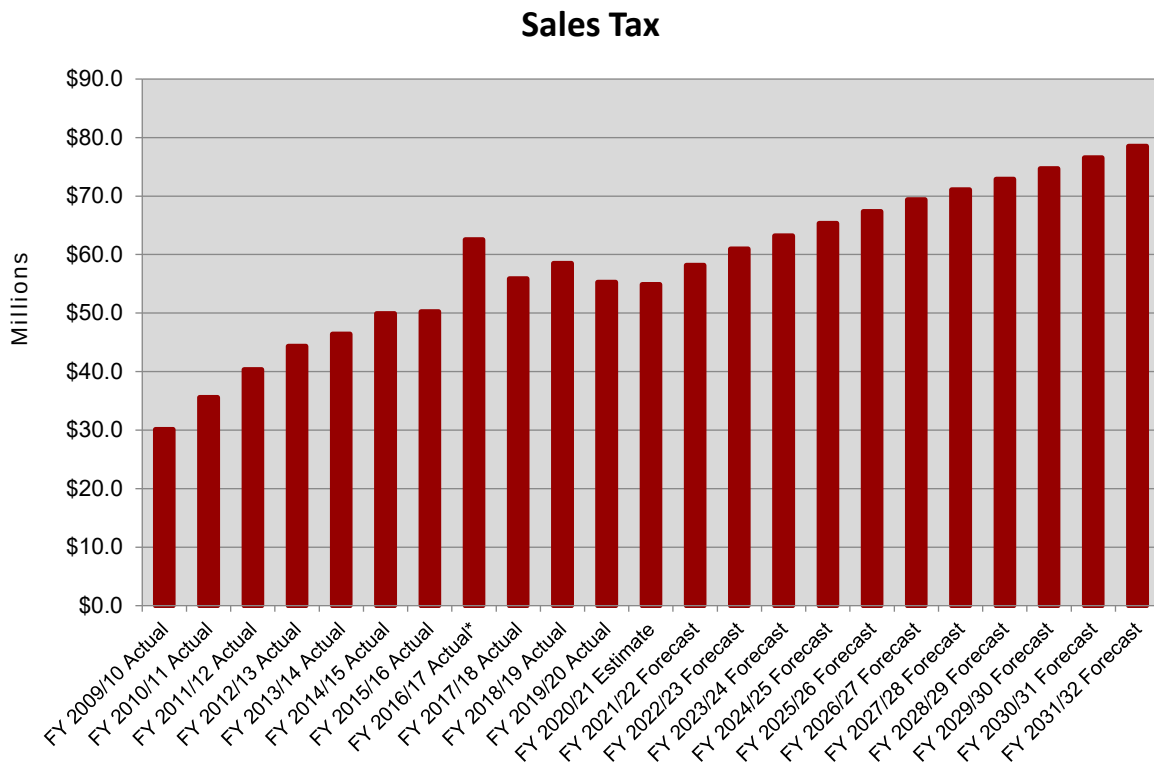


Sales Tax

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. These collections have been impacted by COVID-19 and are expected to improve in FY 2021/22 and continue to grow throughout the forecast period.

As shown in the chart below, sales tax collections are expected to total \$54.9 million in FY 2020/21 and increase 6.0% to \$58.2 million based on the assumption that sectors that have been deeply impacted by COVID-19 will improve with the roll out of mass vaccinations and the lifting of pandemic-related restrictions. The growth rates are expected to step down to 4.8% in FY 2022/23 and between 3.7% to 2.5% in the out years of the forecast as the sales tax growth rates normalize over this period. Based on these projections, annual collections will reach \$78.5 million by FY 2031/32. These projections are based on information provided by the City's sales tax consultant, Avenu Insights & Analytics. Their estimates incorporate 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 3.3% over forecast period.



Note: FY 2016/17 includes a one-time true-up payment due to the unwinding of the State's Triple Flip.



To provide context on how the City generates its sales tax revenues and the performance in recent years, the chart below breaks out the sales tax per capita for the third quarter of each calendar year for the past five years, adjusted for inflation. The COVID-19 related impacts are reflected in the most recent third quarter 2020 data with declines in General Retail, Food Products (includes restaurants), and Transportation. As shown in the chart, the City's largest sector is Business to Business, and the stronger performance in this sector during COVID-19 has lessened the overall decline in sales tax revenues. Business to Business Sales Taxes continue to provide a strong foundation for the City's tax base.

Santa Clara

Annual Per Capita Sales Tax

Adjusted for Inflation

(Constant 2016 \$)



Transient Occupancy Tax

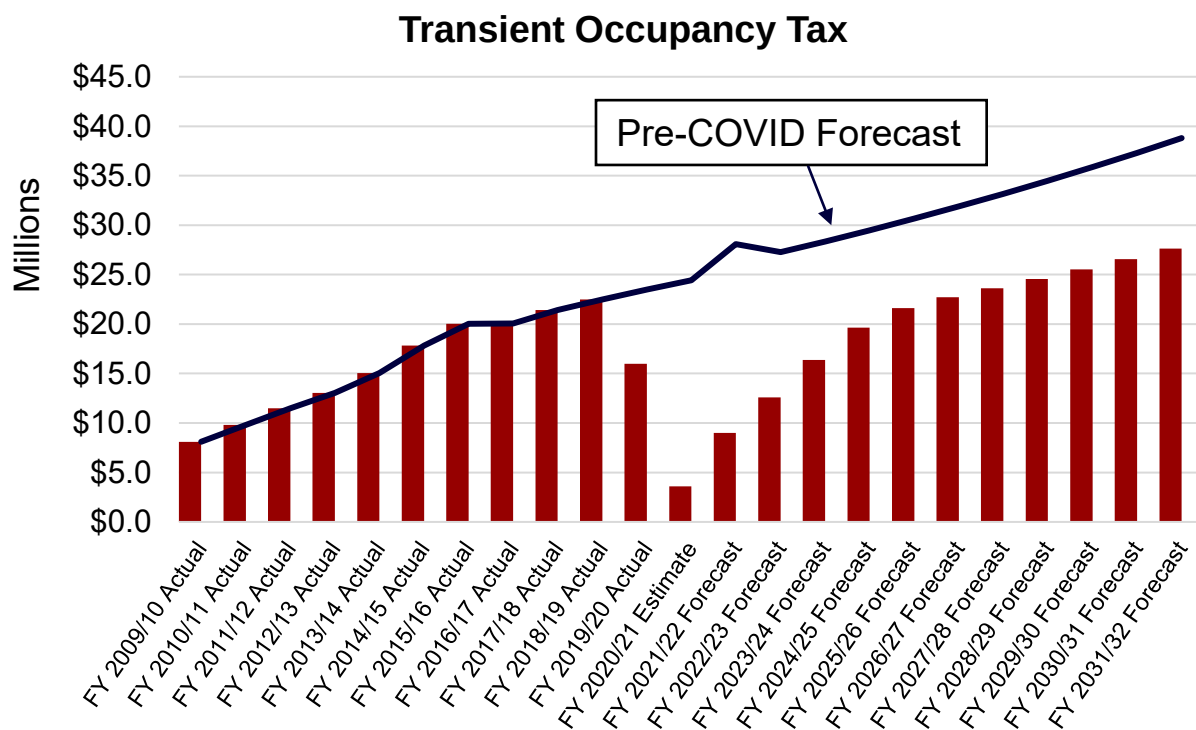
Transient Occupancy Tax (TOT) is calculated as a percentage of City hotel/motel room charges. The City's current TOT rate is 9.5%. In November 2020, voters approved an increase of up to 4%, and this increase will be implemented by City Council action. As with sales tax, TOT is sensitive to business cycles and can vary greatly from year to year based on occupancy levels and room rates. Prior to COVID-19, this category had experienced tremendous growth as shown in the TOT chart on the following page. With the COVID-19 safety restrictions, TOT receipts plummeted at the end of FY 2019/20 and through FY 2020/21. For instance, from July through December 2020, TOT receipts were down 88% from the same period in 2019. Of all the City's revenue categories, TOT has seen the most significant declines as a result of the pandemic.

In FY 2018/2019, the last full year not impacted by COVID-19, TOT receipts totaled \$22.5 million. TOT revenue is projected to reach only \$3.6 million in FY 2020/21 and increase to \$9.0 million in FY 2021/22, based on the



assumption that this category will gain some of the lost ground once mass vaccinations occur and COVID-19 restrictions are lifted. TOT receipts are projected to continue to improve over the forecast period with growth of 40% in FY 2022/23 as this sector continues to recover from the COVID-19 impacts, followed by step down growth ranging from 30% to 4% annually over the forecast period. The Forecast also assumes that the City Council will implement 2 percent of the 4 percent potential rate increase approved by the voters in November 2020 and assumes no additional hotels. By the end of the Forecast period, TOT receipts are projected to reach \$27.6 million.

It is difficult to project the post-COVID environment in terms of business travel and the associated hotel usage. In this Forecast, TOT collections are expected to improve from the shock to the system caused by COVID-19, but receipts are expected to remain well below levels that were projected pre-COVID as illustrated in the chart below (the pre-COVID forecast assumed an economic slowdown followed by growth). We believe this to be a long-term effect of COVID-19 on business travel.



Licenses and Permits

The Licenses and Permits category includes business licenses, building development-related permits (building, electric, plumbing, mechanical), fire permits, encroachment permits, and parking permits. Collections in this category are projected to total \$11.9 million in FY 2021/22, reflecting the continuation of strong development activity, slight growth in business license activity, and improvement in parking permits post COVID-19. Average annual growth of 3% is projected in the out years of the Forecast, with collections reaching \$16.1 million in FY 2031/32. For the building development-related permits, it is assumed that the program is 100% cost recovery and any forecasted difference between revenues and expenditures will be balanced by increases or decreases to the Building Reserve. This Forecast assumes that funding will be added each year to this Reserve.

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. Based on the lower expected interest rates and cash balances, the General Fund is expected to receive \$2.6 million in interest in FY 2021/22. In the remaining years of the Forecast, interest earnings are projected to fluctuate annually primarily due to interest rate assumptions, ranging from \$1.6 million to \$2.7 million.

Rents

The Rents category includes property rents and leases as well as right-of-way rental fees charged to the water sewer and utilities. In FY 2021/22, rent revenue is estimated to total \$10.0 million, including \$6.2 million from property rents and leases and \$3.8 million from right-of-way rental fees. The FY 2021/22 estimate is in close alignment with the FY 2020/21 Adopted Budget estimate of \$10.1 million, but below the prior forecast for FY 2021/22 due to the changes in timing of lease revenue for the Related project. Growth projections for the out years of the Forecast are based on individual lease agreements. Rent revenue is projected to reach \$17.6 million by FY 2031/32 and reflects the additional lease revenue associated with the Related project.

Other Services Fees

The Other Services Fees category includes fees charged for various City services provided by the departments of Community Development, Fire, Police, Park and Recreation, and Public Works as well as cost allocation plan reimbursements and stadium-related reimbursements. This category is estimated to generate \$44.1 million in FY 2021/22, an increase from the FY 2020/21 projection of \$37.2 million due to improvements in categories that have been heavily impacted by COVID-19, most notably stadium-related reimbursements and parks and recreation fees. Over the Forecast period, average annual growth of 3.4% is projected, resulting in collections of \$62.0 million by FY 2031/32. It important to note that consultant studies are underway to update the cost allocation plan and municipal fees, and these studies will likely result in changes to these revenues.

Silicon Valley Power Contribution In-Lieu

In accordance with the City's charter, Silicon Valley Power pays 5.0% of gross revenues to the General Fund as contribution-in-lieu for services rendered. For FY 2021/22, contributions are projected to total \$24.7 million, an increase of 3.5% from the FY 2020/21 estimate of \$23.9 million. It is anticipated that revenues will increase to \$34.8 million by FY 2031/32, increasing at an annual rate of 3.5%. Growth in this category is primarily driven by market projections for electric consumption, resources costs, and any retail rate increase assumed for the Electric Utility.



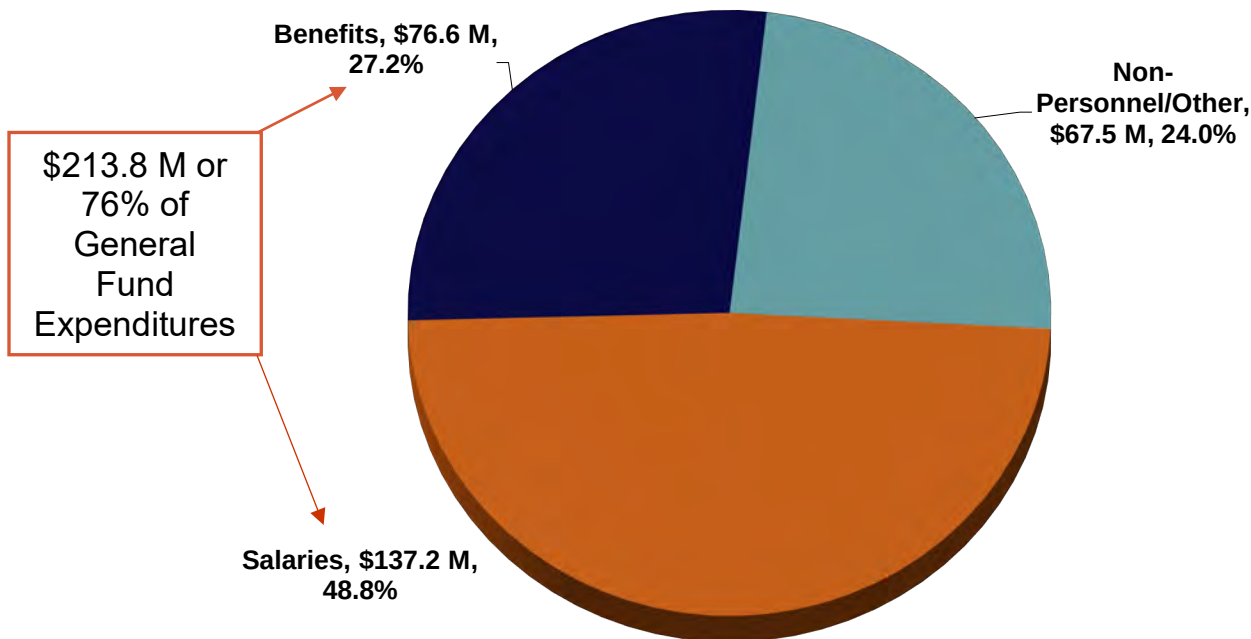
GENERAL FUND EXPENDITURES

Expenditures are projected to grow from \$281.3 million in FY 2021/22 to \$382.1 million by the end of the forecast period. FY 2021/22 expenditures are below the FY 2020/21 Adopted Budget of \$286.0 million primarily due to the elimination of one-time capital-related transfers in FY 2020/21.

FY 2022-2032 General Fund Expenditures (\$ in millions)											
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$ m	\$ m	\$ m	\$ m	\$ m	\$ m	\$ m	\$ m	\$ m	\$ m	\$ m
Salaries	137.2	142.5	148.1	153.1	157.8	162.4	167.5	172.4	177.1	181.4	186.9
Retirement	54.3	58.1	61.2	64.9	68.1	69.0	71.5	73.7	76.8	80.1	82.5
Other Benefits	22.3	23.1	23.7	24.4	25.2	25.9	26.7	27.5	28.1	28.8	30.1
Sub-Total Labor Costs	213.8	223.7	233.0	242.4	251.1	257.3	265.7	273.6	282.0	290.3	299.5
Materials, Services, Supplies	31.4	33.2	33.2	34.4	34.6	35.9	36.3	37.6	37.9	38.6	39.4
Interfund Services	25.3	24.7	25.6	26.2	26.8	27.4	28.0	28.6	29.3	30.1	31.0
Capital Outlay	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Loans and Transfers	7.0	6.1	6.3	6.4	6.5	6.6	6.7	6.9	7.0	7.2	6.7
Reserves	3.7	3.7	3.7	3.7	3.9	4.3	4.4	4.7	4.9	5.2	5.4
Sub-total Other Costs	67.5	67.8	68.9	70.8	71.9	74.3	75.5	77.9	79.2	81.2	82.6
Total Uses	281.3	291.5	301.9	313.2	323.0	331.6	341.2	351.5	361.2	371.5	382.1
% Change from Prior Yr		3.6%	3.6%	3.7%	3.1%	2.7%	2.9%	3.0%	2.8%	2.9%	2.9%



FY 2021/22 General Fund Expenditures by Type



Labor Costs

Labor costs, which include salary, retirement and other benefit costs, are projected at \$213.8 million in FY 2021/22. These costs are derived from a position-level analysis of City staffing, including actual salary and benefit information, negotiated salary and benefit adjustments for bargaining groups that have current Memorandums of Understanding with the City, projected adjustments for the out years of the forecast, and retirement information from the California Public Employees Retirement System (CalPERS) and the City's actuary.

Over the Forecast period, these costs are projected to increase an average of 3.4% annually and reach \$299.5 million by FY 2031/32.

Retirement Costs

Retirement costs represent one of the largest components of labor costs. The City contributes to 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.

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 FY 2011/12, General Fund pension costs were \$18.9

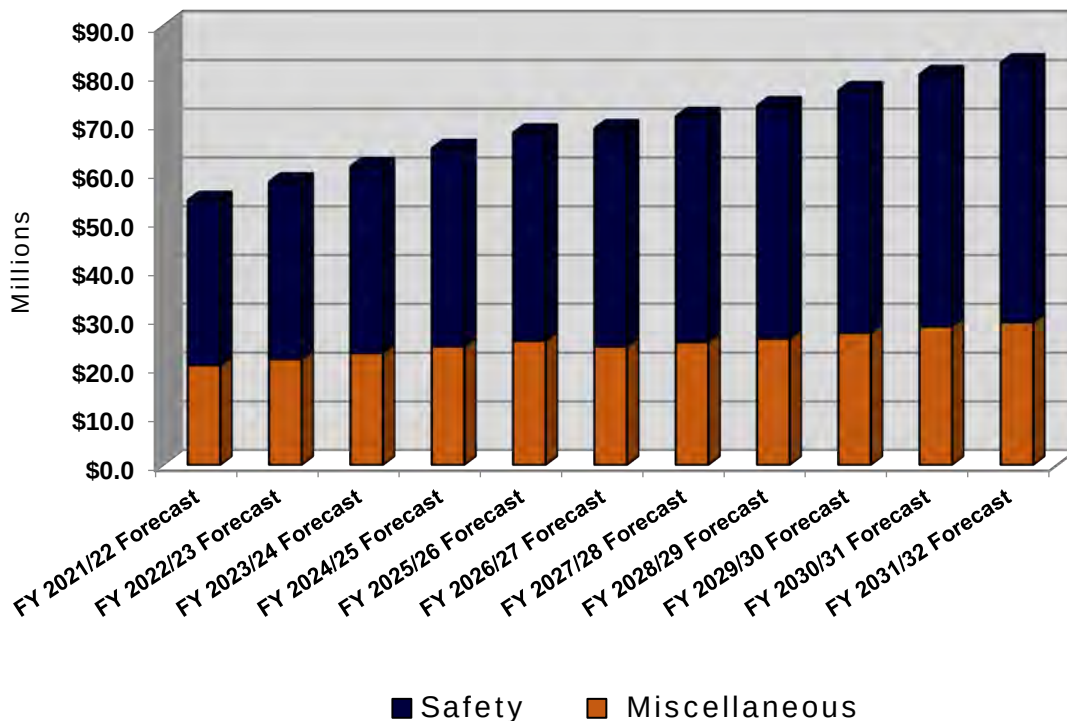


million; by FY 2021/22, pension costs are projected to be \$54.3 million. Retirement payments are expected to continue to rise as required employer rate increases are rolled in to make up for investment losses, a lower investment return assumption, shorter smoothing and amortization periods, and other demographic assumption changes. By the end of the Forecast period, PERS expenditures are projected to reach \$82.5 million and will account for an estimated 22% of General Fund expenditures.

On December 21, 2016, the CalPERS Board approved lowering the investment earnings assumption (discount rate) downward from 7.5% to 7.0% over a three-year period. This change increased rates beginning in Fiscal Year 2018/19, with the full impact to be realized in FY 2024/25. 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 became effective as of the June 30, 2019 CalPERS actuarial valuations. Additional actions will likely be implemented in the future as part of a risk mitigation strategy to move to more conservative estimates over time to reduce volatility, including additional downward revisions to the discount rate.

Year-by-year pension rate projections are shown below. These projections incorporate rates provided by CalPERS for FY 2021/22. In the remaining years of the Forecast, the retirement costs are based on rates provided by the City's actuary that assumed investment returns would generally be 6.5% (as compared to the 7.0%).

General Fund PERS Costs





Materials, Services and Supplies

The materials, services and supplies estimate for FY 2021/22 is \$31.4 million, which is below the FY 2020/21 Adopted Budget level of \$33.0 million, due to the elimination of one-time funds. Annual adjustment factors are included in this category as well as adjustments for expenditures that occur every two years. Expenditures are projected to reach \$39.4 million by FY 2031/32.

Interfund Services

Interfund services include the General Fund contribution to several internal service funds, including Communications Acquisitions, Fleet Operations, Information Technology Services, Special Liability Insurance, Unemployment Insurance, Vehicle Replacement, and Workers' Compensation. In FY 2021/22, these costs are estimated at \$25.3 million and increase to \$31.0 million by FY 2031/32. These estimates are based on an evaluation of the activity levels in each internal service fund.

Loans and Transfers

This category includes debt service payments, loans to the Cemetery Fund, transfers to capital funds for Public Works Capital Project Management, and the City's contributions to parking maintenance and Convention Center maintenance. These costs are estimated at \$7.0 million in FY 2021/22 and total \$6.7 million by FY 2031/32. The debt service payments for the 2010 Lease Agreement (provided funds to refund outstanding bonds to construct the police administration building) are scheduled to be completed in February 2022, resulting in lower costs in the out years of the Forecast.

Reserves

This category includes the contributions to the Building Reserve and the Technology Reserve to account for the difference between the forecasted revenues and expenditures. Because forecasted revenues are above the forecasted expenditures in each year of the Forecast, the differences are set aside in reserves. These contributions total \$3.7 million in FY 2021/22 and increases to \$5.4 million in FY 2031/32. The contribution to the Building Reserve totals \$3.3 million in FY 2021/22 and increases to \$4.8 million in FY 2031/32, and these funds will be used to support the Building Development Program. The contribution to the Technology Reserve totals \$0.4 million in FY 2021/22 and increases to \$0.6 million in FY 2031/32.



RESERVES

Reserves have generally been established with one-time funds and, with the exception of funding set aside in the Building and Technology Reserves to maintain 100% cost recovery, are not reflected in the Forecast figures. Reserves, however, are an important component of the budget. Following is a discussion of the major General Fund Reserves.

- **Budget Stabilization Reserve:** During FY 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 Budget Stabilization Reserve (formerly known as the Working Capital Reserve) and a Capital Projects 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 currently totals \$57.8 million, which equals 20% of the projected FY 2021/22 expenditures and 15% of the FY 2031/32 expenditures. When the FY 2020/21 budget was adopted, the City Council approved an exception of the 25% BSR target level to address the impacts associated with COVID-19. The Council-approved Budget Principles for FY 2021/22 also state that if an exception to the Council Policy to set the General Fund Budget Stabilization Reserve at or above 25% of adopted budget expenditures is considered, maintain the Reserve level at a minimum of 15% of expenditures.
- **Capital Projects Reserve:** This 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 FY 1996/97 to maintain a minimum of \$5.0 million in the Capital Projects Reserve. The Capital Projects Reserve in FY 2020/21 currently totals \$5.4 million.
- **Land Sale Reserve:** This reserve sets aside proceeds from land sales to be used for land-related purposes or other General Fund needs as determined by the City Council. This reserve currently totals \$23.7 million.
- **Building Inspection Reserve:** This reserve sets aside user fees that are above costs in the Community Development Department's Building Inspection Division. This reserve is used to fund inspection services or projects directly related the Building Division development activity and provides resources for works-in-progress as project work can span more than one year. This reserve currently totals \$18.0 million.
- **Pension Stabilization Reserves:** These reserves in the General Fund and other City funds have targeted contributions that would fund 1% of the City's unfunded pension liability annually to address the City's pension unfunded accrued liability. For the General Fund, this reserve currently totals \$21.6 million.



GENERAL FUND BUDGET BALANCING

The Forecast serves as the starting point in the development of the FY 2021/22 and FY 2022/23 Biennial Operating Budget that is scheduled to be released on April 30, 2021 and approved by the City Council in June 2021. These budget figures will continue to be refined over the next few months and incorporated into the Proposed Biennial Budget.

Given the projected shortfall of \$41.7 million in FY 2021/22, it is anticipated that a combination of expenditure reductions, revenue-generating actions, and the use of reserves will be necessary to balance the budget. As part of this process, departments evaluate contracts and non-personnel expenses, conduct service delivery evaluations, and review vacant positions. Revenue strategies include bringing fees closer to cost recovery, evaluating opportunities for new fees, and identifying revenue opportunities in line with other jurisdictions. Budget reductions are also expected to be brought forward in FY 2020/21 that will offset lower revenue collections in the current year and address a portion of the ongoing \$41.7 million shortfall.

In addition, cost control measures implemented in 2020 are expected to continue, these include the following:

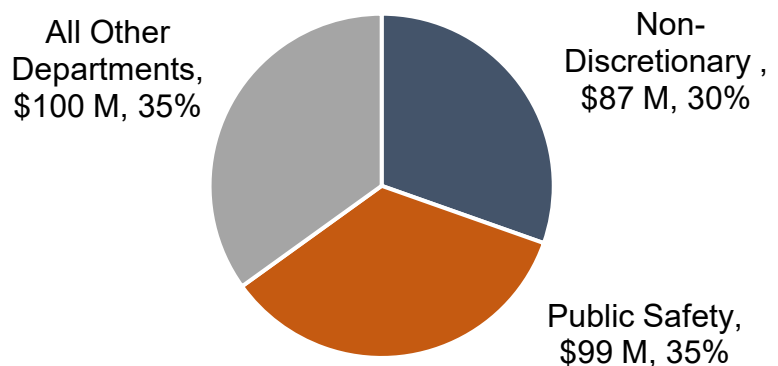
- Hiring freeze, with limited exceptions
- Stricter expenditure controls
- Decreased temporary staffing (by over 500 staff or 55%)
- Limited travel
- Limited training
- Reduced expenditures for IT
- Reduced expenditures for vehicle and fleet purchases
- Evaluating current contracts and other non-personnel expenditures

Limited Control in Certain Areas

In developing budget balancing strategies, there is limited control over certain expenditure areas where there are contractual obligations, the expenses cover fixed costs, and/or the costs are recovered by fees. The major non-discretionary costs include the following:

- CalPERS unfunded liability
- Debt service costs
- Fixed facility operating costs
- Other contractual obligations (e.g., election costs)
- Fee-supported activities

**FY 2020/21 General Fund Budget
(\$286 million)**



When evaluating the components of the expenditure budget, approximately 30% is non-discretionary, with the remaining balance broken down into public safety (35%) and all other departments (35%) categories. These categories are important when considering budget balancing options available.



FY 2021/22 BUDGET PRINCIPLES

On February 1, 2021, the City Council approved the following FY 2021/22 Budget Principles that provide a framework for the budget process.

Budget Principles for 2021/22

1. Make decisions within the context of the City's Code of Ethics and Values, especially being Fiscally Responsible, Communicative, and Service-Oriented.
2. Consider budget decisions with long-term implications taking into account data from the Ten-Year Financial Forecast.
3. To the extent possible, align ongoing expenditures with ongoing revenues to avoid negative impacts on future budgets and maintain the City's high financial management standards.
4. To address the projected General Fund shortfall, use a combination of ongoing and one-time solutions to balance the competing goals of aligning ongoing revenues and expenditures and minimizing the service delivery impacts to the community.
5. Continue cost control measures until the ongoing General Fund revenues and expenditures are in alignment.
6. If an exception to the Council Policy to set the General Fund Budget Stabilization Reserve at or above 25% of adopted budget expenditures is considered, maintain the Reserve level at a minimum of 15% of expenditures.
7. Focus on projects and services that benefit the community as a whole.
8. Pursue economic development objectives and strategies to foster new public and private investment within Santa Clara, and to create employment opportunities.
9. Balance between compensation adjustments to retain and attract employees and funding for positions.
10. 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.
11. Inform and communicate clearly and broadly to residents, businesses and employees regarding the City's fiscal position and budget; schedule hearings to promote active participation in the City Council's budget deliberations.
12. With limited exceptions, establish fees based on full cost recovery where individuals/businesses rather than the community at-large are benefitting from City services. This preserves limited unrestricted resources for providing services that benefit the community as a whole.
13. 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).
14. Explore expanding existing revenue sources and/or adding new revenue sources.
15. Engage employees to contribute new and innovative ideas during the department budget development process.
16. Use the General Plan as a primary long-term fiscal planning tool and link ability to provide City services to development policy decisions.



CONCLUSION

The Forecast provides policy makers, the public, and City staff an updated assessment of the City's financial condition that considers the latest projections of economic conditions. It serves as a starting point in the budget development process by providing the necessary context for making budget decisions. The Forecast also identifies known risk factors and vulnerabilities, and it provides a foundation for evaluating priorities and understanding trade-offs moving forward.

As reflected in this Forecast, the City's financial condition has dramatically changed as a result of COVID-19. A General Fund shortfall of \$41.7 million is projected for FY 2021/22, followed by small surpluses ranging from \$1.7 million to \$5.5 million annually. By the end of the Forecast period, revenues are projected at \$366.0 million while expenditures are estimated at \$382.1 million. When put into context of the size of the General Fund budget, the shortfall in FY 2021/22 is 14.8% of General Fund expenditures. In the out years of the Forecast, the annual margins are relatively narrow, ranging from 0.5% to 1.9% of the projected annual expenditure budget. The Biennial Operating Budget for FY 2021/22 and FY 2022/23 will include a budget balancing strategy to address the shortfall using a combination of expenditure reductions, revenue solutions, and use of reserves. The use of ongoing and one-time solutions would balance the competing goals of aligning ongoing revenues and expenditures and minimizing the service delivery impacts to the community. This will also allow for time to evaluate the post COVID-19 recovery.

In addition to the projected General Fund shortfall identified in this Forecast, there are elements of the City's budget that are not included in the Forecast as they have been funded pay-as-you-go with one-time sources. These include the costs to fund capital improvements that rely on General Fund funding, address unmet/deferred infrastructure needs, fully fund public safety equipment replacement, and make additional contributions to reserves. The Forecast also does not incorporate the financial impacts of new developments that may have a positive impact given the uncertainty regarding the timing. This Forecast serves as a strategic planning tool to meet the City's long-term goal to plan for additional fiscal capacity and bring forward sustainable funding strategies to address these unmet cost elements. This may include new and/or revised revenue options and impact fees in the future.

Statements of Sources and Uses of Funds

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General Fund

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GENERAL FUND

The General Fund is the primary fund of the City that is used to account for all revenues and expenses that are not restricted by law or policy to be accounted for in another fund. The General Fund supports many of the most visible and essential City services including libraries, parks, police, and fire protection. The General Fund also includes many departments that provide central services including the City Manager, City Attorney, City Clerk, Mayor and City Council, Finance and Human Resources offices and departments.

General Fund Sources

General Fund sources total \$398.1 million in the Proposed FY 2021/22 budget, down \$25.8 million from the FY 2020/21 amended budget. This decrease reflects a decline in the beginning fund balance primarily as a result of the use of the Budget Stabilization Reserve as a budget balancing strategy in FY 2020/21 as well as a decline in transfer from other funds. The revenues reflect an increase due to the planned receipt of federal stimulus funds in FY 2021/22 of \$25.9 million. The total sources consist of \$141.3 million in fund balance estimated to be carried over from FY 2020/21, \$250.3 million in revenue, and \$6.5 million in transfers from other funds. As part of the budget process, estimates are developed for each line item, taking into consideration activity projections, historical trends, and the economic environment. The table below summarizes the projected sources of General Fund revenues and transfers in this budget.

Funding Source	FY 2019/20 Actual	FY 2020/21 Amended	FY 2020/21 Estimate	FY 2021/22 Proposed	FY 2022/23 Change	FY 2022/23 Proposed
Property Tax	65,498,024	66,982,000	66,950,000	71,559,000	3,430,000	74,989,000
Sales Tax	55,269,669	55,600,000	54,875,000	58,183,000	2,776,000	60,959,000
Transient Occupancy Tax	15,993,791	3,625,000	3,625,000	9,000,000	3,600,000	12,600,000
Franchise Tax	4,529,679	4,738,000	4,738,000	4,630,000	150,000	4,780,000
Documentary Transfer Tax	1,319,304	1,200,000	1,200,000	1,450,000	29,000	1,479,000
Licenses and Permits ¹	9,804,500	10,939,300	10,939,300	3,685,000	88,000	3,773,000
Rents and Leases	9,328,196	10,055,409	9,300,000	9,833,222	2,007,761	11,840,983
Other Services Fees ¹	41,535,715	43,545,818	43,545,818	36,843,262	1,563,237	38,406,499
State/Other Agencies ²	6,177,898	226,000	226,000	26,205,801	(25,921,801)	284,000
Fines and Penalties	1,172,107	1,320,000	500,000	1,496,135	37,954	1,534,089
Interest	6,879,415	4,434,172	2,700,000	2,600,000	(334,000)	2,266,000
Contribution In-Lieu	22,710,162	23,699,830	23,699,830	24,700,000	865,000	25,565,000
Other Revenue	2,204,044	6,749,908	6,749,908	150,000	0	150,000
Revenue Subtotal	242,422,504	233,115,437	229,048,856	250,335,420	(11,708,849)	238,626,571
Transfers In	5,486,089	10,226,024	7,710,738	6,459,399	(3,162,286)	3,297,113
Total Revenues/ Transfers	247,908,593	243,341,461	236,759,594	256,794,819	(14,695,378)	241,923,684

¹ Building development revenues have been shifted to a new Building Development Fund that will account for the development-related services provided by the Building Division.

² Reflects the federal stimulus funding of \$25.9 million in FY 2021/22.

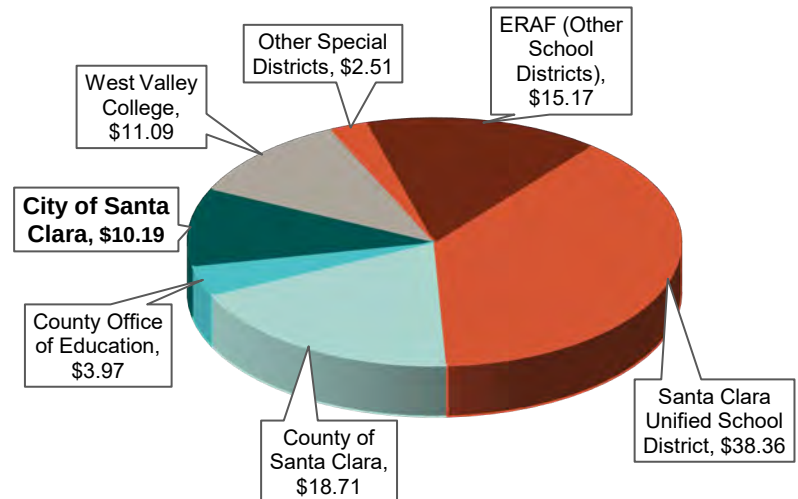


The largest economically sensitive revenue categories (property tax, sales tax, and transient occupancy tax) account for almost 60% of General Fund revenues. Following is a discussion of these categories as well as other major General Fund revenue categories.

Property Tax

Property tax is the largest revenue source for the City, representing approximately 30% of revenues. 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 annual California Consumer Price Index (CCPI). For FY 2021/22, the adjustment factor based on CCPI is 1.036%. Beyond the inflation adjustment, growth in property tax receipts is driven by reassessments upon the sale of properties and new construction projects being added to the tax rolls. Overall, property tax revenue for FY 2021/22 is projected at \$71.6 million, up 6.9% from FY 2020/21 estimate. In FY 2022/23, receipts are projected to increase an additional 4.8% to \$75.0 million.

Property Tax Distribution per \$100 Collected



Secured Property Tax receipts are projected to total \$68.7 million, an increase of 7.2% from the FY 2020/21 year-end estimate of \$64.1 million. The category includes general secured property tax (tax on real property that includes the land and the structures attached to it, such as a home or building) along with supplemental property tax (retroactive collections back to the point of sale for reassessments of value due to property resale), residual Redevelopment Agency receipts, and excess Educational Revenue Augmentation Fund (ERAF) funds (under Proposition 98, a portion of property tax receipts are allocated to the ERAF and once there are sufficient funds in ERAF to fulfill the obligation to the school districts, excess funds are returned to the taxing entities). General secured property tax for FY 2021/22 is based on the assessed value as of January 1, 2021. Assessed valuation growth on secured property is projected at 4.0% in FY 2021/22 and reflects 1.036% annual inflation, growth due to property sales, and a general allowance for new construction projects. This growth factor is lower than experienced in recent years due to the lower CCPI adjustment and the potential downward assessment of commercial properties due to COVID-19 impacts.

The remaining secured property tax growth is due to higher RDA residual pass-through revenues and excess ERAF funds when compared to the FY 2020/21 projected levels. Collections in FY 2020/21 were negatively impacted by a one-time retroactive reduction of \$2.1 million as well as an ongoing impact of \$0.8 million due to a State of California Appellate Court decision that changed the distribution of RDA residual receipts. The property tax estimate also includes higher ERAF receipts based on the latest estimates from the County of Santa Clara. The State of California challenged the ERAF calculation, and the County received high-level Excess ERAF calculation guidance from the State Controller's Office (SCO) in February 2021. While the County, together with other Excess ERAF counties, is waiting for



further clarification and confirmation from the SCO on certain items, the estimates factored into the budget are the latest estimates at this time and total \$4.0 million in FY 2021/22 and \$4.2 million in FY 2022/23.

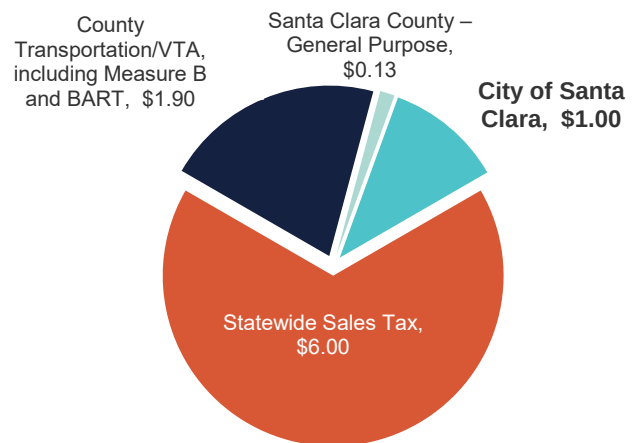
Unsecured Property Tax is assessed on personal property that is tangible or moveable and is not attached to real estate (e.g., office equipment, planes, boats). Unsecured Property Tax receipts are projected to remain at \$2.9 million in FY 2021/22 and FY 2022/23.

Sales Tax

Sales tax is the General Fund's second largest revenue. The City's current sales tax rate is 9%, of which the City of Santa Clara receives 1%. Santa Clara's sales tax collections are directly influenced by local, regional, national, and international economic and business cycles. Due to this, sales tax collections are one of the most volatile General Fund revenues. These collections have been negatively impacted by COVID-19 and are expected to improve in FY 2021/22. Sales tax collections are expected to total \$54.9 million in FY 2020/21 and increase 6.0% to \$58.2 million, based on the assumption that sectors that have been deeply impacted by COVID-19 will improve with the roll-out of mass vaccinations and the lifting of pandemic-related restrictions. The growth rate is expected to step down to 4.8% in FY 2022/23 and generate \$61.0 million.

The sales tax rate in Santa Clara is 9%. For every \$100 dollars spent in Santa Clara on taxable purchases, \$9.00 goes to sales tax, of which the City of Santa Clara receives \$1.00.

Sales Tax on \$100 purchase



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%. In November 2020, voters approved an increase of up to 4%, and this increase will be implemented by City Council action. As with sales tax, TOT is sensitive to business cycles and can vary greatly from year to year based on occupancy levels and room rates. Prior to COVID-19, this category had experienced tremendous growth. With the COVID-19 safety restrictions, TOT receipts plummeted at the end of FY 2019/20 and through FY 2020/21. From July 2020 through March 2021, TOT receipts were down 87% from the same period last fiscal year. Of all the City's revenue categories, TOT has seen the greatest declines as a result of the pandemic.

In FY 2018/2019, the last full year not impacted by COVID-19, TOT receipts totaled \$22.5 million. TOT revenue is projected to reach only \$3.6 million in FY 2020/21 and increase to \$9.0 million in FY 2021/22 based on the assumption that this category will gain some of the lost ground with the mass vaccinations and the lifting of COVID-19 restrictions. TOT receipts are projected to continue to improve in FY 2022/23 with growth of 40%, bringing receipts to \$12.6 million. The Proposed Budget assumes that the City Council will implement 2 percent of the 4 percent potential rate increase approved by the voters in November 2020.

Adjustments to this revenue estimate will likely be necessary based on the actual recovery timeline.

Licenses and Permits

The Licenses and Permits category has historically included business licenses, building development-related permits (building, electric, plumbing, mechanical), fire permits, encroachment permits, and parking permits. In the FY 2021/22 Proposed Budget, the building development-related revenues are being shifted to a separate Building Development Services Fund (the expenditures are also being shifted to the new fund, for a net zero impact on the General Fund). With the removal of the building permit fees, collections in this category are projected to total \$3.7 million in FY 2021/22 and increase to \$3.8 million in FY 2022/23.

Rents and Leases

The Rents category includes property rents and leases as well as right-of-way rental fees charged to the water sewer and utilities. In FY 2021/22, rent revenue is estimated to total \$9.8 million, including \$5.8 million from property rents and leases and \$4.0 million from right-of-way rental fees. This revenue category is expected to increase to \$11.8 million in FY 2022/23 with the growth primarily attributed to lease payments associated with the Related project based on the anticipated timing of that project.

Other Services Fees

The Other Services Fees category has historically included fees charged for various City services provided by the departments of Community Development, Fire, Police, Park and Recreation, and Public Works as well as cost allocation plan reimbursements and stadium-related reimbursements. As with the Licenses and Permits category, the building development related fees in this category have been shifted to the new Building Development Services Fund.

This category is estimated to generate \$36.8 million in FY 2021/22 and increase to \$38.4 million in FY 2022/23. The revenue estimates reflect updated cost allocation plan and stadium reimbursements to account for updated costs and adjustments for expected activity levels. Changes in various fees for services result in an increase of \$0.6 million. This includes a limited number of new Public Work engineering fees to recover costs (storm drain non-point source fee, solid waste plan review fee, and trash management plan fee) and fee adjustments to increase costs recovery for fire operational permit fees (\$0.2 million) and the billing service charge for late utility payments (\$0.2 million). These fee adjustments will be presented in the Proposed FY 2021/22 Municipal Fee schedule that will be released under separate cover. The fee schedule is planned to be presented as part of the Proposed Budget study sessions and adopted on June 22, 2021. In FY 2022/23 additional fee adjustments are expected to be brought forward after the completion of the fee study that is currently underway.

Downward adjustments totaling \$0.2 million in Parks and Recreation fee revenue is expected due to budget reductions that reduce fee activity (aquatics, adult sports, therapeutics, theater program, and Art and Wine Festival).

State/Other Agencies

In FY 2021/22, this category includes American Rescue Plan Act (ARPA) funding of \$25.9 million that is estimated for the City of Santa Clara. These funds help offset City revenue losses and continue to support City services. This category also includes funding of \$60,000 from the school districts to support the DARE program provided by the Police Department.



Contribution in-Lieu

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 (CIL). For FY 2021/22, CIL is projected to total \$24.7 million and increase to \$25.6 million in FY 2022/23.

Transfers In

The Transfers In category totals \$6.5 million in FY 2021/22. This includes the anticipated transfer of \$3.0 million from the Parks and Recreation Capital Fund as partial repayment of the loan for the Reed and Grant Sports Complex project. Parks Mitigation Fee Act revenue will be used for the loan repayment and will replenish the Land Sale Reserve. The Transfers In category also includes 1) \$1.5 million from the Storm Drain Capital Fund to support storm drain operations, 2) \$1.0 million from the Vehicle Replacement Fund to return funding no longer needed for planned vehicle replacements as these vehicles will be replaced with electric vehicles under the SVP program, 3) \$0.7 million from the Electric Utility Fund to support a new City Attorney position recommended to support SVP and two Finance positions that support SVP operations, and 4) \$0.2 million from the Tasman East Infrastructure Improvement Fund to repay the Capital Projects Reserve that is expected to be used in FY 2020/21 to address cash flow issues in that fund. The Transfer In revenue estimate drops to \$3.3 million in FY 2022/23 primarily because no loan repayment revenue is assumed from the Parks and Recreation Capital Fund.

General Fund Uses

Overall, General Fund Uses total \$398.1 million in FY 2021/22. Of this amount, \$243.4 million accounts for operational expenditures; \$39.1 million are transfers to other funds and \$115.5 million represent fund balance and reserves. The total expenditures decrease to \$357.4 million in FY 2022/23, primarily due to reductions in transfers as well as use of fund balances and reserves. The following table summarizes the General Fund expenditures and transfers.

Expenditures	FY 2019/20 Actual	FY 2020/21 Amended	FY 2020/21 Estimate	FY 2021/22 Proposed	FY 2022/23 Change	FY 2022/23 Proposed
Salaries	123,823,979	125,133,378	122,045,206	121,849,727	4,862,492	126,712,219
Retirement – Safety	27,099,073	29,421,949	29,121,949	33,056,981	2,469,246	35,526,227
Retirement – Misc.	16,123,019	18,963,297	18,813,297	18,283,077	1,162,358	19,445,435
Other Benefits	18,402,027	20,417,705	19,401,705	19,702,155	644,372	20,346,527
Materials/Services/ Supplies	27,408,671	29,349,451	26,619,255	27,661,957	1,543,350	29,205,307
Interfund Services	22,364,642	22,208,095	22,208,095	22,720,324	671,799	23,392,123
Capital Outlay	406,751	4,424,323	4,424,323	140,393	(12,320)	128,073
Total Expenditures	235,628,162	249,918,198	242,633,830	243,414,614	11,341,297	254,755,911
Transfers Out*	28,653,335	29,991,306	33,474,975	39,146,855	(32,471,271)	6,675,584
Total Expenditures and Transfers Out	264,281,497	279,909,504	276,108,805	282,561,469	(21,129,974)	261,431,495

* The Transfers Out category includes the one-time transfer of the Building Inspection Reserve (\$18.0 million) to the newly established Building Development Services Fund.



As a public service organization focused on delivering high-quality services to our community, labor costs reflect the highest level of investment at 79% of the expenditure budget (excluding transfers). Following is a discussion of the General Fund expenditure categories.

Salaries and Benefits

The expenditures in this category account for full-time and part-time salaries, retirement, health, social security, other employer benefits, and overtime costs. The Proposed Budget factors in the latest negotiated salary adjustments, updated retirement and benefit costs, and the recommended budget proposals. In the General Fund, the FY 2021/22 Proposed Budget totals \$192.9 million. This represents a decrease of \$1.0 million or 0.5% from the FY 2020/21 Amended Budget of \$193.9 million. The Amended Budget factors in the Phase 1 budget reductions approved by the City Council on March 9, 2021. In FY 2022/23, salary and benefit costs are projected to increase 4.7% to \$202.0 million.

The City of Santa Clara participates in the California Public Employees' Retirement System (CalPERS) under two plans, the Miscellaneous and Safety retirement plans. FY 2021/22 retirement costs in the General Fund are budgeted at \$33.1 million for Safety employees and \$18.3 million for Miscellaneous employees. These costs increase to \$35.5 million and \$19.4 million, respectively.

Material, Services, and Supplies

The materials, services, and supplies budget for FY 2021/22 is \$27.7 million, a decrease of \$1.7 million from the FY 2020/21 Amended Budget. The 2021/22 budget reflects the recommended budget proposals as well as the removal of one-time funding approved for FY 2020/21. The Proposed Budget does not yet reflect any carryovers from FY 2020/21 to FY 2021/22. In FY 2022/23, these costs are projected to increase 5.6% to \$29.2 million.

Interfund Services

Interfund services are citywide in nature and funded through internal service funds (Information Technology Department services, special liability fund, workers' compensation, Public Works capital project management, vehicle equipment and maintenance, fleet purchases, and communications equipment) that are apportioned to City Departments and funds. This category totals \$22.7 million in FY 2021/22 and increases 3.0% to \$23.4 million in FY 2022/23.

Capital Outlay

This category includes small capital expense purchases not budgeted within the capital budget. This category totals \$0.1 million in FY 2021/22 and FY 2022/23.

Transfers to Other Funds

This category includes transfers to other funds to support capital projects, the City's share of assessment district costs, other services, and debt payments. The FY 2021/22 Proposed Budget for this category totals \$39.1 million, including \$11.8 million for capital projects, \$2.5 million for debt payments, and \$1.6 million for assessment district payments and other services. In addition, the one-time transfer of \$18.0 million to the newly established Building Development Services Fund is recommended to reflect the shift



of the Building Inspection Reserve from the General Fund to the new fund. The one-time transfer of \$5.2 million to the Special Liability Fund is also recommended to provide funding for potential claims.

The Transfers figure drops to \$6.7 million in FY 2022/23 and includes \$3.5 million for capital projects, \$1.4 million for debt payments, and \$1.8 million for assessments district payments, and other services.

General Fund Reserves

The General Fund includes several reserves established by City Council policy or to segregate restricted revenues. More detail regarding reserve policies can be found in the Budget and Fiscal Policies section of this document.

Budget Stabilization Reserve

This reserve is used as an allocation for weathering economic downturns, emergency financial crises or disaster situations. Per Council policy, the BSR target is equal to the cost of the City's General Fund operations for three months, or 25% of the expenditure budget. Given the significant impacts of COVID-19 on the City's budget, the City Council adopted the FY 2021/22 budget principles that allow this reserve to drop to 15% of budgeted expenditures. The proposed balancing strategy includes use of the Budget Stabilization Reserve (BSR) of \$1.9 million in FY 2021/22 and \$15.6 million in FY 2022/23. The Reserve would total \$55.6 million or 21% of the operating budget expenditures in FY 2021/22 (excluding the transfer of the Building Inspection Reserve to the new Building Development Fund) and drop to \$40.0 million or 15.3% in FY 2022/23.

Capital Projects Reserve

The Capital Projects Reserve (CPR) earmarks funds for the Capital Improvement Program (CIP). The minimum target for this reserve is \$5.0 million. This reserve has a projected ending balance of \$4.2 million in FY 2021/22, and an additional \$3.2 million is reserved for capital projects programmed from FY 2022/23 through FY 2024/25 in the Capital Improvement Program. The use of \$1.2 million from the Capital Projects Reserve is recommended to fund high-priority capital projects that were not included in the FY 2020/21 and FY 2021/22 Biennial Capital Budget.

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 ending balance of \$24.7 million for FY 2021/22 and is available for appropriation by City Council action. The FY 2021/22 budget reflects an increase of \$3.0 million due to the anticipated partial loan repayment from the Parks and Recreation Capital Fund for the Reed Street – Grant Street Sports Park Project. In FY 2022/23, the reserve totals \$21.5 million, a decrease of \$3.2 million as a budget balancing strategy.

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, and for projects directly related to the Building Division. Because a new Building Development Services Fund is proposed for FY 2021/22, the funds from the Building Inspection Reserve totaling \$18.0 million will be transferred to the new fund and this reserve will no longer be included in the General Fund. A final reconciliation will be performed at the end of FY 2020/21 to return any excess building development revenues over expenditures to the new Building Development Services Fund.

Advanced Planning Fee Reserve

The advanced planning fee is collected as a portion of planning and building fees. This funding is set aside for future long-range planning activities. This reserve has a projected ending balance of \$0.7 million for FY 2021/22 and FY 2022/23.

Technology Fee Reserve

The Technology Fee Reserve sets aside the technology fee revenue collected with the development fees and other applicable fees. This reserve will be used to support the Accela licensing costs and other technology improvements for the fee programs that assess this fee. This reserve is projected to total \$1.1 million at the end of FY 2021/22 and \$1.3 million at the end of FY 2022/23.

Other Reserves

By Council Policy, other reserves are set aside in the General Fund including the pension stabilization and historical preservation reserves. The Pension Stabilization Reserve is projected to total \$21.6 million at the end of FY 2021/22 and FY 2022/23, and the Historical Preservation Reserve is projected to total \$90,096 in both fiscal years. Contributions to the Pension Stabilization Reserve is typically recommended as part of the Year-End Report, if additional funds are available. No additional contributions are assumed as part of this Biennial Budget.



GENERAL FUND | GENERAL FUND (001)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Encumbrance Carryover	6,508,711	4,273,693	4,273,693	4,273,693	4,273,693
Budget Stabilization Reserve	62,930,167	79,939,635	79,939,635	57,542,800	55,605,631
Capital Projects Reserve	22,044,954	29,014,222	29,014,222	5,280,801	4,248,758
Reserve for Programmed Capital Projects	0	0	0	11,038,674	3,151,081
Building Inspection Reserve	9,281,903	14,105,480	14,105,480	18,013,097	0
Advanced Planning Fee	368,749	642,410	642,410	741,694	741,694
Technology Fee Reserve	284,129	770,771	770,771	971,771	1,078,241
Land Sale Reserve	21,531,838	22,782,507	22,782,506	21,735,481	24,732,263
Pension Stabilization Reserve	16,381,504	21,597,338	21,597,338	21,597,338	21,597,338
Historical Preservation Reserve	88,445	90,096	90,096	90,096	90,096
Santana West Reserve	0	5,000,000	5,000,000	0	0
Unrestricted	57,762,917	2,328,379	2,594,262	0	0
Total Beginning Fund Balance	197,183,317	180,544,531	180,810,413	141,285,445	115,518,795

Revenue

Property Taxes - Secured	62,788,479	64,582,000	64,100,000	68,709,000	72,109,000
Property Taxes - Unsecured	2,709,545	2,400,000	2,850,000	2,850,000	2,880,000
Sales Tax	54,556,629	55,000,000	54,200,000	57,483,000	60,238,000
Public Safety Sales Tax	713,040	600,000	675,000	700,000	721,000
Documentary Transfer Tax	1,319,304	1,200,000	1,200,000	1,450,000	1,479,000
Transient Occupancy Tax	15,993,791	3,625,000	3,625,000	9,000,000	12,600,000
Franchise Taxes	4,529,679	4,738,000	4,738,000	4,630,000	4,780,000
Rents	9,328,196	10,055,409	9,300,000	9,833,222	11,840,983
State Revenues	265,509	226,000	226,000	224,000	224,000
Other Agencies Revenues	5,912,389	0	0	25,981,801	60,000
Licenses and Permits	9,804,500	10,939,300	10,939,300	3,685,000	3,773,000
Fines and Penalties	1,172,107	1,320,000	500,000	1,496,135	1,534,089
Other Fees for Services	41,535,715	43,545,818	43,545,818	36,843,262	38,406,499
Interest	6,879,415	4,434,172	2,700,000	2,600,000	2,266,000
Contribution In Lieu	22,710,162	23,699,830	23,699,830	24,700,000	25,565,000
Other Revenue	2,204,044	6,749,908	6,749,908	150,000	150,000
Total Revenue	242,422,504	233,115,437	229,048,856	250,335,420	238,626,571

Transfers From

Building Development Services Fund	0	0	0	163,362	168,845
Cemetery Capital Fund	28,085	0	0	0	0
Building Special Programs and Training Fund	1,711	1,765	1,765	1,765	1,765



GENERAL FUND | GENERAL FUND (001)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Transfers From					
Community Activities Fund	237,753	0	0	0	0
Convention Center Enterprise Fund		20,000	20,000	0	0
Electric Utility Fund	713,000	53,200	53,200	677,733	712,503
Electric Utility Capital Fund		580,000	580,000	0	0
Expendable Trust Fund	0	0	0	0	0
Fire Department Capital Fund	89,477	192,674	192,674	0	0
Fire Operating Grant Trust Fund		0	0	0	0
General Government Capital Fund	65,261	884,901	884,901	0	0
Library Department Capital Fund		21,120	21,120	0	0
Other City Departments Operating Grant Trust Fund	300,000	1,000,000	1,000,000	0	0
Parking Maintenance District Fund		6,000	6,000	0	0
Parks and Recreation Capital Fund	1,740,807	3,153,404	638,118	3,026,782	0
Public Buildings Capital Fund	291,683	1,010,089	1,010,089	0	0
Public Donations Fund	56,856	0	0	0	0
Recreation Programs Operations Fund	563,311	0	0	0	0
Special Events Fund	0	0	0	0	0
Special Assessment District Capital Funds	0	1,638,014	1,638,014	0	0
Storm Drain Capital Fund	1,398,145	1,460,000	1,460,000	1,454,000	1,454,000
Streets and Highways Capital Fund	0	204,857	204,857	0	0
Street Beautification Capital Fund	0	0	0	0	0
Tasman East Infrastructure Improvement Fund	0	0	0	175,757	0
Vehicle Replacement Fund	0	0	0	960,000	960,000
Total Transfers From	5,486,089	10,226,024	7,710,738	6,459,399	3,297,113
Total Source of Funds	445,091,910	423,885,992	417,570,007	398,080,264	357,442,479
Expenditures					
Salaries	123,823,979	125,133,378	122,045,206	121,849,727	126,712,219
Retirement - Safety	27,099,073	29,421,949	29,121,949	33,056,981	35,526,227
Retirement - Miscellaneous	16,123,019	18,963,297	18,813,297	18,283,077	19,445,435
Other Benefits	18,402,027	20,417,705	19,401,705	19,702,155	20,346,527
Materials/Services/Supplies	27,408,671	29,349,451	26,619,255	27,661,957	29,205,307
Interfund Services	22,364,642	22,208,095	22,208,095	22,720,324	23,392,123
Capital Outlay	406,751	4,424,323	4,424,323	140,393	128,073
Total Expenditures	235,628,162	249,918,198	242,633,830	243,414,614	254,755,911



GENERAL FUND | GENERAL FUND (001)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Transfers To					
Building Development Fee Fund	0	0	0	18,013,097	0
Building Special Programs and Training Fund	7,000	7,000	7,000	0	0
Cemetery Fund	703,490	771,769	771,769	850,000	870,000
Cemetery Capital Fund	0	300,000	300,000	8,409	8,730
City Affordable Housing Fund	0	3,100,000	3,100,000	0	0
Convention Center Maintenance District F	771,348	771,349	771,349	771,349	842,700
Downtown Parking Maintenance District F	145,983	155,571	155,571	0	0
Electric Utility Capital Fund	330,000	0	0	330,000	0
Engineering Operating Grant Trust Fund	0	3,333	3,333	0	0
Fire Department Capital Fund	665,049	290,796	290,796	837,110	247,536
Fire Operating Grant Trust Fund	14,776	7,228	7,228	0	0
General Government Capital Fund	1,238,248	3,185,402	3,185,402	719,283	39,283
Information Technology Services Fund	1,170,040	0	0	0	0
Library Department Capital Fund	10,633	8,699	8,699	7,872	8,173
Other City Departments Operating Grant Trust Fund	3,323,593	27,531	3,500,000	0	0
Parks and Recreation Capital Fund	460,876	1,106,880	1,106,880	200,000	200,000
Parks and Recreation Operating Grant Trust Fund	3,445	28,509	28,509	3,445	3,445
Public Buildings Capital Fund	2,947,571	1,737,751	1,737,751	397,953	13,448
Public Facilities Financing Corporation Fund	1,710,474	2,500,344	2,500,344	2,501,439	1,402,275
Santa Clara Golf and Tennis Club Fund	170,288	0	0	0	0
Solid Waste Fund		1,000,000	1,011,200	33,600	33,600
Special Liability Insurance Fund	6,500,000	0	0	5,200,000	0
Storm Drain Capital Fund	4,950,506	4,489,447	4,489,447	592,169	262,849
Street Beautification Capital Fund	0	0	0	0	0
Streets and Highways Capital Fund	1,678,562	10,459,697	10,459,697	8,681,129	2,743,545
Tasman East Infrastructure Improvement	0	0	175,757	0	0
Unemployment Insurance Fund	0	40,000	40,000	0	0
Vehicle Replacement Fund	425,000	0	0	0	0
Workers' Compensation Fund	1,426,453	0	0	0	0
Total Transfers To	28,653,335	29,991,306	33,650,732	39,146,855	6,675,584



GENERAL FUND | GENERAL FUND (001)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Ending Fund Balance					
Encumbrance Carryover	4,273,693	4,273,693	4,273,693	4,273,693	4,273,693
Budget Stabilization Reserve	79,939,635	57,542,800	57,542,800	55,605,631	40,000,000
Capital Projects Reserve	29,014,222	5,456,558	5,280,801	4,248,758	4,248,758
Reserve for Programmed Capital Projects	0	11,038,674	11,038,674	3,151,081	2,304,262
Building Inspection Reserve	14,105,480	18,013,097	18,013,097	0	0
Advanced Planning Fee	642,410	741,694	741,694	741,694	741,694
Technology Fee Reserve	770,771	971,771	971,771	1,078,241	1,258,941
Land Sale Reserve	22,782,506	24,250,767	21,735,481	24,732,263	21,496,202
Pension Stabilization Reserve	21,597,338	21,597,338	21,597,338	21,597,338	21,597,338
Historical Preservation Reserve	90,096	90,096	90,096	90,096	90,096
Santana West Reserve	5,000,000	0	0	0	0
Unrestricted	2,594,262	0	0	0	0
Total Ending Fund Balance	180,810,413	143,976,488	141,285,445	115,518,795	96,010,984
Total Use of Funds	445,091,910	423,885,992	417,570,007	398,080,264	357,442,479

Special Revenue Funds and Other Funds

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SPECIAL REVENUE FUNDS AND OTHER FUNDS

Special Revenue Funds are established to account for specific revenue sources that are legally restricted or committed to particular purposes. The City of Santa Clara has various revenue sources that require separate Special Revenue Funds to be set up. The Other Funds relate to special assessments funds.

Bridge Maintenance District #2 Fund (463)

The Bridge District #2 Fund sets aside revenue received through the apportionment of secured property tax as well as the RDA revenue distribution. This funding is then transferred to the Streets and Highways Capital Fund to cover costs associated with the Bridge Maintenance Program project.

Building Development Services Fund (158)

The Building Development Services Fund is new a fund in FY 2021/22 to account for the majority of activity related to the Building Division's operations. Since fees collected from building permits and inspections are generally restricted to Building Division fee-related uses, the creation of this new fund will provide enhanced transparency in meeting that directive.

The Building-related revenues and expenditures were previously reflected in the General Fund. A Building Inspection Reserve (BIR) that set aside excess Building fee revenues over expenditures was also included in the General Fund. With the establishment of the new fund, the transfer of BIR from the General Fund to the new Building Development Services Fund is incorporated into the FY 2021/22 and FY 2022/23 Proposed Budget.

Building Special Programs and Training Fund (220)

This fund was formerly the Certified Access Specialist (CASP) Certification and Training Fund but was retitled to incorporate additional changes to the fund starting in FY 2021/22. The fund will now incorporate Building Seismic/Strong Motion Fees and Building Standard Fees, in addition to CASp fees. All three revenue streams are related to state-mandated building permit fee surcharges (Building Standard and Seismic) or from the City's business license tax (CASp) and are for specific uses such as updating building code manuals or training related to updates in accessibility designs.

City Affordable Housing Fund (165)

The City Affordable Housing Fund accounts for the City's Below-Market Price Purchase Program, which helps low- and moderate-income families achieve the goal of homeownership. This fund promotes and facilitates the construction and retention of affordable housing, fulfilling State mandates to produce housing for all income levels. Revenues in the City Affordable Housing Fund are received from developer in-lieu fees, principal, and interest repayments on housing loans, as well as interest income on pooled investments. Major initiatives estimated to be completed at the end of FY 2020/21 are a \$4 million loan the Allied Housing for the construction of 80 affordable housing units located at 3333 Kifer Rd. and another loan of \$6 million to Zaen Partners LLC for the construction of 150 affordable housing units located at 2302 Calle Mundo.

Community Activities Fund (084)

The Community Activities Fund accounts for fees and donations received from the community and the City for activities particularly focused on seniors. This fund closed in FY 2019/20 with balances transferred to the General Fund and the Public Donations Fund.



Community Facilities District No. 2019-1 (Lawrence Station) Fund (027)

A resolution was adopted by Council in March 2019, to form a new Community Facilities District Fund to finance maintenance of roadways, parks, parking spaces and enforcement, landscaped parkways and medians, trails, a highway overpass and a community clubhouse and garden to be located within the development at Lawrence Station.

Starting in FY 2019/20, operating costs will be funded by annual assessment revenues. The special taxes will be used to fund the authorized public services. Pursuant to Report to Council 19-249, the Fund will also maintain additional funding necessary for expenses including replacements as facilities near end-of-service life (straight line depreciation of 15 years) in an operating and maintenance reserve of 20%. Initial assessment amount is \$344,374 and increases annually by Consumer Price Index (CPI).

Convention Center Maintenance District Fund (026)

This fund provides maintenance and landscaping to the common grounds within the Santa Clara Convention Center Complex. Funds are received by means of a Special Benefits Assessment levied against the property owners in the respective districts. This fund's expenditure budget is determined using fee estimates for cost recovery.

Downtown Parking Maintenance District Fund (025)

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. Maintenance of 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.

Endowment Care Fund (077)

This fund holds the non-expendable account of the fees collected from cemetery patrons. Interest earned from the cash maintained is contributed for the current maintenance of the cemetery.

Engineering Operating Grant Trust Fund (144)

This fund accounts for revenues received from other governmental agencies that are designated for specific uses in the Department of Public Works. Grants are appropriated as they are received by the Department of Public Works and approved by the City Council.

Expendable Trust Fund (079)

The Expendable Trust Fund accounts for assets held in a trustee capacity where the principal and income may be expended in the course of the fund's restricted/designated operations. Funds are appropriated as they are received by departments and approved by the City Council.



Fire Operating Grant Trust Fund (178)

This fund tracks revenues from other governmental agencies received by the Fire Department for fire safety and medical services activities. The grants are mostly provided by federal and County agencies. Grants are appropriated as they are received by the Fire Department and approved by the City Council.

Gas Tax Fund (121)

The Gas Tax Fund accounts for revenues and expenditures received from the State of California under Street and Highway Code Sections 2105, 2106, and 2107. Gas tax is imposed by the State 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. This funding is restricted for street maintenance, construction, and a limited amount for engineering.

Housing and Urban Development Fund (562)

The City of Santa Clara receives annual 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. The increased investment in the TBRA in FY 2020/21 and FY 2021/22 represent the City's commitment to assisting lower-income households that were disproportionately impacted by the COVID-19 pandemic.

Housing Authority Fund (164)

The Santa Clara Housing Authority (SCHA) was established by the City Council to assume responsibility for managing and monitoring housing assets from the dissolution of the Redevelopment Agency (RDA). SCHA also assumes the responsibility for housing loans, which provide affordable housing and were made under various programs, for qualifying individuals and groups. The SCHA receives its main source of revenues from program income, which is used to support loan monitoring, administration, and other programs and projects of the Housing and Community Services Division of the Community Development Department.

Housing Successor Agency Fund (169)

All California Redevelopment Agencies (RDA) were dissolved on February 1, 2012. Following the dissolution, the City of Santa Clara was designated as the Housing Successor to the former RDA, responsible for paying off the former RDA's existing debts, disposing of the former RDA'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 RDA's housing functions, including retaining all of the housing assets, rights, power, duties, obligations, and functions previously performed by the RDA in administering its Low and Moderate Income Housing Fund. Major funding commitments in FY 2020/21 include an \$11.65 million loan to the Agrihood Project located at 90. N Winchester encompassing 361 units of new housing units, with 165 of those dedicated as affordable senior housing. A \$5 million loan to Allied Housing for the construction of 80 affordable senior apartments located at 3335 Kifer Rd, and a \$5 million loan to Freebird Development for the construction of 65 affordable housing units located at 2330 Monroe St.



Library Donations Trust Fund (072)

This fund accounts for donations that are received and accepted by the City of Santa Clara's Library Department. These donations are for designated uses. Donations are appropriated as they are received by the Library Department and approved by the City Council.

Library Operating Grant Trust Fund (112)

This fund accounts for revenues received from other governmental agencies that are designated for specific uses in the Library Department. Grants are appropriated as they are received by the Library Department and approved by the City Council.

Other City Departments Operating Grant Trust Fund (101)

The Other City Departments Operating Grant Trust Fund accounts for any financial award given by the federal, State, or other local government to the City for Citywide eligible operating programs. Grants that are designated for department-specific functions are deposited into the respective departments' operating grant trust fund. Grants are appropriated as they are received by departments and approved by the City Council. In FY 2019/20 and FY 2020/21, the City charged all expenditures related to COVID-19 to this fund in order to separately track these costs. FEMA reimbursements are also budgeted in this fund.

Parks and Recreation Operating Grant Trust Fund (111)

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 Community Development Block Grant 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. Grants are appropriated as they are received by the Parks and Recreation Department and approved by the City Council.

Perpetual Care Fund (076)

This fund accounts for current fees collected from cemetery patrons for the future maintenance of the Mission City Memorial Park when the facility reaches full capacity. Interest earned from the cash maintained is contributed for the current maintenance of the cemetery.

Police Operating Grant Trust Fund (177)

This fund tracks revenues from other governmental agencies received by the Police Department for law enforcement activities. The grants are predominantly provided by the State with a smaller portion received from the federal government. Grants are appropriated as they are received by the Police Department and approved by the City Council.

Prefunded Plan Review Fund (157)

Before any major real estate development project moves forward to construction, extensive studies are conducted (environmental, economic, and traffic) to ensure that the project's impact on the community is well understood. The cost of these studies is generally paid for by developers with the funding provided to cities to ensure proper oversight of this process. This new fund for FY 2021/22 will account for all such activity moving forward.

Public Donations Fund (067)

The Public Donations Fund accounts for various donations the City receives from the public that are designated for specific uses. Per the City's Donation Policy, the City Manager is authorized to make funding available to departments for donations valued under \$100,000. Donations of \$100,000 or greater are appropriated as they are received by departments and approved by the City Council.

Public, Educational, and Governmental Fee Fund (221)

This fund accounts for the Public, Educational, and Governmental (PEG) fees the City receives from telecommunication companies, in accordance with the Cable Communications Act of 1984 and the Digital Infrastructure and Video Competition Act of 2006. PEG channels broadcast public meetings, news conferences and educational programming about City departments and programs as well as government-sponsored community events. PEG fees can be used for capital-related expenses including video production and streaming equipment as well as television monitoring technology and technical support. These funds can also be used for the renovation and construction of facilities such as Council chambers, public meeting rooms, and recording spaces.

Recreation Programs Operations Fund (041)

The Recreation Programs Operations Fund accounts for supply fees collected by the Recreation Programs of the City that are used for the purchase of materials and supplies consumed in the recreation classes and activities from preschool to young adults. The fund also holds donations including for citywide special event particularly the Arts, Crafts and Wine Festival which will be transferred to the Public Donations Fund. The Recreations Programs Operations Fund closed in FY 2019/20 with balances transferred to the General Fund and the Public Donations Fund.

Road Maintenance and Rehabilitation (SB1) Fund (122)

The Road Repair and Accountability Act of 2017 (Senate Bill 1) is a significant investment in California's transportation system which was signed into law on April 28, 2017. The funding from this investment must be used to fix roads, freeways, and bridges in communities across California, putting more dollars towards transit and safety. The majority of this revenue is from the Road Maintenance and Rehabilitation Account (RMRA), where cities have to prioritize repairing their existing infrastructure before addressing other transportation needs.

Traffic Fair Share Fund (124)

This fund is newly established in FY 2021/22 and is managed by the Department of Public Works. The Traffic Fair Share Fund is funded by developer contributions collected for specific jurisdictions and locations. Funding is allotted to non-City agencies for eligible projects or transfers to a capital project.

Traffic Mitigation Fund (123)

The Traffic Mitigation Fee is levied to fund improvements or programs to mitigate the City's traffic problems that result from development projects.

The following section details the City of Santa Clara's Special Revenue Funds and Other Funds' Statements of Sources and Uses and their Proposed Budgets for Fiscal Year 2021/22 and Fiscal Year 2022/23.



SPECIAL REVENUE FUNDS | BRIDGE MAINTENANCE DISTRICT #2 FUND (463)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Unrestricted	130,770	179,768	179,768	113,396	113,396
Total Beginning Fund Balance	130,770	179,768	179,768	113,396	113,396
Revenue					
Taxes - Ad Valorem	86,532	0	73,212	80,000	80,000
Other Agencies Revenue	27,466	0	416	0	0
Total Revenue	113,998	0	73,628	80,000	80,000
Total Source of Funds	244,768	179,768	253,396	193,396	193,396
Transfers To					
Streets and Highways Capital Fund	65,000	140,000	140,000	80,000	80,000
Total Transfers To	65,000	140,000	140,000	80,000	80,000
Ending Fund Balance					
Unrestricted	179,768	39,768	113,396	113,396	113,396
Total Ending Fund Balance	179,768	39,768	113,396	113,396	113,396
Total Use of Funds	244,768	179,768	253,396	193,396	193,396



SPECIAL REVENUE FUNDS | BUILDING DEVELOPMENT SERVICES FUND (158)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Unrestricted	0	0	0	0	19,191,003
Total Beginning Fund Balance	0	0	0	0	19,191,003
Revenue					
License Permit	0	0	0	7,915,000	8,198,000
Other Fees for Services	0	0	0	5,000,000	5,175,000
Other Revenue	0	0	0	445,000	445,000
Interest	0	0	0	270,000	294,000
Total Revenue	0	0	0	13,630,000	14,112,000
Transfers From					
General Fund	0	0	0	18,013,097	0
Total Transfers From	0	0	0	18,013,097	0
Total Source of Funds	0	0	0	31,643,097	33,303,003
Expenditures					
Salaries	0	0	0	5,530,746	5,745,108
Retirement and Benefits	0	0	0	2,914,562	3,057,471
Materials/Services/Supplies	0	0	0	1,870,556	1,617,929
Services From Other Funds - Cost Allocation Plan	0	0	0	1,117,637	1,139,990
Interfund Services	0	0	0	822,558	843,692
Total Expenditures	0	0	0	12,256,059	12,404,190
Transfers To					
General Fund	0	0	0	163,362	168,845
General Government Capital Fund	0	0	0	1,737	1,737
Certified Access Specialist (CASp)	0	0	0	7,000	7,000
Certification and Training Fund					
Total Transfers To	0	0	0	172,099	177,582
Ending Fund Balance					
Unrestricted	0	0	0	19,214,939	20,721,231
Total Ending Fund Balance	0	0	0	19,214,939	20,721,231
Total Use of Funds	0	0	0	31,643,097	33,303,003



SPECIAL REVENUE FUNDS | BUILDING SPECIAL PROGRAMS AND TRAINING FUND (220)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
CASp Reserve - Restricted	0	72,865	72,865	60,486	60,486
Seismic Admin Reserve - Restricted	0	0	0	100,000	114,000
Building Standard Reserve - Restricted	0	0	0	49,400	53,800
Total Beginning Fund Balance	0	72,865	72,865	209,886	228,286
Revenue					
Other Revenue	0	0	131,000	0	0
License Permit	84,016	37,995	66,265	37,995	37,995
Seismic Admin Fee	0	0	14,000	14,000	14,000
Building Standard Fee	0	0	4,400	4,400	4,400
Total Revenue	84,016	37,995	215,665	56,395	56,395
Transfers From					
Building Development Services Fund	0	0	0	7,000	7,000
General Fund	7,000	7,000	7,000	0	0
Total Transfers From	7,000	7,000	7,000	7,000	7,000
Total Source of Funds	91,016	117,860	295,530	273,281	291,681
Expenditures					
Salaries	10,786	22,020	38,424	22,020	22,020
Materials/Services/Supplies	5,653	69,210	45,455	21,210	21,210
Total Expenditures	16,439	91,230	83,879	43,230	43,230
Transfers To					
General Fund	1,711	1,765	1,765	1,765	1,765
Total Transfers To	1,711	1,765	1,765	1,765	1,765
Ending Fund Balance					
CASp Reserve - Restricted	72,865	24,865	60,486	60,486	60,486
Seismic Admin Reserve - Restricted	0	0	100,000	114,000	128,000
Building Standard Reserve - Restricted	0	0	49,400	53,800	58,200
Total Ending Fund Balance	72,865	24,865	209,886	228,286	246,686
Total Use of Funds	91,016	117,860	295,530	273,281	291,681



SPECIAL REVENUE FUNDS | CITY AFFORDABLE HOUSING FUND (165)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Encumbrance Carryover	387,840	460,378	460,378	460,378	460,378
Unrestricted	8,301,604	7,847,735	7,847,735	2,282,330	1,508,219
Total Beginning Fund Balance	8,689,444	8,308,113	8,308,113	2,742,708	1,968,597
Revenue					
Other Fees for Services	16,675	31,703	67,268	32,000	32,000
Other Agencies Revenue	18,250	0	1,260	0	0
Interest	161,081	100,000	150,000	50,000	50,000
Other Revenue	572,560	6,650,000	6,572,946	575,000	575,000
Total Revenue	768,566	6,781,703	6,791,474	657,000	657,000
Transfers From					
General Fund	0	1,500,000	1,500,000	0	0
Total Transfers From	0	1,500,000	1,500,000	0	0
Total Source of Funds	9,458,010	16,589,816	16,599,587	3,399,708	2,625,597
Expenditures					
Salaries	142,024	292,744	155,834	209,642	218,521
Retirement and Benefits	86,199	123,418	96,810	89,949	94,353
Materials/Services/Supplies	887,667	9,104,421	9,566,679	807,077	809,786
Services From Other Funds - Cost Allocation Plan	22,040	23,433	23,432	24,067	24,548
Interfund Services	11,967	12,756	12,756	376	170
Capital Outlay	0	300,000	4,001,368	300,000	300,000
Total Expenditures	1,149,897	9,856,772	13,856,879	1,431,111	1,447,378
Ending Fund Balance					
Encumbrance Carryover	460,378	460,378	460,378	460,378	460,378
Unrestricted	7,847,735	6,272,666	2,282,330	1,508,219	717,841
Total Ending Fund Balance	8,308,113	6,733,044	2,742,708	1,968,597	1,178,219
Total Use of Funds	9,458,010	16,589,816	16,599,587	3,399,708	2,625,597



SPECIAL REVENUE FUNDS | COMMUNITY ACTIVITIES FUND (084)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Unrestricted	348,210	0	0	0	0
Total Beginning Fund Balance	348,210	0	0	0	0
Revenue					
Other Revenue	(150)	0	0	0	0
Total Revenue	(150)	0	0	0	0
Total Source of Funds	348,060	0	0	0	0
Transfers To					
General Fund	237,753	0	0	0	0
Public Donations Fund	110,307	0	0	0	0
Total Transfers To	348,060	0	0	0	0
Ending Fund Balance					
Unrestricted	0	0	0	0	0
Total Ending Fund Balance	0	0	0	0	0
Total Use of Funds	348,060	0	0	0	0



SPECIAL REVENUE FUNDS | COMMUNITY FACILITIES DISTRICT NO. 2019-1 (LAWRENCE STATION) FUND (027)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Capital Reserve	0	38,280	23,510	62,960	138,225
Unrestricted	0	90,921	90,921	175,563	189,827
Total Beginning Fund Balance	0	129,201	114,431	238,523	328,052
Revenue					
Special Tax Revenues	117,551	197,252	197,252	376,327	387,617
Total Revenue	117,551	197,252	197,252	376,327	387,617
Total Source of Funds	117,551	326,453	311,683	614,850	715,669
Expenditures					
Administration	0	1,531	1,531	1,894	1,951
Facilities	0	26,122	0	85,500	117,420
Landscaped Parkways	0	23,040	0	28,512	29,367
Parking Enforcement	0	30,169	0	89,320	92,000
Parking Space Maintenance	0	2,749	0	3,402	3,504
Parks	3,120	71,629	71,629	75,000	103,000
Roadways	0	2,562	0	3,170	3,265
Total Expenditures	3,120	157,802	73,160	286,798	350,507
Ending Fund Balance					
Capital Reserve	23,510	77,731	62,960	138,225	215,748
Unrestricted	90,921	90,920	175,563	189,827	149,414
Total Ending Fund Balance	114,431	168,651	238,523	328,052	365,162
Total Use of Funds	117,551	326,453	311,683	614,850	715,669



SPECIAL REVENUE FUNDS | CONVENTION CENTER MAINTENANCE DISTRICT FUND (026)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Encumbrance Carryover	5,714	36,493	36,493	36,493	36,493
Unrestricted	121,569	70,602	70,602	70,602	70,602
Total Beginning Fund Balance	127,283	107,095	107,095	107,095	107,095
Revenue					
Other Fees for Services	926,770	926,770	926,770	926,770	1,035,419
Interest	7,825	0	0	0	0
Total Revenue	934,595	926,770	926,770	926,770	1,035,419
Transfers From					
General Fund	771,348	771,349	771,349	771,349	842,700
Total Transfers From	771,348	771,349	771,349	771,349	842,700
Total Source of Funds	1,833,226	1,805,214	1,805,214	1,805,214	1,985,214
Expenditures					
Salaries	17,693	18,814	18,814	18,092	18,802
Retirement and Benefits	9,022	9,798	9,798	10,203	10,624
Materials/Services/Supplies	1,591,176	1,547,164	1,547,164	1,494,244	1,669,051
Services From Other Funds - Cost Allocation Plan	40,740	41,696	41,696	55,632	56,745
Interfund Services	67,500	80,647	80,647	119,948	122,897
Total Expenditures	1,726,131	1,698,119	1,698,119	1,698,119	1,878,119
Ending Fund Balance					
Encumbrance Carryover	36,493	36,493	36,493	36,493	36,493
Unrestricted	70,602	70,602	70,602	70,602	70,602
Total Ending Fund Balance	107,095	107,095	107,095	107,095	107,095
Total Use of Funds	1,833,226	1,805,214	1,805,214	1,805,214	1,985,214



SPECIAL REVENUE FUNDS | DOWNTOWN PARKING MAINTENANCE DISTRICT FUND (025)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Encumbrance Carryover	152,601	47,236	47,236	47,236	47,236
Reserve for Maintenance	259,919	276,243	132,116	146,316	160,516
Unrestricted	336,526	369,833	513,960	516,769	378,606
Total Beginning Fund Balance	749,046	693,312	693,312	710,321	586,358
Revenue					
Interest	4,997	3,826	3,826	3,639	3,639
Other Fees for Services	11,327	10,374	10,374	10,561	10,561
Total Revenue	16,324	14,200	14,200	14,200	14,200
Transfers From					
General Fund	145,983	155,571	155,571	0	0
Total Transfers From	145,983	155,571	155,571	0	0
Total Source of Funds	911,353	863,083	863,083	724,521	600,558
Expenditures					
Salaries	12,254	47,442	47,442	47,469	48,930
Retirement and Benefits	26,272	26,580	26,580	28,203	29,229
Materials/Services/Supplies	52,841	50,975	50,975	38,715	39,877
Services From Other Funds - Cost Allocation Plan	13,155	13,464	13,464	15,275	15,581
Internal Services	10,855	8,301	8,301	8,501	8,691
Capital Outlay	102,664	0	0	0	0
Total Expenditures	218,041	146,762	146,762	138,163	142,308
Transfers To					
General Fund	0	6,000	6,000	0	0
Total Transfers To	0	6,000	6,000	0	0
Ending Fund Balance					
Encumbrance Carryover	47,236	47,236	47,236	47,236	47,236
Reserve for Maintenance	132,116	289,692	146,316	160,516	174,716
Unrestricted	513,960	373,393	516,769	378,606	236,298
Total Ending Fund Balance	693,312	710,321	710,321	586,358	458,250
Total Use of Funds	911,353	863,083	863,083	724,521	600,558



SPECIAL REVENUE FUNDS | ENDOWMENT CARE FUND (077)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Unrestricted	1,578,026	1,697,424	1,697,424	1,787,424	1,877,424
Total Beginning Fund Balance	1,578,026	1,697,424	1,697,424	1,787,424	1,877,424
Revenue					
Other Fees for Services	119,398	90,000	90,000	90,000	90,000
Interest	30,820	18,000	28,000	28,000	28,000
Total Revenue	150,218	108,000	118,000	118,000	118,000
Total Source of Funds	1,728,244	1,805,424	1,815,424	1,905,424	1,995,424
Transfers To					
Cemetery Fund	30,820	18,000	28,000	28,000	28,000
Total Transfers To	30,820	18,000	28,000	28,000	28,000
Ending Fund Balance					
Unrestricted	1,697,424	1,787,424	1,787,424	1,877,424	1,967,424
Total Ending Fund Balance	1,697,424	1,787,424	1,787,424	1,877,424	1,967,424
Total Use of Funds	1,728,244	1,805,424	1,815,424	1,905,424	1,995,424



SPECIAL REVENUE FUNDS | ENGINEERING OPERATING GRANT TRUST FUND (144)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Encumbrance Carryover	749,120	322,683	322,683	322,683	322,683
Unrestricted	(774,846)	(599,137)	(599,137)	0	0
Total Beginning Fund Balance	(25,726)	(276,454)	(276,454)	322,683	322,683
Revenue					
Other Agencies Revenue	203,503	642,533	642,533	0	0
Total Revenue	203,503	642,533	642,533	0	0
Transfers From					
General Fund - Building Inspection Reserve	0	3,333	3,333	0	0
Total Transfers From	0	3,333	3,333	0	0
Total Source of Funds	177,777	369,412	369,412	322,683	322,683
Expenditures					
One Bay Area Grant 15-16 City Match	18,950	0	0	0	0
One Bay Area Grant 15-16	435,281	21,932	21,932	0	0
VRF Countywide ITS 15-16	0	16,464	16,464	0	0
CLG Grant	0	8,333	8,333	0	0
Total Expenditures	454,231	46,729	46,729	0	0
Ending Fund Balance					
Encumbrance Carryover	322,683	322,683	322,683	322,683	322,683
Unrestricted	(599,137)	0	0	0	0
Total Ending Fund Balance	(276,454)	322,683	322,683	322,683	322,683
Total Use of Funds	177,777	369,412	369,412	322,683	322,683



SPECIAL REVENUE FUNDS | EXPENDABLE TRUST FUND (079)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Encumbrance Carryover	59,957	276,717	276,717	276,717	276,717
Unrestricted	977,262	467,234	467,234	0	0
Total Beginning Fund Balance	1,037,219	743,951	743,951	276,717	276,717
Revenue					
<i>Grants</i>					
City Manager's Office	1,366,626	952,157	952,157	0	0
Community Development Department	0	49,500	49,500	0	0
Fire Department	472,793	0	0	0	0
Human Resources	0	56,348	56,348	0	0
Information Technology	4,340	17,362	17,362	0	0
Police Department	108,526	0	40,175	0	0
Public Works	17,146	30,189	30,189	0	0
Total Revenue	1,969,431	1,105,556	1,145,731	0	0
Total Source of Funds	3,006,650	1,849,507	1,889,682	276,717	276,717
Expenditures					
<i>City Attorney's Office</i>					
Environment Enforcement Fines - City	0	32,189	32,189	0	0
<i>City Manager's Office</i>					
Related - City Place Santa Clara	2,015,281	0	0	0	0
ENA - SC Caltrain Station	34,450	15,318	15,318	0	0
<i>Community Development</i>					
Tasman East Contribution	0	49,500	49,500	0	0
<i>Fire</i>					
CUPA Administrative Enforcement Order	11,492	450,160	450,160	0	0
Environment Enforcement Fines - Fire	7,823	17,001	17,001	0	0
Fire Prevention	0	1,408	1,408	0	0
Fire - Haz Mat	0	1,598	1,598	0	0
Fire - Cert Grant	0	5,198	5,198	0	0
Fire - EMS Grant	0	2,681	2,681	0	0
OES HM Emergency Prep	0	75,000	75,000	0	0
Training HM Emergency Prep	0	75,000	75,000	0	0
Training Classes	0	2,861	2,861	0	0
<i>Human Resources</i>					
Deferred Comp. Revenue Sharing	0	56,348	56,348	0	0



SPECIAL REVENUE FUNDS | EXPENDABLE TRUST FUND (079)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
<i>Information Technology</i>					
SVACA Billings - City Depts	4,340	17,362	17,362	0	0
<i>Library</i>					
CLSA - Transaction Based Reimbursement	0	1,770	1,770	0	0
Public Library Foundation	0	17,718	17,718	0	0
<i>Police</i>					
Bingo Enforcement Fees	2,247	283,598	292,710	0	0
Seized Asset Funds - Local	0	41	41	0	0
Seized Asset Funds - State	0	141,549	171,216	0	0
Seized Asset Funds - US Justice	0	113,489	114,885	0	0
Shooting Range Recycled Casings	0	2,320	2,320	0	0
<i>Public Works</i>					
Environment Enforcement Fines - Street	0	12,875	12,875	0	0
Seized Asset Funds - Local	0	1,617	1,617	0	0
SVACA Billings - City Depts	17,146	30,189	30,189	0	0
Total Expenditures	2,092,779	1,406,790	1,446,965	0	0
Transfers To					
Police Operating Grant Trust Fund	169,920	166,000	166,000	0	0
Total Transfers To	169,920	166,000	166,000	0	0
Ending Fund Balance					
Encumbrance Carryover	276,717	276,717	276,717	276,717	276,717
Unrestricted	467,234	0	0	0	0
Total Ending Fund Balance	743,951	276,717	276,717	276,717	276,717
Total Use of Funds	3,006,650	1,849,507	1,889,682	276,717	276,717



SPECIAL REVENUE FUNDS | FIRE OPERATING GRANT TRUST FUND (178)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Unrestricted	(2,036)	60,986	60,986	0	0
Total Beginning Fund Balance	(2,036)	60,986	60,986	0	0
Revenue					
Other Agencies Revenue	79,566	285,377	413,654	0	0
Total Revenue	79,566	285,377	413,654	0	0
Transfers From					
General Fund	14,776	7,228	7,228	0	0
Total Transfers From	14,776	7,228	7,228	0	0
Total Source of Funds	92,306	353,591	481,868	0	0
Expenditures					
Assistance to Firefighter FY18/19 City Match	0	14,776	14,776	0	0
Assistance to Firefighter FY19/20 City Match	0	4,017	4,017	0	0
Assistance to Firefighter FY 19/20	0	40,168	40,168	0	0
Assistance to Firefighter Supplemental City Match	0	3,211	3,211	0	0
Assistance to Firefighter Supplemental	0	32,745	32,745	0	0
Bay Area Urban Security Initiative 2019	0	185,000	185,000	0	0
California Environmental Protection Agency	0	26,096	26,096	0	0
Emergency Medical Services County Patient Care System	0	47,578	47,578	0	0
State Homeland Security Grant Program	0	0	69,148	0	0
Urban Search and Rescue Deployment	24,961	0	59,129	0	0
Urban Search and Rescue Team Training	6,359	0	0	0	0
Total Expenditures	31,320	353,591	481,868	0	0
Ending Fund Balance					
Unrestricted	60,986	0	0	0	0
Total Ending Fund Balance	60,986	0	0	0	0
Total Use of Funds	92,306	353,591	481,868	0	0



SPECIAL REVENUE FUNDS | GAS TAX FUND (121)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Unrestricted	1,356,777	273,180	273,180	3,007,200	3,425,056
Total Beginning Fund Balance	1,356,777	273,180	273,180	3,007,200	3,425,056
Revenue					
State Revenues	2,837,335	3,000,000	3,000,000	2,800,000	3,000,000
Interest	255,574	100,000	225,000	100,000	100,000
Total Revenue	3,092,909	3,100,000	3,225,000	2,900,000	3,100,000
Transfers From					
Streets and Highways Capital Fund	78,042	2,076,876	2,076,876	0	0
Total Transfers From	78,042	2,076,876	2,076,876	0	0
Total Source of Funds	4,527,728	5,450,056	5,575,056	5,907,200	6,525,056
Transfers To					
Streets and Highways Capital Fund	4,254,548	2,567,856	2,567,856	2,482,144	3,509,479
Total Transfers To	4,254,548	2,567,856	2,567,856	2,482,144	3,509,479
Ending Fund Balance					
Unrestricted	273,180	2,882,200	3,007,200	3,425,056	3,015,577
Total Ending Fund Balance	273,180	2,882,200	3,007,200	3,425,056	3,015,577
Total Use of Funds	4,527,728	5,450,056	5,575,056	5,907,200	6,525,056



SPECIAL REVENUE FUNDS | HOUSING AND URBAN DEVELOPMENT FUND (562)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Encumbrance Carryover	713,065	747,929	747,929	747,929	747,929
Unrestricted	952,584	379,008	379,008	2,730,476	1,002,740
Total Beginning Fund Balance	1,665,649	1,126,937	1,126,937	3,478,405	1,750,669
Revenue					
Other Agencies Revenue	634,202	3,113,073	3,113,073	1,492,103	1,400,000
Other Fees for Services	1,467	0	1,467	0	0
Interest	0	0	29,731	0	0
Other Revenue	1,187,996	2,176,311	2,176,311	465,000	465,000
Total Revenue	1,823,665	5,289,384	5,320,582	1,957,103	1,865,000
Total Source of Funds	3,489,314	6,416,321	6,447,519	5,435,508	3,615,669
Expenditures					
Salaries	360,090	468,474	503,207	499,615	697,896
Retirement and Benefits	200,453	172,883	134,425	280,723	122,041
Public Service Agency	205,527	1,669,136	1,002,572	255,026	255,000
Neighborhood Conservation and Improvement Program	626,522	881,957	294,476	1,189,445	1,000,000
Affordable Rental Housing (Includes TBRA and CHDO)	970,785	2,096,935	1,034,434	1,459,013	500,000
Interfund Services	0	0	0	1,017	461
Total Expenditures	2,363,377	5,289,385	2,969,114	3,684,839	2,575,398
Ending Fund Balance					
Encumbrance Carryover	747,929	747,929	747,929	747,929	747,929
Unrestricted	378,008	379,007	2,730,476	1,002,740	292,342
Total Ending Fund Balance	1,125,937	1,126,936	3,478,405	1,750,669	1,040,271
Total Use of Funds	3,489,314	6,416,321	6,447,519	5,435,508	3,615,669



SPECIAL REVENUE FUNDS | HOUSING AUTHORITY FUND (164)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Encumbrance Carryover	14,831	35,600	35,600	35,600	35,600
Unrestricted	3,286,926	3,624,136	3,624,136	2,194,941	2,092,842
Total Beginning Fund Balance	3,301,757	3,659,736	3,659,736	2,230,541	2,128,442
Revenue					
Interest	64,859	35,000	54,000	11,000	11,000
Other Fees for Services	1,113	0	1,600	0	0
Other Revenue	399,892	5,450,000	442,449	250,000	250,000
Total Revenue	465,864	5,485,000	498,049	261,000	261,000
Total Source of Funds	3,767,621	9,144,736	4,157,785	2,491,541	2,389,442
Expenditures					
Salaries	58,100	77,688	43,311	84,838	87,963
Retirement and Benefits	32,060	37,469	31,568	47,488	49,770
Materials/Services/Supplies	11,741	130,600	45,900	130,600	130,600
Interfund Services	5,984	6,377	6,377	173	78
Capital Outlay	0	7,000,088	1,800,088	100,000	100,000
Total Expenditures	107,885	7,252,222	1,927,244	363,099	368,411
Ending Fund Balance					
Encumbrance Carryover	35,600	35,600	35,600	35,600	35,600
Unrestricted	3,624,136	1,856,914	2,194,941	2,092,842	1,985,431
Total Ending Fund Balance	3,659,736	1,892,514	2,230,541	2,128,442	2,021,031
Total Use of Funds	3,767,621	9,144,736	4,157,785	2,491,541	2,389,442



SPECIAL REVENUE FUNDS | HOUSING SUCCESSOR AGENCY FUND (169)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Encumbrance Carryover	53,817	197,768	197,768	197,768	197,768
Unrestricted	12,400,259	13,072,677	13,072,676	3,267,004	2,701,364
Total Beginning Fund Balance	12,454,076	13,270,445	13,270,444	3,464,772	2,899,132
Revenue					
Other Fees for Services	1,879	31,000	11,844	0	0
Interest	245,665	200,000	195,000	50,000	50,000
Other Revenue	1,095,849	300,000	590,024	300,000	300,000
Sale of Land	0	11,650,000	11,650,000	0	0
Total Revenue	1,343,393	12,181,000	12,446,868	350,000	350,000
Total Source of Funds	13,797,469	25,451,445	25,717,312	3,814,772	3,249,132
Expenditures					
Salaries	141,374	258,114	160,677	222,032	231,319
Retirement and Benefits	84,967	117,880	103,016	111,947	117,337
Materials/Services/Supplies	270,952	557,500	307,398	559,000	560,530
Services From Other Funds - Cost Allocation Plan	17,765	18,694	18,693	22,259	22,704
Interfund Services	11,967	12,756	12,756	402	182
Capital Outlay	0	21,650,000	21,650,000	0	0
Total Expenditures	527,025	22,614,944	22,252,540	915,640	932,072
Ending Fund Balance					
Encumbrance Carryover	197,768	197,768	197,768	197,768	197,768
Unrestricted	13,072,676	2,638,733	3,267,004	2,701,364	2,119,292
Total Ending Fund Balance	13,270,444	2,836,501	3,464,772	2,899,132	2,317,060
Total Use of Funds	13,797,469	25,451,445	25,717,312	3,814,772	3,249,132



SPECIAL REVENUE FUNDS | LIBRARY DONATIONS TRUST FUND (072)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Unrestricted	179,221	179,733	179,733	0	0
Total Beginning Fund Balance	179,221	179,733	179,733	0	0
Revenue					
Other Revenue	512	0	0	0	0
Total Revenue	512	0	0	0	0
Total Source of Funds	179,733	179,733	179,733	0	0
Expenditures					
City Library Foundation Trust	0	139,444	139,444	0	0
In Memory J.Jaffer	0	1,440	1,440	0	0
In Memory Of M.Dry	0	4,000	4,000	0	0
Library Books	0	1,300	1,300	0	0
Library Tote Bags	0	1,000	1,000	0	0
Literacy Program	0	9,050	9,050	0	0
SCSQ Irvine Contribution	0	22,755	22,755	0	0
Summer Reading	0	744	744	0	0
Total Expenditures	0	179,733	179,733	0	0
Ending Fund Balance					
Unrestricted	179,733	0	0	0	0
Total Ending Fund Balance	179,733	0	0	0	0
Total Use of Funds	179,733	179,733	179,733	0	0



