City of Santa Clara
The Center of What's Possible

Proposed Biennial Operating Budget



2019-2020
2020-2021

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City of Santa Clara
The Center of What's Possible

April 30, 2019

Honorable Mayor, City Council and Residents of Santa Clara,

I am pleased to present the Proposed Biennial Operating Budget for fiscal years (FY) 2019/20 and 2020/21. The FY 2019/20 and 2020/21 Biennial Operating Budget is a carefully balanced budget that reflects the City Council priorities and continues to build on the foundation of financial sustainability. The recommendations included in this budget enhance delivery of public service, expand our capital assets and invest in the development of our talented employees. Last year, the City Council authorized a change to our budgeting practices from adopting a one-year budget to adopting a two-year budget, a process that alternates between an operating and capital budget. This year's budget focuses on our day-to-day operations, continuing to support highly-rated City services enjoyed by our residents.

Key refinements in the operating budget are particularly worthy of highlighting. Two years ago, in the FY 2019/20 and 2020/21 Forecast, the City originally faced a General Fund deficit of roughly $13.8 million and $24.0 million, respectively. Last fiscal year, prior to Council approval of the FY 2018/19 balanced budget, the City trimmed this to a General Fund deficit of approximately $8.6 million with ongoing deficits forecasted in every year of the Ten-Year Financial Forecast. Continuing meticulous diligence from the prior year, staff reviewed and refined revenue and expenditure assumptions, most notably reflecting current CalPERS direction and methodology for payments. This resulted in a much improved, revised forecast presented to and accepted by the City Council in January and February 2019 at the City Council Operational and Strategic Priority Setting Sessions. This Ten-Year General Fund Financial Forecast serves as the starting point for planning and developing our Proposed Budget. In the forecast, on the revenue side, we have begun to assume a modest economic slowdown and we presented a recession scenario to the City Council earlier this year that shows our budget remains on edge, following a record economic expansion period of over a decade. On the expense side, departments reviewed and updated all contracted costs and submitted base budget requests based on current service levels. We have worked closely with our pension actuary, who presented to Council in December 2018 the latest issues and trends regarding CalPERS costs. This budget reflects these rising costs and establishes a new policy to regularly set aside reserves to pay down our liabilities. Discussed further in this document, this budget includes significant investments to our City Council priorities including sustainability and strategically managing our workforce.

As in the previous budget, we have included an allocation of $100,000 for Community Grants to offset the cost of City fees and event costs, in support of the Council-approved Community Grants Policy (Policy). As directed by Council, staff will bring forward revisions of the Policy in the coming months based on Council input and the application of the Policy since last fall. Further, this budget continues to include a Council Contingency in the amount of $100,000 for the City Council to expend on Council initiatives or unanticipated workload initiated by the Council that surfaces during the fiscal year and cannot be absorbed by the operating budget.

Lastly, the proposed budget includes key investments and the strategic net addition of 15.5 positions (8.9 positions in the General Fund) across every City Council Priority and several funds, such as:

- Expanding the existing Housing Division Manager's duties (and converting it to an Assistant to the City Manager, until properly classified, with a working title of Housing and Real Estate Development Officer) will result in formal oversight and coordination of the City's real estate portfolio, along with adding a Management Analyst and resources to establish a baseline real estate asset management system to address the City's needs.
- Adding a Sustainability Officer (Assistant to the City Manager, until properly classified), with the use of various enterprise funds, to advance the City Council's most recent added policy priority of Sustainability.
- Expanding our parks programming through the expected opening of the Reed and Grant Sports Complex through the addition of resources and two positions (Recreation Coordinator and Grounds Maintenance Worker II).
- Providing additional stadium oversight and public safety coordination, as described in various Stadium Authority reports and approved budget (Deputy City Manager).
- Mitigating future risk through the addition of a real estate focused Assistant City Attorney in FY 2020/21.
- Serving our electric utility customers through additional industrial development customer support, technical resources to manage capital projects, and engineering permit review staff (three Electric Program Managers and one Electric Utility Engineer).
- Increasing our strategic communications bandwidth and oversight of a website redesign through a Web and Digital Content Manager.
- Supporting our solid waste organic waste diversion programs to enhance sustainability through a Staff Analyst in Public Works.
- Reorganizing and focusing our housing programs through a Staff Aide in Community Development.
- Gaining Risk Management efficiencies by adding an Office Specialist III so our existing Risk Manager can focus on developing more robust risk management policies and procedures, managing insurance and claims, and ensuring legal compliance.
- Shoring up central services departments by adding a Senior Accounting Technician in Finance and an Office Specialist IV in Human Resources.

Further, this budget as well as Council action during FY 2018/19 adds positions in comparison to the FY 2018/19 Adopted Budget to close the most critical administrative gaps and gain oversight in key areas such as in our audit, risk, public records, and convention center and stadium management functions. To support and transparently focus our strategic planning efforts, many of these positions are now shown in a separate Non-Departmental Citywide Strategic Planning Function section in this document. Finally, this budget invests in our workforce through professional development, training and tuition reimbursement. As we look ahead, our fiscal outlook shows deficits in the beginning of the ten-year forecast period; it is important to add specific positions that invest in areas of process efficiencies where we already know that our service delivery model is inadequate, staff and paper intensive, costly and high-risk. Per Council direction from the January City Council Operational and Strategic Priority Setting Sessions, staff is developing revenue strategies for Council consideration to address ongoing deficits projected for Year three and beyond of the Ten-Year Financial Forecast, outside of this two-year recommended budget. Specifically, the City Council directed staff to explore increasing Transient Occupancy Tax (TOT) or implementing a new Utility Users Tax (UUT), or any other revenue streams, that generate needed General Fund resources to keep pace with service level needs. Additionally, staff will review and research an employee-based Business Tax, or other revenue generating options, and the possibility of issuing debt to replace aged infrastructure from new revenue sources. Consultant funding to complete community research for potential revenue strategies/tax measures, support the development of revenue options for Council consideration, informational community outreach and legal analysis is included in this budget document.

As part of the City Council Operational and Strategic Priority Setting Session, the City Council individually provided their priorities for the organization. A total of 48 referrals resulted from the two-day study session. Staff reviewed referrals with each department and included responses and costs associated with each funding proposal. These referrals are categorized as: funded in the current FY 2018/19 budget, funding included in this proposed budget, no fiscal impact, partially funded, not funded, and unknown. In short, in order for staff to advance the priorities that surfaced at the Session, at minimum staff would need an additional 14.25 FTEs, along with additional resources, and at a minimum cost of $57 million. Given the narrow margin between revenue and expenditures, staff evaluated priorities that were already underway and easy to absorb or added resources where there was already an existing project (and immediate funding sources). Many of the resources included in this budget address several of the Council interests because they were already determined to be a priority or necessitated additional investment. However, due to the limited funding capacity at this time, many of the priorities from that session are not included in the budget. A detailed proposal investment is included later in this letter, aligned to the City Council Priorities, and a separate City Council agenda item will be dedicated to further discussion and reconciliation of these policy priorities for final determination of how to proceed with the various priorities.

Turnaround Initiative Fund

As stated at the City Council Operational and Strategic Priority Setting Session, there are a number of items that could be advanced with a short-term strategy to infuse resources while concurrently maintaining high workloads; however, we were cautious to state that not all initiatives lend themselves to this approach. A significant investment in one-time resources is included in this budget, dedicated to filling administrative gaps, gain efficiencies through technology or seek expertise through consultant support services. These small investments are intended to guide managers through specific operational issues faced from processes that are overdue for update, reevaluation and/or revision. They touch operations in almost every City department. This initiative includes:

- Funding to organize our affordable housing approach through an accessory dwelling unit pilot program, software to track affordable housing assets and consultant services to input the existing data into a new system and issuing a request for proposal for an administrator for the City's Affordable Rental Program;
- Records management platform and policy update in the City Clerk's Office;
- Update to citywide administrative policies (e.g., City Manager Directives, etc.) and legislative advocacy support in the City Manager's Office, enhancement of purchasing policies and records in the Finance Department;
- Evaluation of the City's pre-employment physical requirements of class specifications and Civil Service rules in the Human Resources Department;
- Workforce development transformation through Office 365 in the Information Technology Department;
- Fleet management consultant in the Public Works Department to assess fleet and bring about efficiencies while reducing costs;
- As-needed hours to support response to public records requests while concurrently implementing the technology to modernize our processes;
- Funding for Census 2020 to ensure an accurate population count and aggressively compete for federal funding from which we receive population-based revenues; and,
- Resources to explore new revenue strategies and conduct community research.

While many of these proposals are funded by one-time sources, they are intended to turnaround processes in a dynamic way, capturing efficiencies and modernizing old policies and practices. As workload and absence of resources has largely been the reason for not being able to advance these projects, significant discipline will be needed to not use the resources to add more workload, but rather to finish what was already directed and started.

Citywide Department Collaboration

Faced with increased service demands and insufficient resources, this budget proposes new cross-departmental collaborative structures rather than view resources within our department silos as has been past practice. For example, capacity in the City Clerk's Office was stretched through the removal of administrative functions from the elected City Clerk position, the deletion of vacant positions, and the reallocation of a position to the City Auditor's Office. In order to address the administrative staffing constraints, among the City Clerk, City Council, and City Manager's Office, we implemented a shared staffing approach to address the City Hall reception function and answering the City's main line while centralizing administrative functions between Offices rather than adding a new position. As explained prior, this budget also includes resources to coordinate real estate and property management functions between the Housing Division and the City Manager's Office.

We began this citywide collaborative approach as part of the adoption of the FY 2018/19 Budget; working in a constrained economic environment and through Council approval of the addition of a Risk Manager, Contracts Manager, and Public Records Manager, we have now begun to see the fruits of filling key positions supporting high risk areas. The positions were filled during the last few months and the incumbents were tasked to develop new citywide programs. The risk management function requires collaboration with the City Manager's Office, the City Attorney's Office, and all departments. Building on a more collaborative approach to departmental work, we recently hired contracts managers that work closely with departments to establish a citywide procurement and contracts management function. Public records staffing in the City Manager's Office, City Clerk's Office and the Police Department require combined work efforts to meet quick turnaround and address increasingly demanding legislation related to the release of records. Lastly, our effort to communicate key issues and responses through the media, led by our Director of Communications, requires the efforts of key resources in Information Technology, Police and Fire, and utilities. As we continue to look for new ways to deliver services and address administrative gaps, fostering a culture of collaboration is crucial to efficiently maximizing service delivery and providing excellent services to the community.

A Fresh Look

Consistent with the City Council pillar to enhance transparency, this budget was restructured to provide the Council and public with a better representation of City funds and spending. As part of this document, we transition from a transactional budget organized by fund to one that highlights department performance and service delivery. Service level changes included in the department sections discuss in detail the specific impact of each department request, how these requests align to departmental goals and objectives and ultimately show how our limited resources are spent to maximize and meet the City Council's strategic priorities. In this document, we present enhanced budget and fiscal policies; comprehensive budgetary financial statements that establish new reserves and incorporate fund balances; and summarize this information through new key graphs and charts. Comprehensively, this reset is part of a broader effort to set a foundation for long-term financial sustainability and future growth of our organization.

Guiding Framework

On January 31, 2019 and February 1, 2019, the City Council held two full-day sessions to review the state of the organization, advancements of policy priorities, and key data that provide direction on managing the City going forward. As part of those sessions, the City Council adopted key Council Strategic Pillars. The following Strategic Pillars were adopted:

1. Promote and Enhance Economic and Housing Development
2. Deliver and Enhance High Quality Efficient Services and Infrastructure
3. Enhance Community Sports and Recreational 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 (previously Maintain Adequate Staffing Levels)
7. Sustainability (new)

The City Council reviewed and adopted a set of Budget Principles. These Budget Principles were established to provide a framework for budget review and development; ensuring fiscal stability by considering both the short and long-term impacts of any funding decisions. The Budget Principles can be found in the ***Budget and Fiscal Policies*** section of this document.

As mentioned previously, this budget includes enhanced budget and fiscal policies which are highlighted in the ***Budget and Fiscal Policies*** section. These include the clarification of Appropriation Control based on language in the City Charter, establishes a policy for Interfund Loans, and cites other fiscal policies that govern our finances. In addition, consistent with the theme of fiscal sustainability, we recommend the establishment of reserves and reserve targets in select utility funds. A summary of the recommended reserve types is provided below:

- Operations and maintenance reserves with a target of funding 90-days of operations to cover unforeseen cost increases, revenue shortfalls, or protect against emergency financial crises or disaster situations.
- Construction reserves with a target of future year's capital funding requirement to support the utilities' capital improvement program (CIP) or fund unforeseen capital costs.
- Rate stabilization reserves with a target of 10% of operations to avoid wide swings in rates charged to utility customers.
- Pension stabilization reserves with targeted annual contributions of funding 1% of the City's unfunded pension liability annually to address the City's pension unfunded accrued liability.

Ten-Year Financial Forecast and Economic Outlook

The budget serves as a financial plan and operational guide that reflects the policies, goals and priorities of the City Council and community while at the same time focuses on maintaining long-term fiscal sustainability. While the fiscal outlook is not as grave as originally projected in the last Adopted Budget, it is still fragile with forecasted structural deficits within the Ten-Year Forecast and some legitimate risks that are not built into the forecast. For example, not reflected in the forecast are known factors that we have identified as risks, which may additionally adversely impact the forecast including, but not limited to the following risks:

- Decrease in Stadium Authority revenue (approximately $3 million ongoing loss to the General Fund)
- Labor negotiations and expenditures beyond assumptions (unknown and TBD)
- CalPERS actuarial changes or any CalPERS reform actions (unknown and TBD)
- Downturn in economy / decline in revenues (unknown and TBD)
- Infrastructure operating budget impacts (unknown and TBD)
- State and federal legislative changes (unknown and TBD)
- Further refinement of major tax revenue projections (example: commercial cannabis deferred implementation, $600,000 - $2.4 million potential loss)
- Revenue and staffing impacts of development projects (unknown and TBD)

However, the budget continues to be fragile as there are indications for a potential economic slowdown in the near future and other factors that can impact our assumptions. We continue the approach of solving annual deficits with ongoing budget solutions as shown through the "net operating margin" model, on-going expenditure reductions or an increase in ongoing revenues are required in order to stabilize the City's fiscal

condition. We have built up our General Fund Budget Stabilization Reserve, demonstrating the incredible work that we have completed. This affords the City Council and staff time to work strategically, holistically and collaboratively on solutions. Our goal is to align expenditures with revenue growth which may require new revenue sources, service changes and/or reductions. It also requires the continued leadership and discipline that the City Council has practiced and the significant partnership that our bargaining units have provided in the best interest of the City.

Staff revised and presented the Ten-Year Financial Forecast for the City's General Fund to the City Council at the City Council Operational and Strategic Priority Setting sessions held in January and February 2019. The forecast presented shows a modest surplus of $1.1 million in FY 2019/20 and $0.1 million in FY 2020/21. It should be noted that budget proposals for basic needs (e.g., minimum wage compliance, state law compliance, etc.), included in this document and detailed later in the Council Priorities/Strategic Pillar section of this letter, are being recommended that will result in the elimination of the $1.1 million surplus shown in the FY 2019/20 forecast.

FY 2020-2030 General Fund Ten-Year Financial Forecast Net Operating Margin - Ongoing Surplus/(Deficit) ($ in millions)										
2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
$1.1m	$0.1m	($1.6m)	($0.5m)	$0.7m	$1.0m	$1.5m	$2.6m	$2.9m	$1.7m	$2.6m
As a percentage of projected operating expenditures										
0.4%	0.0%	(0.6%)	(0.2%)	0.3%	0.3%	0.5%	0.8%	0.9%	0.5%	0.8%

Note: Does not assume known risk factors that will adversely impact these projections.