SPECIAL REVENUE FUNDS | LIBRARY OPERATING GRANT TRUST FUND (112)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Encumbrance Carryover	15,775	5,988	5,988	5,988	5,988
Unrestricted	24,495	41,325	41,325	0	0
Total Beginning Fund Balance	40,270	47,313	47,313	5,988	5,988
Revenue					
Other Agencies Revenue	73,072	116,496	116,496	0	0
Total Revenue	73,072	116,496	116,496	0	0
Total Source of Funds	113,342	163,809	163,809	5,988	5,988
Expenditures					
Adult Literacy Program	13,732	47,304	47,304	0	0
Adult Literacy Program 18-19	23,864	0	0	0	0
Adult Literacy Program 19-20	27,856	64,099	64,099	0	0
Adult Literacy Program 20-21	0	38,918	38,918	0	0
PLP Innovation and Technology	577	7,500	7,500	0	0
Total Expenditures	66,029	157,821	157,821	0	0
Ending Fund Balance					
Encumbrance Carryover	5,988	5,988	5,988	5,988	5,988
Unrestricted	41,325	0	0	0	0
Total Ending Fund Balance	47,313	5,988	5,988	5,988	5,988
Total Use of Funds	113,342	163,809	163,809	5,988	5,988



SPECIAL REVENUE FUNDS | OTHER CITY DEPARTMENTS OPERATING GRANT TRUST FUND (101)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Encumbrance Carryover	0	296,438	296,438	296,438	296,438
Unrestricted	0	(598,085)	(598,085)	0	0
Total Beginning Fund Balance	0	(301,647)	(301,647)	296,438	296,438
Revenue					
Other Agencies Revenue	131,375	2,241,093	1,594,064	0	0
Other Revenue	0	14,331	37,571	0	0
Total Revenue	131,375	2,255,424	1,631,635	0	0
Transfers From					
General Fund	3,023,593	27,531	3,500,000	0	0
Information Technology Services Fund	334,938	0	0	0	0
Total Transfers From	3,358,531	27,531	3,500,000	0	0
Total Source of Funds	3,489,906	1,981,308	4,829,988	296,438	296,438
Expenditures					
<i>City Manager's Office</i>					
Healthy Cities Program - Tobacco Free Communities	0	48,944	48,944	0	0
<i>Non-Departmental</i>					
COVID-19	3,791,553	635,926	3,484,606	0	0
Total Expenditures	3,791,553	684,870	3,533,550	0	0
Transfers To					
Solid Waste Fund	0	1,000,000	1,000,000	0	0
Total Transfers To	0	1,000,000	1,000,000	0	0
Ending Fund Balance					
Encumbrance Carryover	296,438	296,438	296,438	296,438	296,438
Unrestricted	(598,085)	0	0	0	0
Total Ending Fund Balance	(301,647)	296,438	296,438	296,438	296,438
Total Use of Funds	3,489,906	1,981,308	4,829,988	296,438	296,438



SPECIAL REVENUE FUNDS | PARKS AND RECREATION OPERATING GRANT TRUST FUND (111)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Encumbrance Carryover	8,031	1,801	1,801	1,801	1,801
Unrestricted	845	22,983	22,983	845	845
Total Beginning Fund Balance	8,876	24,784	24,784	2,646	2,646
Revenue					
Other Agencies Revenue	145,166	134,774	134,774	144,539	144,539
Total Revenue	145,166	134,774	134,774	144,539	144,539
Transfers From					
General Fund	3,445	3,445	3,445	3,445	3,445
Total Transfers From	3,445	3,445	3,445	3,445	3,445
Total Source of Funds	157,487	163,003	163,003	150,630	150,630
Expenditures					
Salaries	39,037	63,628	63,628	63,628	63,628
Materials/Services/Supplies	93,666	96,729	96,729	84,356	84,356
Total Expenditures	132,703	160,357	160,357	147,984	147,984
Ending Fund Balance					
Encumbrance Carryover	1,801	1,801	1,801	1,801	1,801
Unrestricted	22,983	845	845	845	845
Total Ending Fund Balance	24,784	2,646	2,646	2,646	2,646
Total Use of Funds	157,487	163,003	163,003	150,630	150,630



SPECIAL REVENUE FUNDS | PERPETUAL CARE FUND (076)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Unrestricted	38,244	38,244	38,244	38,244	38,244
Total Beginning Fund Balance	38,244	38,244	38,244	38,244	38,244
Revenue					
Interest	719	500	500	500	500
Total Revenue	719	500	500	500	500
Total Source of Funds	38,963	38,744	38,744	38,744	38,744
Transfers To					
Cemetery Fund	719	500	500	500	500
Total Transfers To	719	500	500	500	500
Ending Fund Balance					
Unrestricted	38,244	38,244	38,244	38,244	38,244
Total Ending Fund Balance	38,244	38,244	38,244	38,244	38,244
Total Use of Funds	38,963	38,744	38,744	38,744	38,744



SPECIAL REVENUE FUNDS | POLICE OPERATING GRANT TRUST FUND (177)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Encumbrance Carryover	12,920	325,964	325,964	325,964	325,964
Unrestricted	777,915	1,238,103	1,238,103	0	0
Total Beginning Fund Balance	790,835	1,564,067	1,564,067	325,964	325,964
Revenue					
Other Agencies Revenue	1,201,028	586,080	586,080	0	0
Other Fees for Services	55,120	0	0	0	0
Total Revenue	1,256,148	586,080	586,080	0	0
Transfers From					
Expendable Trust Fund	169,920	166,000	166,000	0	0
Total Transfers From	169,920	166,000	166,000	0	0
Total Source of Funds	2,216,903	2,316,147	2,316,147	325,964	325,964
Expenditures					
Abandoned Vehicle Abatement Program	165	181,000	181,000	0	0
Board of State & Community Correction	0	38,544	38,544	0	0
Board of State & Community Correction 2020	247,245	461,216	461,216	0	0
Bulletproof Vest Grant 2019	8,226	0	0	0	0
Bulletproof Vest Grant 2020	0	1,500	1,500	0	0
Citizens' Option for Public Safety 17-18	133,717	15,794	15,794	0	0
Citizens' Option for Public Safety 18-19	975	228,417	228,417	0	0
Citizens' Option for Public Safety 19-20	551	263,656	263,656	0	0
Citizens' Option for Public Safety 20-21	0	196,119	196,119	0	0
Department of Justice COVID	0	39,923	39,923	0	0
Edward Byrne Memorial JAG FY17	8,444	4,080	4,080	0	0
Edward Byrne Memorial JAG FY19	0	37,035	37,035	0	0
Edward Byrne Memorial JAG FY20	0	12,469	12,469	0	0
National Incident-Based Reporting System	3,923	0	0	0	0
Office of Traffic Safety 2020	28,349	0	0	0	0
OTS-Pedestrian and Bicycle Safety	0	24,900	24,900	0	0
Seized Asset Funds	96,351	203,130	203,130	0	0
Tobacco Tax Act of 2016 Grant	124,890	0	0	0	0
West Valley College Training Program	0	282,400	282,400	0	0
Total Expenditures	652,836	1,990,183	1,990,183	0	0



SPECIAL REVENUE FUNDS | POLICE OPERATING GRANT TRUST FUND (177)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Ending Fund Balance					
Encumbrance Carryover	325,964	325,964	325,964	325,964	325,964
Unrestricted	1,238,103	0	0	0	0
Total Ending Fund Balance	1,564,067	325,964	325,964	325,964	325,964
Total Use of Funds	2,216,903	2,316,147	2,316,147	325,964	325,964



SPECIAL REVENUE FUNDS | PREFUNDED PLAN REVIEW FUND (157)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Unrestricted	0	0	0	0	0
Total Beginning Fund Balance	0	0	0	0	0
Revenue					
Other Revenue	0	0	834,734	0	0
Total Revenue	0	0	834,734	0	0
Total Source of Funds	0	0	834,734	0	0
Expenditures					
Materials/Services/Supplies	0	0	821,633	0	0
Total Expenditures	0	0	821,633	0	0
Transfers To					
General Fund	0	0	13,101	0	0
Total Transfers To	0	0	13,101	0	0
Ending Fund Balance					
Unrestricted	0	0	0	0	0
Total Ending Fund Balance	0	0	0	0	0
Total Use of Funds	0	0	834,734	0	0



SPECIAL REVENUE FUNDS | PUBLIC DONATIONS FUND (067)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Encumbrance Carryover	0	29,481	29,481	29,481	29,481
Unrestricted	74,664	366,706	366,706	0	0
Total Beginning Fund Balance	74,664	396,187	396,187	29,481	29,481
Revenue					
<i>Donations</i>					
City Manager's Office	1,935	0	18,400	0	0
Community Development	225	0	100	0	0
Electric Utility	0	0	0	0	0
Parks and Recreation	203,729	0	16,212	0	0
Police	77	5,000	5,000	0	0
Public Works	0	0	0	0	0
Total Revenue	205,966	5,000	39,712	0	0
Transfers From					
Community Activities Fund	111,305	0	0	0	0
Sewer Utility Fund	0	25,000	25,000	0	0
Water Utility Fund	0	25,000	25,000	0	0
Recreation Programs Operations Fund	198,163	0	0	0	0
Total Transfers From	309,468	50,000	50,000	0	0
Total Source of Funds	590,098	451,187	485,899	29,481	29,481
Expenditures					
<i>City Manager's Office</i>					
Bank of Santa Clara Car Seat Program	0	500	500	0	0
Donations - Art in Public Places	0	226	226	0	0
Donations - Championship Teams	0	1,344	1,344	0	0
Donations - Help Your Neighbor	464	65,583	83,983	0	0
Donations - Mission City Community	0	67	67	0	0
Donations - Undesignated	0	125	125	0	0
S.C. Art in Public Places	0	37,720	37,720	0	0
<i>Community Development</i>					
Donations - Berryessa Adobe	0	1,150	1,150	0	0
Donations - Historical Preservation	0	4,391	4,491	0	0



SPECIAL REVENUE FUNDS | PUBLIC DONATIONS FUND (067)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
<i>Fire</i>					
Donations - Fire Safety	0	1,961	1,961	0	0
Donations - Public Education	0	1,384	1,384	0	0
<i>Parks and Recreation</i>					
Arts, Crafts and Wine Festival	128,517	148,230	148,330	0	0
Case Management Grant	0	22,849	34,814	0	0
Teens - Youth Commission	0	3,819	3,819	0	0
Wade Brummal Scholarship Fund	1,000	122,440	126,587	0	0
<i>Police</i>					
Donation - COVID	0	5,000	5,000		
Donation - Police K9 Program	7,000	0	0	0	0
Police - Bicycle Safety Program	74	1,377	1,377	0	0
Police - Voucher Program	0	3,540	3,540	0	0
Total Expenditures	137,055	421,706	456,418	0	0
 <i>Transfers To</i>					
General Fund	56,856	0	0	0	0
Total Transfers To	56,856	0	0	0	0
 <i>Ending Fund Balance</i>					
Encumbrance Carryover	29,481	29,481	29,481	29,481	29,481
Unrestricted	366,706	0	0	0	0
Total Ending Fund Balance	396,187	29,481	29,481	29,481	29,481
 Total Use of Funds	590,098	451,187	485,899	29,481	29,481



SPECIAL REVENUE FUNDS | PUBLIC, EDUCATIONAL, AND GOVERNMENTAL FEE FUND (221)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Encumbrance Carryover	0	31,756	31,756	31,756	31,756
Unrestricted	64,371	2,204,211	2,204,211	2,324,211	2,324,211
Total Beginning Fund Balance	64,371	2,235,967	2,235,967	2,355,967	2,355,967
Revenue					
Other Agencies Revenue	250,616	150,000	233,000	200,000	200,000
Total Revenue	250,616	150,000	233,000	200,000	200,000
Transfers From					
General Government Capital Fund	2,056,894	0	0	0	0
Total Transfers From	2,056,894	0	0	0	0
Total Source of Funds	2,371,881	2,385,967	2,468,967	2,555,967	2,555,967
Expenditures					
Materials/Services/Supplies	0	0	13,000	0	0
Capital Outlay	135,914	0	100,000	200,000	200,000
Total Expenditures	135,914	0	113,000	200,000	200,000
Ending Fund Balance					
Encumbrance Carryover	31,756	31,756	31,756	31,756	31,756
Unrestricted	2,204,211	2,354,211	2,324,211	2,324,211	2,324,211
Total Ending Fund Balance	2,235,967	2,385,967	2,355,967	2,355,967	2,355,967
Total Use of Funds	2,371,881	2,385,967	2,468,967	2,555,967	2,555,967



SPECIAL REVENUE FUNDS | RECREATION PROGRAMS OPERATIONS FUND (041)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Unrestricted	707,468	0	0	0	0
Total Beginning Fund Balance	707,468	0	0	0	0
Revenue					
Other Revenue	55,003	0	0	0	0
Total Revenue	55,003	0	0	0	0
Total Source of Funds	762,471	0	0	0	0
Transfers To					
General Fund	564,318	0	0	0	0
Public Donations Fund	198,153	0	0	0	0
Total Transfers To	762,471	0	0	0	0
Ending Fund Balance					
Unrestricted	0	0	0	0	0
Total Ending Fund Balance	0	0	0	0	0
Total Use of Funds	762,471	0	0	0	0



SPECIAL REVENUE FUNDS | ROAD MAINTENANCE AND REHABILITATION (SB1) FUND (122)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Unrestricted	373,336	55,741	55,741	180,741	480,741
Total Beginning Fund Balance	373,336	55,741	55,741	180,741	480,741
Revenue					
State Revenues	2,049,441	2,200,000	2,200,000	2,400,000	2,400,000
Interest	36,943	25,000	25,000	0	0
Total Revenue	2,086,384	2,225,000	2,225,000	2,400,000	2,400,000
Total Source of Funds	2,459,720	2,280,741	2,280,741	2,580,741	2,880,741
Transfers To					
Streets and Highways Capital Fund	2,403,979	2,100,000	2,100,000	2,100,000	2,100,000
Total Transfers To	2,403,979	2,100,000	2,100,000	2,100,000	2,100,000
Ending Fund Balance					
Unrestricted	55,741	180,741	180,741	480,741	780,741
Total Ending Fund Balance	55,741	180,741	180,741	480,741	780,741
Total Use of Funds	2,459,720	2,280,741	2,280,741	2,580,741	2,880,741



SPECIAL REVENUE FUNDS | TRAFFIC FAIR SHARE FUND (124)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Restricted for Fair Share Projects	0	0	0	7,941,970	7,941,970
Total Beginning Fund Balance	0	0	0	7,941,970	7,941,970
Revenue					
Other Revenue	0	0	7,941,970	0	0
Total Revenue	0	0	7,941,970	0	0
Total Source of Funds	0	0	7,941,970	7,941,970	7,941,970
Ending Fund Balance					
Restricted for Fair Share Projects	0	0	7,941,970	7,941,970	7,941,970
Total Ending Fund Balance	0	0	7,941,970	7,941,970	7,941,970
Total Use of Funds	0	0	7,941,970	7,941,970	7,941,970



SPECIAL REVENUE FUNDS | TRAFFIC MITIGATION FUND (123)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Unrestricted	4,448,876	3,111,153	3,111,153	4,883,667	4,380,240
Total Beginning Fund Balance	4,448,876	3,111,153	3,111,153	4,883,667	4,380,240
Revenue					
Other Fees for Services	117,253	1,531,500	1,042,523	1,531,500	1,531,500
Interest	226,524	150,000	162,000	150,000	150,000
Total Revenue	343,777	1,681,500	1,204,523	1,681,500	1,681,500
Transfers From					
Streets and Highways Capital Fund	280	2,571,491	2,571,491	0	0
Total Transfers From	280	2,571,491	2,571,491	0	0
Total Source of Funds	4,792,933	7,364,144	6,887,167	6,565,167	6,061,740
Transfers To					
Streets and Highways Capital Fund	1,681,780	2,003,500	2,003,500	2,184,927	1,815,000
Total Transfers To	1,681,780	2,003,500	2,003,500	2,184,927	1,815,000
Ending Fund Balance					
Unrestricted	3,111,153	5,360,644	4,883,667	4,380,240	4,246,740
Total Ending Fund Balance	3,111,153	5,360,644	4,883,667	4,380,240	4,246,740
Total Use of Funds	4,792,933	7,364,144	6,887,167	6,565,167	6,061,740

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Enterprise Funds

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ENTERPRISE FUNDS

Enterprise funds are used to finance and account for operations and activities performed by designated departments in the City or through third-party agreements. The operating revenues and expenses result from providing services and producing and delivering goods in connection with an enterprise fund's principal ongoing operations. Principal operating revenues of the City's enterprise funds are charges to customers for services. Operating expenses for the City's enterprise funds include the costs of sales and services, administrative expenses, and maintenance of capital assets.

Utility rate increases for FY 2021/22* are as follows:

Utility Service	FY 2021/22	FY 2022/23	% Change	Additional Information
Water Residential per HCF	\$6.69	\$6.95	3.8%	
Recycled Water Irrigation per HCF	\$3.74	\$3.93	5.0%	
Sewer Residential Single Family per month	\$44.53	\$45.76	2.7%	
Solid Waste 32 Gallon Cart	\$44.10	\$49.05	11.2%	Includes recycling and yard waste charges
3-Cubic Yard Bin	\$322.03	\$389.02	20.8%	Serviced one time per week
Electric Residential per KWH	\$0.1289	\$0.1327	3.0%	Effective January 1, 2022

*Council approval in June 2021 and to be effective July 1, 2021 except for Electric rate

Cemetery Fund (093)

This fund is managed by the Parks and Recreation Department and provides planning, development, operation, and maintenance of the City's two cemetery properties with one located on North Winchester Boulevard and one on Agnews Road. While there are charges for these services, the activities of this fund are primarily funded by transfers from the General Fund.

Convention Center Enterprise Fund (860)

This fund was established in 1984 to account for the operations of the City's Convention Center through third-party agreements. In February 2019, the City entered into an agreement with Global Spectrum, LP, dba Spectra Venue Management (Spectra). As part of the agreement, Spectra provided the City with an operating budget proposal for FY 2021/22 and FY 2022/23. These submittals have been incorporated into the source and use documents, with additional information provided in the Non-Departmental section of this document.



Electric Operating Grant Trust Fund (191)

The City's Electric Utility Department, known as Silicon Valley Power (SVP), initially established this fund for the Public Benefits Program, which helps make homes and businesses more energy-efficient. SVP is required to collect and spend 2.85% of its electric sales revenues (of customer service charges from Electric Utility Fund) in accordance with assembly bill AB 1890 on cost-effective energy efficiency, new renewable generation, low-income energy programs, and new electric technologies research and development. In FY 2019/20, two programs were added to include the Low Carbon Fuel and Greenhouse Gas programs that utilize restricted revenue that includes yearly reporting requirements. The mission of these programs is to create electrification projects by either decarbonizing of fleet vehicles or reducing the emissions of greenhouse gasses.

Electric Utility Fund (091)

This fund is managed by the Electric Utility Department, also known as Silicon Valley Power (SVP), and accounts for the operation of the City's electric utility service. The Department provides these services on a user charge basis to residences, businesses, and industrial customers, including large data centers.

Revenue sources in the Electric Utility Fund are dictated by the utility rate approved by the City, effective each January, based on SVP's ten-year forecast with their revenue and expenditure projections, and reserve requirements fulfilling debt service, capital improvement projects, rate stabilization, among other obligations. Electric rate increases have been relatively stable, so customers, both large and small, can plan for their uses. At the same time, for customers who have difficulty absorbing these increases, SVP continues to offer assistance to low-income customers and energy conservation programs and rebates to help customers reduce their electricity usage. SVP's estimated rate increase for calendar year 2022 is 3.0%.

SVP has nearly 58,000 customer accounts in the City, with that is made up of 85% residential, 12% commercial, 3% industrial, and <1% other. However, their proportion of revenue contribution is reversed, with almost 89% of revenues generated by industrial customers while residential, commercial, and other are 7%, 4%, and <1%, respectively. Industrial customers include many publicly listed technology companies headquartered in the City and data centers hosting servers for the same companies. Load growth of energy sales is based on a combination of historical data and forward-looking opportunities, especially from large key industrial customers. Additional revenues are generated through wholesale, capacity sales, and restricted revenue programs such as Green House Gas, Electric Vehicle, Renewable Energy Credits, and Low Carbon Fuel Standard. Given the high concentration of revenue generated from industrial customers, SVP's revenue growth prospect is highly correlated to Silicon Valley's economic growth.

Majority of expenses are due to cost of sales, such as energy resources purchases, cost of generating and delivering power to SVP customers, including transmission access charges that apply to all-electric energy that SVP receives via the PG&E transmission system and gas transmission charges for delivering fuel to SVP's gas-fired power plants.



Sewer Utility Fund (094)

This fund is managed by the Water and Sewer Utilities Department and accounts for the maintenance of the City's sewer lines and related facilities. The Department provides these services on a user charge basis to residences and businesses.

Each operating budget cycle, the Department develops a ten-year forecast with their revenue and expenditure projections. Revenue sources in the Sewer Utility Fund are dictated by the utility rate approved by the City and the actual water usage by residences and businesses. A rate study is conducted by a third-party consultant selected by the Water and Sewer Utilities Department; this information is then used to determine both revenue and expenditure projections in the forecast. In addition to the information provided in the rate study, revenue projections are based on historical data and anticipated activity. Anticipated expenditures also play a role in the development of the revenue projections. Expenditure projections are based on historical data and the capital project needs to be approved in the City's Capital Improvement Program budget. Additionally, the City co-owns the Regional Wastewater Facility with the City of San José. Estimates are provided by the City of San José for Santa Clara's share of the facility rebuild, and these estimates are also used in determining the expenditure projections in the Sewer Utility Fund.

Per the adopted budget policy, this fund includes reserves for Rate Stabilization, Operations and Maintenance, Construction, and Pension Stabilization. It also includes a Replacement and Improvement Reserve.

Solid Waste Fund (096)

This fund is managed by the Public Works Department and accounts for the administration of the City's garbage and rubbish collection service, including street sweeping, household hazardous waste, and Clean-Up Campaign services. The revenue projections are based on anticipated increases in garbage rates due to increases in agreements for exclusive franchise garbage and yard waste collection and solid waste processing services.

Per the adopted budget policy, this fund includes reserves for Rate Stabilization, Operations and Maintenance, and Pension Stabilization.

Water Recycling Fund (097)

This fund is managed by the Water and Sewer Utilities Department and accounts for the ongoing maintenance and operations of the City of Santa Clara's wastewater reclamation system. The Department provides these services on a user charge basis from the sale of non-potable water for irrigation and landscaping.

Each operating budget cycle, the Department develops a ten-year forecast with their revenue and expenditure projections. Revenue sources in the Water Recycling Program Fund are dictated by the utility rate approved by the City and the actual water usage by residences and businesses. A rate study is conducted by a third-party consultant selected by the Water and Sewer Utilities Department; this information is then used to determine both revenue and expenditure projections in the forecast. In addition to the information provided in the rate study, revenue projections are based on historical data and anticipated activity. Anticipated expenditures also play a role in the development of the revenue projections. Expenditure projections are based on historical data and capital projects need to be approved in the City's Capital Improvement Program budget.

Per the adopted budget policy, this fund includes reserves for Rate Stabilization, Operations and Maintenance, Construction, and Pension Stabilization.



Water Utility Fund (092)

This fund is managed by the Water and Sewer Utilities Department and accounts for the operation of the City's water utility services. The Department provides these services on a user charge basis to residences and businesses.

Each operating budget cycle, the Department develops a ten-year forecast with their revenue and expenditure projections. Revenue sources in the Water Utility Fund are dictated by the utility rate approved by the City and the actual water usage by residences and businesses. A rate study is conducted by a third-party consultant selected by the Water and Sewer Utilities Department; this information is then used to determine both revenue and expenditure projections in the forecast. In addition to the information provided in the rate study, revenue projections are based on historical data and anticipated activity. Anticipated expenditures also play a role in the development of the revenue projections. Expenditure projections are based on historical data and capital projects needs to be approved in the City's Capital Improvement Program Budget.

Per the adopted budget policy, this fund includes reserves for Rate Stabilization, Operations and Maintenance, Construction, and Pension Stabilization. It also includes a Replacement and Improvement Reserve and a Water Conservation Reserve.

The following section details the City of Santa Clara's Enterprise Funds' Statements of Sources and Uses and their Proposed Operating Budgets for Fiscal Year 2021/22 and Fiscal Year 2022/23.



ENTERPRISE FUNDS | CEMETERY FUND (093)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Unrestricted	66,471	78,413	78,413	97,149	94,592
Total Beginning Fund Balance	66,471	78,413	78,413	97,149	94,592
Revenue					
Other Fees for Services	464,840	600,000	500,000	600,000	600,000
Other Revenue	1,092	0	6,042	0	0
Total Revenue	465,932	600,000	506,042	600,000	600,000
Transfers From					
General Fund	703,490	771,769	771,769	850,000	870,000
Endowment Care Fund	30,820	18,000	28,000	28,000	28,000
Perpetual Care Fund	719	500	500	500	500
Total Transfers From	735,029	790,269	800,269	878,500	898,500
Total Source of Funds	1,267,432	1,468,682	1,384,724	1,575,649	1,593,092
Expenditures					
Salaries	424,881	500,439	482,000	486,907	506,514
Retirement and Benefits	257,925	280,784	280,784	300,400	315,623
Materials/Services/Supplies	240,831	359,680	250,000	371,350	383,433
Services From Other Funds - Cost Allocation Plan	132,895	136,015	136,015	129,713	132,307
Interfund Services	130,028	136,035	136,035	191,865	196,830
Total Expenditures	1,186,560	1,412,953	1,284,834	1,480,235	1,534,707
Transfers To					
General Government Capital Fund	2,459	2,741	2,741	822	822
Total Transfers To	2,459	2,741	2,741	822	822
Ending Fund Balance					
Unrestricted	78,413	52,988	97,149	94,592	57,563
Total Ending Fund Balance	78,413	52,988	97,149	94,592	57,563
Total Use of Funds	1,267,432	1,468,682	1,384,724	1,575,649	1,593,092



ENTERPRISE FUNDS | CONVENTION CENTER ENTERPRISE FUND (860)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Encumbrance Carryover	212,501	141,500	141,500	141,500	141,500
Operating Surplus	0	230,470	230,470	0	0
Unrestricted	5,736,122	4,589,785	4,589,785	2,324,439	1,094,783
Total Beginning Fund Balance	5,948,623	4,961,755	4,961,755	2,465,939	1,236,283
Revenue					
Levy Investment	191,667	0	0	0	0
Charges for Services	11,412,967	4,909,837	94,794	0	0
Rents	2,576,936	5,789,533	0	0	0
Interest	87,937	0	32,976	0	0
Event Revenue	0	11,044,000	0	8,291,055	13,530,685
Other Revenue	0	168,836	383,699	61,150	72,950
Total Revenue	14,269,507	21,912,206	511,469	8,352,205	13,603,635
Total Source of Funds	20,218,130	26,873,961	5,473,224	10,818,144	14,839,918
Expenditures					
Salaries	241,780	240,933	238,869	232,657	244,476
Retirement and Benefits	125,791	118,328	123,315	123,901	130,627
Materials/Services/Supplies	463,119	1,193,133	165,000	45,000	45,000
Interfund Services	42,698	143,976	32,976	181,832	186,928
Event Expense	12,366,882	7,505,662	0	5,133,706	8,318,461
Indirect Expense	2,016,105	11,335,505	2,184,392	3,864,765	5,502,889
Total Expenditures	15,256,375	20,537,537	2,744,552	9,581,861	14,428,381
Transfers To					
General Fund	0	20,000	20,000	0	0
Public Buildings Capital Fund	0	242,733	242,733	0	0
Total Transfers To	0	262,733	262,733	0	0
Ending Fund Balance					
Encumbrance Carryover	141,500	141,500	141,500	141,500	141,500
Operating Surplus	230,470	3,301,508	0	0	0
Unrestricted	4,589,785	2,630,683	2,324,439	1,094,783	270,037
Total Ending Fund Balance	4,961,755	6,073,691	2,465,939	1,236,283	411,537
Total Use of Funds	20,218,130	26,873,961	5,473,224	10,818,144	14,839,918



ENTERPRISE FUNDS | ELECTRIC OPERATING GRANT TRUST FUND (191)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Public Benefits	34,342,493	39,749,662	39,749,662	46,004,018	44,977,676
Low Carbon Fuel	2,038,141	2,784,760	2,784,760	6,608,689	6,608,689
Greenhouse Gas	0	39,290	39,290	2,557,087	2,557,087
Total Beginning Fund Balance	36,380,634	42,573,712	42,573,712	55,169,794	54,143,452
Revenue					
Other Agencies	61,550	0	128,334	0	0
Charges for Services	12,265,779	12,873,097	12,832,456	13,903,330	15,914,801
Low Carbon Fuel	2,000,000	5,096,600	5,096,600	3,900,000	3,900,000
Greenhouse Gas	16,574,206	16,487,338	15,892,378	14,036,178	14,660,843
Other Revenue	51,270	0	6,779	44,261	46,474
Total Revenue	30,952,805	34,457,035	33,956,547	31,883,769	34,522,118
Transfers From					
Electric Utility Capital Fund	0	792,271	792,271	0	0
Total Transfers From	0	792,271	792,271	0	0
Total Source of Funds	67,333,439	77,823,018	77,322,530	87,053,563	88,665,570
Expenditures					
Salaries	595,894	803,721	724,376	771,432	803,007
Retirement and Benefits	329,608	362,870	257,213	387,393	407,870
Materials/Services/Supplies	1,543,115	3,760,485	1,573,859	4,433,530	3,724,520
Mandated Program Costs	3,823,278	14,169,942	3,566,366	13,305,337	26,975,621
Services From Other Funds - Cost Allocation Plan	162,370	170,204	170,208	189,013	192,793
Contribution In Lieu	615,853	643,655	641,623	695,166	795,740
Capital Outlay	39,640	0	0	0	0
Interfund Services	175,763	61,266	61,266	85,753	89,980
Total Expenditures	7,285,521	19,972,143	6,994,911	19,867,624	32,989,531
Transfers To					
Electric Utility Fund	15,974,206	11,847,222	11,847,222	6,760,648	0
Electric Utility Capital Fund	1,500,000	2,155,621	2,155,621	4,851,839	1,132,587
Streets and Highways Capital Fund	0	400,000	400,000	400,000	0
Library Department Capital Fund	0	114,982	114,982	0	0
Vehicle Replacement Fund	0	0	640,000	1,030,000	400,000
Total Transfers To	17,474,206	14,517,825	15,157,825	13,042,487	1,532,587



ENTERPRISE FUNDS | ELECTRIC OPERATING GRANT TRUST FUND (191)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Ending Fund Balance					
Public Benefits	39,749,662	40,514,538	46,004,018	44,977,676	44,977,676
Low Carbon Fuel	2,784,760	2,779,222	6,608,689	6,608,689	6,608,689
Greenhouse Gas	39,290	39,290	2,557,087	2,557,087	2,557,087
Total Ending Fund Balance	42,573,712	43,333,050	55,169,794	54,143,452	54,143,452
Total Use of Funds	67,333,439	77,823,018	77,322,530	87,053,563	88,665,570



ENTERPRISE FUNDS | ELECTRIC UTILITY FUND (091)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Encumbrance Carryover	913,447	1,323,884	1,323,884	1,323,884	1,323,884
Critical Infrastructure Reserve	0	53,997,200	53,997,200	55,354,340	57,007,467
Donald Von Raesfeld Power Plant Reserve	5,078,163	78,163	78,163	0	0
Operations and Maintenance Reserve	98,947,182	112,838,357	112,838,357	107,900,786	118,765,556
Pension Trust Reserve	4,329,866	5,165,892	5,165,892	6,093,245	6,440,500
Rate Stabilization Reserve	25,000,000	44,898,011	44,898,011	44,356,590	48,776,613
Unrestricted	102,134,201	49,953,094	49,953,094	67,780,967	84,133,789
Total Beginning Fund Balance	236,402,859	268,254,601	268,254,601	282,809,812	316,447,809
Revenue					
Charges for Services	430,663,828	451,617,602	443,565,897	487,766,128	558,344,084
Other Fees for Services	3,177,739	2,797,200	2,276,357	3,248,584	3,231,606
Interest	7,224,871	4,870,422	5,632,824	5,781,950	6,271,536
Rents	3,250,694	3,539,450	3,670,219	3,516,645	3,616,685
Wholesale Revenue	15,258,396	14,371,567	15,864,886	19,894,427	20,361,425
Restricted Revenues	4,338,867	2,439,572	1,269,025	2,437,750	1,572,313
Other Revenue	1,136,927	1,210,000	1,115,987	1,280,894	1,289,337
Total Revenue	465,051,322	480,845,813	473,395,195	523,926,378	594,686,986
Transfers From					
Electric Operating Grant Trust Fund	15,974,206	11,847,222	11,847,222	6,760,648	0
Electric Utility Capital Fund	171,196	0	0	0	0
Street Lighting Capital Fund	0	110,211	110,211	0	0
General Government Capital Fund	0	91,540	91,540	0	0
Total Transfers From	16,145,402	12,048,973	12,048,973	6,760,648	0
Total Source of Funds	717,599,583	761,149,387	753,698,769	813,496,838	911,134,795
Expenditures					
Salaries	27,468,827	31,738,339	28,105,122	34,227,863	35,586,448
Retirement and Benefits	13,128,500	14,318,887	13,359,788	16,128,162	16,978,793
Materials/Services/Supplies	21,645,065	30,168,279	24,637,881	32,347,051	32,877,779
Resource/Production	310,853,665	326,500,221	326,500,221	353,462,621	388,414,505
Services From Other Funds - Cost Allocation Plan	7,975,314	9,118,890	9,118,890	7,912,091	8,070,333
Interfund Services	4,340,876	6,181,412	6,181,412	5,906,226	6,112,911
Contribution In Lieu	22,094,309	23,699,830	23,699,830	25,078,210	28,890,414
Capital Outlay	152,564	504,800	504,800	16,000	17,000
Total Expenditures	407,659,120	442,230,658	432,107,944	475,078,224	516,948,183



ENTERPRISE FUNDS | ELECTRIC UTILITY FUND (091)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Transfers To					
General Fund	713,000	53,200	53,200	677,733	712,503
General Government Capital Fund	583,540	635,578	635,578	596,323	596,323
Special Liability Insurance Fund	416,063	0	0	0	0
Streets and Highways Capital Fund	0	0	0	90,000	0
Street Lighting Capital Fund	169,626	125,000	125,000	0	2,980,000
Electric Utility Capital Fund	30,210,940	24,415,856	24,415,856	4,300,865	41,958,743
Electric Debt Service Fund	9,592,693	13,315,379	13,551,379	16,305,884	16,548,917
Total Transfers To	41,685,862	38,545,013	38,781,013	21,970,805	62,796,486
Ending Fund Balance					
Encumbrance Carryover	1,323,884	1,323,884	1,323,884	1,323,884	1,323,884
Critical Infrastructure Reserve	53,997,200	55,354,340	55,354,340	57,007,467	62,031,742
Donald Von Raesfeld Power Plant Reserve	78,163	78,163	0	0	0
Operations and Maintenance Reserve	112,838,357	110,431,464	107,900,786	118,765,556	129,232,796
Pension Trust Reserve	5,165,892	6,093,245	6,093,245	6,440,500	7,360,571
Rate Stabilization Reserve	44,898,011	45,161,760	44,356,590	48,776,613	55,834,408
Unrestricted	49,953,094	61,930,860	67,780,967	84,133,789	75,606,725
Total Ending Fund Balance	268,254,601	280,373,716	282,809,812	316,447,809	331,390,126
Total Use of Funds	717,599,583	761,149,387	753,698,769	813,496,838	911,134,795



ENTERPRISE FUNDS | SEWER UTILITY FUND (094)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Encumbrance Carryover	89,546	171,725	171,725	171,725	171,725
Replacement and Improvement Reserve	1,507,553	0	0	1,507,553	1,507,553
Rate Stabilization Reserve	0	5,126,296	5,126,296	2,395,030	2,395,030
Operations and Maintenance Reserve	0	8,671,076	8,671,076	1,835,079	1,835,079
Construction Reserve	0	11,000,000	11,000,000	1,596,928	1,596,928
Pension Stabilization Reserve	61,125	421,220	421,220	499,450	613,950
Unrestricted	15,242,462	184,207	184,207	18,770,794	21,685,416
Total Beginning Fund Balance	16,900,686	25,574,524	25,574,524	26,776,559	29,805,681
Revenue					
Other Agencies Revenue	1,422,879	0	1,827,072	350,000	350,000
Charges for Services	39,664,614	44,802,400	35,800,000	38,700,000	39,400,000
Other Fees for Services	59,117	92,700	70,000	95,481	98,345
Interest	687,946	600,000	565,000	565,000	565,000
Rents	52,694	0	49,000	46,000	46,000
Other Revenue	95,002	0	373,000	0	0
Total Revenue	41,982,252	45,495,100	38,684,072	39,756,481	40,459,345
Transfers From					
General Government Capital Fund	12,238	10,642	10,642	0	0
Sewer Utility Capital Fund	0	0	23,000,000	0	0
Total Transfers From	12,238	10,642	23,010,642	0	0
Total Source of Funds	58,895,176	71,080,266	87,269,238	66,533,040	70,265,026
Expenditures					
Salaries	2,184,547	2,878,430	2,049,000	2,897,583	3,022,671
Retirement and Benefits	1,082,693	1,429,600	1,146,000	1,576,287	1,661,605
Right of Way Rental Expense	1,559,317	1,637,283	1,637,000	1,719,147	1,805,104
Materials/Services/Supplies	395,987	561,344	294,000	576,336	582,535
Resource/Production	17,105,726	17,849,085	17,142,900	19,332,885	19,332,885
Services From Other Funds	25,168	25,168	25,168	25,168	25,168
Services From Other Funds - Cost Allocation Plan	1,350,064	1,411,910	1,411,910	1,372,823	1,400,279
Interfund Services	1,083,776	1,112,545	1,112,545	1,176,069	1,198,836
Capital Outlay	98,231	0	0	0	0
Total Expenditures	24,885,509	26,905,365	24,818,523	28,676,298	29,029,083



ENTERPRISE FUNDS | SEWER UTILITY FUND (094)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Transfers To					
General Government Capital Fund	81,642	60,258	60,258	50,278	50,278
Electric Utility Capital Fund	276,000	37,500	37,500	0	0
Sewer Utility Capital Fund	5,019,553	33,618,599	33,618,599	5,611,748	31,050,674
Public Donations Fund	0	25,000	25,000	0	0
Water Utility Capital Fund	545,000	500,000	500,000	500,000	500,000
Sewer Utility Debt Service Fund	2,438,223	1,432,799	1,432,799	1,889,035	1,889,035
Streets and Highways Capital Fund	74,725	0	0	0	0
Total Transfers To	8,435,143	35,674,156	35,674,156	8,051,061	33,489,987
Ending Fund Balance					
Encumbrance Carryover	171,725	171,725	171,725	171,725	171,725
Replacement and Improvement Reserve	0	1,507,553	1,507,553	1,507,553	1,507,553
Rate Stabilization Reserve	5,126,296	2,395,030	2,395,030	2,395,030	2,395,030
Operations and Maintenance Reserve	8,671,076	1,835,079	1,835,079	1,835,079	1,000,000
Construction Reserve	11,000,000	1,596,928	1,596,928	1,596,928	1,596,928
Pension Stabilization Reserve	421,220	499,450	499,450	613,950	701,657
Unrestricted	184,207	494,980	18,770,794	21,685,416	373,063
Total Ending Fund Balance	25,574,524	8,500,745	26,776,559	29,805,681	7,745,956
Total Use of Funds	58,895,176	71,080,266	87,269,238	66,533,040	70,265,026



ENTERPRISE FUNDS | SOLID WASTE FUND (096)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Encumbrance Carryover	726,680	450,254	450,254	450,254	450,254
Operations and Maintenance Reserve	0	683,574	683,574	2,675,520	2,675,520
Pension Trust Reserve	20,094	230,902	230,902	273,862	300,995
Rate Stabilization Reserve	0	2,791,600	2,791,600	2,295,468	2,136,639
Unrestricted	6,317,791	4,534,323	4,534,323	0	250,000
Total Beginning Fund Balance	7,064,565	8,690,653	8,690,653	5,695,104	5,813,408
Revenue					
Other Agencies Revenue	469,912	420,000	415,000	462,000	462,000
Interest	16,288	0	7,000	0	0
Charges for Services	3,506,404	2,300,000	2,259,000	2,462,000	2,588,000
Other Fees for Services	22,647,334	28,499,000	23,545,000	30,686,000	33,004,000
Other Revenue	3,670	0	8,000	0	0
Total Revenue	26,643,608	31,219,000	26,234,000	33,610,000	36,054,000
Transfers From					
General Fund	0	1,000,000	1,011,200	33,600	33,600
Solid Waste Capital Fund	12,120	0	0	0	0
General Government Capital Fund	0	23,659	23,659	0	0
Total Transfers From	12,120	1,023,659	1,034,859	33,600	33,600
Total Source of Funds	33,720,293	40,933,312	35,959,512	39,338,704	41,901,008
Expenditures					
Salaries	707,968	892,536	950,000	878,400	907,708
Retirement and Benefits	394,172	430,368	430,000	466,100	487,480
Materials/Services/Supplies	349,038	3,048,158	2,500,000	1,777,364	1,819,796
Contribution in Lieu	754,590	693,600	661,000	707,472	721,621
Resource/Production	19,729,976	25,983,380	22,440,000	27,130,516	28,350,571
Services From Other Funds - Cost Allocation Plan	1,404,048	1,415,309	1,415,309	1,363,802	1,391,078
Interfund Services	1,041,689	1,100,070	1,100,070	925,021	937,805
Total Expenditures	24,381,481	33,563,421	29,496,379	33,248,675	34,616,059
Transfers To					
General Government Capital Fund	45,159	38,570	38,570	26,621	26,621
Electric Utility Fund	129,000	0	0	0	0
Solid Waste Capital Fund	474,000	729,459	729,459	250,000	450,000
Total Transfers To	648,159	768,029	768,029	276,621	476,621



ENTERPRISE FUNDS | SOLID WASTE FUND (096)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Ending Fund Balance					
Encumbrance Carryover	450,254	450,254	450,254	450,254	450,254
Operations and Maintenance Reserve	683,574	2,675,520	2,675,520	2,675,520	2,675,520
Pension Trust Reserve	230,902	273,862	273,862	300,995	343,994
Rate Stabilization Reserve	2,791,600	3,079,900	2,295,468	2,136,639	3,088,560
Unrestricted	4,534,323	122,326	0	250,000	250,000
Total Ending Fund Balance	8,690,653	6,601,862	5,695,104	5,813,408	6,808,328
Total Use of Funds	33,720,293	40,933,312	35,959,512	39,338,704	41,901,008



ENTERPRISE FUNDS | WATER RECYCLING FUND (097)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Encumbrance Carryover	1,010,000	3,270	3,270	3,270	1,010,000
Rate Stabilization Reserve	0	1,340,000	1,340,000	2,327,420	1,037,596
Operations and Maintenance Reserve	0	1,560,129	1,560,129	1,467,571	2,062,738
Construction Reserve	0	2,250,000	2,250,000	943,180	50,000
Pension Stabilization Reserve	9,599	52,809	52,809	62,621	107,641
Unrestricted	4,236,917	873,343	873,343	837,050	1,317,386
Total Beginning Fund Balance	5,256,516	6,079,551	6,079,551	5,641,112	5,585,361
Revenue					
Other Agencies Revenue	341,719	350,000	441,000	350,000	350,000
Charges for Services	5,935,108	6,587,910	5,106,000	5,200,000	5,200,000
Other Fees for Services	0	0	2,000	0	0
Interest	125,628	65,000	58,000	90,177	92,882
Other Revenue	27,577	61,800	13,000	63,654	65,564
Total Revenue	6,430,032	7,064,710	5,620,000	5,703,831	5,708,446
Total Source of Funds	11,686,548	13,144,261	11,699,551	11,344,943	11,293,807
Expenditures					
Salaries	288,543	390,995	377,000	385,659	403,280
Retirement and Benefits	184,253	206,495	185,000	220,896	232,665
Right of Way Rental Expense	251,734	231,525	232,000	243,101	255,256
Materials/Services/Supplies	31,877	36,887	338,000	37,646	38,424
Resource/Production	4,688,895	4,883,600	4,258,000	4,700,000	4,700,000
Services From Other Funds - Cost	87,571	90,244	90,246	89,984	91,784
Allocation Plan					
Interfund Services	24,124	28,192	28,193	32,296	33,939
Total Expenditures	5,556,997	5,867,938	5,508,439	5,709,582	5,755,348
Transfers To					
Recycled Water Capital Fund	50,000	550,000	550,000	50,000	50,000
Total Transfers To	50,000	550,000	550,000	50,000	50,000
Ending Fund Balance					
Encumbrance Carryover	3,270	3,270	3,270	1,010,000	1,010,000
Rate Stabilization Reserve	1,340,000	2,327,420	2,327,420	1,037,596	1,125,792
Operations and Maintenance Reserve	1,560,129	1,467,571	1,467,571	2,062,738	2,262,095



ENTERPRISE FUNDS | WATER RECYCLING FUND (097)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Ending Fund Balance					
Construction Reserve	2,250,000	1,943,180	943,180	50,000	51,500
Pension Stabilization Reserve	52,809	62,621	62,621	107,641	123,018
Unrestricted	873,343	922,262	837,050	1,317,386	916,054
Total Ending Fund Balance	6,079,551	6,726,324	5,641,112	5,585,361	5,488,459
Total Use of Funds	11,686,548	13,144,261	11,699,551	11,344,943	11,293,807



ENTERPRISE FUNDS | WATER UTILITY FUND (092)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Encumbrance Carryover	2,669,635	215,314	215,314	215,314	215,314
Replacement and Improvement Reserve	303,090	303,090	303,090	303,090	303,090
Water Conservation Reserve	33,125	33,125	33,125	33,125	33,125
Rate Stabilization Reserve	0	1,519,347	1,519,347	2,519,347	1,099,800
Operations and Maintenance Reserve	0	1,635,580	1,635,580	4,135,580	3,135,580
Construction Reserve	0	644,317	644,317	2,144,317	2,144,317
Pension Stabilization Reserve	140,672	1,073,100	1,073,100	1,272,519	1,272,519
Unrestricted	11,521,161	3,766,056	3,766,056	2,500,458	1,268,082
Total Beginning Fund Balance	14,667,683	9,189,929	9,189,929	13,123,750	9,471,827
Revenue					
Charges for Services	49,062,460	55,065,496	48,000,000	47,500,000	46,312,500
Other Agencies Revenue	0	0	9,000	0	0
Other Fees for Services	1,665,783	1,447,518	1,709,000	1,243,744	1,281,056
Interest	606,902	275,000	205,000	330,000	336,600
Rents	52,694	0	49,000	0	0
Other Revenue	522,720	432,273	743,000	415,886	428,364
Total Revenue	51,910,559	57,220,287	50,715,000	49,489,630	48,358,520
Transfers From					
General Government Capital Fund	0	31,248	31,248	0	0
Water Utility Capital Fund	16,849	0	0	0	0
Total Transfers From	16,849	31,248	31,248	0	0
Total Source of Funds	66,595,091	66,441,464	59,936,177	62,613,380	57,830,347
Expenditures					
Salaries	3,968,139	5,779,435	3,992,000	5,771,297	6,029,435
Retirement and Benefits	2,495,845	2,943,764	2,614,000	3,240,205	3,417,970
Right of Way Rental Expense	1,898,400	1,993,320	1,993,000	2,092,986	2,197,635
Materials/Services/Supplies	2,349,458	3,023,741	1,788,000	3,088,732	3,146,005
Resource/Production	28,839,018	30,788,700	27,500,000	28,500,000	27,500,000
Services From Other Funds	25,168	25,168	25,168	25,168	25,168
Services From Other Funds - Cost Allocation Plan	2,850,772	2,875,811	2,875,811	2,796,434	2,852,363
Interfund Services	1,576,302	1,676,828	1,676,828	1,682,795	1,727,106
Capital Outlay	46,325	0	0	0	0
Total Expenditures	44,049,427	49,106,767	42,464,807	47,197,617	46,895,682



ENTERPRISE FUNDS | WATER UTILITY FUND (092)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Transfers To					
General Fund	0	25,000	25,000	0	0
General Government Capital Fund	145,748	175,120	175,120	158,936	158,936
Electric Utility Capital Fund	437,000	37,500	37,500	0	0
Streets and Highways Capital Fund	116,855	0	0	0	0
Vehicle Replacement Fund	365,397	0	0	0	0
Water Utility Capital Fund	12,290,735	4,110,000	4,110,000	5,785,000	3,860,000
Total Transfers To	13,355,735	4,347,620	4,347,620	5,943,936	4,018,936
Ending Fund Balance					
Encumbrance Carryover	215,314	215,314	215,314	215,314	215,314
Replacement and Improvement Reserve	303,090	303,090	303,090	303,090	303,090
Water Conservation Reserve	33,125	33,125	33,125	33,125	33,125
Rate Stabilization Reserve	1,519,347	2,519,347	2,519,347	1,099,800	750,000
Operations and Maintenance Reserve	1,635,580	5,635,580	4,135,580	3,135,580	2,435,580
Construction Reserve	644,317	2,144,317	2,144,317	2,144,317	1,144,317
Pension Stabilization Reserve	1,073,100	1,272,519	1,272,519	1,272,519	1,407,872
Unrestricted	3,766,056	863,785	2,500,458	1,268,082	626,431
Total Ending Fund Balance	9,189,929	12,987,077	13,123,750	9,471,827	6,915,729
Total Use of Funds	66,595,091	66,441,464	59,936,177	62,613,380	57,830,347

Internal Service Funds

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INTERNAL SERVICE FUNDS

Internal Service Funds are used to finance and account for special activities and services performed by a designated department for other departments in the City on a cost-reimbursement basis.

Communication Acquisitions Fund (048)

This fund is managed by the Police Department and accounts for the maintenance and replacement of communication equipment used by various City departments. The source of revenue for this fund is fees charged to the departments that require this type of maintenance and replacement.

Fleet Operations Fund (053)

This fund is managed by the Department of Public Works and accounts for the maintenance of City-owned vehicles and equipment used by all departments. The source of revenue for this fund is fees charged to the departments requiring vehicle maintenance.

Starting in FY 2021/22, the Electric Operating Grant Fund will fund transfer funds from the Greenhouse Gas Program to cover the costs of planned electric vehicle replacements while funding is eligible.

Information Technology Services Fund (045)

This fund was established in FY 2019/20 and managed by the Information Technology Department. This fund accounts for citywide costs associated with computer and telephone equipment replacement as well as other services including new or upgraded software, additional licenses for new users, and general information technology services provided to all City departments. The source of revenue for this fund is fees charged to the departments that require information technology services.

Public Works Capital Projects Management Fund (044)

This fund was newly established in FY 2019/20 and managed by the Department of Public Works. This fund accounts for the Public Works staff time and non-personnel costs utilized to manage and work on specific capital improvement programs of the City. The source of revenue for this fund is fees charged to the departments requiring Public Works capital project services.

Special Liability Insurance Fund (082)

This fund accounts for liability exposures to the City, including general liability, auto liability, errors and omissions, and employment practices. The City's property coverage provides for property and boiler and machinery insurance for physical damage to buildings and other specific structures. The Special Liability Insurance Fund insures all City-owned property as well as property in the City's care, custody, or control, and property the City is contractually obligated to insure. The source of revenue for this fund is charges to the departments citywide as well as transfers from the General Fund.



Unemployment Insurance Fund (087)

This fund is managed by the Human Resources Department and accounts for the cost of unemployment insurance claims. The source of revenue for this fund is fees charged to the departments citywide.

The other agencies revenue estimated in FY 2020/21 and proposed in FY 2021/22 represents estimated subsidies from the State of California as apart of COVID-19 assistance measures to local governments.

Vehicle Replacement Fund (050)

This fund is managed by the Department of Public Works and accounts for the lifecycle, replacement, procurement, up-fit, and disposal of all vehicles used by City departments. The source of revenue for this fund is charges to the departments requiring these services.

Workers' Compensation Fund (081)

This fund is managed by the Human Resources Department and accounts for the costs of premiums, claims administration, and claims expenses related to injuries or illnesses sustained by members of the City's workforce. The source of revenue for this fund is fees charged to departments citywide. Department allocations are determined using prior year actuals and the frequency and severity of claims. This fund also includes budget for an actuarial study for workers' compensation.

The following section details the City of Santa Clara's Internal Service Funds' Statements of Sources and Uses and their Proposed Budgets for Fiscal Year 2021/22 and Fiscal Year 2022/23.



INTERNAL SERVICE FUNDS | COMMUNICATION ACQUISITIONS FUND (048)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Unrestricted	664,947	727,456	727,456	756,611	756,611
Total Beginning Fund Balance	664,947	727,456	727,456	756,611	756,611
Revenue					
Other Fees for Services	401,794	536,853	536,853	584,334	606,984
Total Revenue	401,794	536,853	536,853	584,334	606,984
Total Source of Funds	1,066,741	1,264,309	1,264,309	1,340,945	1,363,595
Expenditures					
Capital Outlay	339,285	536,853	507,698	584,334	606,984
Total Expenditures	339,285	536,853	507,698	584,334	606,984
Ending Fund Balance					
Unrestricted	727,456	727,456	756,611	756,611	756,611
Total Ending Fund Balance	727,456	727,456	756,611	756,611	756,611
Total Use of Funds	1,066,741	1,264,309	1,264,309	1,340,945	1,363,595



INTERNAL SERVICE FUNDS | FLEET OPERATIONS FUND (053)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Encumbrance Carryover	35,000	122,191	122,191	122,191	122,191
Unrestricted	283,040	422,794	422,794	384,800	339,230
Total Beginning Fund Balance	318,040	544,985	544,985	506,991	461,421
Revenue					
Other Agencies Revenue	2,531	2,500	2,500	2,531	2,531
Other Fees for Services	5,053,596	5,159,221	4,814,476	5,111,706	5,272,912
Other Revenue	1,913	3,000	72,000	1,913	1,913
Total Revenue	5,058,040	5,164,721	4,888,976	5,116,150	5,277,356
Total Source of Funds	5,376,080	5,709,706	5,433,961	5,623,141	5,738,777
Expenditures					
Salaries	1,579,650	1,786,820	1,634,475	1,615,435	1,668,356
Retirement and Benefits	899,051	965,222	965,222	1,010,830	1,059,432
Materials/Services/Supplies	2,156,989	2,294,765	2,102,365	2,296,470	2,352,672
Interfund Services	195,405	224,908	224,908	238,985	249,769
Total Expenditures	4,831,095	5,271,715	4,926,970	5,161,720	5,330,229
Ending Fund Balance					
Encumbrance Carryover	122,191	122,191	122,191	122,191	122,191
Unrestricted	422,794	315,800	384,800	339,230	286,357
Total Ending Fund Balance	544,985	437,991	506,991	461,421	408,548
Total Use of Funds	5,376,080	5,709,706	5,433,961	5,623,141	5,738,777



INTERNAL SERVICE FUNDS | INFORMATION TECHNOLOGY SERVICES FUND (045)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Encumbrance Carryover	0	1,900,937	1,900,937	1,900,937	1,900,937
Unrestricted	0	349,118	349,118	1,403,699	1,403,699
Total Beginning Fund Balance	0	2,250,055	2,250,055	3,304,636	3,304,636
Revenue					
Other Fees for Services	13,303,135	13,248,605	11,674,251	12,084,229	12,072,415
Total Revenue	13,303,135	13,248,605	11,674,251	12,084,229	12,072,415
Transfers From					
General Fund	1,170,040	0	0	0	0
Total Transfers From	1,170,040	0	0	0	0
Total Source of Funds	14,473,175	15,498,660	13,924,306	15,388,865	15,377,051
Expenditures					
Salaries	1,269,769	1,337,111	1,432,982	1,135,244	1,183,007
Retirement and Benefits	535,025	603,170	561,638	599,651	632,773
Materials/Services/Supplies	10,033,789	11,251,326	8,568,053	10,292,135	10,194,777
Interfund Services	43,559	56,998	56,997	57,199	61,858
Capital Outlay	6,040	0	0	0	0
Total Expenditures	11,888,182	13,248,605	10,619,670	12,084,229	12,072,415
Transfers To					
Other City Departments Operating Grant Trust Fund	334,938	0	0	0	0
Total Transfers To	334,938	0	0	0	0
Ending Fund Balance					
Encumbrance Carryover	1,900,937	1,900,937	1,900,937	1,900,937	1,900,937
Unrestricted	349,118	349,118	1,403,699	1,403,699	1,403,699
Total Ending Fund Balance	2,250,055	2,250,055	3,304,636	3,304,636	3,304,636
Total Use of Funds	14,473,175	15,498,660	13,924,306	15,388,865	15,377,051



INTERNAL SERVICE FUNDS | PUBLIC WORKS CAPITAL PROJECTS MANAGEMENT FUND (044)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Encumbrance Carryover	0	285,000	285,000	285,000	285,000
Unrestricted	0	0	0	323	324
Total Beginning Fund Balance	0	285,000	285,000	285,323	285,324
Revenue					
Other Fees for Services	3,679,835	3,821,799	3,821,799	3,962,714	4,114,234
Total Revenue	3,679,835	3,821,799	3,821,799	3,962,714	4,114,234
Total Source of Funds	3,679,835	4,106,799	4,106,799	4,248,037	4,399,558
Expenditures					
Salaries	2,117,334	2,151,722	2,151,722	2,080,544	2,162,616
Retirement and Benefits	1,038,003	1,094,815	1,094,815	1,187,956	1,244,023
Materials/Services/Supplies	14,237	330,450	330,450	448,425	450,002
Services From Other Funds - Cost Allocation Plan	57,478	58,827	58,827	105,307	107,413
Interfund Services	167,783	185,662	185,662	140,481	150,180
Total Expenditures	3,394,835	3,821,476	3,821,476	3,962,713	4,114,234
Ending Fund Balance					
Encumbrance Carryover	285,000	285,000	285,000	285,000	285,000
Unrestricted	0	323	323	324	324
Total Ending Fund Balance	285,000	285,323	285,323	285,324	285,324
Total Use of Funds	3,679,835	4,106,799	4,106,799	4,248,037	4,399,558



INTERNAL SERVICE FUNDS | SPECIAL LIABILITY INSURANCE FUND (082)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Encumbrance Carryover	1,637,339	927,387	927,387	927,387	927,387
Reserve for Future Claims	3,724,901	7,000,000	7,000,000	827,565	4,027,565
Unrestricted	(35)	925,716	925,716	0	0
Total Beginning Fund Balance	5,362,205	8,853,103	8,853,103	1,754,952	4,954,952
Revenue					
Other Fees for Services	4,399,866	7,277,538	7,277,538	7,143,000	7,930,290
Interest	218	0	0	0	0
Other Revenue	772,227	0	0	0	0
Total Revenue	5,172,311	7,277,538	7,277,538	7,143,000	7,930,290
Transfers From					
Electric Utility	416,063	0	0	0	0
General Fund	6,500,000	0	0	5,200,000	0
Total Transfers From	6,916,063	0	0	5,200,000	0
Total Source of Funds	17,450,579	16,130,641	16,130,641	14,097,952	12,885,242
Expenditures					
Materials/Services/Supplies	6,440,565	3,450,956	8,162,896	4,800,000	3,457,000
Interfund Services	2,156,911	3,826,582	6,212,792	4,343,000	4,473,290
Total Expenditures	8,597,476	7,277,538	14,375,688	9,143,000	7,930,290
Ending Fund Balance					
Encumbrance Carryover	927,387	927,387	927,387	927,387	927,387
Reserve for Future Claims	7,000,000	7,000,000	827,565	4,027,565	4,027,565
Unrestricted	925,716	925,716	0	0	0
Total Ending Fund Balance	8,853,103	8,853,103	1,754,952	4,954,952	4,954,952
Total Use of Funds	17,450,579	16,130,641	16,130,641	14,097,952	12,885,242



INTERNAL SERVICE FUNDS | UNEMPLOYMENT INSURANCE FUND (087)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Unrestricted	316,565	225,934	225,934	0	0
Total Beginning Fund Balance	316,565	225,934	225,934	0	0
Revenue					
Other Fees for Services	0	0	0	331,000	150,000
Other Agencies Revenue	0	264,000	484,843	219,000	0
Total Revenue	0	264,000	484,843	550,000	150,000
Transfers From					
General Fund	0	40,000	289,223	0	0
Total Transfers From	0	40,000	289,223	0	0
Total Source of Funds	316,565	529,934	1,000,000	550,000	150,000
Expenditures					
Materials/Services/Supplies	90,631	529,000	1,000,000	550,000	150,000
Total Expenditures	90,631	529,000	1,000,000	550,000	150,000
Ending Fund Balance					
Unrestricted	225,934	934	0	0	0
Total Ending Fund Balance	225,934	934	0	0	0
Total Use of Funds	316,565	529,934	1,000,000	550,000	150,000



INTERNAL SERVICE FUNDS | VEHICLE REPLACEMENT FUND (050)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Encumbrance Carryover	1,161,799	2,645,774	2,645,774	2,645,774	2,645,774
Equipment Replacement Reserve	1,616,811	2,620,149	2,620,149	2,620,149	2,620,149
Unrestricted	2,990,791	3,162,265	3,162,265	3,835,672	4,357,934
Total Beginning Fund Balance	5,769,401	8,428,188	8,428,188	9,101,595	9,623,857
Revenue					
Other Fees for Services	3,280,934	3,368,289	3,010,289	3,452,911	3,532,324
Other Revenue	149,323	90,000	90,000	100,000	80,000
Total Revenue	3,430,257	3,458,289	3,100,289	3,552,911	3,612,324
Transfers From					
General Fund	425,000	0	0	0	0
Water Utility Fund	365,397	0	0	0	0
Electric Operating Grant Trust Fund	0	0	640,000	1,030,000	400,000
Total Transfers From	790,397	0	640,000	1,030,000	400,000
Total Source of Funds	9,990,055	11,886,477	12,168,477	13,684,506	13,636,181
Expenditures					
Capital Outlay	1,561,867	2,995,500	2,426,882	2,070,649	1,854,961
Electric Vehicle Replacements	0	0	640,000	1,030,000	400,000
Total Expenditures	1,561,867	2,995,500	3,066,882	3,100,649	2,254,961
Transfers To					
General Fund	0	0	0	960,000	960,000
Total Transfers To	0	0	0	960,000	960,000
Ending Fund Balance					
Encumbrance Carryover	2,645,774	2,645,774	2,645,774	2,645,774	2,645,774
Equipment Replacement Reserve	2,620,149	2,620,149	2,620,149	2,620,149	2,620,149
Unrestricted	3,162,265	3,625,054	3,835,672	4,357,934	5,155,297
Total Ending Fund Balance	8,428,188	8,890,977	9,101,595	9,623,857	10,421,220
Total Use of Funds	9,990,055	11,886,477	12,168,477	13,684,506	13,636,181



INTERNAL SERVICE FUNDS | WORKERS' COMPENSATION FUND (081)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Reserve for Future Claims	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Unrestricted	1,000,302	2,422,973	2,422,973	2,661,414	2,661,414
Total Beginning Fund Balance	3,500,302	4,922,973	4,922,973	5,161,414	5,161,414
Revenue					
Other Fees for Services	4,803,000	5,572,738	5,572,738	5,665,000	5,835,000
Other Revenue	221,564	0	238,441	0	0
Total Revenue	5,024,564	5,572,738	5,811,179	5,665,000	5,835,000
Transfers From					
General Fund	1,426,453	0	0	0	0
Total Transfers From	1,426,453	0	0	0	0
Total Source of Funds	9,951,319	10,495,711	10,734,152	10,826,414	10,996,414
Expenditures					
Materials/Services/Supplies	4,255,262	4,578,738	4,578,738	4,716,000	4,858,000
Interfund Services	773,084	994,000	994,000	949,000	977,000
Total Expenditures	5,028,346	5,572,738	5,572,738	5,665,000	5,835,000
Ending Fund Balance					
Reserve for Future Claims	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Unrestricted	2,422,973	2,422,973	2,661,414	2,661,414	2,661,414
Total Ending Fund Balance	4,922,973	4,922,973	5,161,414	5,161,414	5,161,414
Total Use of Funds	9,951,319	10,495,711	10,734,152	10,826,414	10,996,414

Capital Improvement Program Funds

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CAPITAL IMPROVEMENT PROGRAM FUNDS

Capital Improvement Program Funds are established to account for specific revenues and expenditures that are earmarked for major improvements to the City's infrastructure, replacements and upgrades to City assets, and improvements and upgrades to the City's utilities. The City of Santa Clara has various capital funds set up for different types of capital projects.

Cemetery Capital Fund (593)

The capital projects included in this fund are related to construction, engineering, repairs, and design of the two City-owned cemeteries.

Convention Center Capital Fund (865)

This fund was established in FY 2020/21 through the Report to Council 21-1176 approved by the City Council on January 12, 2021. This fund accounts for the capital improvements to the Convention Center. Improvements to the Convention Center are funded by the initial City capital contribution from the General Fund in addition to developer contributions from the Convention Center operations management team, Spectra.

Electric Utility Capital Fund (591)

This fund accounts for projects pertaining to system improvements, substation construction, and technology projects. Customer service charges, developer contributions, and transfers from other enterprise funds are the primary source of revenue for these projects.

Fire Department Capital Fund (536)

This fund tracks projects that include the replacement of firefighting equipment, emergency generators, and firehouse safety systems. Grants and donations as well as the General Fund provide the funding for these projects.

General Government Capital Fund (539)

This fund accounts for projects primarily related to Information Technology projects, supported by revenues from developer contributions, grants, and transfers from the City's enterprise funds and the General Fund.

Library Department Capital Fund (537)

This fund tracks projects associated with the capital maintenance, construction, safety, and appearance of library facilities, primarily funded by the General Fund.

Parks and Recreation Capital Fund (532)

This fund accounts for the projects associated with the acquisition, development, and capital improvement of neighborhood and community parks, recreation facilities, and open space to meet the needs of the City residents. Funding sources for these projects include developer contributions, grants and donations, parks mitigation fees and Quimby Act fees.



Public Buildings Capital Fund (538)

The projects in this fund are associated with repairs and capital maintenance for public buildings, including mechanical and electrical systems, primarily funded by the General Fund.

Recycled Water Capital Fund (597)

This fund tracks projects related to the installation of recycled water mains, including extensions to existing service and for new developments, supported by recycled water customer service charges.

Related Santa Clara Developer Fund (540)

This fund tracks the financial resources from the Developer (Related) to fund City staff in pre-development and permit processing efforts for the Related Santa Clara project. The work performed by City staff on these projects will be reimbursed by the developer.

Sewer Utility Capital Fund (594)

This fund tracks projects related to the construction and upkeep of the City's sewer system including sewer mains and the City of Santa Clara/San José wastewater treatment facility. These projects are funded through customer service charges, connection charges, debt financing, and the sewer conveyance fee.

Solid Waste Capital Fund (596)

The capital projects included in this fund are related to the construction of wells, well abandonments, erosion, maintenance of landfill gas, and miscellaneous landfill monitoring requirements. Funding sources for these projects include lease revenues and customer service charges.

Storm Drain Capital Fund (535)

The projects in the Storm Drain Capital Fund contribute to the expansion, construction, and rehabilitation of the City's storm drain system. Primary funding sources include the General Fund and developer-funded storm drain charges.

Street Lighting Capital Fund (534)

This fund accounts for projects related to the replacement and installation of citywide street lighting to provide adequate lighting for streets, new developments, and parking lots. These projects are funded via customer service charges, developer contributions, and electric public benefits charges.

Streets and Highways Capital Fund (533)

This fund tracks the City's projects that are related to the maintenance of local transportation facilities, traffic infrastructure, street rehabilitation, sidewalk, curb, and gutter improvements. Primary funding sources for these types of projects include traffic mitigation fees, gas tax, and Road Maintenance and Rehabilitation Account proceeds. Projects from several capital funds: Special Gas Tax, Traffic Mitigation and Street Beautification have been consolidated into the Streets and Highways Fund as of FY 2018/19.



Tasman East Infrastructure Improvement Fund (541)

This fund was established in FY 2020/21 through the Report to Council 20-787 approved by the City Council on November 17, 2020 and is managed by the Department of Public Works. This fund accounts for the impact fee revenues and project expenditures related to the Tasman East Specific Plan.

Water Utility Capital Fund (592)

The projects in this fund pertain to the construction and upkeep of the water system including water mains, hydrants, wells and pumps, storage tanks, and the asset management system. Customer service charges and developer contributions are the primary sources for these projects.

The following section details the City of Santa Clara's Capital Improvement Program Funds' Statements of Sources and Uses and their Amended Adopted Capital Improvement Program budget for Fiscal Year 2021/22.



CAPITAL IMPROVEMENT PROGRAM FUNDS | CEMETERY CAPITAL FUND (593)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Beginning Fund Balance					
Unrestricted	28,085	0	0	0	0
Total Beginning Fund Balance	28,085	0	0	0	0
Transfers From					
General Fund Capital Projects Reserve	0	300,000	300,000	0	0
General Fund	0	0	0	0	8,409
Total Transfers From	0	300,000	300,000	0	8,409
Total Source of Funds	28,085	300,000	300,000	0	8,409
Expenditures					
3628 - Sarah E. Fox Mausoleum Repairs	0	300,000	300,000	0	0
3699 - PW Capital Projects Management	0	0	0	0	8,409
Total Expenditures	0	300,000	300,000	0	8,409
Transfers To					
General Fund	28,085	0	0	0	0
Total Transfers To	28,085	0	0	0	0
Ending Fund Balance					
Unrestricted	0	0	0	0	0
Total Ending Fund Balance	0	0	0	0	0
Total Use of Funds	28,085	300,000	300,000	0	8,409



CAPITAL IMPROVEMENT PROGRAM FUNDS

CONVENTION CENTER CAPITAL FUND (865)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Beginning Fund Balance					
Unrestricted	0	0	0	0	0
Total Beginning Fund Balance	0	0	0	0	0
Transfers From					
Convention Center Enterprise Fund	0	242,733	242,733	0	0
Public Buildings Capital Fund		4,059,000	4,059,000		
Total Transfers From	0	4,301,733	4,301,733	0	0
Total Source of Funds	0	4,301,733	4,301,733	0	0
Expenditures					
8101 - Santa Clara Convention Center Condition Assessment Repair	0	4,301,733	4,301,733	0	0
Total Expenditures	0	4,301,733	4,301,733	0	0
Ending Fund Balance					
Unrestricted	0	0	0	0	0
Total Ending Fund Balance	0	0	0	0	0
Total Use of Funds	0	4,301,733	4,301,733	0	0



CAPITAL IMPROVEMENT PROGRAM FUNDS | ELECTRIC UTILITY CAPITAL FUND (591)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Beginning Fund Balance					
Encumbrance Carryover	3,771,017	19,001,406	19,001,406	3,771,017	19,001,406
Reserve for Public Benefits Program	62,553	0	0	0	0
Unrestricted	102,186,207	106,831,922	106,783,482	6,599,725	38,072,546
Total Beginning Fund Balance	106,019,777	125,833,328	125,784,888	10,370,742	57,073,952
Revenue					
Grant Funding	246,611	252,669	252,669	0	0
Other Revenue	15,641,454	33,711,812	25,711,812	14,067,854	9,000,000
Total Revenue	15,888,065	33,964,481	25,964,481	14,067,854	9,000,000
Transfers From					
General Fund - Capital Projects Reserve	330,000	0	0	330,000	330,000
Storm Drain Capital Fund	6,000	0	0	0	0
Solid Waste Fund	129,000	0	0	0	0
Sewer Utility Fund	276,000	37,500	37,500	0	0
Water Utility Fund	437,000	37,500	37,500	0	0
Electric Operating Grant Trust Fund	1,500,000	2,155,620	2,155,620	4,867,155	4,851,839
Electric Utility Fund	30,210,940	24,415,856	24,415,856	37,273,644	4,300,865
Total Transfers From	32,888,940	26,646,476	26,646,476	42,470,799	9,482,704
Total Source of Funds	154,796,782	186,444,285	178,395,845	66,909,395	75,556,656
Expenditures					
2430 - NRS 230kv Spare Transformer	0	0	0	0	800,000
2407 - Bucks Creek Relicensing	651,105	509,792	509,792	0	0
2398 - Clean Energy and Carbon Reduction	1,002	2,846,572	2,846,572	0	0
2411 - Control Center Transmission Outage Application Suite (TOA)	64,800	0	0	0	0
2123 - Customer Service Program Development	57,438	0	0	0	0



CAPITAL IMPROVEMENT PROGRAM FUNDS | ELECTRIC UTILITY CAPITAL FUND (591)

		2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Expenditures						
2413	- Distributed Antenna System Development	13,258	580,000	580,000	0	0
2006	- Transmission and Distribution Capital Maintenance and Betterments	999,244	7,494,194	7,494,194	1,000,000	2,350,000
2435	- DOT Gas Pipeline Upgrades and Repairs	0	1,100,000	1,100,000	0	800,000
2425	- DVR Gas Turbine Control System Upgrade	1,018,659	0	0	0	0
2426	- DVR SCR and CO Catalyst Replacement	31,300	0	0	0	0
2499	- Electric Capital Project Management	0	5,694,426	5,694,426	4,209,313	4,227,704
2441	- Electric Vehicle (EV) Charging	5,538	1,494,462	1,494,462	1,000,000	1,000,000
2010	- Electric Yard Buildings and Grounds	5,957	1,304,584	1,304,584	300,000	300,000
2418	- Esperanca Substation	3,881	2,100,000	2,100,000	16,640,000	0
2004	- Fiber Development, Design, and Expansion	1,530,596	1,366,498	1,366,498	530,000	530,000
2451	- Freedom Circle Junction Project	0	300,000	300,000	0	0
2119	- Generation Capital Maintenance and Betterments	1,734,126	7,700,633	7,700,633	3,725,000	500,000
2431	- Homestead Substation Rebuild	2,844	1,547,156	1,547,156	7,250,000	0
2439	- Hydro Controls Upgrade	0	250,000	250,000	0	0
2111	- Implementation of Advanced Metering Infrastructure (AMI)	1,152,603	4,196,951	4,196,951	3,688,840	0



CAPITAL IMPROVEMENT PROGRAM FUNDS | ELECTRIC UTILITY CAPITAL FUND (591)

		2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Expenditures						
2403	- Install Fairview Substation	1,345,468	6,252,030	6,252,030	0	0
2404	- Install Phase Shifting Transformer at NRS	1,345,606	2,594,352	200,000	0	0
2127	- Major Engine Overhaul and Repair	1,593,171	12,535,988	12,535,988	4,600,000	4,600,000
2450	Martin Avenue Junction Project	0	800,000	800,000	0	0
2427	- Mitsubishi Steam Turbine Major Overhaul	2,793,468	0	0	0	0
2390	- Network and Cyber Security Infrastructure	565,924	5,199,900	5,199,900	2,208,000	0
2005	- New Business Estimate Work	6,075,532	3,656,197	3,656,197	3,862,500	3,862,500
2422	- Northwestern Substation Expansion	3,864	0	0	0	0
2440	- Oaks Junction	986	2,949,014	2,949,014	0	0
2395	- Operations and Planning Technology	368,108	2,201,938	2,201,938	0	0
2420	- Overhead Infrastructure Replacement	58,185	0	0	0	0
2433	- Parker Substation	184,768	595,829	595,829	0	0
2436	- Piping System Repairs	35,321	(1)	0	0	0
2125	- Public Benefits Program	88,000	792,271	792,271	0	0
2421	- Relocation of Electric Crossings for CalTrain	1,801,547	0	0	0	0
2410	- System Capacity Expansion	553	18,090,420	3,000,000	0	0
2434	- Replace Balance of Plant Control System (DCS)	762,984	1,000,000	1,000,000	0	500,000
2442	- San Tomas Junction	2,792	4,624,208	4,624,208	1,000,000	1,000,000
2108	- SCADA System II Phase II	50,658	0	0	0	0



CAPITAL IMPROVEMENT PROGRAM FUNDS | ELECTRIC UTILITY CAPITAL FUND (591)

		2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Expenditures						
2104	- Serra Substation Re-Build	1,053,179	8,054,638	3,400,000	0	0
2126	- Silicon Valley Power Utility Center	1,007,735	17,238,108	40,000	0	0
2429	- Storm Water Compliance	0	400,000	400,000	0	0
2008	- Substation Capital Maintenance & Betterments	422,577	0	0	0	0
2409	- Substation Protective Relay	128,828	0	0	0	0
2424	- Substation Physical Security Improvements	14,949	739,017	739,017	0	0
2124	- Transmission System Reinforcements	1,928,677	11,564,955	11,564,955	0	5,000,000
2438	- Underground/Above Ground Tank Replacement and Maintenance	13,550	361,450	361,450	0	0
2423	- Utility Billing CIS Replacement	0	3,500,000	3,500,000	0	0
2437	- Valve Replacement and Repair	24,425	323,828	323,828	0	0
2432	- Yard Pavement Project	0	890,000	890,000	0	0
2443	- Laurelwood Substation	0	13,750,000	13,750,000	2,500,000	0
2444	- Northwest Loop Capacity Upgrade	0	0	0	300,000	0
2445	- NRS Breaker 382 Addition	0	2,860,000	2,860,000	0	0
2446	- Renewable Energy Microgrid	0	600,000	600,000	3,725,000	3,725,000
2447	- Substation Control and Communication System Replacement	0	200,000	200,000	0	0
2449	- Memorex Junction Substation	0	400,000	400,000	0	0



CAPITAL IMPROVEMENT PROGRAM FUNDS | ELECTRIC UTILITY CAPITAL FUND (591)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Expenditures					
NEW - 60KV Breaker Upgrades	0	0	0	0	1,468,823
NEW - KRS Rebuild and Replacement	0	0	0	0	4,700,000
NEW - NRS Transformer Replacement	0	0	0	0	1,000,000
NEW - NRS-KRS 115kV Line	0	0	0	0	4,342,000
NEW - SRS Rebuild and Replacement	0	0	0	0	4,700,000
Total Expenditures	28,943,206	160,659,410	121,321,893	56,538,653	45,406,027
Transfers To					
Electric Operating Grant Trust Fund	0	792,271	0	0	0
General Fund	0	580,000	0	0	0
Streets and Highways Fund	68,688	0	0	0	0
Total Transfers To	68,688	1,372,271	0	0	0
Ending Fund Balance					
Encumbrance Carryover	19,001,406	19,001,406	19,001,406	3,771,017	19,001,406
Unrestricted	106,783,482	5,411,198	38,072,546	6,599,725	11,149,223
Total Ending Fund Balance	125,784,888	24,412,604	57,073,952	10,370,742	30,150,629
Total Use of Funds	154,796,782	186,444,285	178,395,845	66,909,395	75,556,656



CAPITAL IMPROVEMENT PROGRAM FUNDS | FIRE DEPARTMENT CAPITAL FUND (536)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Beginning Fund Balance					
Encumbrance Carryover	121,522	0	0	121,310	0
Unrestricted	603,144	918,509	918,509	105,933	104,000
Total Beginning Fund Balance	724,666	918,509	918,509	227,243	104,000
Transfers From					
General Fund - Capital Projects Reserve	645,000	378,001	378,001	289,310	837,110
General Fund	20,049	3,795	3,795	3,928	0
Total Transfers From	665,049	381,796	381,796	293,238	837,110
Total Source of Funds	1,389,715	1,300,305	1,300,305	520,481	941,110
Expenditures					
4094 - Computer Aided Dispatch (CAD) Alerting System Upgrade	(9,392)	547,848	547,848	0	30,000
4089 - Defibrillator/Monitor Replacement	970	0	0	0	0
4097 - Diesel Exhaust Removal Systems	45,890	0	0	0	200,000
4086 - Emergency Operations Center Capital Refurbishment	23,120	12,453	12,453	0	0
4085 - Emergency Operations Center Communications System Upgrade	0	40,599	40,599	0	0
4095 - Emergency Response Technology Updates	1,548	9,600	9,600	0	0
4088 - EMS System First Responder Projects	1,781	11,335	11,335	0	0
4084 - Protective Equipment Replacement	311,732	318,001	318,001	289,310	289,310
4099 - PW Capital Projects Management	6,080	3,795	3,795	3,928	0
4098 - Fire Station 8 Fixture Furniture & Equipment	0	60,000	60,000	0	0
4070 - Station 2 Training Tower Renovation	0	0	0	0	50,000



CAPITAL IMPROVEMENT PROGRAM FUNDS | FIRE DEPARTMENT CAPITAL FUND (536)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Expenditures					
NEW - City-Wide AED Replacements	0	0	0	0	76,800
NEW - Defibrillator/Monitor Replacements	0	0	0	0	80,000
NEW - Fire Department Relief Radios	0	0	0	0	48,000
NEW - Fire Department Accela Implementation	0	0	0	0	63,000
Total Expenditures	381,729	1,003,631	1,003,631	293,238	837,110
Transfers To					
General Fund - Capital Projects Reserve	89,477	192,674	192,674	0	0
Total Transfers To	89,477	192,674	192,674	0	0
Ending Fund Balance					
Encumbrance Carryover	0	0	0	121,310	0
Unrestricted	918,509	104,000	104,000	105,933	104,000
Total Ending Fund Balance	918,509	104,000	104,000	227,243	104,000
Total Use of Funds	1,389,715	1,300,305	1,300,305	520,481	941,110



CAPITAL IMPROVEMENT PROGRAM FUNDS | GENERAL GOVERNMENT CAPITAL FUND (539)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Beginning Fund Balance					
Encumbrance Carryover	903,224	1,043,703	1,043,703	455,380	1,043,703
Unrestricted	13,602,232	11,466,221	11,466,221	0	0
Total Beginning Fund Balance	14,505,456	12,509,924	12,509,924	455,380	1,043,703
Revenue					
Other Agencies Revenue	2,599	102,220	102,220	0	0
Other Revenue	38,927	90,000	90,000	0	0
Total Revenue	41,526	192,220	192,220	0	0
Transfers From					
Cemetery Fund	2,459	2,741	2,741	822	822
Electric Utility Fund	583,540	635,578	635,578	596,323	596,323
General Fund	36,367	34,269	34,269	35,736	0
Sewer Utility Fund	81,642	60,258	60,258	50,278	50,278
Solid Waste Fund	45,159	38,570	38,570	26,621	26,621
Storm Drain Capital Fund	1,000	1,000	1,000	1,000	1,000
Water Utility Fund	145,748	175,120	175,120	158,936	158,936
Building Development Fund	0	0	0	0	1,737
General Fund - Advanced Planning Fee Reserve	933,535	100,000	100,000	0	0
General Fund - Building Inspection Reserve	0	196,290	196,290	1,737	0
General Fund - Capital Projects Reserve	268,346	1,054,843	1,054,843	389,283	689,283
General Fund - Land Sale Reserve	0	1,800,000	1,800,000	0	30,000
Total Transfers From	2,097,796	4,098,669	4,098,669	1,260,736	1,555,000
Total Source of Funds	16,644,778	16,800,813	16,800,813	1,716,116	2,598,703
Expenditures					
6549 - Agenda and Document Management Systems	28,718	689,320	689,320	0	0
6003 - Broadband Community System General Government Network (GGNET)	301	171,216	171,216	0	0



CAPITAL IMPROVEMENT PROGRAM FUNDS | GENERAL GOVERNMENT CAPITAL FUND (539)

		2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Expenditures						
6118	- CAD/RMS System Replacement	64,060	1,000,000	1,000,000	0	0
6513	- Computer Replacement Program	48,501	197,146	197,146	150,000	150,000
6514	- Consolidate and Upgrade Servers	3,217	463,243	463,243	150,000	150,000
6547	- Convention Center Land Purchase	0	4,108,395	4,108,395	0	0
6018	- Convention Center Repairs and Upgrades	64,737	154,600	154,600	0	0
6550	- Cyber Security Risk Mitigation	24,359	130,758	130,758	0	0
6559	- Downtown Master Plan	209,561	100,000	100,000	0	300,000
6560	- Downtown Master Plan Implementation	0	1,800,000	1,800,000	0	30,000
6551	- End User/Desktop Transformation	0	95,851	95,851	0	0
6501	- FHRMS Update Project	990	1,041,211	1,041,211	75,000	75,000
6557	- Fire Station Video Conferencing	0	198,961	198,961	0	0
6534	- GIS Enterprise System (Geospatial Information System)	281,860	344,882	344,882	300,000	300,000
6532	- Intranet Collaboration Suite Implementation	0	175,375	175,375	0	0
6558	- Morse Mansion Rehabilitation	44,398	76,516	76,516	50,000	50,000
6555	- Office Reconfiguration	26,034	330,157	330,157	0	0
6075	- Permit Information System	585,083	1,098,049	1,098,049	0	0
6599	- PW Capital Projects Management - General Government	30,472	42,889	42,889	35,736	0
6505	- Replace Network Equipment	17,195	936,889	936,889	0	0
6053	- Telephone System Enhancements	52,118	0	0	0	0



CAPITAL IMPROVEMENT PROGRAM FUNDS | GENERAL GOVERNMENT CAPITAL FUND (539)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Expenditures					
6103 - Utility Management Information System (UMIS) Enhancements	138,210	1,447,543	1,447,543	500,000	500,000
6521 - Web Content Management System	123,226	36,679	36,679	0	0
6520 - Zoning Code Update	57,256	75,440	75,440	0	0
Total Expenditures	1,800,296	14,715,120	14,715,120	1,260,736	1,555,000
Transfers To					
Electric Utility Fund	171,196	91,540	91,540	0	0
General Fund - Building Inspection Reserve	14,727	0	0	0	0
General Fund - Capital Projects Reserve	50,534	884,901	884,901	0	0
Public, Educational, and Governmental Fee Fund	2,056,894	0	0	0	0
Solid Waste Fund	12,120	23,659	23,659	0	0
Sewer Utility Fund	12,238	10,642	10,642	0	0
Water Utility Fund	16,849	31,248	31,248	0	0
Total Transfers To	2,334,558	1,041,990	1,041,990	0	0
Ending Fund Balance					
Encumbrance Carryover	1,043,703	1,043,703	1,043,703	455,380	1,043,703
Unrestricted	11,466,221	0	0	0	0
Total Ending Fund Balance	12,509,924	1,043,703	1,043,703	455,380	1,043,703
Total Use of Funds	16,644,778	16,800,813	16,800,813	1,716,116	2,598,703



CAPITAL IMPROVEMENT PROGRAM FUNDS | LIBRARY DEPARTMENT CAPITAL FUND (537)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Beginning Fund Balance					
Encumbrance Carryover	49,198	9,247	9,247	18,377	9,247
Unrestricted	185,436	201,980	201,980	0	0
Total Beginning Fund Balance	234,634	211,227	211,227	18,377	9,247
Transfers From					
Electric Utility Fund	0	114,982	114,982	0	0
General Fund	10,633	8,699	8,699	0	7,872
Total Transfers From	10,633	123,681	123,681	0	7,872
Total Source of Funds	245,267	334,908	334,908	18,377	17,119
Expenditures					
5053 - Northside Library Photovoltaic System	0	114,982	114,982	0	0
5049 - Public Spaces	23,074	180,860	180,860	0	0
5099 - PW Capital Projects Management	6,131	8,699	8,699	0	7,872
5044 - Remodel of Mission Branch Library	4,835	0	0	0	0
Total Expenditures	34,040	304,541	304,541	0	7,872
Transfers To					
General Fund - Capital Projects Reserve	0	21,120	21,120	0	0
Total Transfers To	0	21,120	21,120	0	0
Ending Fund Balance					
Encumbrance Carryover	9,247	9,247	9,247	18,377	9,247
Unrestricted	201,980	0	0	0	0
Total Ending Fund Balance	211,227	9,247	9,247	18,377	9,247
Total Use of Funds	245,267	334,908	334,908	18,377	17,119



CAPITAL IMPROVEMENT PROGRAM FUNDS | PARKS AND RECREATION CAPITAL FUND (532)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Beginning Fund Balance					
Encumbrance Carryover	19,060,356	8,271,476	8,271,476	19,060,356	8,271,476
Unrestricted	16,059,829	16,648,868	16,648,868	14,200,363	5,693,934
Total Beginning Fund Balance	35,120,185	24,920,344	24,920,344	33,260,719	13,965,410
Revenue					
Other Agencies Revenue	11,562	1,800,000	30,845	0	256,662
Mitigation Fee Act Revenue	7,159,545	10,094,616	33,474	12,107,126	12,107,126
Quimby Act Fees	1,655,255	1,440,202	1,440,202	0	0
Other Revenue	16,375	1,131,490	7,000	0	0
Developer Contributions	135,559	500,000	0	0	0
Interest	486,955	0	350,000	0	0
Total Revenue	9,465,251	14,966,308	1,861,521	12,107,126	12,363,788
Transfers From					
General Fund	183,056	200,000	200,000	200,000	200,000
General Fund - Capital Projects Reserve	277,820	906,880	906,880	0	0
Total Transfers From	460,876	1,106,880	1,106,880	200,000	200,000
Total Source of Funds	45,046,312	40,993,532	27,888,745	45,567,845	26,529,198
Expenditures					
3187 - Bowers Park Roof Replacement	0	258,500	258,500	0	0
3183 - Central Park Arbor Playground	242,605	3,720,500	3,720,500	0	0
3133 - Central Park Master Plan - New Entrance, Access, and Parking Improvements	0	0	0	2,518,448	2,518,448
3132 - Community Park North - Phase I	0	500,000	500,000	0	0
3134 - Electronic Access for Meeting Rooms	0	576,200	576,200	0	0
NEW - Henry Schmidt Park Playground Rehabilitation	0	0	0	0	235,000



CAPITAL IMPROVEMENT PROGRAM FUNDS | PARKS AND RECREATION CAPITAL FUND (532)

		2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Expenditures						
3189	- Homeridge Park Playground Rehabilitation	176,895	135,916	135,916	0	0
3130	- Maywood Park Playground Rehabilitation	0	0	0	2,000,000	2,256,662
3146	- Mission Library Gazebo	0	200,000	200,000	0	0
3184	- Montague Park Enhancement	198,392	3,679,185	3,679,185	0	0
3182	- New Neighborhood Park & Community Garden (San Tomas & Monroe)	0	85,000	85,000	0	0
3181	- Park Impact Fees (Quimby, MFA, Developer) Monitoring Project	39,601	665,263	665,263	220,000	250,000
3001	- Park Improvements	166,566	510,184	510,184	0	0
3178	- Playground Construction	1,061,297	81,266	81,266	0	0
3199	- PW Capital Projects Management	1,760,096	646,878	646,878	679,257	493,379
3186	- Restroom at Fairway Glen Park	0	700,582	700,582	0	0
3138	- Rotary Park Playground Rehabilitation	0	235,000	0	0	0
3188	- Senior Center Gym Equipment Replacement	0	183,056	183,056	0	0
3137	- Warburton Park Playground Rehabilitation	0	0	0	1,331,800	1,331,800
3136	- Westwood Oaks Park Playground Rehabilitation	0	1,149,800	1,149,800	0	0
3177	- Youth Soccer Fields & Athletic Facilities- Reed & Grant Street	14,739,709	192,887	192,887	0	0
Total Expenditures		18,385,161	13,520,217	13,285,217	6,749,505	7,085,289



CAPITAL IMPROVEMENT PROGRAM FUNDS | PARKS AND RECREATION CAPITAL FUND (532)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Transfers To					
General Fund	275,138	2,000	2,000	0	0
General Fund - Capital Projects Reserve	215,000	627,750	627,750	0	0
General Fund - Land Sale Reserve (Loan Repayment for Reed and Grant Sports Park)	1,250,669	2,523,654	8,368	3,026,782	3,026,782
Streets and Highways Capital Fund	0	0	0	0	2,025,000
Total Transfers To	1,740,807	3,153,404	638,118	3,026,782	5,051,782
Ending Fund Balance					
Encumbrance Carryover	8,271,476	8,271,476	8,271,476	19,060,356	8,271,476
Unrestricted	16,648,868	16,048,435	5,693,934	16,731,202	6,120,651
Total Ending Fund Balance	24,920,344	24,319,911	13,965,410	35,791,558	14,392,127
Total Use of Funds	45,046,312	40,993,532	27,888,745	45,567,845	26,529,198



CAPITAL IMPROVEMENT PROGRAM FUNDS | PUBLIC BUILDINGS CAPITAL FUND (538)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Beginning Fund Balance					
Encumbrance Carryover	692,587	408,270	408,270	692,587	408,270
Unrestricted	8,057,722	9,545,482	9,545,482	111,789	0
Total Beginning Fund Balance	8,750,309	9,953,752	9,953,752	804,376	408,270
Revenue					
Other Revenue	72,488	1,098,312	1,098,312	0	0
Total Revenue	72,488	1,098,312	1,098,312	0	0
Transfers From					
General Fund	100,571	102,751	102,751	107,815	12,953
General Fund - Capital Projects Reserve	2,847,000	1,635,000	1,635,000	285,000	385,000
Water Utility Fund	0	231,050	231,050	0	0
Total Transfers From	2,947,571	1,968,801	1,968,801	392,815	397,953
Total Source of Funds	11,770,368	13,020,865	13,020,865	1,197,191	806,223
Expenditures					
6153 - ADA Self Evaluation and Transition Plan Update	316,218	10,529	10,529	0	0
6147 - Building Security Upgrade	0	55,907	55,907	0	0
6150 - City Hall Security & Key System Upgrade	75,587	1,308	1,308	0	0
6144 - Civic Center Campus Renovation (Multi-Department)	42,755	1,047,400	1,047,400	0	0
6154 - Convention Center Condition Assessment Repairs	72,488	39,312	39,312	0	0
NEW - COVID-19 Safety Renovations	0	0	0	0	100,000
6137 - Hazardous Material Management for Soil and Groundwater on City Properties	5,565	178,252	178,252	0	0
6149 - HVAC Chiller Unit	434,722	50,000	50,000	0	0



CAPITAL IMPROVEMENT PROGRAM FUNDS | PUBLIC BUILDINGS CAPITAL FUND (538)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Expenditures					
6123 - Public Building Parking Lot Improvements	0	462,105	462,105	0	0
6199 - PW Capital Projects Management Costs	143,513	59,809	59,809	107,815	12,953
6139 - Repair to Historic Buildings	27,116	400,000	400,000	100,000	100,000
6138 - Repairs-Modifications to City Buildings	86,243	272,708	272,708	150,000	150,000
6158 - Stationary Standby Generators	87,224	4,899,777	4,899,777	0	0
6054 - Street Corporation Yard Renovation	206,312	0	0	0	0
6140 - Triton Museum Repair and Modifications	27,189	66,400	66,400	35,000	35,000
Total Expenditures	1,524,932	7,543,507	7,543,507	392,815	397,953
Transfers To					
Convention Center Capital Fund	0	4,059,000	4,059,000	0	0
General Fund	0	146,800	146,800	0	0
General Fund - Capital Projects Reserve	291,684	863,288	863,288	0	0
Total Transfers To	291,684	5,069,088	5,069,088	0	0
Ending Fund Balance					
Encumbrance Carryover	408,270	408,270	408,270	692,587	408,270
Unrestricted	9,545,482	0	0	111,789	0
Total Ending Fund Balance	9,953,752	408,270	408,270	804,376	408,270
Total Use of Funds	11,770,368	13,020,865	13,020,865	1,197,191	806,223



CAPITAL IMPROVEMENT PROGRAM FUNDS | RECYCLED WATER CAPITAL FUND (597)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Beginning Fund Balance					
Unrestricted	1,328,477	1,378,477	1,378,477	1,328,477	1,378,477
Total Beginning Fund Balance	1,328,477	1,378,477	1,378,477	1,328,477	1,378,477
Transfers From					
Water Recycling Fund	50,000	550,000	550,000	50,000	50,000
Total Transfers From	50,000	550,000	550,000	50,000	50,000
Total Source of Funds	1,378,477	1,928,477	1,928,477	1,378,477	1,428,477
Expenditures					
7505 - Recycled Water System Mains and Services	0	550,000	550,000	50,000	50,000
Total Expenditures	0	550,000	550,000	50,000	50,000
Ending Fund Balance					
Unrestricted	1,378,477	1,378,477	1,378,477	1,328,477	1,378,477
Total Ending Fund Balance	1,378,477	1,378,477	1,378,477	1,328,477	1,378,477
Total Use of Funds	1,378,477	1,928,477	1,928,477	1,378,477	1,428,477



CAPITAL IMPROVEMENT PROGRAM FUNDS | RELATED SANTA CLARA DEVELOPER FUND (540)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Beginning Fund Balance					
Unrestricted	0	(328,994)	(328,994)	0	3,000
Total Beginning Fund Balance	0	(328,994)	(328,994)	0	3,000
Revenue					
Other Revenue	225,128	3,293,143	3,278,534	1,655,852	968,103
Interest	0	0	3,000	0	0
Total Revenue	225,128	3,293,143	3,281,534	1,655,852	968,103
Total Source of Funds	225,128	2,964,149	2,952,540	1,655,852	971,103
Expenditures					
4511 - Related General Admin Project	288,930	0	0	394,696	383,939
4512 - Related Permit Work Project	265,192	162,062	162,062	1,261,156	584,164
4513 - Other Development Project Services	0	2,787,478	2,787,478	0	0
Total Expenditures	554,122	2,949,540	2,949,540	1,655,852	968,103
Ending Fund Balance					
Unrestricted	(328,994)	14,609	3,000	0	3,000
Total Ending Fund Balance	(328,994)	14,609	3,000	0	3,000
Total Use of Funds	225,128	2,964,149	2,952,540	1,655,852	971,103



CAPITAL IMPROVEMENT PROGRAM FUNDS | SEWER UTILITY CAPITAL FUND (594)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Beginning Fund Balance					
Encumbrance Carryover	768,590	2,018,647	2,018,647	768,590	2,018,647
Unrestricted	72,417,117	54,687,507	54,687,507	10,867,320	34,795,220
Total Beginning Fund Balance	73,185,707	56,706,154	56,706,154	11,635,910	36,813,867
Revenue					
Other Agencies Revenue	8,783,372	0	8,267,393	0	0
Other Fees for Services	4,468,006	3,680,780	4,000,000	4,180,752	4,180,752
Interest	705,177	0	0	0	0
Other Revenue	1,124,123	0	583,962	0	0
Total Revenue	15,080,678	3,680,780	12,851,355	4,180,752	4,180,752
Transfers From					
Sewer Utility Fund	5,019,553	33,618,599	33,618,599	5,611,748	5,611,748
Sewer Utility Debt Service Fund	19,804,500	0	0	25,000,000	18,588,216
Water Utility Capital Fund	136,361	0	0	0	0
Total Transfers From	24,960,414	33,618,599	33,618,599	30,611,748	24,199,964
Total Source of Funds	113,226,799	94,005,533	103,176,108	46,428,410	65,194,583
Expenditures					
1907 - Development Extensions	0	220,445	220,445	0	0
1979 - PW Capital Projects Management - Sewer Utility	510,387	1,014,406	1,014,406	789,658	1,083,803
1909 - Sanitary Sewer Capacity Improvements	731,873	20,978,176	20,978,176	4,110,000	4,038,607
1919 - Sanitary Sewer Hydraulic Modeling As Needed Support	153,916	632,113	632,113	300,000	300,000
1913 - Sanitary Sewer Pump Station Improvements	30,146	0	0	0	0
1911 - Sanitary Sewer System Condition Assessment	825,307	4,700,000	4,700,000	1,500,000	1,500,000
1912 - Sanitary Sewer System Improvements	4,436,795	5,115,000	5,115,000	2,718,000	2,632,329



CAPITAL IMPROVEMENT PROGRAM FUNDS | SEWER UTILITY CAPITAL FUND (594)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Expenditures					
1908 - S.J.-S.C. Regional Wastewater Facility	49,832,221	33,451,789	9,952,101	25,374,842	18,588,216
1916 - Walsh Avenue @ San Tomas Aquino Creek Sanitary Sewer Siphon	0	750,000	750,000	0	0
Total Expenditures	56,520,645	66,861,929	43,362,241	34,792,500	28,142,955
Transfers To					
Sewer Utility Fund	0	0	23,000,000	0	0
Total Transfers To	0	0	23,000,000	0	0
Ending Fund Balance					
Encumbrance Carryover	2,018,647	2,018,647	2,018,647	768,590	2,018,647
Unrestricted	54,687,507	25,124,957	34,795,220	10,867,320	35,032,981
Total Ending Fund Balance	56,706,154	27,143,604	36,813,867	11,635,910	37,051,628
Total Use of Funds	113,226,799	94,005,533	103,176,108	46,428,410	65,194,583



CAPITAL IMPROVEMENT PROGRAM FUNDS | SOLID WASTE CAPITAL FUND (596)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Beginning Fund Balance					
Encumbrance Carryover	87,416	0	0	0	0
Landfill Post Closure Reserve	600,000	600,000	600,000	600,000	600,000
Landfill Corrective Action Costs	750,653	459,959	459,959	761,174	436,503
Unrestricted	72,493	272,413	272,413	0	591,328
Total Beginning Fund Balance	1,510,562	1,332,372	1,332,372	1,361,174	1,627,831
Revenue					
Rents	17,418	16,000	16,000	16,000	16,000
Developer Contributions	0	0	0	0	173,700
Total Revenue	17,418	16,000	16,000	16,000	189,700
Transfers From					
Solid Waste Fund	474,000	729,459	729,459	621,401	250,000
Total Transfers From	474,000	729,459	729,459	621,401	250,000
Total Source of Funds	2,001,980	2,077,831	2,077,831	1,998,575	2,067,531
Expenditures					
6109 - Sanitary Landfill Development - Post Closure	669,608	736,721	450,000	623,700	623,700
Total Expenditures	669,608	736,721	450,000	623,700	623,700
Ending Fund Balance					
Landfill Post Closure Reserve	600,000	600,000	600,000	600,000	600,000
Landfill Corrective Action Costs	459,959	473,418	436,503	774,875	436,503
Unrestricted	272,413	267,692	591,328	0	407,328
Total Ending Fund Balance	1,332,372	1,341,110	1,627,831	1,374,875	1,443,831
Total Use of Funds	2,001,980	2,077,831	2,077,831	1,998,575	2,067,531



CAPITAL IMPROVEMENT PROGRAM FUNDS | **STORM DRAIN CAPITAL FUND (535)**

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Beginning Fund Balance					
Encumbrance Carryover	1,104,599	1,659,746	1,659,746	1,093,722	1,659,746
Unrestricted	2,202,772	6,076,212	6,076,212	14,281	302,300
Total Beginning Fund Balance	3,307,371	7,735,958	7,735,958	1,108,003	1,962,046
Revenue					
Interest	11,312	0	0	0	0
Charges for Services	1,469,142	1,460,000	1,454,379	1,475,000	1,454,000
Total Revenue	1,480,454	1,460,000	1,454,379	1,475,000	1,454,000
Transfers From					
General Fund	4,720,000	0	0	314,551	253,169
General Fund - Capital Projects Reserve	230,506	4,489,447	4,489,447	339,000	339,000
Total Transfers From	4,950,506	4,489,447	4,489,447	653,551	592,169
Total Source of Funds	9,738,331	13,685,405	13,679,784	3,236,554	4,008,215
Expenditures					
1840 - Kiely Blvd.-Saratoga Creek Storm Drain Outfall Relocation	0	125,500	125,500	0	0
1841 - Laurelwood Pump Station Rehabilitation	376,187	7,210,493	7,210,493	0	0
1831 - Storm Drain Repairs and Maintenance	0	100,000	100,000	0	0
1811 - Storm Drain Pump Station Facility Maintenance & Repair	6,153	175,734	175,734	0	0
1899 - PW Capital Projects Management	56,843	473,110	473,110	314,551	253,169
1834 - Storm Drain System Improvements	0	33,268	33,268	0	0
1835 - Storm Drain Pump Station Outfall Reconstruction Program	0	493,143	493,143	0	0
1837 - Storm Water Retention Basin Remediation	1,638	10,877	10,877	0	0



CAPITAL IMPROVEMENT PROGRAM FUNDS | **STORM DRAIN CAPITAL FUND (535)**

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Expenditures					
1838 - SDPS Motor and Control Maintenance, Repair, and Replacement	70,050	559,061	559,061	189,000	189,000
1839 - Urban Runoff Pollution Prevention Program	69,481	354,131	354,131	150,000	150,000
1842 - Westside Retention Basin Pump Replacement Project	16,876	93,421	93,421	0	0
1843 - Lafayette St. Underpass at Subway Pump Station	0	238,000	238,000	0	0
1844 - Storm Drain Slide Gate Rehabilitation	0	390,000	390,000	0	0
Total Expenditures	597,228	10,256,738	10,256,738	653,551	592,169
Transfers To					
General Fund	1,398,145	1,460,000	1,460,000	1,475,000	1,454,000
General Government Capital Fund	1,000	1,000	1,000	1,000	1,000
Electric Utility Capital Fund	6,000	0	0	0	0
Total Transfers To	1,405,145	1,461,000	1,461,000	1,476,000	1,455,000
Ending Fund Balance					
Encumbrance Carryover	1,659,746	1,659,746	1,659,746	1,093,722	1,659,746
Unrestricted	6,076,212	307,921	302,300	13,281	301,300
Total Ending Fund Balance	7,735,958	1,967,667	1,962,046	1,107,003	1,961,046
Total Use of Funds	9,738,331	13,685,405	13,679,784	3,236,554	4,008,215



CAPITAL IMPROVEMENT PROGRAM FUNDS | STREET LIGHTING CAPITAL FUND (534)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Beginning Fund Balance					
Unrestricted	6,093,197	6,187,932	6,187,932	250,784	250,784
Total Beginning Fund Balance	6,093,197	6,187,932	6,187,932	250,784	250,784
Revenue					
Other Revenue	1,474	0	4,040	0	0
Total Revenue	1,474	0	4,040	0	0
Transfers From					
Electric Utility Fund	169,626	125,000	125,000	2,625,000	0
Total Transfers From	169,626	125,000	125,000	2,625,000	0
Total Source of Funds	6,264,297	6,312,932	6,316,972	2,875,784	250,784
Expenditures					
2875 - Great America Street Light Replacement	9,339	4,100,456	4,100,456	2,500,000	0
2876 - LED Street Flood Lighting Retrofit	43,279	0	0	0	0
2874 - LED Street Lighting Retrofit	0	1,721,382	1,721,382	0	0
2871 - Miscellaneous Street Lighting	23,747	171,323	171,323	125,000	0
Total Expenditures	76,365	5,993,161	5,993,161	2,625,000	0
Transfers To					
Electric Utility Fund	0	110,211	110,211	0	0
Total Transfers To	0	110,211	110,211	0	0
Ending Fund Balance					
Unrestricted	6,187,932	209,560	213,600	250,784	250,784
Total Ending Fund Balance	6,187,932	209,560	213,600	250,784	250,784
Total Use of Funds	6,264,297	6,312,932	6,316,972	2,875,784	250,784



CAPITAL IMPROVEMENT PROGRAM FUNDS | STREETS AND HIGHWAYS CAPITAL FUND (533)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Beginning Fund Balance					
Encumbrance Carryover	11,627,441	9,383,505	9,383,505	11,536,615	9,383,505
Unrestricted	17,918,901	24,467,634	24,467,634	866,243	2,164,096
Total Beginning Fund Balance	29,546,342	33,851,139	33,851,139	12,402,858	11,547,601
Revenue					
Other Agencies Revenue	4,966,313	20,441,631	20,441,631	6,822,242	7,046,603
Other Revenue	(265,300)	4,863,218	4,863,218	295,000	295,000
Interest	54,076	0	43,352	0	0
Other Fees for Services	3,218	0	0	0	0
State Revenues	350,000	850,000	850,000	850,000	850,000
Total Revenue	5,108,307	26,154,849	26,198,201	7,967,242	8,191,603
Transfers From					
Bridge District #2 Fund	65,000	140,000	140,000	80,000	80,000
Electric Utility Fund	68,688	0	0	0	90,000
Electric Operating Grant Trust Fund	0	400,000	400,000	400,000	400,000
Gas Tax Fund	4,254,548	2,567,856	2,567,856	2,482,144	2,482,144
General Fund	1,816,842	3,724,697	3,724,697	3,950,635	2,103,129
General Fund - Capital Projects Reserve	100,000	6,735,000	6,735,000	6,255,000	6,578,000
Parks and Recreation Capital Fund	0	0	0	0	2,025,000
Road Maintenance and Rehabilitation (SB1) Fund	2,403,979	2,100,000	2,100,000	2,100,000	2,100,000
Sewer Utility Fund	74,725	0	0	0	0
Traffic Mitigation Fund	1,443,500	2,003,500	2,003,500	2,184,927	2,184,927
Water Utility Fund	116,855	0	0	0	0
Total Transfers From	10,344,137	17,671,053	17,671,053	17,452,706	18,043,200
Total Source of Funds	44,998,786	77,677,041	77,720,393	37,822,806	37,782,404



CAPITAL IMPROVEMENT PROGRAM FUNDS | STREETS AND HIGHWAYS CAPITAL FUND (533)

		2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Expenditures						
1239	- Adaptive Signal System	0	1,850,000	1,850,000	0	0
1255	- Adaptive Signal System (Santana West Settlement Agreement)	0	950,000	950,000	0	0
1202	- Agnew Road At-Grade Crossing	2,663	566,404	566,404	0	0
1209	- Agnew Road/De La Cruz Blvd Signal Timing	325,139	0	0	0	0
1203	- Annual Creek Trail Rehabilitation Program	0	660,000	660,000	580,000	580,000
1250	- Annual Curb Ramp Installation	0	300,000	300,000	300,000	300,000
1235	- Annual Street Maintenance and Rehabilitation Program	5,375,799	16,429,400	16,429,400	6,459,711	6,459,711
1245	- Benton Bicycle Lanes	37,813	1,674,500	1,674,500	0	0
1206	- Bicycle Lane Improvements on Pruneridge Avenue at Lawrence Expressway	26,230	461,047	461,047	0	0
1379	- Bicycle Plan	6,103	0	0	0	0
1391	- Bowers Avenue Signal Timing Project	729,267	112,399	112,399	0	0
1325	- Bridge Maintenance Program	0	399,894	399,894	330,000	330,000
1227	- Changeable Message Signs	0	3,769,851	3,769,851	0	0
1222	- Citywide Accessible Pedestrian Signal Installation	0	188,768	188,768	0	0
1201	- Creek Trail Network Expansion Master Plan	61,832	0	0	0	0
1251	- HAWK Beacon Scott @ Harrison	0	750,000	750,000	0	0



CAPITAL IMPROVEMENT PROGRAM FUNDS | STREETS AND HIGHWAYS CAPITAL FUND (533)

		2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Expenditures						
1257	- Hetch Hetchy Trail Phase I	0	0	0	790,000	790,000
1208	- Homestead Road Signal Timing	225,549	56,480	56,480	0	0
1246	- Lafayette Bassett Bike Lane	0	600,000	600,000	0	224,361
1390	- Lafayette Street Signal Timing Project	888,370	0	0	0	0
1240	- Lawrence Grade Separation	0	15,000	15,000	0	0
1212	- LED Traffic Signal & Safety Light Replacements	0	806,692	806,692	0	0
1207	- Lick Mill Blvd Signal Timing	193,390	47,532	47,532	0	0
1247	- Lick Mill East River HAWK Installation	60,259	654,247	654,247	0	0
1267	- Lick Mill Pedestrian Beacon Upgrade	0	500,000	500,000	0	0
1237	- MCB/GAP Intersection Improvement Project	200,730	5,728,289	5,728,289	0	0
1210	- Mission College Bike Lanes Project	246,296	0	0	0	0
1259	- Monroe - Los Padres Traffic Signal Modification	0	0	0	145,000	145,000
1258	- Multimodal Improvement Plan Phase 2	0	295,000	295,000	295,000	295,000
1211	- Neighborhood Traffic Calming	49,930	490,276	490,276	250,000	250,000
1220	- Pedestrian and Bicycle Enhancement Facilities	44,896	1,376,174	1,376,174	1,200,000	1,200,000
1238	- Pedestrian Crosswalk Sensors	0	300,000	300,000	0	0
1233	- Pedestrian Master Plan	159,001	0	0	0	0



CAPITAL IMPROVEMENT PROGRAM FUNDS | STREETS AND HIGHWAYS CAPITAL FUND (533)

		2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Expenditures						
1205	- Pepper Tree Neighborhood Traffic Calming Study	0	89,745	89,745	0	0
1248	- Pruneridge Ave. Campbell Street Plan	0	416,347	416,347	0	0
1254	- Public Right-of-Way ADA Improvements	0	5,750,000	5,750,000	5,000,000	5,000,000
1230	- Public Right-of-Way Landscaping Improvement	0	235,710	235,710	0	0
1199	- PW Capital Projects Management - Streets and Highways	1,063,617	2,339,642	2,339,642	1,925,635	2,103,129
1249	- Related CA Multimodal Improvement Plan	0	740,000	740,000	0	0
1228	- Replacement of Underground Traffic Signal Infrastructure	0	120,122	120,122	50,000	50,000
1264	- San Tomas Aquino Creek Spur Trail Project	0	0	0	2,449,000	2,449,000
1385	- Santa Clara Citywide ITS Project 1 (Tasman, GAP, Homestead, etc.)	3,861	261,530	261,530	0	0
1386	- Santa Clara Citywide ITS Project 2 (Lafayette, Benton, and Monroe)	327	435,177	435,177	0	0
1261	- Santa Clara School Access Improvements	0	200,000	200,000	1,450,000	1,450,000
1225	- Santa Clara Valley Transportation Authority - Congestion Management Program	256,666	244,560	244,560	245,000	245,000



CAPITAL IMPROVEMENT PROGRAM FUNDS | STREETS AND HIGHWAYS CAPITAL FUND (533)

		2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Expenditures						
1204	- Saratoga Creek Trail (Homeridge Park to Central Park)	63,110	4,217,550	4,217,550	2,025,000	2,025,000
1253	- Saratoga Ave Bicycle Lanes	0	71,000	71,000	0	0
1262	- Scott-Benton Traffic Signal Timing	0	165,000	165,000	0	0
1244	- Scott Boulevard Signal Timing	62,630	327,879	327,879	0	0
1252	- Scott Boulevard Signal Timing Phase II	0	165,500	165,500	0	0
1382	- Sidewalk, Curb and Gutter Repair	381,485	458,762	458,762	380,000	380,000
1392	- SRTS Pedestrian Infrastructure Improvements Project	178,341	56,263	56,263	0	0
1272	- TDA Bicycle Facilities Upgrade	0	94,054	94,054	0	0
1260	- Traffic Calming (Santana West Settlement Agreement)	0	250,000	250,000	0	0
1256	- Traffic Engineering Consultant Support	0	125,000	125,000	125,000	125,000
1218	- Traffic Pre-Emptors	0	729,291	729,291	150,000	150,000
1357	- Traffic Signal Controller Upgrade	0	452,372	452,372	0	0
1219	- Traffic Signal Enhancements	19,845	127,324	127,324	0	0
1229	- Traffic Signal Installation – Pruneridge Ave/Cronin Dr Intersection	48,388	24,668	24,668	0	0
1232	- Traffic Signal Interconnect Upgrade	0	100,000	100,000	350,000	350,000



CAPITAL IMPROVEMENT PROGRAM FUNDS | STREETS AND HIGHWAYS CAPITAL FUND (533)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Expenditures					
1217 - Traffic Signal Management Software Upgrade	44,292	1,135,271	1,135,271	353,071	353,071
1216 - Traffic Studies and Signal Needs Assessment/Upgrade	0	221,533	221,533	100,000	100,000
1234 - Travel Demand Model Update	16,700	200,000	200,000	0	0
1271 - Tree Replacement	0	9,681	9,681	0	0
NEW - Street Tree Services	0	0	0	0	413,000
1226 - Uncontrolled Crosswalks Improvements	131,910	2,449,708	2,449,708	400,000	400,000
1376 - Vehicle Emissions Reductions Based in School (VERBS) Phase 2	164,886	328,783	328,783	67,531	67,531
Total Expenditures	11,069,325	61,524,425	61,524,425	25,419,948	26,234,803
Transfers To					
Gas Tax Fund	78,042	2,076,876	2,076,876	0	0
Traffic Mitigation Fund	280	2,571,491	2,571,491	0	0
Total Transfers To	78,322	4,648,367	4,648,367	0	0
Ending Fund Balance					
Encumbrance Carryover	9,383,505	9,383,505	9,383,505	11,536,615	9,383,505
Unrestricted	24,467,634	2,120,744	2,164,096	866,243	2,164,096
Total Ending Fund Balance	33,851,139	11,504,249	11,547,601	12,402,858	11,547,601
Total Use of Funds	44,998,786	77,677,041	77,720,393	37,822,806	37,782,404



CAPITAL IMPROVEMENT PROGRAM FUNDS | TASMAN EAST INFRASTRUCTURE IMPROVEMENT FUND (541)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Beginning Fund Balance					
Unrestricted	0	0	0	0	0
Total Beginning Fund Balance	0	0	0	0	0
Revenue					
Tasman East Infrastructure Impact Fee	0	175,757	0	0	1,192,891
Total Revenue	0	175,757	0	0	1,192,891
Transfers From					
General Fund - Capital Projects	0	0	175,757	0	0
Total Transfers From	0	0	175,757	0	0
Total Source of Funds	0	175,757	175,757	0	1,192,891
Expenditures					
4610 - Tasman East Administration	0	175,757	175,757	0	23,757
Total Expenditures	0	175,757	175,757	0	23,757
Transfers To					
General Fund - Capital Projects Reserve	0	0	0	0	175,757
Total Transfers To	0	0	0	0	175,757
Ending Fund Balance					
Unrestricted	0	0	0	0	993,377
Total Ending Fund Balance	0	0	0	0	993,377
Total Use of Funds	0	175,757	175,757	0	1,192,891



CAPITAL IMPROVEMENT PROGRAM FUNDS | WATER UTILITY CAPITAL FUND (592)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Beginning Fund Balance					
Encumbrance Carryover	322,590	10,510,726	10,510,726	322,590	10,510,726
Unrestricted	14,972,877	16,457,768	16,457,767	1,639,784	11,803,093
Total Beginning Fund Balance	15,295,467	26,968,494	26,968,493	1,962,374	22,313,819
Revenue					
Other Revenue	57,025	0	83,381	0	0
Total Revenue	57,025	0	83,381	0	0
Transfers From					
Sewer Utility Fund	545,000	500,000	500,000	500,000	500,000
Water Utility Fund	13,040,735	4,110,000	4,110,000	5,785,000	5,785,000
Total Transfers From	13,585,735	4,610,000	4,610,000	6,285,000	6,285,000
Total Source of Funds	28,938,227	31,578,494	31,661,874	8,247,374	28,598,819
Expenditures					
7057 - Asset Management Program	111,312	2,750,000	2,750,000	150,000	150,000
7005 - Buildings and Grounds	56,275	485,000	485,000	135,000	135,000
7054 - Distribution System Replacement/Restoration	1,277,121	3,875,000	3,875,000	2,000,000	2,000,000
7059 - New and Replacement Wells	125,337	0	7,005	3,000,000	3,000,000
7056 - Office Rehabilitation	12,975	0	0	0	0
7058 - SCADA Improvements	60,378	2,000,000	2,000,000	1,000,000	1,000,000
7060 - Tank Rehabilitation	189,975	0	0	0	0
Total Expenditures	1,833,373	9,110,000	9,117,005	6,285,000	6,285,000
Transfers To					
Public Buildings Fund	0	231,050	231,050	0	0
Sewer Utility Capital Fund	136,361	0	0	0	0
Total Transfers To	136,361	231,050	231,050	0	0



CAPITAL IMPROVEMENT PROGRAM FUNDS | WATER UTILITY CAPITAL FUND (592)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Adopted	2021/22 Amended
Ending Fund Balance					
Encumbrance Carryover	10,510,726	10,510,726	10,510,726	322,590	10,510,726
Unrestricted	16,457,767	11,726,718	11,803,093	1,639,784	11,803,093
Total Ending Fund Balance	26,968,493	22,237,444	22,313,819	1,962,374	22,313,819
Total Use of Funds	28,938,227	31,578,494	31,661,874	8,247,374	28,598,819

Other Agency Funds

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OTHER AGENCY FUNDS

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. The Santa Clara Golf and Tennis Club was 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.

Santa Clara Golf and Tennis Club Fund (811)

This fund accounted for the operations of the City's public golf course. The operating lease expired and operations closed during FY 2019/20. This fund was closed effective FY 2019/20. However, there are ongoing maintenance costs funded by the General Fund until the property is turned over to the developer. These maintenance costs are budgeted in Non-Departmental.

Sports and Open Space Authority Capital Fund (840)

This fund accounted for the Authority's capital improvement program. The remaining fund balance was transferred to the Santa Clara Golf and Tennis Club Fund (as discussed in above section) in FY 2019/20. This fund was closed effective FY 2019/20.

Sports and Open Space Authority Fund (801)

This fund accounts for the acquisition and preservation of open space within the City and the development of local sports activities.

The following section details the Other Agency Funds' Statements of Sources and Uses and the Proposed Budget for Fiscal Year 2021/22 and Fiscal Year 2022/23 for Fund 801.



OTHER AGENCY FUNDS | SANTA CLARA GOLF AND TENNIS CLUB FUND (811)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Unrestricted	(107,160)	0	0	0	0
Total Beginning Fund Balance	(107,160)	0	0	0	0
Revenue					
Charges for Services	638,797	0	0	0	0
Other Revenue	34,754	0	0	0	0
Total Revenue	673,551	0	0	0	0
Transfers From					
General Fund	170,288	0	0	0	0
Sports and Open Space Authority	157,486	0	0	0	0
Construction Fund					
Total Transfers From	327,774	0	0	0	0
Total Source of Funds	894,165	0	0	0	0
Expenditures					
Materials/Services/Supplies	893,054	0	0	0	0
Interfund Services	1,111	0	0	0	0
Total Expenditures	894,165	0	0	0	0
Ending Fund Balance					
Unrestricted	0	0	0	0	0
Total Ending Fund Balance	0	0	0	0	0
Total Use of Funds	894,165	0	0	0	0



OTHER AGENCY FUNDS | SPORTS AND OPEN SPACE AUTHORITY CAPITAL FUND (840)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Unrestricted	157,486	0	0	0	0
Total Beginning Fund Balance	157,486	0	0	0	0
Total Source of Funds	157,486	0	0	0	0
Transfers To					
Santa Clara Golf and Tennis Club Fund	157,486	0	0	0	0
Total Transfers To	157,486	0	0	0	0
Ending Fund Balance					
Unrestricted	0	0	0	0	0
Total Ending Fund Balance	0	0	0	0	0
Total Use of Funds	157,486	0	0	0	0



OTHER AGENCY FUNDS | SPORTS AND OPEN SPACE AUTHORITY FUND (801)

	2019/20 Actual	2020/21 Amended	2020/21 Estimate	2021/22 Proposed	2022/23 Proposed
Beginning Fund Balance					
Encumbrance Carryover	1,713	0	0	0	0
Unrestricted	32,622	23,664	23,408	14,557	9,387
Total Beginning Fund Balance	34,335	23,664	23,408	14,557	9,387
Revenue					
Interest	546	1,000	290	250	250
Total Revenue	546	1,000	290	250	250
Total Source of Funds	34,881	24,664	23,698	14,807	9,637
Expenditures					
Board Member Stipend	4,920	4,320	4,920	4,920	4,920
Materials/Services/Supplies	6,553	5,220	4,221	500	500
Total Expenditures	11,473	9,540	9,141	5,420	5,420
Ending Fund Balance					
Unrestricted	23,408	15,124	14,557	9,387	4,217
Total Ending Fund Balance	23,408	15,124	14,557	9,387	4,217
Total Use of Funds	34,881	24,664	23,698	14,807	9,637

City Departments

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Mayor and City Council Offices

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Mayor and City Council Offices Description

The City Council consists of a Mayor who is elected at large and six Councilmembers that are elected by district and serve staggered four-year terms. The Council, as the legislative body, represents the residents 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 Councilmembers serve on county, regional, and State organizations representing the City's interests. The Mayor and Councilmembers 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 and Open Space Authority, Stadium Authority, and Oversight Board for Successor Agency to the City of Santa Clara Redevelopment Agency.

Divisions and Services

The Mayor and Councilmembers are supported by the Mayor and City Council Offices staff. The Mayor and City Council Offices are organized under the Mayor and City Council Division.

Mayor and City Council Division Mission	Assist the Mayor and Councilmembers with implementation of established policies, goals and objectives.
	Assist Mayor and Councilmembers 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.
Division Objectives	Coordinate concerns from members of the community in an effort to increase transparency and responsiveness.
	Provide support to Mayor and City Council on all administrative needs and research needs, including support for Council Committee and intergovernmental assignments.
	Provide general administrative support to the Mayor and Councilmembers.



Significant Accomplishments

- Supported the City Council with its policy priorities
- Maintained compliance with applicable requirements, e.g., calendar disclosures, public records requests, and other government transparency requirements
- Provided direct support to the Mayor and City Council on all administrative needs and research needs, including administrative support for Council Committee and intergovernmental assignments
- Provided administrative support to the Governance and Ethics Committee, Economic Development, Communications, and Marketing Committee, City/School (SCUSD) Liaison Committee, and City/Mission College Liaison Committee
- Assisted with the establishment of the Task Force on Diversity, Equity, and Inclusion and provided ongoing staff support
- Responded to constituent concerns and inquiries within three business days.
- Approved and processed proclamations, commendations, and recognition requests in time for events.
- Responded to requests for Mayor and/or Council's appearance within two weeks of request.
- Provided logistical support for various COVID-19 community outreach programs such as the Citywide "Mask-Up Santa Clara" face distribution events and Mayor@Noon livestream broadcasts.
- Served as Commodities Lead at the Healthy Meals Santa Clara food distribution program and provided staff support at the Senior Nutrition Meal Program.
- Responded to and referred a high volume of resident inquiries and concerns regarding the COVID-19 pandemic, Shelter-in-Place orders, and available resources.

Mayor and City Council Travel

In accordance with the City's administrative policy on official travel by elected officials, Council Policy 043, official travel is approved in advance annually with the Mayor and City Council Offices' Operating Budget. The following are the conferences, meetings and events that are scheduled for Mayor and Councilmembers' attendance:

Conference	FY 2021/22 Budget	FY 2022/23 Budget
National League of Cities Annual Conference	4,505	4,595
League of California Cities Annual Conference	12,437	12,810
League of California Cities New Members Academy	-	7,300
League of California Cities Workshops	3,060	3,121
Official Local Policy Related Events/Meetings	3,000	3,183
Sister Cities Annual Conference	3,954	4,033
Sister Cities International Travel to Sister Cities of Coimbra, Izumo, or Limerick	8,583	8,755
Sister Cities International Related Travel	15,000	15,000
United States Conference of Mayors Winter Meeting	2,757	2,812
United States Conference of Mayors Annual Conference	3,094	3,156
Total Conference Budget	56,390	64,765



**Mayor and City Council
Offices**

9.00 FTEs

Mayor and City Council

1.00 Mayor*
6.00 Councilmember*
1.00 Executive Assistant to Mayor and City Council
1.00 Staff Analyst I

9.00 Total Mayor and City Council FTE

*Mayor and Councilmember positions shown as 7.0
FTE positions



Budget Summary

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Division / Program						
Mayor and City Council Division						
1611 City Council Program	883,380	834,241	829,205	(0.6%)	859,377	3.6%
Total Mayor and City Council Division	883,380	834,241	829,205	(0.6%)	859,377	3.6%
Total by Division / Program	883,380	834,241	829,205	(0.6%)	859,377	3.6%
	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Fund						
General Fund	883,380	834,241	829,205	(0.6%)	859,377	3.6%
Total by Fund	883,380	834,241	829,205	(0.6%)	859,377	3.6%
Dollars by Category						
Salary and Benefits						
Salary	461,170	411,111	396,777	(3.5%)	405,242	2.1%
As-Needed	62,288	33,120	16,279	(50.8%)	17,479	7.4%
Overtime	7,509	517	535	3.5%	554	3.6%
Retirement	160,992	120,900	129,508	7.1%	135,302	4.5%
Health Allocation	33,140	23,747	23,963	0.9%	24,717	3.1%
Medicare	7,980	6,263	6,049	(3.4%)	6,171	2.0%
Social Security	23,955	15,839	15,114	(4.6%)	15,641	3.5%
Other Benefits	17,600	12,680	13,303	4.9%	13,507	1.5%
Total Salary and Benefits	774,634	624,177	601,528	(3.6%)	618,613	2.8%
Non-Personnel						
Materials/Services/Supplies	43,977	118,940	100,860	(15.2%)	112,459	11.5%
Interfund Services	64,769	91,124	126,817	39.2%	128,305	1.2%
Total Non-Personnel	108,746	210,064	227,677	8.4%	240,764	5.7%
Total by Category	883,380	834,241	829,205	(0.6%)	859,377	3.6%



Position Summary

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change	FY 2022/23 Proposed
Positions by Division / Program					
Mayor and City Council Division					
1611 City Council Program	10.00	9.00	9.00	0.00	9.00
Total Mayor and City Council Division	10.00	9.00	9.00	0.00	9.00
Total by Division / Program	10.00	9.00	9.00	0.00	9.00

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change	FY 2022/23 Proposed
General Fund	10.00	9.00	9.00	0.00	9.00
Total by Fund	10.00	9.00	9.00	0.00	9.00

Position Classification					
Mayor	1.00	1.00	1.00	0.00	1.00
City Councilmember	6.00	6.00	6.00	0.00	6.00
Executive Assistant to Mayor and City Council	1.00	1.00	1.00	0.00	1.00
Office Records Specialist	1.00	0.00	0.00	0.00	0.00
Staff Analyst I	1.00	1.00	1.00	0.00	1.00
Total Positions	10.00	9.00	9.00	0.00	9.00



Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	9.00	834,241
FY 2021/22 Base Budget Adjustments		
One-Time Cost Adjustments		
Replacement of iPads/iPhones		(18,000)
Ongoing Cost Adjustments		
Salary and benefits adjustments		(10,868)
Net increase in various interfund services allocations		35,693
Reallocation of funding for State of the City and Sister Cities International Membership from the City Manager's Office		7,351
COVID-19 Phase 1 Budget Rebalancing (Approved by City Council March 9, 2021):		
- Reduction in as-needed staffing budget		(18,000)
Reallocation of funding for Ricoh usage costs to the Information Technology Department		(1,212)
Total FY 2021/22 Base Budget Adjustments	0.00	(5,036)
Total FY 2021/22 Base Budget	9.00	829,205
Total FY 2021/22 Proposed Budget	9.00	829,205
FY 2022/23 Base Budget Adjustments		
Ongoing Cost Adjustments		
Salary and benefits adjustments		18,573
Non-personnel adjustments		11,599
Total FY 2022/23 Base Budget Adjustments	0.00	30,172
Total FY 2022/23 Base Budget	9.00	859,377
Total FY 2022/23 Proposed Budget	9.00	859,377



Performance and Workload Measures

Mayor and City Council Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Percent of forwarded citizen concerns and inquiries to City Manager within three business days		98%	99%	100%	99%	100%	100%
Percent of approved proclamations processed in time for proclaimed event		100%	100%	100%	100%	100%	100%
Percent of complete travel requests and reimbursements processed within two weeks of receiving needed documentation and receipts		100%	100%	100%	100%	100%	100%
Percent of response to requests for Mayor and/or Council's personal appearance at events within two weeks of requests		100%	100%	100%	100%	100%	100%

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City Attorney's Office

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City Attorney's Office Description

Section 908 of the City of Santa Clara Charter provides:

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.

Divisions and Services

The City Attorney's Division is organized under the City Attorney's Office.

City Attorney Division Mission	Provide professional municipal legal services to the City Council, policy makers, boards, commissions, and staff in their official capacities.
	The Court and Trial Division shall provide hearing and trial counsel services, handle discovery and other necessary proceedings incident to hearings and trials. The Contract and Transaction Division shall assist various City departments in negotiating and preparing complex agreements, legal documents, etc.; prepare correspondence and answer complex inquiries from City departments, other agencies, and third parties; with special assistance, participate in preparing civil cases and administrative cases in utility matters
Division Objectives	The Research and Opinion Division shall interpret the law, prepare legal opinions, and prepare and review resolutions, ordinances, bonds, invitations for bids and proposals, contracts, deeds, and related instruments; prosecute actions involving City ordinances; prepare correspondence and answer routine inquiries from City departments and other agencies. The Library and Clerical Division shall maintain the law library and perform all secretarial and clerical duties required in support of the City Attorney and divisions of the City Attorney's Office as are assigned or directed, and other related work as is assigned.



Significant Accomplishments

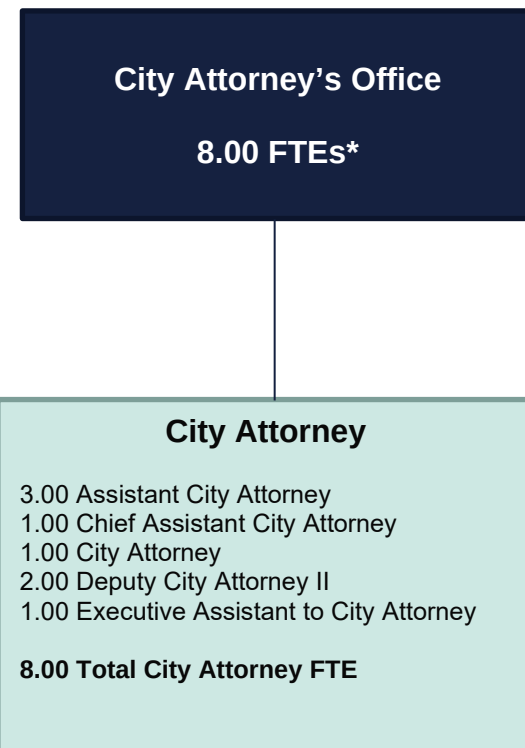
- Drafted City ordinances, including: Covid-19 Eviction Moratorium Ordinance, Temporary Limit on Third-Party Food Delivery Service Fees Ordinance, Permanent Ban on Commercial Marijuana Ordinance, Parental Liability Ordinance, Workers Retention Rights Ordinance, Repeal of Section 8.32.130 (Possession of Tobacco by Persons Under 21) Ordinance, International Exchange Commission Reinstatement Ordinance.
- Implementing new case management system, Advologix, to accurately manage and track transactional and litigation matters for City departments and Stadium Authority to provide more efficient legal services and better reporting to City Council and City Staff.
- Completed approximately 1,270 legal service requests, which included legal advice, review and negotiations of contracts, leases, licenses, and policies related to the day-to-day operations of the City of Santa Clara while maintaining full City Attorney operations during the Covid-19 pandemic under reduced FTE and budget.

Significant Objectives

- Assist with Stadium issues:
 - Related to non-NFL events
 - Related to audit recommendations and implementation
- Assist with comprehensive Zoning Ordinance Update
- Assist with election issues
- Assist with analysis of conflict of interest issues
- Assist with City Administration improvements with procurement and contracting
- Continue with internal CAO process improvements and reporting of more meaningful measures

Budget Highlights

- This budget factors in the COVID-19 Phase 1 budget rebalancing actions approved by the City Council on March 9, 2021, including the following:
 - Froze 1.0 Legal Office Specialist III position, one of two administrative support positions for the City Attorney's Office
 - Reduced the non-personnel budget (e.g., legal couriers, training, legal subscriptions, supplies and materials)
- Addition of 1.0 Assistant City Attorney to focus on legal matters regarding Silicon Valley Power (SVP) funded by a reimbursement from SVP
- Realignment of legal services costs from the Special Liability Fund to the City Attorney's Office budget for expenses that are not related to an active claim. These costs are a net-zero shift from the Special Liability Fund and are reallocated to better align with the practice of using the internal service fund only for claims related expenses.



**The positions above represent all funded positions. This excludes the 1.0 Legal Office Specialist III position that was frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402).*



Budget Summary

	FY 2019/20 Actual	FY 2020/21 Amended	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Division / Program						
City Attorney Division						
2411 Program Administration	1,614,857	1,625,634	1,393,036	(14.3%)	1,447,794	3.9%
2412 Program Litigation	641,701	1,090,491	1,704,344	56.3%	1,775,093	4.2%
Total City Attorney Division	2,256,558	2,716,125	3,097,380	14.0%	3,222,887	4.1%
Total by Division / Program	2,256,558	2,716,125	3,097,380	14.0%	3,222,887	4.1%

	FY 2019/20 Actual	FY 2020/21 Amended	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Fund						
General Fund	2,230,538	2,716,125	3,097,380	14.0%	3,222,887	4.1%
Other City Operating Grant Fund	24,710	0	0	0.0%	0	0.0%
Electric Utility	1,310	0	0	0.0%	0	0.0%
Total by Fund	2,256,558	2,716,125	3,097,380	14.0%	3,222,887	4.1%

Dollars by Category						
Salary and Benefits						
Salary	1,231,077	1,512,331	1,648,196	9.0%	1,714,283	4.0%
As-Needed	68,130	47,143	49,720	5.5%	50,915	2.4%
Retirement	342,624	471,884	598,958	26.9%	637,668	6.5%
Health Allocation	73,520	94,986	97,042	2.2%	100,810	3.9%
Medicare	20,693	24,683	26,630	7.9%	27,651	3.8%
Social Security	58,774	66,559	66,552	0.0%	66,923	0.6%
Other Benefits	52,209	62,224	65,568	5.4%	66,380	1.2%
Total Salary and Benefits	1,847,027	2,279,810	2,552,666	12.0%	2,664,630	4.4%
Non-Personnel						
Materials/Services/Supplies	83,931	149,247	399,834	167.9%	407,544	1.9%
Interfund Services	247,006	287,068	144,880	(49.5%)	150,713	4.0%
Capital Outlay	3,594	0	0	N/A	0	N/A
Transfers to Other Funds	75,000	0	0	N/A	0	N/A
Total Non-Personnel	409,531	436,315	544,714	24.8%	558,257	2.5%
Total by Category	2,256,558	2,716,125	3,097,380	14.0%	3,222,887	4.1%



Position Summary

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed*	FY 2021/22 Change	FY 2022/23 Proposed*
Positions by Division / Program					
City Attorney Division					
2411 Program Administration	4.60	5.60	4.10	(1.50)	4.10
2412 Program Litigation	2.40	2.40	3.90	1.50	3.90
Total City Attorney Division	7.00	8.00	8.00	0.00	8.00
Total by Division / Program	7.00	8.00	8.00	0.00	8.00

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed*	FY 2021/22 Change	FY 2022/23 Proposed*
Positions by Fund					
General Fund	7.00	8.00	8.00	0.00	8.00
Total by Fund	7.00	8.00	8.00	0.00	8.00

Assistant City Attorney	2.00	2.00	3.00	1.00	3.00
Chief Assistant City Attorney	0.00	1.00	1.00	0.00	1.00
City Attorney	1.00	1.00	1.00	0.00	1.00
Deputy City Attorney II	2.00	2.00	2.00	0.00	2.00
Executive Assistant to City Attorney	1.00	1.00	1.00	0.00	1.00
Legal Office Specialist III	1.00	1.00	0.00	(1.00)	0.00
Total Positions	7.00	8.00	8.00	0.00	8.00

*The positions above represent all funded positions. This excludes the 1.0 Legal Office Specialist III position that was frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402).



Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	8.00	2,716,125
FY 2021/22 Base Budget Adjustments		
One-Time Cost Adjustments		
Rebudget: Legal Management Software		(50,000)
Ongoing Cost Adjustments		
Salary and benefits adjustments		77,575
Reallocation of Ricoh usage costs to the Information Technology Department		(1,032)
Reallocation of Legal Services from Special Liability Fund		250,000
Reallocation of Contractual Services from Special Liability Fund		50,000
Net decrease in various interfund services allocations		(142,188)
Increase Contract Services (Legal Software, Case Management Software, Legal databases)		15,593
COVID-19 Phase 1 Budget Rebalancing (Approved by City Council March 9, 2021)		
- Freeze of 1.0 Legal Office Specialist III		(125,554)
- Reduction in various services (Legal Couriers, Legal Subscriptions, Training, Miscellaneous Supplies)		(13,974)
Total FY 2021/22 Base Budget Adjustments	(1.00)	60,420
Total FY 2021/22 Base Budget	7.00	2,776,545
Service Level Changes		
Addition of 1.0 Assistant City Attorney for SVP	1.00	320,835
Total FY 2021/22 Service Level Changes	1.00	320,835
Total FY 2021/22 Proposed Budget	8.00	3,097,380
FY 2022/23 Base Budget Adjustments		
Ongoing Cost Adjustments		
Salary and benefits adjustments		111,964
Net increase in various interfund services allocations		5,833
Non-personnel adjustments		7,710
Total FY 2022/23 Base Budget Adjustments	0.00	125,507
Total FY 2022/23 Base Budget	0.00	3,222,887
Total Service Level Changes		
Total FY 2022/23 Proposed Budget	8.00	3,222,887



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Addition of 1.0 Assistant City Attorney for SVP	1.00	0	320,835	0	335,650

Program: 2412 Program Litigation

This action adds 1.0 Assistant City Attorney in FY 2021/22 to provide support for the City Attorney's Office in handling the range of legal issues on behalf of Silicon Valley Power, including: review and advice concerning regulatory matters; contract negotiations for power supply and transmission; procurement and negotiation of contracts for construction, maintenance and repair of electric facilities; assistance with acquisition of real property rights for rights of way and easements for electrical facilities; participation in municipal power authority associations; and oversight and supervision of outside counsel for federal and state regulatory matters.

Performance Impact

This addition provides the needed capacity to address a wide range of Silicon Valley Power legal issues.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources



Performance and Workload Measures

City Attorney Division							
Workload Measures							
	Strategic Pillar	2018/19 Actuals ¹	2019/20 Actuals	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Number of legal service requests reviewed within ten working days after receipt from the Department		2,482	1,580	1,800	1,900	1,800	1,800
Number of training sessions presented for City officials and staff		8	5	5	5	5	5
Number of ordinances and resolutions drafted or reviewed by CAO		213	113	100	40	40	40
Issue quarterly litigation status reports		4	4	4	4	4	4
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	4
Prosecute cases for violations of City Code		21	24	40	45	40	40

¹FY 2018/19 are higher than previous years' actuals due to full staffing levels to handle the case load. The City Attorney's Office anticipates a decline in FY 2019/20 and FY 2020/21 due to changes in enforcement policies and new regulations.

City Clerk's Office

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Elected City Clerk's Office

The Elected City Clerk duties are to (a) be the custodian of the seal of the City and (b) have charge of all City Elections. The Elected City Clerk would maintain sole responsibility for administering all aspects of City elections (e.g., Mayor, City Council, and Chief of Police).

Divisions and Services

The Elected City Clerk's Office is a division organized under the City Clerk's Office.

Elected City Clerk Division Mission	Ethically serve the needs of the citizens of the community by facilitating all aspects of City elections in accordance with the City Charter, Municipal Code, California Elections Code and Political Reform Act.
Division Objectives	To develop and execute strategies to broaden outreach throughout the community to increase transparency and education.
	To design and implement new City initiatives related to Measure N, which changed the method of elections from at-large to by-district voting for City Councilmembers, excluding the Mayor.
	To increase voter registration in the City through effective community engagement programs such as citizens outreach.

Significant Accomplishments

- Successfully oversaw the City's first district-based election in FY 2020/21 which encompassed four council seats.

Significant Objectives

- Focus on redistricting efforts in FY 2021/22. The use of existing election outreach funding will support the redistricting activities for the City.



Elected City Clerk's Office

1.00 FTEs

Elected City Clerk

1.00 City Clerk*

1.00 Total Elected City Clerk FTE

*City Clerk position shown as 1.0 FTE position



Budget Summary

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Division / Program						
Elected City Clerk Division						
2314 City Clerk-Elections	28,799	483,076	135,963	(71.9%)	488,281	259.1%
Total Elected City Clerk Division	28,799	483,076	135,963	(71.9%)	488,281	259.1%
Total by Division / Program	28,799	483,076	135,963	(71.9%)	488,281	259.1%

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Fund						
General Fund	28,799	483,076	135,963	(71.9%)	488,281	259.1%
Total by Fund	28,799	483,076	135,963	(71.9%)	488,281	259.1%

Dollars by Category						
Salary and Benefits						
Salary	0	24,000	24,000	0.0%	24,000	0.0%
Retirement	8,495	7,387	8,214	11.2%	8,393	2.2%
Medicare	363	348	348	0.0%	348	0.0%
Total Salary and Benefits	8,858	31,735	32,562	2.6%	32,741	0.5%
Non-Personnel						
Materials/Services/Supplies	19,941	450,000	102,000	(77.3%)	454,040	345.1%
Interfund Services	0	1,341	1,401	4.5%	1,500	7.1%
Total Non-Personnel	19,941	451,341	103,401	(77.1%)	455,540	340.6%
Total by Category	28,799	483,076	135,963	(71.9%)	488,281	259.1%



Position Summary

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change	FY 2022/23 Proposed
Positions by Division / Program					
Elected City Clerk Division					
2314 Elections	1.00	1.00	1.00	0.00	1.00
Total Elected City Clerk Division	1.00	1.00	1.00	0.00	1.00
Total by Division / Program	1.00	1.00	1.00	0.00	1.00

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change	FY 2022/23 Proposed
Positions by Fund					
General Fund	1.00	1.00	1.00	0.00	1.00
Total by Fund	1.00	1.00	1.00	0.00	1.00

Position Classification					
City Clerk	1.00	1.00	1.00	0.00	1.00
Total Positions	1.00	1.00	1.00	0.00	1.00



Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	1.00	483,076
FY 2021/22 Base Budget Adjustments		
One-Time Cost Adjustments		
Election Costs		(350,000)
Ongoing Cost Adjustments		
Salary and benefits adjustments		827
Increase in Interfund Services Allocation		60
Increase in Contractual Services		2,000
Total FY 2021/22 Base Budget Adjustments	0.00	(347,113)
Total FY 2021/22 Base Budget	1.00	135,963
Total FY 2021/22 Recommended Budget	1.00	135,963
FY 2022/23 Base Budget Adjustments		
Ongoing Cost Adjustments		
Election Costs (bi-annually)		350,000
Salary and benefits adjustments		179
Non-personnel adjustments		2,139
Total FY 2022/23 Base Budget Adjustments	0.00	352,318
Total FY 2022/23 Base Budget	1.00	488,281
Total FY 2022/23 Recommended Budget	1.00	488,281



Performance and Workload Measures

Elected City Clerk Division

Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Percent of Campaign Disclosure Statements distributed		100%	100%	100%	100%	100%	100%
Workload Measures							
Number of Campaign Disclosure Statements processed		82	76	50	50	50	50
Number of elections held		2	1	1	1	N/A*	1

**Regularly scheduled elections occur biennially*



Assistant City Clerk's Office Description

The Assistant City Clerk oversees the day-to-day operations of the City Clerk's Office. The Office of the Assistant City Clerk processes the agendas for and attends all meetings of the Council and Authorities Concurrent and Stadium Authority meetings, maintains accurate and up-to-date records of the proceedings of those meetings and makes those records open for public inspection. The Office of the Assistant City Clerk processes and maintains copies of City contracts, ordinances, resolutions and other official documents. The Office of the Assistant City Clerk manages and compiles City records in accordance with the Records Retention Schedule and in response to Public Records Act requests. The Office of the Assistant City Clerk administers campaign and disclosure laws, the Campaign Finance Ordinance, Regulation of Lobbying Activities program and the Calendars of Certain City Officials program. The Office of the Assistant City Clerk also administers oaths of affirmation pertaining to the affairs and business of the City and certifies copies of official records.

Divisions and Services

The Assistant City Clerk's Office is organized under the City Clerk's Office.

Assistant City Clerk Division Mission

Maintain and ensure that all official records and documents are accessible to the public; ensure 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; and respond to all requests for information efficiently and courteously.

Division Objectives

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 Department and the City Attorney's Office to ensure integrity and compliance with the Records Retention Program, including updating the Records Retention Schedules.

To continue the records management software training for City staff and work with departments to inventory and classify 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.



Significant Accomplishments

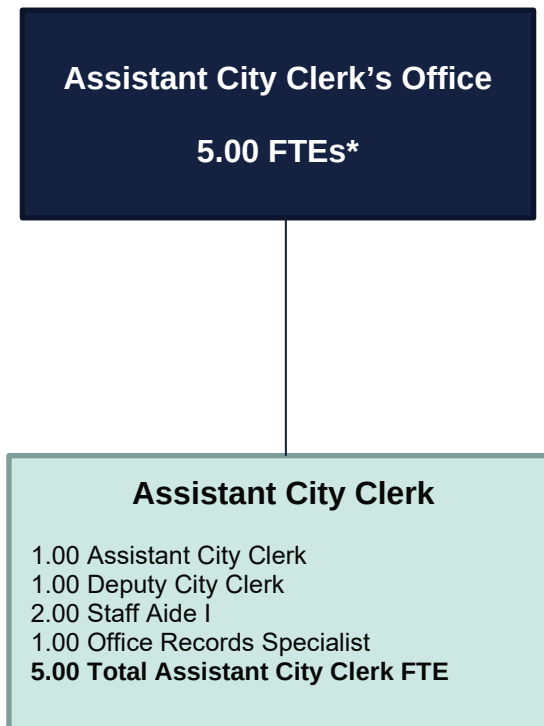
- Collaborated with the City Attorney's Office and created Electronic Form for City Attorney's Office review and collaboration with City Departments on City Business
- Collaborated with Community Development – Housing Division in the implementation of an Emergency Rental Assistance Application through Laserfiche.
- Transitioned and supported all public meetings (Council, Stadium Authority, Boards, Commissions, and Committees) to virtual meetings via Zoom
- Implemented an online Public Records Act Request Portal - NextRequest
- Increased Lobbyist Fees for full cost recovery of the program
- Assistant City Clerk worked closely with the City Clerk to accomplish the following;
 - Implemented and conducted a Special Election – March 2020
 - Implemented and conducted the November 2020 General and Special Election

Significant Objectives

- Implement and support enhanced functionality for the enterprise document management system as a citywide 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 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 to the public

Budget Highlights

- This budget factors in the COVID-19 Phase 1 budget rebalancing actions approved by the City Council on March 9, 2021, including the following:
 - Froze 1.0 Deputy City Clerk position
 - Reduced the overtime budget
 - Reduced the non-personnel budget (e.g., training, supplies and materials, closed captioning consultant services)



**The positions above represent all funded positions. This excludes the 1.0 Deputy City Clerk position that was frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402).*



Budget Summary

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Division / Program						
Assistant City Clerk Division						
2311 City Clerk- Council Admin Supp	494,862	550,706	205,360	(62.7%)	209,176	1.9%
2312 City Clerk-Public Info	481,123	710,057	795,796	12.1%	828,363	4.1%
2313 City Clerk-Political Reforms	557,143	326,716	333,112	2.0%	345,398	3.7%
Total Assistant City Clerk Division	1,533,128	1,587,479	1,334,268	(16.0%)	1,382,937	3.6%
Total by Division / Program	1,533,128	1,587,479	1,334,268	(16.0%)	1,382,937	3.6%
Dollars by Fund						
General Fund	1,499,902	1,587,479	1,334,268	(16.0%)	1,382,937	3.6%
Other City Operating Grant Trust Fund	9,726	0	0	0.0%	0	0.0%
General Government Capital Fund	23,500	0	0	0.0%	0	0.0%
Total by Fund	1,533,128	1,587,479	1,334,268	(16.0%)	1,382,937	3.6%
Dollars by Category						
Salary and Benefits						
Salary	497,042	705,724	565,713	(19.8%)	586,023	3.6%
As-Needed	70,848	138,838	46,150	(66.8%)	48,543	5.2%
Overtime	448	9,000	1,000	(88.9%)	1,035	3.5%
Retirement	157,706	226,384	227,379	0.4%	242,297	6.6%
Health Allocations	41,662	71,827	61,692	(14.1%)	64,707	4.9%
Medicare	8,201	10,997	8,839	(19.6%)	9,148	3.5%
Social Security	28,488	42,944	34,717	(19.2%)	35,298	1.7%
Other Benefits	27,339	39,242	32,886	(16.2%)	33,452	1.7%
Total Salary and Benefits	831,734	1,244,956	978,376	(21.4%)	1,020,503	4.3%
Non-Personnel						
Materials/Services/Supplies	483,487	241,260	212,404	(12.0%)	216,627	2.0%
Interfund Services	94,407	101,263	143,488	41.7%	145,807	1.6%
Other Expenditures	23,500	0	0	0.0%	0	0.0%
Transfers to Other Funds	100,000	0	0	0.0%	0	0.0%
Total Non-Personnel	701,394	342,523	355,892	3.9%	362,434	1.8%
Total by Category	1,533,128	1,587,479	1,334,268	(16.0%)	1,382,937	3.6%



Position Summary

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed*	FY 2021/22 Change	FY 2022/23 Proposed*
Positions by Division / Program					
Assistant City Clerk Division					
2311 Council/Administration Support	1.50	2.50	1.50	(1.00)	1.50
2312 Public Information/Legislative Records Management	1.10	2.10	2.10	0.00	2.10
2313 Political Reform Act	1.40	1.40	1.40	0.00	1.40
Total Assistant City Clerk Division	4.00	6.00	5.00	(1.00)	5.00

Total by Division / Program	4.00	6.00	5.00	(1.00)	5.00

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed*	FY 2021/22 Change	FY 2022/23 Proposed*
Positions by Fund					
General Fund	4.00	6.00	5.00	(1.00)	5.00
Total by Fund	4.00	6.00	5.00	(1.00)	5.00

Position Classification					
Assistant City Clerk	1.00	1.00	1.00	0.00	1.00
Deputy City Clerk	1.00	2.00	1.00	(1.00)	1.00
Office Records Specialist	0.00	1.00	1.00	0.00	1.00
Office Specialist III	0.00	0.00	0.00	0.00	0.00
Staff Aide I	2.00	2.00	2.00	0.00	2.00
Total Positions	4.00	6.00	5.00	(1.00)	5.00

**The positions above represent all funded positions. This excludes the 1.0 Deputy City Clerk position that was frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402).*



Budget Reconciliation

FY 2021/22 Base Budget Adjustments

One-Time Cost Adjustments

As-Needed Staff - Document Management Resources and Records Retention Policies Update	(95,000)

Ongoing Cost Adjustments

Salary and benefits adjustments	(11,918)
Reallocation of Ricoh costs to central allocation under the Information Technology Department	(1,828)
Increase to contractual services (Software, Records Management, Miscellaneous Supplies)	4,826
Net increase in interfund service allocations	42,225
COVID-19 Phase 1 Budget Rebalancing (Approved by City Council March 9, 2021)	
- Freeze of 1.0 Deputy City Clerk Position	(1.00) (151,662)
- Reduction in Conference Travel and Training Budget	(14,622)
- Reduction in Contract Services (Closed Captioning)	(16,320)
- Reduction in Miscellaneous Supplies	(912)
- Reduction in Overtime	(8,000)

Total FY 2021/22 Base Budget Adjustments	(1.00)	(253,211)
Total FY 2021/22 Base Budget	5.00	1,334,268

Total FY 2021/22 Recommended Budget	5.00	1,334,268

FY 2022/23 Base Budget Adjustments

Ongoing Cost Adjustments

Salary and benefits adjustments	42,127
Non-personnel adjustments	6,542

Total FY 2022/23 Base Budget Adjustments	0.00	48,669
Total FY 2022/23 Base Budget	5.00	1,382,937

Total FY 2022/23 Proposed Budget	5.00	1,382,937



Performance and Workload Measures

Assistant City Clerk Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Percent of records authorized and provided by the department for destruction are destroyed within 30 days		0%	100%	100%	100%	100%	100%
Percent of City Council reports available online 4 days prior to the meeting – <i>New for FY 2021/22</i>		N/A	100%	100%	100%	100%	100%
Workload Measures							
Number of Conflict of Interest forms processed		314	369	250	300	300	300

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City Auditor's Office

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City Auditor Division Description

The City Auditor's Office is an independent office that reports to the Audit Committee and City Council. The Office conducts performance audits and reviews of City departments, programs and services, and makes recommendations to strengthen accountability and improve efficiencies and effectiveness of City programs and business processes. The audits may assess internal controls over financial reporting and evaluate the adequacy of system of internal controls, and compliance with applicable laws, rules, regulations, and City policies and procedures.

The Office prepares an annual audit work plan for the City Council's approval and issues semi-annual audit status reports and annual follow-up reports on outstanding audit recommendations to the City Council for review.

The Office provides oversight of external auditors regarding the City's annual financial audit, single audit, annual compliance review with the City's Investment Policy, performance audits and related financial audits. Furthermore, the City Auditor's Office is responsible for the of the Stadium Authority's annual financial audit.

Additionally, the Office administers the City's Fraud Hotline program and performs investigations for all material complaints received related to fraud, waste, and abuse.

Divisions and Services

The City Auditor Division is organized independently from operations.

City Auditor Division Mission	The City Auditor's Office mission is to promote honest, efficient, effective and fully accountable city government through accurate, independent and objective audits.
	Establish performance audits within the organization to better understand how our programs are performing in comparison with neighboring jurisdictions
Division Objectives	Conduct in-depth financial and performance audits.
	Oversee the City's performance management system, auditing and approving all bills, invoices, payrolls, demands or charges against the City before payment.

Significant Accomplishments

- Completed the Annual Cash Disbursement review for the City of Santa Clara
- Completed the Non-NFL Event review of the Santa Clara Stadium Authority for the first three years of stadium event operations
- Completed continuous oversight of the annual financial audit contracts for the City and Santa Clara Stadium Authority
- Participated in the award of a new Financial Management System for the Santa Clara Stadium Authority
- Transition two new employees from the Finance Department to the City Auditor's Office as placements from Phase 1 Budget Rebalancing proposals. The Senior Performance Auditor position was overfilled with an Audit Manager to advance the Audit Workplan.



Significant Objectives

- Continue to reintroduce an audit function and pre-audit work processes for the City in an effort to promote greater accountability
- Increase the economy, efficiency, effectiveness, and accountability of City government through audits and their recommendations
- Maintain an effective follow-up process to monitor and evaluate the adequacy, effectiveness and timeliness of actions taken by management to address audit recommendations and report to the City Council on the actions taken
- Establish a whistleblower hotline for fraud, waste, abuse and related ethical issues
- Administer the whistleblower hotline and perform investigations for all material complaints
- Provide oversight of external auditors regarding the City and Santa Clara Stadium Authority's financial and performance audits
- Prepare the City's Annual Audit Work Plan for FY 2021/22 (mid-year) and FY 2022/23

Budget Highlights

- The City Auditor function, previously overseen by the City Clerk's Office, was transitioned to the Finance Department with the Assistant Director of Finance assuming the role of the City Auditor. In June 2020, the Council approved Ordinance 2020 to create a new City Auditor classification and move the City Auditor's Office to an independent office under the purview of the City Council. As part of the transition, 1.0 Office Records Specialist from the City Clerk's Office, 0.33 Office Specialist IV reallocated from various divisions in the Finance Department, and 1.0 Accountant from the Accounting Services Division were reallocated to the City Auditor's Office. Additional changes are incorporated in this budget, including:
 - Base Budget changes including the addition of the City Auditor position and deletion of the Finance Assistant Director aligned to this program and shift of 0.33 Office Specialist IV position to the Finance Department as this position is dedicated to Finance Department functions.
 - Phase 1 Budget Rebalancing approved March 9, 2021: Realized vacancy savings through the City Auditor position.
 - Phase 2 Proposed Budget: Savings of \$125,000 is expected to be generated from the City Auditor position due to the anticipated partial year vacancy of this position.
- The Office did not produce a workplan for FY2020/21 due to staffing shortage and the vacancies. With the recently filled positions from the Phase 1 Budget Rebalancing, staff will continue to work on advancing the projects in the FY 2019/20 workplan and procuring audit firms to assist with the effort.
- Audit staff will work with outside consultants to assist with establishing the audit workplan for FY 2021/22 (mid-year) and FY 2022/23.
- Audit staff will also be able to roll out the Whistleblower Hotline for the City in the coming fiscal year.



City Auditor's Division

3.0 FTEs

City Auditor

1.00 City Auditor
1.00 Management Analyst
1.00 Senior Performance Auditor

3.00 Total City Auditor FTE



Budget Summary

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Division / Program						
City Auditor Division						
3352 City Auditor Administration	392,938	485,683	268,079	(44.8%)	410,183	53.0%
3353 City Auditor Services	408,873	754,663	807,891	7.1%	840,343	4.0%
Total City Auditor Division	801,811	1,240,346	1,075,970	(13.3%)	1,250,526	16.2%
Total by Division / Program	801,811	1,240,346	1,075,970	(13.3%)	1,250,526	16.2%

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Fund						
General Fund	801,723	1,240,346	1,075,970	(13.3%)	1,250,526	16.2%
Other City Operating Grant Trust Fund	89	0	0	0.0%	0	0.0%
Total by Fund	801,811	1,240,346	1,075,970	(13.3%)	1,250,526	16.2%

Dollars by Category						
Salary and Benefits						
Salary	217,373	547,187	435,044	(20.5%)	585,398	34.6%
As-Needed	51,107	0	0	0.0%	0	0.0%
Retirement	75,397	168,464	191,679	13.8%	204,744	6.8%
Health Allocation	15,112	39,637	36,540	0.0%	38,047	0.0%
Medicare	4,168	8,274	8,433	1.9%	8,798	4.3%
Social Security	9,766	25,511	24,144	(5.4%)	24,621	2.0%
Other Benefits	17,214	23,516	24,887	5.8%	25,190	1.2%
Total Salary and Benefits	390,137	812,589	720,727	(11.3%)	886,798	23.0%
Non-Personnel						
Materials/Services/Supplies	101,319	326,120	331,671	1.7%	338,345	2.0%
Interfund Services	110,355	101,637	23,572	(70.7%)	25,383	7.7%
Transfers to Other Funds	200,000	0	0	0.0%	0	0.0%
Total Non-Personnel	411,674	427,757	355,243	(17.0%)	363,728	2.4%
Total by Category	801,811	1,240,346	1,075,970	(13.3%)	1,250,526	16.2%



Position Summary

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change	FY 2022/23 Proposed
Positions by Division / Program					
City Auditor Division					
3352 City Auditor Administration	1.33	1.33	1.00	(0.33)	1.00
3353 City Auditor Services	2.00	2.00	2.00	0.00	2.00
Total City Auditor Division	3.33	3.33	3.00	(0.33)	3.00
Total by Division / Program	3.33	3.33	3.00	(0.33)	3.00

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change	FY 2022/23 Proposed
General Fund					
General Fund	3.33	3.33	3.00	(0.33)	3.00
Total by Fund	3.33	3.33	3.00	(0.33)	3.00

Position Classification					
Accountant	1.00	0.00	0.00	0.00	0.00
Assistant Director of Finance	1.00	0.00	0.00	0.00	0.00
City Auditor	0.00	1.00	1.00	0.00	1.00
Office Specialist IV	0.33	0.33	0.00	(0.33)	0.00
Management Analyst	0.00	1.00	1.00	0.00	1.00
Sr. Performance Auditor	1.00	1.00	1.00	0.00	1.00
Total Positions	3.33	3.33	3.00	(0.33)	3.00



Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	3.33	1,240,346
FY 2021/22 Base Budget Adjustments		
Ongoing Cost Adjustments		
Salary and benefit adjustments		84,810
Reallocation of 0.33 Office Specialist IV to Finance Department to realign administrative functions	(0.33)	(51,672)
Increase in operating supplies		116
Reduction in interfund services		(78,065)
Reduction in conference, travel, and training		(1,836)
Increase in various contractual services (Outside Audit Services, Memberships, Training)		7,271
Total FY 2021/22 Base Budget Adjustments	(0.33)	(39,376)
Total FY 2021/22 Base Budget	3.00	1,200,970
FY 2021/22 Service Level Changes		
Audit Services Reduction		(125,000)
Total Service Level Changes		(125,000)
Total FY 2021/22 Proposed Budget	3.00	1,075,970
FY 2022/23 Base Budget Adjustments		
Ongoing Cost Adjustments		
Salary and benefits adjustments		166,071
Non-personnel adjustments		8,485
Total FY 2022/23 Base Budget Adjustments	0.00	174,556
Total FY 2022/23 Base Budget	3.00	1,250,526
Total FY 2022/23 Proposed Budget	3.00	1,250,526



Service Level Changes

Title	Positions	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Audit Services Reduction	0.00	(125,000)	0	0	0

Programs: 3352 - City Auditor Administration

This proposal reduces the City Auditor's Office budget by \$125,000 to recognize savings from the anticipated City Auditor vacancy through a portion of FY 2021/22.

Performance Impact

The Audit Manager would continue to manage City audits, which would primarily be contracted out. City audits provide valuable information to improve City operations and address issues independently identified as part of the audit process.

Strategic Pillar:



Manage Strategically Our Workforce Capacity and Resources



Performance and Workload Measures

City Auditor Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Percentage of audit recommendations management agrees to implement ¹		N/A	N/A	100%	100%	100%	100%
Percentage of approved workplans completed or substantially completed during the fiscal year		67%	38%	75%	75%	75%	75%
Percentage of hotline investigation recommendations resolved ²		N/A	N/A	N/A	N/A	90%	90%
Workload Measures							
Number of major work products issued ³ - New for FY 2021/22		N/A	4	1.5	2	4	4

¹ The 2019-20 and 2020-21 data for the Audit Recommendation is unavailable due to vacancies within the City Auditor's Office.

² The 2018-19 data for the Fraud Hotline is unavailable because the hotline will not be implemented until 2021/22.

³ The 2019-20 data for the completed work does not include 4 additional ad hoc projects the Office completed.

City Manager's Office

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City Manager's Office Description

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, Housing Authority, and Successor Agency of the former Redevelopment Agency; ensures city-wide emergency preparedness; drives strategic planning and organizational development; 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 outreach and engagement, property management, special projects, and legislative research and analysis.

Divisions and Services

The City Manager's Office is organized into two Divisions: City Council Support and Leadership and Management Services.

City Council Support Division Mission	Support the City Council with its policy decisions and assist with establishing and implementing goals, objectives, and planning strategies to maintain a thriving community with efficiently delivered City services.
Division Objectives	Provide policy support for decision making by assisting Council in establishing policies and priorities, deciding on regional, State, and federal legislative positions, and executing its legislative responsibilities. Build intergovernmental relations and promote a strong, effective advocacy voice for legislation that will benefit the City.
Leadership and Management Services Division Mission	Support the Santa Clara community through strategic planning, day-to-day oversight of operations, policy development, and fiscal planning. This Division also leads economic development, organizational development, community outreach and engagement, and the implementation of key policies and programs.
Division Objectives	Implement Council direction while overseeing City operations and department resources, economic development, management of City-owned properties, and the development and implementation of key policy. Plan and execute highly complex, citywide projects while strategically developing a more effective and efficient organization. Enhance the City's community outreach and engagement efforts by updating the City's communications plan and informing residents and businesses about issues through press releases, Community Letters, the City Hall News online, Inside Santa Clara (the City newspaper for residents and businesses), the City's website and social media channels.



Significant Accomplishments

- Updated structure for annual two-day Council Priority Setting Session to highlight budget and fiscal needs and COVID-19 efforts, which the Council unanimously approved as the City's top priorities for the near future
- Facilitated the onboarding and orientation of three Councilmembers elected in November 2020 in support of a smooth transition, including three virtual onboarding sessions and regular briefings on key topics
- Supported an extended outreach campaign for 2020 Census through October 2020 to ensure all Santa Clarans were counted, resulting in a higher self-response rate than the 2010 Census
- Hosted Town Hall on the City's Dark Money Ordinance with City Clerk in February 2020 to help the community learn more about fair election practices
- Hosted three virtual State of the City events where community heroes from all districts were highlighted and reached thousands of residents by phone and through the City's online streaming platforms
- Launched the City's Workers' Cooperative Initiative to support business owners and their workers to transition to employee ownership as a succession option through trainings, consultation or legal advice, free of charge provided by third-party consultants
- Strategically distributed \$1.59 million in CARES Act funding that supported the City's food assistance program, Small Business Assistance Grant Program and other COVID-19 related expenditures
- Launched marketing for the sale of Successor Agency property located at 5201 Great America Parkway, Santa Clara, CA
- Continued implementation of the City's Smoking and Tobacco regulations Ordinance that expands smoking restrictions in many public places and multi-unit residences. On February 23, 2021, City Council adopted Ordinance No. 2029 repealing Section 8.35.130 ("Possession of Tobacco by Persons Under 21 Years of Age")
- Launched an award-winning website redesign in December 2019, with recognition by the National Association of Government Web Professionals 2020 Pinnacle Award in the City/County and 1st place honors in two categories for the 2020 Excellence in Public Information and Communications, for innovative communications and design of the City's website
- Redesigned the City's quarterly newspaper, "Inside Santa Clara" with a new design and organized content to further brand Santa Clara as "The Center of What's Possible" in June 2020
- Launched a new redesign for the City Manager's biweekly report as "City Hall News" in October 2020, to provide an improved user experience to disseminate pertinent information to the community. Provided digital and print versions to the senior community
- Created a cohesive and updated redesign to the monthly utility bill insert, "Mission City Scenes" as "Mission City News", to connect the theme with the City Manager's City Hall News in February 2021
- Relaunched "Santa Clara Source" videos with a new look in February 2021, as a comprehensive update to include more pertinent citywide information, in addition to Council's actions from Council and Stadium Authority meetings to the public
- Developed a series of video messages from the City Council on cultural and holiday events including Eid al-Fitr, Kwanzaa, 4th of July, Black History Month, Diwali and more

COVID-19 Communications

- Launched an extensive outreach campaign on the relaunch of the City's drive-thru window to provide City billing and finance services during the COVID-19 pandemic, with a video message shared on various communication channels including social media and garnered local press coverage in August 2020
- Created a campaign called Santa Clara Has It Covered in April 2020 to include messaging with video and digital graphics to encourage Santa Clarans to wear a face covering



- Supported various City departments for video production including some highlighted videos for: virtual Parks & Recreation programs, Santa Clara City Library programs, Annual Cleanup 2020 campaign and safety overview, EV charging stations and “Why I drive an EV”, Play it Safe Santa Clara, Reed & Grant Sports Park and more
- Developed content and implemented “Mayor@Noon” live, interactive video series that began in September 2020 to inform the public of COVID-19 updates and impacts to Santa Clara, launched the weekly series on the City’s Facebook live, YouTube and Santa Clara City television channels
- Engaged in robust community outreach effort on topics of interest to Santa Clara communities such as ongoing activities in the City, COVID-19 relief programs, such as Healthy Meals Santa Clara and Food for Families, a 6-month relief on garbage rates, Help Your Neighbor, COVID-19 free testing. Provided public information through digital and print communications, the City Manager’s “City Hall News” publication, Letters to the Community, increased social media presence and numerous community meetings and online surveys (Open City Hall)

Facilitated COVID-19 Relief Efforts for Businesses with City Departments

- Supported Santa Clara small businesses by developing and launching a Small Business Assistance Grant Program that awarded over \$1.7 million in funds to 248 small businesses and nonprofits
- Established a temporary ordinance that caps fees that a third-party delivery service can charge Santa Clara restaurants for their services during the COVID-19 pandemic
- Established an ordinance to add worker recall protections for Santa Clara workers
- Revised Worker Retention Ordinance to provide hotel service workers retention rights

Facilitated COVID-19 Relief Efforts for Residents with City Departments

- Distributed regular COVID-19 updates to the community with the latest information on the COVID-19 pandemic as well as the City’s response efforts
- Supplied donated masks/face coverings to the community
- Launched the Healthy Meals Santa Clara program to provide Santa Clara Union School District families with weekend meals, as well as worked with Mission City Community Fund to raise funds for the program
- Adjusted Senior Nutrition Program to a Drive-thru Meals Program for approximately 180 seniors per day in response to the COVID-19 pandemic to keep seniors safe and healthy
- Implemented delivery of weekend meals to homebound seniors
- Partnered with Second Harvest/Salvation Army Silicon Valley for ongoing use of City employees as Disaster Service Workers to support weekly food distribution program
- Developed an emergency rental assistance program for residents experiencing hardship due to COVID-19
- Adopted an Ordinance for a temporary moratorium on evictions for non-payment of rent
- Implemented a six-month relief on garbage rate increases for all residents and businesses
- Implemented a suspension on service disconnections for utility (electric and water) nonpayment to assist those impacted by COVID-19
- Leveraged the Silicon Valley Power Public Benefits Program to issue a \$30 credit on all residential electric bills to assist during the COVID-19 pandemic
- Implemented virtual construction/building inspection options
- Relaunched the Help Your Neighbor Program to allow community members to donate funds in support of their neighbors
- Reopened drive-through window at City Hall for safe, in person utility bill payment, and other financial transactions
- Established a City of Santa Clara Reference Line launched for residents who may have questions about City



services and programs during the COVID-19 emergency response

- Transitioned to virtual Council and public meetings, allowing for continued community engagement

Significant Objectives

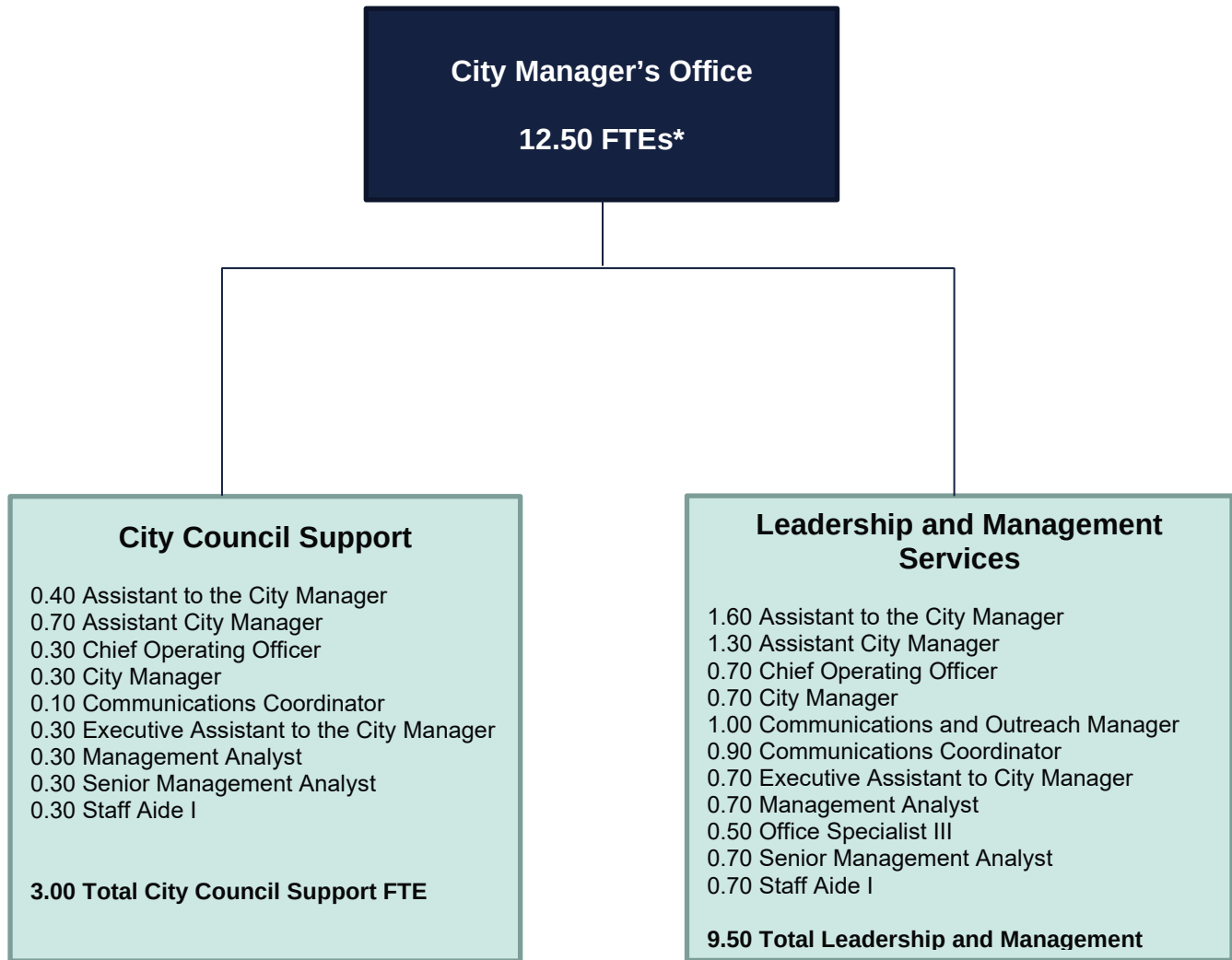
- Provide redistricting options for Council consideration following the release of 2020 Census data and engage the community in any necessary changes so that they can be adopted in compliance with federal timelines
- Facilitate additional conversations about Council Priorities following the COVID-19 pandemic to develop a shared understanding of the state of the organization and the Council's future priorities
- Continue to support the City Council, the priority setting process, and regular, special and committee meetings
- Continue to provide leadership and professional management to the City government organization
- Continue to work with various stakeholders to advance the land use planning and development of Santa Clara's downtown
- Continue to mitigate deficits projected in the City's Ten-Year General Fund Financial Forecast through development of revenue strategies, implementation of alternative service delivery models and expenditure reductions
- Oversee and mitigate the impact of service level changes, if any, related to council districts and new developments
- Continue to support the City Council and departments with federal and State legislative priorities and goals
- Continue to build intergovernmental relations and promote a strong, effective advocacy voice for State and federal legislation that will benefit the City
- Work with regional partners to develop and implement goals and measures that reduce aircraft noise, including the Santa Clara/Santa Cruz Counties Airport Community Roundtable and other efforts
- Work with stakeholders to advance economic development efforts to promote Santa Clara tourism and businesses
- Continue to support the Santa Clara Convention Center with transitioning its new operator and advancing our mutual goals as articulated in the Management Agreement
- Provide strategic communications support to departments across the City with a focus on programs and projects related to Council priorities
- Continue to support City's deployment of improved public service deployment for public gatherings, including Levi's Stadium
- Continue to implement audit recommendations and support the City Auditor with completing audits
- Continue to support the community with administering various special events and the City's grants program
- Continue to coordinate citywide outreach efforts to increase community engagement on key projects such as the Pruneridge Complete Streets Plan, Tobacco Policies Santa Clara and other key initiatives
- Provide strategic communications support to city departments with a focus on programs and projects related to City Council priorities
- Continue to increase communications and outreach by use of integrated communication strategies including increasing video messaging, enhancing social media engagement, and developing campaigns around sharing city stories through "Love Santa Clara" initiative
- Enhance and further define the search function on the City website for enhanced user experience, redesign the homepage of the website for better functionality and continue to improve the website



- Continue to manage City's Customer Relationship Management System, MySantaClara, to provide a more effective and user-friendly experience to Santa Clara residents, businesses and visitors

Budget Highlights

- Recommends a carefully balanced FY 2021/22 and 2022/23 Biennial Operating Budget that reflects the City Council priorities and continues to build on the foundation of financial sustainability
- With a combination of strategies to address the General Fund shortfall, the budget balances the competing goals of aligning ongoing revenues and expenditures and minimizing the service delivery impacts to the community, which is one of the budget principles adopted for FY 2021/22.
- This budget factors in the COVID-19 Phase 1 budget rebalancing actions approved by the City Council on March 9, 2021, including the following:
 - Contractual services, including miscellaneous consultants, property audits, economic analysis and development, property appraisals, the commercial cannabis program, and legal services for property management
 - Reduction in advertising and community promotion
 - Elimination of the risk consultant allocation
 - Froze 1.0 Assistant City Manager position that is vacant as the previous incumbent serves as the Chief Electric Operating Officer
- Includes migration of all the membership, conference, travel, and training budgets from City Manager's Office to Non-Departmental. Ongoing membership fees, conference, travel, and training costs will be included as a line item under the Non-Departmental Citywide Program
- Includes ongoing funding of \$95,000 for consultant services to track and monitor proposed State and federal legislation that may impact the City



**The positions above represent all funded positions. This excludes the 1.0 Assistant City Manager position that was frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402).*



Budget Summary

		FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Division / Program							
City Council Support Division							
1021	Policy Support for Decision Making	807,340	1,227,017	1,115,877	(9.1%)	1,156,212	3.6%
1022	Intergovernmental Relations and Advocacy	297,655	516,921	222,140	(57.0%)	289,046	30.1%
Total City Council Support Division		1,104,995	1,743,938	1,338,017	(23.3%)	1,445,258	8.0%
Leadership and Management Services Division							
1031	Day-to-Day Operations	7,783,549	1,653,574	1,581,083	(4.4%)	1,640,944	3.8%
1032	Strategic Planning	994,786	1,438,351	1,249,132	(13.2%)	1,295,765	3.7%
1033	Community Outreach and Engagement	982,010	1,338,115	1,273,837	(4.8%)	1,313,568	3.1%
Total Leadership and Management Services Division		9,760,345	4,430,040	4,104,052	(7.4%)	4,250,277	3.6%
Total by Division / Program		10,865,340	6,173,978	5,442,069	(11.9%)	5,695,535	4.7%



Budget Summary

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Fund						
General Fund	6,146,226	6,125,034	5,442,069	(11.2%)	5,695,535	4.7%
Convention Center Enterprise Fund	51,573	0	0	0.0%	0	0.0%
Expendable Trust Fund	2,049,731	0	0	0.0%	0	0.0%
Fringe Benefits Fund	42,992	0	0	0.0%	0	0.0%
OPEB Plan Trust Fund	2,241,987	0	0	0.0%	0	0.0%
Other City Departments Operating Grant Trust Fund	293,214	48,944	0	(100.0%)	0	0.0%
Public, Education and Governmental (PEG) Fee Fund	39,153	0	0	0.0%	0	0.0%
Public Donations Fund	464	0	0	0.0%	0	0.0%
Total by Fund	10,865,340	6,173,978	5,442,069	(11.9%)	5,695,535	4.7%
Dollars by Category						
Salary and Benefits						
Salary	2,548,479	2,400,251	2,144,781	(10.6%)	2,228,422	3.9%
As-Needed	131,957	123,200	127,512	3.5%	131,975	3.5%
Overtime	352	0	0	0.0%	0	0.0%
Retirement	658,463	857,912	889,459	3.7%	948,017	6.6%
Health Allocation	115,962	166,544	165,349	(0.7%)	170,998	3.4%
Medicare	39,633	46,643	40,387	(13.4%)	41,886	3.7%
Social Security	99,427	108,679	100,222	(7.8%)	101,090	0.9%
Other Benefits	2,328,123	232,329	184,985	(20.4%)	186,238	0.7%
Total Salary and Benefits	5,922,396	3,935,558	3,652,695	(7.2%)	3,808,626	4.3%
Non-Personnel						
Materials/Services/Supplies	4,224,390	1,616,406	1,014,625	(37.2%)	1,100,241	8.4%
Interfund Services	661,806	622,014	774,749	24.6%	786,668	1.5%
Capital Outlay	56,748	0	0	0.0%	0	0.0%
Total Non-Personnel	4,942,944	2,238,420	1,789,374	(20.1%)	1,886,909	5.5%
Total by Category	10,865,340	6,173,978	5,442,069	(11.9%)	5,695,535	4.7%



Position Summary

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed*	FY 2021/22 Change	FY 2022/23 Proposed*
Positions by Division / Program					
City Council Support Division					
1021 Policy Support for Decision Making	3.00	3.00	2.55	(0.45)	2.55
1022 Intergovernmental Relations and Advocacy	0.30	0.30	0.45	0.15	0.45
Total City Council Support Division	3.30	3.30	3.00	(0.30)	3.00
Leadership and Management Services Division					
1031 Day-to-Day Operations	3.60	3.60	3.80	0.20	3.80
1032 Strategic Planning	3.30	3.30	3.00	(0.30)	3.00
1033 Community Outreach and Engagement	2.80	2.80	2.70	(0.10)	2.70
Total Leadership and Management Services	9.70	9.70	9.50	(0.20)	9.50
Total by Division / Program	13.00	13.00	12.50	(0.50)	12.50
	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed*	FY 2021/22 Change	FY 2022/23 Proposed*
Positions by Fund					
General Fund	13.00	13.00	12.50	(0.50)	12.50
Total by Fund	13.00	13.00	12.50	(0.50)	12.50
Position Classification					
Assistant City Manager	3.00	3.00	2.00	(1.00)	2.00
Assistant to the City Manager	1.00	1.00	0.00	(1.00)	0.00
Assistant to the City Manager - Emergency Services Coordinator	0.00	0.00	1.00	1.00	1.00
Assistant to the City Manager - Public Information Officer	0.00	0.00	1.00	1.00	1.00
Chief Operating Officer	1.00	1.00	1.00	0.00	1.00
City Manager	1.00	1.00	1.00	0.00	1.00
Communications and Outreach Manager	1.00	1.00	1.00	0.00	1.00
Communications Coordinator	1.00	1.00	1.00	0.00	1.00
Executive Assistant to City Manager	1.00	1.00	1.00	0.00	1.00
Management Analyst	2.00	2.00	1.00	(1.00)	1.00
Office Specialist III	1.00	1.00	0.50	(0.50)	0.50
Public Information Officer	1.00	1.00	0.00	(1.00)	0.00
Senior Management Analyst	0.00	0.00	1.00	1.00	1.00
Staff Aide I	0.00	0.00	1.00	1.00	1.00
Total Positions	13.00	13.00	12.50	(0.50)	12.50

*The positions above represent all funded positions. This excludes the 1.0 Assistant City Manager position that was frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402).



Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	13.00	6,173,978
FY 2021/22 Base Budget Adjustments		
One-Time Cost Adjustments		
Legislative Advocacy		(150,000)
Healthy Cities Program - Tobacco Free Communities		(48,944)
Ongoing Cost Adjustments		
Salary and Benefits adjustments		8,855
Reallocation of 0.5 Office Specialist III from Non-Departmental	0.50	64,526
Reclassification of 1.0 Public Information Officer to 1.0 Assistant to the City Manager		
Reclassification of 1.0 Management Analyst to 1.0 Senior Management Analyst		
Reclassification of 1.0 Office Specialist III to 1.0 Staff Aide I		
Net increase in various interfund services allocations		152,735
Legislative Advocacy		35,000
COVID-19 Phase 1 Budget Rebalancing (Approved by City Council March 9, 2021):		
- Freeze of 1.0 Assistant City Manager	(1.00)	(327,894)
- Reduction in various contractual service and advertising allocations (economic analysis/development, commercial cannabis, property appraisals)		(224,593)
- Elimination of the risk consultant allocation		(51,000)
- Reduction of conference, training, and travel budget		(20,000)
Reallocation of various City Memberships to Non-Departmental		(160,697)
Reallocation of Sister Cities and State of the City budget to the Mayor and City Council Offices		(7,351)
Reallocation of Ricoh usage costs to the Information Technology Department		(2,546)
Net-zero shifts		
Increase to City publications, offset by communications consulting services		30,000
Reallocation of communications consulting services to City publications		(30,000)
Increase to operating supplies to align to actual spend		7,227
Reallocation of contractual services budget to operating supplies		(7,227)
Total FY 2021/22 Base Budget Adjustments	(0.50)	(731,909)
Total FY 2021/22 Base Budget	12.50	5,442,069
Total FY 2021/22 Proposed Budget	12.50	5,442,069



Budget Reconciliation

	Positions	Expenditures (All Funds)
FY 2022/23 Base Budget Adjustments		
Ongoing Cost Adjustments		
Salary and benefits adjustments		155,931
Legislative Advocacy		60,000
Net increase in various interfund services allocations		11,919
Non-personnel adjustments		25,616
Total FY 2022/23 Base Budget Adjustments	0.00	253,466
Total FY 2022/23 Base Budget	12.50	5,695,535
Total FY 2022/23 Proposed Budget	12.50	5,695,535



Performance and Workload Measures

City Council Support Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Close out City Council Meeting referrals within three months – <i>Delete for FY 2021/22</i>		N/A	52%	70%	70%	N/A	N/A
Workload Measures							
Number of State and federal legislative bills reviewed/tracked		N/A	291	75	100	100	100
Number of support/opposition correspondence produced for regional, state, and federal legislation – <i>New for FY 2021/22</i>		N/A	N/A	N/A	N/A	15	15
Number of meetings/presentations to City Departments and/or City Council to share legislative information – <i>New for FY 2021/22</i>		N/A	N/A	N/A	N/A	12	12
Number of City Council meeting referrals assigned		N/A	44	80	44	44	44
Number of City Council meeting referrals closed – <i>New for FY 2021/22</i>		N/A	N/A	N/A	N/A	31	31
Number of City Council agenda reports approved		N/A	797	2,300	750	750	750
Number of City Council and Council Committee meetings		N/A	84	60	75	75	75
Leadership and Management Services Support Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Percentage of MySantaClara app users who are satisfied or very satisfied with the City's response to their request		N/A	66%	70%	72%	70%	70%
Percentage of employees that feel satisfied with the City as an employer – <i>New for FY 2021/22¹</i>		N/A	N/A	N/A	N/A	75%	N/A
Percentage of residents that believe the City is doing an excellent or good job - <i>New for FY 2021/22¹</i>		N/A	N/A	N/A	N/A	65%	N/A

¹FY 2022/23 targets are marked as N/A as resident and employee surveys are conducted biennially.



Performance and Workload Measures

Leadership and Management Services Support Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Percentage of residents that believe the City is keeping residents informed - <i>New for FY 2021/22</i> ¹		N/A	N/A	N/A	N/A	60%	N/A
Percentage of residents that believe the City is focusing on the priorities that matter most to them – <i>New for FY 2021/22</i> ¹		N/A	N/A	N/A	N/A	50%	N/A
Citywide social media posts							
Percentage increase in Twitter followers		N/A	28%	5%	5%	5%	5%
Percentage increase in Facebook followers		N/A	17%	3%	5%	5%	5%
Percentage increase in LinkedIn followers		N/A	36%	2%	5%	5%	5%
Percentage increase in Instagram followers – <i>New for FY 2021/22</i>		N/A	N/A	N/A	N/A	5%	5%
Workload Measures							
Percentage of community grants approved within 30 days		N/A	67%	90%	90%	90%	90%
Number of community grants awarded		N/A	9	20	2	10	10
Number of economic development visits with Santa Clara businesses		N/A	15	15	15	15	15
Number of community engagement activities							
Community surveys		N/A	12	6	13	10	10
Media inquires		N/A	266	75	75	75	75
News releases/media advisories		N/A	98	36	36	50	50
City Manager's Blogs ²		N/A	20	24	N/A	N/A	N/A
Videos (e.g., Santa Clara Source)		N/A	95	40	119	120	120

¹FY 2022/23 targets are marked as N/A as resident and employee surveys are conducted biennially.

²Due to the COVID-19 response, the City Manager Biweekly Report took a brief hiatus. For FY 2021/22, workload measure will be tracked under Citywide Publications.



Performance and Workload Measures

Leadership and Management Services Support Division							
Workload Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Citywide social media posts							
Number of Facebook posts		N/A	1,198	600	1,000	725	725
Number of Nextdoor posts		N/A	295	150	260	200	200
Number of Twitter posts		N/A	1,014	375	985	725	725
Number of Instagram posts – <i>New for FY 2021/22</i>		N/A	N/A	N/A	N/A	600	600
Number of LinkedIn posts		N/A	80	50	72	80	80
Citywide Publications – <i>New for FY 2021/22</i>							
Inside Santa Clara Newsletter		N/A	N/A	N/A	N/A	3	3
Mission City News Bill Insert		N/A	N/A	N/A	N/A	12	12
City Hall News from City Manager		N/A	N/A	N/A	N/A	24	24
Annual Calendar		N/A	N/A	N/A	N/A	1	1

Community Development Department

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Community Development Department Description

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.

Divisions and Services

The Community Development Department is organized into three Divisions: Planning; Building; and Housing and Community Services.

Housing and Community Services Division Mission

The Housing and 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, provide neighborhood improvements and remove barriers to persons with disabilities, and fund public services for low- and moderate-income residents. Additionally, the Housing and 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. Also, the Housing Division continues to manage its Redevelopment Agency legacy assets which include land and cash available for development, loans to first-time homebuyers, and other new affordable development projects.

Division Objectives

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 and Improvement Program (NCIP).

Complete in a timely fashion those budgeted capital improvement projects receiving funds from the federal CDBG Program and HOME Investment Partnership Act Program.

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 inclusionary housing policy, which requires 15% of all new residential developments be set-aside for moderate income households.



Building 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 Objectives	Provide efficient and customer-friendly plan review and permitting services at the Permit Center and through the internet.
	Provide effective field inspection services during construction and code enforcement services to respond to community concerns.
	Continue streamlining the building permit process through new technologies and the internet. Continue 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 Objectives	Continue to coordinate plan checks and inspections statuses of the four development functions: Building, Fire Prevention, Planning and Public Works/Engineering.
	Planning Division Mission
	To enhance the community's safety, welfare, quality of life, and economic opportunities by providing advanced planning and development review services.
	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 and the internet.
Division Objectives	Prepare and implement long range plans; in coordination with consultants, update the Zoning Ordinance, prepare the Downtown Precise Plan and the El Camino Real, Patrick Henry Drive and Freedom Circle Specific Plans.
	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 CEQA/National Environmental Policy Act (NEPA) review of City capital, affordable housing, and other public projects.

Significant Accomplishments

- In response to the Covid-19 pandemic, City leadership developed policies that allowed Planning staff to implement and administer Outdoor Commercial Dining and Activity Permits at zero cost to business owners which allowed their business to continue operations in unprecedented times
- Completed the El Camino Real Specific Plan which will implement the City's General Plan goals and policies for the El Camino Real corridor by providing more detailed guidance for future land uses and urban design elements
- Invested over \$0.8 million in the City's Neighborhood Conservation and Improvement Program (NCIP) and \$1 million in the City's Tenant Based Rental Assistance Programs
- Assisted two families in purchasing Below Market Purchase (BMP) homes, 5,000 residents through public service programs and 20 homeless or at-risk Santa Clara residents through the County Supportive Housing Partnership
- Negotiated and executed Amendments to Disposition and Development Agreements (DDAs) for the Agrihood and Monroe Projects
- Executed an extension to the Exclusive Negotiating Agreement (ENA) and License agreement with Habitat for Humanity, De La Cruz Project
- Performed over 35,000 Building, Mechanical, Electrical and Plumbing inspections from March 2020 to March 2021
- The Building Division's projects from March 2020 to March 2021 totaled \$1.26 billion in valuation
- Plan Check and Permit fees from March 2020 to March 2021 totaled \$14 million in revenue
- Over 20 Building employees underwent a comprehensive and concentrated 32-hour CASp training (Certified Access Specialist training educates staff regarding state and federal accessibility laws and regulations). This ensures the community will have experienced, trained, and tested individuals who can inspect buildings and sites for compliance as it relates to the state and federal construction-related accessibility standards
- Fulfilled numerous public records requests within California Public Records Act guidelines
- The software testing team created highly customized reporting that enhanced transparency to performance measures such as: tracking amount of weekly permit applications, permit and plan review fee revenue, number of emails, Public Record requests, phone calls, and inspections on a weekly basis
- Through Building Division's administrative staff's timely and rigorous training of the CORE cashiering software, the Division was still able to generate revenue for permits, plan review and inspections and most importantly, provide exceptional customer service to the community while remaining 100% socially distant and safe
- While Permit Center and Plan Review staff alternated working remotely and using staggered on-site shifts, staff continued to coordinate the complex plan check processes between many City divisions, departments, and outside agencies
- Permit Center and Plan Review services have successfully implemented 100% online services through the online portal to ensure health and safety for customers and staff
- Building Division continues to move closer towards 'Go Live' date with the new permitting system as rigorous testing plans, multiple work sessions and intense quality control are being conducted daily. More accurate, precise reporting methods have been fine-tuned, tested, and approved. Data conversion from older database to new, modernized software permit platform is being tested daily by a team of three beta testers devoted specifically for this purpose. Enhanced GIS mapping features are being customized which enable Inspectors to provide even better services

Significant Objectives

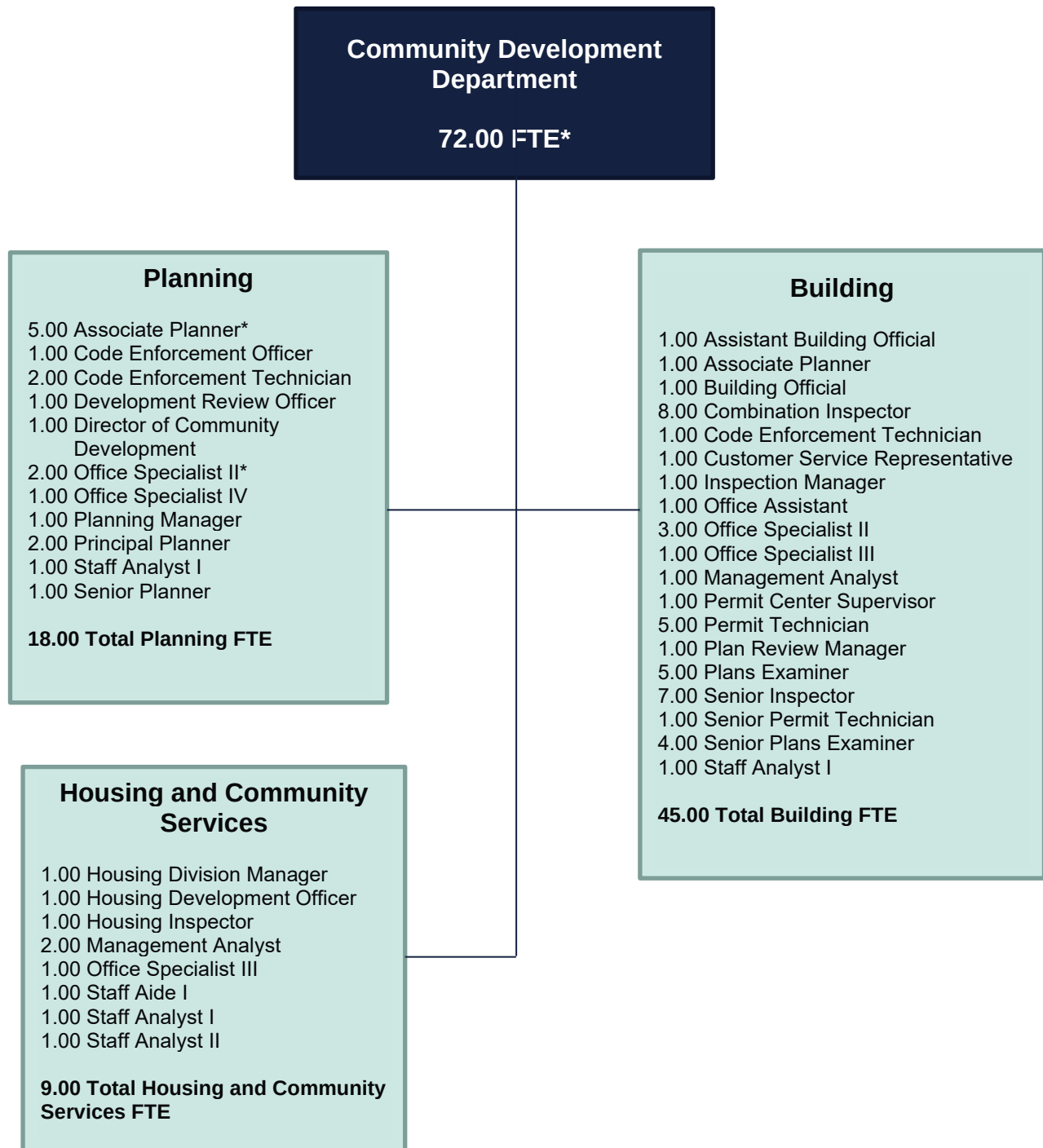
- Continue to engage with the Santa Clara community to inform and involve community members in both long-range and current land use planning activities.