The forecast shows surpluses and deficits that are modest and highly sensitive to unexpected changes in forecasted revenue or expenditures. The forecast above assumes only a modest slowdown in the first few years. To the extent we experience a more severe recession, we will need to evaluate alternative methods of or reductions in delivering our services or explore more aggressive new revenue options. At the national level, the economy is in its tenth consecutive year of expansion with most economists predicting that we are at the peak of an economic expansion period. The Department of Commerce records show that the nation's Gross Domestic Product (GDP), the broadest measure of economic activity, has risen every quarter for almost five years. In addition to high consumer confidence and low unemployment, the national economy continues to remain strong.

At the regional level, job growth continues to be strong and unemployment rates have continued to remain low. The technology industry in our valley continues to be a major economic engine for the region, State and Nation. Employment data is one of the key data indicators for the health of the regional economy. The Employment Development Department reported California's unemployment rate rose past the 10% level in February 2009, reached a peak of 12.4% in early 2010, and began declining in late 2010. In the last year, the California unemployment rate declined from 5.2% in March 2017 to 4.3% in March 2018. Santa Clara County's and the City of Santa Clara's experience over the last year have been similar with March unemployment rates declining from 3.4% to 2.6% and 2.7% to 2.5%, respectively.

The strong labor market has also created some challenges including affordable housing, transportation, and maintaining a strong and competitive workforce. Rising interest rates put additional pressure on home affordability. In the City of Santa Clara, the median price for a detached single-family home dropped 5.2% in the 4th quarter of 2018 when compared to the same period in the prior year. Rising inventories at several chip manufacturers and reports of modest layoffs were both reported recently. We remain concerned that an economic slowdown in the region would present a significant impact to our forecasted budget. As such, building up reserves, finding more efficient ways of delivering service, and exploring new revenues where we are behind in comparison with similar cities will play an important role in the next few years. Overall, our

financial forecast remains on edge and we will continue to monitor our regional economy closely. With hard work, we have built up our reserves and continue to do so with this budget. Maintaining a strong financial foundation will require the continued leadership and discipline that the City Council has practiced and the significant partnership that our employee organizations have provided.

Budget Overview

The budget incorporates a balanced and responsible approach to meeting the City's short and long-term needs. The budget is an important document that serves as staff's recommendation and the City Council's direction for the work plan for the upcoming fiscal year. The FY 2019/20 Proposed Budget totals $954.8 million. This budget figure includes adjustments for transfers, contributions and reserves to avoid double counting of the same funds (e.g. internal service funds are excluded). This budget rises to $991.7 million for the FY 2020/21 Proposed Budget as a result of rising salaries and benefits costs and the timing of capital projects. The table below summarizes the total proposed budgets by fund group:

FY 2019/20 and FY 2020/21 Proposed Budget			
Fund Type	**FY 2018/19 Adopted Budget**	**FY 2019/20 Proposed Budget**	**FY 2020/21 Proposed Budget**
General Fund	250,102,186	262,299,910	268,914,009
Special Revenue Funds	13,578,142	29,248,422	13,773,302
Enterprise Funds	578,291,115	634,228,064	740,071,587
Internal Service Funds	17,492,612	35,767,831	35,264,608
Debt/Other*	-	24,536,674	26,857,773
Less (Transfers, Contributions, and Reserves)*	-	(159,862,575)	(238,995,086)
Subtotal Operating Budget	**859,464,055**	**826,218,326**	**845,886,193**
Capital Funds	83,992,645	128,559,518	145,841,775
Total Budget	**943,456,700**	**954,777,844**	**991,727,968**

* To provide more transparency, the budget for debt/other, transfers, contributions, and reserves is detailed starting in FY 2019/20. For the FY 2018/19 Adopted Budget figures, these were combined in the fund totals.

The FY 2019/20 and FY 2020/21 Proposed Budget is balanced and the appropriations recommended for departments are consistent with City Council's goals. In addition, the budget is based on the Budget Principles approved by City Council. Staff has carefully analyzed all department budget requests, taking into account the fiscal year projected resources, levels of service desired by Santa Clara residents and businesses, and City Council goals, principles and priorities.

Summary of Budgeted Positions

As mentioned previously, the Proposed Budgets include a net addition of 15.5 positions in order to address near-term and long-term administrative and programmatic gaps and is described in further detail below and in each department section of this document. The following table summarizes changes in the number of budgeted positions from the FY 2018/19 Adopted Budget.

Summary of Budget Position Changes (All Funds)	
FY 2018/19 Adopted Budget	**1,111.25**
Base Budget Changes (previously approved at City Council meetings)	6.00
FY 2019/20 Proposed Net Additional Positions	14.50
FY 2019/20 Budgeted Positions	**1,131.75**
FY 2020/21 Proposed Net Additional Positions	1.00
FY 2020/21 Budgeted Positions	**1,132.75**

The following table below summarizes the budgeted position changes by department. Base Budget changes reflect positions previously approved by the City Council at a separate City Council meeting. A detailed summary of Base Budget position changes can be found in the Department sections of this document.

Summary of Budgeted Positions by Department						
Department	FY 2018/19 Adopted	FY 2019/20 Net Base Changes	FY 2019/20 Net Proposed Changes	FY 2019/20 Proposed	Change	FY 2020/21 Proposed
Mayor and City Council	10.00			10.00		10.00
City Attorney	7.00			7.00	1.00	8.00
City Clerk	6.00	(1.00)		5.00		5.00
City Auditor	0.00	3.33		3.33		3.33
City Manager	13.00	(1.00)	1.00	13.00		13.00
Community Development	65.00		1.00	66.00		66.00
Electric Utility	189.00	4.00	4.00	197.00		197.00
Finance	61.00	(0.33)	0.75	61.42		61.42
Fire	167.25			167.25		167.25
Human Resources	15.00		0.75	15.75		15.75
Information Technology	7.00			7.00		7.00
Library	46.75			46.75		46.75
Parks and Recreation	80.75		2.00	82.75		82.75
Police	239.00			239.00		239.00
Public Works	127.50		1.00	128.50		128.50
Water and Sewer Utilities	73.00			73.00		73.00
Non-Departmental – Citywide Strategic Planning Function	4.00	1.00	4.00	9.00		9.00
Total	**1,111.25**	**6.00**	**14.50**	**1,131.75**	**1.00**	**1,132.75**

Investments in Our Council Priorities

With this budget, we continue to make significant investment aligned with City Council priorities. The resources allocated to each priority reflects funding that solve short-term needs and in some areas, is an initial start of addressing larger, long-term issues. A summary of service level change proposals are included below organized by City Council Strategic Pillar priorities.

Promote and Enhance Economic and Housing Development ($754,000; $624,000 ongoing/$130,000 one-time)

- Real Estate Program Shared-Resources ($305,000, 70% housing funds/30% General Fund) – adds one Assistant to the City Manager and one Management Analyst and deletes one Housing Division Manager in an effort to centralize real estate functions and develop a more robust real estate management function. Includes one-time resources to set up citywide real estate software application ($90,000). This position will co-report to the City Manager's Office for real estate program functions and to Community Development for housing services.
- Pilot Accessory Dwelling Unit Incentive Program ($200,000, housing funds) – initiates a loan program to encourage the development of Accessory Dwelling Units for income-qualified teachers and public service employees, to augment existing affordable housing units in Santa Clara.
- Affordable Rental Program Administrator ($150,000, housing funds) – provides funding to administer the City's low- and moderate-income rental housing program.
- Housing Administrative Support ($59,000, housing funds) – adds one Staff Aide I to assist with monitoring new and current housing programs.
- Housing Asset Management Software ($40,000, housing funds) – consultant funding to assist with the implementation of housing software for tracking housing loans.

Deliver and Enhance High Quality Efficient Services and Infrastructure ($7.9 million; $7.9 million one-time)

- Capital Improvement Program Project Adjustments ($3.7 million) – amends the FY 2019/20 Adopted CIP Budget to include resources for storm drain infrastructure, corporation yard renovations, water tank rehabilitation, advanced metering infrastructure, and civic center campus renovations.
- Silicon Valley Power ($1.5 million) – funding for consultant services, conference and travel, remote property maintenance, advanced metering infrastructure and a van.
- Santa Clara Convention Visitors Bureau Subsidy Elimination (-$1.5 million) – eliminates the current subsidy based on the transition to a new convention center operator and the proposed business model for destination marketing services as approved by Council.
- Information Technology Services ($680,000) – resources to enhance cybersecurity, audio/visual services and Office 365 workforce transformation.
- Fire Engine Replacement ($675,000) – funds the replacement of one reserve fire engine.
- Parks and Recreation programming ($549,000, partially offset with program revenue) – funds additional outreach for special events, new therapeutic and north-side camps and programs, and reallocates program costs from previously unbudgeted funds to the General Fund.
- Public Works Consultant Support ($393,000) – funds consultant to review and update fleet replacement and management policies, perform project design surveying, and to implement recent state legislation regarding traffic congestion to a vehicle mile traveled standard.
- City Auditor's Office Resources ($357,000) – enhances audit services with funding for contractual services, conversion of one Office Records Specialist to Senior Performance Auditor, and training and conferences.
- Purchasing Policies and Procedures and Administrative Policies Update ($330,000) – retains consultant services to update existing purchasing policies and procedures, citywide administrative policies and Civil Service rules.
- Silicon Valley Power Strategic Plan Implementation ($250,000) – consultant services to develop a plan for implementation of the initiatives included in the adopted strategic plan.
- Revenue Strategies Consultant ($200,000) – consultant funding to poll for potential revenue strategies/tax measures, support the development of revenue options for Council consideration, informational community outreach and legal analysis.
- Legislative Advocacy ($150,000) – consultant services to support the City's legislative advocacy efforts as outlined in the Legislative Advocacy Position Policy.
- Fire Equipment and Programming ($122,000) – funding for emergency response equipment, staffing software, and volunteer reserve programming.

- Census 2020 Outreach ($100,000) – supports a more accurate census count to maximize our federal funding allocations.
- Pre-employment Consultant ($70,000) – funding to complete a review of job physical requirements and pre-employment medical screening.
- Legal Management Software ($50,000) – implements legal management software.
- Library Books ($40,000) – funds purchase of eBooks and other library books.
- Santa Clara/Santa Cruz Counties Airport Community Roundtable ($35,000) – costs related to an intergovernmental partnership with neighboring cities and counties.
- Community Garden Program Outreach ($30,000) – funds marketing and communications efforts.
- Budget Office Workplan Support ($30,000) – funds support for upcoming budget deliverables including the revision to the CIP budget format.
- Planning Commission Training, Education, and Conference ($18,000) – funds planning commissioner education, training and conferences.
- City Council iPad Replacement ($18,000) – replaces existing equipment in FY 2020/21.
- Permit System Support ($7,000) – reallocates one Combination Inspector to one Senior Inspector to support the new permitting system.
- Northside Library Branch Additional Hours ($5,000) – funds expanded hours on Monday, Tuesday and Sunday through the addition of one Librarian I and additional resources. Deletion of 1.0 Business Analyst partially offsets the cost of this proposal.

<u>Enhance Community Sports and Recreational Assets ($718,000; $443,000 ongoing/$275,000 one-time)</u>

- Reed and Grant Sports Park ($718,000, General Fund, Parks Capital Funds, partial program revenue) – funds two positions; furnishings, fixtures and equipment; and programming costs for the new Reed and Grant Sports Park projected to open in FY 2019/20.

<u>Enhance Community Engagement and Transparency ($382,000; $112,000 ongoing/$270,000 one-time)</u>

- Document and Content Management Software Resources and Records Retention Policies Update ($120,000) – updates records retention policies and provides funding to support the document and content management software implementation.
- City Clerk Initiatives and Voter Outreach ($100,000) – funds voter outreach and education in an effort by the City Clerk to encourage voter participation.
- Lobbyist Ordinance Implementation ($100,000) – funds lobbyist ordinance implementation and enforcement.
- Measure N Outreach and Engagement ($50,000) – funds outreach and engagement for the potential upcoming district elections.
- Police Video Records Staffing ($12,000) – adds a Police Records Specialist and deletes a vacant Staff Aide to address recent state legislation regarding public access to peace officer personnel records.

<u>Ensure Compliance with Measure J and Manage Levi's Stadium ($580,000; $538,000 ongoing/$42,000 one-time)</u>

- Stadium Public Safety Deployment ($365,000, 75% stadium reimbursed/25% General Fund) – adds one Stadium Oversight Manager (Deputy City Manager) to coordinate stadium functions including neighborhood impacts, multi-department deployment model, and other stadium event support issues.
- Public Safety Stadium Training ($216,000, 100% stadium reimbursed) – funding for specialized training related to events at Levi's Stadium including firearms qualification, bicycle crowd control, sniper courses and incident command system training.

Manage Strategically Our Workforce Capacity and Resources ($2.1 million; $1.7 million ongoing/$394,000 one-time)

- Silicon Valley Power Staffing ($721,000) – adds two Electric Program Managers and one Electric Utility Engineer.
- Real Estate Attorney ($294,000 in Year 2) – funds one Assistant City Attorney position to support real estate legal matters.
- Information Technology Services Cost-Benefit Analysis Consultant ($200,000) – funding for a third-party review of the City's current contract for information technology services including an evaluation of audio and visual needs.
- Web and Digital Media Manager ($194,000) – adds one Web and Digital Media Manager to oversee the redesign of the City's website and Inside Santa Clara newspaper and provide support to all departments regarding communications planning, media relations, and public outreach.
- Solid Waste Organic Waste Diversion Program ($152,000, Solid Waste Fund) – funds one Staff Analyst to meet new state regulations regarding programs for organic waste diversion.
- Risk Management Program Resources ($122,000) – adds one Office Specialist III to support the Risk Manager with administrative tasks in an effort to develop a more robust risk management program.
- Public Records Act Resources ($120,000) – funding to assist with public records act requests until ongoing technology improvements are completed.
- Human Resources Administration ($112,000) – adds an Office Specialist IV to provide administrative support to human resource operations.
- Housing Division Staffing ($57,000) – adds one Staff Aide position to assist with monitoring existing and new housing programs.
- Tuition Reimbursement and Professional Development ($54,000) – funds Working Scholars Program and offers educational benefits that improve employee skills and potential promotional opportunities.
- Firefighter Recruitment Pilot ($20,000) – funds marketing and outreach resources to promote a diverse applicant pool for the upcoming firefighter academy.
- Public Works Engineering Staff ($11,000) – deletes a vacant Associate Engineer and adds a Management Analyst position to perform analytical work currently performed by engineers.
- Certified Access Specialist Program ($7,000) – funding to increase training for building inspectors to obtain accessibility certification.

Sustainability ($670,000 ongoing)

- Sustainability Program ($317,000 across various funds) – adds one Assistant to the City Manager to oversee strategies outlined in the Climate Action Plan with a focus on creating a more sustainable, healthy, and livable community; work with Silicon Valley Power to evaluate energy efficiency programs; ensure a reliable water supply, and coordinate with public works and community development regarding new building requirements.
- Silicon Valley Power Staffing ($253,000) – adds one Electric Program Manager to support the utility's electric vehicle program.
- Multi-Family Energy Rehab Program ($100,000, housing funds) – a pilot program for multifamily housing for projects achieving 15% whole building energy savings with gas, electric, and water measures.