- Enhance economic development by meeting service demands; provide 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, Housing Element Update, Tasman East Area Plan Amendments, Patrick Henry Drive Specific Plan, and Freedom Circle Focus Area Plan
- Implement the permit system replacement to streamline permit processes with online, electronic access, and integration with a geographic information system (GIS)
- Continue partnership with HouseKeys to administer the Below Market Rental Program (BMR) and Below Market Purchase Program (BMP).
- Work to expand the affordable housing pipeline, execute DDAs and loan closing for current pipeline.

Budget Highlights

- The City received two one-time CDBG entitlements for 2020-2021 totaling approximately \$1.5 million to help address the COVID-19 crisis. In response, staff has developed an Emergency Rental Assistance Program (ERAP) to assist low-income Santa Clara residents affected by COVID-19 and estimated to assist 250 households.
- This budget factors in the COVID-19 Phase 1 budget rebalancing actions approved by the City Council on March 9, 2021, including the following:
 - Froze 1.0 Associate Planner position
 - Froze 0.75 of an Office Specialist II position
 - Reduced as-needed staffing
 - Reduced conferences, travel, and training budgets
- The Proposed Budget includes the following Phase 2 budget reductions to help address the General Fund shortfalls:
 - The realignment of a Housing Inspector to the Code Enforcement Technician classification
 - The shift of 1.0 Associate Planner to the Building Development Services Fund
- The Proposed Budget includes a new Building Development Services Fund to house all Building Division activity starting in FY 2021/22.
- Significant resources are recommended to support the Building Division, including the addition of 4.0 new positions, as-needed staff support, and contractual services funding for third-party plan check and inspection services as well as software support and equipment. The additional funding should greatly improve the service delivery of the Building Division and help the division keep up with the current pace of development activity in the City. These fee-supported additions are reflected in the new Building Development Services Fund.



*The positions above represent all funded positions. This excludes the 1.0 Associate Planner and 0.75 Office Specialist II positions that were frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402).



Budget Summary

		FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Division / Program							
Planning Division							
5522	Development Review	9,035,860	2,144,229	1,889,928	(11.9%)	1,956,570	3.5%
5523	Advanced Planning	1,867,365	1,372,557	1,211,123	(11.8%)	1,266,730	4.6%
5524	Historical Preservation	597,639	719,392	575,495	(20.0%)	600,794	4.4%
5525	Code Enforcement	1,016,848	917,055	816,811	(10.9%)	844,223	3.4%
Total Planning Division		12,517,712	5,153,233	4,493,357	(12.8%)	4,668,317	3.9%
Building Division							
5532	Plan Review and Permit Services	5,434,955	7,605,512	8,205,361	7.9%	8,338,070	1.6%
5533	Field Inspection	3,783,221	3,881,129	4,290,923	10.6%	4,630,138	7.9%
5534	Housing Inspection	29,140	31,033	87,412	181.7%	90,153	3.1%
Total Building Division		9,247,316	11,517,674	12,583,696	9.3%	13,058,361	3.8%
Housing and Community Services Division							
5542	Federal State Grant	530,172	569,301	612,997	7.7%	634,750	3.5%
5543	Neighborhood Conservation and Improvement Program	816,236	1,240,889	1,356,786	9.3%	1,369,685	1.0%
5544	Community Development	1,095,023	3,339,810	1,719,864	(48.5%)	575,767	(66.5%)
5545	Affordable Housing	504,456	641,008	572,042	(10.8%)	594,571	3.9%
5546	Housing Authority	90,176	497,047	363,099	(26.9%)	368,411	1.5%
5547	City Affordable Housing	1,114,461	1,446,415	1,431,111	(1.1%)	1,447,378	1.1%
5548	Community Development Housing Successor	491,577	5,854,587	915,640	(84.4%)	932,072	1.8%
Total Housing and Community Services Division		4,642,101	13,589,057	6,971,539	(48.7%)	5,922,634	(15.0%)
Total by Division / Program		26,407,129	30,259,964	24,048,592	(20.5%)	23,649,312	(1.7%)



Budget Summary

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Fund						
General Fund	20,931,002	17,233,763	5,070,207	(70.6%)	5,267,692	3.9%
Other City Departments Operating Grant Trust Fund	62,231	0	0	0.0%	0	0.0%
Engineering Operating Grant Trust Fund	454,232	33,157	0	(100.0%)	0	0.0%
Building Development Services Fund	0	0	12,428,158	0.0%	12,581,772	1.2%
Housing Authority Fund	90,166	497,047	363,099	(26.9%)	368,411	1.5%
City Affordable Housing Fund	1,114,461	1,446,415	1,431,111	(1.1%)	1,447,378	1.1%
Housing Successor Agency Fund	491,587	5,854,587	915,640	(84.4%)	932,072	1.8%
Building Special Programs and Training Fund	18,151	44,995	44,995	0.0%	44,995	0.0%
General Government Capital Fund	884,922	0	0	0.0%	0	0.0%
Related Santa Clara Developer Fund	0	0	110,543	0.0%	431,594	290.4%
Housing and Urban Development Fund	2,360,377	5,150,000	3,684,839	(28.4%)	2,575,398	(30.1%)
Total by Fund	26,407,129	30,259,964	24,048,592	(20.5%)	23,649,312	(1.7%)
Dollars by Category						
Salary and Benefits						
Salary	7,216,424	8,852,963	8,759,859	(1.1%)	9,480,365	8.2%
As-Needed	644,875	257,900	511,668	98.4%	529,577	3.5%
Overtime	126,350	65,000	67,275	3.5%	69,630	3.5%
Retirement	2,338,475	2,704,561	3,039,281	12.4%	3,300,672	8.6%
Health Allocation	620,434	794,422	852,318	7.3%	903,409	6.0%
Medicare	116,792	132,562	132,421	(0.1%)	140,382	6.0%
Social Security	422,292	510,763	522,173	2.2%	544,561	4.3%
Other Benefits	336,229	358,401	403,823	12.7%	244,949	(39.3%)
Total Salary and Benefits	11,821,871	13,676,572	14,288,818	4.5%	15,213,545	6.5%
Non-Personnel						
Materials/Services/Supplies	3,216,757	10,652,533	4,138,547	(61.1%)	3,897,427	(5.8%)
Interfund Services	1,562,767	1,420,451	2,430,944	83.2%	2,486,671	2.3%
Other Expenditures	2,669,553	4,508,643	3,016,419	(33.1%)	1,872,322	(37.9%)
Transfers to Other Funds	7,136,181	1,765	173,864	9750.7%	179,347	3.2%
Total Non-Personnel	14,585,258	16,583,392	9,759,774	(41.1%)	8,435,767	(13.6%)
Total by Category	26,407,129	30,259,964	24,048,592	(20.5%)	23,649,312	(1.7%)



Position Summary

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed*	FY 2021/22 Change	FY 2022/23 Proposed*
Positions by Division / Program					
Planning Division					
5522 Development Review	7.10	7.85	6.30	(1.55)	6.30
5523 Advanced Planning	5.55	5.55	5.10	(0.45)	5.10
5524 Historical Preservation	3.05	3.05	2.35	(0.70)	2.35
5525 Code Enforcement	4.30	4.30	4.25	(0.05)	4.25
Total Planning Division	20.00	20.75	18.00	(2.75)	18.00
Building Division					
5532 Plan Review and Permit Services	20.00	21.00	26.75	5.75	26.75
5533 Field Inspection	17.90	18.90	18.15	(0.75)	18.15
5534 Housing Inspection	0.10	0.10	0.10	0.00	0.10
Total Building Division	38.00	40.00	45.00	5.00	45.00
Housing and Community Services Division					
5542 Federal State Grant	1.32	1.32	2.10	0.78	2.10
5543 Neighborhood Conservation and Improvement Program	1.15	1.15	1.20	0.05	1.20
5544 Community Development	0.00	0.00	0.00	0.00	0.00
5545 Affordable Housing	2.48	2.48	2.30	(0.18)	2.30
5546 Housing Authority	0.29	0.29	0.65	0.36	0.65
5547 City Affordable Housing	1.43	1.43	1.20	(0.23)	1.20
5548 Community Development Housing Successor	1.33	1.33	1.55	0.22	1.55
Total Housing and Community Services Division	8.00	8.00	9.00	1.00	9.00
Total by Division / Program	66.00	68.75	72.00	3.25	72.00

**The positions above represent all funded positions. This excludes the 1.0 Associate Planner and 0.75 Office Specialist II positions that were frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402).*



Position Summary

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed*	FY 2021/22 Change	FY 2021/22 Proposed*
Positions by Fund					
General Fund	60.48	61.23	20.30	(40.93)	20.30
Building Development Services Fund	0.00	0.00	43.00	43.00	43.00
Housing Authority Fund	0.29	0.29	0.65	0.36	0.65
City Affordable Housing Fund	1.43	1.43	1.20	(0.23)	1.20
Housing Successor Agency Fund	1.33	1.33	1.55	0.22	1.55
Related Fund	0.00	2.00	2.00	0.00	2.00
Housing and Urban Development Fund	2.47	2.47	3.30	0.83	3.30
Total by Fund	66.00	68.75	72.00	3.25	72.00

Position Classification					
Assistant Building Official	1.00	1.00	1.00	0.00	1.00
Assistant Planner I	1.00	0.00	0.00	0.00	0.00
Associate Planner	7.00	7.00	6.00	(1.00)	6.00
Building/Housing Inspector	1.00	1.00	0.00	(1.00)	0.00
Building Official	1.00	1.00	1.00	0.00	1.00
Code Enforcement Officer	1.00	1.00	1.00	0.00	1.00
Code Enforcement Technician	2.00	2.00	3.00	1.00	3.00
Combination Inspector	8.00	8.00	8.00	0.00	8.00
Customer Service Representative	1.00	1.00	1.00	0.00	1.00
Development Review Officer	1.00	1.00	1.00	0.00	1.00
Director of Community Development	1.00	1.00	1.00	0.00	1.00
Housing Division Manager	0.00	0.00	1.00	1.00	1.00
Housing Development Officer	1.00	1.00	1.00	0.00	1.00
Housing Inspector	1.00	1.00	1.00	0.00	1.00
Inspection Manager	1.00	1.00	1.00	0.00	1.00
Management Analyst	2.00	2.00	3.00	1.00	3.00
Office Assistant	0.00	0.00	1.00	1.00	1.00
Office Specialist II	4.00	4.75	5.00	0.25	5.00
Office Specialist III	2.00	2.00	2.00	0.00	2.00
Office Specialist IV	1.00	1.00	1.00	0.00	1.00
Permit Center Supervisor	1.00	1.00	1.00	0.00	1.00
Permit Technician	4.00	4.00	5.00	1.00	5.00
Plan Review Manager	1.00	1.00	1.00	0.00	1.00
Planning Manager	1.00	1.00	1.00	0.00	1.00
Plans Examiner	5.00	5.00	5.00	0.00	5.00
Principal Planner	2.00	2.00	2.00	0.00	2.00
Senior Inspector	6.00	7.00	7.00	0.00	7.00



Position Summary

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed*	FY 2021/22 Change	FY 2021/22 Proposed*
Positions by Fund					
General Fund	60.48	61.23	20.30	(40.93)	20.30
Building Development Services Fund	0.00	0.00	43.00	43.00	43.00
Housing Authority Fund	0.29	0.29	0.65	0.36	0.65
City Affordable Housing Fund	1.43	1.43	1.20	(0.23)	1.20
Housing Successor Agency Fund	1.33	1.33	1.55	0.22	1.55
Related Fund	0.00	2.00	2.00	0.00	2.00
Housing and Urban Development Fund	2.47	2.47	3.30	0.83	3.30
Total by Fund	66.00	68.75	72.00	3.25	72.00

Position Classification					
Assistant Building Official	1.00	1.00	1.00	0.00	1.00
Assistant Planner I	1.00	0.00	0.00	0.00	0.00
Associate Planner	7.00	7.00	6.00	(1.00)	6.00
Building/Housing Inspector	1.00	1.00	0.00	(1.00)	0.00
Building Official	1.00	1.00	1.00	0.00	1.00
Code Enforcement Officer	1.00	1.00	1.00	0.00	1.00
Code Enforcement Technician	2.00	2.00	3.00	1.00	3.00
Combination Inspector	8.00	8.00	8.00	0.00	8.00
Customer Service Representative	1.00	1.00	1.00	0.00	1.00
Development Review Officer	1.00	1.00	1.00	0.00	1.00
Director of Community Development	1.00	1.00	1.00	0.00	1.00
Housing Division Manager	0.00	0.00	1.00	1.00	1.00
Housing Development Officer	1.00	1.00	1.00	0.00	1.00
Housing Inspector	1.00	1.00	1.00	0.00	1.00
Inspection Manager	1.00	1.00	1.00	0.00	1.00
Management Analyst	2.00	2.00	3.00	1.00	3.00
Office Assistant	0.00	0.00	1.00	1.00	1.00
Office Specialist II	4.00	4.75	5.00	0.25	5.00
Office Specialist III	2.00	2.00	2.00	0.00	2.00
Office Specialist IV	1.00	1.00	1.00	0.00	1.00
Permit Center Supervisor	1.00	1.00	1.00	0.00	1.00
Permit Technician	4.00	4.00	5.00	1.00	5.00
Plan Review Manager	1.00	1.00	1.00	0.00	1.00
Planning Manager	1.00	1.00	1.00	0.00	1.00
Plans Examiner	5.00	5.00	5.00	0.00	5.00
Principal Planner	2.00	2.00	2.00	0.00	2.00
Senior Inspector	6.00	7.00	7.00	0.00	7.00



Position Summary

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed*	FY 2021/22 Change	FY 2021/22 Proposed*
Position Classification					
Senior Permit Technician	1.00	1.00	1.00	0.00	1.00
Senior Planner	0.00	1.00	1.00	0.00	1.00
Senior Plans Examiner	3.00	4.00	4.00	0.00	4.00
Staff Aide I	1.00	1.00	1.00	0.00	1.00
Staff Analyst I	3.00	3.00	3.00	0.00	3.00
Staff Analyst II	1.00	1.00	1.00	0.00	1.00
Total Positions	66.00	68.75	72.00	3.25	72.00

**The positions above represent all funded positions. This excludes the 1.0 Associate Planner and 0.75 Office Specialist II positions that were frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402).*



Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	68.75	30,259,964
FY 2021/22 Base Budget Adjustments		
One-Time Cost Adjustments		
One-Time Adjustments		
Freebird Development Loan		(5,000,000)
Building Division - Contractual Services (Third-Party Plan Check and Inspection Services)		(2,449,000)
CDBG Emergency Rental Assistance Grant Funding		(1,500,000)
CDBG Activity Delivery Costs		(221,804)
ADU Pilot Program		(200,000)
CDBG and HOME Administration Costs		(132,065)
One Bay Area Grant 15-16 City Match		(33,157)
Payment Processing Equipment for Permit Center		11,330
Ongoing Cost Adjustments		
Salary and benefits adjustments		179,782
Reallocation of Housing Division Manager from Non-Departmental (change Assistant to the City Manager position to Housing Division Manager)	1.00	265,335
Addition of 1.0 Sr. Plans Examiner for Related Project (Partial Year Funding)		69,329
Addition of 1.0 Sr. Inspector for Related Project (Partial Year Funding)		34,662
Increase of CDBG and HOME Public Service Costs		7,776
Net increase in various interfund services allocations and transfers to other funds		1,182,592
Reallocation Accela Licensing cost to Non-Departmental		(157,000)
Reallocation of Ricoh usage costs to the Information Technology Department		(5,811)
COVID-19 Phase 1 Budget Rebalancing (Approved by City Council on March 9, 2021)		
- Reduction in Conference Travel and Training		(25,595)
- Reduction in As Needed Salaries		(30,259)
- Freeze of 1.0 Associate Planner Position	(1.00)	(177,604)
- Freeze of 0.75 Office Specialist II Position	(0.75)	(73,481)
Total FY 2021/22 Base Budget Adjustments	(0.75)	(8,254,970)
Total FY 2021/22 Base Budget	68.00	22,004,994



Budget Reconciliation

	Positions	Expenditures (All Funds)
FY 2021/22 Service Level Changes		
Accela Permit System Management	1.00	177,301
Building Permit Processing Support	1.00	132,312
Building Division Administrative Support	1.00	123,988
Building Plans and Drawings Support	1.00	98,217
Building Third-Party Plan Check and Inspection Services		1,000,000
As-Needed Support for Accela Testing and Building Administrative Staff Services		275,000
Digital Scanning Vendor Contract		200,000
Accela Ongoing Maintenance Support		100,000
Remote Workstations for Inspectors		22,000
Reallocation of Associate Planner from Planning to Building Division		0
Position Realignment of Housing Inspector Overfill to Code Enforcement Technician		(85,220)
Total Service Level Changes	4.00	2,043,598
Total FY 2021/22 Proposed Budget	72.00	24,048,592
FY 2022/23 Base Budget Adjustments		
One-Time Cost Adjustments		
Digital Scanning Vendor Contract		(200,000)
Reduction in Accela Ongoing Support Maintenance		(50,000)
Ongoing Cost Adjustments		
Salary and benefits adjustments		924,727
Non-personnel adjustments		70,090
Housing and Urban Development Allocation Adjustments		(1,144,097)
Total FY 2022/23 Base Budget Adjustments	0.00	(399,280)
Total FY 2022/23 Base Budget	72.00	23,649,312
Total FY 2022/23 Proposed Budget	72.00	23,649,312



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Accela Permit System Management	1.00	0	177,301	0	185,218

Program: 5532 – Plan Review and Permit Services

This proposal adds 1.0 fee supported Management Analyst position that will be devoted full time to working with staff and the Accela consultant to troubleshoot, track and resolve all items and ensure workflow is efficient and the new development permit system is always functioning. In FY 2019/20, there was a recruitment for an inspector position that would take on some of these duties; however, the recruitment was unsuccessful. Most candidates that applied for the inspector position came from a building background with technical experience in building code rather than a background in the software. The Division seeks to recruit for this position under the Management Analyst classification as it is likely to attract more suitable candidates.

Performance Impact

The Management Analyst will serve as the primary project manager and subject matter expert for the Accela software and will improve the overall management of the software implementation and its functionality.

Strategic Pillar:



Manage Strategically Our Workforce Capacity and Resources

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Building Permit Processing Support	1.00	0	132,312	0	137,480

Program: 5532 – Plan Review and Permit Services

This proposal adds 1.0 Permit Technician to support development activity. Permit processing times have increased significantly; this additional position will help keep customer service response times acceptable with a preliminary review of plans, and calculation and collection of fees and permit issuance.

Performance Impact

This proposal will improve the ability of the division to issue permits in a timelier manner, improve current working standards for existing staff, and provide an increased level of customer service to the community.

Strategic Pillar:



Manage Strategically Our Workforce Capacity and Resources



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Building Division Administrative Support	1.00	0	123,988	0	128,957

Program 5532 - Planning Review and Permit Services

This proposal adds 1.0 Office Specialist II to provide consistent support for services such as inspection scheduling, processing payments, phone monitoring, and provide staff support. The potential candidate should be able to reduce the reliance of as-needed support currently used by the Building Division.

Performance Impact

This proposal will provide enhanced customer service levels, both internally and externally, and increase staff productivity by shifting clerical duties from specialized staff.

Strategic Pillar:



Manage Strategically Our Workforce Capacity and Resources

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Building Plans and Drawings Support	1.00	0	98,217	0	97,211

Programs: 5532 Plan Review and Permit Services

This proposal adds 1.0 Office Assistant to support 'bin room' processing of approved plans and drawings. This position will ensure that plans are stamped, archived, and stored properly.

Performance Impact

This proposal will provide additional clerical support and records management support for the Building Division, and will assist on the conversion of printed plans to a digital format.

Strategic Pillar:



Manage Strategically Our Workforce Capacity and Resources



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Building Third-Party Plan Check and Inspection Services	0.00	0	1,000,000	0	1,020,000
Program: 5532 – Plan Review and Permit					

This action provides resources to the Building Division to supplement their existing contractual services budget for outside service related to plan checks and inspections. Due to the high volume of development activity in the City, the Building Division frequently needs to utilize professional services to maintain its current level of service and keep up with the development activity. While this cost has typically been appropriated in mid-year budget adjustments, this proposal will bring the funding into the cyclical budget process for increased transparency and annual evaluation.

Performance Impact

This proposal represents a realignment of the Building Division's budget to reflect current and future spending needs.

Strategic Pillar:



Manage Strategically Our Workforce Capacity and Resources

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
As-Needed Support for Accela Testing and Administrative Support	0.00	0	275,000	0	283,250
Program: 5532 – Plan Review and Permit					

This proposal adds funding for as-needed staffing to address workload demands. The last four fiscal years have steadily ended with overages in the as-needed budget, while the overall salary expenditures have remained below budget. The as-needed staffing will support customer service, Accela Testing for Go Live, Public Records Act deadlines, plans/bin room retention, and collection of payment for permits.

Performance Impact

The increase in the as-needed staffing budget will reduce the issues associated with implementing a new software system and should positively improve the division's overall turn times in its primary functions.

Strategic Pillar:



Manage Strategically Our Workforce Capacity and Resources



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Digital Scanning Vendor Contract	0.00	200,000	0	0	0
Program: 5532 – Plan Review and Permit					

This proposal adds funding for a digital scanning vendor contract (three-year cost). Submitted building plans and drawings are to be stored and archived digitally and kept according to the retention schedule. Staff requires access to scanned drawings, certificates, applications, code enforcement letters in the performance of their job duties.

Performance Impact

This should reduce staff time needed in looking for submitted documents as well as increase compliance by maintaining well-organized and accurate records.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Accela Ongoing Maintenance Support	0.00	100,000	0	50,000	0
Program: 5532 – Plan Review and Permit Services					

This proposal provides ongoing Accela support and maintenance post-Go Live for additional configuration changes, mobile, and GIS support, and continued troubleshooting/training as well as access to daily technical support. There were several items outside the original scope of work that was identified as the Accela implementation process continued, such as technical adjustments to the flow of work, approval sequences, efficiently saving work, and modifying the resubmittal approval process. There is also a need for various reports, such as a custom SQL-based Monthly Activity Report to query the number of inspections, permits, revenue, dwelling units, code enforcement cases.

Performance Impact

This action should mitigate issues in utilizing a new software system.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Remote Workstations for Inspection Vehicles	0.00	22,000	0	0	0
Program: 5532 – Plan Review and Permit					

Due to limited office facilities, the installation of remote work equipment in Code Enforcement and Building Inspector field vehicles to continue social distancing is necessary. This includes workstation mounts for laptops, portable printers, and chargers. This will improve the ability to meet inspection demands for customers while keeping staff safe and socially distant.

Performance Impact

This should increase productivity by decreasing the need for inspectors to return to the office to finalize reports, potentially increasing the number of inspections an inspector can perform daily.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Reallocation of Associate Planner from Planning to Building Division	0.00	0	0	0	0
Program: 5533 – Field Inspection					

This proposal shifts the funding source of 1.0 Associate Planner from the General Fund to the Building Services Fund for work that can be supported by this program. The impact to the General Fund will be lessened by 1.0 associate planner cost while the impact to the Building Development Services Fund Program is expected to be offset by a new Building Permit Conformance Fee. The conformance fee is currently a topic being explored in the current development fee study the City is conducting. While it is unknown how much revenue the new fee will generate, the minimum expectation is that the fee generates enough to at least cover the cost of the position.

Performance Impact

This action is not anticipated to have a service level impact. Currently, the Planning Division and Building Division work in conjunction with each other to ensure all requirements are met for development. The shift of the position is more reflective of actual time spent in this collaborative effort.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Position Realignment of Housing Inspector Overfill to Code Enforcement Technician	0.00	0	(85,220)	0	(93,209)

Program: 5532 – Plan Review and Permit

During a prior year's department reorganization, the department reduced its need for Housing Inspectors from 2.0 positions to 1.0 position. Due to the seniority of both staff members in the department, the department allowed one of the Housing Inspectors to overfill one of its existing Code Enforcement Technician positions. The employee that was overfilling the position has since retired, and the department will now recruit for a candidate in the Code Enforcement Technician classification that has a lower cost.

Performance Impact

This should not have any service level impact other than providing the City with ongoing cost savings

Strategic Pillar:



Deliver and Enhance High Quality Efficient Services and Infrastructure



Performance and Workload Measures

Planning Division							
Performance Measures							
	Strategic Pillar	2018/19 Actuals	2019/20 Actuals	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Complete Project Clearance Committee (PCC) Review within 30 days of application submittal		90%	90%	90%	90%	90%	90%
Workload Measures							
Number of items forwarded to the Planning Commission		57	49	50	24	35	45
Number of items forwarded to the Architectural Committee		121	80	115	60	65	70
Number of items forwarded to the City Council		42	48	40	45	40	40
Provide an annual report to the Planning Commission and City Council on the General Plan implementation		1	1	1	1	1	1
Number of advanced-planning Agenda Reports sent to City Council		17	18	15	14	15	15
Number of policy updates approved		2	2	2	3	2	2
Number of items forwarded to the Historical and Landmarks Commission		16	14	15	18	15	16
Provide an annual report to the Historical and Landmarks Commission on the Certified Local Government Program		1	1	1	1	1	1
Number of Planning Permit inquiries		9,448	7,253	9,000	4,360	7,000	8,000



Performance and Workload Measures

Planning Division							
Workload Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Number of cases opened		1,131	711	750	575	604	664
Number of cases closed		1,016	704	725	555	582	531
Building Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Percent of express plan checks performed within two working days* - <i>Delete in FY 2021/22</i>		80%	N/A*	90%	N/A	N/A	N/A
Percent of short cycle plan checks performed within ten business days		80%	0%	90%	0%	50%	50%
Percent of regular cycle plan checks performed within thirty calendar days		75%	78%	85%	78%	78%	75%
Percent of service provided to all Permit Center customers within twenty minutes of their arrival - <i>Delete for FY 2021/22</i>		79%	65%	80%	N/A	N/A	N/A
Percent of code complaints responded to within two working days		80%	65%	80%	50%	50%	50%
Percent of inspections performed the next working day		60%	10%	60%	50%	50%	50%
Percent of multi-family rental housing complexes inspected per month** - <i>Delete for FY 2021/22</i>		1%	N/A**	1%	N/A	N/A	N/A
Percent of housing code complaint responded to within two business days - <i>Delete for FY 2021/22</i>		90%	10%	90%	65%	N/A	N/A



Performance and Workload Measures

Housing and Community Services Division							
Workload Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Number of new loan applications processed		N/A	7	10	10	10	10
Number of new for-sale affordable homes sold		N/A	2	7	4	4	4
Total funds invested in Community Revitalization (Not including Multi-Family Development Loans)		N/A	\$2.5M	\$3.75M	\$4.9M	\$3.75M	\$3.75M
Number of clients receiving Fair Housing services including education, counseling, and enforcement of regulations		N/A	31	40	40	40	40
Number of affordable housing units in development pipeline		N/A	950	1,000	700	600	500
Total number of homeless (or formally homeless) individuals being housed		N/A	65	100	65	65	65
Number of Housing Units for Extremely Low Income Households (0-30% of AMI)		N/A	80	75	50	60	40
Number of Housing Units for Very Low Average Median Income Households (30%-50% AMI)		N/A	87	75	45	70	72
Number of Housing Units for Low Income Households (50%-80% of AMI)		N/A	182	100	30	30	30
Number of Moderate Household Income (80% to 120% of AMI)		N/A	90	110	10	18	22

Electric Utility Department

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Electric Utility Department – Silicon Valley Power (SVP) Description

Since 1896, Silicon Valley Power (SVP) has provided electricity for residents and businesses in Santa Clara. The Electric Department has a budgeted staff of 198 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 SVP successful for the City and its residents.

Divisions and Services

SVP is organized into six Divisions: Administrative Services; Business Services; Customer Development and Project Management; Resource Planning and Engagement; Revenue and Resources; and Utility Operations.

Administrative Services Division Mission	Plan, develop, coordinate and support the administrative activities of the Department.
Division Objectives	Develop plans utilizing the Strategic Plan to achieve goals and objectives of the City of Santa Clara. Develop staff training plans to meet the growth opportunities within the City.
Business Services Division Mission	Sustain a culture of compliance and fiduciary responsibility for the benefit and safety of the community and the employees.
Division Objectives	Secure required organizational resources. Maintain regulatory and legislative compliance and system security. Manage debt and maintain fiduciary controls to maintain financial health.
Customer Development and Project Management Division Mission	Be an agile and trusted partner in connecting our customers and leveraging SVP fiber optic and technology assets. Focus on execution to complete new capital investments for increased infrastructure and substations.
Division Objectives	Enhance our collaboration and connection with our customers and stakeholders. Enhance data driven decision making to innovate, design and develop plans to optimize and expand the utility's physical assets. Focus on our core work and capital investments projects to streamline processes, remove barriers and lower our costs.



**Resource Planning and
Engagement Division
Mission**

Retain and attract customers to the Santa Clara electric system by supporting environmental improvement programs, customer services, and implementing a sound marketing and communication strategy to accomplish the goals of the City. Manage the adequacy and cost of fuel and electric resources in a competitive market.

Division Objectives

Assure adequate generation resources for reliable, economically-competitive services to all SVP customers and meet all State and federal reliability and environmental compliance requirements.

Optimize value of assets through power trading and scheduling and procure cost-competitive fuel resources for power production.

Actively seek understanding of customers' valuation of energy service needs and amend the marketing plan as necessary to meet the needs of a dynamic marketplace, including technologies responsive to customer needs.

Work with other public power agency partners to explore new generation and transmission resources to service growing sales and reduce SVP's risks and average costs.

**Revenue and
Resources Division
Mission**

Provide centralized location to receive revenue and monitor expenses for resource and production to procure energy.

Division Objectives

Manage all Joint Powers Authorities (JPA) costs.

Record and receive revenue.

**Utility Operations
Division Mission**

Provide safe and reliable electrical energy to the City of Santa Clara by maintaining and enhancing infrastructure to meet energy demands for our customers.

Division Objectives

Maintain continuous efforts to improve system reliability by targeting system improvements, through scheduled maintenance of equipment according to its useful life cycle, and ongoing inspections.

Strengthen the system through improved design, research of new technologies and systems, and implementation of new system and equipment.

Maintain safety at the highest priority and a culture of compliance with all regulatory requirements.

Significant Accomplishments

- Launched a COVID rate assistance program in FY 2019/20 that provides a 25% discount on the electric portion of the utility bill for residential customers who have been economically impacted by the COVID-19 Stay at Home Order. This program has served a total of 214 customers as of the end of calendar year 2020
- Launched a Small Business Energy Efficiency Grant Program for businesses impacted by COVID-19 in FY 2020/21 to assist small businesses impacted by the effects of the COVID-19 Stay at Home Order issued in March 2020 to lower their electric utility bills through energy efficiency improvements. A total of 41 grant applications were received in the first 6 months of the program. Launched a Nonprofit Energy Efficiency Grant Program in FY 2019/20. This program has awarded 7 grants in its first 18 months.
- Pre-refunded multiple bonds through direct placement which will achieve \$20 Million Net Present Value savings over the next 12 years
- Developed reserve policy that will enable SVP to remain solvent, handle emergency financial needs, and levelize future rate increases. In addition, this policy will provide adequate liquidity ratios which will be viewed favorably during reviews with bond rating agencies
- Launched three rebate programs (1) Refrigerator Recycling in FY 2019/20, serving 123 customers in its first year, (2) Energy Star Room Air Cleaner Rebate in FY 2020/21, processing nearly 400 rebate applications in the first six months of the program, and (3) Electric Vehicle Supply Equipment SVP rebate program for residents, non-profit, schools and multi-family customers
- Launched two Low Income programs directed at energy efficiency (1) Solar Grant Program in FY 2020/21 that aims to provide enough energy through solar installations to offset nearly the entire annual energy consumption for qualified customers and (2) electric vehicle rebate program
- Developed a substation standard agreement and executed three new substation service level agreements. For customers needing a substation, a new pre-funding agreement was created allowing for system studies and some predesign work. Six agreements have been executed
- Completed required audits including 2020 NERC Compliance Audit and 2020 Western Electricity Coordinating Council (WECC) Audit. Submitted timely NERC Compliance Self-Certification paper audits in 2019 and 2020 with no findings
- Implemented several new programmatic changes for NERC compliance monitoring and internal controls (e.g., quarterly spot checks, monthly CIP audits, and monthly check-ins with compliance subject matter experts (SMEs) and Reliability Standard Owners). These program activities provide additional means of monitoring and identifying potential gaps in SVP's compliance and contributes to more positive audit outcomes.
- Completed new Standard Fiber Lease Template; completed five commercial lease extensions; executed five commercial lease renewals, and onboarded one new customer. Completed Fiber Work Order Audits of 23 customers.
- Entered a five-year gas hedge position that accounts for approximately 20% of SVP's forecasted gas consumption in 2021 – 2025. Negotiated a gas transportation rate with PG&E that substantially reduces the cost associated with the expected operation of these facilities through December 31, 2022. In addition to providing value to SVP rate payers, the negotiated rate structure allows for a more efficient dispatch of several natural gas fueled power plants and reduces overall GHG emissions.
- Developed a more robust and analytically based load forecasting model. Eliminated outside resources needed to perform production cost modeling and acquired software allowing staff to run analysis in house using multiple sensitivity studies
- Integrated several new software systems to include: Supervisory Control and Data Acquisition (SCADA) system, and ITOA Transmission Outage Applications and CAISO HANA Real Time to monitor and perform contingency analysis
- Engineered, designed, installed fiber to 26 key high density Advanced Metering Infrastructure (AMI) backhaul locations, maintained downtime and Mean Time To Repair (MTTR) on gatekeeper issues from several days to <1



day on average, while also expanding meter data backhaul infrastructure promoting higher reliability and consistency in electric power usage billing to customers. Initiated deployment of cellular option for gatekeepers resulting in 15% reduction of meter data backhaul issues

- Reorganized and implemented better oversight and management of personnel and assets within the generation division. Implemented environmental, health, and safety programs for Stony Creek hydro assets to ensure facility compliance and the safety of operations and maintenance staff
- Completed significant large generation projects at Don Von Raesfeld (DVR) power plant to replace obsolete equipment, improve functionality, and ensure reliability. These projects included upgrading the turbine and balance of plant control system and overhauling the steam turbine and generator.
- Negotiated a five-year power purchase agreement (PPA) with the Olcese Water District for the bundled energy, environmental attributes and RA capacity from the Rio Bravo hydro project. This PPA provides three commodities to SVP, (Energy, PCC1 RECs, and Resource Adequacy (RA)); this will assist SVP to meet expected load growth and meet resource adequacy requirements
- Developed six-year plan for increasing SVP Bulk Electric System (BES) to 1,100 Mega Volt Amperes (MVA) from 640 MVA; Began construction of Serra Substation; Completed Transmission Reinforcement (South Loop) project design and began easement acquisition
- Municipal Services and Electric Meter shop collaborated to reduce accounts billed using an estimated bill for more than two months to less than 100 accounts month-over-month
- Launched the California Electric Vehicle Incentive Project (CALeVIP) to provide Electric Vehicle Infrastructure incentives to commercial and multi-family utility customers
- Launched California Clean Fuel Rewards (CCFR) Program. Provide funding for direct rebates for SVP customers at the point of purchase (e.g. Dealerships) of any eligible electric vehicle
- Migrated >80% office workers to Remote Working within two days of Pandemic Shelter-in-Place Order, increased to >95% of personnel within following two weeks, and sustained >99% uptime connectivity on average via remote connections. Updated VPN system reducing remote user disconnects and improving bandwidth allowance by 25% resulting in reclaimed user productivity while maintaining security to critical infrastructure

Significant Objectives

- Complete SVP System Expansion Plan Report with discrete short- and long-term plans to meet 1,100 MW peak system demand to accommodate 20% increase in electric system load growth in the next ten years
- Continue engagement on the California Independent System Operator Transmission Planning process, such that Pacific Gas & Electric will develop and construct projects to increase bulk electric system transmission capacity to serve Santa Clara's electric load growth
- Establish SVP Project Management Office to implement an integrated strategy for the planning, design, construction and commissioning of the Kifer and Scott Receiving Stations, nine substations, and related 60KV transmission line improvements in the next five years
- Initiate SVP's 50 MW Battery Energy Storage System Project located on City-owned property next to the DVR power plant. The project provides multiple benefits in serving peak loads, increases the use of renewable energy and improves system resiliency. The project has an estimated capital cost of \$50 to \$60 million and goal of commercial operation in 2023/24.
- Phase 2 deployment of electric vehicle chargers (35 connections) at primary City fleet locations including Parks Service Center, Utilities Operations Center, Public Works Corporation Yard and Police Building support plug-in electric vehicles
- Major maintenance overhauls of Gianera Power Plant's Gas Turbines and Generators
- Implement and participate in APPA's eReliability Tracker. This will provide an effective way to collect, categorize, and summarize outage information. System reports will provide monthly reliability performance, identify problem



areas, outage causes, and calculate IEEE1366 statistics.

- Provide leadership to support the department's resources by implementing staff development and succession planning to develop skills and enhance knowledge
- Construction and Commissioning support of multiple Substation Construction projects
- Provide enhanced vegetation management of transmission lines in remote locations to include Glenn and Tehama Counties
- Complete 13 near-term Strategic Plan initiatives and submit quarterly progress reporting on the Strategic Plan to the Council and community
- Ensure wholesale trading activities comply with Council-approved policy and regulations, minimize SVP's credit exposure, monitor counterparty credit risk and ensure compliance with CAISO tariff and regulations
- Provide energy efficiency education and programs to customers to help them reduce their energy use and lower their electric bills, promote renewable energy options, investigate emerging technologies and provide assistance to qualified low income customers to reduce the burden of their electric bills
- Participate and comply with the California Air Resources Board (CARB) Low Carbon Fuel Standard (LCFS) Program to develop, educate, and foster the adoption of electrification as the transportation fuel
- Meet state regulatory requirements for renewable resources and carbon reduction targets while keeping SVP cost competitive

Budget Highlights

- Enhance compliance program to be compliant with North American Electric Reliability Corporation (NERC) Reliability Standard #FAC-008-3 by maintaining proper documentations of all transmission Facility Ratings. This standard ensures that Facility Ratings used in the reliable planning and operation of the Bulk Electric System (BES) are determined and create a redundancy plan based on technically sound principles.
- Complete backlog of maintenance records for protection system and support a one-time drafting effort required to update substructure estimates and substation Computer Aided Design (CAD) drawings used to identify and map underground substructure assets
- Audit SVP's Electric Distribution System to identify assets requiring maintenance and update asset records, as well as update Geographic Information System (GIS) to better represent existing field conditions and enable engineering analytics tools
- Automate the process for maintaining system circuit models in the distribution system planning software. This will add efficiency, accuracy and versatility and provide a comprehensive list of applications for power system design, planning, and operational control.
- Meet the Federal Energy Regulatory Commission (FERC) North American Electric Reliability Council (NERC) standard TPL-001-5 approved February 13, 2020. This standard requires that each component of the electrical system is assessed to ensure there is no single point of failure on a yearly basis.
- Deploy Battery Storage programs along with the integration of Distributed Energy Resources (DER) Grid management systems to optimize the distribution grid when Greenhouse Gas (GHG) emissions are greatest
- Partner with fleet services to replace City vehicles with electric options generating savings citywide and removing Greenhouse Gas (GHG) emitting from internal combustion engines
- Provide funding to the Streets and Highways Capital fund for tree removals for trees with wires
- Fund the addition of 1.0 Assistant City Attorney position in the City Attorney's Office that will support SVP



Electric Utility Department

198.00 FTEs

Administrative Services

- 1.00 Chief Electric Utility Officer
- 1.00 Electric Utility Chief Operating Officer
- 4.00 Asst Director of Electric Utility
- 1.00 Office Specialist II
- 1.00 Office Specialist III
- 2.00 Time and Material Clerk

10.00 Total Administrative Services FTE

Business Services

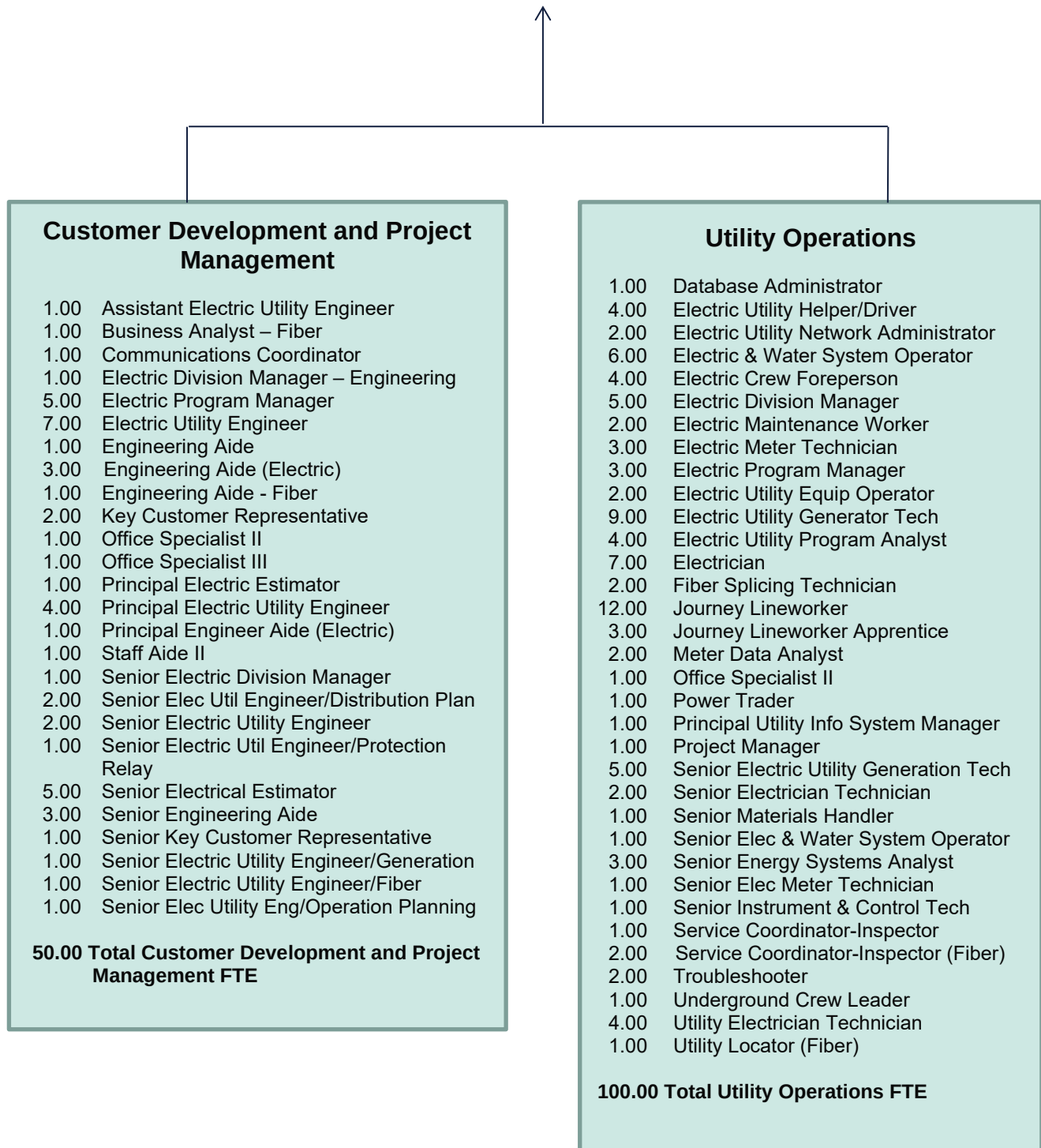
- 2.00 Account Clerk II
- 1.00 Account Clerk III
- 1.00 Compliance Manager
- 3.00 Electric Division Manager
- 1.00 Power Account Clerk I
- 1.00 Power Account Clerk III
- 1.00 Power Contract Specialist
- 1.00 Principal Power Analyst
- 1.00 Electric Utility Risk Control Analyst
- 3.00 Staff Aide II
- 1.00 Senior Business Analyst
- 1.00 Senior Elec Div Manager – Market A&P
- 1.00 Senior Electric Division Manager

18.00 Total Business Services FTE

Resource Planning and Engagement

- 1.00 Business Analyst – Public Benefit
- 2.00 Electric Division Manager
- 2.00 Electric Program Manager
- 1.00 Energy Conservation Coordinator
- 1.00 Energy Conservation Specialist
- 1.00 Office Specialist II
- 6.00 Power System Scheduler/Trader
- 1.00 Power Trader
- 2.00 Resource Analyst II
- 1.00 Senior Elec Division Manager
- 1.00 Senior Resource Analyst
- 1.00 Senior Power System Scheduler/Trader

**20.00 Total Resource Planning and
Engagement FTE**





Budget Summary

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Division / Program						
Administrative Services Division						
1316 Administrative Services	29,583,559	29,014,822	41,030,146	41.4%	45,250,699	10.3%
Total Administrative Services Division	29,583,559	29,014,822	41,030,146	41.4%	45,250,699	10.3%
Revenue and Resources Division						
1321 Revenues and Resources Costs	356,682,714	366,592,685	367,434,261	0.2%	442,830,260	20.5%
Total Revenue and Resources Division	356,682,714	366,592,685	367,434,261	0.2%	442,830,260	20.5%
Utility Operations Division						
1351 SVP Systems Support	4,350,326	6,575,488	5,535,184	(15.8%)	5,908,291	6.7%
1362 Power System Controls	3,984,572	4,082,394	4,455,303	9.1%	4,621,673	3.7%
1371 Communications & Meter Technical Support	1,673,722	1,845,614	2,068,559	12.1%	2,148,682	3.9%
1372 Substation Maintenance	4,316,710	4,982,585	5,332,994	7.0%	5,585,838	4.7%
1376 Transmission & Distribution	10,240,022	13,522,253	15,608,017	15.4%	16,342,851	4.7%
1377 Generation	12,152,983	14,688,367	16,582,614	12.9%	17,019,412	2.6%
Total Utility Operations Division	36,718,335	45,696,701	49,582,671	8.5%	51,626,747	4.1%
Business Services Division						
1311 Rates and Budget	1,021,586	1,358,894	1,355,129	(0.3%)	1,448,482	6.9%
1324 Electric Compliance	1,431,257	2,710,085	2,762,232	1.9%	2,885,862	4.5%
1358 Risk Management	3,156,246	3,645,675	3,586,238	(1.6%)	3,674,249	2.5%
Total Business Services Division	5,609,089	7,714,654	7,703,599	(0.1%)	8,008,593	4.0%
Customer Development and Project Management Division						
1313 Key Accounts	1,649,769	2,489,075	2,412,398	(3.1%)	2,544,584	5.5%
1317 Fiber Program	748,903	1,315,324	1,574,888	19.7%	1,743,805	10.7%
1361 SVP Engineering	8,513,188	12,991,103	14,822,134	14.1%	14,880,725	0.4%
Total Customer Development and Project Management Division	10,911,860	16,795,502	18,809,420	12.0%	19,169,114	1.9%



Budget Summary

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Division / Program						
Resource Planning and Engagement Division						
1312 Public Benefits	6,920,187	12,730,005	14,929,672	17.3%	15,914,801	6.6%
1315 Green Power Program	728,955	1,030,330	1,000,000	(2.9%)	1,000,000	0.0%
1319 SVP Electric Vehicle Program	1,304,651	5,109,508	3,944,261	(22.8%)	3,946,474	0.1%
1325 Greenhouse Gas Program	16,534,916	16,500,218	14,036,178	(14.9%)	14,660,843	4.5%
1356 Resource Management	9,110,470	11,156,347	11,488,932	3.0%	11,859,256	3.2%
Total Resource Planning and Engagement Division	34,599,179	46,526,408	45,399,043	(2.4%)	47,381,374	4.4%
Total by Division / Program	474,104,736	512,340,772	529,959,140	3.4%	614,266,787	15.9%
Dollars by Fund						
Electric Utility Fund ¹	449,344,982	478,001,041	497,049,029	4.0%	579,744,669	16.6%
Electric Operating Grant Trust Fund ¹	24,759,754	34,339,731	32,910,111	(4.2%)	34,522,118	4.9%
Total by Fund	474,104,736	512,340,772	529,959,140	3.4%	614,266,787	15.9%
Dollars by Category						
Salary and Benefits						
Salary	24,317,536	28,018,026	29,363,695	4.8%	30,569,155	4.1%
As-Needed	572,933	946,109	795,400	(15.9%)	800,600	0.7%
Overtime	3,174,255	3,513,845	4,840,200	37.7%	5,019,700	3.7%
Retirement	8,406,844	9,041,389	10,222,947	13.1%	10,897,928	6.6%
Health Allocation	2,144,589	2,631,239	2,976,005	13.1%	3,110,414	4.5%
Medicare	479,134	440,154	446,666	1.5%	464,532	4.0%
Social Security	1,407,769	1,460,707	1,560,311	6.8%	1,575,977	1.0%
Other Benefits	1,019,771	1,074,772	1,309,626	21.9%	1,337,812	2.2%
Total Salary and Benefits	41,522,831	47,126,241	51,514,850	9.3%	53,776,118	4.4%
Non-Personnel						
Materials/Services/Supplies	27,011,483	48,213,688	50,085,918	3.9%	63,577,920	26.9%
Resource/Production	310,853,665	326,500,221	353,462,621	8.3%	388,414,505	9.9%
Interfund Services	12,654,323	14,255,404	14,093,083	(1.1%)	14,466,017	2.6%
Transfers to Other Funds	59,160,068	51,396,933	35,013,292	(31.9%)	64,329,073	83.7%
Contribution In Lieu	22,710,162	24,343,485	25,773,376	5.9%	29,686,154	15.2%
Capital Outlay	192,204	504,800	16,000	(96.8%)	17,000	6.3%
Total Non-Personnel	432,581,905	465,214,531	478,444,290	2.8%	560,490,669	17.1%
Total by Category	474,104,736	512,340,772	529,959,140	3.4%	614,266,787	15.9%



Position Summary

	FY 2019/20 Adopted ¹	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change	FY 2022/23 Proposed
Positions by Division / Program					
Administrative Services Division					
1316 Administrative Services	10.00	10.00	10.00	0.00	10.00
Total Administrative Services Division	10.00	10.00	10.00	0.00	10.00
Utility Operations Division					
1351 SVP Systems Support	13.00	13.00	13.00	0.00	13.00
1362 Power System Controls	11.00	11.00	11.00	0.00	11.00
1371 Communications and Meter Technical Supp	7.00	8.00	8.00	0.00	8.00
1372 Substation Maintenance	16.00	16.00	16.00	0.00	16.00
1376 Transmission and Distribution	33.00	33.00	33.00	0.00	33.00
1377 Generation	19.00	19.00	19.00	0.00	19.00
1378 Field Administration	0.00	0.00	0.00	0.00	0.00
Total Utility Operations Division	99.00	100.00	100.00	0.00	100.00
Business Services Division					
1311 Rates and Budget	4.00	4.00	4.00	0.00	4.00
1324 Electric Compliance	6.00	6.00	6.00	0.00	6.00
1358 Risk Management	8.00	8.00	8.00	0.00	8.00
Total Business Services Division	18.00	18.00	18.00	0.00	18.00
Customer Development and Project Management Division					
1313 Key Accounts	8.00	8.00	8.00	0.00	8.00
1317 Fiber Enterprise	5.00	5.00	5.00	0.00	5.00
1361 SVP Engineering	36.00	36.00	36.00	0.00	36.00
Total Customer Development and Project Management Division	49.00	49.00	49.00	0.00	49.00
Resource Planning and Engagement Division					
1312 Public Benefits	4.00	4.00	4.00	0.00	4.00
1315 Green Power Program	0.00	0.00	0.00	0.00	0.00
1319 SVP Electric Vehicle Program	1.00	1.00	1.00	0.00	1.00
1325 Greenhouse Gas Program	1.00	1.00	1.00	0.00	1.00
1353 Joint Action Coordination	0.00	0.00	0.00	0.00	0.00
1356 Resource Management	15.00	15.00	15.00	0.00	15.00
Total Resource Planning and Engagement Division	21.00	21.00	21.00	0.00	21.00
Total by Division / Program	197.00	198.00	198.00	0.00	198.00

¹Electric Utility Department has undergone restructure, approved by Council, starting FY 2019/20. Personnel have been re-assigned between operating programs and divisions.



Position Summary

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change	FY 2022/23 Proposed
Positions by Fund					
Electric Utility Fund	191.00	192.00	192.00	0.00	192.00
Electric Operating Grant Trust Fund	6.00	6.00	6.00	0.00	6.00
Electric Debt Service Fund	0.00	0.00	0.00	0.00	0.00
Total by Fund	197.00	198.00	198.00	0.00	198.00
Position Classification					
Account Clerk II	2.00	2.00	2.00	0.00	2.00
Account Clerk III	1.00	1.00	1.00	0.00	1.00
Assistant Electric Utility Engineer	1.00	1.00	1.00	0.00	1.00
Assistant Director Electric - Business Services	1.00	1.00	1.00	0.00	1.00
Assistant Director Electric - Customer Development and Project Management	1.00	1.00	1.00	0.00	1.00
Assistant Director Electric - Energy Distribution	1.00	1.00	1.00	0.00	1.00
Assistant Director Electric - Planning and Strategic Services	1.00	1.00	1.00	0.00	1.00
Business Analyst - Fiber	1.00	1.00	1.00	0.00	1.00
Business Analyst - Public Benefits	1.00	1.00	1.00	0.00	1.00
Chief Operating Officer	1.00	1.00	1.00	0.00	1.00
Chief Electric Utility Officer	1.00	1.00	1.00	0.00	1.00
Communications Coordinator	1.00	1.00	1.00	0.00	1.00
Compliance Manager	1.00	1.00	1.00	0.00	1.00
Database Administrator	1.00	1.00	1.00	0.00	1.00
Electric and Water System Operator	6.00	6.00	6.00	0.00	6.00
Electric Crew Foreperson	4.00	4.00	4.00	0.00	4.00
Electric Division Manager	10.00	10.00	10.00	0.00	10.00
Electric Division Manager - Engineering	1.00	1.00	1.00	0.00	1.00
Electric Maintenance Worker	2.00	2.00	2.00	0.00	2.00
Electric Meter Technician	3.00	3.00	3.00	0.00	3.00
Electric Program Manager	10.00	10.00	10.00	0.00	10.00
Electric Utility Engineer	7.00	7.00	7.00	0.00	7.00
Electric Utility Equipment Operator	2.00	2.00	2.00	0.00	2.00
Electric Utility Generator Technician	9.00	9.00	9.00	0.00	9.00
Electric Utility Helper/Driver	4.00	4.00	4.00	0.00	4.00
Electric Utility Network Administrator	2.00	2.00	2.00	0.00	2.00
Electric Utility Program Analyst	4.00	4.00	4.00	0.00	4.00
Electrician	7.00	7.00	7.00	0.00	7.00



Position Summary

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change	FY 2022/23 Proposed
Position Classification					
Energy Conservation Coordinator	1.00	1.00	1.00	0.00	1.00
Energy Conservation Specialist	1.00	1.00	1.00	0.00	1.00
Engineering Aide	1.00	1.00	1.00	0.00	1.00
Engineering Aide - Electric	3.00	3.00	3.00	0.00	3.00
Engineering Aide - Fiber	1.00	1.00	1.00	0.00	1.00
Fiber Splicing Technician	2.00	2.00	2.00	0.00	2.00
Journey Lineworker	12.00	12.00	12.00	0.00	12.00
Journey Lineworker Apprentice	3.00	3.00	3.00	0.00	3.00
Key Customer Representative	2.00	2.00	2.00	0.00	2.00
Meter Data Analyst	1.00	2.00	2.00	0.00	2.00
Office Specialist II	4.00	4.00	4.00	0.00	4.00
Office Specialist III	2.00	2.00	2.00	0.00	2.00
Power Account Clerk I	1.00	1.00	1.00	0.00	1.00
Power Account Clerk III	1.00	1.00	1.00	0.00	1.00
Power Contract Specialist	1.00	1.00	1.00	0.00	1.00
Power System Scheduler/Trader	6.00	6.00	6.00	0.00	6.00
Power Trader	2.00	2.00	2.00	0.00	2.00
Principal Electric Estimator	1.00	1.00	1.00	0.00	1.00
Principal Electric Utility Engineer	4.00	4.00	4.00	0.00	4.00
Principal Engineer Aide	1.00	1.00	1.00	0.00	1.00
Principal Power Analyst	1.00	1.00	1.00	0.00	1.00
Principal Utility Information System Manager	1.00	1.00	1.00	0.00	1.00
Project Manager	1.00	1.00	1.00	0.00	1.00
Resource Analyst II	2.00	2.00	2.00	0.00	2.00
Risk Control Analyst	1.00	1.00	1.00	0.00	1.00
Senior Business Analyst	1.00	1.00	1.00	0.00	1.00
Senior Electric and Water System Operator	1.00	1.00	1.00	0.00	1.00
Senior Electric Division Manager	3.00	3.00	3.00	0.00	3.00
Senior Electric Division Manager - Marketing	1.00	1.00	1.00	0.00	1.00
Senior Electric Meter Technician	1.00	1.00	1.00	0.00	1.00
Senior Electric Utility Engineer	1.00	1.00	1.00	0.00	1.00
Senior Electric Utility Engineer - Control	1.00	1.00	1.00	0.00	1.00
Senior Electric Utility Engineer - Distribution	2.00	2.00	2.00	0.00	2.00
Senior Electric Utility Engineer - Fiber	1.00	1.00	1.00	0.00	1.00
Senior Electric Utility Engineer - Generation	1.00	1.00	1.00	0.00	1.00
Senior Electric Utility Generation Tech	5.00	5.00	5.00	0.00	5.00



Position Summary

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change	FY 2022/23 Proposed
Position Classification					
Senior Electric Utility Engineer - Operation Planning	1.00	1.00	1.00	0.00	1.00
Senior Electric Utility Engineer - Protection Relay	1.00	1.00	1.00	0.00	1.00
Senior Electrical Estimator	5.00	5.00	5.00	0.00	5.00
Senior Electrician Technician	2.00	2.00	2.00	0.00	2.00
Senior Energy Systems Analyst	3.00	3.00	3.00	0.00	3.00
Senior Engineering Aide	3.00	3.00	3.00	0.00	3.00
Senior Instrument and Control Technician	1.00	1.00	1.00	0.00	1.00
Senior Key Customer Representative	1.00	1.00	1.00	0.00	1.00
Senior Materials Handler	1.00	1.00	1.00	0.00	1.00
Senior Power System Scheduler / Trader	1.00	1.00	1.00	0.00	1.00
Senior Resource Analyst	1.00	1.00	1.00	0.00	1.00
Service Coordinator - Inspector	1.00	1.00	1.00	0.00	1.00
Service Coordinator - Inspector Fiber	2.00	2.00	2.00	0.00	2.00
Staff Aide II	4.00	4.00	4.00	0.00	4.00
Time and Material Clerk	2.00	2.00	2.00	0.00	2.00
Troubleshooter	2.00	2.00	2.00	0.00	2.00
Underground Crew Leader	1.00	1.00	1.00	0.00	1.00
Utility Electrician Technician	4.00	4.00	4.00	0.00	4.00
Utility Locator	1.00	1.00	1.00	0.00	1.00
Total Positions	197.00	198.00	198.00	0.00	198.00



Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	198.00	512,340,772
FY 2021/22 Base Budget Adjustments		
One-Time Cost Adjustments		
Silicon Valley Contractual Services		(144,230)
Advanced Metering infrastructure (AMI) Operational Implementation		(122,650)
Remote Property Maintenance		(80,000)
Ongoing Cost Adjustments		
Salary and benefits adjustments		4,207,434
Resources purchased and generation and pumping expenses		26,962,400
Change in debt service transfer to reflect financing schedule		2,990,505
Contribution In Lieu increase		1,429,891
Net increase in Materials Services and Supplies		1,026,584
Net increase in various interfund services allocations		1,025,669
Increased transfer to the General Fund for services		356,898
Reduced transfer to various capital improvement programs due to project schedule changes		(16,190,749)
Greenhouse Gas program transfer decrease		(4,941,875)
Mandated program costs from restricted revenues from new Green House Gas and Electric Vehicle programs		(2,624,354)
Reduced services from other funds - cost allocation plan		(1,187,990)
Total Base Budget Adjustments	0.00	12,707,533
Total FY 2021/22 Base Budget	198.00	525,048,305
FY 2021/22 Service Level Changes		
North American Electric Reliability Company (NERC) Facility Rating Program		470,000
NERC PRC-005 Documentation Maintenance		60,000
Drafting Support Services		250,000
Electric Distribution System Audit		200,000
Distribution Planning Software - model maintenance and automatic rebuild		220,000
NERC Compliance Support (TPL001-5)		200,000
Distributed Energy Resources (DER) Grid Management		100,000



Budget Reconciliation

	Positions	Expenditures (All Funds)
FY 2021/22 Service Level Changes		
Battery Storage Programs		1,000,000
Bike, Pathway, Park Programs		500,000
City Electric Vehicle Replacement Program		1,500,000
Transfer to the General Fund for City Attorney		320,835
Transfer to the Streets and Highways Capital Fund for Tree Services		90,000
Total Service Level Changes	0.00	4,910,835
Total FY 2021/22 Proposed Budget	198.00	529,959,140
FY 2022/23 Base Budget Adjustments		
One-Time Cost Adjustments		
Electric Distribution System Audit		(200,000)
Transfer to the Streets and Highways Capital Fund for Tree Services		(90,000)
Ongoing Cost Adjustments		
Salary and benefits adjustments		2,424,290
Increased transfer to various capital improvement programs due to project schedule changes		36,918,626
Resources purchased and generation and pumping expenses		34,951,884
Mandated program costs from restricted revenues from new Green House		13,697,984
Gas and Electric Vehicle programs		3,912,778
Contribution In Lieu increase		210,912
Net increase in various interfund services allocations		(7,512,845)
Reduced transfers to various funds		(5,982)
Net decrease in Materials Services and Supplies		
Total FY 2022/23 Base Adjustments	0.00	84,307,647
Total FY 2022/23 Base Budget	198.00	614,266,787
FY 2022/23 Service Level Changes		
Total Service Level Changes	0.00	0
Total FY 2022/23 Proposed Budget	198.00	614,266,787



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
North American Electric Reliability Company (NERC) Facility Rating Program	0.00	0	470,000	0	470,000

Program: 1361 – SVP Engineering

This proposal provides ongoing funding for an annual program to meet compliance with NERC Reliability Standard #FAC-008-3, issued by the Federal Energy Regulatory Commission (FERC) in November 2011. FAC is a set of standards from NERC that address Facilities Design, Connections, and Maintenance. This standard requires that SVP keep accurate documentation of all transmission facility ratings and continues to update Pacific Gas & Electric (PG&E), California Independent System Operator (CAISO), and Western Electric Coordinating Council (WECC). Required documentation includes: drawings, software models, and manufacturer specifications. Funding is for consultant services to update the standards and procedures for an enhanced audit system to ensure the facility rating system for planning, redundancies, and determining System Operating Limits. SVP currently has an overall internal audit system and this proposal will help address the requirements and enhance the program to address a 2020 WECC audit.

Performance Impact

Adding outside resources to perform updates within our audit program will mitigate risks by providing necessary documentation to meet regulatory and compliance obligations.

Strategic Pillar:



Deliver and Enhance High Quality Efficient Services and Infrastructure



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
NERC PRC-005 Documentation Maintenance	0.00	0	60,000	0	60,000
Program: 1361 – SVP Engineering					

This proposal provides ongoing funding for a database system to house maintenance records demonstrating proper maintenance on protection systems and for third party independent verification. NERC PRC-005 requires documentation and implementation of programs for maintenance of all Protection Systems, Automatic Reclosing, and Sudden Pressure Relaying affecting the reliability of the Bulk Electric System. This funding is for consultant labor to upload and review data to address the need for accurate documentation of all the breaker services/protections to address the 2015 WECC Audit.

Performance Impact

Updated documentation for the protection group by a 3rd party will ensure accurate information and provide an efficient means to document maintenance of electric utility reliability components within the implemented database.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Drafting Support Services	0.00	250,000	0	150,000	0
Program: 1361 – SVP Engineering					

This proposal provides one-time funding for contractual services to support a drafting effort required to update substructure estimates and substation Computer Aided Design (CAD) drawings. SVP has recently undergone a change in record system used to identify and map underground substructure assets. The proposed change eliminates non-essential steps for the substructure update process saving labor hours and replaces it with a quicker, more accurate, less expensive, and more widely used CAD mapping process. This change requires an up-front one-time drafting effort for contractual services to update the backlog created by the older process. Collected as-built drawings that are updates from the field for the records group will be entered into the system.

Performance Impact

Adding outside resources increase effectiveness in migrating to more efficient record system in completing backlog of substation record drawings while internal resources can continue to focus on current projects and operations functions without delays or interruptions.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Electric Distribution System Audit	0.00	200,000	0	0	0

Program: 1361 – SVP Engineering

This proposal provides one-time funding for contractual services for a field audit of SVP's Electric Distribution System to help manage assets. This audit will support SVP to proactively identify assets requiring maintenance as well as update the SVP system of records, ensuring that SVP's Control group has visibility of all assets currently on the grid. The proposal includes contractual services to update the Geographic Information System (GIS) to better map and represent existing field conditions and enable the use of engineering analytics tools currently on the market. It ensures that the GIS system includes all components out in the field and enables more studies.

Performance Impact

Added outside resources, with respective areas of industry expertise, will manage risks and enhance business processes, while allowing internal resources to conduct their day-to-day operational functions without interruptions.

Strategic Pillar:



Deliver and Enhance High Quality Efficient Services and Infrastructure

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Distribution Planning Software - Model Maintenance and Automatic Rebuild	0.00	220,000	0	130,000	0

Program: 1361 – SVP Engineering

This proposal provides one-time funding to implement an automated process for maintaining SVP system circuit models in the distribution system planning software. The model will be extracted from latest GIS configuration of the SVP electric system and with hourly load modeling using available data from Advanced Metering Infrastructure (AMI), Utility Metering Software (MV90), and Supervisory Control and Data Acquisition (SCADA) system. This would replace the current manual update process and will add more efficiency, accuracy, and versatility to the software. The proposed system will utilize 15-minute AMI data that is much more accurate and granular to model the distribution system providing as close to real-load scenario as possible while integrating with the latest system mapping configuration. The solution would integrate transmission models, substation models, and distribution models, along with their associated measurements and operational data, into a single platform providing a comprehensive list of applications for power system design, planning, and operational control. This proposal links the GIS mapping system audited above and provide analytics for future growth and any contingencies to account for failures. Ongoing software costs are already built into the base budget amount for GIS software.

Performance Impact

Additional software for distribution planning will integrate and link multiple datasets and separate analysis into one system creating efficiencies and reducing staff time from having to work within multiple applications.

Strategic Pillar:



Deliver and Enhance High Quality Efficient Services and Infrastructure



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
NERC Compliance Support (TPL001-5)	0.00	0	200,000	0	200,000
Program: 1361 – SVP Engineering					

This proposal provides ongoing funding for a consultant to aid the operations group with NERC compliance required by the Federal Energy Regulatory Commission (FERC) North American Electric Reliability Council (NERC) standard TPL-001-5 approved on February 13, 2020. This standard requires that each component of the electrical system is assessed to ensure there is no single point of failure. Using these funds, an assessment would be performed to identify actions needed to meet the requirements of this standard. The assessments may lead to separate CIP projects to install new equipment. As a registered Transmission Planner (TP), SVP must maintain system models within SVP's responsible area for performing the studies needed to complete its Planning Assessment on a yearly basis.

Performance Impact

Adding outside resources with transmission and distribution infrastructure system expertise to perform assessments will mitigate risks by identifying potential failures and allow SVP to meet regulatory and compliance obligations.

Strategic Pillar:



Deliver and Enhance High Quality Efficient Services and Infrastructure



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Distributed Energy Resources (DER) Grid Management	0.00	0	100,000	0	100,000
Program: 1325 - Greenhouse Gas Program					

This proposal provide ongoing funding for initiatives funded by the Greenhouse Gas Program in an effort to expedite greenhouse gas (GHG) emission reduction for the City of Santa Clara. Distributed Energy Resources (DER) self generate power through different technologies, such as batteries, to help support SVP's electric grid to manage peak demand. SVP has DER technology deployed currently, and this funding is for management of the integration of DER technology with the electric grid.

Performance Impact

Distributed energy management will provide efficiencies and smarter tools to manage the integration points when connected to the electric grid.

Strategic Pillar:  Sustainability

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Battery Storage Programs	0.00	0	1,000,000	0	1,000,000
Program: 1325 - Greenhouse Gas Program					

This proposal provides funding for a Battery Storage Program. Deploying Battery Storage programs (both utility scale and behind the customer meter) along with the integration of DER Grid management systems can optimize the distribution grid when GHG emissions are greatest. This funding will be used to pilot a battery program to explore customer-sided microgrids and back-up generation for SVP customers. SVP will conduct outreach to understand needs in order to evaluate potential rebate programs.

Performance Impact

Implementing battery storage programs and incentives encourages SVP's businesses to use cleaner energy while continue to reduce greenhouse gas emissions.

Strategic Pillar:  Sustainability



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Bike, Pathway, Park Programs	0.00	0	500,000	0	500,000

Program: 1325 - Greenhouse Gas Program

This proposal provide ongoing funding for initiatives funded by the Greenhouse Gas Program in an effort to expedite greenhouse gas (GHG) emission reduction for the City of Santa Clara. Expanding and creating new bike and pedestrian pathways encourages alternate routes of transportation, especially away from motor vehicle traffic and results in quantifiable GHG reductions. The Bike, Pathway, Park Program provides funding for city projects that are eligible for GHG program funding. City Project managers coordinate with SVP for scoped projects that can measurably reduce GHG and can be reported back to the California Air Resources Board (CARB).

Performance Impact

The development of alternative routes of transportation result in quantifiable GHG reductions.

Strategic Pillar:



Sustainability

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
City Electric Vehicle Replacement Program	0.00	0	1,500,000	0	1,500,000

Program: 1325 - Greenhouse Gas Program

This proposal provides funding to replace City vehicles and equipment with electric options, removing GHG emitting internal combustion engines from the City fleet. Funding is provided for vehicles and electric vehicle charging infrastructure. Funding includes a transfer to the Vehicle Replacement Fund of \$1.3 million in FY 2021/22 and \$400,000 in FY2022/23 for planned electric vehicles replacements. The combined programs deliver greenhouse gas reduction levels throughout the city. Additionally, these programs support the City's Climate Action Plan and GHG reduction target including City of Santa Clara's 2013 climate action plan adopted goal to reduce 2035 GHG emissions reductions to 55% below baseline levels. The total reductions needed to reach the 2035 target is 1,408,600 metric tons of carbon emissions (MTCO2e) with 838,200 coming from SVP generation initiatives and another 570,400 MTCO2e coming from programs like those included in this proposal.

Performance Impact

The replacement of City vehicles with electric options reduce GHG emissions and support the City's Climate Action Plan, GHG reduction target, as well as meeting upcoming State Mandates.

Strategic Pillar:



Sustainability



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Transfer to the General Fund for City Attorney	0.00	320,835	0	335,650	0

Program: 1321 – Revenue and Resources Costs

This proposal provides a transfer to the General Fund to cover the cost of 1.0 Assistant City Attorney that is recommended to be added in the City Attorney's Office to support SVP. Funding for the position is provided through a transfer for FY 2021/22 and FY 2022/23 but will be incorporated into the Cost Allocation Plan in years after FY 2022/23.

Performance Impact

The addition of a City Attorney to support SVP functions will address legal services needs.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Transfer to the Streets and Highways Capital Fund	0.00	90,000	0	0	0

Program: 1321 – Revenue and Resources Costs

This proposal provides a one time transfer to the Streets and Highways Capital fund for the Street Tree Services project in FY 2021/22. Funding is provided for 28 tree removals identified with having wires that will be removed as part of the Street Tree Services project.

Performance Impact

The tree removals will help mitigate risks of downed trees.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources



Performance and Workload Measures

Administration Services Division

Performance Measures

	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target

Timely, accurate submittal of various
State, local and federal agency reports



100%

100%

100%

100%

100%

100%

Meet American Public Power
Association Public Power Provider
(RP3) and NWPPA standards of
performance



100%

100%

100%

100%

100%

100%

Workload Measures

Actively participate in all JPA governing
boards



3

3

3

3

3

3

Actively participate in community
events



100%

100%

100%

100%

100%

100%



Performance and Workload Measures

Business Services Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Maintain bond rating (Fitch Ratings)		"AA-" Rating	"AA-" Rating	"AA-" Rating	"AA-" Rating	"AA-" Rating	"AA-" Rating
Maintain debt service coverage ratio on senior and subordinate debt		3.48	4.09	2.00	2.00	2.00	2.00
Submit annual bond disclosures as required by due dates		100%	100%	100%	100%	100%	100%
Annual self-certification of compliance with 20 NERC requirements selected by the regional entity, WECC		100%	100%	100%	100%	100%	100%
Maintain compliance with 70 NERC standards/600 requirements		100%	99%	100%	95%	100%	100%
Perform on-going environmental health and safety and NERC compliance activities in accordance with Internal Compliance Program Schedule		100%	100%	100%	100%	100%	100%
Analyze and evaluate counterparty credit worthiness		100%	100%	100%	100%	100%	100%
Percent of employees attended safety and compliance training		92%	100%	90%	95%	95%	95%
Workload Measures							
Number of employees lost time due to injuries		1	3	0	0	0	0
Generate and submit bond disclosures as required by the continuing disclosure agreement for all SVP and JPA revenue bonds		19	11	19	11	11	11
Complete Annual Reviews of Internal Compliance Standards for NERC, OSHA, and other State and federal regulations		21	31	33	18	10	10
Develop and maintain NERC Reliability Standard Audit Worksheets for current and upcoming NERC standards		28	30	25	10	10	10



Performance and Workload Measures

Business Services Division							
Workload Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Refresh and update internal controls including automated reminders and documents (e.g., guide sheets, policies and procedures, and workflows)		8	35	5	25	25	25
Number of employees attending safety and compliance training		130	186	192	186	186	186
Number of counterparty reviews completed		55	55	55	55	55	55
Review CAISO reports on a weekly basis to ensure SVP credit limit has not been exceeded		52	52	52	52	52	52
Generate Power and Gas Gross Margin Statements and Gas Pre-Pay Reports every month		24	24	24	24	24	24
Customer Development and Project Management Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Maintain residential customer satisfaction rating ^a		82%	N/A	85%	83%	N/A	85%
Maintain high customer satisfaction rating for business accounts using 1–10 rating matrix ^b		8.8	N/A	9.0	9.0	9.0	9.0
Annual fiber lease gross revenues		\$3.09M	\$3.32M	\$3.11M	\$3.00M	\$3.00M	\$3.00M
Percent of fiber system availability		100%	99.90%	100%	99.90%	100%	100%
Deliver fiber service order estimates within two weeks of initial request		100%	100%	100%	100%	100%	100%
Complete first encroachment review within 15 days		N/A	49%	100%	100%	100%	100%

a. Study performed by California Municipal Utility Association biennially, alternating between residential and commercial customers each occurrence, based on industry standard criteria on a sample of customers.

b. Study performed by E-Source, based on industry standard criteria on SVP provided list of largest 50-75 customers.



Performance and Workload Measures

Customer Development and Project Management Division							
Workload Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Prepare and submit Bi-annual Distributed Energy Resource (DER report) for California Energy Commission (CEC)		2	2	2	2	2	2
Hold large industrial/commercial customer engagement meeting		1	1	1	1	1	1
Negotiate/execute special facilities (substation) agreements – <i>Delete for FY 2021/22</i>		2	2	2	4	N/A	N/A
Prepare and submit quarterly customer update report for SVP internal stakeholders		1	4	4	4	4	4
Number of fiber service or job requests completed		24	33	25	25	25	25
Number of fiber quotes processed		66	43	50	50	50	50
Number of leased fiber miles per year		1,640	1,690	1,670	1,650	1,658	1,667
NERC Standard activity requirements completed – <i>Delete for FY 2021/22</i>		26	N/A	26	N/A	N/A	N/A
Substation drawing updates		150	143	300	300	300	300
Design and construction standard document release		10	10	25	5	150	150
Customer/Developer estimates released for requested work		98	126	125	125	125	125
Encroachment permit reviews completed		620	610	600	600	600	600
Substructure estimates mapped; city work estimates mapped		76	84	125	125	125	125
Approval of pole contacts (communication and small cell attachments)		400	563	425	425	450	450



Performance and Workload Measures

Resource Planning and Engagement Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Meet or exceed California's RPS (Renewables Portfolio Standard) requirement / RECs (Renewable Energy Credits) that are, or will be retired, to meet the RPS program obligations based on calendar year		29%/31%	31%/33%	33%/35%	33%/35%	35%/37%	37%/38%
First year net energy savings achieved (in MWh)		N/A	10,326	14,982	14,982	15,129	14,565
State agency reports by due dates		100%	100%	100%	100%	100%	100%
Percent of customers enrolled in the Green Power Program		8.00%	8.00%	10.00%	10.00%	10.00%	10.00%
Cumulative total GWh enrolled in Green Power Program		404 GWh	392 GWh	350 GWh	350 GWh	350 GWh	350 GWh
Comply with Low Carbon Fuel Standard program (spending) requirements per CARB		100%	50%	100%	100%	100%	100%
Host a minimum of two outreach events annually		100%	50%	100%	100%	100%	100%
Participate in quarterly carbon auctions to sell allowances		N/A	3	4	4	4	4
Successful submission of SVP's yearly Resource Adequacy plan to CAISO		100%	100%	100%	100%	100%	100%
Successful submission of SVP's load forecast to the CEC (1 report) and PG&E (3 reports)		100%	100%	100%	100%	100%	100%
Workload Measures							
Number of program brochures and bill inserts generated and distributed energy efficiency programs		4	7	4	5	5	4
Number of educational videos produced to promote energy efficiency		1	1	2	3	3	3



Performance and Workload Measures

Resource Planning and Engagement Division							
Workload Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Number of rebate applications processed through energy efficiency programs		236	232	200	250	225	200
Outreach materials reviewed and refreshed		40	20	40	20	20	20
Generate solar energy usage reports		12	12	12	12	12	12
Attend CARB workshops and meetings for program compliance		5	4	4	4	4	4
Prepare and submit Low Carbon Fuel Standards report		5	5	5	5	5	5
Host annual public meetings, events, or workshops		2	1	4	2	4	4
Process Electric Vehicle charger rebates (annually)		25	60	60	60	60	60
Install electric public access EV charging stations		0	0	10	80	40	40
Prepare Cap-and-Trade allowance reports and forms for CARB		N/A	2	2	2	2	2
Develop ten-year load forecasts for CEC, PG&E and CAISO)		3	3	3	3	3	3
Submit day ahead bids and schedules to CAISO		100,000	>100,000	82,000	82,000	82,000	82,000



Performance and Workload Measures

Utility Operations Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Average Service Availability Index (percentage)		99.99%	99.99%	99.99%	99.99%	99.99%	99.99%
Customer Average Interruption Duration Index (CAIDI) (minutes)		100	109	100	125	125	125
System Average Interruption Duration Index (SAIDI) (minutes)		50	70	50	85	85	85
System Average Interruption Frequency Index (SAIFI) (long)		0.5	0.64	0.5	0.7	0.7	0.7
System Average Interruption Frequency Index (SAIFI) (momentary)		0.25	0.23	0.25	0.25	0.25	0.25
Total number of outages		130	142	130	160	160	160
Hot washing of electrical substation equipment		100%	100%	100%	98%	100%	100%
Substation Infrared (IR) inspections		100%	100%	100%	100%	100%	100%
Complete one detailed grid inspections for underground and overhead infrastructure per year		100%	50%	100%	100%	100%	100%
Complete four grid patrols in accordance with GO165 (Walking, Drive By)		N/A	100%	100%	100%	100%	100%
Generation Availability Data System (GADS)		93%	70%	90%	81%	90%	90%



Performance and Workload Measures

Utility Operations Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Safety and Department of Transportation training completion rate		91%	91%	90%	95%	90%	90%
NERC CIP compliance reports submitted on time		100%	100%	100%	100%	100%	100%
Completion of system support work orders within 3 business days		>70%	>85%	>70%	>70%	>70%	>70%
Completion of preventative maintenance work orders – <i>New for FY 2021/22</i>		N/A	67%	80%	84%	85%	90%
Completion of corrective non-routine maintenance work orders – <i>New for FY 2021/22</i>		N/A	62%	50%	51%	45%	35%



Performance and Workload Measures

Utility Operations Division							
Workload Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Number of detailed substation inspections		324	324	336	336	360	396
Transformer dissolved gas analysis performed per year		52	54	57	54	57	57
Load tap changer dissolved gas analysis performed per year		32	34	37	36	40	43
Number of preventative maintenance work orders completed – <i>Delete for FY 2021/22</i>		1,242	N/A	800	N/A	N/A	N/A
Corrective non-routine maintenance work orders completed – <i>Delete for FY 2021/22</i>		149	N/A	150	N/A	N/A	N/A
Number of preventative and corrective work orders completed– <i>New for FY 2021/22 consolidating measures above</i>		1,391	1,291	950	1,550	1,400	1,400
Number of quarterly inspections performed for remote generation facilities		16	8	16	13	16	16
Environmental health and safety program review		35	2	75	5	10	10
Perform and submit NERC CIP compliance reporting analysis (monthly) – <i>Delete for FY 2021/22</i>		2	N/A	2	N/A	N/A	N/A
Operating procedures update and review– <i>New for FY 2021/22</i>		N/A	5	7	7	10	10
Number of work orders processed by the meter shop		600	>600	600	>600	>600	>600

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Finance Department

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Finance Department Description

The Finance Department administers the financial affairs of the City, including City-owned public utilities. These 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.

Divisions and Services

The Finance Department is organized into five Divisions: Accounting; Administrative Services; Budget; Municipal Services; and Purchasing.

Accounting Division Mission	Provide relevant, accurate, and timely transaction processing and financial reporting services in compliance with laws, regulations, City policies and professional standards.
Division Objectives	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 for improvements and streamlining of accounting processes in support of work product efficiencies. Continue to utilize new technology enhancements to empower end users to access financial information.
Administrative Services 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 Objectives	Manage the outstanding debt of the City and its agencies in compliance with established policies and bond covenants. Manage cash flow and invest cash in accordance with established policies and procedures. Prepare monthly reports for the City and its agencies. Monitor the financing needs of the City and its agencies. Manage negotiated and public-bid bond issuance. Manage special projects as assigned. Manage production of the City's annual financial reports, general-purpose financial statements and comprehensive annual financial report (CAFR).



Budget Division Mission	Be the primary source of financial analysis in the City's continuing effort to maintain and strengthen its fiscally responsible core value.
Division Objectives	Manage and produce the biennial operating and capital budgets.
	Manage and produce the Ten-Year Financial Forecast for the City and prepare periodic and annual revenue forecasts.
	Analyze budget performance during the year and prepare Monthly Financial Reports.
	Monitor and report the City's appropriations limit and general contingency reserves.
	Monitor the State budget and related legislative activities with economic implications.
	Develop strategies to balance the budget.
	Assist and provide support for negotiations with employee bargaining groups.
Municipal Services Division Mission	Work collaboratively with departments on any necessary budget amendments during the year.
	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.
	Provide customers with courteous, accurate and timely solutions to their inquiries and requests.
	Promote and enhance customer self-service options and 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 customers with safe, reliable self-service options for improved customer satisfaction.
Division Objectives	Process and oversee custody of all cash and checks received over the counter or in the mail.



Purchasing 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. Oversees Central Warehouse operations to ensure that the City's electric and water utilities are stocked with parts to support their operations and process outgoing mail for the City. Facilitate the disposition of surplus property to ensure a fair and transparent process is followed and maximum value is recovered.
Division Objectives	Provide internal customers and vendors with courteous, accurate and timely solutions to their inquiries and requests. Negotiate and recommend execution of contracts or blanket purchase agreements for the purchase of supplies, materials and equipment. Act to procure for the City the needed quality and quantity of supplies, materials and equipment at the least expense to the City. Prepare and recommend to the City Manager rules governing the purchase of supplies, materials, equipment, and services for the City. Keep informed of current developments in the field of purchasing, prices, market conditions and new products. Competitively procure inventory items for the Central Warehouse to ensure inventory is maintained at levels sufficient to support field operation requirements.



Significant Accomplishments

- Supported the Emergency Operations Center including procurement and cost accounting functions. Reviewed FEMA requirements and accounted for citywide COVID-19 expenditures in order to maximize federal funding.
- Implemented new/updated utility assistance programs because of COVID-19
- Supported the relaunch of the Help Your Neighbor program assisting utility customers struggling to make utility payments
- Re-opened Finance Department drive-up customer service window, after a 25-year hiatus, in order for customers to safely and securely conduct business pay utility bills and business tax license fees
- Monitored and rebalanced the FY 2020/21 budget due to COVID-19 impacts
- Expanded access to employee self-service capabilities to empower more users to manage aspects of their own employee profile online
- Procured and implemented a mobile inventory management system (barcode) for the Central Warehouse to improve the accuracy and efficiency of inventory transactions
- Upgraded the Business Tax and License system
- Transitioned investment services to a professional financial advisor to maximize the City's investment returns
- Included sustainable investments as part of the City's Investment Policy
- Awarded a new banking services contract to JP Morgan, after decades of non-review, generating cost savings and enhancing customer service and technology efficiencies
- Procured sales tax, property tax, and transient occupancy tax audit consultants generating cost savings to the City
- Received the City's first Achievement of Excellence in Purchasing Award recognizing excellence in public sector procurement
- Received the Government Finance Officers Association (GFOA) award for excellence in financial reporting for fiscal year 2019/20. This is the twenty-ninth consecutive year receiving the award
- Received the Operating Budget Excellence Award from the California Society of Municipal Finance Officers (CSMFO) and, for the first time, the Distinguished Budget Presentation Award, with special recognition for performance measures, from the Government Finance Officers Association (GFOA) for the FY 2019/20 and FY 2020/21 Biennial Operating Budget

Significant Objectives

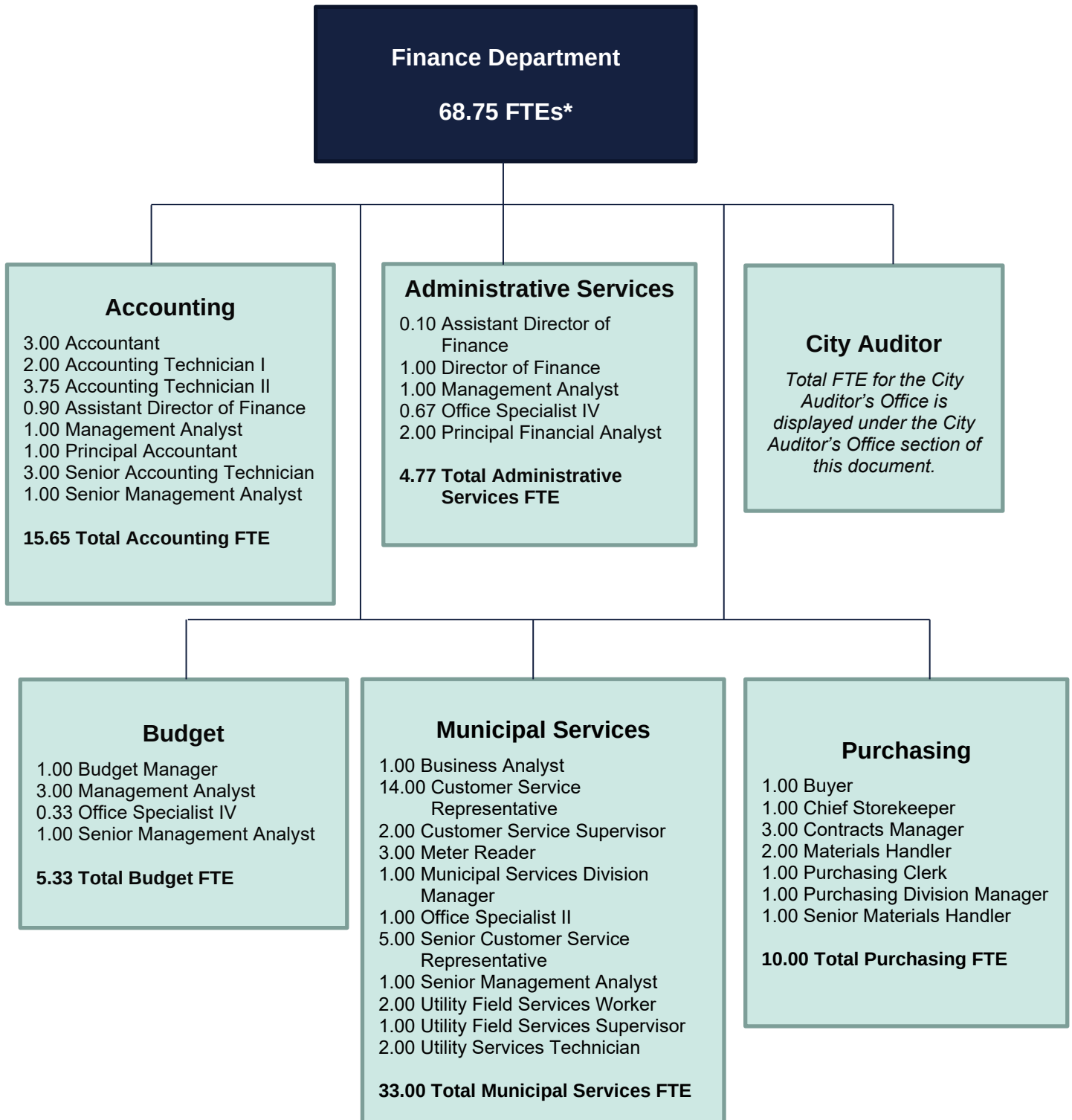
- Continue to upgrade FHRMS products to deliver updated reporting and calculation features in the Accounting Division. The accounts receivable and accounts payable modules will be enhanced to provide decentralized entry and electronic approval workflows
- Implement capital assets module in FHRMS to provide greater asset accountability
- Transition banking and merchant card services to JP Morgan Chase
- Conduct audits of external facilities; provide cashier training to staff in outside facilities
- Continue with upgrades to UMIS 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 (Municipal Services)
- Replace end of life Meter Reading System
- Replace end of life CORE Onestep Cashiering System
- Implement a new online utility billing platform to enhance customers' reporting and payment capabilities



- Develop and implement processes, administrative policies, and procedures with the goal of streamlining and improving the procurement and contracting process
- Conduct citywide trainings on updated cash handling processes resulting from new technology
- Implement online budgeting software that connects stakeholders to the City's budget to promote transparency and accountability
- Continue to improve the City's budget development practices that connect to the City Council's priorities and policy direction
- Establish a series of on-demand purchasing training videos addressing a wide variety of topics related to procurement and contracting
- Implement new and meaningful performance metrics for the Purchasing Division

Budget Highlights

- This budget factors in the COVID-19 Phase 1 budget rebalancing actions approved by the City Council on March 9, 2021, including the following:
 - Reorganized Accounting and Budget management functions, deleting 1.0 Accounting Manager, 1.0 Principal Accountant and 1.0 Principal Financial Analyst, and adding 1.0 Budget Manager and 2.0 Senior Management Analyst positions
 - Froze 1.0 Office Specialist III supporting Accounting and Purchasing Divisions and consolidated administrative functions
 - Reduced contractual services funding to reflect savings from a new banking services procurement
 - Reduced the budget for as-needed staff and other non-personnel expenditures (e.g., supplies and materials, contractual services, training, printing)
- Transitioned two employees to the City Auditor's Office through Phase 1 budget rebalancing actions to continue the Audit Workplan
- Recognized procurement cost savings from banking services and sales tax audit services after decades of non-review



*The positions above represent all funded positions. This excludes the 1.0 Office Specialist III position that was frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402).