Amendments to the FY 2019/20 Adopted Capital Budget

The City Council approved the FY 2018/19 and 2019/20 Biennial CIP Budget on June 12, 2018. This action approved a two-year capital budget and presented a five-year capital improvement plan. As the focus of this year's budget is operations, several budget amendments to the FY 2019/20 Adopted Capital Budget are recommended. Further detail can be found in the ***Appendices*** section of this document. Some of the key budget amendments are summarized below:

- Water and Sewer projects ($4.2 million) – additional contributions for the San Jose/Santa Clara Regional Wastewater Facility, water tank rehabilitation and to develop a water infrastructure asset management program.
- Civic Center Campus Renovations – Multi-Department ($1.0 million, General Fund) – funds renovations for finance, human resources and other departments to bring offices to modern standards and transition of a portion of the cafeteria for employee collaboration.
- Parks and Recreation projects ($900,000) – funding to repair the roof at the recreation center at Bowers Park and construction of a restroom at Fairway Glen Park.
- Storm Sewer and Corporation Yard infrastructure ($787,000) – funding for fiber optics to storm pumps, storm water retention basin remediation, and to repave the parking lot at the corporation yard.
- Silicon Valley Power Electric Utility projects (-$12.8 million) – funding adjustments to several projects to reflect current project timelines and necessary project augmentations.
- Public Works Capital Projects Management – a new internal service fund to centralize Public Works staff costs in support of our capital programs.

In addition to the projects above, operations and maintenance costs are evaluated for all projects coming online. For projects coming online within the two-year operating budget window, funding proposals are included in this document to support operation of these capital projects upon completion. This budget includes resources for the Reed and Grant Sports Park and is discussed further in the ***Parks and Recreation*** section of this document.

Lastly, the carryover of unexpended capital project funds from FY 2018/19 to FY 2019/20 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 2019.

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 Fiscal Year 2019/20 Operating, Debt and Capital Budget was adopted by the Stadium Authority Board on March 27, 2019 and can be found at "http://santaclaraca.gov/government/stadium-authority". 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

A joint study session of the City Council, Sports and Open Space Authority, and Housing Authority will be held on May 7, 2019, at which staff will present an overview of the Proposed FY 2019/20 and 2020/21 Biennial Operating Budget.

Additionally, as a separate report, the Council will be presented with a matrix that inventories the individual policy priorities of each Councilmember, as expressed during our January and February 2019 at the City Council Operational and Strategic Priority Setting Sessions and additional City Council referrals that came forward thereafter, as well as an assessment of staffing and resource needs to implement them. The Council will be able to discuss these priorities and determine which items to advance. For items that the Council desires to advance, a tradeoff discussion/action against other service delivery goals would be required given that there are no surplus funds available with the proposed budget and any changes would require defunding services or proposals.

The proposed operating budget is scheduled for formal adoption on June 4, 2019.

Summary

The City of Santa Clara has been known as innovative and forward-thinking with a tradition of effectiveness and providing excellent services to the community. Through hard work and fiscal discipline, this budget builds on the financial foundation we set by building up reserves and refining our Ten-Year Financial Forecast. Our services to the community remain high, but there is more work to accomplish. The City is challenged with growing its revenue streams to support on-going public services and service areas that the community and City Council have expressed as priorities. The next 18 months is critical for the City to establish a revenue growth strategy, while also controlling expenditure levels. One-time resources are dedicated in this budget for turnaround initiatives that touch almost every department in the City in order to update outdated policies and procedures. Departments took a collaborative approach to bring forward creative solutions such as centralizing administrative functions among the Mayor and Council, City Clerk, and City Manager offices. The City Council provided feedback on numerous referrals through the City Council Operational and Strategic Priority Setting Sessions; many of these referrals are funded, meeting the highest needs of our City and enhancing crucial city services within limited additional resources. We took a fresh look at the budget, increasing transparency, allocating budget proposals by Council pillars, reviewing and including funds previously unbudgeted, recommending budget and fiscal policies that establish key reserve targets, and developing a strategy to fund our long-term pension obligation on an ongoing basis.

Santa Clara continues to be at the forefront of a strong state-wide economic recovery led by the Bay Area region. Businesses in the City are creating jobs, the economy is active, and unemployment is low. As we continue in a record economic expansion, we need to take caution. Our revised Ten-Year Financial Forecast includes deficits starting in the third year. We will continue to pursue new revenue options including evaluation of our TOT and UUT, recommending increases where we are behind compared to neighboring cities. In parallel to pursuing additional revenue, I will continue to focus my efforts on streamlining City operations and exploring alternative service delivery options.

City departments worked together as a team with my Office and the Finance Department to prepare this fiscally responsible, balanced budget. The budget maintains the level of funding needed to continue the City's goal of excellent service to the Santa Clara community. The hard work and dedication of City's Department Heads and employees is greatly appreciated, along with the community participation and policy leadership of the City Council. The Proposed Fiscal Year 2019/20 and 2020/21 Biennial Operating Budget is consistent with the City's mission and appropriates the resources necessary to facilitate meeting the goals of the City Council.

In closing, I want to thank the City Council for our continued strong partnership in advancing strategic priorities that positions well the City of Santa Clara and our financial planning for coming years. I truly feel that we have made great strides in aligning the organization on a strategic path for success as demonstrated by our accomplishments during the last year. With this budget we have done a great job of balancing the needs of our community and the organization with a focus on our employees, our greatest asset.

Respectfully submitted,

Deanna J. Santana
City Manager

Angela Kraetsch
Director of Finance

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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.

Population[1]



The 2018 population of the City of Santa Clara is estimated at 129,604 and is one of the most diverse in the nation with over 42.4% 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 57% of adults holding a bachelor degree or higher. The median age is 33.9 years and the median household income is reported at $108,609.

Business[1]

More than 12,751 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 152,238. 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.

City Services

Santa Clara is a full service city with its own police and fire departments and energy, water and sewer utilities. Other core services include a nationally-ranked library, 38 parks and playgrounds nearly totaling 450 acres, award winning services and recreational programs for seniors and youth, neighborhood beautification, free citywide outdoor Wi-Fi, special events and support of history and art museums and other cultural and performing arts. In 2015, the City of Santa Clara was named the 7th most livable city in America because of its outstanding quality of life and opportunities for individual and business success.



Housing[1]



There are 43,417 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 $1,175,000 and to rent a one bedroom apartment is $2,229. 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.

Education[1]



Public schools serving residents of Santa Clara are under the authority of independent school districts, but the City works closely with them to provide quality educational opportunities for grades K-12 and students attending Mission College for a two-year degree or professional development. Santa Clara University, the oldest institution of higher learning in California, is located in the historic Downtown Quad area of the City and enrolls 5,438 undergraduate students and 3,296 graduate students.

Infrastructure[1]

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 5th in the nation by the Environmental Protection Agency (EPA) among cities of any size for the amount of 100% green power usage by its customers. 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.



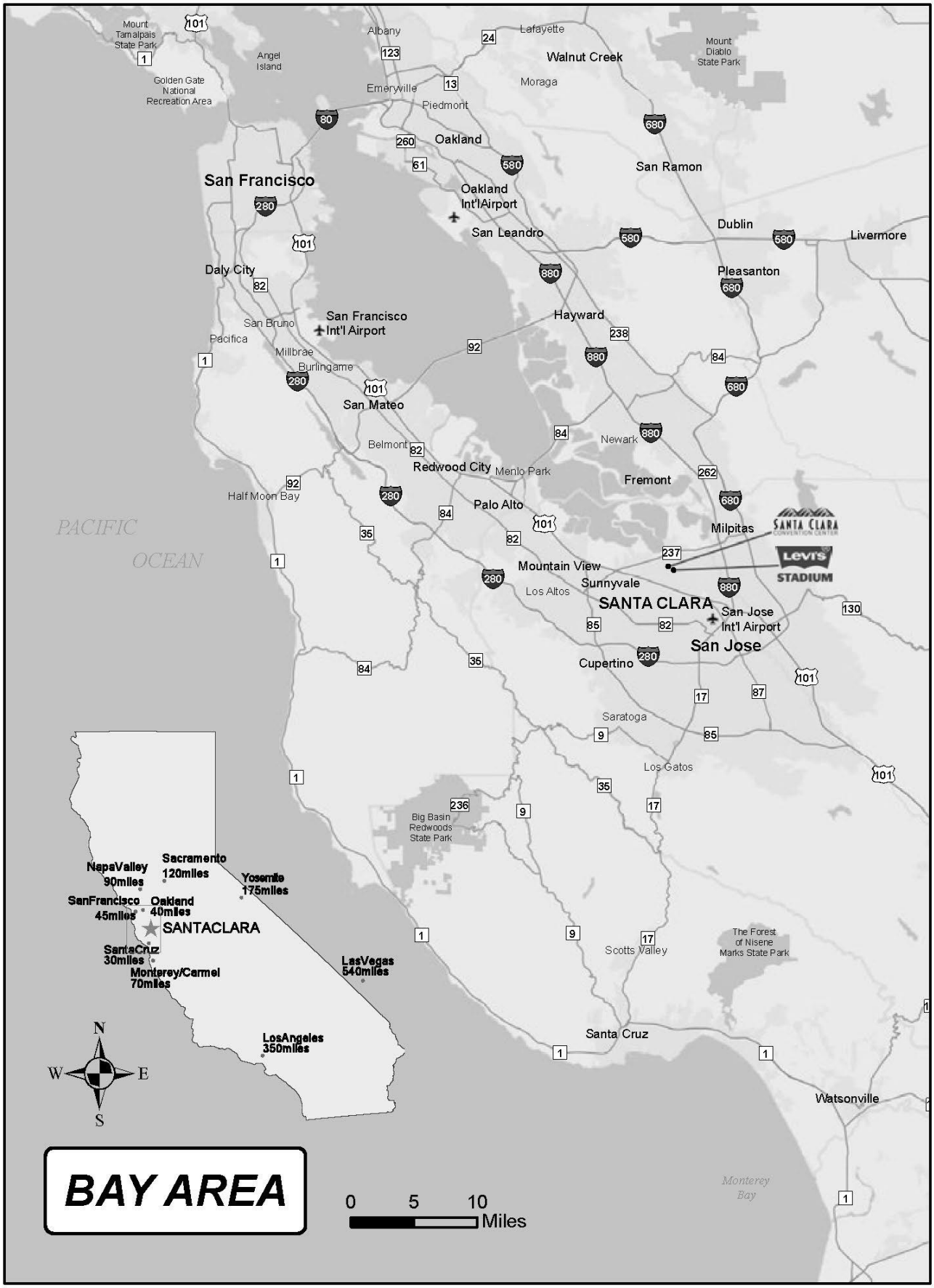
Economic Development

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.



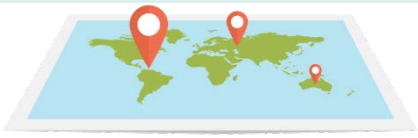
Development projects approved over the past fiscal year include Class A office space, data centers, housing, retail, and mixed use. Some of the largest projects include: approval of the Lawrence Station Area Specific Plan, which accommodates 3,500 residential units and 100,000 square feet of retail, plus approval of two development proposals within the plan area that allow over 1,000 residential units and approximately 40,000 square feet of retail; master plans and associated development approvals for expansions of Great America Theme Park and Santa Clara University; Mission Park Marketplace which includes a 175-room hotel and 24,000 square feet of retail; two data centers with a combined total of over 500,000 square feet; and a 230,000 square foot Class A office at 3200 Scott Boulevard. More information on new development projects can be found on the City's website SantaClaraCA.gov under the "Development Projects" link.

1 California Department of Finance Demographic Research Unit; May 2018 City Population Table
US Census QuickFacts 2013-2017
Business License Software –April 2019
MLS Database – February 2019 Snapshot
Apartment List – Rentonomics March 1, 2019
Environmental Protection Agency – Green Power Communities February 5, 2019
Santa Clara University 2018-2019 Bulletin
US Census CommunityFacts


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

Community Profile[1]

Geography



Persons per Square Mile

Santa Clara: 7,040
County: 1,477

Land in Square Miles

Santa Clara: 18.41
County: 1,312

Population

Santa Clara | **County**



129,604 | **1,938,153**

Age

Santa Clara | **County**

Median Age 33.9 years | **Median Age 37.0 years**



Age 18-64: 66% | **Age 18-64: 62%**

Foreign Born



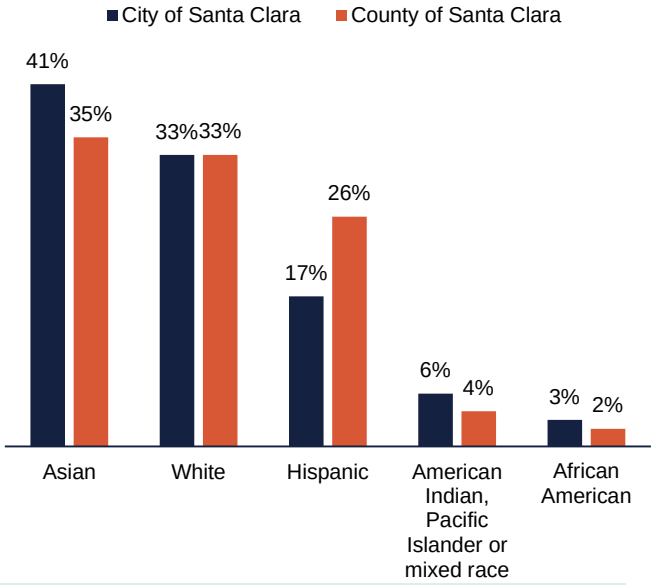
Santa Clara: 42%
County: 38%

Median Family Income

Santa Clara $108,609 | **County** $106,761



Diversity



Education

High School Graduate or Higher

Santa Clara 92% | **County** 88%



Bachelor's Degree or Higher

Santa Clara 57% | **County** 50%

Labor Market

Labor Force
Santa Clara: 71,400
County: 1,067,000

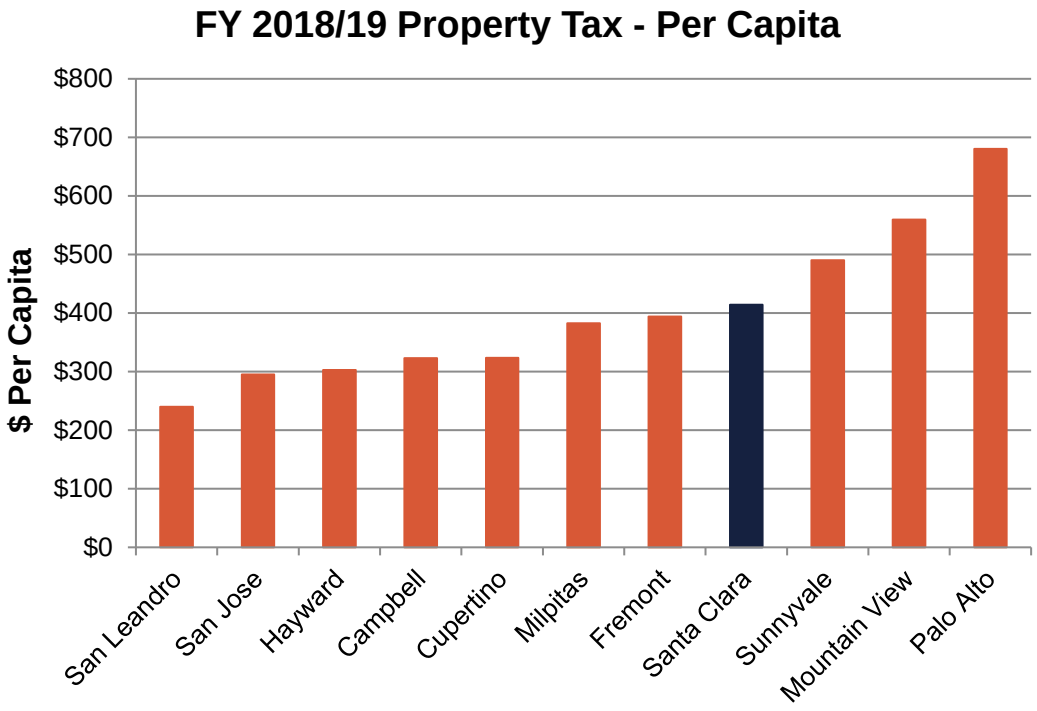
Unemployment Rate
Santa Clara: 2.5%
County: 2.7%