Budget Summary

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Division / Program						
Accounting Division						
3322 General Accounting	3,412,418	3,655,069	3,579,952	(2.1%)	3,709,862	3.6%
Total Accounting Division	3,412,418	3,655,069	3,579,952	(2.1%)	3,709,862	3.6%
Administrative Services Division						
3362 Citywide Fiscal Planning	1,521,540	1,080,387	1,895,781	75.5%	2,017,349	6.4%
Total Administrative Services Division	1,521,540	1,080,387	1,895,781	75.5%	2,017,349	6.4%
Budget Division						
3315 Budget and Financial Analysis	2,011,717	2,330,361	2,182,833	(6.3%)	2,257,147	3.4%
Total Budget Division	2,011,717	2,330,361	2,182,833	(6.3%)	2,257,147	3.4%
City Auditor Office						
<i>Note: The City Auditor's Office budget is excluded from the Finance Department's total budget and can be located in the City Auditor's Office section of this document.</i>						
Municipal Services Division						
3332 Utility Billing Services	3,100,292	3,597,370	3,441,777	(4.3%)	3,757,273	9.2%
3333 Revenue Receipting/Cashiering	693,722	670,702	672,885	0.3%	696,980	3.6%
3334 Business Certificate	387,264	363,910	376,294	3.4%	387,804	3.1%
3335 Field Services	1,208,562	1,095,743	1,069,133	(2.4%)	1,105,684	3.4%
3336 Administration	353,118	350,037	336,804	(3.8%)	348,967	3.6%
3337 Contact Center/Communications	669,408	765,862	694,145	(9.4%)	723,803	4.3%
Total Municipal Services Division	6,412,366	6,843,624	6,591,038	(3.7%)	7,020,511	6.5%
Purchasing Division						
3341 Warehouse	1,016,097	1,049,546	996,838	(5.0%)	1,036,604	4.0%
3343 Purchasing	931,124	1,224,860	1,109,042	(9.5%)	1,158,195	4.4%
3344 Mail Services	25,219	32,227	7,988	(75.2%)	8,123	1.7%
Total Purchasing Division	1,972,440	2,306,633	2,113,868	(8.4%)	2,202,922	4.2%
Total by Division / Program	15,330,481	16,216,074	16,363,472	0.9%	17,207,791	5.2%



Budget Summary

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Fund						
General Fund	14,850,574	16,216,074	16,363,472	0.9%	17,207,791	5.2%
Other City Operating Grant Trust Fund	85,493	0	0	0.0%	0	0.0%
Public Buildings Capital Fund	42,755	0	0	0.0%	0	0.0%
General Government Capital Fund	351,659	0	0	0.0%	0	0.0%
Total by Fund	15,330,481	16,216,074	16,363,472	0.9%	17,207,791	5.2%
Dollars by Category						
Salary and Benefits						
Salary	6,409,384	7,435,633	7,105,664	(4.4%)	7,377,553	3.8%
As-Needed	521,586	107,000	71,887	(32.8%)	74,403	3.5%
Overtime	87,570	16,020	16,584	3.5%	16,950	2.2%
Retirement	2,117,807	2,493,836	2,624,405	5.2%	2,784,836	6.1%
Health Allocation	668,046	825,079	826,264	0.1%	853,773	3.3%
Medicare	109,515	123,903	116,696	(5.8%)	120,918	3.6%
Social Security	396,676	475,588	459,834	(3.3%)	471,164	2.5%
Other Benefits	341,774	391,555	411,773	5.2%	419,370	1.8%
Total Salary and Benefits	10,652,358	11,868,614	11,633,107	(2.0%)	12,118,967	4.2%
Non-Personnel						
Materials/Services/Supplies	2,462,136	2,779,781	2,724,357	(2.0%)	3,050,818	12.0%
Interfund Services	2,215,987	1,567,679	2,006,008	28.0%	2,038,006	1.6%
Total Non-Personnel	4,678,123	4,347,460	4,730,365	8.8%	5,088,824	7.6%
Total by Category	15,330,481	16,216,074	16,363,472	0.9%	17,207,791	5.2%



Position Summary

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change	FY 2022/23 Proposed
Positions by Division / Program					
Accounting Division					
3322 General Accounting	15.25	16.25	15.65	(0.60)	15.65
Total Accounting Division	15.25	16.25	15.65	(0.60)	15.65
Administrative Services Division					
3362 Citywide Fiscal Planning	3.34	4.34	4.77	0.43	4.77
Total Administrative Services Division	3.34	4.34	4.77	0.43	4.77
Budget Division					
3315 Budget and Financial Analysis	5.33	5.33	5.33	0.00	5.33
Total Budget Division	5.33	5.33	5.33	0.00	5.33
Municipal Services Division					
3332 Utility Billing Services	9.90	13.90	14.80	0.90	14.80
3333 Revenue Receipting/Cashiering	4.40	4.40	4.10	(0.30)	4.10
3334 Business Certificate	1.90	1.90	1.60	(0.30)	1.60
3335 Field Services	6.15	6.15	6.15	0.00	6.15
3336 Administration	1.50	1.50	1.50	0.00	1.50
3337 Contact Center/Communication	4.15	5.15	4.85	(0.30)	4.85
Total Municipal Services Division	28.00	33.00	33.00	(0.00)	33.00
Purchasing Division					
3341 Warehouse	5.45	5.45	5.45	0.00	5.45
3343 Purchasing	4.05	5.05	4.55	(0.50)	4.55
Total Purchasing Division	9.50	10.50	10.00	(0.50)	10.00
Total by Division / Program	61.42	69.42	68.75	(0.67)	68.75



Position Summary

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change	FY 2022/23 Proposed
Positions by Fund					
General Fund	61.42	69.42	68.75	(0.67)	68.75
Total by Fund	61.42	69.42	68.75	(0.67)	68.75
Position Classification					
Accountant	3.00	3.00	3.00	0.00	3.00
Accounting Division Manager	1.00	1.00	0.00	(1.00)	0.00
Accounting Technician I	2.00	2.00	2.00	0.00	2.00
Accounting Technician II	2.75	3.75	3.75	0.00	3.75
Assistant Director of Finance	1.00	1.00	1.00	0.00	1.00
Budget Manager	0.00	0.00	1.00	1.00	1.00
Business Analyst	1.00	1.00	1.00	0.00	1.00
Buyer	1.00	1.00	1.00	0.00	1.00
Chief Storekeeper	1.00	1.00	1.00	0.00	1.00
Contracts Manager	2.00	3.00	3.00	0.00	3.00
Customer Service Representative	12.00	14.00	14.00	0.00	14.00
Customer Service Supervisor	1.00	2.00	2.00	0.00	2.00
Director of Finance	1.00	1.00	1.00	0.00	1.00
Management Analyst	4.00	5.00	5.00	0.00	5.00
Materials Handler	2.00	2.00	2.00	0.00	2.00
Meter Reader	3.00	3.00	3.00	0.00	3.00
Municipal Services Division Manager	1.00	1.00	1.00	0.00	1.00
Office Specialist III	2.00	2.00	1.00	(1.00)	1.00
Office Specialist IV	0.67	0.67	1.00	0.33	1.00
Principal Accountant	2.00	2.00	1.00	(1.00)	1.00
Principal Financial Analyst	3.00	3.00	2.00	(1.00)	2.00
Purchasing Clerk	1.00	1.00	1.00	0.00	1.00
Purchasing Division Manager	1.00	1.00	1.00	0.00	1.00
Senior Accounting Technician	3.00	3.00	3.00	0.00	3.00
Senior Customer Service Representative	5.00	5.00	5.00	0.00	5.00
Senior Management Analyst	0.00	1.00	3.00	2.00	3.00
Senior Materials Handler	1.00	1.00	1.00	0.00	1.00
Utility Field Services Supervisor	1.00	1.00	2.00	1.00	2.00
Utility Field Services Worker	2.00	2.00	1.00	(1.00)	1.00
Utility Services Technician	1.00	2.00	2.00	0.00	2.00
Total Positions	61.42	69.42	68.75	(0.67)	68.75



Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	69.42	16,216,074
FY 2021/22 Base Budget Adjustments		
One-Time Cost Adjustments		
MuniServices Customer Self-Service Portal Software savings		(104,456)
MuniServices Credit Card processing savings		(88,358)
Cost Allocation Plan (Every Two Years)		(50,000)
As-Needed Support for Budget Office Workplan		(30,000)
Ongoing Cost Adjustments		
Salary and benefits adjustments		(82,904)
Reallocation of 0.33 Office Specialist IV from City Auditor's Office	0.33	51,672
COVID-19 Phase 1 Budget Rebalancing (Approved by Council March 9, 2021):		
- Addition of 2.0 Senior Management Analyst	2.00	431,250
- Addition of 1.0 Budget Manager	1.00	303,209
- Elimination of 1.0 Accounting Division Manager	(1.00)	(305,578)
- Elimination of 1.0 Principal Accountant	(1.00)	(251,521)
- Elimination of 1.0 Principal Financial Analyst	(1.00)	(225,541)
- Freeze of 1.0 Office Specialist III	(1.00)	(120,762)
- Reduction in various Contractual Services and Conference Travel and Training		(107,969)
- Reduction in As-Needed Budget for Mail Services		(25,875)
Net Increase in various interfund services allocations		438,329
PFM Asset Management Services		255,000
Increase in Property Tax Administration		81,708
Increase in various contractual services (Financial Software, Professional Services, miscellaneous supplies)		41,297
Increase in As-Needed Staffing For Municipal Services (Continue Electric Utility Support)		36,887
Increase in Credit Card Fees		15,434
Increase in Memberships and Postage		1,491
Reduction Sales Tax Consultant Fees		(78,180)
Elimination Contact Center Communications Contractual Services		(16,646)
Elimination in As-Needed Support for Communications Center		(16,344)
Reallocation of Ricoh services to the Information Technology Department		(4,745)
Total Base Budget Adjustments	(0.67)	147,398
Total FY 2021/22 Proposed Budget	68.75	16,363,472



Budget Reconciliation

	Positions	Expenditures (All Funds)
FY 2022/23 Base Budget Adjustments		
One-Time Cost Adjustments		
Cost Allocation Plan (every two years)		50,000
Ongoing Cost Adjustments		
Salary and benefits adjustments		485,860
Non-personnel adjustments		115,645
MuniServices Customer Self-Service Portal Software (restore full-year funding)		104,456
MuniServices Credit Card processing (restore full-year funding)		88,358
Total FY 2022/23 Base Adjustments	0.00	844,319
Total FY 2022/23 Base Budget	68.75	17,207,791
Total FY 2022/23 Proposed Budget	68.75	17,207,791



Performance and Workload Measures

Administrative Services Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Percent of legislative analysis completed within the negotiated timeframe - <i>Delete for FY 2021/22</i>		100%	100%	100%	100%	N/A	N/A
Annual percentage yield on investments while following primary objectives of safety, liquidity, and yield		N/A	1.89%	2.30%	1.30%	1.10%	0.90%
Workload Measures							
Meet with staff at least quarterly to review work plans - <i>Delete for FY 2021/22</i>		4	N/A	4	N/A	N/A	N/A
Accounting Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
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%	100%
Complete the preparation and submission of various State, local, and federal agency reports by due dates		100%	100%	100%	100%	100%	100%
Complete the month-end accounting close process and distribution of department budget status reports by the 15th working day of the following month		83%	83%	100%	100%	100%	100%
Receive Government Financial Officers Association of the United States and Canada (GFOA) excellence in financial reporting award - <i>Delete for FY 2021/22</i>		100%	100%	100%	100%	N/A	N/A
Process bi-weekly payroll and issuance of employee checks by the due date and on time		100%	100%	100%	100%	100%	100%
Complete and file the required monthly/ quarterly State and federal tax returns before due date - <i>Delete for FY 2021/22</i>		100%	100%	100%	100%	N/A	N/A
Percent of accounts receivables received within 90 days - <i>New for FY 2021/22</i>		N/A	N/A	N/A	60%	70%	70%



Performance and Workload Measures

Accounting Division

Workload Measures

	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Number of invoices processed		24,143	24,905	25,500	25,000	25,000	25,000
Number of checks and ACH payments issued		12,920	13,494	13,500	13,500	13,500	13,500

Budget Division

Performance Measures

	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Percentage of variance between budget and actual revenues in the General Fund		N/A	-4%	2%	2%	2%	2%
Percentage of variance between budget and actual expenditures in the General Fund		N/A	5%	2%	2%	2%	2%

Workload Measures

Average number of comprehensive budget status reviews conducted with City departments to evaluate financial performance and budget deviations		N/A	N/A	4	3	4	4



Performance and Workload Measures

Municipal Services Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Percent of closed delinquent accounts collected in-house		95%	94%	95%	95%	95%	95%
Percent of cash drawers reconciled - <i>Delete for FY 2021/22</i>		100%	100%	100%	100%	N/A	N/A
Percent of delinquent Business License tax certificates at fiscal year-end		2.3%	2.4%	2.0%	2.7%	2.0%	2.0%
Percent of Accounts Receivables written off as bad debt annually - <i>Delete for FY 2021/22</i>		0.02%	0.00%	0.04%	N/A	N/A	N/A
Percent of customer calls answered within 90 seconds		49%	45%	50%	50%	50%	50%
Average hold time of sequenced calls (m:s)		1:31	1:35	2:00	1:45	2:00	2:00
Percentage of calls with a call quality score of at least 4.75 out of 5.0		86%	95%	90%	96%	90%	90%
Workload Measures							
Average monthly number of utility accounts paying by automated methods		40,037	38,596	44,000	45,000	46,000	46,000
Average monthly utility payments processed		55,622	54,108	59,000	57,000	59,000	59,000
Number of business tax certificates processed annually		12,373	11,956	13,000	12,500	13,000	13,000
Number of service requests processed yearly		40,002	39,114	43,000	51,000	53,000	55,000
Average number of utility accounts invoiced – <i>New for FY 2020/21</i>		N/A	N/A	N/A	N/A	68,000	69,000
Average monthly number of Business License renewals processed via the online portal – <i>New for FY 2021/22</i>		N/A	N/A	N/A	N/A	5,000	5,000
Number of major UMIS initiatives successfully implemented during the year - <i>Delete for FY 2021/22</i>		3	3	3	N/A	N/A	N/A
Average number of meters read monthly		82,918	84,098	88,000	86,000	88,000	88,000



Performance and Workload Measures

Purchasing Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Writing off slow-moving inventory – <i>New for FY 2021/22</i>		N/A	N/A	N/A	10% of total value	10% of total value	10% of total value
Internal Customer Satisfaction of central warehouse – <i>New for FY 2021/22</i>		N/A	N/A	N/A	100% Rated good or better	90% Rated good or better	90% Rated good or better
Cost Savings/avoidance for all solicitations facilitated by the Purchasing Division contracts team. – <i>New for FY 2021/22</i>		N/A	N/A	N/A	10%	10%	10%
Cycle time of to process purchase orders – <i>New for FY 2021/22</i>		N/A	N/A	N/A	5 days	5 days	5 days
Internal Customer Satisfaction of purchasing division – <i>New for FY 2021/22</i>		N/A	N/A	N/A	75% Rated good or better	75% Rated good or better	75% Rated good or better
Workload Measures							
Number of material requisitions		3,741	3,578	3,500	3,600	3,600	3,600
Number of inventory items cycle counted		2,625	1,641	2,100	2,756	2,750	2,750
Number of purchase orders		1,304	1,221	1,380	1,279	1,280	1,280
Number of Procurement Card transactions		11,227	11,028	9,775	7,906	7,900	7,900
Number of mail pieces processed		160,106	74,168	147,999	66,750	66,750	66,750

Fire Department

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Fire Department Description

The Fire Department responds with highly trained and well-equipped personnel to all types of emergency incidents, maintaining a citywide response time of less than six minutes to at least 90% of all Code 3¹ emergency calls. Response time is measured from the time of dispatch to the time of arrival and includes two minutes turnout time and four minutes travel time.

Divisions and Services

The Fire Department's mission is to protect and enhance the quality of life of the community. The Fire Department is organized into six divisions: Field Operations, Emergency Medical Services (EMS), Community Risk Reduction, Training, Administration, and Office of Emergency Services.

The Field Operations Division is comprised of first responders to provide immediate services to residents, visitors and businesses within the community. The Division is made up of eight fire engines, two fire trucks, one Hazardous Materials response unit, one Rescue response unit, one Battalion Chief and one Assistant Training Officer (per shift).

The Emergency Medical Services (EMS) Division provides first responder medical services (including Advanced Life Support) to all residents and visitors within the guidelines determined by the Santa Clara County EMS Authority. The division maintains paramedic and emergency medical technician (EMT) licensure and certifications, maintains emergency medical equipment caches, works closely with the County EMS Authority to ensure County protocols, ensures training and programs are deployed to personnel, and acts as the agency's Designated Infection Control Officer (DICO).

The Community Risk Reduction Division encompasses both Fire Prevention activities and Hazardous Materials regulation. The Division provides plan review and inspection services to maintain code compliance and ensure that all regulated, new construction in the City incorporates appropriate life safety standards. The division also investigates the origin and cause of fires and hazardous materials releases, conducts permit and business inspections, and provides public education on fire safety at various community events.

The Training Division conducts and evaluates a wide variety of activities from simulated emergency incidents to assessments and classes, to ensure Fire Department personnel are performing at the highest levels of the profession. The Division maintains documentation to support State and Federal certification programs and develops and implements local and regional response/mitigation exercises focused on large-scale community events. The Training Division also assists the Human Resources Department in developing and administering Fire Department promotional examinations.

The Administrative Division provides management, organization, and support for the various divisions of the Fire Department actively engaged in the protection of life and property. The primary duties that fall under this division include budget development and management, recruitment, grant management, accounts payable and payroll processing, fire station maintenance, worker's compensation coordination, strategic management and planning, data management and data analysis. The division manages department web page and social media outlets, federal and state grants, annual department open house, creation and management of department maps and pre-incident plans, and development and implementation of department policies and procedures.

The City's Office of Emergency Services (located in the Fire Department) provides emergency services training and coordination for the City in large-scale incidents requiring Emergency Operations Center activation and is also responsible for the City's emergency preparedness activities and disaster management plans. The division coordinates with the County and the State for large scale emergency preparedness.



Field Operations Division Mission	To protect and enhance the quality of life of the community by providing caring, customer-oriented emergency services to protect life, property and the environment.
Division Objectives	Maintain a citywide emergency response standard to all Code 3 incidents of six minutes from time of fire crew notification to first unit's arrival on scene at least 90% of the time. To have an effective response force (ERF) of 17 personnel on scene of a structure fire in less than ten minutes from dispatch of alarm, at least 90% of the time. Provide hazardous materials response to protect the community from hazards associated with uncontrolled release of hazardous and toxic materials and respond to technical rescue emergencies efficiently and effectively. Provide special event (Fire and EMS) services to Levi's Stadium and all other significant special events held in the City of Santa Clara.
Emergency Medical Services Division Mission	Deliver quality emergency medical services to citizens and visitors of Santa Clara. All Santa Clara Firefighters are certified EMTs and all fire engines and fire trucks are staffed with at least one paramedic.
Division Objectives	Provide first responder paramedic services to at least 90% of Code 3 medical emergencies citywide within 7:59 minutes/seconds from fire crew notification (per County EMS Authority standard). Process medical certifications and licenses for all Fire Department personnel and monitor for compliance with State and local government regulations. Provide quality assurance/quality improvement processes for all treatment-based EMS delivery. Monitor and maintain custody and security of protected health information. Provide high quality EMS/EMT training to all Fire Department personnel and local stakeholders as needed.
Community Risk Reduction Division Mission	The mission of the Community Risk Reduction Division is to protect life, property, and the environment through education, engineering, and enforcement.
Division Objectives	Provide plan review and field inspection services for the construction of buildings and life safety systems to ensure compliance with federal, State and local regulations. Conduct operational permit inspections to assess and mitigate potential fire and life safety hazards in businesses throughout the community. Investigate the origin and cause of fires and hazardous materials releases. Provide public education and outreach services as part of the Community Risk Reduction Program.



Training Division Mission	Deliver high quality education and training in public safety to the members of the Santa Clara Fire Department and to the employees and citizens of the City of Santa Clara.
Division Objectives	Provide annual, semi-annual, and quarterly drills in the disciplines of firefighting, hazardous materials response, and rescue operations to members of the Fire Department to promote skill development and continuous improvement.
	Maintain records to support State and federal training certifications required for specific disciplines.
	Perform Respiratory Protection Program self-contained breathing apparatus (SCBA) and respirator fit testing to maintain compliance with State and federal regulations.
	Coordinates and schedules public education programs, school site visits, station tours and other public outreach activities.
Administrative Division Mission	To provide management, organization and support for the various Fire Department divisions that are actively engaged in the protection of life and property.
Division Objectives	To provide the community with information on Fire Department programs and services.
	To establish the vision and mission of the Department and communicate to all Fire Department personnel.
	To provide administrative and managerial support to the other Fire Department divisions.
	To coordinate with other departments in the City as needed to support City projects and programs.
Office of Emergency Services Division Mission	To create a bi-annual budget that meets department needs and supports Council goals and objectives.
Division Objectives	Provide Emergency Services Coordination in the City of Santa Clara Emergency Operations Center in the event of a large-scale incident requiring activation.



Significant Accomplishments

- Completed Annual Accreditation Compliance Reports in 2019 and 2020. On August 9, 2018, the Fire Department achieved accredited status from the Commission on Fire Accreditation International and the Center for Public Safety Excellence, becoming one of only ten accredited municipal fire departments in California. This accreditation required development of a community-driven strategic plan for the Fire Department; a comprehensive self-assessment based on industry best practices; and completion of a Community Risk Assessment-Standards of Coverage (CRA-SOC) document that identifies potential hazards in the City and demonstrates how the Fire Department plans to mitigate them
- Provided fire and life safety education to K-6th grade students throughout the Santa Clara Unified School District, providing the new outcome-based education program called Firefighters in Safety Education (FISE). The FISE program is a 30-minute presentation (in-person or virtually) on seven key fire safety skills, which uses pre-and-post exams to gather analytical data and validate the curriculum being taught
- Exceeded the City's contractual requirements with the Santa Clara County Emergency Medical Services Authority by providing first responder paramedic services to 95% of higher-priority medical incidents citywide within 7:59 minutes/seconds from fire crew notification (standard is 90%)
- Expanded ALS Service to 100% Advanced Life Support (ALS) in all ten districts
- Promoted ten new Fire Captains
- Remodeled Fire Station 8
- Acquired two new fire engines and placed into service in fire districts 6 and 7
- Achieved Type II Urban Search and Rescue (USAR) certification from the California Office of Emergency Services (CalOES)
- Established a list of eligible Firefighter candidates after implementing a new recruitment campaign with the objective of diversifying the applicant pool
- Hosted the first Girl's Fire Camp in the department, introducing 60 high-school-aged girls to the firefighting profession and providing the opportunity to work with the tools of the trade
- Provided FireFlex Functional Movement training to the department through in-person sessions and virtually after the start of the pandemic
- Deployed mutual aid resources to numerous wildfires and USAR responses
- Developed protocols for managing COVID-19 emergency response, personnel exposures and employees who have contracted COVID-19
- Delivered weekend meals to approximately 300 seniors each week since the beginning of the pandemic
- Established in-house ability to provide COVID testing to department personnel and other City employees
- Vaccinated 90% of the Department's first responders
- Activated full Emergency Operations Center, supporting the City's needs since the beginning of the COVID-19 pandemic

Significant Objectives

- Hire firefighters from the active list of eligible candidates host a Recruit Academy for new recruits
- Invest in employee health and wellness with the implementation of new programs that are intended to help reduce workplace stress, provide better support services, and maintain a healthy workforce. Provide resiliency training

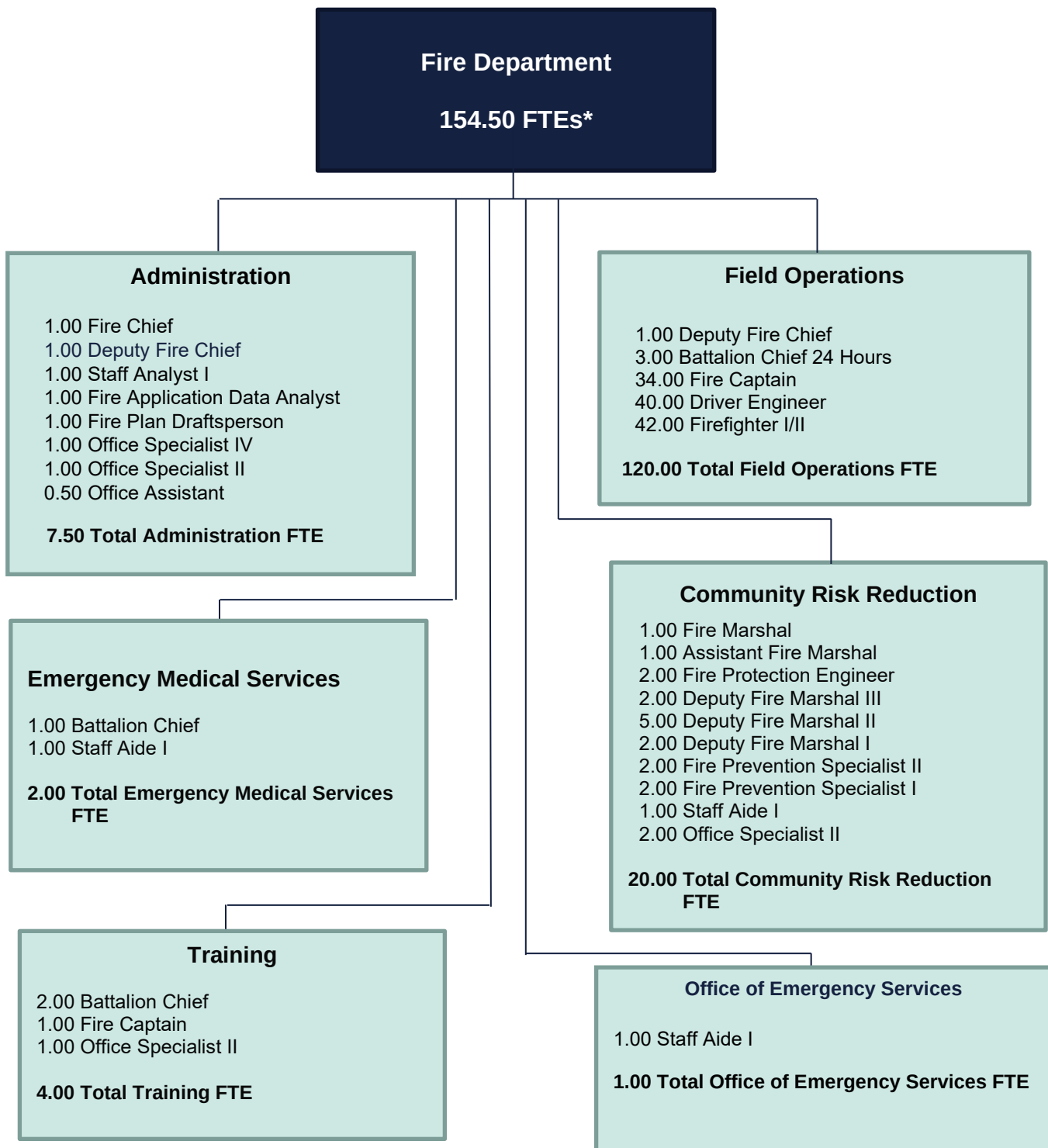


for department personnel

- Develop and implement an Unmanned Aerial Vehicle (UAV) program to be deployed for Fire Prevention, Fire Training and Fire Suppression activities
- Evaluate all Fire Station facilities and prioritize a work plan to ensure the facilities are maintained
- Hold promotional examinations for Driver/Engineer positions

Budget Highlights

- This budget factors in the COVID-19 Phase 1 budget rebalancing actions approved by the City Council on March 9, 2021, including the following:
 - Froze 12.0 Firefighter positions and suspend the two supplemental ambulance units (Advanced Life Support will continue to be provided by the fire companies and the County of Santa Clara will continue to provide ambulance services)
 - Froze 0.75 Quality Improvement Nurse
 - Reclassified 1.0 Assistant Training Officer to 1.0 Battalion Chief
 - Reduced the non-personnel budget (e.g., conferences, training, and travel; supplies and materials)
- The Proposed Budget includes the following Phase 2 budget reductions to help address the General Fund shortfall:
 - Reduce overtime by \$650,000 and restructure Rescue Response Unit
 - Reduce overtime by \$650,000 and restructure Hazardous Materials Response Unit
- Add funding for Fire personnel resiliency training.
- Add new capital funding to primarily address health and safety needs, including replacing the diesel exhaust systems in seven fire stations, implementing fire pre-alerting in the fire stations, evaluating the Fire Training Tower condition, replacing defibrillators used by the fire companies and AED machines at City facilities, and providing replacement radios. Capital funding is also recommended to implement a new Accela module for tracking fire annual operational permits



*The positions above represent all funded positions. This excludes the 12.0 Firefighter positions that were frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402). This also excludes 1.0 Fire Marshall position added in November 2019 to support the Related project that is currently frozen based on the anticipated project schedule.



Budget Summary

		FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Division / Program							
Administration Division¹							
7821	Protection - Administration	5,430,995	4,348,616	3,569,675	(17.9%)	3,632,678	1.8%
Total Administration Division		5,430,995	4,348,616	3,569,675	(17.9%)	3,632,678	1.8%
Field Operations Division²							
7822	Protection - Emergency Response	42,516,961	46,033,693	47,537,905	3.3%	49,751,200	4.7%
Total Field Operations Division		42,516,961	46,033,693	47,537,905	3.3%	49,751,200	4.7%
Community Risk Reduction Division³							
7832	Prevention and Hazardous Materials	3,338,617	3,584,184	3,167,466	(11.6%)	3,528,708	11.4%
7833	Certified United Program Agency (CUPA)	1,584,093	1,827,974	1,918,625	5.0%	2,020,296	5.3%
Community Risk Reduction Division		4,922,710	5,412,158	5,086,091	(6.0%)	5,549,004	9.1%
Training Division							
7841	Training - Fire	1,195,656	1,644,851	1,759,668	7.0%	1,830,319	4.0%
Total Training Division		1,195,656	1,644,851	1,759,668	7.0%	1,830,319	4.0%
Office of Emergency Services Division⁴							
7823	Office of Emergency Services	332,506	221,031	203,137	(8.1%)	209,899	3.3%
Total Office of Emergency Services Division		332,506	221,031	203,137	(8.1%)	209,899	3.3%
Emergency Medical Services Division⁵							
7861	Emergency Medical Services	1,765,064	1,071,190	928,942	(13.3%)	956,253	2.9%
Total Emergency Medical Services Division		1,765,064	1,071,190	928,942	(13.3%)	956,253	2.9%
Total by Division / Program		56,163,892	58,731,539	59,085,418	0.6%	61,929,353	4.8%

¹Administration Division is a new division effective FY 2021/22

²Formerly known as the Protection Division

³Formerly known as the Prevention/Hazardous Materials Division

⁴Office of Emergency Services Division is a new division effective FY 2021/22

⁵Formerly known as the Incremental EMS Division



Budget Summary

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Fund						
General Fund	55,066,518	58,731,539	59,017,130	0.5%	61,681,272	4.5%
Expendable Trust Fund	19,314	0	0	0.0%	0	0.0%
Fire Operating Grant Fund	31,320	0	0	0.0%	0	0.0%
Other City Departments Operating Grant Trust Fund	1,046,740	0	0	0.0%	0	0.0%
Related Santa Clara Developer Fund	0	0	68,288	100.0%	248,081	263.3%
Total by Fund	56,163,892	58,731,539	59,085,418	0.6%	61,929,353	4.8%

Dollars by Category						
Salary and Benefits						
Salary	29,164,597	30,323,228	30,446,065	0.4%	31,670,913	4.0%
As-Needed	64,289	30,000	31,050	3.5%	32,137	3.5%
Overtime	4,257,273	3,053,042	2,309,552	(24.4%)	2,425,385	5.0%
Retirement	13,763,106	15,309,054	16,224,381	6.0%	17,434,864	7.5%
Health Allocation	1,487,523	1,573,771	1,613,808	2.5%	1,721,054	6.6%
Medicare	477,673	450,220	435,909	(3.2%)	453,918	4.1%
Social Security	100,641	135,208	129,795	(4.0%)	139,321	7.3%
Other Benefits	1,110,270	1,157,557	1,093,506	(5.5%)	1,113,028	1.8%
Total Salary and Benefits	50,425,372	52,032,080	52,284,066	0.5%	54,990,620	5.2%

Non-Personnel						
Materials/Services/Supplies	1,309,667	1,615,023	1,579,156	14.5%	1,554,687	(4.4%)
Interfund Services	4,332,819	4,934,463	5,144,703	57.4%	5,318,873	3.4%
Capital Outlay	96,034	149,973	77,493	(16.9%)	65,173	(15.9%)
Total Non-Personnel	5,738,520	6,699,459	6,801,352	1.5%	6,938,733	2.0%

Total by Category	56,163,892	58,731,539	59,085,418	0.6%	61,929,353	4.8%



Position Summary

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change	FY 2022/23 Proposed
Positions by Division / Program					
Administration Division¹					
7821 Protection - Administration	8.50	8.50	7.50	(1.00)	7.50
Total Administration Division	8.50	8.50	7.50	(1.00)	7.50
Field Operations Division²					
7822 Protection - Emergency Response	131.00	131.00	120.00	(11.00)	120.00
Total Field Operations Division	131.00	131.00	120.00	(11.00)	120.00
Community Risk Reduction Division³					
7832 Prevention and Hazardous Materials	13.00	15.00	14.00	(1.00)	14.00
7833 Certified United Program Agency (CUPA)	6.00	6.00	6.00	0.00	6.00
Total Community Risk Reduction Division	19.00	21.00	20.00	(1.00)	20.00
Training Division					
7841 Training - Fire	4.00	4.00	4.00	0.00	4.00
Total Training Division	4.00	4.00	4.00	0.00	4.00
Office of Emergency Services Division⁴					
7823 Office of Emergency Services	2.00	1.00	1.00	0.00	1.00
Total Office of Emergency Services Division	2.00	1.00	1.00	0.00	1.00
Emergency Medical Services Division⁵					
7861 Emergency Medical Services	2.75	2.75	2.00	(0.75)	2.00
Total Emergency Medical Services Division	2.75	2.75	2.00	(0.75)	2.00
Total by Division / Program	167.25	168.25	154.50	(13.75)	154.50

¹Administration Division is a new division effective FY 2021/22

²Formerly known as the Protection Division

³Formerly known as the Prevention/Hazardous Materials Division

⁴Office of Emergency Services Division is a new division effective FY 2021/22

⁵Formerly known as the Incremental EMS Division



Position Summary

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change	FY 2022/23 Proposed
Positions by Fund					
General Fund	167.25	166.25	167.25	1.00	167.25
Related Santa Clara Developer Fund	0.00	2.00	1.00	(1.00)	1.00
Total by Fund	167.25	168.25	154.50	(13.75)	154.50

Position Classification					
Assistant Fire Marshal	1.00	1.00	1.00	0.00	1.00
Asst Training Officer	1.00	1.00	0.00	(1.00)	0.00
Battalion Chief	2.00	2.00	3.00	1.00	3.00
Battalion Chief 24 Hrs	3.00	3.00	3.00	0.00	3.00
Deputy Fire Chief	2.00	2.00	2.00	0.00	2.00
Deputy Fire Marshal I	2.00	2.00	2.00	0.00	2.00
Deputy Fire Marshal II	5.00	5.00	5.00	0.00	5.00
Deputy Fire Marshal III	2.00	2.00	2.00	0.00	2.00
Driver Engineer	40.00	40.00	40.00	0.00	40.00
Emergency Services Coordinator	1.00	0.00	0.00	0.00	0.00
Fire Application Data Analyst	1.00	1.00	1.00	0.00	1.00
Fire Captain	35.00	35.00	35.00	0.00	35.00
Fire Chief	1.00	1.00	1.00	0.00	1.00
Fire Marshal	1.00	1.00	1.00	0.00	1.00
Fire Plan Draftsperson	1.00	1.00	1.00	0.00	1.00
Fire Prevention Specialist I	2.00	2.00	2.00	0.00	2.00
Fire Prevention Specialist II	2.00	2.00	2.00	0.00	2.00
Fire Protection Engineer	1.00	2.00	2.00	0.00	2.00
Firefighter I/II	54.00	54.00	42.00	(12.00)	42.00
Office Assistant	0.50	0.50	0.50	0.00	0.50
Office Specialist II	4.00	4.00	4.00	0.00	4.00
Office Specialist IV	1.00	1.00	1.00	0.00	1.00
Quality Improvement Nurse	0.75	0.75	0.00	(0.75)	0.00
Staff Aide I	3.00	3.00	3.00	0.00	3.00
Staff Analyst I	1.00	1.00	1.00	0.00	1.00
Total Positions	167.25	167.25	154.50	(12.75)	154.50

**The positions above represent all funded positions. This excludes the 12.0 Firefighter positions that were frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402). This also excludes 1.0 Fire Marshall position added in November 2019 to support the Related project that is currently frozen based on the anticipated project schedule.*



Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	168.25	58,731,539
FY 2021/22 Base Budget Adjustments		
One-Time Cost Adjustments		
Firefighter Recruitment Pilot		(10,000)
Safety and Review Equipment Purchases		(74,000)
Fire Academy Overtime and Supplies		(101,420)
Fire Department - Minimum Staffing One-Time Overtime Adjustment		(1,500,000)
Apparatus Bay Door Repairs and Maintenance		35,000
Ongoing Cost Adjustments		
Salary and benefits adjustments and position reallocations:		3,651,057
Freeze of 1.0 Deputy Fire Marshal position for the Related Santa Clara project	(1.00)	
Minimum staffing overtime true-up and annual cost-of-living adjustment		2,100,000
Net increase in various interfund services allocations		210,240
Increase for County-Wide Fire Department Situational Awareness Software		45,000
Net increase in various contractual services allocations		33,714
COVID-19 Phase 1 Budget Rebalancing (Approved by City Council March 9, 2021):		
- Freeze of 12.0 Firefighter positions	(12.00)	(2,445,533)
- Freeze of 0.75 Quality Improvement Nurse	(0.75)	(119,611)
- Reclassification of 1.0 Assistant Training Officer to 1.0 Battalion Chief	0.00	(9,733)
- Reduction in various non-personnel allocations including contractual services, operating supplies, and conference, training and travel		(81,000)
Reallocation of non-personnel budgets to central allocations under Non-Departmental and Information Technology Department		(79,835)
Total Base Budget Adjustments	(13.75)	1,653,879
Total FY 2021/22 Base Budget	154.50	60,385,418
FY 2021/22 Service Level Changes		
Reduction in Overtime for Rescue Response Unit		(650,000)
Reduction in Overtime for HazMat Response Unit		(650,000)
Total Service Level Changes	0.00	(1,300,000)
Total FY 2021/22 Proposed Budget	154.50	59,085,418



Budget Reconciliation

	Positions	Expenditures (All Funds)
FY 2022/23 Base Budget Adjustments		
One-time Cost Adjustments		
Apparatus Bay Door Repairs and Maintenance		(35,000)
Ongoing Cost Adjustments		
Salary and benefits adjustments		2,852,799
Resiliency Training		20,000
Non-personnel adjustments		6,136
Total FY 2022/23 Base Adjustments	0.00	2,843,935
FY 2022/23 Base Budget	154.50	61,929,353
Total FY 2022/23 Proposed Budget	154.50	61,929,353



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Reduce Overtime for Rescue Response Unit	0.00	0	(650,000)	0	(650,000)

Program: 7822 – Field Operations

This proposal reduces the overtime budget by \$650,000. This reduction in overtime funding would result in non-staffing of the Rescue response unit (R92) at Fire Station 2. Currently, one fire truck and one Rescue apparatus (including a dedicated Driver/Engineer) respond together as a 5-person Truck & Rescue company. This proposal will remove the dedicated Driver/Engineer position on the Rescue, requiring the truck company to either respond without the Rescue apparatus or have a Firefighter from the truck drive it to the incident. The Driver/Engineer positions will be added to the relief pool to cover vacancies and reduce overall minimum staffing overtime.

Technical rescue incidents are high-risk, low-frequency events. Rescue Unit emergency call response over the last three years was as follows: 2018: 38, 2019: 125, 2020: 218. However, the rescue responds with the truck on other incidents, including auto extrications where the “jaws of life” are needed. The Rescue also responds to structure fires to provide support as an air & light unit (required at all fire incidents), to shut off utilities at the fire scene, and to help meet the targeted Effective Response Force (ERF) for all fire, rescue, and HazMat incidents (the ERF for a First-Alarm residential structure fire is 17 personnel). The Rescue also served as a specialized COVID response unit during the pandemic, responding to all calls in the City for COVID patients and to high-risk COVID facilities.

Performance Impact

Rescue services will be available, as needed, with the following impacts:

- 1) Truck and engine companies will still respond to technical rescue incidents, but the truck company may need to leave the Rescue vehicle at the station.
- 2) This reduction will reallocate resources of truck and engine companies from other emergency needs.
- 3) Additional support and special Rescue apparatus may need to be provided via mutual aid from surrounding jurisdictions.
- 4) This proposal may increase response times and will reduce rescue capabilities in the event of a disaster or other large-scale incident.

Strategic Pillar:



Deliver and Enhance High Quality Efficient Services and Infrastructure



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Reduce Overtime for Hazmat Response Unit	0.00	0	(650,000)	0	(650,000)

Program: 7822 – Field Operations

This proposal reduces the overtime budget by \$650,000. This reduction in overtime funding would result in non-staffing of the Hazardous Materials (HazMat) response unit (HM99) at Fire Station 9. Currently, one fire engine and one Hazmat apparatus (including a dedicated Driver/Engineer) respond together as a 4-Person HazMat company. This proposal will remove the dedicated Driver/Engineer position on the HazMat Unit, requiring the engine company to either respond without the HazMat apparatus or have the Firefighter from the engine drive it to the incident. The Driver/Engineer positions will be added to the relief pool to cover vacancies and reduce overall minimum staffing overtime.

Significant HazMat incidents are high-risk, low-frequency events. Hazmat Unit emergency call response over the last three years was as follows: 2018: 152 incidents, 2019: 187 incidents, 2020: 120 incidents. On average, HazMat incidents over these three years accounted for approximately 2% of all service calls. In addition to incidents classified as HazMat incidents, HM99 responds to all structure fires to provide post-fire decontamination of fire personnel (required on fire incidents), and may be part of the targeted Effective

Performance Impact

Hazmat response services will be available, as needed, with the following impacts:

- 1) Truck and Engine companies will still respond to HazMat incidents, but the Station 9 company will split-up with two personnel responding on the engine and one driving HM99.
- 2) This reduction will reallocate resources of truck and engine companies from other emergency needs.
- 3) Additional support and special HazMat apparatus may need to be provided via mutual aid from surrounding jurisdictions.
- 4) This proposal may increase response times and will reduce HazMat capabilities in the event of a disaster or other large-scale incident involving hazardous materials.

Strategic Pillar:



Deliver and Enhance High Quality Efficient Services and Infrastructure



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Resiliency Training	0.00	0	0	0	20,000

Program: 7841 - Training

This proposal adds \$20,000 of ongoing funding for resiliency training. Resiliency training provides an in-depth overview to the psychological, neurological, physical, emotional, and relational impacts of stress and trauma. This training focuses on the neuroscience behind the stress that makes firefighters great at responding to emergencies, but also creates its own set of challenges for maintaining health and wellness throughout a career of service to the community. The program provides new tools and techniques that will not only enhance professional performance but may even save lives. This training is a priority at this very critical time as fire personnel deal with the ongoing effects of emergency response during the COVID-19 pandemic and a tragic loss in the department..

The cost of the initial training is \$54,000 for nine 8-hour training sessions, which will be absorbed by the Fire Department in FY 2021/22. It will take nine sessions to train all the fire personnel, while continuing emergency response in the City. After this initial training, an annual budget of \$20,000 will be necessary to maintain ongoing resiliency-based training for personnel.

Performance Impact

Provides tools to proactively manage the stress of emergency response more effectively, rather than taking a reactionary approach to dealing with the stress after the incidents.

Strategic Pillar:



Deliver and Enhance High Quality Efficient Services and Infrastructure



Performance and Workload Measures

Field Operations Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Response time of first in unit in 90% of all Code 3 emergency calls ¹		5:38 min.	5:26 min.	6:00 min.	6:00 min.	6:00 min.	6:00 min.
Response time of Effective Response Force (ERF) ² of 17 personnel to a first alarm structure fire in 90% of emergency calls ² - <i>New for FY 2021/22</i>		N/A	9:27 min	10:00 min	10:00 min	10:00 min	10:00 min
Percentage of fires contained to room of origin - <i>New for FY 2021/22</i>		61%	79%	75%	75%	75%	75%
Workload Measures							
Fire and life safety inspections for regular businesses completed by Field Operations Division - <i>New for FY 2021/22</i>		N/A	4,637	4,000	190	3,000	4,000
Number of calls for service		9,456	9,339	9,000	8,841	9,000	9,000
Number of hours contributed by the Volunteer/Reserve Program		1,813	5,000	5,000	2,500	5,000	5,000

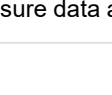
¹ Code 3: Immediate response using red lights and siren; Code 2: No red lights or siren—expedited response adhering to all regular traffic laws.

² The Effective Response Force for first alarm assignment to a structure fire is the number of firefighters, apparatus and response times needed to perform the required critical tasks.

Note: Performance and Workload Measure data are based on calendar year.



Performance and Workload Measures

Emergency Medical Services Division							
Workload Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Response time in 90% of all advanced life support (ALS) calls with at least one Paramedic arriving on scene		4:04 min	5:21 min	7:59 min	7:59 min	7:59 min	7:59 min
Number of City employees trained in Cardiopulmonary Resuscitation/Automated External Defibrillator (CPR/AED) or BLS Provider		391	295	320	233	320	320
Number of Emergency Medical Services (EMS) training hours		5,978	5,467	6,100	3,000	6,100	6,100
Community Risk Reduction Division							
Workload Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Fire and life safety inspections for residential, hotels and hazmat facilities completed by Community Risk Reduction Division		4,317	3,434	5,400	2,000	2,000	3,000
Educational and Residential occupancy inspections completed with statutory requirements		2,087	1,381	1,240	1,400	1,310	1,310
Plan reviews completed by Division		N/A	2,028	1,600	1,900	1,900	1,900
Hazardous materials business plan (HMBP) inspections completed within statutory requirements		179	101	300	250	250	300
Underground Storage Tank (UST) inspection completed within statutory requirements		63	58	65	65	65	65
Aboveground petroleum storage tank (APSA) inspections completed within statutory requirements		26	25	40	40	40	40
California accidental release prevention (Cal-ARP) inspections completed within statutory requirements		1	1	1	3	1	1
Number of hours of public education provided		N/A	675	804	800	800	800

Note: Performance and Workload Measure data are based on calendar year.



Performance and Workload Measures

Training Division							
Workload Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Number of fire prevention training hours		977	657	800	50	800	800
Number of hazardous materials training hours		2,238	1,694	1,200	2,170	1,200	1,200
Total department training hours for Suppression personnel		33,236	30,691	20,000	18,083	20,000	20,000
Administrative Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Customer satisfaction rating based on survey results (%) by calendar year		98%	99%	95%	95%	95%	95%
Workload Measures							
Number of Public Records Act requests processed within mandated timeframe ³ - New for FY2021/22		N/A	N/A	N/A	N/A	95%	95%
Office of Emergency Services Division							
Workload Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Emergency Operations Center number of activations per calendar year (includes drills and exercises)		20	20	22	13	15	15
Emergency Operations Center training sessions/planning meetings		48	70	35	33	30	30

³ This workload measure is inclusive of all divisions.

Note: Performance and Workload Measure data are based on calendar year.

Human Resources Department

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Human Resources Department Description

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

The Department manages 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 integrates job analyses into the selection process for each vacant position to ensure the accuracy of job specifications and the validity of examinations. 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 Director of Human Resources 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.

The City's Equal Employment Opportunity (EEO) Officer is responsible 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.

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 all regular City employees and we offer training programs in areas such as supervision, employment law and other areas of interest.

Divisions and Services

The Human Resources Department is organized into two Divisions: 1) Employee Benefits and Records and 2) Recruitment, Classification, and Staff Development.



Employee Benefits and Records 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 Objectives	Administer current Memoranda of Understanding (MOU) with the City's ten bargaining groups. Represent the City in various labor relation issues and negotiate, in collaboration with internal and external counsel on wages, hours, and other terms and conditions of employment. Administer benefits for City employees. Manage employee relations matters for the City; advise and assist departments with grievance resolution, and disciplinary action. Strive to ensure equal employment opportunity and provide a work environment free of discrimination and harassment. Manage benefit programs for employees, retiree medical reimbursement programs, and process retirements.
Recruitment, Classification, and Staff Development 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 Objectives	Develop and implement valid selection examinations designed to select and promote the most qualified candidates. Ensure that positions are properly classified, described, and aligned to support the organizations' effectiveness and efficiency. Manage recruitment, assessment, and hiring processes to meet the City's staffing needs. Review, streamline, and update human resources policies and procedures to improve efficiency and reflect current employment laws and industry best practices. Develop electronic enhancements to the City's website, intranet, and citywide shared drive/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 an online volunteer application.



Significant Accomplishments

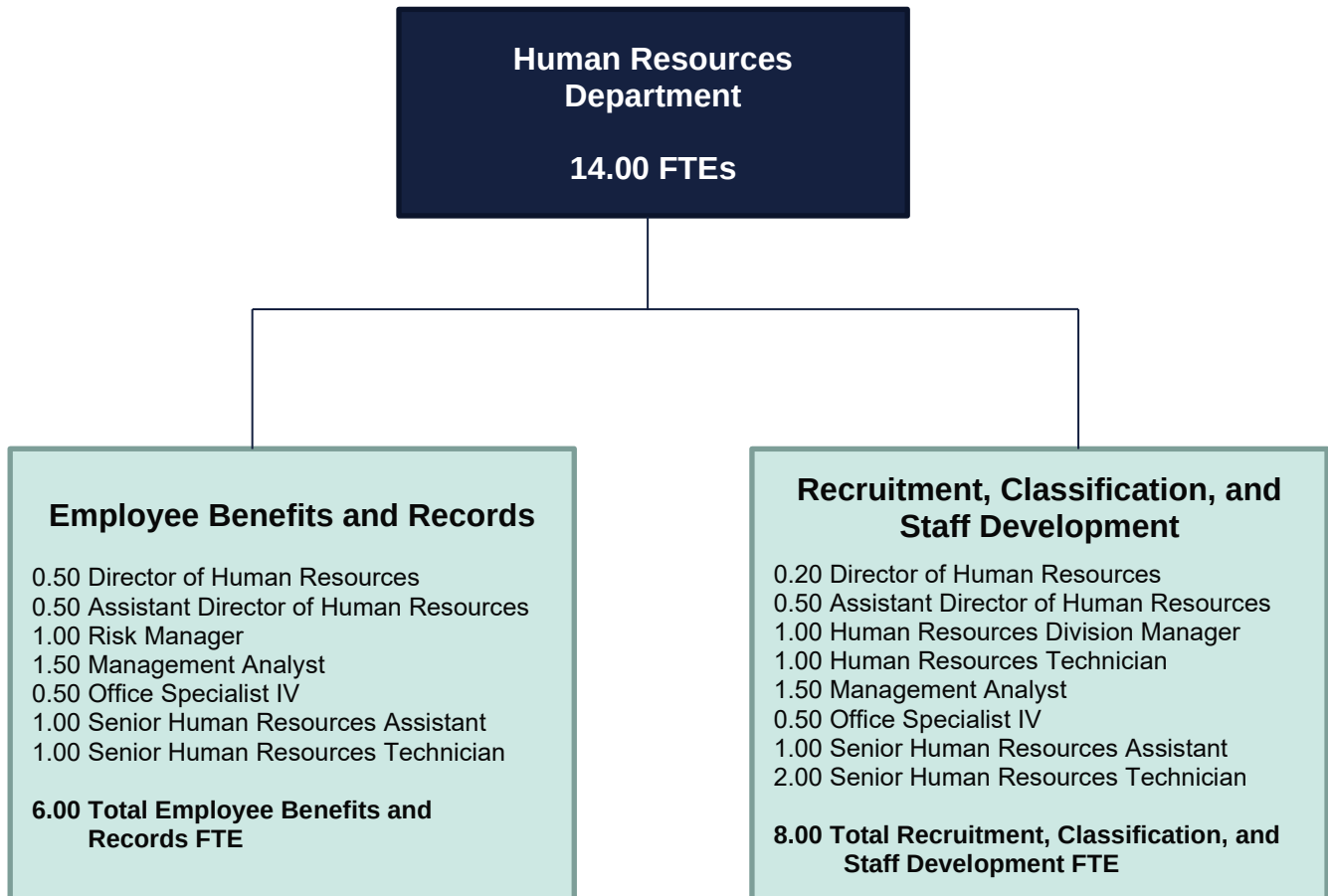
- Due to the COVID-19 pandemic, the Human Resources Department promptly developed and implemented various programs and policies including the COVID-19 leave policy as well as leaves mandated by State and federal laws; Remote Workplace policy; city-wide COVID-19 Safety Training; FAQs; COVID-19 Prevention Program; daily self-wellness check form; managed all COVID-19 employee related matters and cases, including mandated reporting requirements; implemented city-wide safety protocol measures in compliance with State and local orders; and activated hundreds of employees as Disaster Service Workers for various community programs
- Processed over 450 as-needed employee separations as a result of the COVID-19 pandemic
- Created and converted Human Resources forms to fillable forms for efficiency
- Reached successor Memoranda of Understanding agreements with five of the City's bargaining units.
- Provided non-supervisory harassment/discrimination online mandated training
- Supported approximately 1,912 regular and as-needed employees in regard to benefits, wage adjustments, worker's compensation, leaves and retirements
- Performed full-cycle recruitment, including classification studies, and appointed/promoted 272 regular employees during the last two fiscal years

Significant Objectives

- Conduct recruitments and manage effective, efficient, and defensible hiring processes to attract and retain qualified employees
- Continue negotiations with Bargaining Units
- Develop additional supervisory training opportunities for current employees
- Maintain the Sexual Harassment Prevention State Mandated training for all City employees, including the training of Elected Officials and City Commission and Committee members
- Work closely with the Finance Department to analyze and implement best practices in implementation, control and audit of pay and benefit entries
- Review and update various citywide policies, including the Employer-Employee Relations Resolution, the Personnel and Salary Resolution, and various City Manager Directives and coordinate these updated policies with each bargaining unit for implementation

Budget Highlights

- This budget factors in the COVID-19 Phase 1 budget rebalancing actions approved by the City Council on March 9, 2021, including the following:
 - the elimination of a Division Manager and reallocation of Risk Manager to the Human Resources Department
 - reductions in contractual services, elimination of staff events, and reductions in conference travel and training
- The Proposed Budget includes the following Phase 2 budget reductions to help address the General Fund shortfall:
 - elimination of 0.75 Senior Human Resources Technician in the Records and Compensation Division
 - elimination of 1.0 Human Resources Technician in the Recruiting Division.





Budget Summary

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Division / Program						
Employee Benefits and Records Division						
2514 Records – Compensation	1,085,246	1,177,109	913,749	(22.4%)	984,907	7.8%
2515 HR Workers' Compensation and Safety	748,182	817,153	827,379	1.3%	859,470	3.9%
Total Employee Benefits and Records Division	1,833,428	1,994,262	1,741,128	(12.7%)	1,844,377	5.9%
Recruitment, Classification, and Staff Development Division						
2521 Selection – Classification	1,261,763	1,414,431	1,374,875	(2.8%)	1,418,867	3.2%
2525 Recruitment, Staff Development and Labor Relations	894,853	1,069,240	1,017,807	(4.8%)	1,050,002	3.2%
Total Recruitment, Classification, and Staff Development Division	2,156,616	2,483,671	2,392,682	(3.7%)	2,468,869	3.2%
Total by Division / Program	3,990,044	4,477,933	4,133,810	(7.7%)	4,313,246	4.3%

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Fund						
General Fund	3,979,414	4,477,933	4,133,810	(7.7%)	4,313,246	4.30%
Other City Operating Grant Trust Fu	10,630	0	0	0.0%	0	0.0%
Total by Fund	3,990,044	4,477,933	4,133,810	(7.7%)	4,313,246	4.30%

Dollars by Category						
Salary and Benefits						
Salary	1,914,164	2,048,067	1,745,873	(14.8%)	1,810,540	3.7%
As-Needed	38,617	135,000	36,225	(73.2%)	37,493	3.5%
Overtime	1,954	0	0	0.0%	0	0.0%
Retirement	594,856	653,783	708,369	8.3%	753,919	6.4%
Health Allocations	164,912	187,627	167,742	(10.6%)	173,019	3.1%
Medicare	29,195	32,170	27,904	(13.3%)	28,881	3.5%
Social Security	111,338	112,936	99,917	(11.5%)	101,569	1.7%
Other Benefits	91,918	99,543	91,121	(8.5%)	92,615	1.6%
Total Salary and Benefits	2,946,954	3,269,126	2,877,151	(12.0%)	2,998,036	4.2%



Budget Summary

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Category						
Non-Personnel						
Materials/Services/Supplies	544,819	814,919	813,801	(0.1%)	865,009	6.3%
Interfund Services	398,271	393,888	442,858	12.4%	450,201	1.7%
Transfers to Other Funds	100,000	0	0	0.0%	0	0.0%
Total Non-Personnel	1,043,090	1,208,807	1,256,659	4.0%	1,315,210	4.7%
Total by Category	3,990,044	4,477,933	4,133,810	(7.7%)	4,313,246	4.3%



Position Summary

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change	FY 2022/23 Proposed
Positions by Division / Program					
Employee Benefits and Records Division					
2514 Records – Compensation	4.00	4.00	2.75	(1.25)	2.75
2515 HR Workers' Compensation and Safety	3.25	3.25	3.25	0.00	3.25
Total Employee Benefits and Records Division	7.25	7.25	6.00	(1.25)	6.00
Recruitment, Classification, and Staff Development Division					
2521 Selection – Classification	5.75	5.75	5.75	0.00	5.75
2525 Recruitment, Staff Development and Labor Relations	2.75	2.75	2.25	(0.50)	2.25
Total Recruitment, Classification, and Staff Development Division	8.50	8.50	8.00	(0.50)	8.00
Total by Division / Program	15.75	15.75	14.00	(1.75)	14.00

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change	FY 2022/23 Proposed
Positions by Fund					
General Fund	15.75	15.75	14.00	(1.75)	14.00
Total by Fund	15.75	15.75	14.00	(1.75)	14.00

Position Classification					
Assistant Director of Human Resources	1.00	1.00	1.00	0.00	1.00
Director of Human Resources	1.00	1.00	1.00	0.00	1.00
Human Resources Division Manager	2.00	2.00	1.00	(1.00)	1.00
Risk Manager	0.00	0.00	1.00	1.00	1.00
Human Resources Technician	2.00	2.00	1.00	(1.00)	1.00
Management Analyst	3.00	3.00	3.00	0.00	3.00
Office Specialist IV	1.00	1.00	1.00	0.00	1.00
Senior Human Resources Assistant	2.00	2.00	2.00	0.00	2.00
Senior Human Resources Technician	3.75	3.75	3.00	(0.75)	3.00
Total Positions	15.75	15.75	14.00	(1.75)	14.00



Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	15.75	4,477,933
FY2021/22 Base Budget Adjustments		
One-Time Cost Adjustments		
As-Needed Staff: Summer Internship Program		(100,000)
Employee Survey (Every Two Years)		(35,000)
Ongoing Cost Adjustments		
Salary and Benefits adjustments		(104,677)
Reallocation of Ricoh usage costs to the Information Technology Department		(2,047)
Reallocation of Personnel Contractual Services from Special Liability Fund		250,000
Net increase in various interfund services allocations		48,970
Increase in Advertisement and Community Promotion (Neo Gov Services and Diversity Employment Recruitment)		22,646
COVID-19 Phase 1 Budget Rebalancing (Approved by City Council March 9, 2021):		
- Reallocation of 1.0 Risk Manager and Deletion of 1.0 Division Manager	0.00	40,184
- Reduction of Labor Negotiation Consultants		(134,396)
- Reduction in Employee Recognition Awards		(30,600)
- Elimination in Annual Employee Luncheon		(21,000)
- Reduction in Written Exams for Recruitment		(20,400)
- Reduction in Public Safety Polygraphs		(12,240)
- Reduction in Employment Background Checks		(8,160)
- Reduction in Various Other Contractual Services		(5,451)
- Reduction in other various Operating Supplies		(2,606)
- Reduction in Conference, Travel, and Training		(1,864)
Total FY 2021/22 Base Budget Adjustments	0.00	(116,641)
Total FY 2021/22 Base Budget	0.00	4,361,292
FY 2021/22 Service Level Requests		
Elimination of 1.0 Human Resources Technician	(1.00)	(131,172)
Elimination of 0.75 Sr Human Resources Technician	(0.75)	(96,310)
Total Change Requests	(1.75)	(227,482)
Total FY 2021/22 Proposed Budget	14.00	4,133,810



Budget Reconciliation

	Positions	Expenditures (All Funds)
FY 2022/23 Base Budget Adjustments		
Ongoing Cost Adjustments		
Salary and benefits adjustments		120,885
Employee Survey (Every Two Years)		35,000
Non-personnel adjustments		23,551
Total FY 2022/23 Base Budget Adjustments	0.00	179,436
Total FY 2022/23 Base Budget	14.00	4,313,246
Total FY 2022/23 Recommended Budget	14.00	4,313,246



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Eliminate 1.0 Vacant Human Resources Technician	(1.00)	0	(131,372)	0	(135,399)
Programs: 2525 – Recruitment, Staff Development and Labor Relations					

This action eliminates 1.0 Human Resources Technician position in the Recruitment, Staff Development and Labor Relations Program. This position is primarily responsible for recruitments of as-needed and some regular positions along with coordination of the Civil Service Commission and Salary Setting Commission.

Performance Impact

The as-needed and regular recruitment workload would be absorbed by other staff. The City currently has a city-wide hiring freeze in place, which has reduced the recruiting activity. The support for the two commissions would be absorbed by the Office Specialist IV position that has been cross trained and serves as a backup for coordinating both Commissions.

Strategic Pillar:



Manage Strategically Our Workforce Capacity and Resources

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Eliminate 0.75 Vacant Sr. Human Resources Technician	(0.75)	0	(96,310)	0	(100,623)
Programs: 2514 - Records and Compensation					

This action eliminates a 0.75 FTE Sr. Human Resources Technician position in the Records and Compensation Program. This position is primarily responsible for processing personnel transactions in the Human Resources Information System that include new hires, promotions, negotiated pays, benefits, transfers, separations, leaves of absences, performance management, etc.

Performance Impact

The processing of personnel transactions in the human resources information system will be absorbed by existing staff and should not have any impact on processing these transactions in a timely manner.

Strategic Pillar:



Manage Strategically Our Workforce Capacity and Resources



Performance and Workload Measures

Employee Benefits and Records Division

Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Percent of employee benefits and compensation transactions processed accurately and timely		98%	99%	100%	98%	100%	100%
Percent of separation and retirement payoff calculations completed according to policy and within final pay period		93%	95%	100%	95%	100%	100%
Percent of new hires processed for pay and benefits in time for their first paycheck		100%	100%	100%	100%	100%	100%
Percent of Workers' Compensation claims processed within five business days of receipt in Human Resources Department		100%	100%	100%	100%	100%	100%
Percent of work hours lost as a result of industrial injuries and illnesses		0.77%	0.79%	2.00%	2.00%	2.00%	2.00%
Percent of City-sponsored training classes rated very good or above by attendees		95%	96%	100%	95%	100%	100%
Percent of employees attending City required training classes		100%	95%	100%	100%	100%	100%

Recruitment, Classification, and Staff Development Division

Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Average employee turnover rate		5.40%	9.50%	5.00%	7.00%	6.00%	6.00%
Percent of recruitments completed within established timelines		100%	76%	100%	100%	100%	100%
Percent of recruitments for which a job analysis is completed		95%	100%	98%	100%	95%	95%
Workload Measures							
Number of final MOUs to be published within 60 days of City Council Ratification		2	0	5	6	5	2

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Information Technology Department

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Information Technology Department Description

The Information Technology Department (ITD) strives to provide superb affordable services and be the partner of choice for City information technology initiatives to improve the quality of life and strengthen the community through technology and innovation.

The award-winning ITD provides a full range of IT services that include Enterprise Services, Infrastructure and Support, Telecom Services and Contract Services. providing help desk, desk side support, data center and network management, cybersecurity, application consulting and support, training, technology project/program management and Geographic Information Service (GIS) capabilities.

Focus areas include:

- Improve government services - efficient, effective, & transparent
- Enable self-service - anytime, anywhere, access to government digital citizen centric services, customer request management
- Enhance citizen engagement and community participation
- Assist City departments with their IT business requirements in support of delivering city services
- Maintain Project and Portfolio Management practices to ensure successful implementation of technology projects
- Maintain and strengthen the City's enterprise-wide technology infrastructure in support of City departments
- Protect and strengthen the City network and information security capabilities
- Cybersecurity risk mitigation & compliance
- Manage IT vendors to control costs, drive service excellence, and mitigate risks to gain increased value throughout the product lifecycle

Divisions and Services

The IT Department is organized into four Divisions: Enterprise Services; Infrastructure and Support; Contract Services; and Telecommunication Services.



Enterprise Services Division Mission

To plan and implement applications leveraging technology to enhance citywide and departmental capabilities. Maintain a high availability digital presence providing relevant 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.

Provide application support for mission and business critical departmental applications. Manage 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 rationalize and modernize the current applications in-line with city goals and objectives, plan for enhancements and upgrades to provide greater functionality and business value for city applications.

Division Objectives

Manage the City's websites providing timely updates to citizens through the use of the City's expanding digital presence. Ensure equal access to the City website for people with disabilities by providing websites that comply with accessibility requirements.

Provide enhanced support for business applications used within the City driven by a Structured Project Methodology and Project Management Office.

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.

Infrastructure and Support 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.

Provide services to ensure the reliability, continuity, and sustainability of network, server, storage, and desktop systems.

Division Objectives

Maintain, support, and enhance the City's enterprise-wide technology infrastructure in support of City departments.

Enable business continuity and delivery of essential services through remote workplace capabilities

Ensure security and strengthen the reliability of the internal City systems and network.



**Contract Services
Division Mission**

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

Manage the City technology contracts to ensure the adherence to scope and deliverables.

Division Objectives

Implement information technology best practices and drive operational and continuous improvements with our technology providers.

Provide governance and oversight for the City technology vendors to ensure performance meets/exceeds contractual obligations. Ensure remediation plans are developed and adhered to as needed.

**Telecommunication
Services
Division Mission**

Provide support for general communications services for City staff, including telephony services, mobile, wireless communications, and cable services.

Provide and maintain high quality telephony and mobile services to all City staff and departments. Assist in the planning and implementation of telecommunications services at City facilities.

Division Objectives

Review and process billing for all telecommunication services.

Provide cable franchise oversight and monitoring.



Significant Accomplishments

- The past year was dominated by the COVID-19 pandemic. Technology played a pivotal role during this time. The IT Department swiftly came together as digital first responders to enable business continuity and essential services. Highlights of ITD's COVID-19 digital transformation efforts include:
 - Work from anywhere
 - Online public meetings
 - Employee collaboration
 - Digital services
 - Public safety technology
 - Ongoing operations
- COVID-19 support for Departmental initiatives:
 - Emergency Operations Center (EOC) activation and technology support
 - HR/Payroll – Emergency leave programs and FMLA updates
 - Finance Utility Billing updates and COVID Programs
 - Small Business Assistance Grant Program
 - Installed Touchless credit card machines
 - Drive thru payment window activation
 - Updated Clean Up Campaign GIS Map
 - Website updates, PRA response, Social Media
 - Created an online donations portal for the Help Your Neighbor program.
 - Supported the Emergency Rental Assistance to allow low-income households to apply for Emergency Rental Assistance to pay past due rents accumulated due to the COVID-19 crisis. The City achieved three rounds of funding using this process.
- Enhanced productivity, collaboration, and security. Roll-out and support of Microsoft Teams and O365 SharePoint Online as the collaboration platform across City.
- Redesigned the City Websites for improved resident engagement, allowing departments autonomy while retaining the City brand, new sitemap, and technical improvements such as search and mobility. The core team from the City Manager's Office and the IT Department worked collaboratively with representatives from all departments. The City Websites received three national awards recognizing the work.
- Enabled business transformation, process streamlining and data-driven outcomes through application modernization. Systems include Electronic Document Management, Legal Service Requests, Utility Billing System, Business License System, Financials, HR, Payroll, Procurement, Mobile Inventory, Video security system, GIS and Enterprise asset and work order management system.
- Continued the maturity of the City's cybersecurity posture, safeguarding resident and city sensitive data.

Significant Objectives

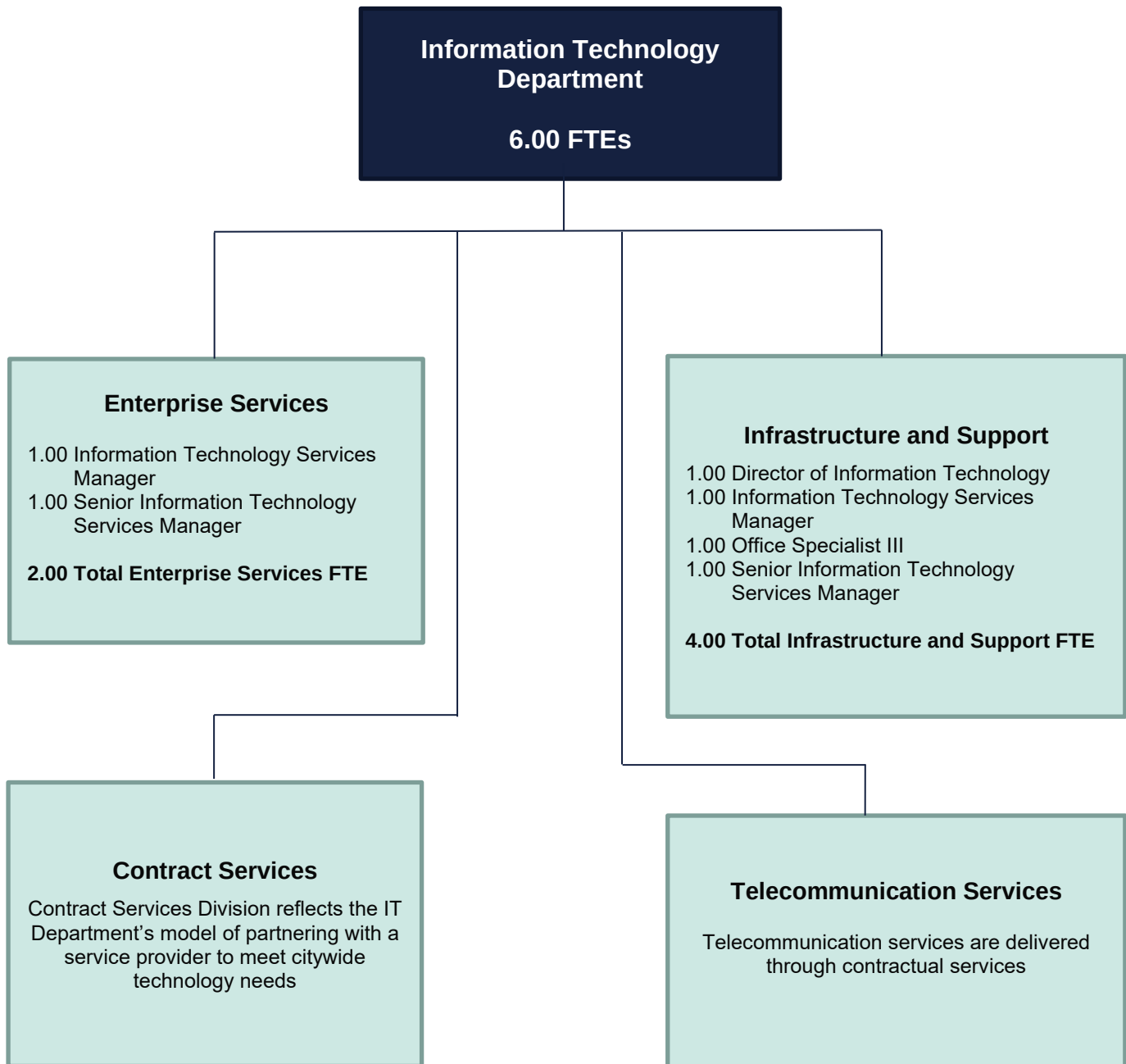
- Application Modernization: Support citywide and departmental system replacements and upgrades – Utility Billing Customer Self Service Portal, Utility Billing IVR/Contact Center, Police Records Management, Permitting/Land Management, Records Management, Financials and HR Management System, Legal Case Management, Work Order Management.



- 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.
- Improve collaboration capabilities across the City by leveraging technologies such as the Microsoft 365 platform to enable anytime, anywhere access to City systems and resources.
- 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 device access in a secure manner. Enhance technology capabilities in the City Parks and Recreation Facilities for improved user experience. Strengthen Emergency Operations Center and Public Safety network infrastructure for security and performance.
- Cybersecurity and 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

Budget Highlights

- This budget factors in the COVID-19 Phase 1 budget rebalancing actions approved by the City Council on March 9, 2021, including the following:
 - IT services contract reduction
 - Various contractual services reductions for services that have been absorbed in other contracts or no longer needed
- The Proposed Budget includes the following Phase 2 budget reductions to help address the General Fund shortfall:
 - Elimination of 1.0 Management Analyst position
 - Additional IT services contract reductions
 - Reduction in as-needed staffing allocations





Budget Summary

	FY 2019/20 Actuals	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Division / Program						
Contract Services Division						
1931 Contract Services	8,268,032	8,727,420	8,326,309	(4.6%)	8,102,354	(2.7%)
Total Contract Services Division	8,268,032	8,727,420	8,326,309	(4.6%)	8,102,354	(2.7%)
Enterprise Services Division						
1911 Application Services	537,414	501,337	521,739	4.1%	549,761	5.4%
1912 Web Services	81,464	168,032	213,256	26.9%	260,682	22.2%
1913 GIS Services	430,632	539,270	546,661	1.4%	546,003	(0.1%)
Total Enterprise Services Division	1,049,510	1,208,639	1,281,656	(6.2%)	1,356,446	5.8%
Infrastructure and Support Division						
1921 Infrastructure and Support	2,815,747	2,688,426	1,878,052	(30.1%)	1,990,375	6.0%
Total Infrastructure and Support Division	2,815,747	2,688,426	1,878,052	(16.2%)	1,990,375	6.0%
Telecommunication Services Division						
1941 IT Telecommunication Services	495,808	624,120	798,212	27.9%	823,240	3.1%
Total Telecommunication Services Division	495,808	624,120	798,212	35.9%	823,240	3.1%
Total by Division / Program	12,629,097	13,248,605	12,284,229	(7.3%)	12,272,415	(0.1%)



Budget Summary

	FY 2019/20 Actuals	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Fund						
Information Technology Services Fund	12,223,121	13,248,605	12,084,229	(8.8%)	12,072,415	(0.1%)
Expendable Trust Fund	4,340	0	0	0.0%	0	0.0%
Other City Departments Operating Grant Trust Fund	304,876	0	0	0.0%	0	0.0%
Public, Educational, and Governmental (PEG) Fee Fund	96,760	0	200,000	0.0%	200,000	0.0%
Total by Fund	12,629,097	13,248,605	12,284,229	(7.3%)	12,272,415	(0.1%)
Dollars by Category						
Salary and Benefits						
Salary	1,105,173	1,065,111	905,254	(15.0%)	944,777	4.4%
As-Needed	215,433	272,000	229,990	(15.4%)	238,230	3.6%
Overtime	280	0	0	0.0%	0	0.0%
Retirement	345,395	390,894	411,524	5.3%	439,387	6.8%
Health Allocation	71,245	83,847	74,268	(11.4%)	78,037	5.1%
Medicare	18,988	18,860	16,626	(11.8%)	17,306	4.1%
Social Security	51,842	57,883	49,068	(15.2%)	49,253	0.4%
Other Benefits	47,556	51,686	48,165	(6.8%)	48,790	1.3%
Total Salary and Benefits	1,855,912	1,940,281	1,734,895	(10.6%)	1,815,780	4.7%
Non-Personnel						
Materials/Services/Supplies	10,291,888	11,251,326	10,292,135	(8.5%)	10,194,777	(0.9%)
Interfund Services	378,497	56,998	57,199	0.4%	61,858	8.1%
Capital Outlay	102,800	0	200,000	0.0%	200,000	0.0%
Total Non-Personnel	10,773,185	11,308,324	10,549,334	(6.7%)	10,456,635	(0.9%)
Total by Category	12,629,097	13,248,605	12,284,229	(7.3%)	12,272,415	(0.1%)



Position Summary

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change	FY 2022/23 Proposed
Positions by Division / Program					
Contract Services Division					
1931 Contract Services	0.00	0.00	0.00	0.00	0.00
Total Contract Services Division	0.00	0.00	0.00	0.00	0.00
Enterprise Services Division					
1911 Application Services	2.00	2.00	2.00	0.00	2.00
1912 Web Services	0.00	0.00	0.00	0.00	0.00
1913 GIS Services	0.00	0.00	0.00	0.00	0.00
Total Enterprise Services Division	2.00	2.00	2.00	0.00	2.00
Infrastructure and Support Division					
1921 Infrastructure and Support	5.00	5.00	4.00	(1.00)	4.00
Total Infrastructure and Support Division	5.00	5.00	4.00	(1.00)	4.00
Telecommunication Services Division					
1941 IT Telecommunication Services	0.00	0.00	0.00	0.00	0.00
Total Telecommunication Services Division	0.00	0.00	0.00	0.00	0.00
Total by Division / Program	7.00	7.00	6.00	(1.00)	6.00
	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change	FY 2022/23 Proposed
Positions by Fund					
Information Technology Services Fund	7.00	7.00	6.00	(1.00)	6.00
Total by Fund	7.00	7.00	6.00	(1.00)	6.00
Position Classification					
Director of Information Technology	1.00	1.00	1.00	0.00	1.00
Information Technology Services Manager	2.00	2.00	2.00	0.00	2.00
Management Analyst	1.00	1.00	0.00	(1.00)	0.00
Office Specialist III	1.00	1.00	1.00	0.00	1.00
Senior Information Technology Services Manager	2.00	2.00	2.00	0.00	2.00
Total Positions	7.00	7.00	6.00	(1.00)	6.00



Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	7.00	13,248,605
FY 2021/22 Base Budget Adjustments		
One-Time Cost Adjustments		
Information technology services contract cost-of-living adjustment		(474,000)
Information technology services contract positions		(260,000)
Various non-personnel adjustments		(271,446)
Cybersecurity services		(100,000)
Office 365 workforce transformation		(100,000)
Ongoing Cost Adjustments		
Salary and benefits adjustments		(9,036)
Increase for information technology services contract costs		1,115,502
Increase for telecommunications budget offset by PEG fee revenue		200,000
Increase in geography information systems maintenance costs		113,605
Increase for various maintenance costs due to implementation of new services		89,101
Reallocation from various City departments for Ricoh usage costs		78,630
Increase for additional Adobe licensing		57,995
Increase for cybersecurity program costs		40,000
COVID-19 Phase 1 Budget Rebalancing (Approved by City Council March 9, 2021):		
- Reduction in information technology services contract		(772,651)
- Reduction in various contracts that are no longer applicable or have been absorbed by other contracts		(211,700)
Total FY 2021/22 Base Budget Adjustments	0.00	(504,000)
Total FY 2021/22 Base Budget	7.00	12,744,605
FY 2021/22 Service Level Changes		
Reduction in Information Technology Services Contract		(215,058)
Elimination of 1.0 Management Analyst Position	(1.00)	(169,308)
Reduction in Telecommunications As-Needed Budget		(50,000)
One-Time Reduction in Cybersecurity Training		(26,010)
Total Service Level Changes	(1.00)	(460,376)
Total FY 2021/22 Proposed Budget	6.00	12,284,229



Budget Reconciliation

	Positions	Expenditures (All Funds)
FY 2022/23 Base Budget Adjustments		
Ongoing Cost Adjustments		
Salary and benefits adjustments		(37,824)
One-Time Reduction in Cybersecurity Training		26,010
Total FY 2022/23 Base Budget Adjustments	0.00	(11,814)
Total FY 2022/23 Base Budget	6.00	12,272,415
Total FY 2022/23 Proposed Budget	6.00	12,272,415



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Information Technology Services Contract Reduction	0.00	0	(215,058)	0	(215,058)

Program: 1921– Infrastructure and Support

This proposal eliminates a currently filled Unisys position, focused on providing project management best practices, managing projects, timelines and activities. The position focuses primarily on end user services, such as desktop and laptop roll outs, upgrades, and infrastructure projects. The Department expects that project quality and timeliness will be impacted without this position helping managing activities. Additionally, operational response times for some items will need to be extended based on workload rebalancing and priorities. Potential impacted projects include set-up and delivery of mobile devices (phones, ipads, tablets), rollout of desktop upgrades and enhancements, applications packaging for deployment to desktops, creating images and testing new computer models prior to deployment, responding to some lower priority end user incidents, and overall longer service request response times.

Performance Impact

Existing staff within the information technology services contract will absorb these duties which will potentially result in longer turnaround time for roll-outs of upgrades/system implementations as well as delays in response times to service requests.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Elimination of 1.0 Management Analyst Position	(1.00)	0	(169,308)	0	(178,015)

Program: 1921– Infrastructure and Support

This proposal eliminates 1.0 vacant Management Analyst position in the Department. This position is responsible for various aspects of the department including finance and procurement support, drafting and coordinating reports to the City Council, staff onboarding and contract management. This position also handles consolidation of multi-departmental master agreements, Voice over Internet Protocol program management and operational support.

Performance Impact

While existing IT staff have absorbed these responsibilities, it is anticipated that the timing of deliverables will be significantly impacted.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Cable, Franchise & Telephone As-Needed	0.00	0	(50,000)	0	(50,000)

Program: 1941 – Telecom Services

This proposal reduces the as-needed budget in the Information Technology Department, specifically for cable, franchise and telephone services. This role provided cable franchise contract management and coordinated aspects related to the Digital Infrastructure and Video Competition Act of 2006 and public, educational, and governmental fee revenue from Comcast and AT&T. These responsibilities will be absorbed by existing staff within the department.

Performance Impact

While this workload has been absorbed by existing staff, timeliness of deliverables may be impacted.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Cybersecurity User Training	0.00	(26,010)	0	0	0

Program: 1921 – Infrastructure and Support

This proposal reduces the Information Technology Department's training budget by \$26,010 on a one-time basis for FY 2021/22. The Department was able to secure funding from the Bay Area Urban Areas Security Initiative (UASI) for Cybersecurity Awareness Training. The Bay Area UASI aims to improve regional capacity to prevent, protect, address and recover from terrorist attacks and catastrophic events. One of the areas where Bay Area UASI offers services and training is in cybersecurity, to address regional threats to network infrastructure and unauthorized access.

Performance Impact

There is no performance impact with this proposal, as one-time outside funding will be used for cybersecurity training.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure



Performance and Workload Measures

Infrastructure and Support Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Percent of Severity 1 and 2 tickets resolved – <i>New for FY 2021/22</i> ¹		93%	100%	97%	97%	97%	97%
Average percent of tickets resolved at first contact – <i>New for FY 2021/22</i>		N/A	N/A	N/A	20%	20%	25%
Maintain critical server availability		99.90%	100%	99.90%	100%	99.90%	99.90%
Maintain datacenter availability		99.90%	100%	99.90%	100%	99.90%	99.90%
Maintain production server uptime – <i>Delete for FY 2021/22</i>		99.90%	100%	N/A	N/A	N/A	N/A
Average customer satisfaction rating (five-point scale) – <i>New for FY 2021/22</i>		N/A	N/A	>4	>4	>4	>4
Deployment of software releases/patches per schedule – <i>New for FY 2021/22</i>		N/A	N/A	95.00%	95%	96.00%	96.00%
Percentage of devices up to date malware software – <i>New for FY 2021/22</i>		N/A	N/A	98.00%	98%	99.00%	99.00%
Workload Measures							
Number of phishing attempts blocked – <i>New for FY 2021/22</i>		N/A	N/A	250,000	250,000	225,000	225,000
Number of malicious sites blocked – <i>New for FY 2021/22</i>		N/A	N/A	350,000	350,000	325,000	325,000
Number of end user devices supported – <i>New for FY 2021/22</i>		N/A	N/A	1,700	1,700	1,700	1,700
Number of responses to end user helpdesk tickets – <i>New for FY 2021/22</i>		7,983	6,799	4,500	4,500	5,000	5,000

¹ Severity 1 is systems down for public safety, internet, phones; Severity 2 is systems down for permitting, utility billing, payroll



Performance and Workload Measures

Enterprise Services Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Percent of milestones completed according to project schedules – <i>Delete for FY 2021/22</i>		90%	N/A	N/A	N/A	N/A	N/A
Achieved incremental increases to number of unique users, pages viewed, and number of pages visited on the City's website – <i>Delete for FY 2021/22</i>		100%	100%	100%	N/A	N/A	N/A
Percentage of project milestones completed according to specific schedule – <i>Delete for FY 2021/22</i>		90%	90%	90%	N/A	N/A	N/A
Update enterprise base map layers on regular scheduled basis (weekly user requests, monthly interagency data) – <i>Delete for FY 2021/22</i>		94%	99%	90%	99%	95%	95%
Workload Measures							
Number of GIS based web tools and enhancements deployed – <i>New for FY 2021/22</i>		3	3	3	9	9	9
Number of visits to City websites – <i>New for FY 2021/22</i>		N/A	N/A	3,000,000	3,000,000	3,300,000	3,300,000
Number of City website pages browsed by visitors – <i>New for FY 2021/22</i>		N/A	N/A	6,000,000	6,000,000	6,600,000	6,600,000
Number of unique visitors to City websites – <i>New for FY 2021/22</i>		N/A	N/A	1,750,000	1,750,000	2,000,000	2,000,000
Number of City Council and Planning Commission meetings supported – <i>New for FY 2021/22</i>		29	87	40	40	75	80
Provide state of the art GIS based web tools and enhancements – <i>Delete for FY 2021/22</i>		3	N/A	N/A	N/A	N/A	N/A
New Business applications implemented – <i>New for FY 2021/22</i>		15	5	15	15	5	5
Business applications eliminated – <i>New for FY 2021/22</i>		4	11	5	4	5	5
Business applications implemented in the cloud – <i>New for FY 2021/22</i>		12	6	5	15	5	5
Business applications upgraded for compliance and business process improvements – <i>New for FY 2021/22</i>		27	21	15	20	15	15



Performance and Workload Measures

Telecommunications Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Percent of requests for telephone service processed within two business days – <i>Delete for FY 2021/22</i>		96%	95%	95%	95%	95%	95%
Percent of citizen cable complaints responded to within two business days – <i>Delete for FY 2021/22</i>		100%	100%	100%	100%	100%	100%
Percent of reported/alleged Comcast Cable Franchise requirement infractions resolved within five business days – <i>Delete for FY 2021/22</i>		95%	95%	95%	95%	95%	95%
Workload Measures							
Number of VoIP phones – <i>New for FY 2021/22</i>		N/A	N/A	1,104	1,104	1,120	1,120
Number of mobile devices – <i>New for FY 2021/22</i>		N/A	N/A	630	630	650	650

Library Department

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Library Department Description

The Santa Clara City Library has positioned itself as a dynamic community hub, providing access to information, literacy resources, educational programming, and civic engagement opportunities for the Santa Clara community. The Library advances the Council's Priorities by delivering high quality, efficient services in the following core areas:

- **Collections** – Provides a relevant physical and digital collection of books, movies, music, magazines and research tools for a diverse community with wide-ranging interests and needs.
- **Technology and Information Access** – Introduces and provides access to technologies that support community innovation, employment opportunities, entrepreneurship and bridges the digital divide.
- **Literacy and English as a Second Language (ESL)** – Provides high quality adult and family literacy instruction and access to English as a Second Language.
- **Programming** – Delivers high impact programming that supports early literacy through story times and other pre-school age events. Offers teens and young adults activities that promote youth development and engagement. Provides cultural enrichment, promotes inclusion for new immigrants and supports lifelong learning through educational programming.
- **Community Partnerships** – Pursues innovative partnerships with City departments, local educational institutions, local businesses and non-profits to enhance service delivery that promote reading, literacy and community building.
- **Facilities** – Maintains buildings that are a source of civic pride, provide opportunities for placemaking, encourages community building and provide a clean, safe and welcoming place to study, learn and connect.

Divisions and Services

The Library Department is organized into seven Divisions: Administration, Adult Services, Branch Services, Customer Services, Facilities, Technical and Technology Services and Youth Services.

Administration Division Mission	Plans, directs, organizes, and manages the Library Department educational and recreational activities for the Santa Clara community; provide staff support for the Department's central and administrative services.
Division Objectives	Manages the operational oversight of the Santa Clara City Library system including strategic planning, budgeting, personnel, facility management and community relations. Also provides support to the Library Board of Trustees and serves as liaison to the Santa Clara Library Foundation and Friends.
	Identifies and implements creative solutions to ensure access to technology to bridge the digital divide and enhance service delivery to library patrons.
	Establishes partnerships with community organizations to leverage resources and ensure a diverse portfolio of library programs and services.
	Collaborates with internal and external stakeholders in the implementation of programs that advance the City Council's Priorities.
	Provides strategic leadership on the development of new library facilities and necessary improvements to ensure clean, safe and welcoming facilities.



**Adult Services Division
Mission**

Provides 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.

Provides effective and efficient reference and reader advisory services for adults as well as technical assistance in the use of Library resources and technologies.

Division Objectives

Selects and curates the Library's extensive collection of print, media and digital resources as well as develops and implements programming for adults to support lifelong learning and community engagement.

Delivers programs and services that promote literacy including Career Online High School, the READ Santa Clara Program and English as a Second Language programs.

Maintains and supports the development of the City's local history collection.

**Branch Services Division
Mission**

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

Provides relevant physical and digital collections of books, movies and music that appeal to diverse users.

Creates community through popular, informative and cultural programming that engenders lifelong learning.

Division Objectives

Drives economic and entrepreneurial growth by offering free Wi-Fi, computers and group study rooms.

Provides Bookmobile service to outlying, underserved and corporate communities where they work, play, create, learn and live regardless of physical, economic, social and geographic barriers.

Provides clean and safe facilities that enhance the neighborhood



**Customer Services
Division Mission**

Provides and manages 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.

Develops systems to ensure the timely and effective circulation of Library materials and resources.

Division Objectives

Acts as the initial point of contact for patron inquiries, aids in-person, delivers customer service via telephone and online on issues related to library accounts, circulation of materials and the availability of resources. Processes financial transactions related to patrons' use of materials.

Coordinates the activities of the Interlibrary Loan and Link+ programs which allow patrons to secure materials from a consortium of academic and public libraries.

Maintains the orderliness of the Library's collections by ensuring timely and efficient sorting, shelving and retrieval of materials for circulation.

Provides logistical and operational support for special events and library programs.

**Facilities Division
Mission**

Manages Library facilities to maintain safe, accessible and functional facilities for all Library visitors.

Division Objectives

Develops and manages contracts related to the safety and security of the Library's three physical locations: Central Library, Northside Branch Library and Mission Branch Library.

Coordinates capital improvements and building maintenance activities with other departments.

Facilitates the use of the Library's facilities by outside partners such as the Registrar of Voters and the County of Santa Clara for approved civic-related activities.



Technical and Technology Services Division Mission	Manages 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. Manages operations and systems which support Library services, provide access to Library collections, electronic resources, and information sources beyond the Library, by utilizing current technologies for the benefit of the community and the delivery of customer-centered services.
	Implements cost-savings benefits by purchasing pre-processed Library materials.
	Purchases and processes new library materials for delivery to customers in a timely fashion.
	Synchronizes Library data with other City departments for procurement and maintaining data and statistics.
Division Objectives	Sets up and maintains all public and staff computers and hardware, including workstations, laptops and printers throughout the Library system.
	Implements new library software and upgrades to existing applications to maintain functionality and security.
	Designs and supports technology-based programming.
	Designs, updates, and maintains content for Library website.
Youth Services Division Mission	Provides relevant materials, programming, and services for children, young adults, and their families to support youth development and lifelong learning. Provides the Santa Clara community with opportunities to serve the City and the Library through volunteer activities.
Division Objectives	Supports the role of parents as their child's first and most important teacher through collections, programs, and resources; targeted to children ages 0 to 5.
	Recognizes and honors Santa Clara's diverse community through programming multilingual story times and improved foreign language and bilingual collections for children and their families.
	Provides equitable and high-quality programming, reference and reader's advisory services for all children and teens.
	Publicizes the Library's resources, services and programs to elementary, middle and high schools within the City of Santa Clara, and positions the Library as a community educational partner.



Significant Accomplishments

- During the COVID-19 pandemic, effectively navigated the impact of changing public health orders to maintain access to core Library services by launching contactless hold pick-up services and implemented appointment concierge services as well as “grab and go” curated bundles of materials.
- Assumed responsibility for city-wide call center operations by expanding the hours and scope of the Library’s reference call line.
- Successfully pivoted from in-person programming to virtual programming to maintain and expand programming options for patrons in response to shelter-in-place orders.
- Activated and deployed Library staff and facility resources to support the City’s varied COVID-19 response activities including weekly food distribution programs for youth and seniors as well as COVID-19 testing operations for City and County residents.
- Partnered with Second Harvest Food Bank and the Santa Clara Unified School District to create an award-winning Lunch at the Library free summer meal program for local families.
- Provided new materials and services that reflect the City’s diverse community such additional bilingual story times and sensory programming for children on the autism spectrum.
- Partnered with Kaiser Permanente to install a Mamava lactation pod to provide a welcoming space in the Library for nursing mothers.
- Added over 50,000 digital titles to the collection.

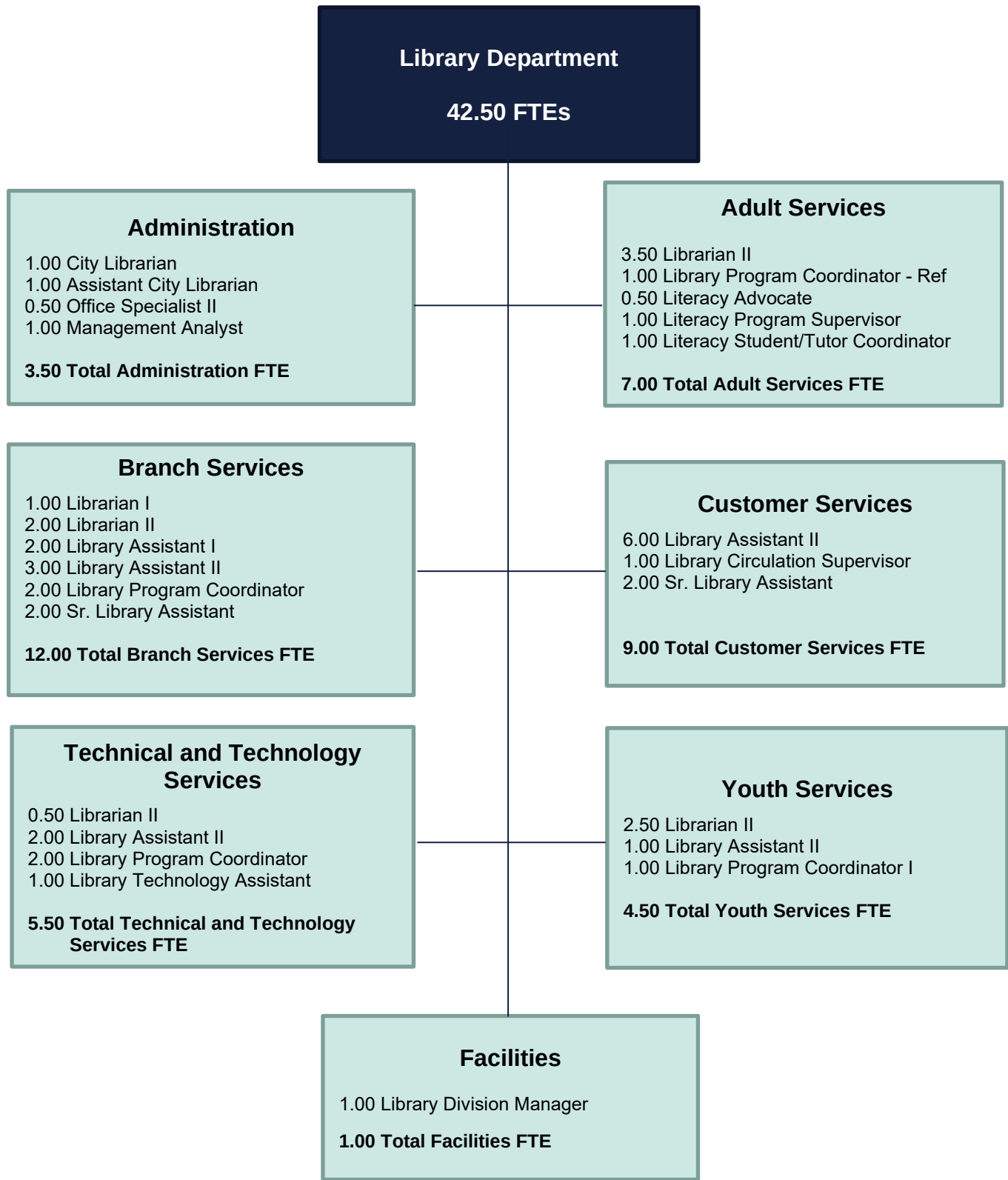
Significant Objectives

- Develop and implement a phased in approach to create a “new normal” for library services that balances access to critical library services with patron safety and employee wellness.
- Continue to support the City’s disaster service work effort and COVID-19 response activities.
- Evaluate the Library’s current service delivery to accommodate lessons learned from the COVID-19 pandemic to maximize resources and improve services such as a rebalancing of physical and digital resources, continuation of hybrid in-person and virtual programming, opportunities for mobile service delivery and increased community collaborations to foster and support economy recovery efforts.
- Build the Library’s capacity to serve by focusing on opportunities for staff recruitment, development, and engagement.
- Work with City and community partners to explore the feasibility of expanding and/or improving access to Library facilities in north Santa Clara.