[1]US Census QuickFacts 2013-2017; CA EDD – Labor Market Info, February 2019; CA Dept. of Finance Demographic Research Unit, May 2018 City Population Table

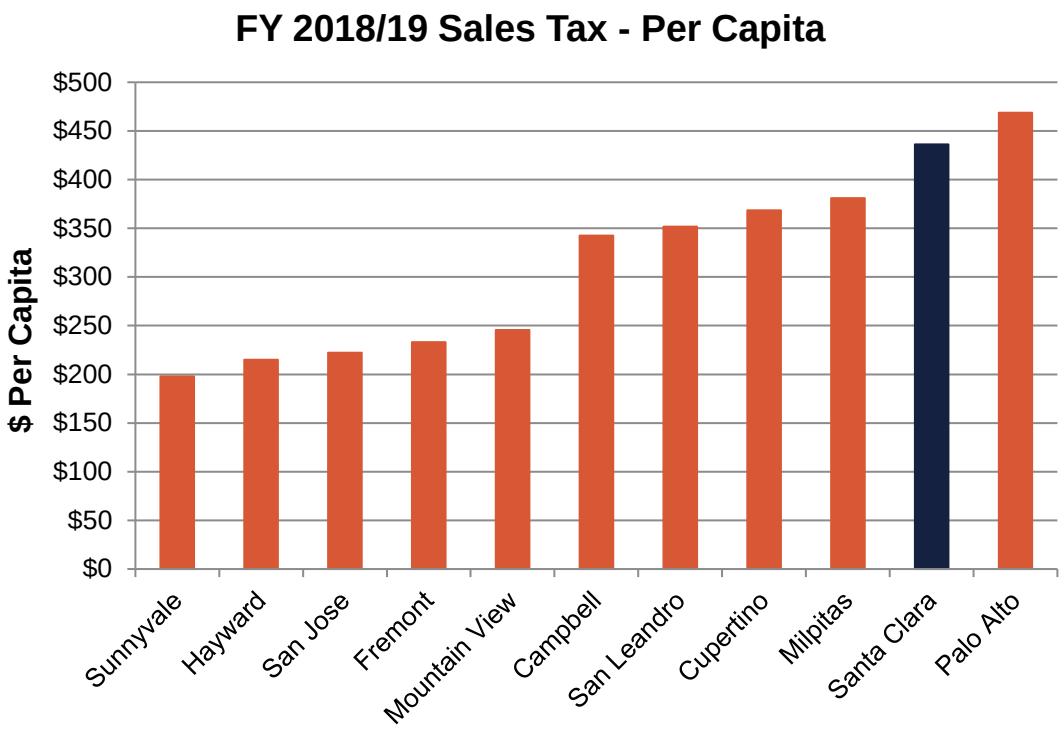
Santa Clara Compared to Other Cities in the Local Region

The following graphs compare per capita revenues, from key sources, and total budgeted expenditures for FY 2018/19, and total assets as of June 30, 2018[1], in the City of Santa Clara, to other cities in the local region. Sales tax and property tax are the top two revenue sources for the City. 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 Clerk[2] and City Auditor[2], budgeted expenditures and personnel are also quantified. Cities' budgets and assets in relation to its respective population and personnel, defined as Full Time Equivalent (FTE), are examined.

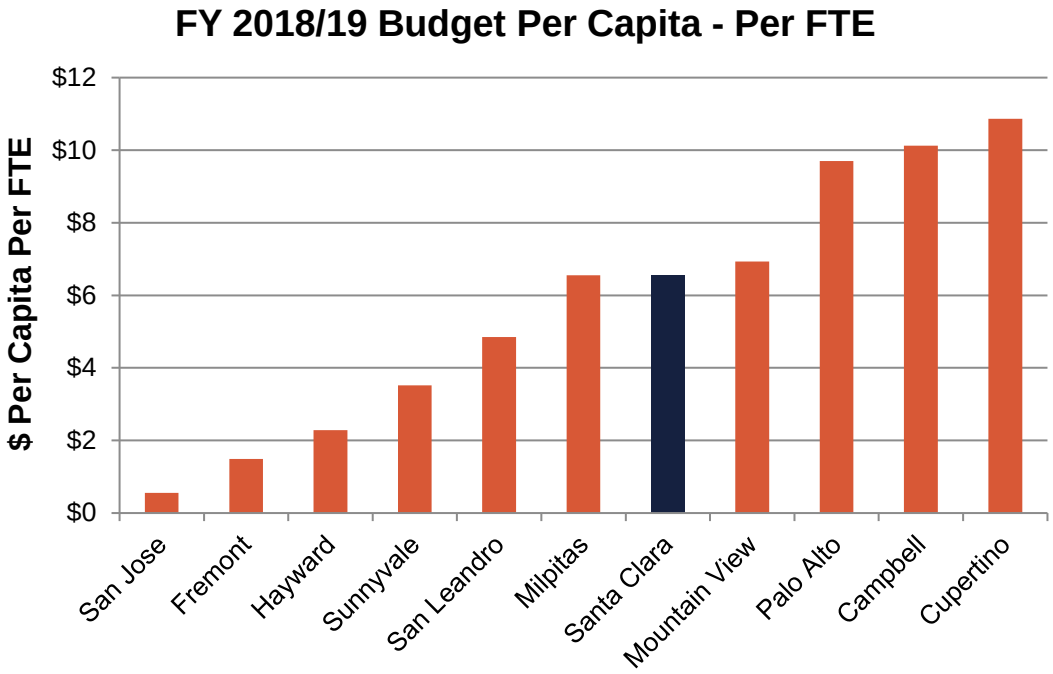


Source: City of Milpitas Conducted FY 2018/19 Survey

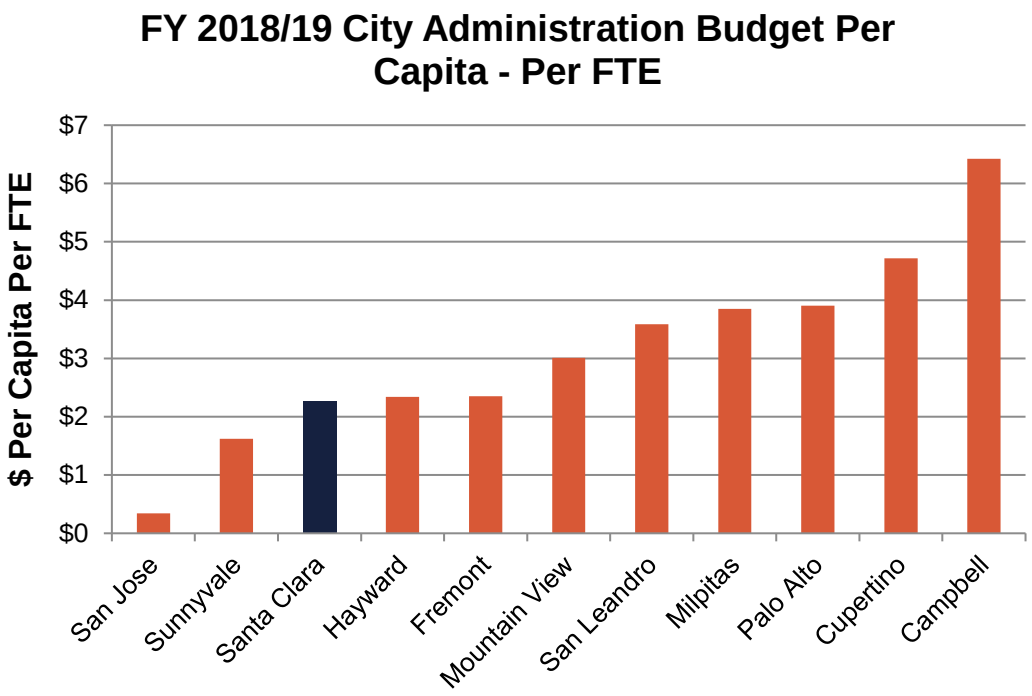
[1]*Stated in Comprehensive Annual Financial Report (CAFR), as of June 30, 2018. Cities of Campbell, Cupertino, and San Leandro latest available CAFR is as of June 30, 2017.*
[2]*City Clerk and City Auditor are not their own independent departments consistently across jurisdictions in the local region.*



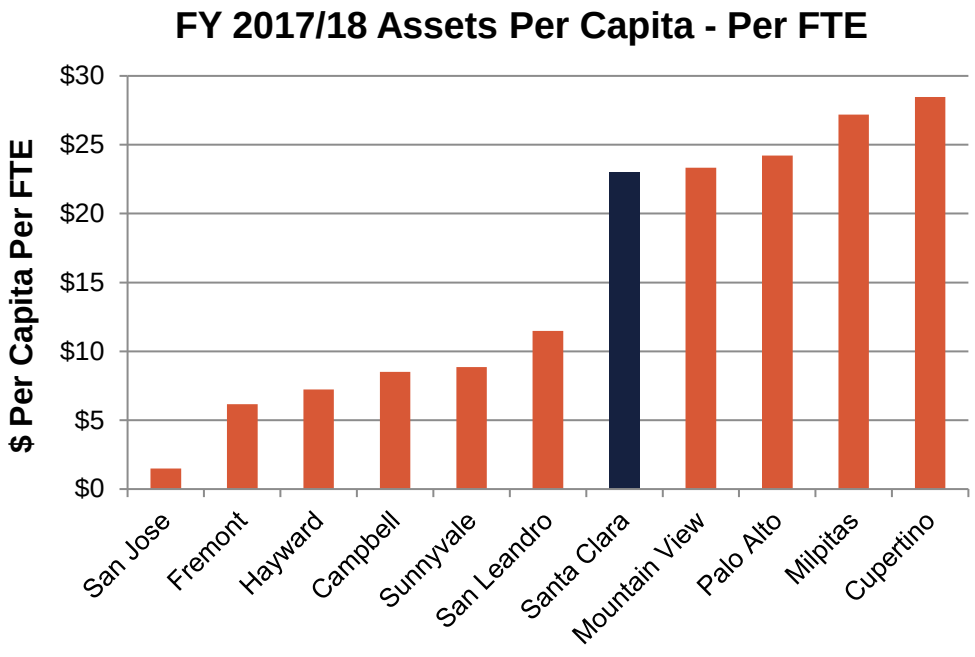
Source: City of Milpitas Conducted FY 2018/19 Survey



Source: Each city FY 2018/19 Adopted Budget



Source: Each city FY 2018/19 Adopted Budget



Source: Each city FY 2017/18 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	**Teresa O'Neill**
Councilmember District 5	**Patricia M. Mahan**
Councilmember District 6	**Debi Davis**

Board of Library Trustees

Leonne Broughman, Jan Hintermeister, David Kyo, Stephen Ricossa, Debbie Tryforos

Civil Service Commission

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

Cultural Commission

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

Historical and Landmarks Commission

Nancy A. Biagini, Michael Celso, Priya Cherukuru, Stephen Estes, Patricia Leung, J.L. Standifer, Ana Vargas-Smith

Housing Rehabilitation Loan Committee

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

Parks and Recreation Commission

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

Planning Commission

Anthony Becker, Nancy A. Biagini, Yuki Ikezi, Sudhanshu Jain, Steve Kelly, Lance Saleme, Shawn Williams

Salary Setting Commission

Pilar Arquero, Marjorie Banko, MV Kumar, John Sontag, David B. Stealey

Senior Advisory Commission

Deena Brockett, Wanda Buck, Barbara A. Estrada, Grant L. McCauley, Carolyn Seeger, Nancy Toledo

Youth Commission

Yusra Arub, Antonio Davila, Ria Grewal, Bella Jimenez, Jasmine Kelly-Tanti, Caroline Kloes, Vincent Kloes, Adrianne Krivokapic-Zhou, Damarah Madriaga, Kayla Phan, Siya Sharma, Meera Suresh, Smrithi Suresh, Natasha Yen, Sanjana Yerramaneni

As of April 16, 2019

Executive Management Team

City Manager
Deanna J. Santana

City Attorney
Brian Doyle

City Auditor
Linh Lam

City Clerk
Hosam Haggag

Chief Operating Officer
Walter C. Rossmann

Assistant City Manager
Ruth Shikada

Assistant City Manager
Manuel Pineda

Assistant City Manager
Nadine Nader

Director of Communications
Lenka Wright

Fire Chief
William Kelly

Chief of Police
Michael J. Sellers

Director of Finance
Angela Kraetsch

Director of Human Resources
Teresia Zadroga-Haase

Director of Information Technology
Gaurav Garg

Director of Parks and Recreation
James Teixeira

Chief Electric Utility Officer
Manuel Pineda (Interim)

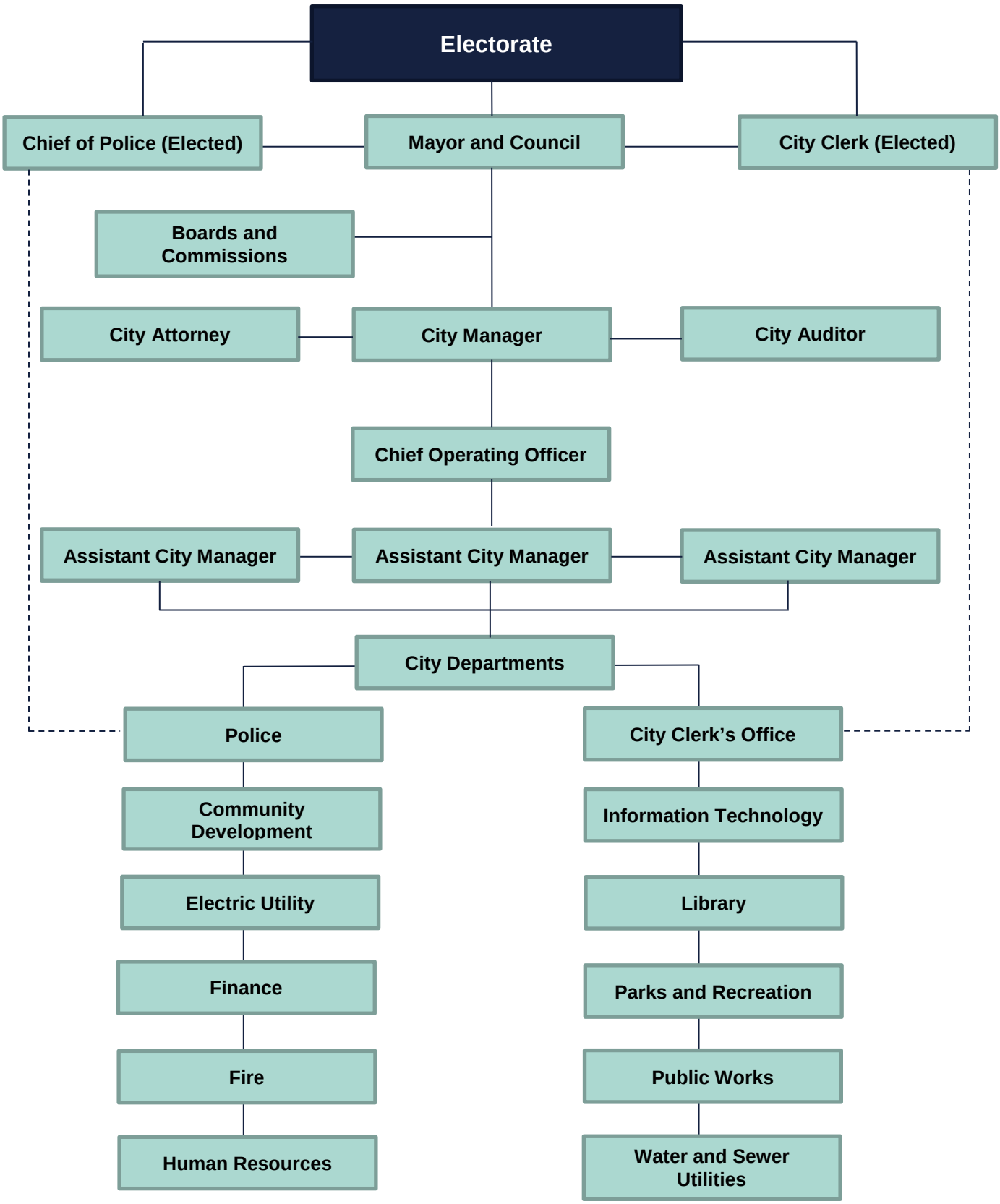
City Librarian
Hilary Keith

Director of Public Works
Craig Mobeck

Director of Water and Sewer Utilities
Gary Welling

Director of Community Development
Andrew Crabtree

Organization Chart



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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 and services 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. 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. Ten-year financial forecasts for the City's utilities are also provided as an addendum to the Ten-Year General Fund Financial Forecast.