Budget Highlights

- This budget factors in the COVID-19 Phase 1 budget rebalancing actions approved by the City Council on March 9, 2021, including the following:
 - Reduced the overtime and conference, travel and training budget
 - Reduced the library materials budget
 - Reduced the non-personnel budget (routine maintenance, supplies, events and activities, and marketing expenses)
- The Proposed Budget includes the following Phase 2 budget reductions to help address the General Fund shortfall:
 - Reduce the library materials budget
 - Eliminate funding for the Footsteps2Brilliance agreement
 - Reduce as-needed staffing budget
 - Eliminate 1.0 Librarian II in the Adult Services Unit
 - Eliminate 1.0 Librarian I in the Youth Services Unit
 - Reduce 1.0 Librarian II to 0.50 in the Youth Services Unit
 - Eliminate 1.0 Library Assistant in the Technology Program
 - Eliminate 0.75 Library Assistant in the Mission Branch Library





Budget Summary

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Division / Program						
Administration Division						
1221 Administration	2,051,050	1,886,737	1,729,306	(8.7%)	1,781,853	3.0%
1263 Literacy Grants	65,453	59,000	0	(100.0%)	0	0.0%
Total Administration Division	2,116,503	1,945,737	1,729,306	(11.4%)	1,781,853	3.0%
Adult Services Division						
1234 Read Santa Clara	381,514	408,356	401,624	(1.6%)	416,659	3.7%
1241 Reference and Adult Collections	709,280	906,250	725,533	(20.0%)	755,694	4.2%
1244 Local History	122,682	190,147	145,203	(23.7%)	150,459	3.6%
Total Adult Services Division	1,213,476	1,504,753	1,272,360	(15.5%)	1,322,812	4.0%
Branch Services Division						
1233 Mission Library	752,399	858,645	743,285	(13.6%)	772,785	4.0%
1235 Northside Branch	1,065,465	1,313,907	1,285,373	(2.2%)	1,335,455	3.9%
1236 Bookmobile and Mobile Library Services	169,159	187,343	183,293	(2.2%)	184,807	0.8%
Total Branch Services Division	1,987,023	2,359,895	2,211,951	(6.3%)	2,293,047	3.7%
Customer Services Division						
1245 Customer Services	1,822,218	1,935,822	1,872,662	(3.9%)	1,942,807	3.8%
Total Customer Services Division	1,822,218	1,935,822	1,872,662	(3.3%)	1,942,807	3.7%
Facilities Division						
1271 Facilities	654,856	783,642	753,426	(4.2%)	782,672	3.9%
Total Facilities Division	654,856	783,642	753,426	(3.9%)	782,672	3.9%



Budget Summary

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Division / Program						
Technical and Technology Services Division						
1251 Technical Services	1,641,566	1,681,206	1,468,315	(10.8%)	1,514,901	3.1%
1272 Technology	618,410	764,990	665,472	(13.8%)	687,600	3.3%
Total Technical and Technology Services Division	2,259,976	2,446,196	2,133,787	(12.8%)	2,202,501	3.2%
Youth Services Division						
1231 Youth Services	606,988	832,662	631,726	(24.2%)	660,743	4.6%
1232 Library - Young Adult	32,365	156,141	159,509	2.1%	173,053	8.5%
Total Youth Services Division	639,353	988,803	791,235	(20.0%)	833,796	5.4%
Total by Division / Program	10,693,404	11,964,848	10,764,727	(10.0%)	11,159,488	3.7%



Budget Summary

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Fund						
General Fund	10,615,668	11,905,848	10,764,727	(9.6%)	11,159,488	3.7%
Library Trust Donations Fund	11,706	0	0	0.0%	0	0.0%
Library Operating Grant Fund	66,030	59,000	0	(100.0%)	0	0.0%
Total by Fund	10,693,404	11,964,848	10,764,727	(10.0%)	11,159,488	3.7%
Dollars by Category						
Salary and Benefits						
Salary	4,135,819	5,063,451	4,399,159	(13.1%)	4,559,618	3.6%
As-Needed	958,825	920,191	863,428	(6.2%)	896,761	3.9%
Overtime	11,421	7,576	1,515	(80.0%)	1,790	18.2%
Retirement	1,359,778	1,577,834	1,620,303	2.7%	1,718,263	6.0%
Health Allocation	437,030	557,099	519,026	(6.8%)	541,265	4.3%
Medicare	75,837	77,298	67,016	(13.3%)	69,375	3.5%
Social Security	255,797	315,042	273,234	(13.3%)	280,979	2.8%
Other Benefits	221,119	232,870	224,375	(3.6%)	228,963	2.0%
Total Salary and Benefits	7,455,626	8,751,361	7,968,056	(9.0%)	8,297,014	4.1%
Non-Personnel						
Materials/Services/Supplies	1,935,754	2,165,854	1,776,961	(18.0%)	1,824,461	2.7%
Interfund Services	1,302,024	1,047,633	1,019,710	(2.7%)	1,038,013	1.8%
Total Non-Personnel	3,237,778	3,213,487	2,796,671	(13.0%)	2,862,474	2.4%
Total by Category	10,693,404	11,964,848	10,764,727	(10.0%)	11,159,488	3.7%



Position Summary

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change	FY 2022/23 Proposed
Positions by Division / Program					
Administration Division					
1221 Administration	3.50	3.50	3.50	0.00	3.50
Total Administration Division	3.50	3.50	3.50	0.00	3.50
Adult Services Division					
1234 Read Santa Clara	2.50	2.50	2.50	0.00	2.50
1241 Reference and Adult Collections	4.50	4.50	3.50	(1.00)	3.50
1244 Local History	1.00	1.00	1.00	0.00	1.00
Total Adult Services Division	8.00	8.00	7.00	(1.00)	7.00
Branch Services Division					
1233 Mission Library	4.75	4.75	4.00	(0.75)	4.00
1235 Northside Branch	7.00	7.00	7.00	0.00	7.00
1236 Bookmobile and Mobile Library Services	1.00	1.00	1.00	0.00	1.00
Total Branch Services Division	12.75	12.75	12.00	(0.75)	12.00
Customer Services Division					
1245 Customer Services	9.00	9.00	9.00	0.00	9.00
Total Customer Services Division	9.00	9.00	9.00	0.00	9.00
Facilities Division					
1271 Facilities	1.00	1.00	1.00	0.00	1.00
Total Facilities Division	1.00	1.00	1.00	0.00	1.00
Technical and Technology Services Division					
1251 Technical Services	3.50	3.50	3.50	0.00	3.50
1272 Technology	3.00	3.00	2.00	(1.00)	2.00
Total Technical and Technology Services Division	6.50	6.50	5.50	(1.00)	5.50
Youth Services Division					
1231 Youth Services.	5.00	5.00	3.50	(1.50)	3.50
1232 Young Adult	1.00	1.00	1.00	0.00	1.00
Total Youth Services Division	6.00	6.00	4.50	(1.50)	4.50
Total by Division / Program	46.75	46.75	42.50	(4.25)	42.50



Position Summary

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change	FY 2022/23 Proposed
Positions by Fund					
General Fund	46.75	46.75	42.50	(4.25)	42.50
Total by Fund	46.75	46.75	42.50	(4.25)	42.50
Assistant City Librarian	1.00	1.00	1.00	0.00	1.00
City Librarian	1.00	1.00	1.00	0.00	1.00
Librarian I	2.00	2.00	1.00	(1.00)	1.00
Librarian II	10.00	10.00	8.50	(1.50)	8.50
Library Assistant I	2.00	2.00	2.00	0.00	2.00
Library Assistant II	13.75	13.75	12.00	(1.75)	12.00
Library Circulation Supervsr	1.00	1.00	1.00	0.00	1.00
Library Div Mgr -Support Svcs	1.00	1.00	1.00	0.00	1.00
Library Mat Mender/Processor	1.00	1.00	1.00	0.00	1.00
Library Prog Coord - Tech Svcs	1.00	1.00	1.00	0.00	1.00
Library Prog Coord-Technology	1.00	1.00	1.00	0.00	1.00
Library Program Coord - Ref	3.00	3.00	3.00	0.00	3.00
Library Program Coordinator	1.00	1.00	1.00	0.00	1.00
Library Technology Assistant	0.50	0.50	0.50	0.00	0.50
Literacy Advocate	0.50	0.50	0.50	0.00	0.50
Literacy Program Supervisor	1.00	1.00	1.00	0.00	1.00
Literacy Student/Tutor Coord	0.50	0.50	0.50	0.00	0.50
Management Analyst	0.00	0.00	1.00	1.00	1.00
Office Specialist II	0.50	0.50	0.50	0.00	0.50
Sr Library Assistant	4.00	4.00	4.00	0.00	4.00
Staff Analyst I	1.00	1.00	0.00	(1.00)	0.00
Total Positions	46.75	46.75	42.50	(4.25)	42.50



Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	46.75	11,964,848
FY 2021/22 Base Budget Adjustments		
One-Time Cost Adjustments		
Additional Library Materials		(40,000)
Literacy Grants		(27,500)
Ongoing Cost Adjustments		
Salary and benefits adjustments and position reallocations	0.00	(148,359)
- Reallocate 1.0 Staff Analyst to 1.0 Management Analyst		
COVID-19 Phase 1 Budget Rebalancing (Approved by City Council March 9, 2021):		
- Reduction in library materials budget		(125,000)
- Reduction in non-personnel budget (maintenance, supplies, events and activities, marketing)		(93,800)
- Reduction in overtime and conference, travel and training budget		(23,656)
Reallocation of non-personnel budgets to central allocations under Non-Departmental and Information Technology Department		(9,387)
Total FY 2021/22 Base Budget Adjustments	0.00	(467,702)
Total FY 2021/22 Base Budget	46.75	11,497,146
FY 2021/22 Service Level Changes		
Ongoing Cost Adjustments		
Reduction in Staffing (Adult Services Unit, Youth Services Unit, Technology Program, and Mission Branch)	(4.25)	(551,430)
Reduction in As-Needed Staff Resources		(88,969)
Discontinuation of Footsteps2Brilliance Agreement		(52,020)
Library Materials Reduction		(40,000)
Total FY 2021/22 Total Service Level Changes	(4.25)	(732,419)
Total FY 2021/22 Proposed Budget	42.50	10,764,727
FY 2022/23 Base Budget Adjustments		
Ongoing Cost Adjustments		
Salary and benefits adjustments		394,761
Total FY 2022/23 Base Budget Adjustments	0.00	394,761
Total FY 2022/23 Base Budget	42.50	11,159,488
Total FY 2022/23 Proposed Budget	42.50	11,159,488



Service Level Changes

		FY 2021/22		FY 2022/23	
Title	Positions	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Reduction in Staffing (Youth Services, Adult Services, Technology Program, and Mission Branch)	(4.25)	0	(551,430)	0	(569,023)
Program:	1231 – Youth Services				
	1233 – Mission Branch				
	1241 – Reference and Adult Collections				
	1271 - Technology				

This proposal reduces the Librarian staffing by 2.5 positions (from 12.0 FTE to 9.5 FTE) and the Library Assistant staffing by 1.75 positions (from 17.75 FTE to 16.0 FTE) by eliminating the following vacant positions:

Adult Services Unit: Librarian II (1.0 FTE)

Youth Services Unit: Librarian I (1.0 FTE) and Librarian II (0.50 FTE)

Technology Program: Library Assistant (1.0) FTE

Mission Branch: Library Assistant II (0.75 FTE)

This proposal eliminates 3.5 positions at the Central Park Library (CPL) and 0.75 position at the Mission Branch. Since the outbreak of COVID-19, in-person Library services have been severely limited. While it is anticipated that library services will be restored during the upcoming budget cycle, guidance from the State Library recommends that restoration be incremental in order to ensure the safety of staff and patrons. Libraries are encouraged to continue virtual programming to the extent possible and to restore services with an equity lens to ensure access to critical services for vulnerable populations.

Performance Impact

By eliminating 3.5 vacant positions at CPL rather than at the branches, the Library will be able to: 1) ensure access to programs and materials across the City; 2) restore access to computers and wi-fi; and 3) maintain reasonable staffing levels to support a phased-in restoration of in-person services in alignment with health and safety protocols. Given social distancing requirements and safety protocols, it is anticipated that the level of in-person services will not return to prior levels at least until the second year of the budget cycle. While this proposal will result in an overall reduction in staffing, the three units affected have been carrying vacancies for several years. Should additional resources be needed to support particular events and activities, the Library would be able to leverage its allocation of as-needed library consultants.

Strategic Pillar:



Manage Strategically Our Workforce Capacity and Resources



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Reduction in As-Needed Staff Resources	0.00	0	(88,969)	0	(88,969)

Program: 1245 – Customer Service

This proposal would reduce the Library's allocation for as-needed staff support by \$88,969 (from \$920,191 to \$831,222), a reduction of 9.7%. As a seven-day operation, as-needed personnel provide invaluable support to in-person programming and events.

Performance Impact

The ability to utilize as-needed personnel has been vital throughout the pandemic and have helped to minimize the impact related to vacancies that have occurred due to retirements and other departures from the City. With restrictions to in-person services and events expected to continue for the foreseeable future, the proposed reduction can be absorbed by the Department without significant impact. The Library will continue to leverage virtual programming which allows for greater participation by library patrons at lower staff costs.

Strategic Pillar:



Manage Strategically Our Workforce Capacity and Resources

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Discontinuation of Footsteps2Brilliance Agreement	0.00	0	(52,020)	0	(52,020)

Program: 1221 – Administration

In FY2015/16, the City agreed to provide \$50,000 annually for a period of six years to the Santa Clara Unified School District in support of the Footsteps2Brilliance program. The Footsteps2Brilliance program is an early learning mobile technology platform to improve literacy for all students in grades pre K-2. The agreement expired in FY2020/21 allowing for this reduction.

Performance Impact

The Library will experience no significant performance impact.

Strategic Pillar:



Deliver and Enhance High Quality Efficient Services and Infrastructure



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Library Materials Reduction	0.00	0	(40,000)	0	(40,800)

Program: 1251 – Technical Services

This proposal reduces the Library Materials budget by \$40,000 ongoing (from \$780,047 to \$740,047).

Performance Impact

The effects of this reduction will apply to expenditures on library materials which may include books, DVDs, CDs, and other resources and will not cause significant impacts to services.

Strategic Pillar:



Deliver and Enhance High Quality Efficient Services and Infrastructure



Performance and Workload Measures

Administration Division							
Workload Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Visits per capita – <i>Delete for FY 2021/22</i>		9.68	7.10	10.00	0.50	N/A	N/A
Number of Library Board of Trustee packets submitted annually – <i>New for FY 2021/22</i>		9	8	9	9	11	11
Number of grants applied for annually – <i>New for FY 2021/22</i>		N/A	N/A	N/A	4	6	7
Adult Services Division							
Performance Measures							
Percentage of READ Santa Clara's adult learners who achieved a literacy goal they set – <i>New for FY 2021/22</i>		N/A	N/A	N/A	70%	70%	70%
Percentage of adult program attendees who feel "very satisfied" with the quality of the program – <i>New for FY 2021/22</i>		N/A	N/A	N/A	N/A	70%	78%
Workload Measures							
Total number of reference, reader's advisory and research questions answered annually		40635	22460	39,250	7,018	15,000	22,000
New adult learners admitted to Program – <i>Delete for FY 2021/22</i>		31	31	41	10	N/A	N/A
Number of volunteer hours – <i>Delete for FY 2021/22</i>		2,596	2,684	2,754	1,929	N/A	N/A
Number of active participants completing their roles and goals – <i>Delete for FY 2021/22</i>		105	90	102	44	N/A	N/A
Number of programs presented/sponsored annually – <i>Delete for FY 2021/22</i>		71	53	60	5	N/A	N/A
Total attendance at in-person adult programs – <i>Modified for FY 2021/22</i>		34,315	21,182	2,754	0	7,500	12,000



Performance and Workload Measures

Adult Services Division

Workload Measures

	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Total views for virtual adult programming – <i>New for FY 2021/22</i>		N/A	N/A	N/A	N/A	19,500	17,000
Research inquiries answered annually – <i>Delete for FY 2021/22</i>		1,037	576	750	98	N/A	N/A

Branch Services Division

Workload Measures

Number of items circulated annually at Mission Library		56,722	49,642	67,500	2,662	18,000	35,000
Number of programs for children and/or adults at Mission Library – <i>Delete for FY 2021/22</i>		175	187	140	14	N/A	N/A
Number of children and/or adults attending programs at Mission Library – <i>Delete for FY 2021/22</i>		9,551	12,047	4,896	1,676	N/A	N/A
Number of programs for children and/or adults at Northside Library – <i>Delete for FY 2021/22</i>		427	466	400	220	N/A	N/A
Number of children and/or adults attending programs at Northside Library – <i>Delete for FY 2021/22</i>		32,197	30,560	34,170	29,500	N/A	N/A
Number of items circulated annually at Northside Library		273,010	184,923	305,000	2,986	65,000	150,000
Number of items circulated annually via the Bookmobile		46,401	36,063	44,880	14,355	20,000	30,000
Number of annual visits at the Mission Branch Library		44,435	49,672	47,054	990	21,000	42,000
Number of annual visits at the Northside Branch Library – <i>New for FY 2021/22</i>		282,352	232,577	257,464	1,300	110,000	220,000
Number of annual visits at the Bookmobile – <i>Modified for FY 2021/22</i>		17,601	13,232	16,500	5,352	8,000	10,000



Performance and Workload Measures

Customer Services Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Average number of days until a returned item is ready for checkout – <i>New for FY 2021/22</i>		N/A	N/A	N/A	N/A	2.5	2
Workload Measures							
Number of patron visits to existing facilities annually – <i>Modified for FY 2021/22</i>		1,252,587	920,756	1,300,581	48,804	314,000	800,000
Number of items circulated annually		2,370,890	1,598,571	2,475,867	621,428	950,000	1,700,000
Number of patrons registered annually		18,135	13,963	18,360	5,220	7,500	11,000
Facilities Division							
Workload Measures							
Number of facility work orders completed annually – <i>New for FY 2021/22</i>		301	111	N/A	150	225.00	275.00
Number of safety inspections made annually		36	36	36	36	36	36
Technical and Technology Services Division							
Workload Measures							
Library materials per capita – <i>Modified for FY 2021/22</i>		3.0	3.0	3.0	3.7	3.0	3.0
Number of physical items added to the collection annually – <i>Modified for FY 2021/22</i>		43,775	29,176	42,840	32,561	35,000	37,000



Performance and Workload Measures

Technical and Technology Services Division

Workload Measures

	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Number of Library public computer sessions – <i>Modified for FY 2021/22</i>		127,658	88,449	N/A	0	24,000	50,000
Number of Library Wi-Fi logons – <i>New for FY 2021/22</i>		342,765	251,632	N/A	41,341	100,000	200,000

Youth Services Division

Performance Measures

Percentage of children and teen program attendees who feel “very satisfied” with the quality of the program – <i>New for FY 2021/22</i>		N/A	N/A	N/A	N/A	70%	78%

Workload Measures

Total number of children and teen program attendees – <i>New for FY 2021/22</i>		78,542	39,244	91,663	0	8,000	15,000
Number of children and adults attending programs – <i>Delete for FY 2021/22</i>		36,794	32,488	52,530	46,430	N/A	N/A
Number of Young Adult programs offered – <i>Delete for FY 2021/22</i>		73	40	75	47	N/A	N/A
Total number of reference reader’s advisory and research questions answered annually – <i>Modified for FY 2021/22</i>		39,764	21,254	42,000	0	15,000	19,000
Number of Young Adult items circulated – <i>Delete for FY 2021/22</i>		69,635	31,102	82,620	26,777	N/A	N/A
Number of programs for children and parents offered – <i>Delete for FY 2021/22</i>		358	270	342	164	N/A	N/A
Number of children’s materials circulated annually – <i>Delete for FY 2021/22</i>		1,518,130	1,028,474	1,499,820	387,623	N/A	N/A
Total views of virtual children and teen programs – <i>New for FY 2020/21</i>		N/A	N/A	N/A	70,360	73,000	75,000

Parks & Recreation Department

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Parks & Recreation Department Description

The Parks and Recreation Department provides planning, development, operation, maintenance and rehabilitation of the City's twenty-seven (27) neighborhood parks, thirteen (13) mini parks, two (2) community parks, three (3) open space sites, ten (10) recreation buildings, four (4) trails, eleven (11) joint use facilities and eleven (11) bodies of water at five sites. Facilities include community centers, neighborhood park buildings, community gardens, playgrounds, pools, restrooms, picnic areas, turf, trees, vegetation, athletic fields and joint use facilities. Service levels are set to 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, special events, enhanced natural environments, fitness and wellness programs, as well as sports and aquatics opportunities. 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 Community Development Block Grant (CDBG) 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 and wellness programs at the senior center. The Parks & Recreation Department also 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 Cemetery Division maintains 33,000 interment sites in a peaceful public park and provides customer service in a professional and respectful manner, while demonstrating sensitivity to our diverse community.

Divisions and Services

The Parks & Recreation Department is organized into five divisions: Administration, Parks, Recreation, Cemetery and Senior Nutrition Program.

Administration Division Mission

Provide leadership, resource development and administrative support to Parks, Recreation, Cemetery and Senior Nutrition Program 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.

Plan and implement design, development, construction and maintenance of new parks; rehabilitation of older facilities and infrastructure, including public outreach and Parks Recreation Commission review and recommendations.

Research and develop partnerships, sponsorships and grants from private, corporate and other public agencies in order to supplement funding of facilities, projects, programs and other services.

Provide leadership to four Commissions (Parks & Recreation, Senior Advisory, Cultural Arts, and Youth).

Division Objectives

Conduct plan reviews and prepare comments for new housing developers to optimize park and recreation amenities in new developments and to ensure compliance with City Code 17.35 (Park and Recreational Land).

Activation of Mass Care & Shelter Function of the Emergency Operations Center (Commodity Points of Distribution, Heating Center, Cooling Center), as needed.

Plan and implement multiple citywide special events annually.



Parks Division Mission

Maintain and rehabilitate Santa Clara's Central Park (45.04 acres), 27 neighborhood parks (130.65 acres), open space (56.21 acres), 13 mini parks (5.79 acres), community centers/recreation, joint use facilities (115.19 acres) and neighborhood park buildings. These include playgrounds, restrooms, picnic areas, turf, trees, vegetation, athletic fields, pools, and sports venues at defined levels of service that promote the use of safe, clean and attractive facilities for the enjoyment of the public.

Provide 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.

Division Objectives

Maintain 10 clean, safe, attractive municipal swimming pools at four sites (International Swim Center, Mary Gomez, Warburton, and Senior Center; proposed closure of low-use Montague pool). Maintain and support the use of clean, safe, fully functional, and attractive Community Center, Senior Center, Youth Activity Center, Teen Center and six neighborhood park buildings. Maintain and support 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.

Provide physical and logistical support for citywide special events for planning, mapping, set up, safety and cleanup; ensure that all City and Public Agency permit requirements are met for public events.

Recreation 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.

The Sports, Aquatics and Athletic Facilities Program coordinates use of the Youth Soccer Park, Reed & Grant Sports Park and some Santa Clara Unified School District (SCUSD) fields; and manages Santa Clara Tennis Center and Gymnastics Center. It partners with the field user groups for consistent use and policy implementation. The Aquatics Program offers a variety of summer swim lessons for all ages and abilities; safely supervises 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.

Division Objectives

Youth Activity Center and Teen Center offers summer day camp session, serves middle and high school youth with various afterschool programs, camps and activities, including Skate Park programs.

The Cultural and Performing Arts Program provides a variety of dance, music and art programs; fine arts camp in the summer; group exercise for adults; and preschool enrichment programs, 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, including programs at the fitness area and natatorium at the Senior Center and therapeutic programs with fitness and enrichment opportunities that serve individuals special needs at the Senior Center.



Senior Nutrition Program Division Mission	To provide a congregate meals program to improve senior health and ability to live independently.
Division Objectives	Offer a Monday through Friday senior nutrition program. Encourage participation in Senior Center Health and 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.
Cemetery Division 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.
Division Objectives	Mow and trim 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, use best practices and depending on the availability of resources, use 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.



Significant Accomplishments

- The Department swiftly met community needs during the COVID-19 pandemic and creatively restructured its operations to meet the changing guidelines:
 - Facilitated a drive-through meal pick-up program to continue the Senior Nutrition Program during the pandemic.
 - Updated playground sanitization protocol addressing federal, state and county restrictions to open playgrounds.
 - Created virtual and outdoor fitness activities to meet health and wellness needs of the community during the pandemic.
 - Assisted in coordination and distribution of the Meals for Families program with the Salvation Army.
- Created an interdepartmental “Smart Parks” planning team to collaborate on technology in parks (electronic locks, wi-fi, EV charging stations, etc.).
- Completed rehabilitation at Bowers, Machado, Homeridge and Agnew Playgrounds and Fuller Street sports court.
- Opened the Reed & Grant Sports Park.
- Onboarded developer-constructed Meadow and Creekside Parks.
- Rehabilitated the Raymond G. Gamma Dog Park including lighting, paving the parking lot and adding restrooms.
- Initiated the Montague Park Rehabilitation Project and Central Park Magical Bridge Project.
- Initiated a Cemetery Census to confirm and/or update contact information for the interred.
- Began to open community facilities at Lawrence Station Area development.
- Certified twenty-five (25) forklift operators.
- Certified two (2) International Society of Arboriculture (ISA) Certified Arborists.

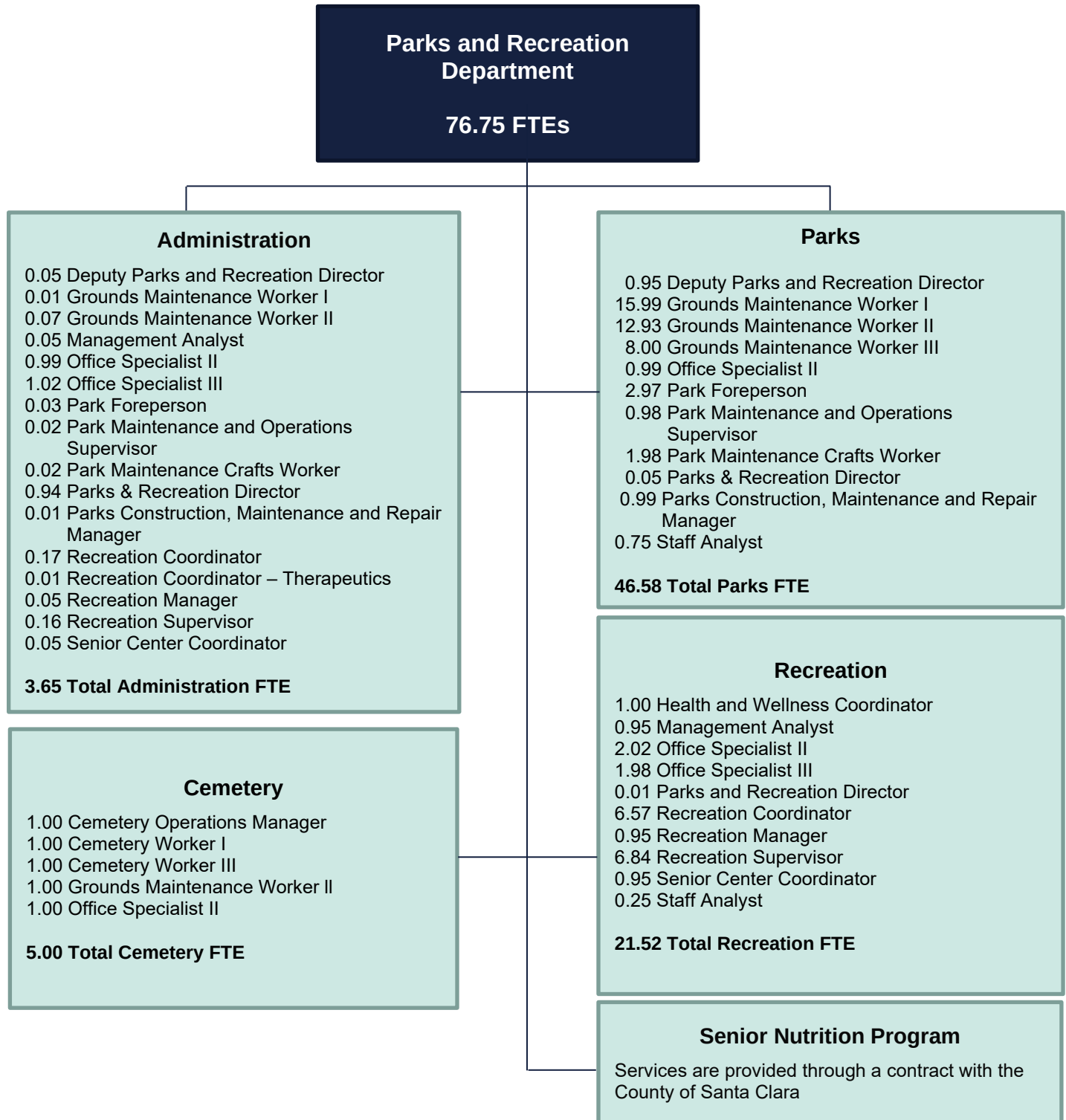
Significant Objectives

- Initiate the development of a cost recovery policy for recreation programs.
- Complete rehabilitation projects at Montague and Westwood Oaks parks.
- Install public restrooms at Fairway Glen Park.
- Update Park Standards.
- Continue to implement a public-facing electronic work order system for parks facilities, including GIS integration updates as new parks are on-boarded.
- Explore options for supporting long-term health of cemetery maintenance endowment.
- Continue to provide approximately 15,800 nutritional meals to seniors in the Monday - Friday Senior Nutrition Program
- Explore options for supporting long-term health of cemetery maintenance endowment



Budget Highlights

- This budget factors in the COVID-19 Phase 1 budget rebalancing actions approved by the City Council on March 9, 2021, including the following:
 - Froze 1.0 Office Specialist II assigned to the Teen Center
 - Froze 1.0 Grounds Maintenance Worker I and 2.0 Grounds Maintenance Worker II positions assigned to parks maintenance
 - Reduced City-wide special events funding
 - Shifted staff costs that support the Quimby and Mitigation Fee Act programs to that funding source
 - Reduced the vendor payment budget based on the renegotiated agreement
 - Eliminated funding for the Heather Kids Foundation (agreement expired June 2020)
 - Eliminated School District funding for the Latchkey Program (agreement expired June 2020)
 - Reduced the non-personnel budget (e.g., conferences, training, and travel; supplies and materials, uniform services)
- The Proposed Budget includes the following Phase 2 budget reductions to help address the General Fund shortfall:
 - Reduce recreation program facility hours (Community Recreation Center, Senior Center, Teen Center, Youth Activity Center, and Skate Park) and the As Needed Staffing budget
 - Reduce adult sports programming offerings by 25% and the As Needed Staffing budget
 - Eliminate 1.0 Recreation Supervisor position and reduce the Theater Performance Program
 - Eliminate 1.0 Recreation Coordinator and reduce the Therapeutics Program
 - Eliminate programming at Montague Swim Center and the As Needed Staffing budget
 - Do not renew annual agreement to fund maintenance of closed school sites
 - Eliminate funding for community grants to groups that support the arts
 - Eliminate programming for the Summer Concert Series and Street Dance, cultural events, and visual arts and reduce funding one-time in FY2021/22
 - Eliminates the City's participation in the Jr. Giants Program and reduces the As Needed Staffing budget
 - One-time cancellation of the Santa Clara Art & Wine Festival (This event would be replaced with a one-time, one-day family event in Central Park)



**The positions above represent all funded positions. This excludes the 1.0 Grounds Maintenance Worker I, 2.0 Grounds Maintenance Worker II and 1.0 Office Specialist II positions that were frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402).*



Budget Summary

		FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Division / Program							
Administration Division							
1121	Administration	1,472,783	1,488,993	1,153,176	(22.6%)	1,214,945	5.4%
1122	Park Development	175,690	192,535	174,786	(9.2%)	182,207	4.2%
1123	Park Projects	44,998	51,849	49,393	(4.7%)	51,674	4.6%
1151	Teen Activities	331,039	0	0	0.0%	0	0.0%
1157	Special Recreation	178,276	0	0	0.0%	0	0.0%
1158	Arts, Crafts & Wine Festival	381,674	0	0	0.0%	0	0.0%
1171	Citywide Special Events	466,164	593,638	210,332	(64.6%)	323,525	53.8%
Total Administration Division		3,050,624	2,327,015	1,587,687	(31.8%)	1,772,351	11.6%
Parks Division							
1132	Parks	8,008,310	8,609,849	8,626,221	0.2%	9,038,171	4.8%
1133	Pools	1,288,582	1,251,827	1,287,641	2.9%	1,340,700	4.1%
1134	Buildings	1,388,962	1,210,139	1,262,085	4.3%	1,313,868	4.1%
1135	Operations	490,969	593,706	596,839	0.5%	621,458	4.1%
Total Parks Division		11,176,823	11,665,521	11,772,786	0.9%	12,314,197	4.6%
Recreation Division							
1117	Program Operations	111,307	0	0	0.0%	0	0.0%
1141	Health and Wellness	149,706	208,336	208,548	0.1%	215,890	3.5%
1142	Administration	442,801	680,689	424,025	(37.7%)	446,598	5.3%
1143	Youth Activity Center and Programs	1,139,051	1,404,498	1,188,697	(15.4%)	1,228,670	3.4%
1144	Senior Center and Therapeutic Recreation	1,421,411	1,703,506	1,618,728	(5.0%)	1,675,222	3.5%
1145	Community Recreation Center and Programs	3,041,454	3,304,925	2,764,487	(16.4%)	2,854,299	3.2%
1146	Recreation Facilities	176,650	437,684	339,761	(22.4%)	350,952	3.3%
1147	Aquatics	296,270	432,756	395,052	(8.7%)	412,595	4.4%
1114	Senior Center Programs	237,753	0	0	0.0%	0	0.0%
1148	Sports and Athletics	172,777	265,119	235,587	(11.1%)	245,452	4.2%
1149	Teen Center Activities and Programs	517,045	659,241	537,789	(18.4%)	559,795	4.1%
Total Recreation Division		7,706,225	9,096,754	7,712,674	(15.2%)	7,989,473	3.6%
Senior Nutrition Program Division							
1112	Senior Nutrition Program	132,703	147,984	147,984	0.0%	147,984	0.0%
Total Senior Nutrition Program Division		132,703	147,984	147,984	0.0%	147,984	0.0%



Budget Summary

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Division / Program						
Cemetery Division						
125 Cemetery Perpetual Care	719	500	500	0.0%	500	0.0%
131 Cemetery Endowment Care	30,820	18,000	28,000	55.6%	28,000	0.0%
1162 Maintenance of Grounds	557,867	691,025	719,461	4.1%	747,092	3.8%
1163 Maintenance of Buildings	113,400	124,331	128,893	3.7%	134,037	4.0%
1164 Operations	518,679	600,337	632,703	5.4%	654,400	3.4%
Total Cemetery Division	1,221,485	1,434,193	1,509,557	5.3%	1,564,029	3.6%
Total by Division / Program	23,287,860	24,671,467	22,730,688	(7.9%)	23,788,034	4.7%
Dollars by Fund						
General Fund	20,633,647	22,990,569	20,786,349	(9.6%)	21,725,514	4.5%
Recreation Program Operating Fund	762,471	0	0	0.0%	0	0.0%
Perpetual Care Fund	719	500	500	0.0%	500	0.0%
Endowment Care Fund	30,820	18,000	28,000	55.6%	28,000	0.0%
Community Activities Fund	348,060	0	0	0.0%	0	0.0%
Public Donations Fund	186,373	0	0	0.0%	0	0.0%
Park and Rec Grant Trust Fund	132,703	147,984	147,984	0.0%	147,984	0.0%
Community Facilities District 2019 – 1 Lawrence Station Fund	3,120	98,720	286,798	190.5%	350,507	22.2%
Cemetery Fund	1,189,947	1,415,694	1,481,057	4.6%	1,535,529	3.7%
Total by Fund	23,287,860	24,671,467	22,730,688	(7.9%)	23,788,034	4.7%



Budget Summary

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Category						
Salary and Benefits						
Salary	7,046,813	8,154,190	7,373,372	(9.6%)	7,658,522	3.9%
As-Needed	1,912,831	2,821,207	2,486,599	(11.9%)	2,594,027	4.3%
Overtime	61,364	56,320	12,069	(78.6%)	60,331	399.9%
Retirement	2,450,507	2,593,271	2,801,395	8.0%	2,977,690	6.3%
Health Allocation	932,030	1,040,528	1,135,918	9.2%	1,185,570	4.4%
Medicare	140,364	127,975	118,133	(7.7%)	122,498	3.7%
Social Security	468,741	531,963	493,282	(7.3%)	509,940	3.4%
Other Benefits	398,981	387,511	299,758	(22.6%)	302,989	1.1%
Total Salary and Benefits	13,411,630	15,712,965	14,720,526	(6.3%)	15,411,567	4.7%
Non-Personnel						
Materials/Services/Supplies	5,632,536	6,470,988	5,786,463	(10.6%)	6,096,212	5.4%
Interfund Services	2,347,421	2,301,378	2,190,932	(4.8%)	2,247,488	2.6%
Capital Outlay	41,443	161,450	0	(100.0%)	0	0.0%
Transfers to Other Funds	1,854,830	24,686	32,767	32.7%	32,767	0.0%
Total Non-Personnel	9,876,230	8,958,502	8,010,162	(10.6%)	8,376,467	4.6%
Total by Category	23,287,860	24,671,467	22,730,688	(7.9%)	23,788,034	4.7%



Position Summary

		FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change	FY 2022/23 Proposed
Positions by Division/Program						
Administration Division						
1121	Administration	1.60	1.60	1.60	0.00	1.60
1122	Park Development	1.13	1.13	1.13	0.00	1.13
1123	Park Projects	0.12	0.12	0.12	0.00	0.12
1171	Citywide Special Events	0.80	0.80	0.80	0.00	0.80
Total Administration		3.65	3.65	3.65	0.00	3.65
Parks Division						
1132	Parks	38.27	38.27	35.27	(3.00)	35.27
1133	Pools	4.10	4.10	4.10	0.00	4.10
1134	Buildings	5.57	5.57	5.57	0.00	5.57
1135	Operations	1.64	1.64	1.64	0.00	1.64
Total Parks Division		49.58	49.58	46.58	(3.00)	46.58
Recreation Division						
1141	Health and Wellness	1.00	1.00	1.00	0.00	1.00
1142	Administration	2.95	2.95	1.95	(1.00)	1.95
1143	Youth Activity Center and Programs	3.98	3.98	3.98	0.00	3.98
1144	Senior Center and Therapeutic Recreation Programs	4.68	4.68	4.68	0.00	4.68
1145	Community Recreation Center and Programs	6.15	6.15	5.15	(1.00)	5.15
1146	Recreation Facilities	0.45	0.45	0.45	0.00	0.45
1147	Aquatics	1.04	1.04	1.04	0.00	1.04
1148	Sports and Athletics	1.00	1.00	1.00	0.00	1.00
1149	Teen Center Activities and Programs	3.27	3.27	2.27	(1.00)	2.27
Total Recreation Division		23.42	24.52	21.52	(3.00)	21.52
Senior Nutrition Program						
1112	Senior Nutrition Program	0.00	0.00	0.00	0.00	0.00
Total Senior Nutrition Program		0.00	0.00	0.00	0.00	0.00



Position Summary

		FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change	FY 2022/23 Proposed
Positions by Division/Program						
Cemetery Division						
1162	Cemetery- Maintenance Of Grounds	3.70	3.70	2.90	(0.80)	2.90
1163	Cemetery- Mtce Of Buildings	0.30	0.30	0.10	(0.20)	0.10
1164	Cemetery- Operations	1.00	1.00	2.00	1.00	2.00
Total Cemetery Division		5.00	5.00	5.00	0.00	5.00
Total by Division/Program		82.75	82.75	76.75	(6.00)	76.75
Positions by Fund						
General Fund		77.75	77.75	71.75	(6.00)	71.75
Cemetery		5.00	5.00	5.00	0.00	5.00
Total by Fund		82.75	82.75	76.75	(6.00)	76.75



Position Summary

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed*	FY 2021/22 Change	FY 2022/23 Proposed*
Position Classification					
Cemetery Operations Manager	1.00	1.00	1.00	0.00	1.00
Cemetery Operations Superintendent	0.00	0.00	0.00	0.00	0.00
Cemetery Worker I	1.00	1.00	1.00	0.00	1.00
Cemetery Worker II	0.00	0.00	0.00	0.00	0.00
Cemetery Worker III	1.00	1.00	1.00	0.00	1.00
Deputy Parks and Rec Director	1.00	1.00	1.00	0.00	1.00
Grounds Maintenance Worker I	17.00	17.00	16.00	(1.00)	16.00
Grounds Maintenance Worker II	16.00	16.00	14.00	(2.00)	14.00
Grounds Maintenance Worker III	8.00	8.00	8.00	0.00	8.00
Health and Wellness Coordinator	1.00	1.00	1.00	0.00	1.00
Management Analyst	1.00	1.00	1.00	0.00	1.00
Office Specialist II	6.00	6.00	5.00	(1.00)	5.00
Office Specialist III	3.00	3.00	3.00	0.00	3.00
Park Foreperson	3.00	3.00	3.00	0.00	3.00
Park Maintenance and Operations Supervisor	1.00	1.00	1.00	0.00	1.00
Park Maintenance Crafts Worker	2.00	2.00	2.00	0.00	2.00
Parks and Recreation Director	1.00	1.00	1.00	0.00	1.00
Parks Construction, Maintenance and Repair Mana	1.00	1.00	1.00	0.00	1.00
Parks Construction, Maintenance and Repair Supervisor	0.00	0.00	0.00	0.00	0.00
Recreation Coordinator	7.75	7.75	6.75	(1.00)	6.75
Recreation Manager	1.00	1.00	1.00	0.00	1.00
Recreation Specialist	0.00	0.00	0.00	0.00	0.00
Recreation Supervisor	8.00	8.00	7.00	(1.00)	7.00
Senior Center Coordinator	1.00	1.00	1.00	0.00	1.00
Staff Aide II	1.00	1.00	1.00	0.00	1.00
Total Positions	82.75	82.75	76.75	(6.00)	76.75

**The positions above represent all funded positions. This excludes the 1.0 Grounds Maintenance Worker I, 2.0 Grounds Maintenance Worker II and 1.0 Office Specialist II positions that were frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402).*



Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	82.75	24,671,467
FY 2021/22 Base Budget Adjustments		
One-Time Cost Adjustments		
Capital Outlay Recreation Rebudget		(102,138)
Capital Outlay Parks Rebudget		(57,312)
Reallocate Unbudgeted Recreation Funds to the General Fund		(18,000)
Reed and Grant Sports Park		(2,000)
Ongoing Cost Adjustments		
Salary and Benefits adjustments		494,614
Non-personnel adjustments		198,088
Net increase in various interfund services allocations		73,655
Adjustment to Lawrence Station Park Maintenance		68,200
Reclassification of 1.0 Staff Aide to 1.0 Staff Analyst	0.00	22,438
Plan Review Software		2,136
COVID-19 Phase 1 Budget Rebalancing (Approved by City Council March 9, 2021):		
- Reduction in the Citywide Special Events budget		(358,116)
- Reduction in recreational program vendors budget		(300,000)
- Freeze of 2.0 Grounds Maintenance Workers II	(2.00)	(270,895)
- Reallocation of administrative positions to Quimby and Mitigation fees in Parks Capital Fund		(234,487)
- Freeze of 1.0 Grounds Maintenance Worker I	(1.00)	(121,161)
- Reduction in the Latchkey Program budget		(108,450)
- Freeze of 1.0 Office Specialist II	(1.00)	(102,113)
- Discontinuation of Healthier Kids Foundation Program		(70,000)
- Reduction In conference, travel and training budget		(22,845)
- Reduction in commissions, conference, travel, and training budget		(18,814)
Reallocation of Ricoh usage costs to central allocation under the Information Technology Department		(11,635)
- Elimination of uniform services budget		(4,000)
- Reduction in the Senior Center budget		(1,500)
Total FY 2021/22 Base Budget Adjustments	(4.00)	(944,335)
Total FY 2021/22 Base Budget	(4.00)	23,727,132



Budget Reconciliation

	Positions	Expenditures (All Funds)
FY 2021/22 Service Level Changes		
Theater Program Staffing Reduction	(1.00)	(200,189)
Therapeutic Recreation Services Staffing Reduction	(1.00)	(156,281)
Facility Hours Reduction		(286,898)
One-Time Reduction to Special Event Fund (One-time)		(96,634)
As Needed Staffing Reduction - Aquatics		(47,800)
Cultural Commission Advertising and Promotions Reduction (One-time)		(44,140)
Maintenance of School Sites - Sports Fields		(36,000)
As Needed Staffing Reduction - Adult Sports		(20,900)
Cultural Commission Community Grants Reduction		(20,850)
Eliminate Jr. Giants Program		(9,400)
Total Service Level Changes	(2.00)	(919,092)
Total FY 2021/22 Proposed Budget	76.75	22,808,040
	Positions	Expenditures (All Funds)
FY 2022/23 Base Budget Adjustments		
Ongoing Cost Adjustments		
Salary and benefits adjustments		557,704
Non-personnel adjustments		81,373
Interfund services adjustments		222,560
Total FY 2022/23 Base Budget Adjustments	0.00	861,637
Total FY 2022/23 Base Budget		23,669,677
FY 2022/23 Service Level Changes		
Ongoing Cost Adjustments		
One-Time Reduction to Special Event Fund		96,634
Cultural Commission Advertising and Promotions Reduction		44,140
Total Service Level Changes		140,774
Total FY 2022/23 Proposed Budget		23,810,451



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Theater Program Staffing Reduction	(1.00)	0	(200,189)	0	(205,427)

Program: 1145-Recreation- Community Rec Ctr and Programs

This proposal eliminates 1.0 Recreation Supervisor (\$166,189) that previously supported the Roberta Jones Theater (RJJT) performance program and reduces funding for related as-needed staff support by \$34,000. The Recreation Supervisor position has been vacant since November 2019, and some of the program responsibilities have been redistributed within the Recreation Division.

Performance Impact

This move will eliminate the performance arm of the program, reducing productions from 4 (24 performances) annually to 0. Theater programming will continue as instructional classes only. The performance program averages 192 participants annually. The expenditure savings is \$200,189 for FY2021-22, partially offset by the loss of revenue in the amount of \$68,000

Strategic Pillar:



Deliver and Enhance High Quality Efficient Services and Infrastructure

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Therapeutic Recreation Services Staffing Reduction	(1.00)	0	(156,281)	0	(160,824)

Program: 1144-Recreation- Senior Center & Therapeutic Recreation

This proposal eliminates 1.0 Recreation Coordinator position (\$142,981) that has been vacant since November 2019 and reduces \$13,000 in funding for as-needed staff support. The Recreation Coordinator position oversees therapeutic recreation services at the Senior Center, Teen Center and other parks and recreation facilities. Historically, incumbents have possessed requisite training and certifications to oversee interns; thereby enabling the City to leverage the position with as-needed staffing but has posed challenges, as of late. The vacancy in this position has resulted in a loss of this capacity and limits the City's ability to provide services to the City's special needs programming. Due to COVID-19, the program has been impacted and services have been suspended since March 2020.

Performance Impact

Primary service impacts will include a reduction in the number of therapeutic recreation classes (the program averages 87 classes, 710 enrollments and 140 unique participants annually) and a decrease in the number of I.D.FIT assessments for participants under 50 years old with special needs that would like to use the Senior Center exercise equipment (approx. 10 performed annually). The total expenditure savings is \$156,281, partially offset by the loss of revenue in the amount of \$25,500.

Strategic Pillar:



Deliver and Enhance High Quality Efficient Services and Infrastructure



Service Level Changes

		FY 2021/22		FY 2022/23	
Title	Positions	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Facility Hours Reduction	0.00	0	(286,898)	0	(286,898)
Program:	1143-Recreation- Youth Activity Ctr & Programs 1144-Recreation- Senior Center & Therapeutic Recreation 1145-Recreation- Community Rec Ctr and Programs 1149-Recreation-Teen Center Activities and Programs				

This ongoing proposal reduces as-needed staffing funding by adjusting the hours of operation at the following facilities:

- Community Recreation Center (from 56 hours to 51 per week);
- Senior Center (from 61 to 56 hours per week);
- Teen Center (only open for scheduled programming);
- Youth Activity Center (from 52 to 30 hours per week); and
- Skate Park (from 30 hours to 20 hours per week).

Performance Impact

This reduction in programmable hours will result in a corresponding reduction of \$286,898 in funding for as-needed staff support. Service impacts will include a reduction in the number of days the skate park will be open (from 7 to 4) and the establishment of 6 weeks of non-programmed time throughout the year at the community facilities. Staff will use this time to plan upcoming programming, negotiate vendor agreements, complete facility maintenance, and ensure adequate staffing levels through the year.

Strategic Pillar:



Deliver and Enhance High Quality Efficient Services and Infrastructure

		FY 2021/22		FY 2022/23	
Title	Positions	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
One-Time Reduction to Special Event Fund	0.00	(96,634)	0	0	0

Program: 1171-Recreation- CW Special Events

This proposal reduces the City-wide Special Event budget on a one-time basis in FY2021-22, including a reduction in revenue of \$108,325 and a reduction in expenditures of \$96,634. The 2021 annual Art & Wine Festival will be canceled due to the uncertainty of COVID-19 special event/large gathering restrictions. The Parks and Recreation Department plans to host a family-friendly, one day four-hour event to be held in late August or early September that is promoted to City residents.

Performance Impact

Fundraising for community groups will be limited for FY2021-22.

Strategic Pillar:



Deliver and Enhance High Quality Efficient Services and Infrastructure



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
As Needed Staffing Reduction - Aquatics	0.00	0	(47,800)	0	(47,800)

Program: 1147-Recreation- Aquatics

This proposal eliminates programming at Montague Swim Center and reduces the as-needed staffing budget by \$47,800 (from \$213,700 to \$165,900). Despite concerted efforts to increase programming at the site in recent years, overall use of the facility remains low in comparison to other neighborhood swim centers with only an average of 7 patrons served per day for recreation swim.

Performance Impact

With the closure of the low use Montague pool, it is anticipated that the patrons would use other available City pools.

- Hours of operation have already been reduced the past three years, with some weekends open for evening events.
- Swim lessons are available at the remaining four pool sites (Senior Center, Mary Gomez, Warburton, and ISC).
- Minimum maintenance (water circulation, chlorine, etc.) of the pools will continue.

Lost revenue in the amount of \$25,819 is associated with the proposal that suspends programming at Montague Swim Center, primarily from swim lessons.

Strategic Pillar:



Deliver and Enhance High Quality Efficient Services and Infrastructure

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Cultural Commission Advertising and Promotions Reduction	0.00	(44,140)	0	0	0

Program: 1121-Parks & Recreation Administration

This proposal eliminates programming for the Summer Concert Series and Street Dance (\$24,000), Cultural events, (\$15,640) and Visual Arts (\$4,500) on a one-time basis in FY2021-22

Performance Impact

This action removes city support for these community activities.

Strategic Pillar:



Deliver and Enhance High Quality Efficient Services and Infrastructure



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Maintenance of School Sites - Sports Fields	0.00	0	(36,000)	0	(36,000)

Program: 1121-Parks & Recreation Administration

This proposal does not renew an agreement providing \$36,000 annually to maintain sports fields at closed school sites. Since 1998, the City has entered into annual contribution agreements with the Santa Clara Unified School District (SCUSD) to fund the maintenance of sports fields at closed school sites (Curtis, Wilson, Monticello, and Mariposa) in exchange for community use. The most recent agreement expired on June 30, 2020.

Performance Impact

In the past, there was availability of these sports fields to Santa Clara residents and the City's funding helped support this availability. In November 2018, SCUSD's Measure BB was approved, a \$720 million school bond to fund school improvements, including perimeter security fencing. Hours of availability of these fields to Santa Clara residents became limited and costs were implemented for the public to book the facilities through the School District.

Strategic Pillar:



Deliver and Enhance High Quality Efficient Services and Infrastructure

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
As Needed Staffing Reduction - Adult Sports	0.00	0	(20,900)	0	(20,900)

Program: 1148-Recreation-Sports and Athletics

This proposal reduces as-needed staffing funding by reducing adult sports programming offerings by 25% on an ongoing basis. The as-needed staffing budget would be reduced by \$20,900 (from \$44,300 to \$23,400), partially offset by the loss of \$3,500 in revenue (from \$24,500 to \$21,000).

Performance Impact

Softball: Changes from an average of 9 league sessions to 7 (sessions average 7 teams w/ 20 participants/team - participation goes from 1,260 to 980)

Basketball: Changes from an average of 6 league sessions to 4 (sessions average 6 teams w/ 12 participants/team - participation goes from 432 to 288)

Strategic Pillar:



Deliver and Enhance High Quality Efficient Services and Infrastructure



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Cultural Commission Community Grants Reduction	0.00	0	(20,850)	0	(20,850)

Program: 1121-Parks & Recreation Administration

This proposal eliminates \$20,850 in ongoing funding for community grants to groups that support the arts. The grantees support arts groups that cater to the Santa Clara Community. It is suggested this program be suspended until the City can afford to subsidize grants.

Performance Impact

Grant support for local arts organization from this fund will be eliminated.

Strategic Pillar:



Deliver and Enhance High Quality Efficient Services and Infrastructure

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Eliminate Jr. Giants Program	0.00	0	(9,400)	0	(9,400)

Program: 1143-Recreation- Youth Activity Ctr & Programs

This proposal eliminates the Jr. Giants part day summer camp program, allowing staff to focus on enhancing other day camp programming and year-round afterschool programming at the Youth Activity Center. With the reduction of full-time and as-needed staff, there is a need to reallocate staff resources and adjust programming.

Performance Impact

This program serves 125 individuals and requires 40% of a full-time coordinator as well as \$9,400 of as-needed staff. This program is offered at no cost to participants and is 100% subsidized by the City. The program is also supported by volunteers that are trained and supervised by staff.

Strategic Pillar:



Deliver and Enhance High Quality Efficient Services and Infrastructure



Performance and Workload Measures

Administration Division							
Workload Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Number of volunteers recruited, trained, and supervised		500	432	600	4	600	600
Amount of funds raised through grants		1.8M	90,000	250,000	256,622	250,000	250,000
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)		2.6	2.9	2.8	2.6	2.8	2.8
Number of parkland acres added		2.5	3.257	5	0.912	2	2
Amount of Park in Lieu fees collected		4.5m	6.6m	2.0m	992K	2.0M	2.0M
Number of parks playgrounds rehabilitated		2	2	2	2	2	2
Number of community input meetings held (Online Surveys included)		4	2	4	4	4	4
Number of parks rehabilitation projects initiated		2	2	2	4	2	2
Number of new park parcels acquired		0	0	2	4	2	2
Net income from the Art and Wine Festival available for charitable purposes		70,874	56,000	60,000	0	0	60,000

Parks Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Percentage of pool chemical tests balanced ¹		85%	85%	50%	85%	85%	85%
Percentage of staff provided training and certification for Qualified Applicator Certificate - Modified for FY 2021/22		93%	95%	80%	95%	90%	90%
Parks acres maintained by other entities - New for FY2021/22		N/A	N/A	N/A	3.34	3.34	3.34

¹ FY 2020/21 Target was incorrectly published. Correct target for FY2020/21 is 85%.



Performance and Workload Measures

Parks Division							
Workload Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Park acre/FTE maintenance staff		7.4	7.34	8	7.75	7.71	7.71
Cost per acre maintained		28,999	28,200	28,800	28,768	28,700	28,700
Number of playgrounds certified (i.e. PlayCore Play On, Nature, Inclusion)		9	11	11	14	16	18
Number of staff certified as Aquatic Facility Operators or Certified Pool Operators		40	37	10	35	40	40
Number of staff provided training and certification for Qualified Applicator Certificate		41	41	38	39	41	41
Cost per square foot of building maintained (269,769 square feet)		4.96	4.96	4.9	5.18	5	5
Number of work orders completed for buildings		299	118	100	115	300	300
Number of pest control recommendations reported to the State of California		9	14	10	14	14	14
Annual number of work orders completed for parks		447	470	400	620	600	600
Number of staff certified as South Bay Water Recycling Supervisor.		6	7	8	7	8	8
Number of certified arborists on staff		2	2	5	4	6	6



Performance and Workload Measures

Recreation Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Percentage of registration processed online		72%	73	70%	90	75	75
Workload Measures							
Number of free biometric screenings and resource referrals on-site at the Senior Center		1,875	2,605	100	1,387	2,900	3,000
Average monthly Health and Wellness participants		350	322	200	180	250	300
Number of Active net registrations processed - <i>Delete for FY2021/22</i>		6,643	13,162	8,000	5,000	N/A	N/A
Number of park building and picnic rental bookings processed		1,142	552	13,500	0	13,500	13,500
Number of drop-in program attendance at the Walter E. Schmidt Youth Activity Center (After School Open Gym/Special Activities)		27,505	27,472	29,000	0	29,000	29,000
Number of Sports Camp participants		909	644	800	0	800	800
Number of special events offered at the Youth Activity Center		22	5	20	8	20	20
Number of classes offered at the Youth Activity Center		254	147	250	50	250	250
Number of senior trip and tour participants		1,751	892	1,500	0	0	0
Number of drop-in program visits (Fitness and Group Exercise) at the Senior Center - <i>Modified for FY2021/22</i>		119,609	81,347	100,000	0	100,000	100,000
Senior Center membership cards issued		2,432	2,026	2,000	281	2,000	2,000



Performance and Workload Measures

Recreation Division							
Workload Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Number of Therapeutic Recreation classes offered by the City		95	77	100	10	10	10
Number of recreation class participants		7,136	9,278	7,500	2,500	7,500	7,500
Number of parent/child youth and adult classes offered		1,776	1,855	1,500	692	1,500	1,500
Number of Adult drop-in program participants attendance - <i>Modified for FY 2021/22</i>		8,669	5,465	8,000	0	8,000	8,000
Annual Santa Clara Youth Sports groups field permits		68	111	140	43	160	160
Annual adult sports groups use permits		4	0	12	0	12	12
Annual youth sports field attendance		99,310	149,800	90,000	69,180	150,000	150,000
Annual adult sports field attendance		895	0	400	0	400	400
Number of summer swim lesson classes provided		384	665	350	0	200	200
Number of summer swim lesson participants		1,060	439	700	0	700	700
Number of Lap Swim participants		7,302	3,938	7,500	10,000	7,500	7,500
Number of Senior Lap Swim Participants at the International Swim Center		7,877	5,092	7,000	12,700	7,000	7,000
Number of registered adult softball teams		30	24	24	0	24	24
Number of registered adult basketball teams		36	24	24	0	24	24



Performance and Workload Measures

Recreation Division							
Workload Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Number of hours Teen Center opens per week for drop-in activities		18.5	18.5	18.5	0	18.5	18.5
Number of special events for teens per year		12	8	12	0	10	10
Number of Teen Center drop-in participants per year - <i>Modified for FY 2021/22</i>		11,501	8,433	11,500	0	11,500	11,500
Average number of daily participants in the Senior Nutrition Program		63	78	63	147	63	63
Total number of unduplicated participants in the Senior Nutrition Program, annually		390	598	390	455	390	390
Total Annual Meals Served		15,561	19,273	15,561	35,701	15,561	15,561
Cemetery Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Percent of deeds, maps and records preserved/restored - exclude		80%	80%	90%	81%	82%	82%
Workload Measures							
Cost per acre maintained (22.6 ac.)		\$29,400	\$24,700	\$29,000	\$28,900	\$29,900	29900
Cost per square foot building maintained (10,656 square feet)		\$10.29	\$10.64	\$10.40	\$8.94	\$10.64	10.64
Cemetery existing capacity remaining (estimate)		1,115	1,152	1,190	1,227	1,264	1,264
Number of burial plots/interment rights purchased		43	43	80	32	59	59
Number of interment services conducted		145	103	140	130	130	130
Number of work orders completed		92	60	80	32	66	66
Number of cemetery acres needed to meet future demand		22.6	22.6	24.6	22.6	24.6	24.6

Police Department

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Police Department Description

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

The Police Department is organized into four Divisions: Administrative Services; Field Operations; Investigations; and Special Operations.

The Administrative Services Division (Services) is made up of the Chief's Office, Property and Evidence, Professional Standards Unit (Recruiting/Hiring and Internal Affairs) Training Unit, Communications Center, Community Services Unit, and the Police Activities League (PAL). The Records Unit is also part of the Administrative Services Division. 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 at the front desk at the Police Building and Northside Substation.

The Communications Center receives and processes emergency and non-emergency calls for the City. The Community Services Unit has many functions: Community Engagement (formerly Neighborhood Watch), Crime Prevention, National Night Out, Permits, School Services Officers, Drug Abuse Resistance Education (D.A.R.E.), Adult Crossing Guards, 5th grade Safety Patrol, and the Police Activities League (PAL). The Professional Standards Unit handles recruiting, training, and internal affairs. The Chief's Office manages local, State and federal grants, the Chief's Advisory Committee and the Department's community engagement (e.g. webpage, social media outlets, print media, Citizens' Police Academy, Chat with the Chief, Coffee with a Cop, Leadership Santa Clara, Talk and Tour, Department Open House, etc.). This office also facilitates major projects, the Department's budget, legislative advocacy positions, policy management and the community volunteer program.

The Field Operations Division (Patrol) is comprised of 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 abandoned vehicle abatement. The Community Response Team (CRT) (formerly Nuisance Suppression Unit) is also part of the Field Operations Division. CRT works towards goals of crime reduction and promoting community wellness, often among vulnerable populations. In 2020, SCPD established two Crisis Intervention Specialist positions as part of CRT. The Specialists coordinate and support beneficial outcomes for persons with mental illness who have come to the attention of the Department.

The Investigations Division (Detective Bureau) is responsible for conducting 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 Special Operations Division 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 complements 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.



Divisions and Services

Administrative Services Division Mission

The Administrative Services Division (Services) is made up of the Chief's Office, Property and Evidence, Professional Standards Unit (Recruiting/Hiring and Internal Affairs) Training Unit, Communications Center, the Community Services Unit, and Police Activities League (PAL).

The Communications Center receives, and processes emergency and non-emergency calls for the Police and Fire Departments, as well as non-business hour response for other Departments throughout the City.

The Community Services Unit has many functions including: Community Engagement, Crime Prevention, Permits, School Services Officers, D.A.R.E., Adult Crossing Guard, 5th grade Safety Patrol, and PAL.

The Chief's Office manages local, State and federal grants, the Chief's Advisory Committee and the Department's community engagement (e.g. webpage, and social media outlets, print media, 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, Talk and Tour, Department Open House, etc.). This office also facilitates major projects, the Department's budget, legislative advocacy positions, policy management and the community volunteer program.

The Records Unit is also part of the Administrative Services Division. 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 at the front desk at the Police Building and Northside Substation.

Division Objectives

This budget cycle, the Communications Center will update its Viper phone system and NICE phone recording system. Doing so, will also allow for enhancements to the city's Next Generation 911 (NG911) system. This highly reliable, secure system will have enhanced tools for more effective and efficient response, increased ability to interoperate or transfer all functionality in the event of a major disaster. With these upgrades, citizens in need of emergency assistance will be able to transmit photos, videos and other existing and future forms of broadband data and applications, in addition to voice, to Public Safety Dispatchers which can be passed along to first responders and incident commanders.

The Santa Clara Unified School District remains committed to returning to full in-person instruction in Fall 2021. It remains unclear what school extracurricular programs and services will take place, however the Police Department anticipates a phased re-entry of the School Services Unit (e.g., faculty in-service training, attend student/school meetings, student and parent education sessions, DARE, etc.) partially due to the pandemic, but also as a result of staffing levels. The Police Department will not have any interruption in continuing to consult with school administrators to address school / student safety issues on campus.



As State and County health guidelines allow, the Police Activities League will gradually return to offering nine program areas including BMX, deep sea fishing, Explorers, judo, soccer, softball, and wrestling. PAL also organizes "Shop with a PAL" which reaches 50 middle school students and a Christmas gift and meal delivery for approximately ten deserving families. PAL's annual Golf Tournament serves as a fundraiser for the previously mentioned programs.

Develop a comprehensive, multi-phase strategy to recruit highly qualified, motivated applicants and facilitate the hiring of full-time and part-time employees in sworn and civilian capacities.

Fulfill Public Records Act requests in a timely manner. The Records Unit continues to transition to meet the requirements set forth in SB1421 (Peace officers: release of records) and AB748 (Peace officers: video and audio recordings).

Support local, State, and federal law enforcement partners. Implement a new Records Management System in September 2021.

Retire Uniform Crime Reporting (UCR) and transition to National Incident Based Record System (NIBRS) data collection requirements set forth by the Federal Bureau of Investigation by January 2022.

Implement AB 953, Racial and Identity Profiling Act, policy mandates by April 1, 2022.

Communication
Acquisitions
Division Mission

Replace amortized electronic equipment within the City.

Division Objectives

Provide continued funding for communications equipment replacement as necessary. All departments with radios are charged annually; at the end of 15 years replacement radios will be fully funded.

Work with the Silicon Valley Regional Interoperability Authority (SVRIA) to transition 950 radios to encrypted channels by December 31, 2021.

Makes adjustments to the Fire Department's radios to address State Load channels prior to wildfire season.



Field Operations Division Mission

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.

The Field Operations Division (Patrol) is comprised of the “first responders” to provide immediate services to residents, 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.

Community Response Team (CRT) works towards goals of crime reduction and promoting community wellness, often among vulnerable populations. In 2020, SCPD established two Crisis Intervention Specialist positions as part of CRT. The Specialists coordinate and support beneficial outcomes for persons with mental illness who have come to the attention of the Department. CRT’s function has many community benefits, including addressing long-term public safety issues, allowing patrol officers to focus on in-progress events, community engagement, and proactive police work.

The Traffic Enforcement Unit monitors traffic violations and enforces laws at identified problem areas and intersections.

Division Objectives

With data from the Investigations Division, Field Operations personnel are being deployed by Public Safety Dispatchers to locations on specific days and times, using a matrix of factors, in an effort to prevent crime.

Field Operations personnel will continue to address alcohol related crimes and disturbances, particularly in the Santa Clara University footprint.

Look ahead at our training and equipment needs in the coming 18-36 months and develop a strategic plan that addresses those needs, factoring in the impacts of the hiring freeze and vacancy count. Hire and train the appropriate number of Field Training Officers in anticipation of this influx to the program and develop innovative training to meet legislative requirements.

Investigations 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.

Division Objectives

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.



Special Operations 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 complements 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 Objectives

Implement new ways 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 taking COVID-19 protocols into consideration.

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.

Re-establish employment eligibility status for as-needed Police Officer - Special Event and Traffic Control Officers, and conduct required training in preparation for the re-opening of Levi's Stadium.



Significant Accomplishments

- Worked with government and public health officials to contain the spread of the coronavirus pandemic, continue law enforcement core services, maintain public order and adjust to crime and service trends while implementing safety precautions for employees and service level adjustments in the community
 - ensure Public Safety Dispatchers triage calls for service when a police or fire response is not necessary
 - issue temporary directives to release individuals on a citation / ticket / summons unless they have committed a felony or pose an immediate risk to public safety
 - suspend protocols that place people in custody (e.g., limiting enforcement of bench warrants, arrest warrants and probation / parole violations)
 - limit police response to low-risk incidents (e.g., traffic stops, abandoned vehicle abatement, 72-hour parking violation, etc.) to focus on critical incidents and community health needs
 - limit public access to the police building by non-employees
 - expand online reporting options and encourage use of online, phone, or virtual formats
 - increase messaging to the public on web and social platforms to reduce community concerns and anxieties
 - increase communication with law enforcement partners (e.g., Department of Motor Vehicles, District Attorney's Office, courts, zero bail, prisoner transport, etc.) and implement adjustments to practices
 - expanded upon Designated Infectious Control Officers for the care, documentation and testing of employees as well as the acquisition of supplies and cleaning / decontamination (e.g., vehicles, equipment, workspaces, etc.) of required items
 - develop new operation models (e.g., events at Levi's Stadium with no fans)
- Assisted with establishing the Diversity, Equity and Inclusion Task Force and served on the committee
- Expanded the Community Response Team to include two Crisis Intervention Specialists to provide consultation and field support to Patrol, in the areas of mental/behavioral health and service referrals
- Purchased a state-of-the-art use of force simulator to provide a realistic, yet safe environment, allowing law enforcement to practice responding to various stimuli and use this as a tool in our community engagement efforts
- Accelerated the adoption of 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
- Selected a vendor for a new Records Management System and the housing of legacy data; anticipated "go live" timeframe of fall 2021
- Implemented a third-party vendor for the management of the City's residential and business alarm
- Acquired Law Enforcement Field Training Application (LEFTA) software to review and track training records, vehicle damage, vehicle pursuits, use of force reports, and professional standards
- Purchased and implement an interface between Crossroads Traffic Collision software and the California Highway Patrol's Statewide Integrated Traffic Records System (SWITRS) to improve accuracy and increase efficiency among police officers and Records Unit personnel
- Encrypted police radio channels to come into compliance with California Justice Information Services Division Bulletin No. 20-09-CIJS which sets forth legal mandates and guidelines regarding the confidentiality of information from the California Law Enforcement Telecommunications System
- Renamed the temporary holding facility within the Police building in memory of Carla Munoz
- Amended Chapter 9.30 of the City Code related to the storage and removal of personal property from public property



- Acquired necessary technology, trained staff and entered into service agreements to meet the new workload demands created as a result Senate Bill 1421 and Assembly Bill 748
- Met California Department of Justice requirements which sets forth legal mandates and guidelines regarding the confidentiality of information from the California Law Enforcement Telecommunications System
- Entered into a Letter of Agreement with Silicon Valley Regional Interoperability Authority documenting expanded guidelines associated with our partnership
- Automated license plate reader technology expanded to include pilot program with fixed cameras
- Amended the Police Department's Retention Schedule
- Utilized the 15-member Chief's Advisory Committee to advise the Police Chief on issues, matters and public policies which influence or impact the ongoing relationship between the Police Department and the community
- Secured grant funds to purchase front-line law enforcement equipment, conduct specialized operations, and offer officer training (e.g., evidence vehicle, use of force simulator)

Significant Objectives

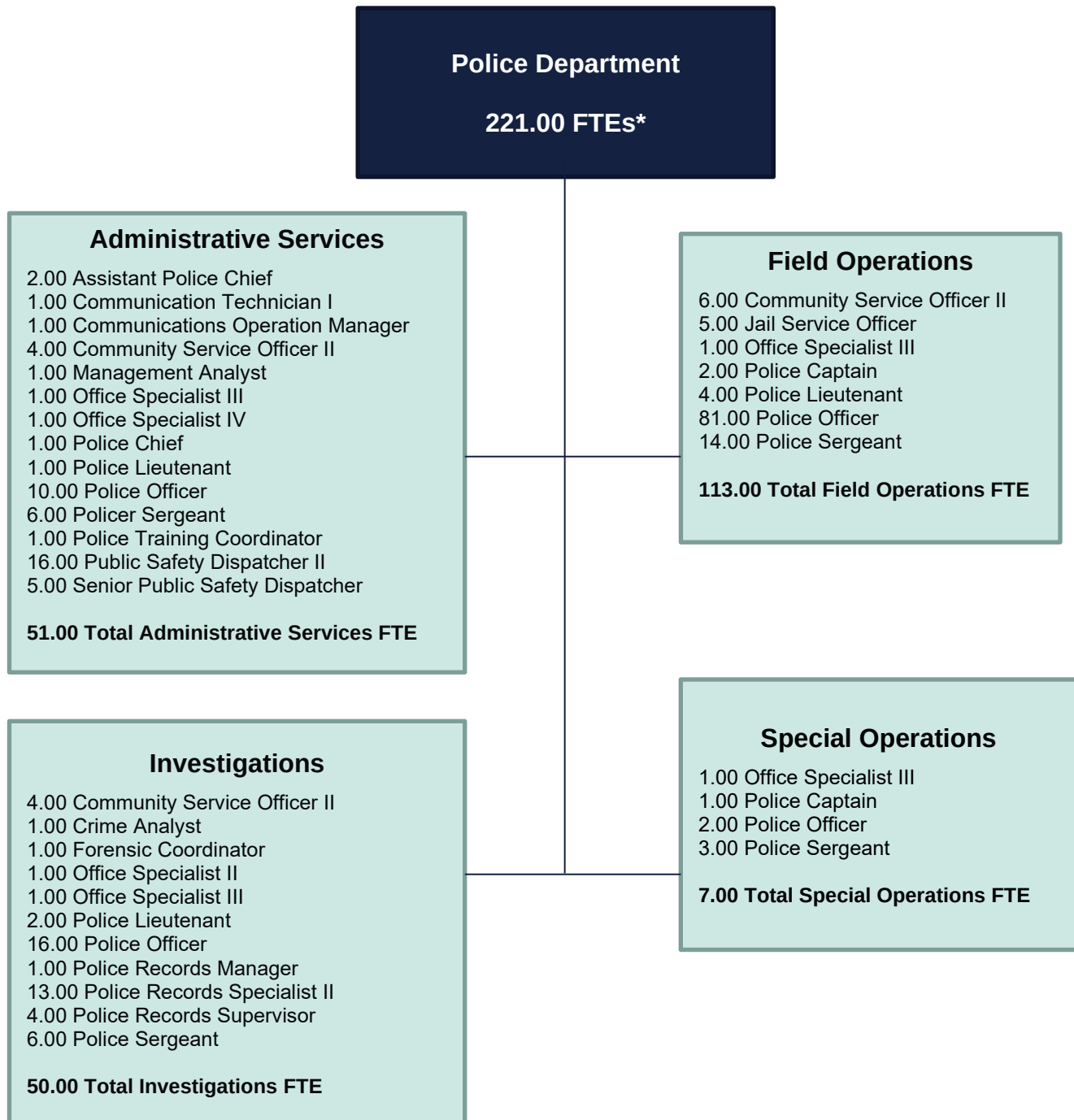
- Host and assist in the coordination of the Women Leaders in Law Enforcement Symposium
- Upgrade to the recording system within the 9-1-1 phone system
- Conduct upgrade to 9-1-1 phone system to include updated version of Next Generation 911 compatibility
- Transition the City's estimated 950 radios to encrypted channels to comply with Department of Justice mandates by December 31, 2021
- Upgrade equipment in the Communications Center that provides fire station alerting
- Partner with the Diversity, Equity and Inclusion Task Force in the review of department policies
- Utilize one-time grant funds to seek out a mental health clinician to support the efforts of Crisis Intervention Specialists
- Implement a confidential database with crucial information about individuals with special needs that may be useful for responding public safety personnel. Provide the community with the opportunity to voluntarily participate in a Special Needs Awareness Program.
- Transition to a new Records Management System and convert from Uniform Crime Reporting Program to National Incident Based Reporting System on or around January 1, 2022
- Implement AB 953, Racial and Identity Profiling Act, policy mandates by April 1, 2022
- Facilitate a Study Session with City Council related with recreation vehicle parking in our city
- Seek City Council guidance on the Bingo Ordinance in connection with state law
- Utilize grant funding to implement a pilot program for a community automated license plate reader camera program
- Seek out grant resources and specialty training opportunities to expand on the equipment resources available to responding personnel to critical incidents (e.g., less lethal launcher, red dot sights, etc.)
- Recommend adjustments to the City Code in connection with Senate Bill 946 Sidewalk Vendors Soliciting
- The coronavirus pandemic and corresponding budget deficit temporarily suspended the following Fiscal Year 2019/20 and 2020/21 objectives. As a result, these items have been extended into this budget cycle:
 - Implement policing model for the regulation of recreational cannabis
 - Select and train personnel, and implement the Department's Unmanned Aircraft System program, dependent on staffing levels



- Work with law enforcement partners to address local (e.g., abandoned vehicles, recreational vehicle (RV) parking, neighborhood parking) and regional issues (e.g. property crimes, homelessness, traffic, mental illness, street racing)
- Continue to address short and long-term staffing needs to match community expectations, service philosophy, crime trends, calls for service, population, density and demand for citizen-police engagement within the resources available
- Manage the new permitting process and enforcement guidelines associated with the Massage Ordinance adopted by Council in November 2018
- Finalize the transition of the City's Residential and Business Alarm Permit program management to a third-party vendor
- Host a community open house with tours, interactive displays and kid-friendly activities when it is safe to do so
- Complete the Lexipol Policy Manual transition

Budget Highlights

- This budget factors in the COVID-19 Phase 1 budget rebalancing actions approved by the City Council on March 9, 2021, including the following:
 - Froze 2.0 Police Sergeants, 6.0 Police Officers, 4.0 Community Service Officers, 2.0 Police Records Specialists, and 1.0 Office Specialist II
 - Reduction in as-needed staffing
 - Reduction in operating supplies and contractual services allocations
- The Proposed Budget includes the following Phase 2 budget reductions to help address the General Fund shortfall:
 - Elimination 1.0 Community Service Officer
 - Elimination 1.0 Jail Service Officer
 - Elimination 1.0 Public Safety Dispatcher



**The positions above represent all funded positions. This excludes the 6.0 Police Officer, 2.0 Police Sergeant, 4.0 Community Service Officer, 2.0 Police Records Specialist II, and 1.0 Office Specialist II positions that were frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402).*



Budget Summary

		FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Division / Program							
Administrative Services Division							
7742	Administration	5,453,103	5,482,452	4,769,578	(13.0%)	4,857,821	1.9%
7744	Professional Standard	1,546,750	1,778,426	2,290,698	28.8%	2,377,884	3.8%
7745	Department Support	1,508,444	1,483,001	2,432,638	64.0%	2,521,851	3.7%
7746	Community Services Police	3,890,236	4,334,046	3,938,352	(9.1%)	4,140,180	5.1%
7747	911 Dispatch/Communications	5,801,248	6,427,921	6,412,181	(0.2%)	6,676,792	4.1%
7752	Police Grants	561,015	0	0	0.0%	0	0.0%
Total Administrative Services Division		18,760,796	19,505,846	19,843,447	1.7%	20,574,528	3.7%
Communication Acquisitions Division							
7781	Communication Equipment Amortization	339,285	536,853	584,334	8.8%	606,984	3.9%
Total Communication Acquisitions Division		339,285	536,853	584,334	8.8%	606,984	3.9%
Field Operations Division							
7722	General Patrol	33,621,340	35,762,929	35,313,526	(1.3%)	37,197,155	5.3%
7723	Traffic	3,472,842	3,433,472	3,489,047	1.6%	3,654,777	4.8%
7724	Emergency Response / Temporary Holding Facility	1,769,931	1,757,195	1,695,465	(3.5%)	1,767,026	4.2%
7725	Reserves	29,909	0	0	0.0%	0	0.0%
Total Field Operations Division		38,894,022	40,953,596	40,498,038	(1.1%)	42,618,958	5.2%
Investigations Division							
7732	General Investigation	7,666,921	8,582,730	8,917,454	3.9%	9,358,632	4.9%
7733	Special Enforcement Team	1,617,989	1,753,730	1,868,933	6.6%	1,952,054	4.4%
7734	Records	4,276,621	4,558,313	4,515,018	(0.9%)	4,738,327	4.9%
Total Investigations Division		13,561,531	14,894,773	15,301,405	2.7%	16,049,013	4.9%
Special Operations Division							
7761	General	2,929,809	2,653,017	2,378,202	(10.4%)	2,445,004	2.8%
7764	Specialized Teams	72,876	32,028	29,133	(9.0%)	29,786	2.2%
7765	Reserves	301,386	325,812	119,912	(63.2%)	130,793	9.1%
Total Special Operations Division		3,304,071	3,010,857	2,527,247	(16.1%)	2,605,583	3.1%
Total by Division / Program		74,859,705	78,901,925	78,754,471	(0.2%)	82,455,066	4.70%



Budget Summary

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Fund						
General Fund	73,470,896	78,033,072	78,170,137	0.2%	81,848,082	4.7%
Communication Acquisitions Fund	339,285	536,853	584,334	8.8%	606,984	3.9%
Expendable Trust Fund	172,167	166,000	0	(100.0%)	0	0.0%
Other City Departments Operating Grant Trust Fund	217,442	0	0	0.0%	0	0.0%
Police Operating Grant Trust Fund	652,838	166,000	0	(100.0%)	0	0.0%
Public Donations Fund	7,077	0	0	0.0%	0	0.0%
Total by Fund	74,859,705	78,901,925	78,754,471	(0.2%)	82,455,066	4.7%

Dollars by Category						
Salary and Benefits						
Salary	38,262,848	37,532,246	37,128,873	(1.1%)	38,607,113	4.0%
As-Needed	967,086	688,434	502,530	(27.0%)	527,469	5.0%
Overtime	3,018,781	2,013,540	2,084,173	3.5%	2,157,276	3.5%
Retirement	16,184,223	18,945,848	20,663,086	9.1%	22,208,700	7.5%
Health Allocation	2,578,955	3,029,221	2,825,371	(6.7%)	2,937,598	4.0%
Medicare	626,070	600,666	593,770	(1.1%)	617,280	4.0%
Social Security	576,903	703,638	620,009	(11.9%)	639,476	3.1%
Other Benefits	1,665,681	2,834,485	2,678,910	(5.5%)	2,738,833	2.2%
Total Salary and Benefits	63,880,547	66,348,078	67,096,722	1.1%	70,433,745	5.0%

Non-Personnel						
Materials/Services/Supplies	2,760,004	3,415,499	3,198,827	(6.3%)	3,275,421	2.4%
Interfund Services	7,501,713	8,601,495	7,874,588	(8.5%)	8,138,916	3.4%
Capital Outlay	717,441	536,853	584,334	8.8%	606,984	3.9%
Total Non-Personnel	10,979,158	12,553,847	11,657,749	(7.1%)	12,021,321	3.1%

Total by Category	74,859,705	78,901,925	78,754,471	(0.2%)	82,455,066	4.7%



Position Summary

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed*	FY 2021/22 Change	FY 2022/23 Proposed*
Positions by Division / Program					
Administrative Services Division					
7742 Administration	9.00	9.00	7.00	(2.00)	7.00
7744 Professional Standard	2.00	2.00	5.00	3.00	5.00
7745 Department Support	3.00	3.00	5.00	2.00	5.00
7746 Community Services Police	13.00	13.00	11.00	(2.00)	11.00
7747 911 Dispatch/Communications	24.00	24.00	23.00	(1.00)	23.00
Total Administrative Services Division	51.00	51.00	51.00	0.00	51.00
Field Operations Division					
7722 General Patrol	108.50	108.50	96.50	(12.00)	96.50
7723 Traffic	13.50	13.50	9.50	(4.00)	9.50
7724 Emergency Response/Temporary Holding Facility	9.00	9.00	7.00	(2.00)	7.00
Total Field Operations Division	131.00	131.00	113.00	(18.00)	113.00
Investigations Division					
7732 General Investigation	21.00	21.00	24.00	3.00	24.00
7733 Special Enforcement Team	5.00	5.00	5.00	0.00	5.00
7734 Records	22.00	22.00	21.00	(1.00)	21.00
Total Investigations Division	48.00	48.00	50.00	2.00	50.00
Special Operations Division					
7761 General	9.00	9.00	7.00	(2.00)	7.00
Total Special Operations Division	9.00	9.00	7.00	(2.00)	7.00
Total by Division / Program	239.00	239.00	221.00	(18.00)	221.00

*The positions above represent all funded positions. This excludes the 6.0 Police Officer, 2.0 Police Sergeant, 4.0 Community Service Officer, 2.0 Police Records Specialist II, and 1.0 Office Specialist III positions that were frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402).



Position Summary

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed*	FY 2021/22 Change	FY 2022/23 Proposed*
Positions by Fund					
General Fund	239.00	239.00	221.00	(18.00)	221.00
Total by Fund	239.00	239.00	221.00	(18.00)	221.00

Position Classification					
Assistant Police Chief	1.00	1.00	2.00	1.00	2.00
Communications Operations Manager	1.00	1.00	1.00	0.00	1.00
Communications Technician I/II	1.00	1.00	1.00	0.00	1.00
Community Service Officer I/II	19.00	19.00	14.00	(5.00)	14.00
Crime Analyst	1.00	1.00	1.00	0.00	1.00
Forensic Coordinator	1.00	1.00	1.00	0.00	1.00
Jail Service Officer	6.00	6.00	5.00	(1.00)	5.00
Management Analyst	1.00	1.00	1.00	0.00	1.00
Office Specialist II	2.00	2.00	1.00	(1.00)	1.00
Office Specialist III	4.00	4.00	4.00	0.00	4.00
Office Specialist IV	1.00	1.00	1.00	0.00	1.00
Police Captain	4.00	4.00	3.00	(1.00)	3.00
Police Chief	1.00	1.00	1.00	0.00	1.00
Police Lieutenant	7.00	7.00	7.00	0.00	7.00
Police Officer	115.00	115.00	109.00	(6.00)	109.00
Police Records Manager	1.00	1.00	1.00	0.00	1.00
Police Records Specialist I/II	15.00	15.00	13.00	(2.00)	13.00
Police Records Supervisor	4.00	4.00	4.00	0.00	4.00
Police Sergeant	31.00	31.00	29.00	(2.00)	29.00
Police Training Coordinator	1.00	1.00	1.00	0.00	1.00
Public Safety Dispatcher I/II	17.00	17.00	16.00	(1.00)	16.00
Public Safety Dispatcher III	0.00	0.00	0.00	0.00	0.00
Senior Public Safety Dispatcher	5.00	5.00	5.00	0.00	5.00
Total Positions	239.00	239.00	221.00	(18.00)	221.00

**The positions above represent all funded positions. This excludes the 6.0 Police Officer, 2.0 Police Sergeant, 4.0 Community Service Officer, 2.0 Police Records Specialist II, and 1.0 Office Specialist III positions that were frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402).*



Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	239.00	78,901,925
FY 2021/22 Base Budget Adjustments		
Ongoing Cost Adjustments		
Salary and Benefits adjustments		4,747,997
Reclassification of 1.0 Police Captain to 1.0 Assistant Police Chief	0.00	0
COVID-19 Phase 1 Budget Rebalancing (Approved by City Council March 9, 2021):		
- Freeze of 6.0 Police Officers	(6.00)	(1,591,753)
- Freeze of 2.0 Police Sergeants	(2.00)	(600,914)
- Freeze of 4.0 Community Service Officers	(4.00)	(597,347)
- Freeze of 2.0 Police Records Specialist IIs	(2.00)	(280,736)
- Freeze of 1.0 Office Specialist II	(1.00)	(115,947)
- Reduction in materials, services, and supplies budget		(250,000)
- Reduction in the as-needed budget		(210,000)
Net decrease in various interfund services allocations		(726,907)
Reallocation of Ricoh usage costs to central allocation under the Information Technology Department		(10,311)
Reallocation of Tasman Garage Maintenance to central allocation under the Department of Public Works		(5,639)
Total FY 2021/22 Base Budget Adjustments	(15.00)	358,443
Total FY 2021/22 Base Budget	224.00	79,260,368
FY 2021/22 Service Level Changes		
Communications Center Staffing Reduction	(1.00)	(186,428)
Temporary Holding Facility Staffing Reduction	(1.00)	(159,983)
Records/Evidence Unit Staffing Reduction	(1.00)	(159,486)
Total Service Level Changes	(3.00)	(505,897)
Total FY 2021/22 Proposed Budget	221.00	78,754,471



Budget Reconciliation

	Positions	Expenditures (All Funds)
FY 2022/23 Base Budget Adjustments		
Ongoing Cost Adjustments		
Salary and benefits adjustments		3,238,981
Net increase in various interfund services allocations		264,328
Non-personnel adjustments		197,286
Total FY 2022/23 Base Budget Adjustments	0.00	3,700,595
Total FY 2022/23 Base Budget	221.00	82,455,066
Total FY 2022/23 Proposed Budget	221.00	82,455,066



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Communications Center Staffing Reduction	(1.00)	0	(186,428)	0	(190,489)
Program: 7747 – 911 Dispatch/Communications					

This proposal eliminates 1.0 Public Safety Dispatcher position that is anticipated to become vacant. The Communications Center is a 24/7, 365 day operation and is budgeted with 23.0 positions, including 5.0 Senior Public Safety Dispatchers, 1.0 Radio Technician, and 17.0 Public Safety Dispatchers. This reduction would bring the dispatcher staffing level from 17.0 to 16.0 positions. In order to meet federal and State funding guidelines of answers to calls within 10 seconds, the Department has had the Center staffed with four dispatchers at a time. This position has remained unassigned for two years.

Performance Impact

As the current staffing level has absorbed these duties, the Department does not expect a severe impact on the Communications Center.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Temporary Holding Facility Staffing Reduction	(1.00)	0	(159,983)	0	(164,731)
Program: 7724 – Emergency Response					

This proposal eliminates 1.0 vacant Jail Service Officer (JSO) position, bringing the team from 6.0 to 5.0 positions. The JSOs operate and manage the City's Temporary Holding Facilities (THFs). This position has been vacant since November 2019 and has not yet been filled as a result of the citywide hiring freeze. Fully staffed, the THF at the Police Building would operate every day from 6 AM to 7 PM. Under the current staffing level, the THF is closed from 8 PM to 7 AM Thursday through Saturday and every other Wednesday. During this closure period, all detainees must be taken directly to the County Jail. This closure period is subject to change, depending on shift changes the department undergoes twice per year.

Performance Impact

This proposal will impact the hours of operation of the THF.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Records/Evidence Staffing Reduction	(1.00)	0	(159,486)	0	(163,201)

Program: 7745 – Department Support

This proposal eliminates 1.0 vacant Community Service Officer (CSO) in the Records and Evidence Unit, bringing the CSO staffing in this unit from 2.0 positions to 1.0 position. This unit is responsible for the organization and handling of evidence, property release, pharmaceutical disposal program, and the safekeeping of items. The reduction of the CSO position will result in delays in the processing of evidence, potential for increased overtime, and a potential change in audit ranking when evaluated by a third-party consultant. These third-party audits are State mandated to ensure the integrity and accuracy of the handling and processing of evidence and property.

Performance Impact

The Police Department's records center is currently ranked top 1% in the State, but this ranking could be impacted with the reduction in the CSO position.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources



Performance and Workload Measures

Administrative Services Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Percent of emergency calls answered within five seconds		N/A	95%	90%	90%	90%	90%
Workload Measures							
Amount of grant funds managed		\$1.2 m	\$2.4 m	\$1.1 m	\$1.1 m	\$1.0 m	\$1.2 m
Number of volunteer hours (chaplain, explorer, community)		N/A	N/A	2,500	2,500	3,600	4,000
Percent of Officers per 1,000 residents (based on 127,134 population)		N/A	1.25%	1.25%	1.25%	1.12%	1.10%
Percent of civilian professionals allocated per 1,000 residents (based on 127,134 population)		N/A	0.62%	0.62%	0.62%	0.52%	0.51%
Number of pieces of property booked		6,704	6,409	7,200	7,200	6,114	5,819
Number of items destroyed annually		N/A	7,099	16,700	16,700	7,399	7,699
Residential and business alarm permit registration ¹		N/A	9,405	8,900	8,900	N/A	N/A
Business oversight permits managed (bingo, taxi, massage, food truck, pedicab, tow, private, patrol, adult bookstores, pawn shops, firearm dealers, solicitors)		N/A	196	109	109	187	187
Number of Community Response Team abatements		390	43	85	85	45	48
Number of Run/Hide/Defend training sessions		56	26	25	25	60	62
Number of D.A.R.E. graduations		35	13	35	35	0	30

¹The Department switched to a new alarm permit/registration vendor in January 2021. The previous vendor tracked a rolling number of individuals that signed up for alarms, while the new vendor will work on compliance efforts in addition to tracking renewals. Due to the different types of data collected between the two vendors, reasonable targets are not yet known.



Performance and Workload Measures

Administrative Services Division							
Workload Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Number of kids participating in PAL sports (e.g. soccer, flag football, softball, BMX, boxing, fishing, judo,		2,261	390	1,100	1,100	2,207	2,180
Total calls received in the City's Communications Operations Center		180,006	163,063	177,000	177,000	150,230	138,407
Number of Police Department policies reviewed as a result of the Task Force on Diversity, Equity and Inclusion input – <i>New for FY 2021/22</i>		N/A	N/A	N/A	N/A	TBD	TBD
Number of texts to 911 contacts		43	180	70	70	283	445
Field Operations Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Average response time for priority one calls for service (from dispatch to officer arrival)		4.16 min	2.3 min	2.5 min	2.5 min	2.6 min	2.6 min
Workload Measures							
Number of police calls for service		59,000	80,312	59,000	59,000	95,907	111,502
Number of officer self-initiated calls for service		25,000	12,199	25,000	12,199	22,227	23,338
Total number of arrests – juvenile		150	100	150	150	128	134
Total number of arrests – adult		3,400	3,724	3,400	3,400	3,657	3,590
Number of mental health contacts		700	412	700	700	436	457
Number of traffic citations		7,100	3,471	3,000	3,000	2,076	2,179
Number of parking citations		8,400	4,969	5,000	5,000	2,343	2,460
Number of mental health detentions – <i>New for FY 2021/22</i>		N/A	N/A	N/A	N/A	1,407	1,477
Number of crisis intervention cases – <i>New for FY 2021/22</i>		N/A	N/A	N/A	N/A	411	431



Performance and Workload Measures

Field Operations Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Number of abandoned vehicle cases		N/A	3,012	4,800	4,800	3,162	3,320
Number of abandoned vehicle tows		2,191	178	400	400	372	386
Number of traffic collisions		N/A	787	1,200	1,200	826	867
Investigations Division							
Workload Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Number of warrants received		N/A	872	2,600	2,600	915	960
Number of warrants cleared		N/A	1,333	2,200	2,200	1,339	1,345
Number of missing persons located (in house)		101	196	115	115	215	200
Number of stolen vehicle recoveries (local, plus for other agencies)		320	403	350	350	415	427
Total number of police reports		15,550	12,687	12,800	12,800	12,573	12,461
Number of citizen online police reports taken		4,997	3,674	3,700	3,700	3,648	3,622
Number of domestic violence cases – New for FY 2021/22		N/A	N/A	N/A	N/A	230	230
Number of identity theft cases – New for FY 2021/22		N/A	N/A	N/A	N/A	175	183



Performance and Workload Measures

Special Operations Division

Workload Measures

	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Number of stadium events with 20,000+ attendees		19	16	0	0	12	15
Number of operation plans developed city-wide (e.g. city-wide special events, dignitary visits, stockholder meetings, Levi's Stadium)		23	24	28	28	25	26

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Department of Public Works

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Department of Public Works Description

The Department of Public Works (DPW) constructs, maintains and improves various components of the City's infrastructure and provides quality, cost-effective, timely services to the residents and businesses of Santa Clara. DPW is responsible for a wide variety of programs throughout the City which include design, construction management, stormwater pollution prevention, inspection and maintenance of City streets, bridges, storm drain systems, traffic signal systems, building facilities, street trees, landscaping and the closed landfill. These responsibilities include the engineering aspects of the sanitary sewer system, which is maintained by the Water and Sewer Utilities Department. The Department oversees the coordination and management support for the Convention Center Maintenance District, which consists of Hyatt Regency, Techmart, and the City, and maintains the grounds of the Franklin Square complex under the Downtown Parking Maintenance District. DPW manages solid waste contracts which provide services such as garbage, yard waste, recycling, street sweeping, household hazardous waste and the annual Clean-Up Campaign. Another significant component of DPW includes overseeing the procurement and maintenance of the City's fleet of vehicles and equipment. The Fleet Management program manages the lifecycle, replacement, procurement, up fit and disposal of all vehicles and equipment within the City. This program also supports the City's diverse fleet operations, ensuring safe, cost-effective and sustainable maintenance, repair, fueling, replacement, and compliance of City-owned vehicles and equipment.

Divisions and Services

The Department focus areas include Engineering Services and Operation and Maintenance. Engineering is comprised of five divisions: Administration, Traffic, Design, Land and Property Development and Field Services. Operations and Maintenance is comprised of three divisions: Facility Services, Streets, and Fleet Management. The Streets Division is further subdivided to operate in the following areas: Administration, Traffic Maintenance, Street Maintenance (streets and storm drains), Environmental Programs, Solid Waste, Landscape and Code Enforcement. The Facility Services Division manages the Convention Center Maintenance, the Street Division manages the Downtown Parking Maintenance District and the Fleet Management Division manages the Vehicle Replacement and Fleet Operations Funds.

Engineering - Administration Division Mission	Provide administrative support services which meet the needs of the division, departments, and community.
Division Objectives	Manage and oversee all Department activities, represent the Department at the City Council meetings and represent the City at various agency meetings.
	Develop and manage an efficient, cost effective department operating budget and capital improvement program (CIP) budget.
	Provide management and assistance in the development and delivery of the City's CIP.



Engineering – Traffic Division Mission	Provide safe and efficient movement of pedestrian, bicycle, transit, and vehicular traffic.
Division Objectives	Enhance safety and mobility for pedestrians and bicyclists through implementation of new or improved facilities such as bike lanes, pedestrian beacons, and intersection improvements consistent with the City's Bicycle Plan and Pedestrian Master Plan.
	Enhance safety, increase operational efficiency, and reduce delays for all users of the City roadway system through implementation of improvements, innovative technologies and engineering designs.
	Maintain, operate, and upgrade traffic infrastructure 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.
	Review proposed private development projects for consistency with City transportation policies and the California Environmental Quality Act (CEQA).
Engineering – Design Division Mission	Provide high quality services to the community through efficient and effective delivery of capital improvement projects and management of the City's infrastructure.
	Manage infrastructure and the capital improvement project programming for pavement maintenance, storm drain facilities, and capacity improvements for the sanitary sewer system.
	Provide capital project administration and management services to other City departments (Fire, Library, Parks and Recreation, Police and Water and Sewer Utility).
	Coordinate with Federal Emergency Management Agency (FEMA) for Community Rating System (CRS) program to maintain City's Class 8 rating. This provides a reduction in flood insurance premiums for the property owners with flood insurance in the City of Santa Clara.
	Maintain engineering design standard documents and maintain infrastructure record information such as as-builts and base maps.
Engineering – Land and Property Development Division Mission	Assist customers and the community by providing effective and efficient services during project development and public improvement design phases.
	Facilitate the issuance of timely reviews and permits in compliance with land use and development standards.
	Provide developers and permittees with information related to fees, general engineering, City utilities, property lines and design standards.
Division Objectives	Develop new procedures to streamline processes and use new technology to facilitate current procedures.



Engineering – Field Services Division Mission	Serve clients and the community through effective and efficient construction management, construction inspection, materials testing, surveying, and administration services of public improvement projects.
Division Objectives	Provide effective construction management, construction inspection, materials testing, surveying, and administration services for capital improvement projects, such as pavement improvements, sanitary sewers, traffic signals, parks, and curb ramps. Deliver effective construction inspection, material testing, surveying and administration services for private developments that involve the City's infrastructure.
Facility Services Division Mission	Perform cost effective repair and maintenance procedures which will ensure that City-owned buildings remain safe, attractive and energy efficient. Provide a safe, clean and well-maintained public space in support of the Santa Clara Convention Center Maintenance District ensuring a safe environment while enhancing the property value.
Division Objectives	Maintain approximately 900,000 square feet of City-owned buildings in a safe, functional, and clean condition for all users. Oversee vendor contract to provide janitorial services to most City buildings. Provide oversight of the Convention Center Maintenance District for the upkeep of equipment, signs, landscaping, pavement, concrete curb, gutter and sidewalks, service roads, pedestrian bridges, including the garage at the Santa Clara Convention Center complex and the Tasman Parking Garage.
Streets Division Mission	Maintain streets, sidewalks, storm drain pipeline infrastructure, trees, and other landscape in the public right-of-way. Provide high quality maintenance on all landscaping, roadways, sidewalks, fountains, and exterior amenities with minimum impact to daily merchant operations. Implement reliable, cost-effective solid waste programs that maximize landfill diversion.
Division Objectives	Repair street potholes 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. Repair damaged City-owned parking lots and walkways. Provide regular street sweeping services. Implement solid waste collection and disposal diversion programs to achieve cost recovery and maintain compliance with regulations. Manage solid waste collection contractors to ensure a high level of customer service and that agreement provisions are being followed. Complete the annual Clean-Up Campaign swiftly and safely.



**Fleet Management
Division Mission**

Provide and maintain safe and reliable vehicles and equipment essential for the delivery of City services. Optimize fleet services through timely and cost-effective procurement, compliance, maintenance, fueling, and disposal services.

Implement the City's Green Fleet Policy.

Reduce the number of vehicles and equipment in the fleet by evaluating usage rates, removing under-utilized vehicles and unfunded retained assets.

Perform manufacturer's recommended preventative maintenance on fleet assets to increase reliability and reduce costs associated with repairs.

Division Objectives

Procure equipment and vehicles identified for replacement.

Collaborate with 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.

Significant Accomplishments

Administration:

- In response to COVID-19, coordinated Department Commodity Point of Distribution (CPOD) activation staffing:
 - o Staff served in lead roles for the youth meals program
 - o Staff participated in various CPOD activations and locations including the youth meals, senior meals, and food for families
- Established work plans in compliance with County COVID-19 guidelines to meet regulations and ensure safety of staff reporting for essential services.
- Completed the FY 2020/21 & FY 2021/22 Biennial Capital Improvement Program Budget.

Design:

- Completed design work for the following capital improvement program projects: Police Building Condition Assessment and Repairs - HVAC Chiller Unit replacement, Police Building Security Improvement - backflow preventer upgrade; Stationary Standby Generators - Emergency Generator Replacement Phase 1; Public Right-of-Way ADA Improvements - ADA Curb Ramps (FY 2018/19) ; Pruneridge-Lawrence Bicycle Lanes Improvements; Lick Mill-East River Parkway Crosswalk Improvements; Saratoga Avenue Bike Lane Improvements; Benton Street Bike Lane Improvements; Scott Boulevard (Garrett Drive - Central Expwy.) Traffic Sig Interconnect & Coordination; 2020 Pavement Preservation (OBAG); 2020 Annual Street Maintenance & Rehabilitation; 2021 Annual Street Maintenance & Rehabilitation; Laurelwood Pump Station Rehabilitation; Westside Retention Basin Pump Replacement Project; Sanitary Sewer System Condition Assessment Repairs Phase 1 & Phase 2; Agnew and Fuller Street Parks Rehabilitation Projects; Raymond G. Gamma Dog Park Improvements; and Homeridge Park Playground Rehabilitation
- Conducted Community Rating System (CRS) five-year verification by the Federal Emergency Management Agency (FEMA).
- Managed, maintained, and provided Sanitary Sewer Hydraulic Modeling support services for approximately 20 Land Development Projects.
- Implemented the following improvements to the Pavement Management Program: Introduced Pavement Moratorium, prepared five-year pavement program with list of streets, coordinated the five-year program with all utilities in the City and made the information available on City's website.
- FEMA's CRS program: Coordinated with relevant City departments during the annual recertification process and provided Elevation Certificate & Letter of Map Amendment (LOMA) assistance to permit center & planning staff on an ongoing/as needed basis.
- Effectively implemented and coordinated use of BidSync for Request for Proposals and Bids and online bid submittal.
- Provided core team support through active participation for the continued implementation of the City's new CIP Management Database, e-Builder.

Field Services:

- Completed coordination, inspection, and activation of flashing beacons for pedestrian crossings at Halford Avenue at Burnley Way and The Alameda between Mission and Bellomy Streets; and a High-Intensity Activated Crosswalk (HAWK) at Kiely Boulevard at Malabar Avenue.
- Completed construction of the following capital improvement projects: Street Corporation Yard Electric Gate, Sanitary Sewer System Condition Assessment Repairs Phases 1 and 2, Police Building Chiller Replacement, Bowers and Machado Parks Playground Rehabilitations, ADA Curb Ramps FY 2019-20, Agnew and Fuller Street Parks Rehabilitations, 2019 Pavement Rehabilitation, Westside Retention Basin Pump Replacement, Homeridge Park Playground Rehabilitation, 2020 Pavement Preservation, 2020 Annual Street Maintenance & Rehabilitation,



and Athletic Facilities - Reed Street and Grant Street Sports Park.