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 annual 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. 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. The Capital Improvement Program (CIP) is submitted by City departments and reviewed by the City Manager's Office and 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. Public Works Department 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. As part of the most recent water and sewer cost of service study conducted in May 2018, several recommendations were made by the consultant 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 are recommended in the water, sewer and recycled water utilities:

- Operations and Maintenance Reserve – this reserve is used as an allocation for covering day-to-day expenses, cover 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 is an effort to 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 recommended 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.

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 and in the table below. In addition, advances from the General Fund have been approved by the City Council that may be paid back by other revenue sources. A detailed listing of outstanding loans and advances are included in the following table:

Receiving Fund	Originating Fund	Loan/Advance	Outstanding Amount (as of June 30, 2018)
Cemetery Fund	General Fund	Advance	5,657,176
Santa Clara Golf and Tennis Club Fund	General Fund	Advance	4,224,133
Parks and Recreation Capital Fund	General Fund (May 22, 2018, RTC 18-124)	Loan	10,227,098
Housing Successor Agency Fund	General Fund (Land Surplus Reserve) December, 13, 2016, Item # 15A	Advance	4,050,000
Total Interfund Loans and Advances			**25,158,407**

Detail of Outstanding Loans:

Receiving Fund	Originating Fund	Payback Source and Term	Interest Rate	Outstanding Amount (as of June 30, 2018)
Parks and Recreation Capital Fund	General Fund	25% of future Mitigation Fee Act revenue until the loan is paid in full	1.48%	10,227,098

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 (http://santaclaraca.gov/home/showdocument?id=63746). 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 is included in the stand-alone Fiscal Year 2019/20 Operating, Debt, and Capital Budget that was adopted by the Stadium Authority Board on March 27, 2019. This can be found at "http://santaclaraca.gov/government/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.

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 proposed services to be provided during the fiscal year and the associated appropriations to cover the costs of the proposed programs, projects, services and activities. These are funded by the estimated revenue and/or fund balance available to finance the proposed service levels.

Budget Process

The budget process is the mechanism through which policy decisions are made, implemented and controlled. The City Charter requires that the City establish a budgetary system for general operations and prohibits expending funds for which there is no legal appropriation. The City is required to adopt an annual operating budget on or before June 30 for the ensuing fiscal year that begins July 1.

The procedures to establish the budget are as follows:

1. 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 January 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 end of January, 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 for approval.

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, the Finance Department, and the departments 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.

8. Public hearings are conducted to obtain City Councilmembers' and residents' comments.

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*** section details revenues, expenditures and fund balance position including prior year actual activity, current year budget and estimated revenue and expenditures, and two-proposed 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 proposed 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 and Housing Development



Sustainability



Enhance Community Sports and Recreational 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 Projects Funds - Used to account for financial resources to be used for the acquisition or construction of General Government major capital facilities. Capital projects funds are organized by the following fund groups: Enterprise, Streets and Highways, General Government, and Authority funds. Further information on these fund groups and the capital improvements they support can be found in the adopted Capital Improvement Program Budget book.

Proprietary Fund Types

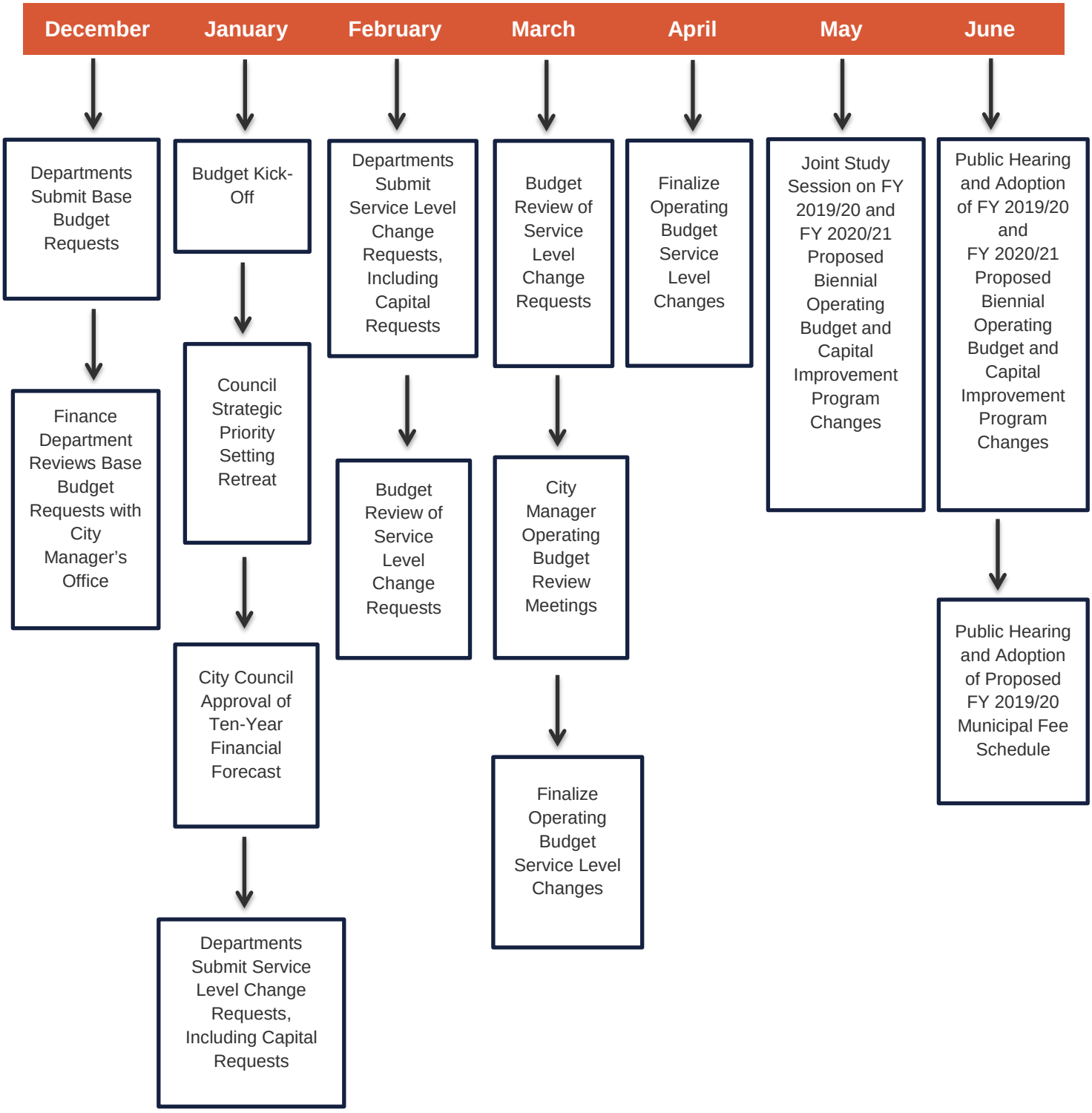
Proprietary funds are used to account for the City's ongoing organizations and activities which are similar to those often found in the private sector. Proprietary Fund Types include Enterprise Funds and Internal Service Funds and are described as follows:

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 2017/18 actuals, 2018/19 Amended Budget, 2018/19 Estimate, and the 2019/20 and 2020/21 Proposed Budget. The 2018/19 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 2018/19. 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

The City Council reviewed and adopted a set of Budget Principles. These Budget Principles were established to provide a framework for budget review and development; ensuring fiscal stability by considering both the short and long-term impacts of any funding decisions. Below are the Budget Principles most relevant when reviewing and developing the operating budget of the City:

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

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.

Allocation - To divide or share out financial resources or expenditures for a specific purpose to particular funds or departments.

American Recovery and Reinvestment Act (ARRA) - An act established by the federal government in February 2009 whose intent is to create and save jobs, spur economic activity and focus on long term growth through the funding of various projects and initiatives.

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.

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.

Budget Public Hearing - A public meeting at which any member of the community may appear and be heard regarding any item in the proposed budget as presented by the City Manager to the City Council.

Budget Transmittal Letter - A general discussion of the budget as presented in writing by the City Manager to the City Council. The message contains an explanation of principal budget items and summaries found in the budget.

Capital Asset - Land, buildings, equipment, improvements to buildings, and infrastructure (i.e., roads, bridges and other immovable assets). The City's policy is to capitalize equipment with a cost exceeding $5,000 and building, improvements and infrastructure with costs exceeding $20,000. A capital asset is defined as an asset with a useful life extending beyond a single accounting period.

Capital Improvement - A permanent addition to the City's assets, including the design, construction or purchase of land, buildings, or facilities, or major renovations of same.

Capital Improvement Program (CIP) Budget - A plan of annual appropriation for capital improvements and various kinds of major facility maintenance. These projects are often multi-year in length, which requires funding beyond the two-year period in the biennial budget. The appropriations, therefore, do not lapse at the end of the fiscal year but continue until the project is completed or closed.

Capital Outlay - A budget category which includes all equipment having a unit cost of $1,000 or more, and an estimated useful life of over one year or capital improvements costing less than a certain dollar amount. Capital Outlay is budgeted in the operating budget in the Other Operating Expenditure Category.

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

Contingency - A budgetary reserve set aside for emergency or unanticipated expenditures, revenue shortfalls, and/or unknown expenditures. Generally used in the CIP budget.

Certificates of Participation (COPs) - This financing technique provides long-term financing through a lease, installment sale agreement or loan agreement. Certificates of Participation (COPs) allow the public to purchase participation in a stream of lease payments, installment payments or loan payments relating to the acquisition or construction of specific equipment, land or facilities. The lending agreement is secured by a lease on the acquired asset or other assets of the City.

Comprehensive Annual Financial Report (CAFR) - The official annual report of the City's financial condition at the conclusion of the fiscal year, June 30. The report is prepared to conform to Generally Accepted Accounting Principles (GAAP) for governmental units and provides a quantitative look at the operating success, financial health, and compliance of the City's reporting units.

Consumer Price Index (CPI) - A statistical measure of a weighted average of prices of a specified set of goods and services purchased by wage earners in urban areas.

Debt - Obligations of the City to repay, with or without interest, in installments and/or at a later date, some amount of money utilized resulting from the borrowing of money or from the purchase of goods and services. Debts of governments include bonds, notes 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. The expenditure categories used in Santa Clara's Operating Budget, are (1) Salaries, (2) Benefits, (3) Materials/Services/Supplies, (4) Interfund Services, (5) Capital Outlay and (6) Debt Service. In some programs there are also (6) Resource and Production Costs and (7) Contribution In-Lieu of Taxes (CLT) and Franchise Fees.

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.

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.

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.

Housing Authority - The City of Santa Clara Housing Authority was established by Resolution 11-7827 on February 22, 2011 to ensure the provision of safe and sanitary housing for persons of low income.

Housing and Urban Development (HUD) - The Federal agency whose mission is to increase home ownership, support community development and increase access to affordable housing free from discrimination.

Indirect Cost Allocation Plan - The City uses an indirect cost allocation plan to ensure that enterprises and certain special revenue supported operations pay for themselves and are not subsidized by City taxpayers. General Fund supported central services costs such as payroll, accounting, data processing, personnel, city management and facilities maintenance are allocated to those funds benefiting from these services based on statistical data reflecting use of these support services.

Infrastructure - Facilities on which the continuance and growth of a community depend on such as roads, water lines, sewers, public buildings, parks and airports.

Interest and Rent - Interest income on investments and rental income received on property owned by the City.

Interfund Services - Services provided by one fund within the City for the benefit of another fund for which the fund that benefits is charged a fee (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.

Successor Agency to the Former Redevelopment Agency of the City of Santa Clara - Pursuant to State legislation ABx1 26, the "Dissolution Act," the Redevelopment Agency (RDA) of the City of Santa Clara was dissolved effective February 1, 2012. The City has elected to become the Successor Agency for the RDA non-housing functions, responsible for paying off the former Redevelopment Agency's existing debts, disposing of the former Redevelopment Agency's properties and assets to help pay off debts, returning revenues to the local government entities that receive property taxes, and winding down the affairs of the former Redevelopment Agency. The City has also elected to retain the former Redevelopment Agency's housing functions, including retaining all of the housing assets, rights, power, duties, obligations and functions previously performed by the Redevelopment Agency in administering its Low and Moderate Income Housing Fund.

Subsidy - A grant by a government entity to another government entity to pay all or a portion of an activity of the government deemed advantageous to the public.

Surplus - An excess of revenue (resources) over expenditures or expenses.

Taxes - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. The term does not include specific charges made against particular persons or property for permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, water service charges.

Ten-Year Financial Plan - A strategic planning document showing the estimated results of operations and capital improvement project requirements over the next ten years. This plan is reviewed and accepted by Council and no appropriations result from that acceptance.

Transient Occupancy Tax (TOT) - A locally controlled tax imposed on travelers who stay in temporary lodging facilities for stays thirty days or less. The rate in the City of Santa Clara is currently 9.5%.

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

Acronyms

AB	Assembly Bill
ARRA	American Recovery and Reinvestment Act
ASAI	Average System Availability Index
BAREC	Bay Area Research Extension Center
BLS	Basic Life Support
BMP	Below Market Price
BNPEA	Bayshore North Project Enhancement Authority
BSR	Budget Stabilization Reserve
CAFR	Comprehensive Audited Financial Report
CAHF	City Affordable Housing Fund
CalPERS	California Public Employees' Retirement System
CDBG	Community Development Block Grant
CEQA	California Environmental Quality Act
CFD	Community Facilities District
CIP	Capital Improvement Program
CLT	Contribution In-Lieu of Tax
CNG	Compressed Natural Gas
COLA	Cost of Living Adjustment
COP	Certificates of Participation
COPS	Citizens' Option for Public Safety
CPI	Consumer Price Index
CPR/AED	Cardiopulmonary Resuscitation/Automated External Defibrillator
CSMFO	California Society of Municipal Finance Officers
CVB	Convention-Visitors Bureau
DVR	Donald Von Raesfeld Power Plant
EEO	Equal Employment Opportunity
EIR	Environmental Impact Report
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
EOPS	Enforceable Obligation Payment Schedule
ERAF	Educational Revenue Augmentation Fund
FEMA	Federal Emergency Management Agency
FERC	Federal Energy Regulatory Commission

FHRMS	Finance Human Resources Management System
FMIS	Finance Management Information System
FPPC	Fair Political Practices Commission
FTE	Full Time Equivalent (Employee)
FTHB	First Time Homebuyer
FY	Fiscal year
GAAP	Generally Accepted Accounting Practices
GASB	Governmental Accounting Standards Board
GDP	Gross Domestic Product
GIS	Geographical Information Systems
GFGC	General Fund General Contingency
GFOA	Government Finance Officers Association
GPS	Global Positioning System
GWh	Giga Watt Hour
HA	Housing Authority
HIPPA	Health Insurance Portability and Accountability Act
HOME	Home Investment Partnerships Act
HR	Human Resources
HMG	Hazard Mitigation Grant
HUD	Housing and Urban Development
IBEW	International Brotherhood of Electric Workers
IT	Information Technology
ISC/CRC	International Swim Center/Community Recreation Center
JPA	Joint Power Agreement
kWh	Kilo Watt Hour
LED	Light Emitting Diodes
LEED	Leadership in Energy and Environmental Design
LPD	Land, Property and Development
LLEBG	Local Law Enforcement Block Grants Program
m:s	minutes: seconds
MOU	Memorandum of Understanding
Muni	Municipal
N/A	Not Applicable
NCIP	Neighborhood Conservation and Improvement Program
NCPA	Northern California Power Agency
NEPA	National Environmental Policy Act

O&M	Operations and Maintenance
OBAG	One Bay Area Grant
OSHA	Occupational Safety and Health Administration
OTS	California Office Traffic Safety
PBC	Public Benefits Charge
PEMHCA	Public Employees' Medical and Hospital Care Act (California)
PEPRA	Public Employees' Pension Reform Act of 2013
PERS	Public Employees' Retirement System
PG&E	Pacific Gas and Electric
POP	Problem Oriented Policing
RDA	Redevelopment Agency
RMRA	Roadway Repair and Accountability Act
RMRP	Retiree Medical Reimbursement Program
ROPS	Recognized Obligation Payment Schedule
SA	Successor Agency
SAIDI	System Average Interruption Duration Index
SB	Senate Bill
SCAT	Specialized Crime Action Team
SCPD NSU	Santa Clara Police Department - Nuisance Suppression Unit
SCSA	Santa Clara Stadium Authority
SOSA	Sports and Open Space Authority
SRT	Special Response Team
STEM	Science, Technology, Engineering and Math
SVACA	Silicon Valley Animal Control Authority
SVP	Silicon Valley Power (City owned Electric Utility)
TDA	Transportation Development Act
TDM	Traffic Demand Management
TMP	Transportation Management Program
TOT	Transient Occupancy Tax
TPAC	Treatment Plant Advisory Committee
UMIS	Utility Management Information System
Uncl	Unclassified Employee
VoIP	Voice over Internet Protocol
VLF	Vehicle License Fee
WiFi	Wireless Fidelity Communication Technology
WPCP	Water Pollution Control Plant

Budget Summary

	FY 2019/20 Proposed	FY 2020/21 Proposed	% Change
Revenue:			
Property Tax	64,438,315	68,873,348	6.9%
Sales Tax	58,200,400	56,795,276	(2.4%)
Transient Occupancy Tax	23,002,500	23,807,588	3.5%
Franchise Tax	4,408,151	4,522,910	2.6%
Gas Tax	5,296,500	4,150,000	(21.6%)
Other Taxes	2,081,374	2,152,316	3.4%
Planning Fees	6,003,000	6,213,106	3.5%
Other Fees	8,926,551	9,220,048	3.3%
Licenses and Permits	9,529,945	9,838,177	3.2%
Fines and Penalties	1,689,225	1,719,472	1.8%
Rents and Leases	8,844,959	10,793,445	22.0%
Electric Utility (customer service charges, renewable energy, fiber lease, wholesale power)	473,473,410	499,907,457	5.6%
Electric Special Revenues (utility fees, greenhouse gas)	33,498,647	35,929,751	7.3%
Water Utility (utility fees, customer service charges)	51,273,621	55,065,669	7.4%
Sewer Utility (utility fees)	45,274,057	48,895,100	8.0%
Water Recycling Utility (utility fees)	6,274,200	6,587,910	5.0%
Solid Waste Services (utility fees)	27,596,703	28,693,892	4.0%
Storm Drain Fees	1,447,000	1,447,000	0.0%
Miscellaneous Charges for Services	6,673,146	6,986,525	4.7%
Grant Revenue	7,805,344	1,632,201	(79.1%)
Housing Related (loan repayments, impact fees)	2,183,273	2,134,111	(2.3%)
Other Agencies	3,192,294	3,191,948	(0.0%)
Other Revenues	2,603,499	2,645,492	1.6%
State Revenues	917,000	917,000	0.0%
Traffic Mitigation Fees	899,500	1,531,500	70.3%
Interest	14,285,030	15,851,192	11.0%
Reimbursements (NFL and Non-NFL events)	6,310,200	6,394,216	1.3%
Developer Contributions	12,950,000	20,850,000	61.0%
Sale of Land or Property	15,700,000	0	(100.0%)
Bond Proceeds	50,000,000	0	(100.0%)
Total Revenue	**954,777,844**	**936,746,650**	**(1.9%)**
Use of Reserves*	**0**	**54,981,318**	**100.0%**
Total Revenue**	**954,777,844**	**991,727,968**	**3.9%**

**Majority use of reserves is to fund the forecasted FY 2020/21 Capital Improvement Program (CIP) budget. FY 2020/21 and 2021/22 Biennial CIP budget will be revised to reflect available resources and corresponding requirements accordingly, in the next budget cycle.*

***Excludes internal service fund revenues and transfers*

Budget Summary

	FY 2019/20 Proposed	FY 2020/21 Proposed	% Change
Expenditures:			
Operating Budget:			
Mayor and City Council Offices	879,953	935,157	6.3%
City Attorney's Office	2,260,512	2,604,084	15.2%
City Clerk's Office	1,389,880	1,691,450	21.7%
City Auditor's Office	1,237,543	1,268,234	2.5%
City Manager's Office	6,504,276	6,449,482	(0.8%)
Community Development Department	20,826,195	20,141,067	(3.3%)
Electric Utilities Department	513,072,053	575,405,417	12.1%
Finance Department	14,482,188	15,115,629	4.4%
Fire Department	52,783,063	55,017,314	4.2%
Human Resources Department	4,309,195	4,375,581	1.5%
Information Technology Department	13,514,370	13,252,509	(1.9%)
Library Department	11,338,291	11,817,396	4.2%
Parks and Recreation Department	25,187,302	24,801,877	(1.5%)
Police Department	73,520,599	77,223,819	5.0%
Department of Public Works	74,823,593	74,954,231	0.2%
Water and Sewer Utilities Department	91,181,939	132,797,346	45.6%
Non-Departmental	29,261,409	30,622,961	4.7%
Less Transfers Out and Interfund Expenses*	(152,227,629)	(229,445,134)	50.7%
Total Operating Budget	**784,344,732**	**819,028,420**	**4.4%**
Capital Improvement Program Budget:			
Projects	124,835,852	142,077,832	13.8%
Public Works Capital Projects Management	3,723,666	3,763,943	1.1%
Total Capital Improvement Program Budget**	**128,559,518**	**145,841,775**	**13.4%**
Other Expenditures:			
Debt Service	24,536,674	26,857,773	9.5%
Housing and Urban Development Loan	15,700,000	0	(100.0%)
Total Other Expenditures:	**40,236,674**	**26,857,773**	**(33.3%)**
Total Expenditures	**953,140,924**	**991,727,968**	**4.0%**
Contribution to Reserves	**1,636,920**	**0**	**(100.0%)**
Total Proposed Budget	**954,777,844**	**991,727,968**	**3.9%**

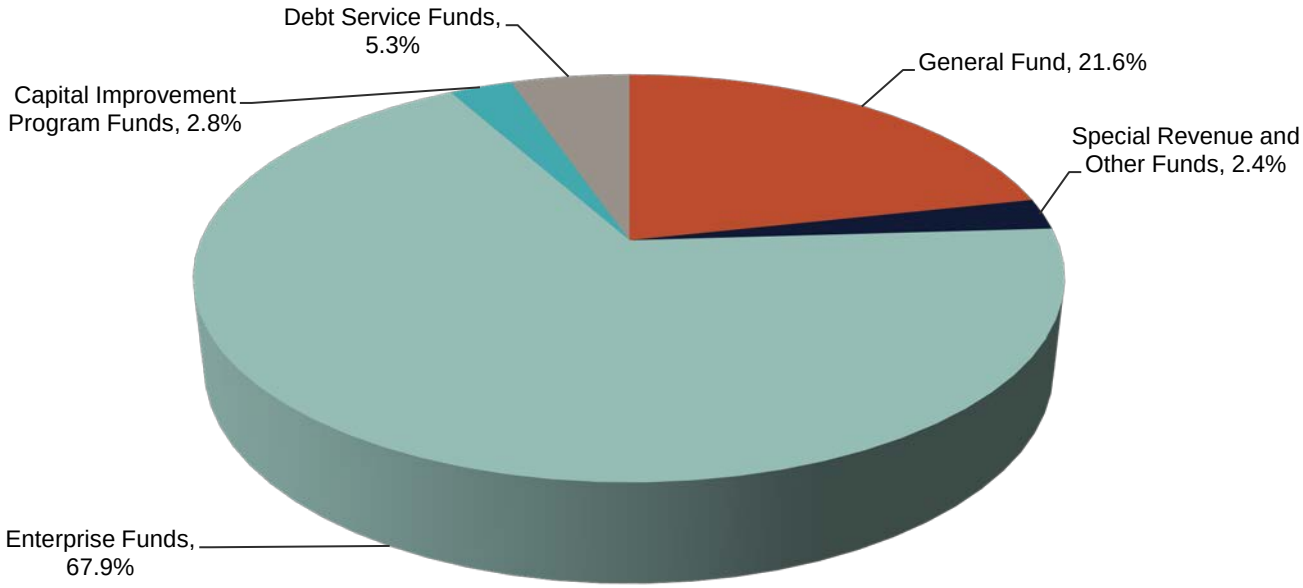
**Excludes operating budget internal service funds, transfers and the Sports and Open Space Authority and Stadium Authority operating budgets*

***Excludes all interfund transfers*

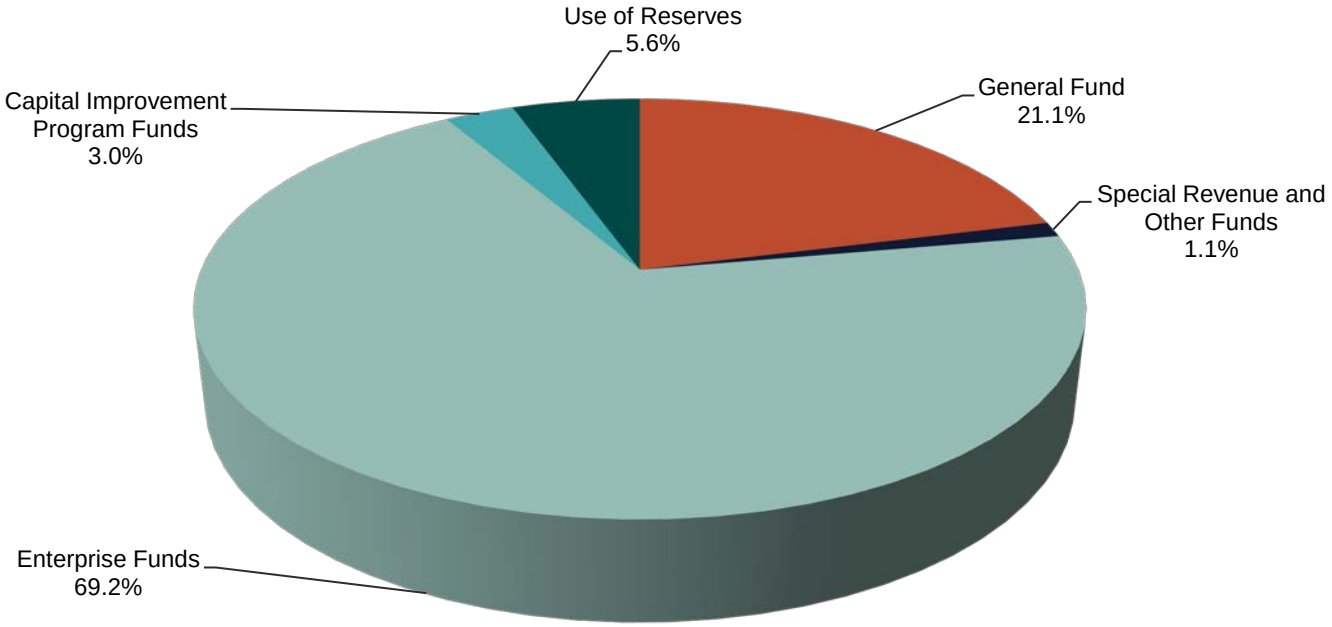
Revenue by Fund			
Fund	**FY 2019/20 Proposed**	**FY 2020/21 Proposed**	**Budget Change**
General Fund	**206,020,564**	**209,428,799**	**3,408,235**
Special Revenue and Other Funds			
Certified Access Specialist (CASp) Certification and Training Fund	37,995	37,995	0
City Affordable Housing Fund	696,703	697,228	525
Community Facilities District No. 2019-1 (Lawrence Station) Fund	344,374	354,706	10,332
Convention Center Maintenance District Fund	926,770	1,015,591	88,821
Downtown Parking Maintenance District Fund	14,200	14,654	454
Endowment Care Fund	110,000	110,000	0
Gas Tax Fund	3,246,500	2,100,000	(1,146,500)
Housing and Urban Development Fund	2,626,117	2,494,812	(131,305)
Housing Authority Fund	260,000	260,350	350
Housing Successor Agency Fund	12,031,000	382,750	(11,648,250)
Library Operating Grant Fund	47,500	47,500	0
Parks and Recreation Operating Grant Trust Fund	144,539	144,539	0
Perpetual Care Fund	500	500	0
Road Maintenance and Rehabilitation (SB1) Fund	2,050,000	2,050,000	0
Traffic Mitigation Fund	899,500	1,531,500	632,000
Bridge District #2 Fund	65,000	65,000	0
Special Revenue and Other Funds Subtotal	**23,500,698**	**11,307,125**	**(12,193,573)**
Enterprise Funds			
Cemetery Fund	645,150	659,403	14,253
Electric Operating Grant Trust Fund	33,498,647	35,929,751	2,431,104
Electric Utility Fund	481,824,319	509,395,394	27,571,075
Sewer Utility Fund	44,169,500	46,864,975	2,695,475
Solid Waste Fund	28,016,703	29,113,892	1,097,189
Water Recycling Fund	6,769,200	7,087,260	318,060
Water Utility Fund	53,411,144	57,263,887	3,852,743
Enterprise Funds Subtotal	**648,334,663**	**686,314,562**	**37,979,899**
Capital Improvement Program Funds			
Electric Utility Capital Fund	12,950,000	20,800,000	7,850,000
Parks and Recreation Capital Fund	135,000	120,000	(15,000)
Sewer Utility Capital Fund	3,017,057	4,000,000	982,943
Solid Waste Capital Fund	16,000	16,000	0
Storm Drain Capital Fund	1,447,000	1,447,000	0
Street Lighting Capital Fund	0	50,000	50,000
Streets and Highways Capital Fund	9,141,000	3,050,000	(6,091,000)
Capital Improvement Program Funds Subtotal	**26,706,057**	**29,483,000**	**2,776,943**
Debt Service Funds			
Electric Utility Debt Service	207,664	207,664	0
Sewer Utility Debt Service	50,000,000	0	(50,000,000)
Public Facilities Financing Corporation Fund	8,198	5,500	(2,698)
Debt Service Funds Subtotal	50,215,862	213,164	(50,002,698)
Use of Reserves	**0**	**54,981,318**	**54,981,318**
Total Net Revenue All Funds	**954,777,844**	**991,727,968**	**36,950,124**