- Managed the construction inspection and coordination for the following public improvements: Fire Station 8 Renovation, Tasman Drive Slip Ramp, Calabazas Sanitary Sewer Upgrade, Stars & Stripes Drive Transit Center, and Stars & Stripes Drive Roadway Extension.
- Provided effective construction management, construction inspection, surveying, materials testing, and administration services for approximately 50 capital improvement projects and approximately 875 encroachment permits.

Land and Property Development:

- o Issued over 900 encroachment permits over the last two fiscal years. Major encroachment permits for some notable development projects include: 575 Benton Street (Prometheus Development); Calabazas Sanitary Sewer Improvement Project - Scott Boulevard to Kifer Road (Essex Development); 1433-1493 El Camino Real - Catalina II (SCS Development); 3305 Kifer Road (Toll Brothers – Lawrence Station Area Plan); 2969 Corvin Drive (Toll Brothers – Lawrence Station Area Plan); 2233 Calle Del Mundo (St Anton - Tasman East Specific Area Plan); 2780 El Camino Real – Advanced Utility (KB Homes - Moonlite Lanes Residential); 5155 Stars & Stripes Drive/Various (Related – Related Santa Clara); 737 Mathew Street (Data Center); and Santa Clara University Athletic Building
- Processed approximately 900 development site clearances for building permits and collected fees.
- Processed 15 subdivision maps and over 150 land title documents which includes processing, reviewing, approving, and recording the title documents.
- Continue to lead and support private development throughout the City including large developments such as Related Santa Clara, Tasman East, Patrick Henry Drive, Freedom Circle, Lawrence Station, etc.
- Transitioned to Bluebeam Revu software to assist in more electronic plan review for Encroachment Permits and collaboration across City divisions and departments.

Traffic:

- Completed coordination, construction inspection of bicycle lane improvements on Agnew Road (San Tomas Aquino Creek Trail to Lafayette Street), Benton Street (Monroe Street to El Camino Real), Homestead Road (Scott Boulevard to University Avenue), Monroe Street (Civic Center Drive to Lewis Street), and Saratoga Avenue (San Tomas Expressway to Los Padres Blvd).
- Completed the following traffic Capital improvement projects: Mission College Boulevard Bike Lanes, Lafayette Street Signal Timing, Bowers Avenue Signal Timing, Bicycle Plan Update, and Pedestrian Master Plan.
- Obtained \$2.1 million of regional grant funding for Lafayette Class IV Bikeway (Measure B), El Camino Real and Stevens Creek Blvd Signal Synchronization (PASS), and Basset/Lafayette Bikeway (TDA Article 3) projects and Benton Street Bike Lanes.
- Received, investigated, and responded to 673 traffic requests from the public during FY 2019/20
- Completed a Multimodal Improvement Plan Funding Agreement for the Related Santa Clara project.
- Supported traffic operations for 16 events at Levi's Stadium in FY 2019/20.

Facility Services:

- Facilitated significant development projects that included extensive COVID-19 cleaning and installation of approximately 65 sneeze guard stations.
- Oversaw all maintenance and operations including minor repairs for the Convention Center Maintenance District.
- Replaced HVAC filters regularly to minimize impacts of COVID-19.
- Upgraded all water fixtures at the City Hall complex and the Corporation Yard to touchless fixtures.
- Updated janitorial cleaning procedures to meet COVID-19 guidelines and foster a safe working environment.



- Worked with Santa Clara County on a Historical Grant for the Harris Lass property improvements.
- Remodeled and updated Finance Department's drive-through window to be used for contactless payment option.

Streets:

- Maintained Tree City USA certification for the 34th consecutive year.
- Inspected and repaired approximately 4,700 potholes city-wide.
- Inspected and performed pavement maintenance on segments of the San Tomas Aquino Creek Trail covering approximately four miles.
- Awarded a grant from Environmental Protection Agency (EPA) to install green stormwater infrastructure improvements at the Bowers Park parking lot.
- Awarded mini grants from Valley Water to install pet waste stations along the San Tomas Aquino Creek trail, expand the Adopt-a-Spot program, and install green stormwater infrastructure at the Street Corporation Yard.
- Maintained 574 catch basin inlet full trash capture devices to achieve 85% trash load reduction.
- Completed a solid waste rate study that equitably calculated each rate based on the cost of service.
- Completed the 2020 Cleanup Campaign on time incorporating modifications as a result of COVID-19.
- Provided all solid waste cart and bin customers with mixed waste processing services to capture organics through new collection and processing agreements in compliance with Senate Bill 1383 requirements.
- Completed audits of non-exclusive franchise hauler quarterly franchise fee payments and compliance with mandatory commercial recycling and organics recycling requirements.

Fleet Operations:

- Converted fleet to renewable diesel increasing the City's "green" fleet from 10% to 36% of assets.
- Obtained "Blue Seal of Excellence" recognition from National Institute of Automotive Service Excellence.
- Maintained 764 fleet assets.
- Purchased 74 new fleet assets in FY 2019/20.
- Completed preventative maintenance service on all vehicles and equipment within two weeks of the due date 94% of the time.

Significant Objectives

Design:

- Provide Infrastructure Management Services for the storm drain system and pavement maintenance program, and engineering planning for the sanitary sewer system.
- Provide effective capital improvement project management for a wide variety of projects city-wide including: Stationary Standby Generators; Electric Yard Buildings and Grounds; Mission Library Gazebo; Northside Branch Library Photovoltaic System; Annual Curb Ramp Installation (2021); Santa Clara School Access Improvements; HAWK Beacon on Scott and Harrison; Lafayette Bassett Bike Lane; Agnew Road At-Grade Crossing; MCB/GAP Intersection Improvement Project; Public Right-of-Way ADA Improvements (Settlement Agreement); Annual Street Maintenance and Rehabilitation Program; Storm Drain Pump Station Outfall Reconstruction; Storm Drain Slide Gate Rehabilitation; Lafayette St. Underpass at Subway Pump Station; Bowers Roof Replacement Project; Sarah E. Fox Memorial Mausoleum Repairs; Central Park Master Plan - New Entrance, Access and Parking Improvements; Central Park Magical Bridge Playground; Fairway Glen Park Restroom; Montague Park Enhancement; and Westwood Oaks Park Playground Rehabilitation.



- Provide Sanitary Sewer Hydraulic Modeling Support for Land Development Projects.

Field Services:

- 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, such as: 575 Benton Street Mixed Use; 1890 El Camino Real Residential; 2780 El Camino Real Residential (Moonlite Lanes); 3200 Scott Boulevard Office; 3607 Kifer Road Office; Catalina II Residential (El Camino Real); Related Santa Clara; Gateway Crossing (Coleman); Gateway Village (3700 El Camino Real); Lawrence Station - Kifer Road Multi-Family (Toll Brothers); Lawson Lane Office; Mission Park – Market Place; Santa Clara Square Residential; Summerhill Lawrence Station (3505 Kifer Road); Tasman East – 2200 Calle De Luna Residential; Tasman East – 2300 Calle De Luna Mixed Use; 2302 Calle Del Mundo Mixed Use; 2343 Calle Del Mundo Residential; 5123 Calle Del Sol Mixed Use Vantage Data Center II.

Land and Property Development:

- Facilitate significant private development projects by providing effective and efficient processing of site clearances, subdivision maps, land title documents, public improvement plan checks, and development fee collection. Some significant projects include: Lawrence Station Area Plan at Kifer Road; Lawrence Expressway and Central Expressway; Tasman East Specific Area Plan at Lafayette Street; Calle del Mundo; Calle de Luna, and Calle del Sol; Related Santa Clara (formerly City Place) at Tasman Drive; Lafayette Street and Great America Parkway (on City's closed golf course); Patrick Henry Specific Plan at Patrick Henry Drive; and Great America Parkway and Mission College Boulevard
- Upcoming or in process notable development projects include: 2323/2343 Calle Del Mundo (SummerHill Apartment - Tasman East Specific Area Plan); 2300 Calle Del Luna (Related - Tasman East Specific Area Plan); 3312 Kifer/2904 Corvin (Allied Housing - Lawrence Station Area Plan); 1205 Coleman Avenue (Hunter Storm – Gateway Crossings); 2230 Calle De Luna (Holland - Tasman East Specific Area Plan); 2200 Calle Del Luna (Holland - Tasman East Specific Area Plan); 2240 Calle de Luna (5123 Calle Del Sol.) (Ensemble - Tasman East Specific Area Plan); 2780 El Camino Real – complete package (KB Homes - Moonlite Lanes Residential); 2055 Lafayette Street (Data Center); 2600 De La Cruz Blvd (Data Center); 651 Walsh Avenue (Data Center); 737 Mathew (Data Center, ongoing); 2305 Mission College Blvd (Data Center); 2805 Mission College Blvd (Data Center); 1200 Memorex (Data Center); 2905 Stender Way (Data Center); California High Speed Rail (SF-SJ) Environmental Impact Report/Environmental Impact Statement; VTA – BART Phase II; Developments within the Lawrence Station Area Plan; Developments within the Tasman East Specific Area Plan; and Related Santa Clara (City Place – Related Project).

Traffic:

- Complete the following Traffic Engineering Projects: Creek Trail Expansion Master Plan; Traffic Signal Management Software Upgrade/Replacement; Traffic Pre-emptors; Changeable Message Signs; Travel Demand Model Update; Adaptive Signal System; Pruneridge Complete Streets Plan.
- Scott-Benton Traffic Signal Timing; Lick Mill Blvd Pedestrian Beacons Upgrade (Santana West Settlement); Santa Clara Citywide ITS Project 1; Santa Clara Citywide ITS Project 2.
- Update parameters for a Bicycle and Scooter Share Program.
- Implement recommendations in the approved Bicycle Plan Update and Pedestrian Master Plan.

Facility Services:

- Provide outstanding service to customers, which includes all types of requests such as janitorial repair needs and new infrastructure requirements with the objective to respond to every customer in a timely manner on projects



and repairs.

- Provide upkeep and repairs to the Tasman Parking Garage and the Convention Center Maintenance District.
- Provide building and mechanical maintenance services for all City buildings, including any compliance with COVID-19 guidelines.
- Continue improvements to the grounds, surfaces, and garage structure and begin planning and designing for parking lot repairs and maintenance.
- Landscape enhancements around Techmart and Convention Center that include repairing fountains.
- Seal and repair rust damage at rail footings on garage third floor and bridge to the Convention Center.
- Clean grease and oil from garage parking spaces.

Streets:

- Update the Santa Clara City Code chapters pertaining to Trees and Shrubs and Storm Drains.
- Implement asset management systems for traffic signs and storm drain infrastructure.
- Develop and implement a grid system to schedule City trees for preventative maintenance pruning.
- Inventory Landscape Maintenance Division assets to facilitate the future implementation of asset management system use to more effectively schedule and track maintenance activities.
- Ensure reliable garbage, yard trimmings, and residential recycling services.
- Develop a compost give-away program for residents and businesses.
- Expand bulky item disposal opportunities for residential customers.
- Provide reliable and effective street sweeping and grounds maintenance service at the Franklin Square.

Fleet Operations:

- Maintain preventative maintenance (PM) compliance with manufacturers recommended intervals.
- Analyze the Division's organizational structure and potential for outsourcing the parts operation.
- Continue work with City departments engaged in fleet electrification activity by supporting electric vehicle (EV) acquisitions, expanding EV charging infrastructure, and seeking related funding opportunities.
- Continue to monitor and report evolving regulatory requirements for medium and heavy-duty fleets required by California Air Resources Board that impacts City compliance, services, and budgets.

Budget Highlights

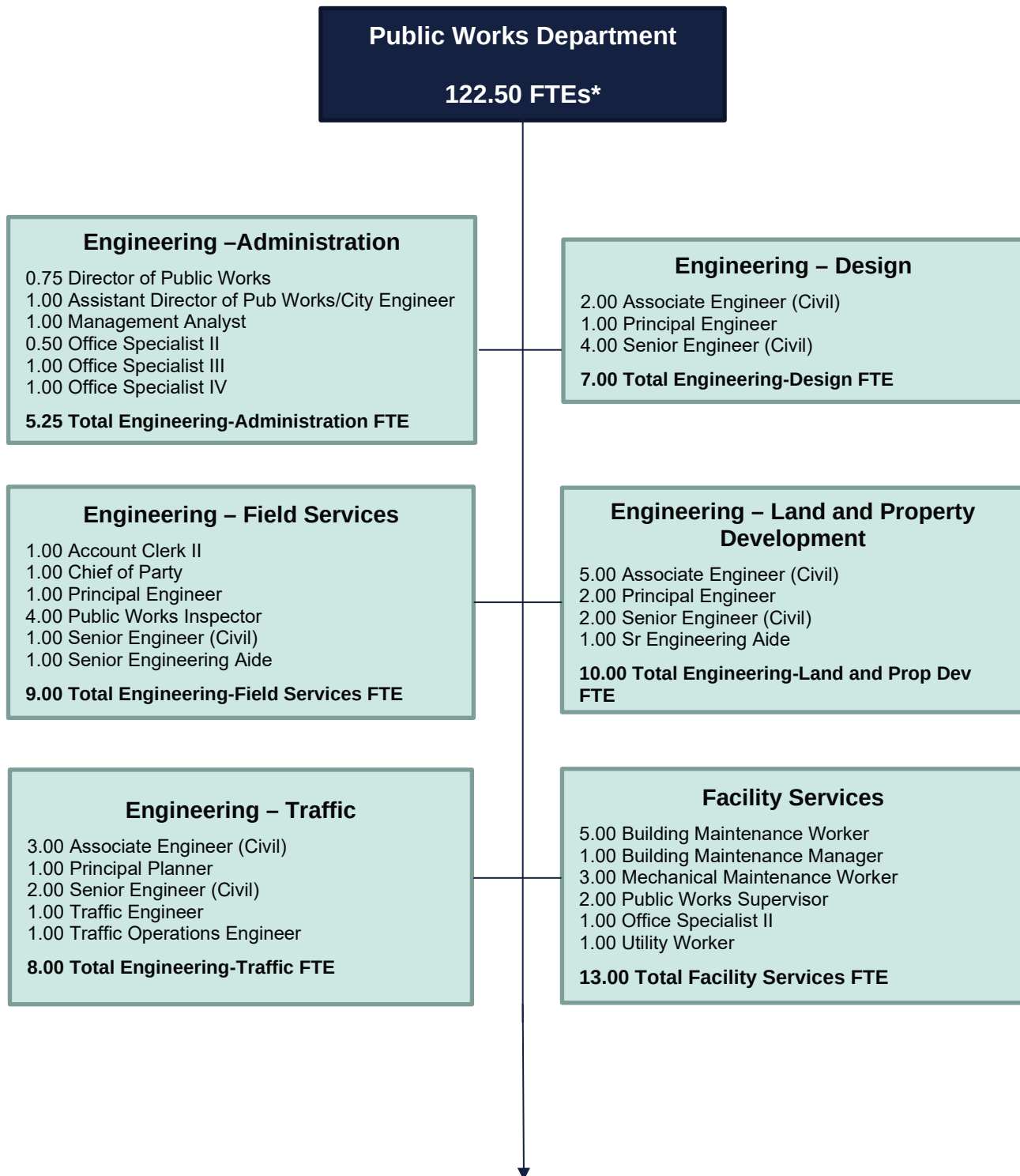
The Public Works budget factors in the COVID-19 Phase 1 budget rebalancing actions approved by the City council on March 9, 2021, including the following:

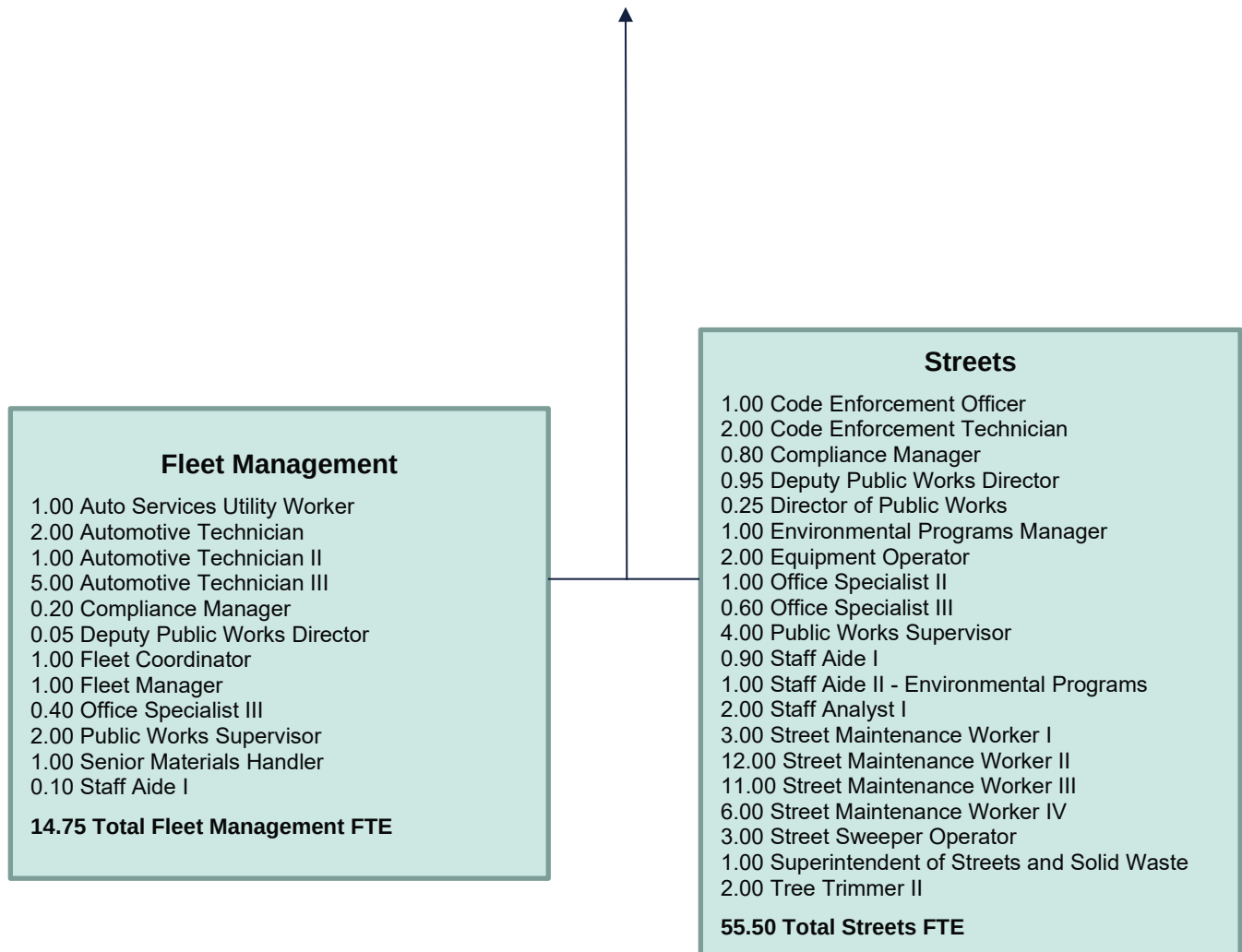
- Froze 1.0 Associate Engineer, 1.0 Assistant Engineer (Civil), and 1.0 Automotive Technician positions,
- Reduced As-Needed staffing
- Reduced non-personnel (conferences, training, and travel; facilities maintenance; consultant services; supplies and materials; City Hall and Franklin Square fountain shut-off and reduced Franklin Square sweeping; and uniform services).

The Proposed Budget includes the following Phase 2 budget reductions and proposals to help address the General Fund shortfall:



- The Department of Public Works budget includes the elimination of 5.0 vacant FTE positions within the Streets Division. The positions impacted are as follows: 1.0 Street Maintenance Worker IV, 3.0 Street Maintenance Worker III, and 1.0 Street Maintenance Worker I/II.
- The remaining as-needed budget from the budget savings reduction has been further reduced as a one-time reduction for FY 2021/22. Phase 1 reduced the as-needed budget as an ongoing reduction. This reduction will impact operations in the following divisions: Facilities Services Division, Field Services Division, Land and Property Development Division (LPD), and the Traffic Division.
- The Department of Public Works budget also reduces funding for as-needed repairs and maintenance as an ongoing reduction. This will reduce the money available for basic, as-needed repairs and maintenance at the City Hall complex.
- The transfer to from the General Fund to the Downtown Parking Maintenance District Fund budget is reduced for the full year implementation of reduced street sweeping frequency and deactivation of the fountains. Public Works will use existing fund balance for maintenance and operations costs in FY 2021/22.
- A Transfer from the Vehicle Replacement Fund to the General Fund is budgeted for FY 2021/22 and FY 2022/23 to account for General Fund savings for vehicles eligible for replacement with funding from Greenhouse Gas Program in the Electric Operating Grant Trust Fund.





**The positions above represent all funded positions. This excludes the 1.0 Associate Engineer, 1.0 Assistant Engineer (Civil), and 1.0 Automotive Technician positions that were frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402). This also excludes 1.0 Public Works Inspector position added in November 2019 to support the Related project that is currently frozen based on the anticipated project schedule.*



Budget Summary

		FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Division / Program							
Facility Services Division							
2222	Maintenance Repair	2,722,994	2,551,432	2,387,358	(6.4%)	2,518,095	5.5%
2223	Janitorial	1,127,046	1,179,647	1,315,607	11.5%	1,477,254	12.3%
2961	Convention Center Maintenance District ¹	2,497,478	2,696,738	2,479,539	(8.1%)	2,730,881	10.1%
Total Facility Services Division		6,347,518	6,427,817	6,182,504	(3.8%)	6,726,230	8.8%
Engineering-Administration Division							
4411	General Services	696,708	582,239	412,354	(29.2%)	437,017	6.0%
4412	Developer Projects	297,430	344,556	402,934	16.9%	421,179	4.5%
4413	Capital Improvement Projects	364,422	432,081	539,200	24.8%	560,379	3.9%
Total Engineering-Administration Division		1,358,560	1,358,876	1,354,488	(0.3%)	1,418,575	4.7%
Engineering-Design Division							
4441	General Services	512,654	491,249	52,760	(89.3%)	56,626	7.3%
4442	Developer Projects	158,767	210,942	220,532	4.5%	228,801	3.7%
4443	Capital Improvement Projects ¹	8,229,012	6,135,108	6,424,267	4.7%	7,516,872	17.0%
Total Engineering-Design Division		8,900,433	6,837,299	6,697,559	(2.0%)	7,802,299	16.5%
Engineering-Field Services Division							
4461	General Services	376,966	531,730	301,539	(43.3%)	329,274	9.2%
4462	Developer Projects	629,222	569,579	641,470	12.6%	669,974	4.4%
4463	Capital Improvement Projects	1,108,109	1,383,759	1,295,265	(6.4%)	1,346,797	4.0%
Total Engineering-Field Services Division		2,114,297	2,485,068	2,238,274	(9.9%)	2,346,045	4.8%
Engineering-Land and Property Development Division							
4451	General Services	367,566	284,833	232,529	(18.4%)	278,119	19.6%
4452	Development Support	1,665,928	1,496,265	2,128,091	42.2%	2,408,727	13.2%
Total Engineering-Land and Property Development Division		2,033,494	1,781,098	2,360,620	32.5%	2,686,846	13.8%

¹Starting in the FY 2019/20 Adopted Budget, transfers to other funds are included in departmental costs and reflected in the Dollars by Category section.



Budget Summary

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Division / Program						
Engineering-Traffic Division						
4431 General Services	755,409	621,208	315,974	(49.1%)	355,038	12.4%
4432 Developer Projects	561,573	705,954	670,436	(5.0%)	696,540	3.9%
4433 Capital Improvement Projects ¹	2,133,432	2,555,884	2,840,545	11.1%	2,497,414	(12.1%)
4434 Traffic Signal Management	1,022,656	1,145,014	1,174,746	2.6%	1,204,223	2.5%
4435 Traffic Striping and Signing	74,961	114,289	171,242	49.8%	179,592	4.9%
Total Engineering-Traffic Division	4,548,031	5,142,349	5,172,943	0.6%	4,932,807	(4.6%)
Streets Division						
2911 Street Maintenance	3,577,984	3,703,719	3,609,472	(2.5%)	3,743,475	3.7%
2921 Storm System Maintenance	1,583,735	1,741,049	1,520,014	(12.7%)	1,579,134	3.9%
2924 Non-Point Source	1,300,104	1,545,036	1,548,197	0.2%	1,623,059	4.8%
2931 Garbage Collection ¹	18,397,392	22,377,110	23,595,994	5.4%	24,228,247	2.7%
2932 Clean Green Collection	2,567,153	2,691,727	2,927,111	8.7%	3,162,143	8.0%
2933 Clean-Up Campaign	399,234	4,171,644	2,427,618	(41.8%)	2,526,596	4.1%
2934 Residential Recycling	2,741,591	3,120,707	3,562,902	14.2%	4,131,843	16.0%
2935 Street Sweeping	890,151	923,358	968,325	4.9%	998,604	3.1%
2936 Household Hazardous Waste	41,122	46,904	44,548	(5.0%)	46,448	4.3%
2941 Parking District Maintenance ¹	364,024	303,825	140,673	(53.7%)	144,815	2.9%
2951 Landscape Maintenance	3,821,564	4,074,570	3,880,523	(4.8%)	4,046,884	4.3%
2952 Street Tree Program	1,244,063	1,218,366	1,274,807	4.6%	1,318,444	3.4%
2971 Traffic Maintenance	1,146,890	1,192,354	1,042,828	(12.5%)	1,078,721	3.4%
Total Streets Division	38,075,007	47,110,369	46,543,012	(1.2%)	48,628,413	4.5%
Fleet Management Division						
2111 Fleet Acquisitions ¹	1,986,867	2,995,500	4,060,649	35.6%	3,214,961	(20.8%)
2123 Fleet Operations	4,852,153	5,271,715	5,161,720	(2.1%)	5,330,229	3.3%
Total Fleet Management Division	6,839,020	8,267,215	9,222,369	11.6%	8,545,190	(7.3%)
Total by Division / Program	70,216,360	79,410,091	79,771,769	0.5%	83,086,405	4.2%

¹Starting in the FY 2019/20 Adopted Budget, transfers to other funds are included in departmental costs and reflected in the Dollars by Category section.



Budget Summary

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Fund						
General Fund ¹	24,565,944	25,273,988	23,972,705	(5.1%)	25,203,805	5.1%
Downtown Parking Maintenance District Fund	218,041	152,762	138,163	(9.6%)	142,308	3.0%
Convention Center Maintenance District Fund	1,726,130	1,861,380	1,698,119	(8.8%)	1,878,119	10.6%
Public Works Capital Projects Management Fund	3,394,835	3,835,476	3,962,713	3.3%	4,114,234	3.8%
Vehicle Replacement Fund	1,561,867	2,995,500	4,060,649	35.6%	3,214,961	(20.8%)
Fleet Operations Fund	4,850,123	5,271,715	5,161,720	(2.1%)	5,330,229	3.3%
Expendable Trust Fund	17,146	0	0	0.0%	0	0.0%
Solid Waste Fund ¹	25,029,639	33,331,450	33,525,296	0.6%	35,092,680	4.7%
Other City Departments Operating Grant Fund	182,136	0	0	0.0%	0	0.0%
Engineering Operating Grant Trust Fund	0	16,464	0	(100.0%)	0	0.0%
Gas Tax Fund ¹	4,254,548	2,567,856	2,482,144	(3.3%)	3,509,479	41.4%
Road Repair and Accountability Act of 2017 SB1 Fund ¹	2,403,979	2,100,000	2,100,000	0.0%	2,100,000	0.0%
Traffic Mitigation Fund ¹	1,681,780	2,003,500	2,184,927	9.1%	1,815,000	(16.9%)
Bridge District #2 Fund	65,000	0	80,000	0.0%	80,000	0.0%
Related Santa Clara Developer Fund	265,192	0	405,333	0.0%	605,590	49.4%
Total by Fund	70,216,360	79,410,091	79,771,769	0.5%	83,086,405	4.2%

¹Starting in the FY 2019/20 Adopted Budget, transfers to other funds are included in departmental costs and reflected in the Dollars by Category section.



Budget Summary

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Category						
Salary and Benefits						
Salary	14,329,547	14,817,323	14,016,760	(5.4%)	14,687,080	4.8%
As-Needed	328,429	225,000	36,225	(83.9%)	141,025	289.3%
Overtime	174,649	226,848	234,766	3.5%	242,984	3.5%
Retirement	4,531,665	4,763,874	5,280,763	10.9%	5,651,423	7.0%
Health Allocation	1,535,150	1,618,798	1,751,980	8.2%	1,836,068	4.8%
Medicare	221,116	234,931	225,034	(4.2%)	235,052	4.5%
Social Security	849,981	967,210	928,949	(4.0%)	957,155	3.0%
Other Benefits	645,842	615,109	632,576	2.8%	649,157	2.6%
Total Salary and Benefits	22,616,379	23,469,093	23,107,053	(1.5%)	24,399,944	5.6%
Non-Personnel						
Materials/Services/Supplies	9,296,930	12,905,839	11,377,192	(11.8%)	11,928,393	4.8%
Resource/Production	19,729,975	24,983,380	27,130,516	8.6%	28,350,571	4.5%
Interfund Services	5,758,157	5,936,873	5,493,846	(7.5%)	5,647,115	2.8%
Franchise Tax	754,590	693,600	707,472	2.0%	721,621	2.0%
Capital Outlay	1,664,532	2,995,500	3,100,649	3.5%	2,254,961	(27.3%)
Transfer to Other Funds	10,395,797	8,425,806	8,855,041	5.1%	9,783,800	10.5%
Total Non-Personnel	47,599,981	55,940,998	56,664,716	1.3%	58,686,461	3.6%
Total by Category	70,216,360	79,410,091	79,771,769	0.5%	83,086,405	4.2%



Position Summary

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change	FY 2022/23 Proposed
Positions by Division / Program					
Facility Services Division					
2222 Maintenance Repair	11.62	11.62	11.62	0.00	11.62
2223 Janitorial	1.28	1.28	1.28	0.00	1.28
2961 Convention Center Maintenance District	0.10	0.10	0.10	0.00	0.10
Total Facility Services Division	13.00	13.00	13.00	0.00	13.00
Engineering-Administration Division					
4411 General Services	2.40	2.40	1.74	(0.67)	1.74
4412 Developer Projects	1.41	1.41	1.74	0.33	1.74
4413 Capital Improvement Projects	1.44	1.44	1.78	0.34	1.78
Total Engineering-Administration Division	5.25	5.25	5.25	0.00	5.25
Engineering-Design Division					
4441 General Services	1.70	1.70	(0.10)	(1.80)	(0.10)
4442 Developer Projects	0.80	0.80	0.80	0.00	0.80
4443 Capital Improvement Projects	5.50	5.50	6.30	0.80	6.30
Total Engineering-Design Division	8.00	8.00	7.00	(1.00)	7.00
Engineering-Field Services Division					
4461 General Services	0.90	0.90	0.90	0.00	0.90
4462 Developer Projects	2.70	2.70	3.05	0.35	3.05
4463 Capital Improvement Projects	5.40	5.40	5.05	(0.35)	5.05
Total Engineering-Field Services Division	9.00	9.00	9.00	(0.00)	9.00
Engineering-Land and Property Development Division					
4451 General Services	0.99	0.99	0.87	(0.12)	0.87
4452 Development Support	7.01	10.01	9.13	(0.88)	9.13
Total Engineering-Land and Property Development Division	8.00	11.00	10.00	(1.00)	10.00
Engineering-Traffic Division					
4431 General Services	2.05	2.05	1.00	(1.05)	1.00
4432 Developer Projects	2.80	2.80	2.45	(0.35)	2.45
4433 Capital Improvement Projects	2.35	2.35	2.55	0.20	2.55
4434 Traffic Signal Management	1.30	1.30	1.30	0.00	1.30
4435 Traffic Striping and Signing	0.50	0.50	0.70	0.20	0.70
Total Engineering-Traffic Division	9.00	9.00	8.00	(1.00)	8.00



Position Summary

		FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change	FY 2022/23 Proposed
Positions by Division / Program						
Streets Division						
2911	Street Maintenance	16.55	16.55	13.80	(2.75)	13.80
2921	Storm System Maintenance	6.35	6.35	6.45	0.10	6.45
2924	Non-Point Source	5.70	5.70	5.70	0.00	5.70
2931	Garbage Collection	1.95	1.95	2.15	0.20	2.15
2933	Clean-Up Campaign	0.40	0.40	0.45	0.05	0.45
2934	Residential Recycling	1.20	1.20	1.20	0.00	1.20
2935	Street Sweeping	2.70	2.70	2.70	0.00	2.70
2936	Household Hazardous Waste	0.15	0.15	0.15	0.00	0.15
2941	Parking District Maintenance	0.50	0.50	0.50	0.00	0.50
2951	Landscape Maintenance	17.35	17.35	15.55	(1.80)	15.55
2952	Street Tree Program	3.55	3.55	3.65	0.10	3.65
2971	Traffic Maintenance	4.20	4.20	3.20	(1.00)	3.20
Total Streets Division		60.60	60.60	55.50	(5.10)	55.50
Fleet Management Division						
2123	Fleet Operations	15.65	15.65	14.75	(0.90)	14.75
Total Fleet Management Division		15.65	15.65	14.75	(0.90)	14.75
Total by Division / Program		128.50	131.50	122.50	(9.00)	122.50
Positions by Fund						
General Fund		90.81	90.81	83.16	(7.65)	83.16
Downtown Parking Maintenance District Fund		0.50	0.50	0.50	0.00	0.50
Convention Center Maintenance District Fund		0.10	0.10	0.10	0.00	0.10
Public Works Capital Projects Management Fund		14.69	14.69	14.34	(0.35)	14.34
Fleet Operations Fund		15.75	15.75	14.75	(1.00)	14.75
Solid Waste Fund		6.65	6.65	6.65	0.00	6.65
Electric Utility Fund		0.00	0.00	0.50	0.50	0.50
Related Santa Clara Developer Fund		0.00	3.00	2.50	(0.50)	2.50
Total by Fund		128.50	131.50	122.50	(9.00)	122.50



Position Summary

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed*	FY 2021/22 Change	FY 2022/23 Proposed*
Position Classification					
Account Clerk	1.00	1.00	1.00	0.00	1.00
Assistant Engineer (Civil)	1.00	1.00	0.00	(1.00)	0.00
Associate Engineer (Civil)	10.00	11.00	10.00	(1.00)	10.00
Assistant Director Of Public Works/City Engineer	1.00	1.00	1.00	0.00	1.00
Auto Services Utility Worker	1.00	1.00	1.00	0.00	1.00
Automotive Technician I	2.00	2.00	2.00	0.00	2.00
Automotive Technician II	1.00	1.00	1.00	0.00	1.00
Automotive Technician III	6.00	6.00	5.00	(1.00)	5.00
Building Maintenance Foreperson	1.00	1.00	0.00	(1.00)	0.00
Building Maintenance Worker	5.00	5.00	5.00	0.00	5.00
Building Maintenance Manager	1.00	1.00	1.00	0.00	1.00
Chief Of Party	1.00	1.00	1.00	0.00	1.00
Code Enforcement Officer	1.00	1.00	1.00	0.00	1.00
Code Enforcement Technician	2.00	2.00	2.00	0.00	2.00
Compliance Manager	1.00	1.00	1.00	0.00	1.00
Deputy Public Works Director	1.00	1.00	1.00	0.00	1.00
Director Of Public Works	1.00	1.00	1.00	0.00	1.00
Environmental Programs Manager	1.00	1.00	1.00	0.00	1.00
Equipment Operator	2.00	2.00	2.00	0.00	2.00
Fleet Coordinator	1.00	1.00	1.00	0.00	1.00
Fleet Manager	1.00	1.00	1.00	0.00	1.00
Management Analyst	1.00	1.00	1.00	0.00	1.00
Mechanical Maintenance Foreperson	1.00	1.00	0.00	(1.00)	0.00
Mechanical Maintenance Worker	3.00	3.00	3.00	0.00	3.00
Office Specialist II	2.50	2.50	2.50	0.00	2.50
Office Specialist III	2.00	2.00	2.00	0.00	2.00
Office Specialist IV	1.00	1.00	1.00	0.00	1.00
Principal Engineer	4.00	4.00	4.00	0.00	4.00
Principal Planner	1.00	1.00	1.00	0.00	1.00
Public Works Inspector	4.00	5.00	4.00	(1.00)	4.00
Public Works Supervisor	6.00	6.00	8.00	2.00	8.00
Senior Engineer (Civil)	8.00	9.00	9.00	0.00	9.00
Senior Engineering Aide	2.00	2.00	2.00	0.00	2.00
Senior Materials Handler	1.00	1.00	1.00	0.00	1.00
Staff Aide I	1.00	1.00	1.00	0.00	1.00
Staff Aide II - Environmental Programs	1.00	1.00	1.00	0.00	1.00
Staff Analyst I	2.00	2.00	2.00	0.00	2.00



Position Summary

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed*	FY 2021/22 Change	FY 2022/23 Proposed*
Position Classification					
Street Maintenance Worker I	5.00	5.00	3.00	(2.00)	3.00
Street Maintenance Worker II	11.00	11.00	12.00	1.00	12.00
Street Maintenance Worker III	14.00	14.00	11.00	(3.00)	11.00
Street Maintenance Worker IV	7.00	7.00	6.00	(1.00)	6.00
Street Sweeper Operator	3.00	3.00	3.00	0.00	3.00
Superintendent of Streets and Solid Waste	1.00	1.00	1.00	0.00	1.00
Traffic Engineer	1.00	1.00	1.00	0.00	1.00
Traffic Operations Engineer	1.00	1.00	1.00	0.00	1.00
Tree Trimmer II	2.00	2.00	2.00	0.00	2.00
Utility Worker	1.00	1.00	1.00	0.00	1.00
Total Positions	128.50	131.50	122.50	(9.00)	122.50

**The positions above represent all funded positions. This excludes the 1.0 Associate Engineer, 1.0 Assistant Engineer (Civil), and 1.0 Automotive Technician positions that were frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402). This also excludes 1.0 Public Works Inspector position added in November 2019 to support the Related project that is currently frozen based on the anticipated project schedule.*



Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	131.50	79,410,091
FY 2021/22 Base Budget Adjustments		
One Time Cost Base Adjustments		
Surveying Services Consultant		(197,000)
Level of Service (LOS)-Vehicle Miles Traveled (VMT) Transition Traffic Consultant		(65,000)
Rebudget: Solid Waste - Materials/Services/Supplies		(1,173,128)
Rebudget: Solid Waste - Resource/Production		(703,000)
Ongoing Cost Adjustments		
Salary and benefits adjustments and position reallocations including:		786,644
1.0 Building Maintenance Foreperson and 1.0 Mechanical Maintenance Foreperson to 2.0 Public Works Supervisor	0.00	
1.0 Street Maintenance Worker I to 1.0 Street Maintenance Worker II	0.00	
Freeze of 1.0 Public Works Inspector position for the Related Santa Clara Project	(1.00)	
Internal Service Funds Adjustments		(453,747)
COVID-19 Phase 1 Budget Rebalancing (Approved by City Council March 9, 2021)		
- Freeze 1.0 Associate Engineer Design Division	(1.00)	(208,147)
- Freeze 1.0 Assistant Engineer Traffic Division	(1.00)	(190,779)
- Freeze 1.0 Automotive Technician III	(1.00)	(157,894)
- As-Needed Staff Elimination Ongoing	0.00	(100,000)
- Materials/Service/Supplies (conferences, training and travel; facilities maint., supplies; consultant services, uniform services, fountain maint.)		(169,224)
Net Resource and Production increase for Solid Waste Collection, Processing and Disposal Services (Mission Trail Waste Systems, Recology, Green Waste Recovery)		2,850,136
Reimbursement to General Fund for holiday tree, leaf-vac, HHW drop-off event and street sweeping		162,941
Solid Waste Fund Contractual Services - Changes to Garbage and Cleanup Campaign		127,947
City Building Janitorial SWA Contract		126,666
Capital Outlay for Vehicle Replacements		105,149
Materials testing & special inspections support for Capital projects		94,086
Technical adjustment transfer from Bridge District #2 Fund to Streets and Highways Capital Fund for Bridge Maintenance Program project		80,000
Kone Elevator Contract Tasman Garage Maintenance		31,046
Net adjustments to various transfers to other funds		30,643
Net materials, services and supplies increase including trash capture devices, annual memberships, and surveying equipment calibration		26,908



Budget Reconciliation

	Positions	Expenditures (All Funds)
Ongoing Cost Adjustments		
Parkways & Boulevards tree maintenance contract increase		26,073
Eastside Drainage Swale Mowing and Environmental Services Consultant		24,996
Reduce Transfer from the Solid Waste Fund to the Solid Waste Capital Fund		(491,408)
Decrease in materials, services, and supplies for convention center maintenance district		(216,181)
Total FY 2021/22 Base Budget Adjustments	(4.00)	347,727
Total FY 2021/22 Base Budget	127.50	79,757,818
FY 2021/22 Service Level Changes		
Streets Staffing Reductions	(5.00)	(684,399)
As-Needed Staff Elimination	0.00	(96,650)
Maintenance Reduction		(15,000)
Transfer to the General Fund for Electric Vehicle Replacements		960,000
Reduction to Transfer to the Downtown Parking Maintenance District Fund		(150,000)
Total Service Level Changes	(5.00)	13,951
Total FY 2021/22 Proposed Budget	122.50	79,771,769
FY 2022/23 Base Budget Adjustments		
One Time Cost Adjustments		
As-Needed Staff Elimination	0.00	96,650
Ongoing Cost Adjustments		
Salary and Benefits adjustments		1,241,191
Net Resource and Production increase for Solid Waste Collection, Processing and Disposal Services (Mission Trail Waste Systems, Recology, Green Waste Recovery)		1,220,055
Net increase in transfers to other funds for CIP		928,759
Net increase for materials, services, and supplies		551,201
Net increase to interfund services		122,468
Reduction to Capital Outlay costs for vehicle replacements		(845,688)
Total FY 2022/23 Base Budget Adjustments	0.00	3,314,636
Total FY 2022/23 Base Budget	122.50	83,086,405
Total FY 2022/23 Proposed Budget	122.50	83,086,405



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Streets Division Staffing Reductions	(5.00)	0	(684,399)	0	(710,659)

2911 - Street Maintenance

Programs: 2951 - Landscape Maintenance

2971 - Traffic Maintenance

This proposal eliminates 5.0 vacant positions within the Streets Division as part of the Phase 2 General Fund budget reductions. The total reduction in staff is 1.0 of seven Street Maintenance Worker IV, 3.0 of 14 Street Maintenance Worker III, and 1.0 of 16 Street Maintenance Worker I/II. The Department will continue to prioritize safety related items such as tree maintenance, calls for pothole or sidewalk repair, damaged traffic signs, and flood prevention.

Performance Impact

This proposal reduces the amount of maintenance to median islands, City Hall complex, Harris-Lass grounds, and other landscapes that will result in a reduced level of overall beautification (less frequent mowing and litter pick-up, more weeds, and overgrown vegetation). It may result in longer response times to repair sidewalks; refresh roadway striping and curb painting; traffic signage requests and maintenance; and fewer catch basins and storm drain lines cleaned throughout the year. This reduction may also impact the Street Maintenance Division's ability to perform asphalt repair for encroachment permits and crack sealing in the summer months.

Strategic Pillar:



Manage Strategically Our Workforce Capacity and Resources



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
As-Needed Staff Elimination	0.00	(96,650)	0	0	0
Programs:	2222 - Maintenance Repair 4431 - General Services Traffic Division 4451 - General Services Land and Property Development Division 4461 - General Services Field Services Division				

This proposal eliminates the remaining as-needed staffing budget in the amount of \$96,650 on a one-time basis. This will impact operations as follows:

Facilities Services Division - Eliminates as-needed hours used to help with City Hall building maintenance and repair jobs by 20 hours/week. This will cause a decrease in the number of special projects and work orders completed, and also reduces regular maintenance and repair projects. Work will be absorbed by other staff and the response time to resolve complaints may increase due to this staffing reduction.

Field Services Division - Eliminates as-needed hours that support administrative responsibilities as well as field operations. Full-time staff will need to take on additional workload while prioritizing critical work with delays. Response times to complaints, inspection requests, and construction issues may be lengthened. Performance measures for quality of construction management services and number of projects meeting their target schedules may be impacted.

Land and Property Development Division (LPD) - Eliminates as-needed hours that support preparation and review of title/legal documents and work on Encroachment Permits (EP) and title documents with current staff absorbing the workload. Response times for reviews of maps and major and minor EPs may lengthen and impact performance targets.

Traffic Division - Eliminates funding for student interns, which will delay responses to the public and turnaround times for requests such as traffic studies, data collection, traffic calming, signal timing, permit parking, and Bicycle and Pedestrian Advisory Committee (BPAC) inquiries.

Performance Impact

This proposal impacts staff capacity and may impact the response time for various tasks noted above.

Strategic Pillar:



Manage Strategically Our Workforce Capacity and Resources



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Maintenance Reduction	0.00	0	(15,000)	0	(15,000)

Program: 2222 - Maintenance Repair

This proposal reduces funding for as-needed repairs and maintenance by \$15,000 ongoing. This will reduce the funding available for basic, as-needed repairs and maintenance at the City Hall complex. Facilities Services will prioritize critical maintenance services.

Performance Impact

This reduction will cause an increase in maintenance backlog as well as the response time to other maintenance needs, service orders, and other requests.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Transfer to the General Fund for Electric Vehicle Replacement	0.00	960,000	0	960,000	0

Program: 2111 - Fleet Acquisitions

This proposal transfers \$960,000 to the General Fund from the Vehicle Replacement Fund to recognize savings for planned electric vehicle replacements funded by the Electric Utility Department's Greenhouse Gas Program. Eligible funding in the Greenhouse Gas Program in the Electric Operating Grant Trust Fund provides funding to replace City vehicles and equipment with electric options, removing GHG emitting internal combustion engines from the City fleet. A transfer of \$1.03 million in FY 2021/22 and \$400,000 in FY 2022/23 from the Electric Operating Grant Trust Fund to the Vehicle Replacement Fund is budgeted for planned electric vehicles replacements for all funds. Total planned electric replacements from FY 2020/21 through FY 2023/24 for the General Fund result in roughly \$2.0 million in General Fund savings and is programmed into the Vehicle Replacement Fund. Currently planned electric vehicle replacements are anticipated to replace approximately 60 vehicles/equipment from FY 2020/21 through FY 2023/24. Funding is contingent on eligibility through the Greenhouse Gas Program, vehicle technology, and electric charging infrastructure; replacements will be evaluated accordingly.

Performance Impact

This proposal works towards City vehicle electrification and supports the climate action plan as well as generates General Fund savings.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Reduction of Transfer from the General Fund to the Downtown Parking Maintenance District Fund	0.00	0	(150,000)	0	(154,500)

Program: 2941 - Parking District Maintenance

This proposal reduces the transfer from the General Fund to the Downtown Parking Maintenance District Fund (Fund 025) by \$150,000 for two fiscal years. The General Fund provides the funding to cover the annual maintenance costs in this District. There is currently excess fund balance in the Downtown Parking Maintenance District Fund from prior year General Fund contributions that will be used to cover the costs for the next two years. This source of funding does not include property based assessments.

Performance Impact

This will reduce the General Fund expense for the next two years due to the availability of fund balance to cover the maintenance district cost. The maintenance costs also lower due to the Phase 1 reductions that reduced street sweeping frequency and the deactivated of the fountains.

Strategic Pillar:



Manage Strategically Our Workforce Capacity and Resources



Performance and Workload Measures

Facility Services Division							
Performance Measures							
	Strategic Pillars	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Percent of all requests for service responded to within four business days		95%	95%	95%	95%	95%	95%
Percent of customers rating services performed by the Facility Services team as meeting expectations or better		N/A	80%	80%	80%	80%	80%
Percent of rest rooms cleaned in all major buildings daily		100%	95%	95%	95%	95%	95%
Workload Measures							
Total number of work requests received annually		N/A	1,434	1,900	557	1,900	1,900



Performance and Workload Measures

Engineering Design Division							
Performance Measures							
	Strategic Pillars	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Percent of projects completed within the approved schedule. Note: these include Master Plan studies, standard details and standard specifications and the capital projects		100%	80%	75%	60%	75%	75%
Percentage of Sanitary Sewer Capacity Impact Evaluation applications reviewed within 10 business days		N/A	90%	90%	90%	90%	90%
Percent of customers rating design services as meeting expectations or better		N/A	80%	80%	80%	80%	80%
Workload Measures							
Number of projects managed		N/A	45	26	36	24	24
Number of Sanitary Sewer Model Run requests processed		N/A	9	8	9	8	8
Number of Records updated. Note: Records include As-builts, utility maps, and block book		N/A	49	20	20	20	20
Engineering Field Services Division							
Performance Measures							
	Strategic Pillars	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Percent of complaints responded to within one business day		93%	96%	90%	90%	90%	90%
Percent of inspection requests responded to within one business day		94%	99%	95%	95%	95%	95%
Percent of capital improvement projects that reached substantial completion within the construction contract time		88%	82%	75%	80%	75%	75%
Percent of customers rating construction services as provided by the construction management team meeting expectations or better		100%	93%	90%	90%	90%	90%



Performance and Workload Measures

Engineering Field Services Division

Performance Measures

	Strategic Pillars	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Workload Measures							
Number of encroachment permits inspected		N/A	455	300	420	300	300
Number of construction capital projects managed		N/A	25	15	24	15	15

Engineering Land and Property Development Division

Performance Measures

	Strategic Pillars	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Percent of subdivision maps reviewed by target date (first submittal reviewed at 20 business days, subsequent submittals at 10 business days)		81%	84%	85%	88%	85%	85%
Percent of major encroachment permits reviewed by target date (1st submittal at 20 business days, subsequent submittals at 15 business days)		N/A	91%	85%	91%	85%	85%
Percent of minor encroachment permits reviewed by target date (1st submittal at 15 business days, subsequent submittals at 10 business days)		N/A	97%	85%	98%	85%	85%
Percent of Project Clearance Committee and Subdivision Committee Items reviewed by target date (All submittals at three business days after the Committee meeting)		N/A	78%	85%	86%	85%	85%



Performance and Workload Measures

Engineering Land and Property Development Division							
Performance Measures							
	Strategic Pillars	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Percent of Public Works Site Clearances reviewed by target date (All submittals at five business days)		N/A	97%	85%	88%	85%	85%
Workload Measures							
Subdivision Maps received		N/A	9	6	7	6	6
Land title documents received		N/A	73	65	65	65	65
Encroachment Permits received		N/A	380	350	440	350	350
Project Clearance Committee and Subdivision Committee applications received		N/A	51	40	18	35	35
Project Clearance Committee and Subdivision Committee resubmission applications received - <i>New for FY 2021/22</i>		N/A	N/A	N/A	N/A	30	30
Public Works Site Clearances received		N/A	473	550	402	500	500



Performance and Workload Measures

Engineering Traffic Division

Performance Measures

	Strategic Pillars	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Percent of traffic engineering studies completed within 30 business days		N/A	34%	85%	33%	85%	85%
Percent of encroachment permits, capital improvement projects, and traffic control plans reviewed by target date (1st submittal at 20 business days, subsequent submittals at 15 business days)		N/A	75%	85%	88%	85%	85%
Percent of Project Clearance Committee and Subdivision Committee items reviewed by target date (All submittals at three business days after the Committee meeting)		N/A	39%	85%	84%	85%	85%
Percent of timing, coordination, detection, equipment, or other signal management requests responded to within 1 business day*		N/A	75%	85%	92%	85%	85%

Workload Measures

	Strategic Pillars	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Funding grants applied for or being processed		10	10	10	15	10	10
Special transportation permits issued ^a		N/A	405	450	255	450	450
Traffic engineering studies completed ^a		N/A	48	170	82	170	170
Number of encroachment permits, capital improvement projects, and traffic control plans reviewed		N/A	466	600	645	600	600
Number of timing, coordination, detection, equipment, or other signal management requests* ^a		N/A	77	120	48	120	120
Minor Encroachment Permits (temporary storage facilities in public right of way) - New for FY 2021/22		N/A	N/A	N/A	N/A	40	40



Performance and Workload Measures

Streets Division							
Performance Measures							
	Strategic Pillars	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Percent of pothole repair requests responded to within three business days, except during Clean-Up Campaign		80%	37%	85%	85%	85%	85%
Percent of sidewalk tripping complaints inspected within three work days		95%	21%	95%	95%	95%	95%
Percent of minor utility trench repairs completed within thirty days after notification and release		100%	100%	50%	100%	50%	50%
Percent of catch basin inlets cleaned annually		80%	100%	100%	100%	100%	100%
Percent of pump station wet wells cleaned annually		70%	67%	70%	70%	70%	70%
Percent of pump station storm drain outfalls visually inspected annually		100%	100%	100%	100%	100%	100%
Percent of industrial/commercial facilities re-inspected within ten business days following a notice of violation		100%	96%	100%	100%	100%	100%
Percent of active construction sites over one acre inspected once a month during the wet season		100%	100%	100%	100%	100%	100%



Performance and Workload Measures

Streets Division							
Performance Measures							
	Strategic Pillars	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Remove graffiti from public property within five working days once notified and properly documented*		95%	88%	95%	95%	95%	95%
Respond to public trash container complaints within two (2) business days, following notification - <i>Delete for FY 2021/22</i>		100%	100%	100%	100%	N/A	N/A
Percent of public litter cans serviced weekly. - <i>New for FY 2021/22</i>		N/A	N/A	100%	100%	100%	100%
Percent of citizen requested tree service inspections completed within 30 days*		100%	100%	100%	100%	100%	100%
Maintain "Tree City USA" certification		Yes	Yes	Yes	Yes	Yes	Yes
Ensure that garbage collection contractor services all of regularly scheduled collection routes		100%	99%	99%	99%	99%	99%
Respond to complaints of missed garbage collection within one (1) working day of initial contact (Garbage Collection)*		100%	100%	99%	100%	99%	99%
Complete annual Clean-Up Campaign within a four-week (20 day) time frame		Yes	Yes	Yes	Yes	Yes	Yes



Performance and Workload Measures

Streets Division							
Performance Measures							
	Strategic Pillars	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Respond to complaints of missed collection within one (1) working day of initial contact*		100%	100%	99%	99%	99%	99%
Ensure that recycling collection contractor services all of regularly scheduled collection routes		95%	100%	99%	99%	99%	99%
Respond to complaints of missed collection within one (1) working day of initial contact (Residential Recycling)*		95%	100%	99%	99%	99%	99%
Percent of sweeping complaints responded to within one (1) work day*		100%	100%	95%	95%	95%	95%
Percent of residential streets swept on a bi-weekly basis		100%	96%	95%	95%	95%	95%
Percentage of traffic signs repaired or replaced within four (4) working days*		100%	82%	97%	97%	97%	97%
Workload Measures							
Lineal feet of Crack Sealing performed in-house		N/A	273,210	100,000	100,000	100,000	100,000
Square feet of sidewalk replace		N/A	11,397	8,000	8,000	8,000	8,000
Catch basins cleaned		N/A	2,830	4,000	4,000	4,000	4,000
Commercial/Industrial facility stormwater inspections		N/A	353	600	650	600	600
Percent of annual inspection of sites with post-construction stormwater treatment facilities - <i>New for FY 2021/22</i>		N/A	N/A	30%	30%	30%	30%
Pounds of litter removed through Adopt-a-Spot Program		N/A	435	475	50	475	475
Percent trash/litter reduction achieved to meet Stormwater Permit Requirement		N/A	87%	85%	87%	100%	100%
Pounds of solid waste disposed per resident per day (8.2 lbs. is target for 50% landfill diversion)		N/A	6.40	6.30	6.20	6.00	6.00



Performance and Workload Measures

Streets Division							
Workload Measures							
	Strategic Pillars	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Miles of streets swept		N/A	29,837	30,000	30,000	30,000	30,000
Number of Street trees pruned*		N/A	2,048	1,400	1,400	1,400	1,400
Miles of striping installed		N/A	237	130	130	130	130
Lineal feet of curbs painted		N/A	28,219	12,000	12,000	12,000	12,000
Number of signs installed or repaired		N/A	3,514	4,500	4,500	4,500	4,500
Fleet Management Division							
Performance Measures							
	Strategic Pillars	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Procure equipment and vehicles identified for replacement during fiscal year		87%	82%	90%	82%	90%	90%
Percent of Preventive Maintenance (PM) completed on all vehicles and equipment within two weeks of due date		94%	92%	90%	94%	90%	90%
Percent of alternative fuel vehicles and equipment		10%	34%	15%	35%	36%	36%
Workload Measures							
Fleet size		780	774	800	760	760	760
Fuel usage total (diesel and unleaded)		323,000	305,000	322,000	300,000	310,000	310,000
Percent of Preventive Maintenance (PM) hours of total work hours*		N/A	40%	70%	40%	50%	50%
Direct vs indirect labor percentage		N/A	61%	70%	63%	70%	70%

^a This measure replaces prior year measure to reflect a workload measure and not a performance measure.

* This measure was reworded from the prior year.

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Water and Sewer Utilities Department

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Water and Sewer Utilities Department Description

The Water and Sewer Utilities Department is a utility enterprise which provides planning, design, construction, maintenance and operation of the City's water distribution system, sewer collection system and recycled water system. The three utility funds, water, sewer, and recycled water, operate independently and charge rates to recover the costs of providing these services to Santa Clara residents and businesses, including capital investment in City infrastructure and funding of needed reserves.

In 2020, the Water Utility produced and distributed 6 billion gallons of water to approximately 26,000 service connections. Of the total water supply, 49.7% is obtained from the City's own wells; 34.2% is treated water purchased from two wholesale potable water agencies; and 16.1% is from recycled water delivered through the South Bay Water Recycling system. The Department provides for the design, construction, distribution, metering, quality monitoring, and system maintenance for both potable and recycled water. The Department provided for the collection and conveyance of wastewater for approximately 26,000 accounts and assessment, maintenance, or repair for more than 288 miles of sewer mains as required. 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
- Promote water conservation and environmental sustainability through outreach to the community
- Contract management for construction of new South Bay Recycled Water pipelines
- Coordinate planning efforts for the future expansions of recycled water systems in Santa Clara County (County)
- Maintain compliance with State regulations through development plan reviews and site inspections

The Sewer Utility operates and maintains a sanitary sewage collection system which collects and conveys wastewater to the jointly-owned San José-Santa Clara Regional Wastewater Facility (RWF) for treatment and disposal. The Sewer Utility maintains sewer pump stations and assists the Public Works Department in the operation and maintenance of the storm pump stations. Additional services are: 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 with investigations of City industries; and implement Sanitary Sewer Management Plan as submitted to the State and Regional Water Quality Control Board.

Bonds are issued to mitigate rate increases while allowing for the repair and replacement of critical infrastructure. Proceeds from outstanding debt were being used to pay for repairs and rehabilitation of the Trimble Road Sanitary Sewer main trunk and will be repaid over the next 13 years.



Divisions and Services

The Water and Sewer Utilities Department is organized into five Divisions: Solar Utility; Water Construction, Maintenance, Operations; Water Engineering; Recycled Water Program; and Sewer.

Solar Utility Division Mission	Provide installation and maintenance of solar heating systems for commercial, residential, and pool water heating.
Division Objectives	Maintain more than 162 swimming pool systems. Maintain nine domestic solar hot water systems.
Water Construction, Maintenance, Operations Division Mission	Operate and maintain the Water Utility in the most efficient manner and ensure that the approved levels of service are met.
Division Objectives	Increase reliability of the water system through the replacement of obsolete mains and appurtenances. Complete the design, construction, and installation of approximately 10,000 linear feet of water main. Construct, repair, and/or rehabilitate at least two water wells to continue to provide reliable water service.
Water Engineering 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 Objectives	Continue to improve the seismic safety of water utility system. Continue the use of innovative technology to optimize the management of City water assets and appurtenances. Construct improvements to Santa Clara Valley Water District Turnout. Undertake engineering studies of the condition and reliability of water system assets.



Recycled Water Program Division Mission	Provide for the safe, efficient, and reliable distribution of sustainable and high-quality recycled water which meets all requirements of State regulations and local codes. Deliver services in a cost effective and efficient manner with a focus on outstanding customer service.
Division Objectives	Provide connection of water services for landscape irrigation of commercial and industrial sites, City parks and school fields.
	Coordinate 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 as required by the State.
	Maintain compliance with State regulations through development plan reviews and site inspections.
Sewer Division Mission	Collect, treat, and dispose of wastewater in an efficient, cost-effective, and environmentally safe manner. Provide for maintenance of storm water pump stations. Deliver services at approved levels in a cost effective and efficient manner with a focus on outstanding customer service.
	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 with investigations of City industries.
Division Objectives	Implement Sanitary Sewer Management Plan as submitted to the State and Regional Water Quality Control Board.
	Clean, assess, and repair sanitary sewer mains.



Significant Accomplishments

- Continued outreach, inspection, and code enforcement of Food Serving Establishments (FSEs) as part of the administration of Fats, Oils, and Grease (FOG) Program
- Won 2020 Santa Clara Valley Section Collection System of the Year (Medium) from the Clean Water Environment Association (CWEA)
- Ongoing Supervisory Control and Data Acquisition (SCADA) replacements and process control improvements, including at City Hall and the City's Emergency Operations Center (EOC)
- Completed 2020 Update to the Urban Water Management Plan
- Updated Water and Sewer Rate Study to inform customer service charges for new fiscal year
- In response to the COVID-19 pandemic, implemented Water & Sewer Rate Assistance Program
- Assisted with funding of the Help Your Neighbor program
- Completed upgrades to Recycled Water System
- Completed the assessment by closed circuit television of approximately 270,000 linear feet of sewer line
- Jet flushed approximately 342,000 linear feet of sewer main
- Completed the in-house design, construction, and installation of approximately 4,000 linear feet of water main
- Substantial completion of rehabilitation of three Serra Tanks, each storing over 4 million gallons
- Completed hydraulic model for fire flows and fire service analyses
- Water Supply Assessments completed for El Camino, Patrick Henry, and Freedom Circle Specific Plans
- Completed a Risk & Resiliency Assessment and Updated Emergency Response Plan
- Substantial completion of sewer condition assessment work related to the Riverwatch Agreement

Significant Objectives

- Complete the construction and installation of approximately 10,000 linear feet of water main
- Complete the rehabilitation of four City water distribution wells
- Complete Water Supply Master Plan
- Complete Utility Asset Management Plan
- Utilize findings of Well Feasibility Study to begin the design process for two new water wells
- Optimize the recycled water system while focusing on expansion opportunities with regional partners
- Continue to repair or rehabilitate the most severely impacted sewer mains, based on accepted rating criteria
- Clean and assess the condition of over 585,000 linear feet of sanitary sewer main
- Continue robust sampling and cross connection programs to ensure water quality meets State and federal standards
- Increasing recycled water supply and expanding its use for non-potable uses
- Increased outreach regarding water conservation and overall environmental sustainability

Budget Highlights

- The budget reflects updates to the City of Santa Clara's contribution to the Regional Wastewater Facility, co-owned with the City of San José, as well as revised revenues and costs to continue to effectively deliver water, recycled water, and sewer services.



Water and Sewer Utilities Department

73.00 FTEs

Sewer

0.25 Assistant Engineer (Civil)
0.35 Assistant Director of Water and
Sewer Utilities
1.00 Assistant Sanitary Sewer
Superintendent
0.40 Assistant Water and Sewer
Superintendent
0.60 Associate Engineer
1.00 Code Enforcement Officer
0.10 Code Enforcement Technician
0.40 Compliance Manager
0.40 Director of Water and Sewer
Utilities
1.00 Equipment Operator
0.80 Facilities Technician
0.50 Maintenance Systems
Specialist
0.80 Management Analyst
1.00 Office Records Specialist
0.40 Office Specialist IV
0.40 Principal Engineer
1.00 Pump Maintenance Technician
2.00 Sewer Inspection Technician
0.15 Senior Engineering Aide
0.40 Senior Project Engineer
0.50 Senior Water and Sewer
System Operator
0.50 Utility Business Systems
Manager
2.00 Utility Crew Supervisor
0.35 Water and Sewer Operations
Manager
0.75 Water and Sewer System
Operator
0.15 Water Resource Planner
5.00 Water and Sewer Maintenance
Worker II

22.20 Total Sewer FTE

Water Construction, Maintenance, Operations

1.00 Assistant Engineer (Civil)
1.75 Assistant Water Superintendent
0.10 Code Enforcement Technician
4.00 Equipment Operator
1.00 Facilities Inspection Supervisor
1.00 Facilities Technician
0.25 Maintenance Systems
Specialist
1.50 Pump Maintenance Technician
5.00 Utility Crew Supervisor
0.50 Water and Sewer System
Operator
0.25 Water Resource Planner
4.75 Water Service Technician II
11.70 Water and Sewer
Maintenance Worker II

**32.80 Total Water Construction,
Maintenance, Operations
FTE**

Recycled Water Program

0.15 Assistant Engineer (Civil)
0.25 Assistant Water Superintendent
0.15 Associate Engineer
0.80 Code Enforcement Technician
0.20 Compliance Manager
0.20 Facilities Technician
0.50 Management Analyst
0.10 Principal Engineer
0.15 Senior Engineering Aide
0.10 Senior Water Utility Engineer
0.10 Utility Business Systems Manager
0.15 Water Resource Planner
0.25 Water Service Technician II
0.30 Water and Sewer Utility
Maintenance Worker II

**3.40 Total Recycled Water Program
FTE**

Water Engineering

0.60 Assistant Engineer (Civil)
0.65 Assistant Director of Water and
Sewer Utilities
0.60 Assistant Water and Sewer
Superintendent
1.25 Associate Engineer
0.40 Compliance Manager
0.60 Director of Water and Sewer
Utilities
0.25 Maintenance Systems
Specialist
0.70 Management Analyst
2.60 Office Specialist II/III/IV
0.50 Principal Engineer
1.00 Senior Engineer (Civil)
0.70 Senior Engineering Aide
0.60 Senior Project Engineer
0.50 Senior Water and Sewer
System Operator
0.40 Utility Business Supervisor
0.65 Water and Sewer Operations
Manager
0.65 Water and Sewer System
Operator
0.45 Water Resource Planner

13.10 Total Water Engineering FTE

Solar Utility

0.50 Pump Maintenance
Technician
1.00 Water and Sewer
Maintenance Worker II

1.50 Total Solar Utility FTE



Budget Summary

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Division / Program						
Solar Utility Division						
1532 Solar – System Maintenance	206,446	282,462	257,806	(8.7%)	273,487	6.1%
Total Solar Utility Division	206,446	282,462	257,806	(8.7%)	273,487	6.1%
Water Construction, Maintenance, Operations Division						
1422 Water System Maintenance	1,708,501	1,858,214	1,795,740	(3.4%)	1,862,288	3.7%
1423 Water Construction	4,004,314	3,789,856	3,524,421	(7.0%)	3,670,820	4.2%
1424 Water System Operations	7,995,451	8,239,396	9,201,755	11.7%	9,597,804	4.3%
Total Water Construction, Maintenance, Operations Division	13,708,266	13,887,466	14,521,916	4.6%	15,130,912	4.2%
Water Engineering Division						
1411 Administration Design	16,225,816	8,535,151	10,054,440	17.8%	8,285,534	(17.6%)
1412 Water Quality	353,093	301,910	272,230	(9.8%)	280,185	2.9%
1413 Water Resources	26,962,977	30,422,398	28,035,161	(7.8%)	26,944,500	(3.9%)
Total Water Engineering Division	43,541,886	39,259,459	38,361,831	(2.3%)	35,510,219	(7.4%)
Recycled Water Program Division						
1522 System Maintenance	5,314,979	6,078,685	5,425,453	(10.7%)	5,455,750	0.6%
1525 South Bay Water Recycling Maintenance	292,017	339,253	334,129	(1.5%)	349,598	4.6%
Total Recycled Water Program Division	5,606,996	6,417,938	5,759,582	(10.3%)	5,805,348	0.8%
Sewer Division						
1511 System Administration	4,475,203	4,693,413	5,514,072	17.5%	5,119,616	(7.2%)
1512 System Maintenance	2,177,361	2,494,856	2,462,577	(1.3%)	2,569,630	4.3%
1514 Operations	6,013,463	39,973,125	7,026,428	(82.4%)	32,521,691	362.8%
1515 San José-Santa Clara Water Pollution Control Plant	20,536,761	20,222,722	21,552,990	6.6%	22,129,061	2.7%
1516 Storm Pump Maintenance	140,322	170,405	171,292	0.5%	179,072	4.5%
Total Sewer Division	33,343,110	67,554,521	36,727,359	(45.6%)	62,519,070	70.2%
Total by Division / Program	96,406,704	127,401,846	95,628,494	(24.9%)	119,239,036	24.7%



Budget Summary

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Fund						
OPEB Plan Trust Fund	50,243	0	0	0.0%	0	0.0%
Water Utility Fund	57,405,162	53,429,387	53,141,553	(0.5%)	50,914,618	(4.2%)
Water Recycling Program Fund	5,606,996	6,417,938	5,759,582	(10.3%)	5,805,348	0.8%
Sewer Utility Fund	33,320,652	67,554,521	36,727,359	(45.6%)	62,519,070	70.2%
Other City Departments Operating Grant Fund	23,651	0	0	0.0%	0	0.0%
Total by Fund	96,406,704	127,401,846	95,628,494	(24.9%)	119,239,036	24.7%
Dollars by Category						
Salary and Benefits						
Salary	6,106,372	8,566,860	8,555,669	(0.1%)	8,941,954	4.5%
As-Needed	116,772	230,000	238,050	3.5%	243,484	2.3%
Overtime	241,735	252,000	260,820	3.5%	269,948	3.5%
Retirement	2,140,627	2,632,896	2,921,243	11.0%	3,120,518	6.8%
Health Allocation	751,152	932,832	1,070,947	14.8%	1,118,066	4.4%
Medicare	102,840	128,410	128,633	0.2%	134,239	4.4%
Social Security	405,588	526,574	533,300	1.3%	548,983	2.9%
Other Benefits	412,828	359,147	383,265	6.7%	390,434	1.9%
Total Salary and Benefits	10,277,914	13,628,719	14,091,927	3.4%	14,767,626	4.8%
Non-Personnel						
Materials/Services/Supplies	6,522,219	7,484,100	7,757,948	3.7%	8,024,959	3.4%
Resource/Production	50,598,192	53,521,385	52,532,885	(1.8%)	51,532,885	(1.9%)
Interfund Services	7,022,945	7,245,866	7,200,737	(0.6%)	7,354,643	2.1%
Capital Outlay	144,556	0	0	0.0%	0	0.0%
Transfers to Other Funds	21,840,878	45,521,776	14,044,997	(69.1%)	37,558,923	167.4%
Total Non-Personnel	86,128,790	113,773,127	81,536,567	(28.3%)	104,471,410	28.1%
Total by Category	96,406,704	127,401,846	95,628,494	(24.9%)	119,239,036	24.7%



Position Summary

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change	FY 2022/23 Proposed
Positions by Division / Program					
Solar Utility Division					
1532 Solar – System Maintenance	1.50	1.50	1.50	0.00	1.50
Total Solar Utility Division	1.50	1.50	1.50	0.00	1.50
Water Construction, Maintenance, Operations Division					
1422 Water System Maintenance	7.00	7.00	7.00	0.00	7.00
1423 Water Construction	13.80	13.80	13.80	0.00	13.80
1424 Water System Operations	12.50	12.00	12.50	0.50	12.50
Total Water Construction, Maintenance, Operations Division	33.30	32.80	33.30	0.50	33.30
Water Engineering Division					
1411 Administration Design	11.75	11.75	11.75	0.00	11.75
1412 Water Quality	0.45	0.45	0.45	0.00	0.45
1413 Water Resources	0.25	0.25	0.25	0.00	0.25
Total Water Engineering Division	12.45	12.45	12.45	0.00	12.45
Recycled Water Program Division					
1522 System Maintenance	1.85	1.85	1.65	(0.20)	1.65
1525 South Bay Water Recycling Maintenance	1.75	1.75	1.65	(0.10)	1.65
Total Recycled Water Program Division	3.60	3.60	3.30	(0.30)	3.30
Sewer Division					
1511 System Administration	5.80	5.80	6.10	0.30	6.10
1512 System Maintenance	11.55	11.55	11.55	0.00	11.55
1514 Operations	3.80	4.30	3.80	(0.50)	3.80
1515 SJSC Water Pollution Control Plant	0.10	0.10	0.10	0.00	0.10
1516 Storm Pump Maintenance	0.90	0.90	0.90	0.00	0.90
Total Sewer Division	22.15	22.65	22.45	(0.20)	22.45
Total by Division / Program	73.00	73.00	73.00	(0.00)	73.00



Position Summary

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change	FY 2022/23 Proposed
Positions by Fund					
Water Utility Fund	47.25	46.75	47.25	0.50	47.25
Water Recycling Program Fund	3.60	3.60	3.30	(0.30)	3.30
Sewer Utility Fund	22.15	22.65	22.45	(0.20)	22.45
Total by Fund	73.00	73.00	73.00	0.00	73.00

Position Classification					
Assistant Director of Water and Sewer Utility	1.00	1.00	1.00	0.00	1.00
Assistant Engineer (Civil)	2.00	2.00	2.00	0.00	2.00
Assistant Sanitary Sewer Superintendent	1.00	1.00	1.00	0.00	1.00
Assistant Water and Sewer Superintendent	1.00	1.00	1.00	0.00	1.00
Assistant Water Superintendent	2.00	2.00	2.00	0.00	2.00
Associate Engineer	0.00	0.00	2.00	2.00	2.00
Code Enforcement Officer	0.00	1.00	1.00	0.00	1.00
Code Enforcement Technician	1.00	1.00	1.00	0.00	1.00
Compliance Manager	1.00	1.00	1.00	0.00	1.00
Director of Water and Sewer Utility	1.00	1.00	1.00	0.00	1.00
Equipment Operator	5.00	5.00	5.00	0.00	5.00
Facilities Inspection Supervisor	1.00	1.00	1.00	0.00	1.00
Facilities Technician	2.00	2.00	2.00	0.00	2.00
Maintenance Systems Specialist	1.00	1.00	1.00	0.00	1.00
Management Analyst	2.00	2.00	2.00	0.00	2.00
Office Records Specialist	1.00	1.00	1.00	0.00	1.00
Office Specialist II/III	2.00	2.00	2.00	0.00	2.00
Office Specialist IV	1.00	1.00	1.00	0.00	1.00
Principal Engineer	1.00	1.00	1.00	0.00	1.00
Pump Maintenance Technician	3.00	3.00	3.00	0.00	3.00
Senior Civil Engineer	0.00	0.00	1.00	1.00	1.00
Senior Engineering Aide	1.00	1.00	1.00	0.00	1.00
Senior Project Engineer	1.00	1.00	0.00	(1.00)	0.00
Senior Water and Sewer System Operator	1.00	1.00	1.00	0.00	1.00
Senior Water Utility Engineer	1.00	1.00	0.00	(1.00)	0.00
Sewer Inspection Technician	2.00	2.00	2.00	0.00	2.00
Utility Business Systems Manager	1.00	1.00	1.00	0.00	1.00
Utility Crew Supervisor	7.00	7.00	7.00	0.00	7.00
Utility Operations Engineer	0.00	0.00	1.00	1.00	1.00
Water and Sewer Maintenance Worker II	18.00	18.00	18.00	0.00	18.00



Position Summary

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change	FY 2022/23 Proposed
Position Classification					
Water and Sewer System Operator	4.00	3.00	2.00	(1.00)	2.00
Water Resource Planner	1.00	1.00	1.00	0.00	1.00
Water Service Technician II	5.00	5.00	5.00	0.00	5.00
Water Utility Engineer	1.00	1.00	0.00	(1.00)	0.00
Total Positions	73.00	73.00	73.00	0.00	73.00



Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	73.00	127,401,846
FY 2021/22 Base Budget Adjustments		
One-Time Cost Adjustments		
Net decrease in transfers to the capital improvement program		(31,933,015)
Ongoing Cost Adjustments		
Salary and benefits adjustments		463,208
Increase in debt service costs		456,236
Non-personnel adjustments		228,719
Decrease in resource/production costs		(988,500)
Total FY 2021/22 Base Budget Adjustments	0.00	(31,773,352)
Total FY 2021/22 Base Budget	73.00	95,628,494
Total FY 2021/22 Proposed Budget	73.00	95,628,494
FY 2022/23 Base Budget Adjustments		
One-Time Cost Adjustments		
Net increase in transfers to the capital improvement program		23,513,926
Ongoing Cost Adjustments		
Salary and benefit adjustments		675,699
Non-personnel adjustments		267,011
Net increase in various interfund service fund allocations		153,906
Decrease in resource/production costs		(1,000,000)
Total FY 2022/23 Base Budget Adjustments	0.00	23,610,542
Total FY 2022/23 Base Budget	73.00	119,239,036
Total FY 2022/23 Proposed Budget	73.00	119,239,036



Performance and Workload Measures

Solar Utility Division							
Workload Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Number of systems provided with semi-annual winterization service		48	45	55	55	55	55
Number of removal and reinstallation requests		3	1	6	6	6	6
Water Construction, Maintenance, Operations Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Maintain an industrial standard for unaccounted water of 5% or less		< or = 8%	≤10%	< or = 8%	< or = 5%	< or = 8%	< or = 8%
Respond to customer service requests within 30 minutes of receipt of calls (excluding scheduled appointments and after hours call back requests)		90%	90%	80%	80%	80%	80%
Workload Measures							
Number of responses to customer service requests		1,919	1,649	1,600	1,600	1,600	1,600
Number of backflow prevention devices tested		3,360	3,688	2,000	2,000	2,000	2,000
Number of linear feet of water mains installed		3,700	4,000	5,000	5,000	5,000	5,000
Number of new service installations		123	129	80	50	80	80
Number of underground utility locates performed		12,437	13,978	3,000	2,000	3,000	3,000
Perform routine maintenance on City fire hydrants		994	832	600	750	600	600
Number of production meters read and recorded		774	768	600	800	600	600
Number of mainline water valves tested and exercised		1,686	1,122	400	800	400	400



Performance and Workload Measures

Water Engineering Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Complete review of plans by the required due dates		99%	96%	90%	90%	90%	90%
Respond to customer service requests within 30 minutes of receipt of calls (excluding scheduled appointments and after hours call back requests)		80%	80%	80%	80%	80%	80%
Workload Measures							
Number of plans reviewed		991	904	400	220	400	400
Number of water quality samples processed		3,634	3,307	2,800	3,000	2,800	2,800
Promote water conversation at public events		13	7	4	4	4	4
Recycled Water Program Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Provide all operations and maintenance services as required in Agreement for Services		100%	100%	100%	100%	100%	100%



Performance and Workload Measures

Sewer Division							
Performance Measures							
	Strategic Pillar	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Percentage of sanitary sewer overflows reported to the State CIQWS database within the time frame required by regulations		100%	100%	100%	100%	100%	100%
Provide all preventative and routine maintenance as specified in operations and maintenance manual		100%	100%	100%	100%	100%	100%
Provide sufficient funding for all Water Pollution Control Plant (WPCP) approved projects		100%	100%	100%	100%	100%	100%
Provide all preventative and routine maintenance as specified in operations and maintenance manuals		100%	100%	100%	100%	100%	100%
Workload Measures							
Prepare annual Sewer Revenue Program (as required for federal program and WPCP cost distribution) by due dates each year		2	2	2	2	2	2
Prepare monthly status reports and Treatment Plant Advisory Committee (TPAC) agenda reports		10	10	12	12	12	12
Number of feet of mainlined jetted		207,500	342,319	350,000	350,000	350,000	350,000
Number of reportable sewer spills		< 3	0	< 3	< 3	< 3	< 3
Number of pump and metering stations inspections performed		366	396	396	396	396	396
Support TPAC members to represent the City in matters relating to the WPCP at monthly meetings		11	12	12	12	12	12
Number of storm pump stations inspected		382	408	408	408	408	408
Coordinate annual load test for generators		0	10	10	10	10	10

Non-Departmental

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Non-Departmental Description

The Non-Departmental budget provides a way to report expenditures that are not attributable to a single department but are citywide in nature or to break out specific operational costs. This budget also houses key positions with citywide functions and responsibilities.

Divisions and Services

Non-Departmental has three primary program areas: Citywide Programs; Citywide Strategic Planning and Initiatives; and Stadium Operations. The Debt Service budget information is reflected in the Debt Service section of this document.

Citywide Programs Division Mission	Provides transparency for expenses that are not attributable to a single department but are citywide.
Division Objectives	Provide funding for community grants, utilities at citywide facilities, and transactions to fund the City's approved Capital Improvement Program (CIP).
Citywide Strategic Planning and Initiatives Division Mission	Provides oversight to and general administration of initiatives, programs, and activities with citywide functions and responsibilities. These include the Santa Clara Convention Center, risk management, sustainability, and real estate management.
Division Objectives	Develop citywide programs and processes related to risk management, sustainability, real estate management, and venue management that are consistent with best practices. Provide general and administrative support to the Convention Center, Tourism Improvement District (TID), and the new Destination Marketing Organization (DMO). As a critical economic development strategy, leads collaborative efforts with key stakeholders to implement a comprehensive tourism strategy focused on providing elevated destination, convention, and visitor services in Santa Clara; while ensuring alignment of marketing and booking goals between the Convention Center and TID which collectively enhance economic growth and city revenues. Provide management of the City's real estate portfolio, promote economic development, and generate revenue for the General Fund. Provide a comprehensive citywide sustainability program that oversees current sustainability initiatives and expands on sustainability efforts to advance local climate and sustainability targets and State environmental regulations.



Stadium Operations Division Mission

Provides general and administrative support to the Santa Clara Stadium Authority in its oversight and deployment of resources at Levi's Stadium events.

All General and Administrative, Police, Fire and Public Works Departments expenditures specific to the stadium are included in this division. This division is responsible for implementing operational and public safety plans during National Football League (NFL) games and Non-NFL events held at Levi's Stadium to protect patrons and residents in and around the stadium.

In addition, the reimbursements from the Santa Clara Stadium Authority and the Forty-Niners Stadium Management Company, LLC (Stadium Manager) and other stadium-related revenues such as ground and performance rent, are reported in this division but displayed separately in the General Fund revenues section of this document.

Division Objectives

Ensure compliance with Measure J.

Maintain a productive and functional business relationship with Forty-Niners SC Stadium Company, LLC as the tenant of Levi's Stadium.

Develop and implement oversight initiatives consistent with public entity organizations.

Provide support from the Police, Fire, and Public Works Departments to maintain a safe environment in and around Levi's Stadium during NFL games and Non-NFL events.



Significant Accomplishments

- Lead efforts in the successful formation of the new Destination Marketing Organization (DMO) including the development of Articles of Incorporation and Bylaws; appointment of a Board of Directors; hiring of new CEO; and development of a funding model.
- Developed Revenue Strategies to plan for the City's future needs and engaged a third-party consultant to poll for potential revenue strategies/tax measures. Coordinated informational campaign about City infrastructure needs with virtual community meetings and behind-the-scenes tours on Facebook Live that garnered thousands of views.
- Worked with IT Department to build a GIS (Geographic Information System) mapping tool that serves as an interactive database providing transparent detailed information for all city-owned sites.
- Developed strategy (internal/external stakeholders, guiding values, best practices, goals, priorities) for establishing new City Sustainability Program as a roadmap to launch the new City Council Sustainability Pillar.
- Established nine new Sustainability Program priorities under three category areas (innovation, integration, collaboration) approved by City Council.
- Developed new City Climate Friendly Sustainable Purchasing Policy.
- Developed proposed Fleet Electrification Plan.
- Began implementation of mixed-waste processing for organics collection in collaboration with Public Works Department.

COVID-19 Response and Relief Efforts

- Proclaimed a local state of emergency on March 11, 2020, to prepare for the growing spread of COVID-19 in the community
- Activated the City's Emergency Operations Center (EOC) to ensure the City's continuity of essential operations, maintain situational awareness, manage resources, and coordinate public information in response to the COVID-19 pandemic
- Distributed regular COVID-19 updates to the community with the latest information on the pandemic as well as the City's response efforts through digital communication channels including website, video, and direct email updates
- Established a City of Santa Clara Reference Line launched for residents who have questions about City services and programs during the COVID-19 pandemic
- Housed a temporary Federal Medical Station (FMS) at the Santa Clara Convention Center and coordinated with several regional organizations in support of this effort
- Facilitated the use of the City Library branches as COVID-19 testing sites
- Participated in the virtual Parade of Champions event and provided City video montage highlighting city departments and the various COVID-19 response efforts



Significant Objectives

- Continue to build and maintain a productive and functional business relationship with Forty-Niners SC Stadium Company, LLC as the tenant of Levi's Stadium in accordance with the applicable agreements
- Continue to provide strategic oversight of the management of the Convention Center and ensure alignment of marketing and booking goals between the Convention Center, TID, and DMO
- Lead efforts to implement a comprehensive tourism strategy and continued development of the new destination marketing organization (DMO) that will work closely with the Convention Center and the TID to provide destination, convention, and visitor services in Santa Clara
- Provide general and administrative support in the development and implementation of a new TID established under the Property & Business Improvement District Law of 1994
- Continue to develop and implement a comprehensive real estate program to manage City-owned properties, promote economic development, and generate revenue for the General Fund
- Continue to develop and implement a comprehensive citywide sustainability program that oversees current sustainability initiatives and expands on sustainability efforts
- Continue to invest in training City employees to ensure that they are prepared to deliver effective and efficient services to the Santa Clara community through various efforts, such as City-wide trainings and Quarterly Management Meetings
- Continue to develop, finalize, and approve a comprehensive update to the City's Climate Action Plan as a roadmap to meet local goals and state regulatory targets
- Establish a Climate Action Plan monitoring system across all departments including conducting an annual greenhouse gas inventory to measure and report progress on adopted targets
- Ensure continued alignment of the City's Climate Action Plan with other relevant plans including, but not limited to, Fleet Electrification Plan, SVP Electric Vehicle Blueprint, Bicycle Master Plan, the Santa Clara Urban Water Management Plan (UWMP), and any reach codes that are adopted and meets the goals of state regulatory requirements in the areas of water, solid waste, transportation and energy
- Continue to implement the City's Fleet Electrification Plan and community Electric Vehicle Charging Program
- Implement waste reduction measures within City operations to comply with SB 1383 Organics state mandate
- Continue to lead and support the Related development, as well as other significant development projects within the community



Budget Highlights

- This budget factors in the COVID-19 Phase 1 budget rebalancing actions approved by the City Council on March 9, 2021, including the following:
 - Conference, travel, and training
 - Elimination of City Manager's contingency funds and reduction of City Council contingency allocation
 - Reduction of Silicon Valley Animal Control Authority (SVACA) allocation
 - Froze 1.0 Deputy City Manager position for the Stadium Authority
 - Froze 1.0 Office Specialist III position
- The Proposed Budget includes the following Phase 2 budget reductions to help address the General Fund shortfall:
 - Consolidation of the Community Grants Program and the Championship Teams budgets and overall funding reduction of \$40,000 (bringing the total Community Grants/Championship Teams budget to \$100,000); also eliminates the Miss Santa Clara allocation of \$12,000 and reduces the Triton Museum allocation by \$29,600, one-time in FY 2021/22 and FY 2022/23.
- Migration of all the membership, conference, travel, and training budgets from City Manager's Office to Non-Departmental. Ongoing membership fees, conference, travel, and training costs will be included as a line item under the Non-Departmental Citywide Program
- Addition of \$50,000 to support the Task Force on Diversity, Equity, and Inclusion to cover costs for printing and mailing services, listening sessions for targeted outreach as well as community engagement

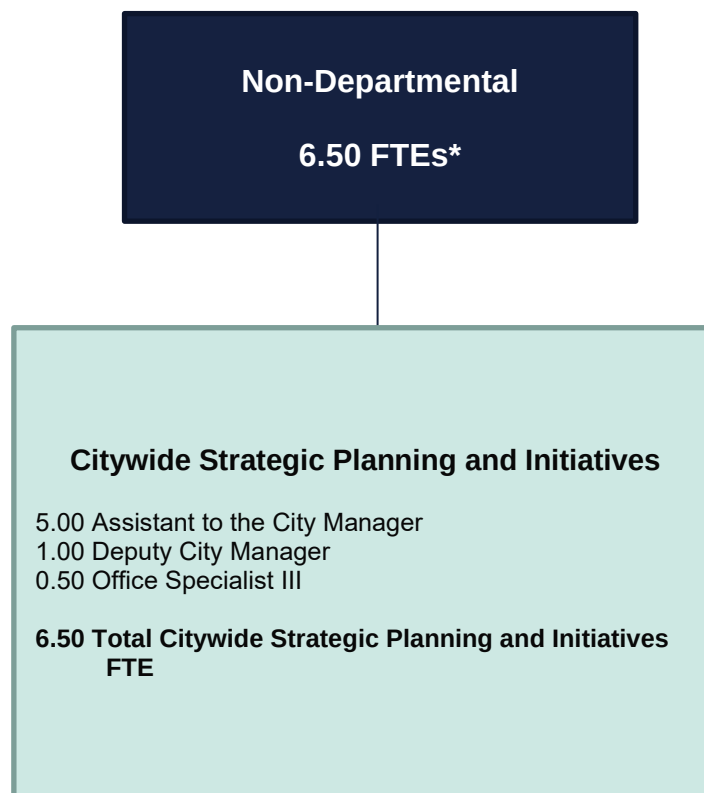


• Summary of the Santa Clara Stadium Authority Budget¹:

Revenue	FY2021/22 Adopted
NFL Ticket Surcharge	8,665,000
SBL Proceeds	23,682,000
Interest	56,000
Net Revenues from Non-NFL Events	0
Naming Rights	7,165,000
Sponsorship Revenue (STR)	325,000
Rent	24,762,000
Senior and Youth Program Fees	232,000
Non-NFL Event Ticket Surcharge	150,000
Total Revenue	65,037,000

Expenditures	FY2021/22 Adopted
Stadium Operations	0
Insurance	3,136,000
Stadium Management Fee	0
SBL Sales and Service	3,448,000
Senior and Youth Program Fees (paid to City)	232,000
Net Expense from Non-NFL Events	600,000
Ground Rent (paid to City)	425,000
Performance Rent (paid to City)	0
Discretionary Fund Expense	250,000
Utilities	1,586,000
Use of StadCo Tenant Improvements	26,000
Stadium Authority General and Administrative	2,590,000
Stadium Authority Legal Services	2,525,000
Naming Rights Commission	88,000
Other Expenses	388,000
Transfers Out	41,262,000
Legal Contingency	8,123,000
Contribution to Operating Reserve	0
Total Expenditures	64,679,000

¹Santa Clara Stadium Authority budget was adopted on March 23, 2021 and can be found on the City's website at <https://www.santaclaraca.gov/home/showpublisheddocument?id=72128>



**The positions above represent all funded positions. This excludes the 1.0 Deputy City Manager and 1.0 Office Specialist III positions that were frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402).*



Budget Summary

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Division / Program						
Citywide Programs Division						
3611 Citywide Programs	67,709,666	28,548,377	46,998,766	64.6%	11,632,453	(75.2%)
Total Citywide Programs Division	67,709,666	28,548,377	46,998,766	64.6%	11,632,453	(75.2%)
Citywide Strategic Planning and Initiatives Division						
3631 Strategic Planning and Initiatives	1,516,686	21,897,041	11,296,680	(48.4%)	16,231,254	43.7%
Total Citywide Strategic Planning and Initiative Division	1,516,686	21,897,041	11,296,680	(48.4%)	16,231,254	43.7%
Debt Service Division¹						
3394 2010 Lease (Refunding 1997 COPS)	0	0	0	0.0%	0	0.0%
3395 2013 COPS (Refunding 2002A)	0	0	0	0.0%	0	0.0%
Total Debt Service Division	0	0	0	0.0%	0	0.0%
Stadium Operations Division²						
3621 Stadium - General Administrative	652,382	1,278,820	1,034,052	(19.1%)	1,070,045	3.5%
3622 Stadium - Police	5,189,237	4,843,417	4,950,411	3.7%	5,020,857	4.7%
3623 Stadium - Fire	429,592	437,300	439,635	3.5%	439,739	3.5%
3624 Stadium - Public Works	460,203	747,600	747,688	3.5%	747,640	3.5%
Total Stadium Operations Division	6,731,414	7,307,137	7,171,786	(1.9%)	7,278,281	1.5%
Total by Division / Program	75,957,766	57,752,555	65,467,232	13.4%	35,141,988	(46.3%)

¹The Debt Service Division budget information can be found under the Debt Service section of this document.