Revenue by Fund Type

FY 2019/20 Proposed



FY 2020/21 Proposed

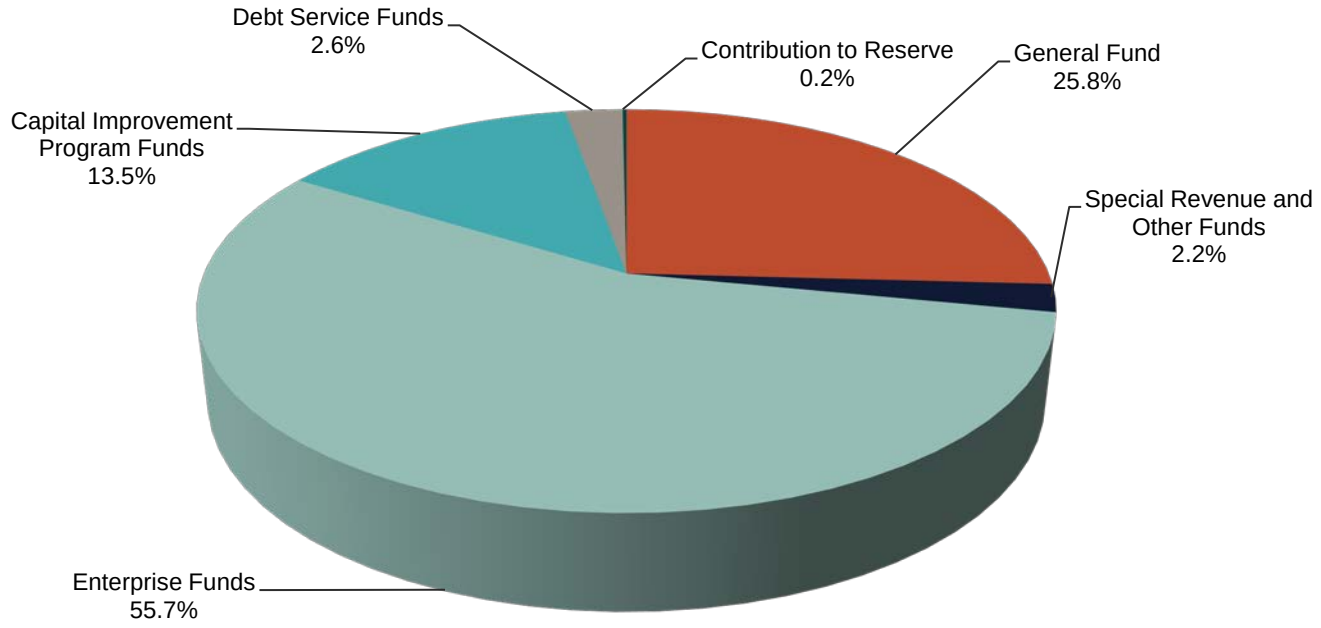


Expenditures by Fund			
Fund	**FY 2019/20 Proposed**	**FY 2020/21 Proposed**	**Budget Change**
General Fund	**246,798,251**	**252,134,978**	**5,336,727**
Special Revenue and Other Funds			
Certified Access Specialist (CASp) Certification and Training Fund	43,230	43,230	0
City Affordable Housing Fund	1,498,694	1,514,483	15,789
Community Facilities District No. 2019-1 (Lawrence Station) Fund	275,499	283,765	8,266
Convention Center Maintenance District Fund	1,681,070	1,833,293	152,223
Downtown Parking Maintenance District Fund	155,698	160,973	5,275
Housing and Urban Development Fund	3,846,296	2,494,812	(1,351,484)
Housing Authority Fund	546,623	544,875	(1,748)
Housing Successor Agency Fund	12,574,624	927,675	(11,646,949)
Library Operating Grant Fund	27,500	47,500	20,000
Parks and Recreation Operating Grant Trust Fund	147,984	147,984	0
Public Donations Fund	270,104	0	(270,104)
Public, Educational, and Governmental Fee Fund	200,000	0	(200,000)
Special Revenue and Other Funds Subtotal	**21,267,322**	**7,998,590**	**(13,268,732)**
Enterprise Funds			
Cemetery Fund	1,266,438	1,279,862	13,424
Convention Center Enterprise Fund	453,464	476,911	23,447
Electric Operating Grant Trust Fund	15,105,540	20,723,504	5,617,964
Electric Utility Fund	419,292,742	435,691,333	16,398,591
Sewer Utility Fund	23,078,679	23,836,143	757,464
Solid Waste Fund	26,066,609	27,265,132	1,198,523
Water Recycling Fund	5,040,942	5,547,645	506,703
Water Utility Fund	41,674,745	44,074,322	2,399,577
Enterprise Funds Subtotal	**531,979,159**	**558,894,852**	**26,915,693**
Capital Improvement Program Funds			
Electric Utility Capital Fund	32,855,000	69,685,000	36,830,000
Fire Department Capital Fund	665,049	185,366	(479,683)
General Government Capital Fund	1,793,083	10,708,968	8,915,885
Library Department Capital Fund	10,633	0	(10,633)
Parks and Recreation Capital Fund	2,319,415	1,085,410	(1,234,005)
Public Buildings Capital Fund	2,797,571	676,834	(2,120,737)
Sewer Utility Capital Fund	57,309,651	39,636,258	(17,673,393)
Solid Waste Capital Fund	490,000	510,000	20,000
Storm Drain Capital Fund	4,950,506	3,102,892	(1,847,614)
Street Lighting Capital Fund	50,000	100,000	50,000
Streets and Highways Capital Fund	18,088,610	10,476,047	(7,612,563)
Water Utility Capital Fund	7,180,000	7,125,000	(55,000)
Recycled Water Capital Fund	50,000	2,550,000	2,500,000
Capital Improvement Program Funds Subtotal	**128,559,518**	**145,841,775**	**17,282,257**

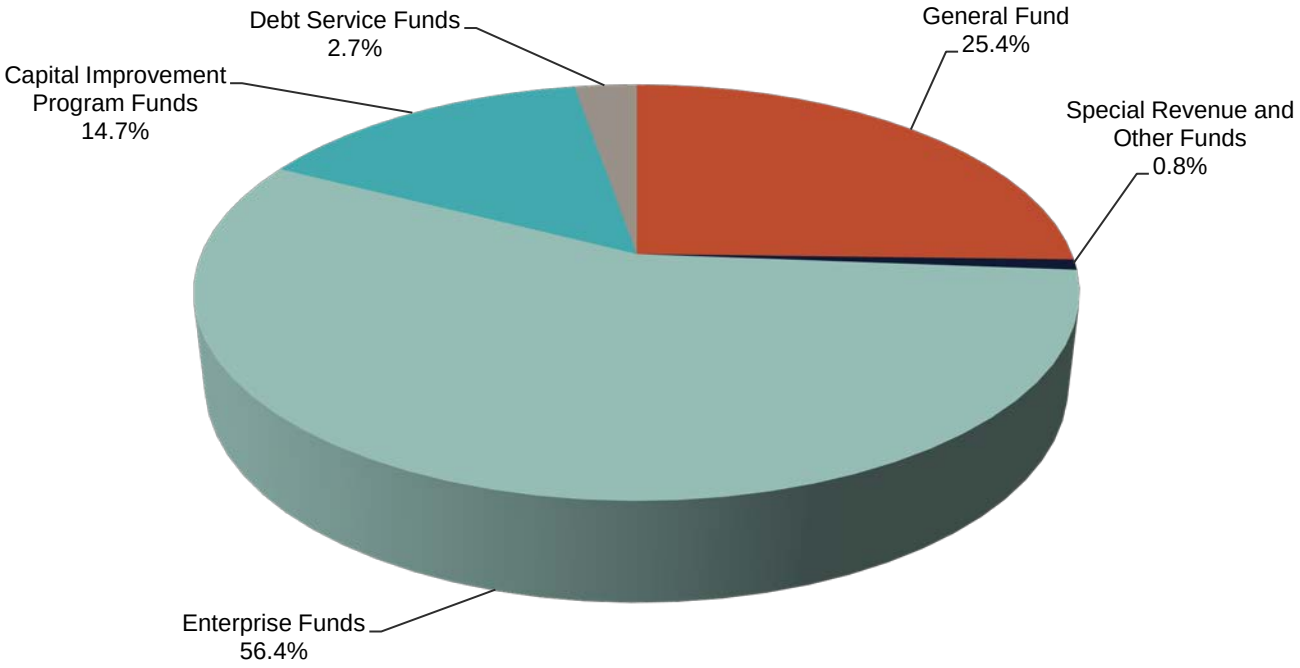
Expenditures by Fund			
Fund	**FY 2019/20 Proposed**	**FY 2020/21 Proposed**	**Budget Change**
Debt Service Funds			
Electric Utility Debt Service	19,592,398	19,657,372	64,974
Sewer Utility Debt Service	2,438,223	4,694,557	2,256,334
Public Facilities Financing Corporation Fund	2,506,053	2,505,844	(209)
Debt Service Funds Subtotal	**24,536,674**	**26,857,773**	**2,321,099**
Contribution to Reserve	**1,636,920**	**0**	**(1,636,920)**
Total Net Expenditures All Funds	**954,777,844**	**991,727,968**	**36,950,124**

Expenditures by Fund Type

FY 2019/20 Proposed



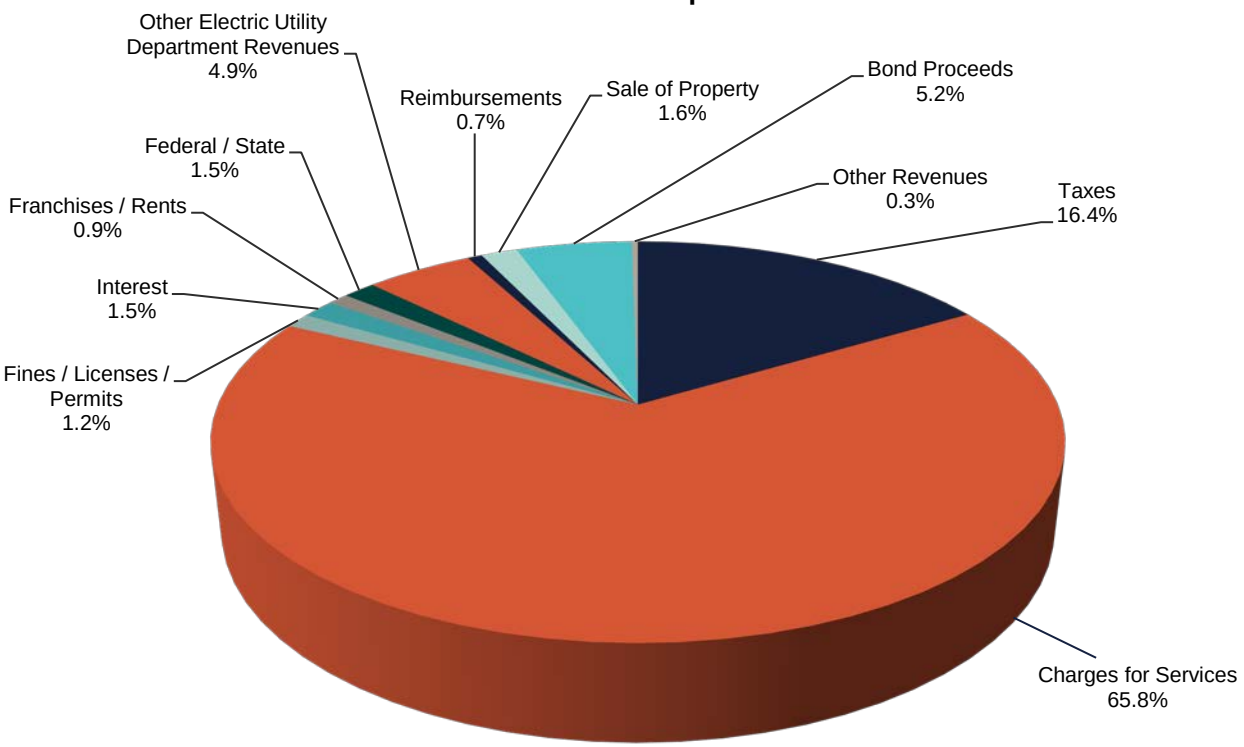
FY 2020/21 Proposed



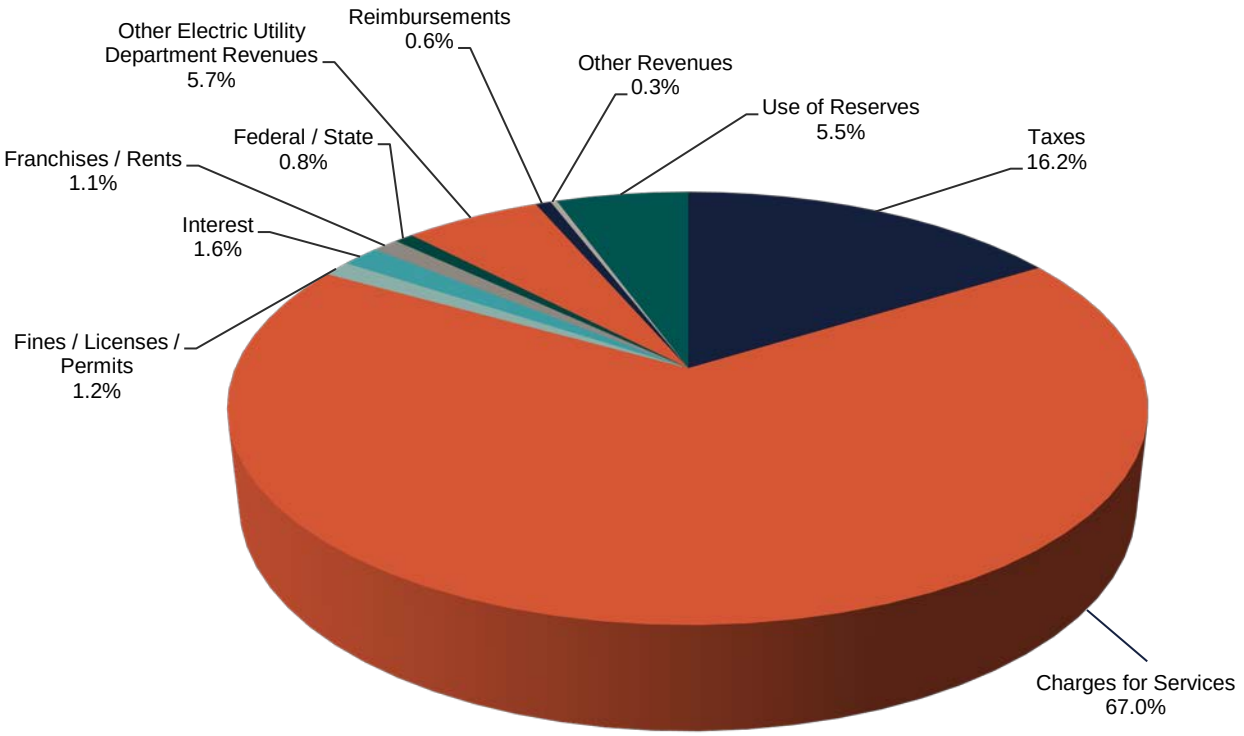
Revenue by Category			
Sources	**FY 2019/20 Proposed**	**FY 2020/21 Proposed**	**Budget Change**
Taxes	157,427,240	160,301,438	2,874,198
Fines / Licenses / Permits	11,219,170	11,557,649	338,479
Interest	14,285,030	15,851,192	1,566,162
Franchises / Rents	8,844,959	10,793,445	1,948,486
Federal / State	14,097,911	7,875,260	(6,222,651)
Other Electric Utility Department Revenues	46,448,647	56,779,751	10,331,104
Reimbursements	6,310,200	6,394,216	84,016
Sale of Property	15,700,000	0	(15,700,000)
Bond Proceeds	50,000,000	0	(50,000,000)
Other Revenues	2,603,499	2,645,492	41,993
Use of Reserves	0	54,981,318	54,981,318
Electric Utility	473,473,410	499,907,457	26,434,047
Water Utility	51,273,621	55,065,669	3,792,048
Sewer Utility	46,721,057	50,342,100	3,621,043
Water Recycling Utility	6,274,200	6,587,910	313,710
Solid Waste Services	27,596,703	28,693,892	1,097,189
Customer Fees	6,673,146	6,986,525	313,379
Other Service Fees	15,829,051	16,964,654	1,135,603
Total Net Revenue All Funds	**954,777,844**	**991,727,968**	**36,950,124**