²Santa Clara Stadium Authority budget is posted on the City's website at <https://www.santaclaraca.gov/home/showpublisheddocument?id=72128>



Budget Summary

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Fund						
General Fund	74,396,949	38,119,118	55,501,432	45.6%	20,305,762	(63.4%)
Convention Center Enterprise Fund	319,232	19,357,548	9,581,861	(50.5%)	14,428,381	50.6%
Housing Authority Fund	17,719	55,175	0	(100.0%)	0	0.0%
City Affordable Housing Fund	35,437	110,357	0	(100.0%)	0	0.0%
Housing Successor Agency Fund	35,437	110,357	0	(100.0%)	0	0.0%
Other City Departments Operating	1,152,992	0	0	0.0%	0	0.0%
Grant Trust Fund						
Related Santa Clara Developer Fund	0	0	383,939	0.0%	407,845	6.2%
Total by Fund	75,957,766	57,752,555	65,467,232	13.4%	35,141,988	(46.3%)

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Category						
Salary and Benefits						
Salary	1,981,366	5,224,226	4,333,067	(17.1%)	4,512,826	4.1%
As-Needed	1,314,015	1,471,700	1,471,700	0.0%	1,498,199	1.8%
Overtime	2,194,305	2,878,400	2,878,400	0.0%	2,865,613	(0.4%)
Retirement	309,764	592,958	507,894	(14.3%)	547,269	7.8%
Health Allocation	50,187	119,321	79,370	(33.5%)	82,760	4.3%
Medicare	30,233	28,942	19,148	(33.8%)	20,054	4.7%
Social Security	38,638	78,395	53,669	(31.5%)	53,803	0.2%
Other Benefits	491,325	324,862	407,105	25.3%	421,920	3.6%
Total Salary and Benefits	6,409,833	10,718,804	9,750,353	(9.0%)	10,002,444	2.6%
Non-Personnel						
Materials/Services/Supplies	5,116,857	23,521,470	13,734,895	(41.6%)	18,639,722	35.7%
Interfund Services	442,735	487,088	413,771	(15.1%)	426,783	3.1%
Capital Outlay	71,662	62,900	62,900	0.0%	62,900	0.0%
Transfers to Other Funds	63,916,679	22,962,293	41,505,313	80.8%	6,010,139	(85.5%)
Total Non-Personnel	69,547,933	47,033,751	55,716,879	18.5%	25,139,544	(54.9%)
Total by Category	75,957,766	57,752,555	65,467,232	13.4%	35,141,988	(46.3%)



Position Summary

	FY 2019/20 Adopted	FY 2020/21 Adopted	FY 2021/22 Proposed*	FY 2021/22 Change	FY 2022/23 Proposed*
Positions by Division / Program					
Citywide Programs Division					
3611 Citywide Programs	0.00	0.00	0.00	0.00	0.00
Total Citywide Programs Division	0.00	0.00	0.00	0.00	0.00
Citywide Strategic Planning and Initiatives Division					
3631 Strategic Programs and Initiatives	9.00	11.00	6.50	(4.50)	6.50
Total Citywide Strategic Planning and Initiatives Division	9.00	11.00	6.50	(4.50)	6.50
Total by Division / Program	9.00	11.00	6.50	(4.50)	6.50
Positions by Fund					
General Fund	6.80	7.80	4.00	(3.80)	4.00
Housing Authority Fund	0.14	0.14	0.00	(0.14)	0.00
City Affordable Housing Fund	0.28	0.28	0.00	(0.28)	0.00
House and Urban Development Fund	0.28	0.28	0.00	(0.28)	0.00
Convention Center Enterprise Fund	1.50	1.50	1.50	0.00	1.50
Related Santa Clara Developer Fund	0.00	1.00	1.00	0.00	1.00
Total by Fund	9.00	11.00	6.50	(4.50)	6.50
Position Classification					
Assistant to the City Manager	4.00	6.00	5.00	(1.00)	5.00
Deputy City Manager	1.00	1.00	1.00	0.00	1.00
Office Specialist III	2.00	2.00	0.50	(1.50)	0.50
Public Records Manager	1.00	1.00	0.00	(1.00)	0.00
Risk Manager	1.00	1.00	0.00	(1.00)	0.00
Total Positions	9.00	11.00	6.50	(4.50)	6.50

**The positions above represent all funded positions. This excludes the 1.0 Deputy City Manager and 1.0 Office Specialist III positions that were frozen, as approved by the City Council on March 9, 2021 (Agenda Item 5.0 – Report to Council 21-402).*



Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	11.00	57,752,555
FY 2021/22 Base Budget Adjustments		
One-Time Cost Adjustments		
Transfer of Building Inspection Reserve from General Fund to the newly established Building Development Services Fund		18,013,097
Transfer to the Special Liability Insurance Fund		5,200,000
Transfer to the Land Sale Reserve to reflect Parks and Recreation loan repayment		3,026,782
Decrease in Convention Center event and indirect expenses		(9,842,696)
Net decrease in transfers to various capital improvement program funds		(7,913,156)
Convention Center Resources		(100,000)
Ongoing Cost Adjustments		
Salary and benefits adjustments		430,599
Reallocation of 1.0 Assistant to the City Manager to the Community Development Department	(1.00)	(334,895)
Reallocation of 1.0 Risk Manager to the Human Resources Department	(1.00)	(296,457)
Reallocation of 0.5 Office Specialist III to the City Manager's Office	(0.50)	(64,526)
COVID-19 Phase 1 Budget Rebalancing (Approved by City Council March 9, 2021):		
- Freeze of 1.0 Deputy City Manager	(1.00)	(397,768)
- Freeze of 1.0 Office Specialist III	(1.00)	(123,768)
- Reduction in various contingency funds		(484,500)
- Reduction in various advertising and community promotion allocations		(79,716)
Reallocation of Accela funding from various City departments to a central allocation		348,530
Reallocation of various City Memberships to Non-Departmental		160,697
Increase for CalPERS replacement benefits funding		101,742
Increase for contractual services extensions for the Convention Center		45,000
Increase in transfer to the Solid Waste Fund - Rate Assistance Program		33,600
Additional funding for Local Agency Formation Committee (State-mandated committee)		21,193
Increase for various City memberships		2,519
Total FY 2021/22 Base Budget Adjustments	(4.50)	7,746,277
Total FY 2021/22 Base Budget	6.50	65,498,832



Budget Reconciliation

	Positions	Expenditures (All Funds)
FY 2021/22 Service Level Changes		
Task Force for Diversity, Equity and Inclusion		50,000
Community Funding Reductions		(81,600)
Total Service Level Changes		(31,600)
Total FY 2021/22 Proposed Budget	6.50	65,467,232
FY 2022/23 Base Budget Adjustments		
One-Time Cost Adjustments		
Increase in Convention Center event and indirect expenses		4,822,879
Transfer of Building Inspection Reserve from General Fund to the newly established Building Development Services Fund		(18,013,097)
Decrease in transfers to various capital improvement program funds		(8,250,682)
Transfer to the Special Liability Insurance Fund		(5,200,000)
Transfer to the Land Sale Reserve to reflect Parks and Recreation loan repayment		(3,026,782)
Decrease in transfer to the Public Financing Fund to reflect debt service payments		(1,094,164)
Ongoing Cost Adjustments		
Salary and benefits adjustments		436,602
Total FY 2022/23 Base Budget Adjustments		(30,325,244)
Total FY 2022/23 Base Budget	6.50	35,141,988
Total FY 2022/23 Proposed Budget	6.50	35,141,988



Non-Departmental Detail

	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2022/23 Proposed
Citywide Programs Division			
Citywide Programs			
Accela Licensing	0	348,530	351,300
CalPERS Replacement Benefit Fund	243,571	356,498	374,935
Championship Teams	36,000	0	0
City Council Contingency Fund	102,000	25,000	25,000
City Facilities Utilities - Electric	313,799	326,351	339,405
City Facilities Utilities - Garbage	39,699	41,287	42,938
City Facilities Utilities - Gas	60,540	62,962	65,480
City Facilities Utilities - Miscellaneous	2,704	2,812	2,924
City Facilities Utilities - Sewer	26,048	27,090	28,174
City Facilities Utilities - Water	52,020	54,101	56,265
City Manager Special Initiatives	408,000	8,160	16,483
Citywide Training	102,000	104,040	106,121
Community Grants Program	102,000	100,000	100,000
Community Outreach	250,920	255,938	261,057
Golf and Tennis Maintenance	549,506	571,002	582,422
Miss Santa Clara	12,000	0	0
Mission City Scenes	18,360	18,727	19,102
Pension/OPEB Trust Program Administration	22,440	22,889	23,347
Separation Payouts	1,800,000	1,810,000	1,845,972
Silicon Valley Animal Control Authority	1,143,258	1,086,407	1,109,730
Sister Cities Association	5,659	5,659	5,659
Transfers to Capital Improvement Program			
Agenda and Document Management Systems	500,000	0	0
Annual Creek Trail Rehabilitation Program	360,000	580,000	0
Annual Curb Ramp Installation	300,000	300,000	0
Bowers Roof Replacement Project	130,680	0	0
Bridge Maintenance Program	0	250,000	560,000
CAD Fire Station Alerting System	0	30,000	0
City Plaza Park Placemaking	200,000	0	0
Citywide AED Replacements	0	76,800	0
Civic Center Campus Renovation (Multi-Department)	100,000	0	0
Computer Replacement Program	100,000	150,000	0
Consolidate and Upgrade Servers	50,000	150,000	0
COVID-19 Safety Improvements	0	100,000	0
Defibrillator/Monitor Replacements	0	80,000	0
Diesel Exhaust Removal System	0	200,000	0
Downtown Master Plan	100,000	300,000	0
Downtown Master Plan Implementation	1,800,000	30,000	0
Electronic Access for Meeting Rooms	576,200	0	0
Engineering CIP Management Services	2,473,658	2,585,532	2,676,745



Non-Departmental Detail

	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2022/23 Proposed
Citywide Programs Division			
Citywide Programs			
FHRMS Update Project	136,733	39,283	39,283
Fiber Development, Design, and Expansion	0	330,000	0
Fire Department Accela Implementation	0	63,000	0
Fire Department Relief Radios	0	48,000	0
Fire Station 8 FF&E	60,000	0	0
Permit Information System	204,400	0	0
Protective Equipment Replacement	227,001	289,310	247,536
Public Building Parking Lot Improvements	250,000	0	0
Public Right-of-Way ADA Improvements	5,750,000	5,000,000	0
Repair to Historic Buildings	100,000	100,000	0
Repairs - Modifications to City Buildings	150,000	150,000	0
Replace Network Equipment	210,000	0	0
Lafayette St. Underpass at Subway Pump Station	200,000	0	0
Laurelwood Pump Station Rehabilitation	3,200,000	0	0
Morse Mansion Maintenance and Repair	50,000	50,000	0
Sarah E. Fox Memorial Mausoleum Repairs	300,000	0	0
SDPS Motor and Control Maintenance, Repair, and Replacement	0	189,000	0
Station 2 Training Tower	0	50,000	0
Stationary Standby Generators	1,000,000	0	0
Storm Drain Repairs and Maintenance	100,000	0	0
Storm Drain Slide Gate Rehabilitation	390,000	0	0
Street Tree Services	0	323,000	0
Traffic Engineering Consultant Support	125,000	125,000	0
Triton Museum Repair and Modifications	35,000	35,000	0
Uncontrolled Crosswalks	200,000	0	0
Urban Runoff Pollution Prevention Program	300,000	150,000	0
Transfers to Capital Improvement Program Subtotal	19,678,672	11,773,925	3,523,564
Transfer to Building Development Services Fund	0	18,013,097	0
Transfer to Cemetery Fund	771,769	850,000	870,000
Transfer to Parking Maintenance District	4,508	0	0
Transfers to Public Facilities Financing Fund			
2010 Lease Debt Issuance	1,097,069	1,094,164	0
2013 Refunding Certificates of Participation	1,403,275	1,407,275	1,402,275
Transfers to Public Facilities Financing Fund Subtotal	2,500,344	2,501,439	1,402,275
Transfer to Certified Access Specialist (CASP) Certification and Training Fund	7,000	0	0
Transfer to Land Sale Reserve	0	3,026,782	0
Transfer to Solid Waste Fund	0	33,600	33,600



Non-Departmental Detail

	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2022/23 Proposed
Citywide Programs Division			
Citywide Programs			
Transfer to Special Liability Insurance Fund	0	5,200,000	0
Transfer to Reserves	0	106,470	180,700
Triton Museum	295,560	266,000	266,000
Citywide Programs Subtotal	28,548,377	46,998,766	11,632,453
Citywide Strategic Planning and Initiatives Division			
Citywide Strategic Programs and Initiatives			
Citywide Strategic Planning and Initiatives Positions	2,633,147	1,789,197	1,889,126
City Memberships	0	184,409	187,621
Interfund Services Allocations	412,337	229,603	238,157
Santa Clara Convention Center	18,851,557	9,043,471	13,866,350
Task Force on Diversity, Equity and Inclusion	0	50,000	50,000
Citywide Strategic Planning and Initiatives Subtotal	21,897,041	11,296,680	16,231,254
Stadium Operations Division			
Stadium – General Administration			
City Attorney	121,176	131,493	136,095
City Council	5,670	5,670	5,670
City Clerk	27,968	22,722	23,517
City Manager	640,008	452,172	467,998
Citywide Strategic Planning and Initiatives	0	0	0
Community Development	3,100	2,901	3,003
Finance	469,427	410,174	424,530
Human Resources	4,735	2,505	2,593
Information Technology	3,401	3,208	3,320
Public Works	3,335	3,207	3,319
Stadium – General Administration Subtotal	1,278,820	1,034,052	1,070,045
Stadium – Fire			
Levi's Stadium NFL Regular	16,500	16,500	16,500
Levi's Stadium Non-NFL Regular	10,100	10,100	10,100
Levi's Stadium General Regular	16,000	16,000	16,000
Levi's Stadium NFL OT	179,400	179,400	179,400
Levi's Stadium Non-NFL OT	171,000	171,000	171,000
Levi's Stadium General OT	25,200	25,200	25,200
Levi's Stadium General Supplies	14,100	14,100	14,100
Levi's Stadium General Equipment Maintenance	5,000	7,335	7,439
Stadium – Fire Subtotal	437,300	439,635	439,739



Non-Departmental Detail

	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2022/23 Proposed
Stadium Operations Division			
Stadium – Public Works			
Levi's Stadium NFL Regular	13,500	13,500	13,500
Levi's Stadium Non-NFL Regular	22,500	22,500	22,500
Levi's Stadium General Regular	5,700	5,700	5,700
Levi's Stadium NFL OT	389,400	389,400	389,400
Levi's Stadium Non-NFL OT	283,400	283,400	283,400
Levi's Stadium General OT	26,900	26,900	26,900
Levi's Stadium General Supplies	6,200	6,288	6,240
Stadium – Public Works Subtotal	747,600	747,688	747,640
Stadium – Police			
Levi's Stadium NFL Regular	69,300	69,300	69,300
Levi's Stadium Non-NFL Regular	50,600	50,600	50,600
Levi's Stadium General Regular	42,700	42,700	42,700
Levi's Stadium NFL As Needed	702,500	702,500	702,500
Levi's Stadium Non-NFL As Needed	663,700	663,700	663,700
Levi's Stadium General As Needed	20,800	21,200	21,200
Levi's Stadium NFL OT	977,000	977,000	977,000
Levi's Stadium Non-NFL OT	744,500	744,500	744,500
Levi's Stadium General OT Reimb - NFL	8,600	9,213	9,213
Levi's Stadium General Supplies	19,900	19,900	19,900
Levi's Stadium General Stadium Authority Equipment Maintenance	28,700	24,247	24,474
Per Diem Workers' Compensation Insurance	31,200	31,200	31,200
NFL Outside Agency - CA Highway Patrol	419,000	419,000	419,000
Non-NFL Outside Agency - CA Highway Patrol	271,000	271,000	271,000
NFL Outside Agency - Santa Clara County	158,300	158,300	158,300
NFL Outside Agency - City of Sunnyvale	14,800	14,800	14,800
Non-NFL Outside Agency - Santa Clara County	84,200	84,200	84,200
Non-NFL Outside Agency - County of San Francisco	11,400	11,400	11,400
Levi's Stadium General Contractual Services	28,500	28,500	28,500
Levi's Stadium NFL IT Outside Services	12,500	23,600	23,600
Levi's Stadium Non-NFL IT Outside Services	12,500	12,500	12,500
Levi's Stadium General IT Outside Services	55,300	44,200	44,200
Silicon Valley Regional Interoperability Authority	62,900	62,900	62,900
Public Safety Stadium-Related Training Program	214,200	311,453	377,497
Citywide Strategic Planning Function	139,317	152,498	156,673
Stadium – Police Subtotal	4,843,417	4,950,411	5,020,857
Total Non-Departmental	57,752,555	65,467,232	35,141,988



Service Level Changes

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Task Force on Diversity, Equity and Inclusion	0.00	50,000	0	50,000	0

Program: 3631 – Citywide Strategic Programs & Initiatives

On September 29, 2020, the City Council approved the establishment of the Task Force on Diversity, Equity and Inclusion. The Task Force is a Council-appointed meeting body charged with making recommendations to policies that will help the City achieve racial equity. This proposal adds additional funding for the Task Force to cover costs for printing and mailing services, listening sessions for targeted outreach as well as community engagement. In FY 2021, \$50,000 was allocated to the Mayor and Council Office for this Task Force. The work of the Task Force is anticipated to go into FY 2022/23.

Performance Impact

This funding will provide City staff more opportunities to connect with the residents to ensure transparency of equity and inclusion across the City.

Strategic Pillar:



Enhance Community Engagement and Transparency

Title	Positions	FY 2021/22		FY 2022/23	
		One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Community Funding Reductions	0.00	(29,600)	(52,000)	(29,600)	(52,000)

Program: 3611 – Citywide Programs

This proposal combines the Community Grants Program budget (\$104,000) and the Championship Teams budget (\$36,000) for a combined total of \$140,000. It is recommended that this combined allocation be decreased by \$40,000, bringing the total Community Grants/Championship Teams budget allocation to \$100,000. Additionally, this proposal eliminates the Miss Santa Clara allocation of \$12,000 ongoing and reduces the Triton Museum allocation by \$29,600, one-time in FY 2021/22 and FY 2022/23.

Performance Impact

This proposal will limit the amount of programs and community groups that receive funding through the City.

Strategic Pillar:



Enhance Community Engagement and Transparency



Performance and Workload Measures

Non-Departmental							
Performance Measures							
	Strategic Pillar	2018/19 Actuals	2019/20 Actuals	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Enhanced risk management practices resulting in reduction to citywide claim losses (% reduction)		N/A	4%	5%	4%	4%	4%
Number of vendor contracts confirmed compliance with city insurance requirements – <i>Delete for FY 2021/22</i>		N/A	997	N/A	N/A	N/A	N/A
Workload Measures							
Enhanced risk management practices resulting in reduction to citywide claim losses (number of claims)		N/A	78	78	75	75	75
Number of City properties managed		N/A	18	18	18	18	18



Performance and Workload Measures

Convention Center Spectra Venue Management – (New for FY 2021/22)							
Performance Measures							
	Strategic Pillar	2018/19 Actuals	2019/20 Actuals	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Convention Center Gross Revenue		N/A	N/A	N/A	N/A	\$8.4 m	\$13.6 m
Net Income ¹		N/A	N/A	N/A	N/A	(\$0.6 m)	(\$0.2 m)
Economic Impact ²		N/A	N/A	N/A	N/A	\$8.9 m	\$17.2 m
Customer Service Survey Results (overall satisfaction)		N/A	N/A	N/A	N/A	85%	85%
Event Mix at the Convention Center (consumed)							
Percent of P1 Events ³		N/A	N/A	N/A	N/A	1%	1%
Number of P1 Events						1	3
Percent of P2 Events ⁴		N/A	N/A	N/A	N/A	1%	2%
Number of P2 Events						2	6
Percent of P3 Events ⁵		N/A	N/A	N/A	N/A	8%	6%
Number of P3 Events						16	24
Percent of P4 Events ⁶		N/A	N/A	N/A	N/A	20%	18%
Number of P4 Events						42	67
Percent of P5 Events ⁷		N/A	N/A	N/A	N/A	71%	73%
Number of P5 Events						150	274

¹ The next two years will focus on recovery from the impacts of COVID-19 and the phasing in of staff as needed based on projected future events. Target numbers are based on the ability to host events starting October 2021.

² Economic impact is the amount of additional spending that occurs in the community by visitors while attending events at a Convention Center. For example, when Convention Center event attendees come to Santa Clara, they create economic activity that ripples throughout the area: stay at hotels, eat at restaurants, buy at retail stores, visit attractions, etc.

³ Priority 1 (P1) event – Large multi-day convention and/or conference that utilizes all venue space at the Convention Center, utilizes significant venue services such as food and beverage, audio-visual and information technology, and draws a substantial number of out of town visitors that stay in multiple Santa Clara hotels.

⁴ Priority 2 (P2) event – Primarily large multi-day convention and/or conference that utilizes most of the venue space at the Convention Center, utilizes venue services such as food and beverage, audio-visual and information technology, and draws out of town visitor that stay in multiple Santa Clara hotels.

⁵ Priority 3 (P3) event – Multiple or single day event that utilizes space at the Convention Center. Attendance and out of town visitors are less than for a P1 or P2. Examples of P3 events may include trade shows, consumer shows, smaller conventions/conferences, and sporting events.

⁶ Priority 4 (P4) event – Typically a one- or two-day event that utilizes space at the Convention Center. Attendees are primarily local. Special events (e.g. graduations), smaller meetings and/or smaller trade and consumer shows are examples of P4 events.

⁷ Priority 5 (P5) event – Usually a single day event. Examples of P5 events are banquets, galas, other social type events and meetings.



Performance and Workload Measures

Convention Center Spectra Venue Management – (New for FY 2021/22)

Performance Measures							
	Strategic Pillar	2018/19 Actuals	2019/20 Actuals	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Community Benefit							
Percent of Convention Center employees that volunteer in the community		N/A	N/A	N/A	N/A	50%	60%
Percent of small, local and M/WBE businesses/vendors		N/A	N/A	N/A	N/A	20%	20%
Number of room nights consumed		N/A	N/A	N/A	N/A	6,605	14,755
Number of Prospects ¹ (active)		N/A	N/A	N/A	N/A	204	220
Number of collaborative, community-based events hosted at the Center		N/A	N/A	N/A	N/A	1	2

¹ A prospect is a potential customer who has been contacted and qualified by the sales team as having desirable criteria for an event in Santa Clara such as: size of event fits in the venue, there is a history of hotel needs that can be provided by Santa Clara hotels, and they have expressed interest in holding an event in Santa Clara.



Performance and Workload Measures

Convention Center Levy Premium Foodservice – (New for FY 2021/22)							
Performance Measures							
	Strategic Pillar	2018/19 Actuals	2019/20 Actuals	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Customer Service Survey Results (overall satisfaction)		N/A	N/A	N/A	N/A	90%	90%
Number of room nights generated		N/A	N/A	N/A	N/A	9,375	16,438
Net Profit ¹		N/A	N/A	N/A	N/A	\$0.6 m	\$1.2 m
Community Impact							
Number of collaborative, community-based events hosted at Center		N/A	N/A	N/A	N/A	1	2
Number of meals donated to local non-profit partner (daily excess food)		N/A	N/A	N/A	N/A	300	500
Percent of Levy's management team that volunteer in the community		N/A	N/A	N/A	N/A	75%	85%
Percent waste diversion rate ²		N/A	N/A	N/A	N/A	25%	50%
Workforce Development/Training ³							
Teaching Kitchen - Percent of graduates		N/A	N/A	N/A	N/A	0%	70%
Percent of successful job placements		N/A	N/A	N/A	N/A	0%	65%
Percent of purchases from Northern California grown and produced food, beverages and supplies		N/A	N/A	N/A	N/A	25%	25%
Level of participation in securing P1 and P2 events		N/A	N/A	N/A	N/A	85%	85%
Number of prospects ⁴ (active)		N/A	N/A	N/A	N/A	350	550

¹ The next two years will focus on recovery from the impacts of COVID-19 and the phasing in of staff as needed based on projected future events. Target numbers are based on the ability to host events starting October 2021.

² Levy's five-year Roadmap to Sustainability goal is to reach 80% waste diversion rate by 2024 and to achieve a "zero waste operation".

³ Due to the impacts of COVID-19, Teaching Kitchen program planning will occur in FY 2021/22 for implementation in FY 2022/23.

⁴ A prospect is a potential customer who has been contacted and qualified by the sales team as having desirable criteria for an event in Santa Clara such as: size of event fits in the venue, there is a history of hotel needs that can be provided by Santa Clara hotels, and they have expressed interest in holding an event in Santa Clara.



Performance and Workload Measures

Convention Center Levy Premium Foodservice – (New for FY 2021/22)							
Performance Measures							
	Strategic Pillar	2018/19 Actuals	2019/20 Actuals	2020/21 Target	2020/21 Estimate	2021/22 Target	2022/23 Target
Number of new businesses/events to Convention Center		N/A	N/A	N/A	N/A	4	12
Retail/Public Space Activation							
Net Profit		N/A	N/A	N/A	N/A	\$ 32,400	\$ 98,800
Number of transactions		N/A	N/A	N/A	N/A	19,900	48,390
Workload Measures							
Number of Santa Clara University interns ¹		N/A	N/A	N/A	N/A	0	1
Workforce Development/Training							
Teaching Kitchen - number of participants enrolled		N/A	N/A	N/A	N/A	0	20
Number of internships and apprenticeships provided		N/A	N/A	N/A	N/A	0	1

¹ Due to the impacts of COVID-19, internship opportunities will be implemented in FY 2022/23.

SANTA CLARA CONVENTION CENTER
FISCAL YEAR 2022 - July 1, 2021 - June 30, 2022
INCOME STATEMENT
BUDGET PROPOSAL

	Spectra BUDGET 2021/2022	Budget 2020/2021	Budget VARIANCE FAV/(UNFAV)
# OF EVENTS	211	436	(225)
ATTENDANCE	119,350	344,164	(224,814)
DAYS	443	1,059	(616)
DIRECT EVENT REVENUE			
RENTAL REVENUE	1,849,675	5,789,533	(3,939,858)
SERVICE REVENUE	815,645	2,080,242	(1,264,597)
TOTAL DIRECT EVENT REVENUE	2,665,320	7,869,775	(5,204,455)
ANCILLARY REVENUE			
FOOD AND BEVERAGE REVENUE	4,416,923	11,044,000	(6,627,078)
AUDIO-VISUAL REVENUE	989,212	2,304,995	(1,315,783)
ELECTRICAL REVENUE	219,600	524,600	(305,000)
TOTAL ANCILLARY REVENUE	5,625,735	13,873,595	(8,247,861)
TOTAL EVENT REVENUE	8,291,055	21,743,370	(13,452,316)
OTHER REVENUE	61,150	168,836	(107,686)
TOTAL GROSS REVENUE	8,352,205	21,912,206	(13,560,002)
EVENT EXPENSE			
SERVICE EXPENSE	520,623	1,480,000	(959,377)
FOOD & BEVERAGE EXPENSE	3,785,611	7,505,662	(3,720,051)
AUDIO-VISUAL EXPENSE	662,772	1,675,000	(1,012,228)
ELECTRICAL EXPENSE	164,700	393,450	(228,750)
TOTAL EVENT EXPENSE	5,133,706	11,054,112	(5,920,406)
TOTAL EVENT INCOME	3,157,348	10,689,258	(7,531,910)
TOTAL INCOME WITH OTHER REVENUE	3,218,498	10,858,094	(7,639,596)
INDIRECT EXPENSES			
EXECUTIVE	332,143	752,860	420,717
FINANCE	365,547	581,427	215,880
MARKETING & SALES	245,052	598,924	353,872
EVENTS	228,558	530,531	301,973
OPERATIONS	1,492,492	3,844,722	2,352,230
OVERHEAD	1,200,974	1,482,849	281,876
FOOD & BEVERAGE	0		0
AUDIO VISUAL	0		0
TOTAL INDIRECT EXPENSES	3,864,765	7,791,313	3,926,548
CAPITAL EXPENSE	0	0	0
NET INCOME / (SUBSIDY)	(646,267)	3,066,781	(3,713,048)

SANTA CLARA CONVENTION CENTER
FISCAL YEAR 2022 - July 1, 2021 - June 30, 2022
INCOME STATEMENT
BUDGET PROPOSAL

	TOTAL	July	August	September	October	November	December	January	February	March	April	May	June
# OF EVENTS	211	0	0	0	23	20	14	24	17	29	33	27	24
GENERAL ATTENDANCE	119,350	0	0	0	21,300	10,150	5,350	12,200	9,250	12,500	18,250	14,250	16,100
DAYS	443	0	0	0	62	46	28	48	44	59	63	48	45
TOTAL EVENT REVENUE													
Consumer Shows	105,000	0	0	0	52,000	0	0	0	0	0	0	53,000	0
Conventions	875,970	0	0	0	62,000	189,550	0	67,850	98,465	110,810	68,500	135,000	143,795
Banquets	109,445	0	0	0	8,450	13,720	38,100	5,000	4,450	13,100	14,125	8,250	4,250
Meetings/Conferences	798,160	0	0	0	135,060	46,500	39,500	67,290	59,800	93,850	119,270	135,340	101,550
Special Events	255,990	0	0	0	21,050	13,850	8,670	28,350	41,750	23,970	25,650	63,250	29,450
Sporting Events	209,415	0	0	0	0	40,500	0	42,775	35,250	39,000	33,750	18,140	0
Trade Shows	311,340	0	0	0	160,640	34,000	0	13,650	0	17,500	25,050	60,500	0
TOTAL DIRECT EVENT REVENUE	2,665,320	0	0	0	439,200	338,120	86,270	224,915	239,715	298,230	286,345	473,480	279,045
ANCILLARY REVENUE													
Service Revenue only	810,395	0	0	0	135,700	110,550	8,200	62,250	58,250	107,250	65,400	187,250	75,545
Food & Beverage Revenue	4,416,923	0	0	0	641,310	340,215	323,053	235,090	744,575	584,110	622,025	541,785	384,760
Audio-Visual Revenue	989,212	0	0	0	341,500	36,400	53,000	98,000	61,500	158,812	65,000	115,000	60,000
Electrical Revenue	219,600	0	0	0	41,300	22,500	0	15,000	15,000	41,500	21,000	40,800	22,500
TOTAL ANCILLARY REVENUE	5,625,735	0	0	0	1,024,110	399,115	376,053	348,090	821,075	784,422	708,025	697,585	467,260
TOTAL EVENT REVENUE	8,291,055	0	0	0	1,463,310	737,235	462,323	573,005	1,060,790	1,082,652	994,370	1,171,065	746,305
OTHER REVENUE													
Advertising & Sponsorship	18,750	1,563	1,563	1,563	1,563	1,563	1,563	1,563	1,563	1,563	1,563	1,563	1,563
Cancellation Fees	8,063	672	672	672	672	672	672	672	672	672	672	672	672
Interest and Dividends	7,500	625	625	625	625	625	625	625	625	625	625	625	625
F&B Vending	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Miscellaneous Revenue	26,837	2,236	2,236	2,236	2,236	2,236	2,236	2,236	2,236	2,236	2,236	2,236	2,236
TOTAL OTHER REVENUE	61,150	5,096	5,096	5,096	5,096	5,096	5,096	5,096	5,096	5,096	5,096	5,096	5,096
TOTAL GROSS REVENUE	8,352,205	5,096	5,096	5,096	1,468,406	742,331	467,418	578,101	1,065,886	1,087,748	999,466	1,176,161	751,401
EVENT EXPENSE													
Service Expense	520,623	0	0	0	55,500	78,070	3,700	43,475	38,295	75,110	44,400	133,755	48,318
Food & Beverage Expense	3,785,611	53,366	56,192	68,428	514,549	296,866	284,596	243,086	541,787	454,640	474,666	446,964	350,471
Audio-Visual Expense	662,772	0	0	0	228,805	24,388	35,510	65,660	41,205	106,404	43,550	77,050	40,200
Parking Expense	0	0	0	0	0	0	0	0	0	0	0	0	0
Electrical Expense	164,700	0	0	0	30,975	16,875	0	11,250	11,250	31,125	15,750	30,600	16,875
Business Center Expense	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EVENT EXPENSE	5,133,706	53,366	56,192	68,428	829,829	416,199	323,806	363,471	632,537	667,279	578,366	688,369	455,864
NET EVENT INCOME	3,157,348	(53,366)	(56,192)	(68,428)	633,481	321,036	138,517	209,534	428,253	415,373	416,004	482,696	290,441
NET INCOME W/OTH REVENUE	3,218,498	(48,270)	(51,096)	(63,332)	638,577	326,132	143,612	214,630	433,349	420,469	421,100	487,792	295,537
INDIRECT EXPENSES													

SANTA CLARA CONVENTION CENTER
FISCAL YEAR 2022 - July 1, 2021 - June 30, 2022
INCOME STATEMENT
BUDGET PROPOSAL

	TOTAL	July	August	September	October	November	December	January	February	March	April	May	June
PERSONNEL EXPENSE													
Salaries	1,345,539	155,255	103,503	103,503	103,503	103,503	155,255	103,503	103,503	103,503	103,503	103,503	103,503
Payroll Taxes	112,454	12,975	8,650	8,650	8,650	8,650	12,975	8,650	8,650	8,650	8,650	8,650	8,650
Employee Benefits	351,771	31,859	28,805	28,805	28,805	28,805	31,859	28,805	28,805	28,805	28,805	28,805	28,805
Part-time Wages	0	0	0	0	0	0	0	0	0	0	0	0	0
Allocation of Event Labor	40,000	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333
Contract Labor	26,520	2,210	2,210	2,210	2,210	2,210	2,210	2,210	2,210	2,210	2,210	2,210	2,210
Temporary Labor	50,680	4,223	4,223	4,223	4,223	4,223	4,223	4,223	4,223	4,223	4,223	4,223	4,223
TOTAL PERSONNEL EXPENSE	1,926,964	209,856	150,725	150,725	150,725	150,725	209,856	150,725	150,725	150,725	150,725	150,725	150,725
OTHER OPERATING EXPENSE													
Advertising	0	0	0	0	0	0	0	0	0	0	0	0	0
Automobile Expense	1,733	144	144	144	144	144	144	144	144	144	144	144	144
Bad Debt	20,000	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667
Building Supplies	97,191	8,099	8,099	8,099	8,099	8,099	8,099	8,099	8,099	8,099	8,099	8,099	8,099
Computer Services	27,324	2,277	2,277	2,277	2,277	2,277	2,277	2,277	2,277	2,277	2,277	2,277	2,277
Consulting & Professional Fees	67,223	5,602	5,602	5,602	5,602	5,602	5,602	5,602	5,602	5,602	5,602	5,602	5,602
Contracted Services	41,887	3,491	3,491	3,491	3,491	3,491	3,491	3,491	3,491	3,491	3,491	3,491	3,491
Data Processing Fees	136,634	11,386	11,386	11,386	11,386	11,386	11,386	11,386	11,386	11,386	11,386	11,386	11,386
Dues & Subscriptions	0	0	0	0	0	0	0	0	0	0	0	0	0
Equipment & Supply Rental	7,160	597	597	597	597	597	597	597	597	597	597	597	597
Equip Maintenance Agreement	104,737	8,728	8,728	8,728	8,728	8,728	8,728	8,728	8,728	8,728	8,728	8,728	8,728
F&B Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0
Good & Welfare	0	0	0	0	0	0	0	0	0	0	0	0	0
Insurance	266,972	22,248	22,248	22,248	22,248	22,248	22,248	22,248	22,248	22,248	22,248	22,248	22,248
Licenses and Permits	3,978	332	332	332	332	332	332	332	332	332	332	332	332
Management Fee	165,000	13,750	13,750	13,750	13,750	13,750	13,750	13,750	13,750	13,750	13,750	13,750	13,750
Meetings/Conferences	0	0	0	0	0	0	0	0	0	0	0	0	0
Office Supplies	11,000	917	917	917	917	917	917	917	917	917	917	917	917
Other - Lighting	15,000	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Other-Overhead	15,000	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250
Photography	0	0	0	0	0	0	0	0	0	0	0	0	0
Postage	4,500	375	375	375	375	375	375	375	375	375	375	375	375
Printing	20,750	1,729	1,729	1,729	1,729	1,729	1,729	1,729	1,729	1,729	1,729	1,729	1,729
Promotions	0	0	0	0	0	0	0	0	0	0	0	0	0
Relocation	0	0	0	0	0	0	0	0	0	0	0	0	0
Recruitment	500	42	42	42	42	42	42	42	42	42	42	42	42
Repairs/Maintenance	80,641	6,720	6,720	6,720	6,720	6,720	6,720	6,720	6,720	6,720	6,720	6,720	6,720
Telephone	5,638	470	470	470	470	470	470	470	470	470	470	470	470
Tools/Equipment	8,095	675	675	675	675	675	675	675	675	675	675	675	675
Training	10,065	839	839	839	839	839	839	839	839	839	839	839	839
Trash Hauling	92,051	7,671	7,671	7,671	7,671	7,671	7,671	7,671	7,671	7,671	7,671	7,671	7,671
Travel & Entertainment	0	0	0	0	0	0	0	0	0	0	0	0	0
Uniforms	13,450	1,121	1,121	1,121	1,121	1,121	1,121	1,121	1,121	1,121	1,121	1,121	1,121
Utilities	787,274	65,606	65,606	65,606	65,606	65,606	65,606	65,606	65,606	65,606	65,606	65,606	65,606
Allocation of Utilities	(66,000)	(5,500)	(5,500)	(5,500)	(5,500)	(5,500)	(5,500)	(5,500)	(5,500)	(5,500)	(5,500)	(5,500)	(5,500)
TOTAL OPERATING EXPENSES	1,937,802	161,483	161,483	161,483	161,483	161,483	161,483	161,483	161,483	161,483	161,483	161,483	161,483
TOTAL INDIRECT EXPENSES	3,864,765	371,340	312,209	312,209	312,209	312,209	371,340	312,209	312,209	312,209	312,209	312,209	312,209
CAPITAL EXPENSE	0	0	0	0	0	0	0	0	0	0	0	0	0
NET INCOME / (SUBSIDY)	(646,267)	(419,610)	(363,305)	(375,541)	326,368	13,923	(227,727)	(97,579)	121,140	108,260	108,891	175,583	(16,672)

SANTA CLARA CONVENTION CENTER
EVENTS BUDGET
FISCAL YEAR 2022 - July 1, 2021 - June 30, 2022

	CONVENTIONS	TRADE SHOWS	CONSUMER SHOWS	SPECIAL EVENTS	MEETINGS	BANQUETS	SPORTING EVENTS	TOTALS
NUMBER OF EVENTS	17	10	3	37	105	24	15	211
GENERAL ATTENDANCE	24,650	11,200	9,200	18,750	29,800	16,550	9,200	119,350
DAYS	76	38	8	79	169	40	33	443
DIRECT EVENT REVENUE								
RENTAL REVENUE	508,875	215,840	91,000	235,740	492,760	101,295	204,165	1,849,675
SERVICE REVENUE	367,095	95,500	14,000	20,250	305,400	8,150	5,250	815,645
DIRECT EVENT REVENUE	875,970	311,340	105,000	255,990	798,160	109,445	209,415	2,665,320
SERVICE REVENUE								
MARKETING SERVICES	0	0	0	0	0	0	0	0
GUEST SERVICES	0	0	0	0	0	0	0	0
TICKET OFFICE	0	0	0	0	0	0	0	0
OPERATIONS LABOR	0	0	0	0	0	0	0	0
EQUIPMENT RENTAL	18,050	18,750	0	2,750	60,650	7,650	4,250	112,100
CLEANING BILLED	0	0	0	0	0	0	0	0
IN HOUSE ELECTRICAL BILLED	0	0	0	0	0	0	0	0
TELECOMMUNICATIONS BILLED	349,045	76,750	14,000	17,500	244,750	500	1,000	703,545
UTILITIES BILLED	0	0	0	0	0	0	0	0
LINENS BILLED	0	0	0	0	0	0	0	0
INSURANCE BILLED	0	0	0	0	0	0	0	0
DAMAGES BILLED	0	0	0	0	0	0	0	0
OTHER SERVICE BILLED	0	0	0	0	0	0	0	0
TOTAL SERVICE REVENUE	367,095	95,500	14,000	20,250	305,400	8,150	5,250	815,645
SERVICE REVENUE TO RENTAL REVENUE RATIO	72.1%	44.2%	15.4%	8.6%	62.0%	8.0%	2.6%	44.1%
LESS SERVICE EXPENSES:								
MARKETING SERVICES EXPENSE	0	0	0	0	0	0	0	0
GUEST SERVICES EXPENSE	0	0	0	0	0	0	0	0
TICKET OFFICE EXPENSE	0	0	0	0	0	0	0	0
OPERATIONS LABOR EXPENSE	0	0	0	0	0	0	0	0
EQUIPMENT RENTAL EXPENSE	0	0	0	0	0	0	0	0
CLEANING EXPENSE	0	0	0	0	0	0	0	0
ELECTRICAL EXPENSE	0	0	0	0	0	0	0	0
TELECOMMUNICATIONS EXPENSE	(258,293)	(56,795)	(10,360)	(12,950)	(181,115)	(370)	(740)	(520,623)
UTILITIES EXPENSE	0	0	0	0	0	0	0	0
LINEN EXPENSE	0	0	0	0	0	0	0	0
INSURANCE EXPENSE	0	0	0	0	0	0	0	0
DAMAGES EXPENSE	0	0	0	0	0	0	0	0
OTHER SERVICE EXPENSE	0	0	0	0	0	0	0	0
TOTAL SERVICE EXPENSES	(258,293)	(56,795)	(10,360)	(12,950)	(181,115)	(370)	(740)	(520,623)
NET SERVICE INCOME/(LOSS)	108,802	38,705	3,640	7,300	124,285	7,780	4,510	295,022
SERVICE REVENUE PROFIT MARGIN	29.6%	40.5%	26.0%	36.0%	40.7%	95.5%	85.9%	36.2%
FOOD & BEVERAGE								
CATERING	4,161,664	0	0	0	0	0	0	4,161,664
CATERING-Non Alcoholic	0	0	0	0	0	0	0	0
CATERING-Alcoholic	0	0	0	0	0	0	0	0
SERVICE CHARGE	255,259	0	0	0	0	0	0	255,259
CONCESSIONS	0	0	0	0	0	0	0	0
AT COST CATERING	0	0	0	0	0	0	0	0

SANTA CLARA CONVENTION CENTER
EVENTS BUDGET
FISCAL YEAR 2022 - July 1, 2021 - June 30, 2022

	CONVENTIONS	TRADE SHOWS	CONSUMER SHOWS	SPECIAL EVENTS	MEETINGS	BANQUETS	SPORTING EVENTS	TOTALS
OTHER INCOME	0	0	0	0	0	0	0	0
GROSS FOOD & BEVERAGE REVENUE	4,416,923	0	0	0	0	0	0	4,416,923
CATERING EXPENSE-Food	(3,785,611)	0	0	0	0	0	0	(3,785,611)
CATERING EXPENSE-Non Alcoholic	0	0	0	0	0	0	0	0
CATERING EXPENSE-Alcoholic	0	0	0	0	0	0	0	0
CONCESSIONS EXPENSE	0	0	0	0	0	0	0	0
CATERING/CONCESSIONS LABOR EXPENSE	0	0	0	0	0	0	0	0
TOTAL FOOD & BEVERAGE EXPENSE	(3,785,611)	0	0	0	0	0	0	(3,785,611)
NET FOOD & BEVERAGE INCOME	631,312	0	0	0	0	0	0	631,312
FOOD & BEVERAGE EVENT PROFIT MARGIN	14.3%							14.3%
AUDIO VISUAL REVENUE								
AV SERVICE REVENUE	473,550	170,250	55,000	11,700	185,062	93,650	0	989,212
AV SERVICE EXPENSE	(317,279)	(114,068)	(36,850)	(7,839)	(123,992)	(62,746)	0	(662,772)
NET AUDIO VISUAL INCOME	156,272	56,183	18,150	3,861	61,070	30,905	0	326,440
AUDIO VISUAL PROFIT MARGIN	33.0%	33.0%	33.0%	33.0%	33.0%	33.0%	0.0%	33.0%
ELECTRICAL SERVICES								
ELECTRICAL SERVICES REVENUE	104,300	59,500	7,800	8,000	40,000	0	0	219,600
ELECTRICAL SERVICES EXPENSE	(78,225)	(44,625)	(5,850)	(6,000)	(30,000)	0	0	(164,700)
NET DECORATOR SERVICES INCOME	26,075	14,875	1,950	2,000	10,000	0	0	54,900
DECORATOR SERVICES PROFIT MARGIN	25.0%	25.0%	25.0%	25.0%	25.0%	0.0%	0.0%	25.0%
TOTAL ANCILLARY INCOME	813,658	71,058	20,100	5,861	71,070	30,905	0	1,012,651
EVENT OPERATING INCOME	1,431,335	325,603	114,740	248,901	688,115	139,980	208,675	3,157,348
TOTAL GROSS REVENUE	5,870,743	541,090	167,800	275,690	1,023,222	203,095	209,415	8,291,055

SANTA CLARA CONVENTION CENTER
FISCAL YEAR 2023 - July 1, 2022 - June 30, 2023
INCOME STATEMENT
BUDGET PROPOSAL

	Spectra BUDGET 2022/2023	BUDGET 2021/22	Budget VARIANCE FAV/(UNFAV)
# OF EVENTS	374	211	163
ATTENDANCE	248,505	119,350	129,155
DAYS	739	443	296
DIRECT EVENT REVENUE			
RENTAL REVENUE	3,100,791	1,849,675	1,251,116
SERVICE REVENUE	1,231,236	815,645	415,591
TOTAL DIRECT EVENT REVENUE	4,332,027	2,665,320	1,666,707
ANCILLARY REVENUE			
FOOD AND BEVERAGE REVENUE	7,588,310	4,416,923	3,171,387
AUDIO-VISUAL REVENUE	1,254,800	989,212	265,588
ELECTRICAL REVENUE	355,548	219,600	135,948
TOTAL ANCILLARY REVENUE	9,198,658	5,625,735	3,572,923
TOTAL EVENT REVENUE	13,530,685	8,291,055	5,239,630
OTHER REVENUE	72,950	61,150	11,800
TOTAL GROSS REVENUE	13,603,635	8,352,205	5,251,430
EVENT EXPENSE			
SERVICE EXPENSE	812,964	520,623	292,341
FOOD & BEVERAGE EXPENSE	6,401,870	3,785,611	2,616,259
AUDIO-VISUAL EXPENSE	840,716	662,772	177,944
ELECTRICAL EXPENSE	262,911	164,700	98,211
TOTAL EVENT EXPENSE	8,318,461	5,133,706	3,184,755
TOTAL EVENT INCOME	5,212,224	3,157,349	2,054,875
TOTAL INCOME WITH OTHER REVENUE	5,285,174	3,218,499	2,066,675
INDIRECT EXPENSES			
EXECUTIVE	339,385	332,143	(7,242)
FINANCE	429,193	365,547	(63,646)
MARKETING & SALES	346,281	245,052	(101,229)
EVENTS	359,017	228,558	(130,459)
OPERATIONS	2,615,957	1,492,492	(1,123,465)
OVERHEAD	1,413,057	1,200,974	(212,083)
FOOD & BEVERAGE	0		0
AUDIO VISUAL	0		0
TOTAL INDIRECT EXPENSES	5,502,889	3,864,766	(1,638,123)
CAPITAL EXPENSE	0	0	0
NET INCOME / (SUBSIDY)	(217,715)	(646,267)	428,552

SANTA CLARA CONVENTION CENTER
FISCAL YEAR 2023 - July 1, 2022 - June 30, 2023
INCOME STATEMENT
BUDGET PROPOSAL

	TOTAL	July	August	September	October	November	December	January	February	March	April	May	June
# OF EVENTS	374	13	16	36	41	35	25	35	26	43	40	34	30
GENERAL ATTENDANCE	248,505	4,650	13,250	22,100	25,050	16,750	10,740	14,400	8,750	19,150	84,950	18,065	10,650
DAYS	739	26	36	83	88	70	38	63	52	90	79	66	48
TOTAL EVENT REVENUE													
Consumer Shows	153,371	0	12,850	24,500	15,400	0	0	19,000	0	29,500	0	52,121	0
Conventions	1,369,768	0	48,950	130,000	224,500	293,175	33,750	52,000	61,250	121,835	158,508	171,500	74,300
Banquets	244,325	0	0	17,600	26,450	47,900	45,600	13,950	21,900	27,350	13,875	29,700	0
Meetings/Conferences	1,213,828	55,080	50,450	133,095	91,668	50,995	23,150	215,710	75,650	165,250	108,430	112,100	132,250
Special Events	426,598	26,660	16,175	47,110	52,820	43,740	19,800	38,665	16,830	44,950	43,500	44,790	31,558
Sporting Events	247,410	0	8,750	43,750	0	0	0	45,510	44,250	44,250	44,900	12,250	3,750
Trade Shows	676,727	0	98,460	117,500	166,880	0	26,452	20,320	13,300	125,750	41,700	66,365	0
TOTAL DIRECT EVENT REVENUE	4,332,027	81,740	235,635	513,555	577,718	435,810	148,752	405,155	233,180	558,885	410,913	488,826	241,858
ANCILLARY REVENUE													
Service Revenue only	1,221,786	51,100	106,700	160,700	91,150	110,900	4,000	98,500	73,650	168,350	76,500	215,986	64,250
Food & Beverage Revenue	7,588,310	63,245	279,715	671,970	821,970	772,270	775,130	237,090	717,570	937,275	899,440	709,710	702,925
Audio-Visual Revenue	1,254,800	0	35,000	140,000	150,000	155,000	50,000	100,000	70,000	225,000	85,000	150,000	94,800
Parking Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0
Electrical Revenue	355,548	0	35,000	48,500	47,500	30,198	7,750	17,600	22,500	61,500	25,000	50,000	10,000
Business Center Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL ANCILLARY REVENUE	9,198,658	63,245	349,715	860,470	1,019,470	957,468	832,880	354,690	810,070	1,223,775	1,009,440	909,710	807,725
TOTAL EVENT REVENUE	13,530,685	144,985	585,350	1,374,025	1,597,188	1,393,278	981,632	759,845	1,043,250	1,782,660	1,420,353	1,398,536	1,049,583
OTHER REVENUE													
Advertising & Sponsorship	28,750	2,396	2,396	2,396	2,396	2,396	2,396	2,396	2,396	2,396	2,396	2,396	2,396
Cancellation Fees	9,000	750	750	750	750	750	750	750	750	750	750	750	750
Interest and Dividends	7,500	625	625	625	625	625	625	625	625	625	625	625	625
F&B Vending	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Miscellaneous Revenue	27,700	2,308	2,308	2,308	2,308	2,308	2,308	2,308	2,308	2,308	2,308	2,308	2,308
TOTAL OTHER REVENUE	72,950	6,079	6,079	6,079	6,079	6,079	6,079	6,079	6,079	6,079	6,079	6,079	6,079
TOTAL GROSS REVENUE	13,603,635	151,064	591,429	1,380,104	1,603,267	1,399,357	987,711	765,924	1,049,329	1,788,739	1,426,432	1,404,615	1,055,662
EVENT EXPENSE													
Service Expense	812,964	36,186	70,485	111,555	54,945	74,000	0	69,523	49,025	111,740	46,250	148,555	40,700
Food & Beverage Expense	6,401,870	159,145	306,639	548,301	664,477	621,062	622,802	309,849	585,658	720,130	687,930	592,936	582,941
Audio-Visual Expense	840,716	0	23,450	93,800	100,500	103,850	33,500	67,000	46,900	150,750	56,950	100,500	63,516
Parking Expense	0	0	0	0	0	0	0	0	0	0	0	0	0
Electrical Expense	262,911	0	26,250	36,375	35,625	22,649	5,813	13,200	16,875	46,125	15,000	37,500	7,500
Business Center Expense	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EVENT EXPENSE	8,318,461	195,331	426,824	790,031	855,547	821,561	662,115	459,572	698,458	1,028,745	806,130	879,491	694,657
NET EVENT INCOME	5,212,224	(50,346)	158,526	583,994	741,641	571,718	319,518	300,273	344,792	753,915	614,223	519,045	354,926
NET INCOME W/OTH REVENUE	5,285,174	(44,267)	164,605	590,073	747,720	577,797	325,597	306,352	350,871	759,994	620,302	525,124	361,005
INDIRECT EXPENSES													

SANTA CLARA CONVENTION CENTER
FISCAL YEAR 2023 - July 1, 2022 - June 30, 2023
INCOME STATEMENT
BUDGET PROPOSAL

	TOTAL	July	August	September	October	November	December	January	February	March	April	May	June
PERSONNEL EXPENSE													
Salaries	2,222,736	249,085	170,980	170,980	178,364	170,980	249,085	170,980	170,980	178,364	170,980	170,980	170,980
Payroll Taxes	185,271	20,776	14,252	14,252	14,853	14,252	20,776	14,252	14,252	14,853	14,252	14,252	14,252
Employee Benefits	754,233	67,818	61,786	61,786	62,155	61,786	67,818	61,786	61,786	62,155	61,786	61,786	61,786
Part-time Wages	0	0	0	0	0	0	0	0	0	0	0	0	0
Allocation of Event Labor	40,000	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333
Contract Labor	35,000	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917
Temporary Labor													
TOTAL PERSONNEL EXPENSE	3,237,241	343,928	253,267	253,267	261,623	253,267	343,928	253,267	253,267	261,623	253,267	253,267	253,267
OTHER OPERATING EXPENSE													
Advertising	7,500	625	625	625	625	625	625	625	625	625	625	625	625
Automobile Expense	1,785	149	149	149	149	149	149	149	149	149	149	149	149
Bad Debt	20,000	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667
Building Supplies	95,921	7,993	7,993	7,993	7,993	7,993	7,993	7,993	7,993	7,993	7,993	7,993	7,993
Computer Services	29,947	2,496	2,496	2,496	2,496	2,496	2,496	2,496	2,496	2,496	2,496	2,496	2,496
Consulting & Professional Fees	75,680	6,307	6,307	6,307	6,307	6,307	6,307	6,307	6,307	6,307	6,307	6,307	6,307
Contracted Services	42,244	3,520	3,520	3,520	3,520	3,520	3,520	3,520	3,520	3,520	3,520	3,520	3,520
Data Processing Fees	140,733	11,728	11,728	11,728	11,728	11,728	11,728	11,728	11,728	11,728	11,728	11,728	11,728
Dues & Subscriptions	2,488	207	207	207	207	207	207	207	207	207	207	207	207
Equipment & Supply Rental	7,363	614	614	614	614	614	614	614	614	614	614	614	614
Equip Maintenance Agreement	107,355	8,946	8,946	8,946	8,946	8,946	8,946	8,946	8,946	8,946	8,946	8,946	8,946
Other	15,000	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250
Good & Welfare	0	0	0	0	0	0	0	0	0	0	0	0	0
Insurance	303,316	25,276	25,276	25,276	25,276	25,276	25,276	25,276	25,276	25,276	25,276	25,276	25,276
Licenses and Permits	4,097	341	341	341	341	341	341	341	341	341	341	341	341
Management Fee	169,950	14,163	14,163	14,163	14,163	14,163	14,163	14,163	14,163	14,163	14,163	14,163	14,163
Meetings/Conferences	12,390	1,033	1,033	1,033	1,033	1,033	1,033	1,033	1,033	1,033	1,033	1,033	1,033
Office Supplies	13,500	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125
Other - Lighting	15,000	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250
Other - Marketing	5,000	417	417	417	417	417	417	417	417	417	417	417	417
Photography	3,750	313	313	313	313	313	313	313	313	313	313	313	313
Postage	3,500	292	292	292	292	292	292	292	292	292	292	292	292
Printing	12,875	1,073	1,073	1,073	1,073	1,073	1,073	1,073	1,073	1,073	1,073	1,073	1,073
Promotions	2,500	208	208	208	208	208	208	208	208	208	208	208	208
Relocation	0	0	0	0	0	0	0	0	0	0	0	0	0
Recruitment	500	42	42	42	42	42	42	42	42	42	42	42	42
Repairs/Maintenance	93,797	7,816	7,816	7,816	7,816	7,816	7,816	7,816	7,816	7,816	7,816	7,816	7,816
Telephone	8,074	673	673	673	673	673	673	673	673	673	673	673	673
Tools/Equipment	23,255	1,938	1,938	1,938	1,938	1,938	1,938	1,938	1,938	1,938	1,938	1,938	1,938
Training	16,761	1,397	1,397	1,397	1,397	1,397	1,397	1,397	1,397	1,397	1,397	1,397	1,397
Trash Hauling	110,615	9,218	9,218	9,218	9,218	9,218	9,218	9,218	9,218	9,218	9,218	9,218	9,218
Travel & Entertainment	7,500	625	625	625	625	625	625	625	625	625	625	625	625
Uniforms	24,088	2,007	2,007	2,007	2,007	2,007	2,007	2,007	2,007	2,007	2,007	2,007	2,007
Utilities	999,838	83,320	83,320	83,320	83,320	83,320	83,320	83,320	83,320	83,320	83,320	83,320	83,320
Allocation of Utilities	(110,672)	(9,223)	(9,223)	(9,223)	(9,223)	(9,223)	(9,223)	(9,223)	(9,223)	(9,223)	(9,223)	(9,223)	(9,223)
TOTAL OPERATING EXPENSES	2,265,649	188,804	188,804	188,804	188,804	188,804	188,804	188,804	188,804	188,804	188,804	188,804	188,804
TOTAL INDIRECT EXPENSES	5,502,889	532,732	442,071	442,071	450,427	442,071	532,732	442,071	442,071	450,427	442,071	442,071	442,071
CAPITAL EXPENSE	0	0	0	0	0	0	0	0	0	0	0	0	0
NET INCOME / (SUBSIDY)	(217,715)	(576,999)	(277,466)	148,002	297,293	135,725	(207,136)	(135,719)	(91,200)	309,567	178,231	83,053	(81,066)

	CONVENTIONS	TRADE SHOWS	CONSUMER SHOWS	SPECIAL EVENTS	MEETINGS	BANQUETS	SPORTING EVENTS	TOTALS
NUMBER OF EVENTS	28	16	7	80	191	37	15	374
GENERAL ATTENDANCE	110,850	23,000	9,250	25,025	46,675	23,455	10,250	248,505
DAYS	149	67	19	161	251	46	46	739
DIRECT EVENT REVENUE								
RENTAL REVENUE	923,643	424,962	99,500	363,798	814,253	236,675	237,960	3,100,791
SERVICE REVENUE	446,125	251,765	53,871	62,800	399,575	7,650	9,450	1,231,236
DIRECT EVENT REVENUE	1,369,768	676,727	153,371	426,598	1,213,828	244,325	247,410	4,332,027
SERVICE REVENUE								
MARKETING SERVICES	0	0	0	0	0	0	0	0
GUEST SERVICES	0	0	0	0	0	0	0	0
TICKET OFFICE	0	0	0	0	0	0	0	0
OPERATIONS LABOR	0	0	0	0	0	0	0	0
EQUIPMENT RENTAL	44,650	25,515	6,621	8,300	36,600	4,450	6,500	132,636
CLEANING BILLED	0	0	0	0	0	0	0	0
IN HOUSE ELECTRICAL BILLED	0	0	0	0	0	0	0	0
TELECOMMUNICATIONS BILLED	401,475	226,250	47,250	54,500	362,975	3,200	2,950	1,098,600
UTILITIES BILLED	0	0	0	0	0	0	0	0
LINENS BILLED	0	0	0	0	0	0	0	0
INSURANCE BILLED	0	0	0	0	0	0	0	0
DAMAGES BILLED	0	0	0	0	0	0	0	0
OTHER SERVICE BILLED	0	0	0	0	0	0	0	0
TOTAL SERVICE REVENUE	446,125	251,765	53,871	62,800	399,575	7,650	9,450	1,231,236
SERVICE REVENUE TO RENTAL REVENUE RATIO	48.3%	59.2%	54.1%	17.3%	49.1%	3.2%	4.0%	39.7%
LESS SERVICE EXPENSES:								
MARKETING SERVICES EXPENSE	0	0	0	0	0	0	0	0
GUEST SERVICES EXPENSE	0	0	0	0	0	0	0	0
TICKET OFFICE EXPENSE	0	0	0	0	0	0	0	0
OPERATIONS LABOR EXPENSE	0	0	0	0	0	0	0	0
EQUIPMENT RENTAL EXPENSE	0	0	0	0	0	0	0	0
CLEANING EXPENSE	0	0	0	0	0	0	0	0
ELECTRICAL EXPENSE	0	0	0	0	0	0	0	0
TELECOMMUNICATIONS EXPENSE	(297,092)	(167,425)	(34,965)	(40,330)	(268,602)	(2,368)	(2,183)	(812,964)
UTILITIES EXPENSE	0	0	0	0	0	0	0	0
LINEN EXPENSE	0	0	0	0	0	0	0	0
INSURANCE EXPENSE	0	0	0	0	0	0	0	0
DAMAGES EXPENSE	0	0	0	0	0	0	0	0
OTHER SERVICE EXPENSE	0	0	0	0	0	0	0	0
TOTAL SERVICE EXPENSES	(297,092)	(167,425)	(34,965)	(40,330)	(268,602)	(2,368)	(2,183)	(812,964)
NET SERVICE INCOME/(LOSS)	149,034	84,340	18,906	22,470	130,974	5,282	7,267	418,272
SERVICE REVENUE PROFIT MARGIN	33.4%	33.5%	35.1%	35.8%	32.8%	69.0%	76.9%	34.0%
FOOD & BEVERAGE								
CATERING	7,115,117	0	0	0	0	0	0	7,115,117
CATERING-Non Alcoholic	0	0	0	0	0	0	0	0
CATERING-Alcoholic	0	0	0	0	0	0	0	0
SERVICE CHARGE	473,193	0	0	0	0	0	0	473,193
CONCESSIONS	0	0	0	0	0	0	0	0
AT COST CATERING	0	0	0	0	0	0	0	0
OTHER INCOME	0	0	0	0	0	0	0	0
GROSS FOOD & BEVERAGE REVENUE	7,588,310	0	0	0	0	0	0	7,588,310
CATERING EXPENSE-Food	(6,401,870)	0	0	0	0	0	0	(6,401,870)
CATERING EXPENSE-Non Alcoholic	0	0	0	0	0	0	0	0
CATERING EXPENSE-Alcoholic	0	0	0	0	0	0	0	0
CONCESSIONS EXPENSE	0	0	0	0	0	0	0	0
CATERING/CONCESSIONS LABOR EXPENSE	0	0	0	0	0	0	0	0
TOTAL FOOD & BEVERAGE EXPENSE	(6,401,870)	0	0	0	0	0	0	(6,401,870)

SANTA CLARA CONVENTION CENTER
EVENTS BUDGET
FISCAL YEAR 2023 - July 1, 2022 - June 30, 2023

	CONVENTIONS	TRADE SHOWS	CONSUMER SHOWS	SPECIAL EVENTS	MEETINGS	BANQUETS	SPORTING EVENTS	TOTALS
NET FOOD & BEVERAGE INCOME	1,186,440	0	0	0	0	0	0	1,186,440
FOOD & BEVERAGE EVENT PROFIT MARGIN	15.6%							15.6%
AUDIO VISUAL REVENUE								
AV SERVICE REVENUE	423,790	82,000	7,500	31,450	625,785	84,275	0	1,254,800
AV SERVICE EXPENSE	(283,939)	(54,940)	(5,025)	(21,072)	(419,276)	(56,464)	0	(840,716)
NET AUDIO VISUAL INCOME	139,851	27,060	2,475	10,379	206,509	27,811	0	414,084
AUDIO VISUAL PROFIT MARGIN	33.0%	33.0%	33.0%	33.0%	33.0%	33.0%	0.0%	33.0%
ELECTRICAL SERVICES								
ELECTRICAL SERVICES REVENUE	170,198	94,250	22,500	0	68,600	0	0	355,548
ELECTRICAL SERVICES EXPENSE	(123,899)	(70,688)	(16,875)	0	(51,450)	0	0	(262,911)
NET DECORATOR SERVICES INCOME	46,300	23,563	5,625	0	17,150	0	0	92,637
DECORATOR SERVICES PROFIT MARGIN	27.2%	25.0%	25.0%	0.0%	25.0%	0.0%	0.0%	26.1%
TOTAL ANCILLARY INCOME	1,372,590	50,623	8,100	10,379	223,659	27,811	0	1,693,161
EVENT OPERATING INCOME	2,445,267	559,925	126,506	396,647	1,168,886	269,768	245,227	5,212,224
TOTAL GROSS REVENUE	9,552,066	852,977	183,371	458,048	1,908,213	328,600	247,410	13,530,685

Sports and Open Space Authority

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Sports and Open Space Authority

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. The Santa Clara Golf and Tennis Club (SCGTC) was 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.

The Authority terminated operations of SCGTC in late calendar year 2019 and the land will be redeveloped into a mixed-use commercial/residential project. There is minimal funding budgeted in FY 2021/22 and FY 2022/23 for the Open Space Authority.

Budget Summary

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Division / Program						
Sports and Open Space Authority						
8011 Sports and Open Space Authority	168,959	9,540	5,420	(43.2%)	5,420	0.0%
8013 Santa Clara Golf & Tennis Club	894,165	0	0	0.0%	0	0.0%
Total Sports and Open Space Authority	1,063,124	9,540	5,420	(43.2%)	5,420	0.0%
Total by Division / Program	1,063,124	9,540	5,420	(43.2%)	5,420	0.0%

Dollars by Fund						
Sports and Open Space Authority Fund	11,473	9,540	5,420	(43.2%)	5,420	0.0%
Sports and Open Space Authority Capital Fund	157,486	0	0	0.0%	0	0.0%
Santa Clara Golf and Tennis Club Fund	894,165	0	0	0.0%	0	0.0%
Total by Fund	1,063,124	9,540	5,420	(43.2%)	5,420	0.0%

	FY 2019/20 Actual	FY 2020/21 Adopted	FY 2021/22 Proposed	FY 2021/22 Change %	FY 2022/23 Proposed	FY 2022/23 Change %
Dollars by Category						
Salary and Benefits						
Salary and Benefits	0	0	0	0.0%	0	0.0%
Board Member Stipend	4,920	4,320	4,920	13.9%	4,920	0.0%
Total Salary and Benefits	4,920	4,320	4,920	13.9%	4,920	0.0%
Non-Personnel						
Materials/Services/Supplies	899,607	5,220	500	(90.4%)	500	0.0%
Interfund Services	1,111	0	0	0.0%	0	0.0%
Transfers to Other Funds	157,486	0	0	0.0%	0	0.0%
Total Non-Personnel	1,058,204	5,220	500	(90.4%)	500	0.0%
Total by Category	1,063,124	9,540	5,420	(43.2%)	5,420	0.0%

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Outside Group Funding

The City considers funding non-profit community organizations to meet significant community needs or address concerns of Santa Clara residents. Funding in any case is made on an individual basis dependent upon City budget limitation, past performance and services provided. This list reflects the actions approved by City Council on March 9, 2021 as part of the COVID-19 Phase 1 Budget Rebalancing as well as additional reductions recommended in this budget document.

Community Organization	Department	Description	FY 2021/22	FY 2022/23
Bill Wilson Center	Community Development	Provides family and individual counseling and youth crisis intervention at local schools and grief support services, including individual and group counseling	85,000	85,000
Catholic Charities Long Term Care Ombudsman	Community Development	Monitors quality of care to elderly and disabled residents of long-term care facilities	10,000	10,000
Firehouse Fun Run	Electric Utility	A Santa Clara community walk/run event established to support Santa Clara Unified School District and local Military Veterans	1,000	1,000
Heart of the Valley	Community Development	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	10,000
Live Oak Adult Day Services	Community Development	Provides adult day care for dependent and disabled seniors	15,000	15,000
Next Door Solutions	Community Development	Provides case management for residents at HomeSafe Santa Clara, a transitional housing program for victims of domestic violence	20,000	20,000
Project Sentinel – Fair Housing	Community Development	Addresses complaints and undertakes investigation of illegal housing	30,000	30,000
Project Sentinel – Rent Mediation	Community Development	Provides advice, referrals, counseling, and mediation services to tenants and landlords to resolve disputes regarding rental arrangements	70,000	70,000
Saint Justin Community Ministry	Community Development	Provides food assistance to low/moderate income residents	17,500	17,500
Santa Clara Senior Nutrition	Parks and Recreation	Provides daily delivery of meals to severely disabled and homebound seniors	24,000	24,000



Community Organization	Department	Description	FY 2021/22	FY 2022/23
Santa Clara Sister Cities Association	Non-Departmental	Funding for the cultural exchange program for the City of Santa Clara's three sister cities, Coimbra, Portugal, Limerick, Ireland and Izumo, Japan	5,659	5,659
Santa Clara Swim Club	Parks and Recreation	Host swim meets which bring national and international visitors to our city	20,000	20,000
Santa Clara Unified School District STEAM Symposium	Electric Utility	Celebration by the Santa Clara Unified School District of Science, Technology, Engineering, Art and Math (STEAM) learning within and out of the classroom	5,000	5,000
Senior Adult Legal Assistance	Community Development	Provides free legal services for seniors that include advice and referrals, document writing and legal representation	15,000	15,000
Silicon Valley BBQ Championship	Electric Utility	An annual event sponsored by the Rotary Club of Santa Clara, where 100% of proceeds will help support various community events, including Steps for Success, Christmas for Kids, Enterprise Leadership Conference, Scholarships and Veterans programs	5,000	5,000
Silicon Valley Independent Living	Community Development	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	15,000
State of the Valley Conference	Electric Utility	Silicon Valley's annual "town meeting" convenes stakeholders from the entire region to discuss the Valley's challenges and opportunities. The Silicon Valley Index is shared and discussed	5,000	5,000
Triton Museum	Non-Departmental	Provides artistic exhibitions and educational programs	265,960	265,960
United Way Silicon Valley – 2-1-1 Phone System	Community Development	Non-emergency information and referral for health and human services	5,000	5,000
YWCA of Silicon Valley	Parks and Recreation	Provides counseling, shelter and legal services for battered spouses and their families	15,000	15,000
Total Outside Group Funding			639,119	639,119

Santa Clara City Council Priorities in the FY 2021/22 and 2022/23 Adopted Biennial Operating Budget

Due to the urgent needs regarding COVID-19, the City Council decided at their 2021 Council Priority Setting Session that their priorities would focus primarily on COVID-19 Assistance and Relief. This includes programs for food distribution, rental assistance, small business support and more. The Council discussed additional priorities at the following levels:

- **Urgent/Top Priority:** Items critical in the near-term, needing immediate focus and attention.
- **Important:** Important items that will be included in staff's work plans but not at the urgent/top priority level.
- **Mid-Year or 2022:** Items for Council to consider at a mid-year Priority Session check-in (July 2021) or for 2022.
- **Already in Progress/Ongoing:** Items that have already been initiated and will continue.

	Pillar	Council Priorities	Outcomes
URGENT/TOP PRIORITY			
1.1		COVID-19 Assistance and Relief	<u>Small Business Assistance Grant Program</u> The City launched its Small Business Assistance Grant Program in April 2020, shortly following the closure of nonessential service providers. The program provided \$1,745,000 to eligible businesses and nonprofits. \$1,100,000 was allocated by Council from various sources; \$55,000 was donated; and \$590,000 was appropriated from CARES Act funding. The Council continues to discuss additional allocations to the program and how best to support the business community moving forward.
1.2		COVID-19 Assistance and Relief	<u>Food for Families</u> In November 2020, the City partnered with The Salvation Army and Second Harvest Food Bank to launch a new program called Food for Families. This program offers weekly essential food items for all Santa Clara residents and seeks to address food insecurity in the Santa Clara community. The program was originally planned to close in December 2020 but was extended through June 2021 due to increased demand. Cost of this program was limited to staff time and any additional costs were covered by donations given to the City.
1.3		COVID-19 Assistance and Relief	Senior Nutrition Program The City transitioned its daily Senior Nutrition Program as "Meals To-Go" in order to better maintain the health and safety of the senior community and participating staff. This weekday meal program provides hot meals to approximately 170 seniors each week. Additionally, the City added weekend meals to address increased food insecurity among older adults. The City's Fire Department delivers meals to approximately 100 homebound seniors each weekend, providing both access to food and wellbeing checks. These programs are supported by County of Santa Clara funding, community donations and City resources.
1.4		COVID-19 Assistance and Relief	<u>Emergency Rental Assistance Program</u> The City of Santa Clara's Emergency Rental Assistance Program (ERAP) assists low-income households in Santa Clara with rental assistance for past due rent payments that have accumulated due to the COVID-19 crisis. The goal of the program is to prevent low-income households from becoming unhoused. As of April 8, 2021, the program has assisted 169 households with approximately \$734,000 in funding. The third phase of ERAP opened in April 2021. Almost 60% of the funding for ERAP came from the City's CARES Act Funds.

	Pillar	Council Priorities	Outcomes
URGENT/TOP PRIORITY			
1.5		COVID-19 Assistance and Relief	Small Business Energy Efficiency Grants Silicon Valley Power grant program to help fund energy efficiency upgrades for small businesses. These upgrades help lower business operating costs by reducing electric consumption. Energy efficiency projects may also have other non-energy benefits, such as reduced maintenance costs. Grants can be up to \$10,000, depending on the project identified. Almost \$100,000 was funded as of April 7, 2021.
1.6		COVID-19 Assistance and Relief	Communications and Outreach Since the start of the pandemic in March 2020, the City has made significant efforts to keep our community informed through a variety of communication efforts. Since April 2020, the City has produced over 100 videos that cover a range of topics, including COVID-19 updates, messages from Mayor and Council, new program announcements, and more. All public meetings have been held virtually over the past year, even some that had not been previously broadcast. The City released daily COVID-19 updates from March 16 th to June 12 th and continued producing weekly reports through September 2020. Additionally, 36 COVID-19 Update videos were produced and continue to be produced on a weekly basis.
1.7		COVID-19 Assistance and Relief	Utility Assistance To assist residents who had been financially impacted by COVID-19, the City implemented the following: • A suspension on service disconnections for utility (electric and water) nonpayment • Leveraging the Silicon Valley Power Public Benefits Program, issued a \$30 credit on all residential electric bills • Expanded Silicon Valley Power's rate assistance program (25% off) to include residents financially impacted by COVID-19 • Introduced Water and Sewer rate assistance program for residential customers experiencing hardship due to COVID-19 • Reopened drive-thru service window for bill payment and other finance services
1.8		COVID-19 Assistance and Relief	Other Programs For a full list of past and ongoing COVID-19 Assistance and Relief efforts, visit www.SantaClaraCA.gov/SantaClaraResponds .

	Pillar	Council Priorities	Outcomes
IMPORTANT			
2		Revisit Stadium Curfew and Fee (part of revenue generation)	Staff will present information to Council regarding steps necessary to discuss the Stadium curfew and associated fee.
3		Business Employee Tax	Staff will provide a foundational information presentation to the Council on May 27, 2021 during the Budget Study Session.
4		Housing for Middle to Low Income	Per the City's Affordable Housing Ordinance, nearly 1,000 additional affordable inclusionary units will be produced over the coming years and valuable housing dedicated funds will be generated through non-residential impact fees. In early 2020, the City launched new programs in response to the COVID-19 pandemic, including an Emergency Rental Assistance Program (ERAP) and an Ordinance placing a moratorium on evictions for tenants affected by COVID-19.

	Pillar	Council Priorities	Outcomes
ALREADY IN PROGRESS/ONGOING			
		Facilitate Economic Recovery	The City continues to pursue opportunities to facilitate economic recovery during the COVID-19 pandemic. This includes ongoing progress with the Related project as capacity allows, supporting the business community, working with the TID, and more.
		Elections/Redistricting for 2022	Every ten years following the release of U.S. Census data, jurisdictions must update their district boundaries based on the new data. Due to COVID-19, the release of census data has been delayed, thus also delaying redistricting processes. The City will bring options for redistricting to the Council for direction on May 4, 2021. The final maps for Santa Clara must be approved by April 17, 2022. Funding for this process will be dependent on the option chosen by Council but will be made available by consolidating allocations from the existing budget.
		Provide Core Services, including Public Safety	The City continues to provide services in compliance with County, State and Federal safety guidelines.

	Pillar	Council Priorities	Outcomes
ALREADY IN PROGRESS/ONGOING			
		Plan for Re-Opening, post COVID-19	The City is working with current staffing and capacity resources to ensure that facilities and services are ready to reopen when it is safe and allowable to do so. Parks and Recreation classes reopened in-person classes in spring 2021, and City libraries reopened for limited in-person services in April 2021. The City is tentatively planning to reopen City Hall and other facilities in a phased approach in summer/fall 2021.
		Diversity, Equity and Inclusion Task Force	The Diversity, Equity and Inclusion Task Force continues to meet and move forward with their charge of identifying key issues facing the City involving historically disenfranchised communities and making recommendations to policies that help the City achieve racial equity. The Task Force provides quarterly reports on their work efforts to the Council.
		Downtown	The City continues to support the revitalization of our Downtown by developing a Precise Plan that will provide guidance through policies, guidelines, and illustrations that implement the community vision and objectives for a vibrant, pedestrian-oriented destination Downtown. Staff works with the Council-appointed Downtown Community Task Force (DCTF) to develop a plan that best represents the desires of the community. The DCTF makes periodic reports to Council on their progress.

	Pillar	Council Priorities	Outcomes
MID-YEAR OR 2022			
		Elected Police Chief and City Clerk	Updates for these items will be available as part of the mid-year check-in, currently scheduled for July 2021. Please check SantaClaraCA.gov/CouncilGoals for current updates and more information on the Council's priorities.
		RV Parking/Homelessness	
		Economic Support from Large Businesses (voluntary)	
		Transportation "Quiet Zone"	
		Election Reform/Contribution Cap	

	Pillar	Council Priorities	Outcomes
MID-YEAR OR 2022			
		Internet Equity and WiFi	



FY 2021/22 Capital Improvement Program (CIP) Budget Amendments

Cemetery Capital Fund (593)

Project	Source of Funds	Use of Funds	Explanation
PW Capital Projects Management - Cemetery/Transfer from the General Fund	8,409	8,409	Updates the Public Works Capital Management allocation based on the recalculated project distribution. The Transfer from the General Fund that supports this cost is also increased.
Total Cemetery Capital Fund	8,409	8,409	

Electric Utility Capital Fund (591)

Project	Source of Funds	Use of Funds	Explanation
Transmission and Distribution Capital Maintenance and Betterments		1,350,000	Adds funding of \$1.35 million for design and installation of a pad mount capacitor bank solution to improve the efficiency of the distribution system and allow more real power to be delivered. This funding will help the reactive power demand within the bulk electric system.
Implementation of Advanced Metering Infrastructure (AMI)		(3,688,840)	Reallocates funding from FY 2021/22 to FY 2022/23 to align with work initiatives and purchase schedule.
Generation Capital Maintenance and Betterments		(3,225,000)	Reduces project funding by \$3.2 million from FY 2021/22 (from \$3,725,000 to \$500,000) to align with scheduled projects expected to be completed.
Transmission System Reinforcements		5,000,000	Adds funding to reflect construction estimate that is scheduled for FY 2021/22. This project is expected to be completed Quarter 2 of 2022. Costs will be funded by corresponding developer contribution.
Network and Cyber Security Infrastructure		(2,208,000)	Reallocates funding from FY 2021/22 to FY 2022/23 to align with updated schedule and shift some funding to the operating budget.
Esperanca Substation		(16,640,000)	Shifting project timeline by 1 year based on customer's schedule. SVP will coordinate with this customer to realign budget with schedule and resubmit during the next budget cycle. This budget will be moving to FY 2022/23.
NRS 230kv Spare Transformer		800,000	Establishes funding for this project to perform analysis and scoping to address potential P2 violation identified from the California Independent System Operators (CAISO). The P2 violation is due to forecasted load that may overload the existing transformers; thus a spare is required. This a new project that will be engineered in FY 2021/22.



FY 2021/22 Capital Improvement Program (CIP) Budget Amendments

Electric Utility Capital Fund (591) Cont'd.

Project	Source of Funds	Use of Funds	Explanation
Homestead Substation Rebuild		(7,250,000)	Shifting project timeline by 1 year. Design and CEQA are expected for FY 2021/22. This budget will be moving to FY 2022/23.
Replace Balance of Plant Control System (DCS)		500,000	Adds funding for the replacement and upgrade of automatic voltage regulators (AVRs) to support generators in coordination of the ovation excitation control system. This aligns with the amended Emerson Process Management Power and Water Solutions agreement executed through RTC 20-436.
DOT Gas Pipeline Upgrades and Repairs		800,000	Adds funding based on revised estimates for inspections and work to complete repairs on the 6" gas line. Initial proposals from 2019 did not reflect all work needed to complete the 6" inch line repairs. Compliance requirements include an inline inspection (ILI) on the 6-inch line due in 2021. SVP's gas pipelines require maintenance of the cathodic protection system as the anodes are depleted over time and the system renewed to maximum protection. Updated estimates include the necessary components to be in compliance with DOT.
Laurelwood Substation		(2,500,000)	Adjusts the project budget to align with the schedule. Design work is scheduled for FY 2021/22. This budget will be moving to FY 2022/23.
Northwest Loop Capacity Upgrade		(300,000)	This project was set to begin in FY 2021/22; due to future development, this project can be delayed. SVP will monitor load impacts and future developer activities to align infrastructure improvements needed within the distribution system.
Electric Capital Project Management		18,391	Increase the Electric Capital Project Management project to align with updated salary and benefits and the transfers from the operating funds.
60KV Breaker Upgrades		1,468,823	Establishes a new project to upgrade existing breakers that are past their end of useful life to a higher amp rating to allow for new customer load ramps at Fairview Substation and at the future Stender Way Junction. Funding was shifted from the System Capacity Expansion project for this new transmission project. This a new project that will be engineered in FY 2021/22.
KRS Rebuild and Replacement		4,700,000	Establishes a new project to replace the existing Kifer Receiving Station (KRS) with a Gas Insulated Substation (GIS) to satisfy projected peak load and prevent system overload. Funding was shifted from the System Capacity Expansion project for this new transmission project. This is a new project that will be engineered in FY 2021/22. This provides funding for year one of a multi-year project.



FY 2021/22 Capital Improvement Program (CIP) Budget Amendments

Electric Utility Capital Fund (591) Cont'd.

Project	Source of Funds	Use of Funds	Explanation
NRS Transformer Replacement		1,000,000	Establishes a new project to replace existing 186 MVA transformers by two 300 MVA 115/60 KV power transformers to satisfy projected peak load and prevent system overload. Funding was shifted from the System Capacity Expansion project for this new transmission project. This provides funding for year one of a multi-year project.
NRS-KRS 115kV Line		4,342,000	Establishes a new project to build a new 115kV OH/UG Transmission Line between Northern Receiving Station (NRS) and Kifer Receiving Station (KRS) to satisfy projected peak load and prevent system overload. Funding was shifted from the System Capacity Expansion project for this new transmission project. This is a new project that will be engineered in FY 2021/22. This provides funding for year one of a multi-year project.
SRS Rebuild and Replacement		4,700,000	Establishes a new project to replace the existing Scott Receiving Station (SRS) with a Gas Insulated Substation (GIS) to satisfy projected peak load and prevent system overload. Funding was shifted from the System Capacity Expansion project for this new transmission project. This is a new project that will be engineered in FY 2021/22. This provides funding for year one of a multi-year project.
Transfer from the Electric Operating Grant Trust Fund (Fund 191)	(15,316)		Reduce the transfer to the capital fund for updated salary and benefits costs in the capital management project
Transfer from the Electric Utility Fund (Fund 091)	(32,972,779)		Reduce the transfer from the Electric Utility Operating Fund to support capital projects based on revised capital project needs. This change has been incorporated in the base budget for the Electric Utility Operating Fund.



FY 2021/22 Capital Improvement Program (CIP) Budget Amendments

Electric Utility Capital Fund (591) Cont'd.

Project	Source of Funds	Use of Funds	Explanation
Developer Contributions	(5,067,854)		Net decrease to Developer contributions, including: increase of \$5.0 million to cover Transmission System Reinforcements for anticipated developer contribution to cover cost within agreement; increase of \$1.0 million for CIP 2006 T&D Capital Maintenance Betterments to cover new distribution related projects; decrease of \$100,000 for Northwest Loop Capacity Upgrade being delayed; decrease of \$2.5 million for Laurelwood Substation to align with schedule; decrease of \$1.1 million for New Business Work project to offset staff costs; and a decrease of \$7.3 million for CIP 2418 Esperanca Substation share of developer contributions. Esperanca Substation is partially funded by developer contributions from Related, which should be decreased as the project is delayed; \$7.3 million in developer contributions was budgeted in FY2021/22.
Unrestricted Beginning Fund Balance	31,472,821		Increases the Unrestricted Beginning Fund Balance for several projects that are not expected to move forward in FY 2020/21, generating savings that will carryover to FY 2021/22. These savings will help fund the requested projects above.
Unrestricted Ending Fund Balance		4,549,498	Increases the Unrestricted Ending Fund Balance to offset the actions recommended above.
Total Electric Utility Capital Fund	(6,583,128)	(6,583,128)	

Fire Capital Fund (536)

Project	Source of Funds	Use of Funds	Explanation
Diesel Exhaust Removal System		200,000	This project replaces the aging and failing hose mounted systems installed in the fire stations. Per the Fire Department, the Neiderman and Plymovent systems in the stations are obsolete and ineffective. In 2017, the Department replaced the systems of two fire stations with AirVac systems. To finalize this process and to fully capture all exhaust and off-gassing of apparatus and equipment, the Department must install air filtration systems in seven fire stations.



FY 2021/22 Capital Improvement Program (CIP) Budget Amendments

Fire Capital Fund (536) (Cont'd.)

Project	Source of Funds	Use of Funds	Explanation
Station 2 Training Tower Renovation		50,000	This project funds an assessment to renovate the Station 2 Training Tower. The Santa Clara Fire Department Training Center is used to train all City firefighters to the State Fire Marshal (SFM) Firefighter I curriculum. This curriculum includes classes such as Fire Behavior, Live Fire burns, and High-Rise Operations. The Training Center also holds other State Fire Marshal-approved classes used to maintain the Department's State of California Office of Emergency Services (CalOES) regional typing for Hazardous Materials and Urban Search and Rescue operations. The Training Tower is a major component of the Training Center and needs to meet minimum facility requirements of the SFM and CalOES; and multi-level facilities such as the Training Tower are integral in training City's personnel in fire rescue and firefighting operations.
Computer Aided Dispatch (CAD) Station Alerting System Upgrade		30,000	This action increases funding for the Computer Aided Dispatch (CAD) Station Alerting System Upgrade project by \$30,000 (from \$547,848 to \$577,848). This project funds the mandatory upgrade of the CAD radio alert system, which notifies fire station personnel that emergency response is required. The CAD system is also responsible for ensuring that electrical and gas appliances shut down and automatic light turn-ons for faster emergency response. The FY2020/21 project budget totals \$547,848; however, based on the project bids, additional funding of \$30,000 is needed to award the contract.
City-Wide AED Replacements		76,800	This project replaces 48 automated external defibrillators (AEDs) (\$1,600/each) that are reaching the end of their service life in FY 2021/22 (AEDs have a service life of eight years). The AEDs are placed in various City facilities and personnel are trained and annually re-certified on the operation of these AEDs. This program, recommended by the Citizen's Advisory Committee, significantly increases the chance of residents and employees at, or near these City facilities of surviving a heart attack.



FY 2021/22 Capital Improvement Program (CIP) Budget Amendments

Fire Capital Fund (536) (Cont'd.)

Project	Source of Funds	Use of Funds	Explanation
Defibrillator/Monitor Replacements		80,000	This project replaces two defibrillator/monitors (\$40,000/each) that are reaching the end of their service life in FY 2021/22. Defibrillators have a service life of eight (8) years. These defibrillators are used on Advanced Life Support (ALS) incidents by paramedics.
Fire Department Relief Radios		48,000	This project provides funding to add four Motorola APX handheld radios to the Fire Department's inventory to be used as relief radios. Motorola APX handheld radios are used to support emergency response communications. When possible, radios are sent to the vendor for repair on an average of 7-10 per year. While being repaired, relief radios are needed in order to continue communications.
Fire Department Accela Implementation		63,000	This project provides funding to support the implementation of Accela for Field Operations inspections and Community Risk Education annual fee-supported inspections, performed by the Fire Department. This will fund the Fire Department's HdL transition into Accela, which was not included in the vendor's original scope of work. The expanded scope of work includes the addition of operational permit inspection and finance modules (i.e., inspections, reinspections, permitting, State reporting, and fee collections) and the implementation of the DigEplan software. DigEplan is a plan review software that allows all City Departments to simultaneously work on a plan review.
PW Capital Projects Management - Fire/Transfer from General Fund	(3,928)	(3,928)	Eliminates funding for the Public Works Capital Management allocation based on the recalculated project distribution. The Transfer from the General Fund that supports this cost is also eliminated.
Transfer from the General Fund Capital Projects Reserve	547,800		Transfer from the General Fund Capital Projects Reserve to fund the requested projects.
Unrestricted Beginning Fund Balance/Unrestricted Ending Fund Balance	(1,933)	(1,933)	Decreases the Unrestricted Beginning Fund Balance and Unrestricted Ending Fund Balance to account for changes from the FY 2021/22 Adopted CIP budget.
Total Fire Capital Fund	541,939	541,939	



FY 2021/22 Capital Improvement Program (CIP) Budget Amendments

General Government Capital Fund (539)

Project	Source of Funds	Use of Funds	Explanation
Transfer from the General Fund - Capital Projects Reserve/Downtown Master Plan	300,000	300,000	This project funds work identified by the Downtown Task Force at the April 6, 2021 Council meeting. This includes additional tasks associated with the Downtown Precise Plan such as preparation of a form-based zoning code and a downtown sign ordinance. This will also fund additional Downtown Community Task Force meetings with the consultant team to review currently development projects within the Plan area. Additional funding may be necessary.
Transfer from the General Fund - Land Sale Reserve/ Downtown Master Plan Implementation	30,000	30,000	This project funds outside attorney services and engineering support to complete the \$1.8 million acquisition of the Franklin and Washington Street easements.
PW Capital Projects Management - Fire/Transfer from General Fund	(35,736)	(35,736)	Eliminates funding for the Public Works Capital Management allocation based on the recalculated project distribution. The Transfer from the General Fund that supports this cost is also eliminated.
Transfer from the General Fund - Building Inspection Reserve	(1,737)		This action eliminates the Transfer from the General Fund - Building Inspection Reserve due to the establishment of the Building Development Fund in FY 2021/22, which moved funding out of the General Fund.
Transfer from the Building Development Fund	1,737		This action establishes a transfer from the Building Development Fund, which was established in FY 2021/22 and moved out of the General Fund.
Total General Government Capital Fund	294,264	294,264	

Library Capital Fund (537)

Project	Source of Funds	Use of Funds	Explanation
PW Capital Projects Management - Library/ Transfer from the General Fund	7,872	7,872	Updates the Public Works Capital Management allocation based on the recalculated project distribution. The Transfer from the General Fund that supports this cost is also increased.
Total Library Capital Fund	7,872	7,872	



FY 2021/22 Capital Improvement Program (CIP) Budget Amendments

Parks and Recreation Capital Fund (532)

Project	Source of Funds	Use of Funds	Explanation
Other Agencies Revenue/Maywood Park Playground Rehabilitation	256,662	256,662	This action recognizes and appropriates State of California Per Capita Grant Funding of \$256,662 for the Maywood Park Playground Rehabilitation project, increasing the project funding from \$2,000,000 (funded by Park in-lieu fees) to \$2,256,662. This project is estimated to cost \$2,493,700 and the grant funding addresses the majority of the funding gap for the project, leaving a remaining potential funding need of \$234,038. If additional funding from grants or fees is not received, the City will reduce the scope of work to stay within available funding.
Henry Schmidt Park Playground Transfer from Rotary Park Playground		235,000	This project adds funding for the Henry Schmidt Park Playground Rehabilitation. The playground equipment was removed at Henry Schmidt due to wear beyond repair. Funding will finance the design and public input phase of the project. Additional funding will be required for the engineering and construction phase of the project. This project is being funded by reallocating funds budgeted for the Rotary Park Playground Rehabilitation in FY 2020/21. Given the failure of the equipment at Henry Schmidt Park, this project is a higher priority.
PW Capital Projects Management - Parks & Recreation		(185,878)	Updates the Public Works Capital Management allocation based on the recalculated project distribution.
Park Impact Fees (Quimby, MFA, Developer) Monitoring		30,000	This action increases this project by \$30,000 (from \$220,000 to \$250,000) to fund projected staff costs that support the park impact fee monitoring. As part of the Phase 1 budget rebalancing actions approved on March 9, 2021, the Parks and Recreation Department staff that supports this function was shifted to this funding source.
Tech Adj: Transfer to the Streets and Highways Capital Fund		2,025,000	This action is a technical adjustment to transfer park in lieu fee funding to the Streets and Highways Capital Fund to correct a funding source error for the Saratoga Creek Trail (Homeridge Park to Central Park) project in the Streets and Highways Capital Fund.
Unrestricted Beginning Fund Balance	(8,506,429)		Decreases the Unrestricted Beginning Fund Balance to account for changes from the FY 2021/22 Adopted CIP budget. This primarily reflects lower actual Mitigation Fee Act revenue in FY 2020/21.



FY 2021/22 Capital Improvement Program (CIP) Budget Amendments

Parks and Recreation Capital Fund (532) (Cont'd.)

Project	Source of Funds	Use of Funds	Explanation
Unrestricted Ending Fund Balance		(10,610,551)	Decreases the Ending Fund Balance to offset the actions recommended above.
Total Parks and Recreation Capital Fund	(8,249,767)	(8,249,767)	

Public Buildings Capital Fund (538)

Project	Source of Funds	Use of Funds	Explanation
PW Capital Projects Management - Public Buildings/Transfer from the General Fund	(94,862)	(94,862)	Updates the Public Works Capital Management allocation based on the recalculated project distribution. The Transfer from the General Fund that supports this cost is also decreased.
COVID-19 Safety Improvements/Transfer from the General Fund CPR	100,000	100,000	Establishes a project to provide funding for facility improvements necessary to safely reopen facilities and address any COVID-19 safety protocols.
Unrestricted Beginning Fund Balance/Unrestricted Ending Fund Balance	(111,789)	(111,789)	Decreases the Unrestricted Beginning Fund Balance and Unrestricted Ending Fund Balance to account for changes from the FY 2021/22 Adopted CIP budget.
Total Public Buildings Capital Fund	(106,651)	(106,651)	

Recycled Water Capital Fund (597)

Project	Source of Funds	Use of Funds	Explanation
Unrestricted Beginning Fund Balance/Unrestricted Ending Fund Balance	50,000	50,000	Increases the Unrestricted Beginning Fund Balance and Unrestricted Ending Fund Balance to account for changes from the FY 2021/22 Adopted CIP budget.
Total Recycled Water Capital Fund	50,000	50,000	



FY 2021/22 Capital Improvement Program (CIP) Budget Amendments

Related Santa Clara Developer Fund (540)

Project	Source of Funds	Use of Funds	Explanation
Other Revenue	(687,809)		Decreases the Other Revenue to account for updated anticipated revenue to reimburse staff costs.
Related General Admin Project		(10,757)	Decreases the Related General Admin Project to account for updated estimates for staff costs.
Related Permit Work Project		(676,992)	Decreases the Related Permit Work Project to account for updated estimates for staff costs.
Unrestricted Beginning Fund Balance/Unrestricted Ending Fund Balance	3,000	3,000	Increases the Unrestricted Beginning Fund Balance and Unrestricted Ending Fund Balance to account for changes from the FY 2021/22 Adopted CIP budget.
Total Related Santa Clara Developer Fund	(684,809)	(684,749)	

Sewer Utility Capital Fund (594)

Project	Source of Funds	Use of Funds	Explanation
Unrestricted Beginning Fund Balance	23,927,900		Increases the Unrestricted Beginning Fund Balance to account for changes from the FY 2021/22 Adopted CIP budget.
Transfer from the Sewer Utility Debt Services Fund	(6,411,784)		Decreases the transfer from the Sewer Utility Debt Service Fund to reflect the City of San Jose's updated allocation detail based on the latest TPAC budget.
San Jose - Santa Clara Regional Wastewater Facility		(6,786,626)	The City of Santa Clara works with the City of San Jose regarding the maintenance and operations of the Regional Wastewater Facility. This project's budget is based on the City of San Jose's allocation detail. Based upon the latest TPAC budget provided by the City of San Jose, Santa Clara's allocation will be reduced by \$6,786,626.
Sanitary Sewer Capacity Improvements		(71,393)	Updates the Public Works Capital Management allocation based on the recalculated project distribution.
Sanitary Sewer System Improvements		(85,671)	Updates the Public Works Capital Management allocation based on the recalculated project distribution.
PW Capital Projects Management - Sewer		294,145	Updates the Public Works Capital Management allocation based on the recalculated project distribution.
Ending Fund Balance		24,165,611	Increases the unrestricted fund balance to offset the actions recommended above.
Total Sewer Utility Capital Fund	17,516,116	17,516,066	



FY 2021/22 Capital Improvement Program (CIP) Budget Amendments

Solid Waste Capital Fund (596)			
Project	Source of Funds	Use of Funds	Explanation
Developer Contributions	173,700		Recognizes Developer Contributions of \$173,700. Per development agreement with Related Santa Clara (Related), the City is responsible for the landfill postclosure expenditures up to \$450,000. Expenditures between \$450,000 to \$1,100,000 are the responsibility of Related. The City will bill Related for any expenditures over \$450,000 after the end of the fiscal year.
Transfer from Solid Waste Fund	(371,401)		Decreases the transfer from the Solid Waste Fund to account for \$173,700 funding for Landfill Postclosure expenditures that will be covered by Related and reflect the use of fund balance. The adjusted transfer amount for FY 021/22 will be \$250,000.
Beginning Fund Balance	266,657		Net increase to the Beginning Fund Balance to reflect estimated FY 2020/21 year-end performance, including a decrease the Landfill Corrective Action Costs Allocation (\$324,671) and an increase to the Unrestricted Fund Balance (\$591,328).
Ending Fund Balance		68,956	Net increase to the Ending Fund Balance, including a decrease to the Landfill Corrective Actions Costs Allocation (\$338,372) and an increase to the Unrestricted Ending Fund Balance (\$407,328)
Total Solid Waste Capital Fund	68,956	68,956	

Storm Drain Capital Fund (535)			
Project	Source of Funds	Use of Funds	Explanation
PW Capital Projects Management - Storm Drain/Transfer from the General Fund	(61,382)	(61,382)	Updates the Public Works Capital Management allocation based on the recalculated project distribution. The Transfer from the General Fund that supports this cost is also decreased.
Charges for Services/Transfer to the General Fund	(21,000)	(21,000)	Decreases the Charges for Services and the Transfer to the General Fund to reflect the updated storm drain fee projection. This revenue is received in the Storm Drain Capital Fund and transferred to the General Fund to support Storm Drain operations.
Unrestricted Beginning Fund Balance/Unrestricted Ending Fund Balance	288,019	288,019	Increases the Unrestricted Beginning Fund Balance and Unrestricted Ending Fund Balance to account for changes from the FY 2021/22 Adopted CIP budget.
Total Storm Drain Capital Fund	205,637	205,637	



FY 2021/22 Capital Improvement Program (CIP) Budget Amendments

Street Lighting Capital Fund (534)

Project	Source of Funds	Use of Funds	Explanation
2871 - Miscellaneous Street Lighting		(125,000)	Eliminates funding for the Miscellaneous Street Lighting to meet expected work activity. This project is to respond to street light complaints and install additional street lights or replace street lighting where needed. This budget is being eliminated from FY 2021/22.
2875 - Great America Street Light Replacement Project		(2,500,000)	Reducing the project to align with schedule. Design and procurement are scheduled for FY 2021/22. Most construction is expected to occur in FY 2022/23. This budget is moving to FY 2022/23.
Transfer from the Electric Utility Fund (Fund 091)	(2,625,000)		This action reduces the transfer from the Electric Utility Fund based on the reduced project funding needs. This reduction has been incorporated in the Base Budget for the Electric Utility Fund.
Total Street Lighting Capital Fund	(2,625,000)	(2,625,000)	

Streets and Highways Capital Fund (533)

Project	Source of Funds	Use of Funds	Explanation
Revenue from Other Agencies/Lafayette Bassett Bike Lane Project	224,361	224,361	This action recognizes and appropriates additional Transportation Development Act Article 3 grant funding for the Lafayette Bassett Bike Lane project that was identified as part of the City's Bicycle Plan Update 2018. On May 21, 2019 Council approved Resolution No.19-8702 which includes the staff's proposal to apply for the additional grant monies and this action appropriates the funding as it was approved by the MTC. This project provides funding for the installation of a Class II bicycle facility along the Lafayette/Bassett corridor from Agnew Road to Central Expressway. Currently, there are no bicycle facilities that connect the Lafayette and Bassett corridors. The original project funding of \$600,000 in FY 2020/21 will be increased by \$224,361. This grant award is eligible to be used for bicycle and pedestrian improvements.



FY 2021/22 Capital Improvement Program (CIP) Budget Amendments

Streets and Highways Capital Fund (533) (Cont'd.)

Project	Source of Funds	Use of Funds	Explanation
Transfer from the General Fund Capital Projects Reserve/Street Tree Services	323,000	413,000	Adds a Street Tree Services project to fund contractual emergency tree services, tree removals, and tree plantings in FY 2021/22. The Tree Division maintains approximately 11,500 trees. The current 3-year Tree Services agreement expires in June 2021. Public Works is going out to bid with the plan to prune over 900 trees/year. The average cost/prune is being increased to account for new agreement pricing. The largest component of the requested funding will go towards contractual tree removals. Based on a consultant evaluation and recommendations for many of the City's Modesto Ash trees which were old and declining, over the next 3 year period over 100 trees will be removed each year. This request includes an offset of \$90,000 in funding from Silicon Valley Power to pay for removals of approximately 30 trees that have conflicts with overhead wires. This allocation funds year one of the three-year project. Additional funding of \$382,000 is needed for year two and additional funding is also needed for year three.
Transfer from the Electric Utility Fund for Tree Services	90,000		This proposal provides Silicon Valley Power's contribution for removal of trees that have wires.
PW Capital Projects Management - Streets and Highways/ Transfer from the General Fund	177,494	177,494	Updates the Public Works Capital Management allocation based on the recalculated project distribution. The Transfer from the General Fund that supports this cost is also increased.
Tech Adj: Transfer from the General Fund	(2,025,000)		This action is a technical adjustment correcting the funding source for the Saratoga Creek Trail (Homeridge Park to Central Park) project from a Transfer from the General Fund to a Transfer from the Parks and Recreation Capital Fund. Park in Lieu fees will be used to fund this project.
Tech Adj: Transfer from the Parks and Recreation Capital Fund	2,025,000		This action is a technical adjustment correcting the funding source for the Saratoga Creek Trail (Homeridge Park to Central Park) project from a Transfer from the General Fund to a Transfer from the Parks and Recreation Capital Fund. Park in Lieu fees will be used to fund this project.



FY 2021/22 Capital Improvement Program (CIP) Budget Amendments

Streets and Highways Capital Fund (533) (Cont'd.)

Project	Source of Funds	Use of Funds	Explanation
Unrestricted Beginning Fund Balance/Unrestricted Ending Fund Balance	1,297,853	1,297,853	Increases the Unrestricted Beginning Fund Balance and Unrestricted Ending Fund Balance to account for changes from the FY 2021/22 Adopted CIP budget.
Total Streets and Highways Capital Fund	2,112,708	2,112,708	

Tasman East Infrastructure Improvement Fund (541)

Tasman East Administration		23,757	Annual funding for Public Works costs for fee administration.
Tasman East Infrastructure Impact Fee	1,192,891		Anticipated impact fee revenue to be collected for Summer Hill project.
Transfer to the General Fund Capital Projects Reserve		175,757	Restores funding to the General Fund Capital Projects Reserve for FY 2020/21 costs.
Unrestricted Ending Fund Balance		993,377	Adjusts the unrestricted fund balance to offset the actions recommended above.
Total Tasman East Infrastructure Improvement Fund	1,192,891	1,192,891	

Water Utility Capital Fund (592)

Project	Source of Funds	Use of Funds	Explanation
Unrestricted Beginning Fund Balance / Unrestricted Ending Fund Balance	10,163,309	10,163,309	Increases the Unrestricted Beginning Fund Balance and Unrestricted Ending Fund Balance to account for changes from the FY 2021/22 Adopted CIP budget.
Total Water Utility Capital Fund	10,163,309	10,163,309	

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