Revenue by Category

FY 2019/20 Proposed

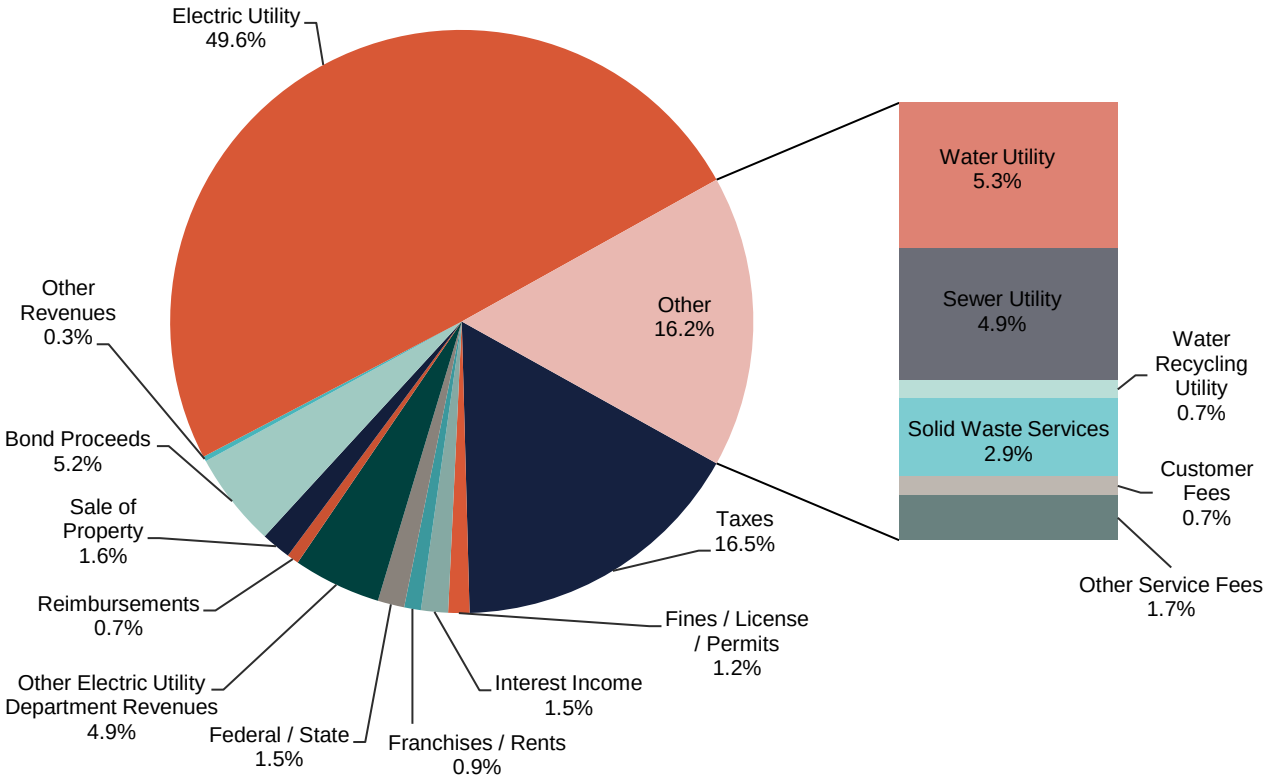


FY 2020/21 Proposed

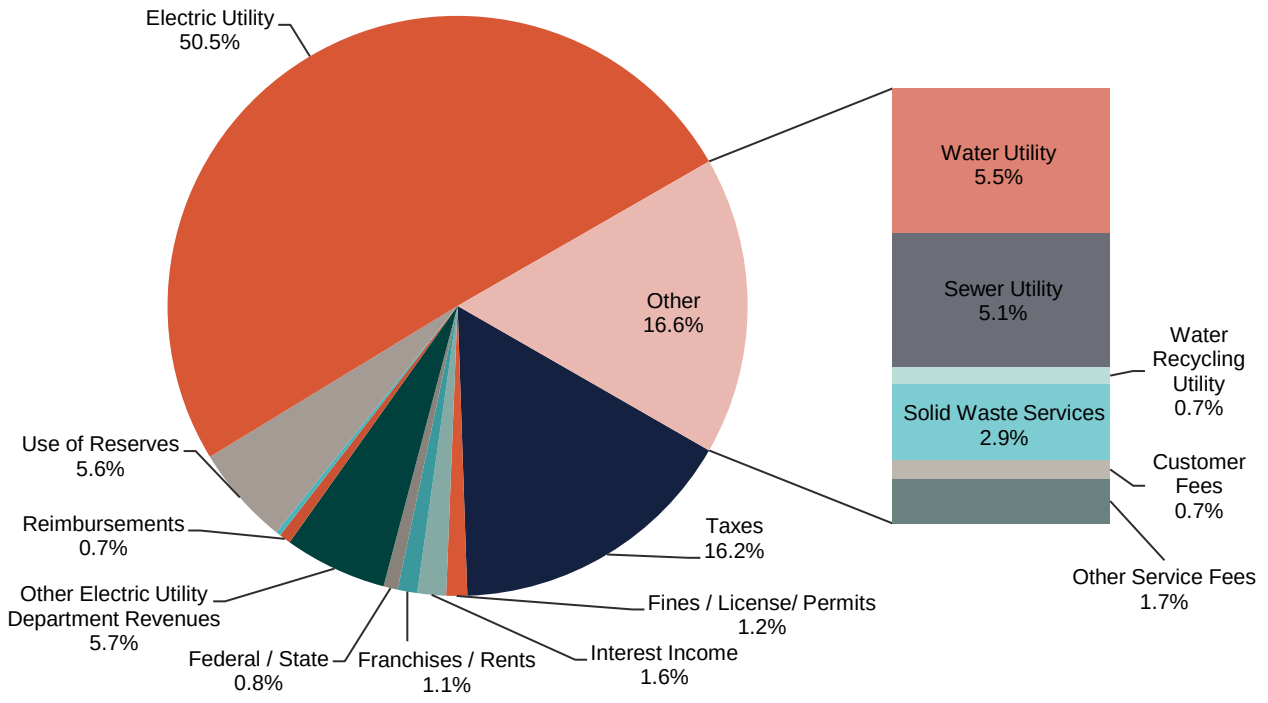


Revenue Detail of Select Service Fees

FY 2019/20 Proposed



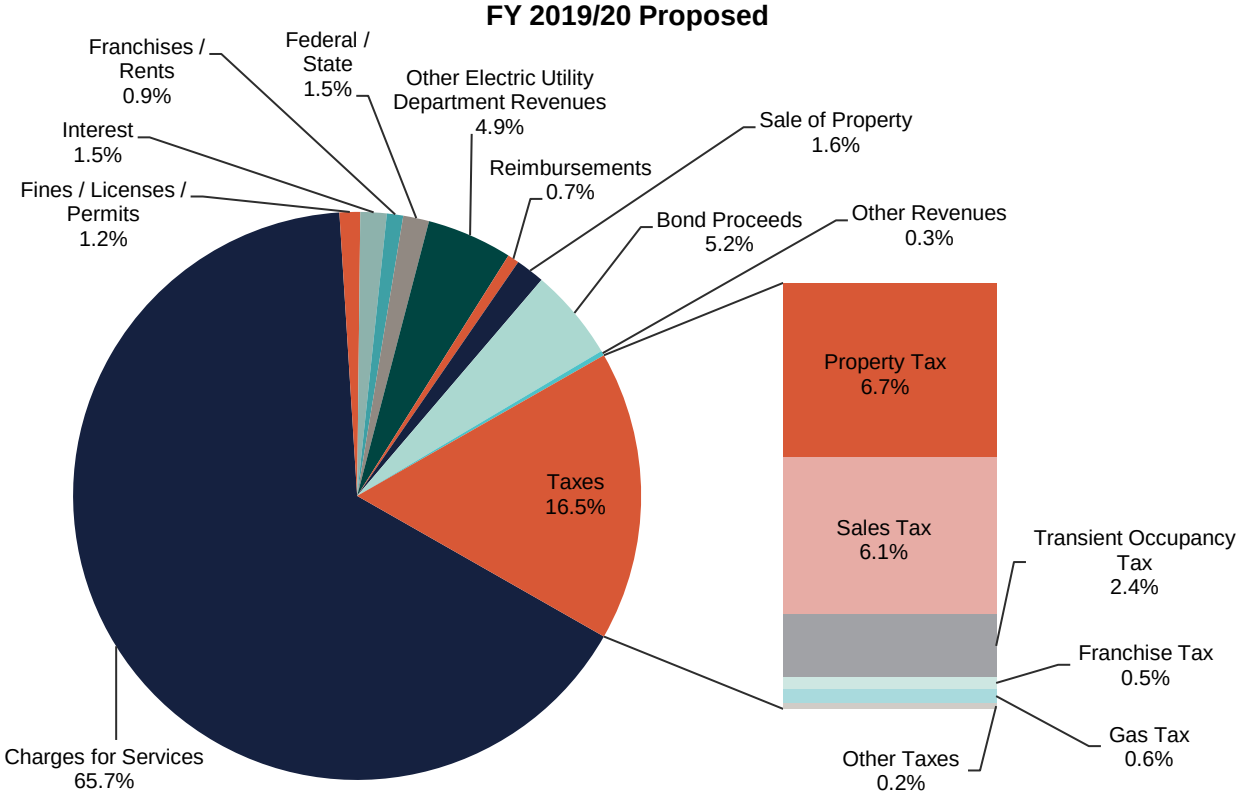
FY 2020/21 Proposed



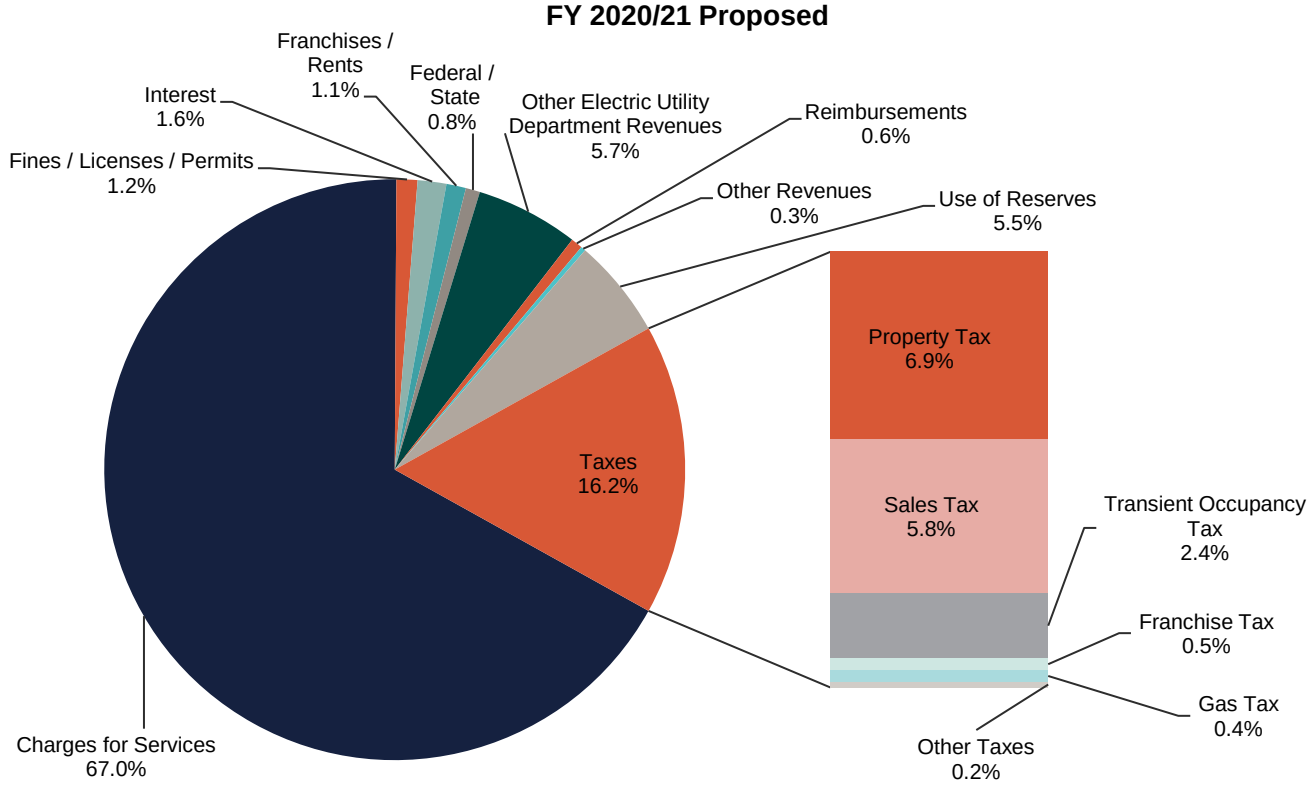
Revenue Detail of Major Tax Receipts			
Sources	**FY 2019/20 Proposed**	**FY 2020/21 Proposed**	**Budget Change**
Charges for Services	627,841,188	664,548,207	36,707,019
Fines / Licenses / Permits	11,219,170	11,557,649	338,479
Interest	14,285,030	15,851,192	1,566,162
Franchises / Rents	8,844,959	10,793,445	1,948,486
Federal / State	14,097,911	7,875,260	(6,222,651)
Other Electric Utility Department Revenues	46,448,647	56,779,751	10,331,104
Reimbursements	6,310,200	6,394,216	84,016
Sale of Property	15,700,000	0	(15,700,000)
Bond Proceeds	50,000,000	0	(50,000,000)
Other Revenues	2,603,499	2,645,492	41,993
Use of Reserves	0	54,981,318	54,981,318
Property Tax	64,438,315	68,873,348	4,435,033
Sales Tax	58,200,400	56,795,276	(1,405,124)
Transient Occupancy Tax	23,002,500	23,807,588	805,088
Franchise Tax	4,408,151	4,522,910	114,759
Gas Tax	5,296,500	4,150,000	(1,146,500)
Other Taxes	2,081,374	2,152,316	70,942
Total Net Revenue All Funds	**954,777,844**	**991,727,968**	**36,950,124**

Revenue Detail of Major Tax Receipts

FY 2019/20 Proposed



FY 2020/21 Proposed



City of Santa Clara

Proposition 4 Appropriations Limit
FY 2010/11 Through 2019/20

Fiscal Year	Beginning Appropriations Limit	Price Factor[1]	Population Factor[1]	Adjustment Factor	Ending Appropriations Limit	Revenue Subject to Appropriations	% of Appropriation Limit
	(1)	(2)	(3)	(4) = (2) X (3)	(5) = (1) X (4)	(6)	(6) / (5)
2019/20[1]	459,684,534	1.0000	1.0000	1.0000	459,684,534	184,097,298	40.05%
2018/19	429,451,171	1.0367	1.0325	1.0704	459,684,534	175,246,540	38.12%
2017/18	410,840,550	1.0369	1.0081	1.0453	429,451,171	160,838,861	37.45%
2016/17	363,345,984	1.1108	1.0179	1.1307	410,840,550	156,954,895	38.20%
2015/16	341,156,650	1.0531	1.0113	1.0650	363,345,984	133,461,118	36.73%
2014/15	327,531,346	1.0262	1.0150	1.0416	341,156,650	123,316,251	36.15%
2013/14	306,762,357	1.0512	1.0157	1.0677	327,531,346	115,952,115	35.40%
2012/13	291,996,814	1.0377	1.0124	1.0506	306,762,357	104,189,998	33.96%
2011/12	280,361,369	1.0251	1.0160	1.0415	291,996,814	96,358,949	33.00%
2010/11	283,808,346	0.9746	1.0136	0.9879	280,361,369	161,572,257	57.63%

On June 5, 1990, the California electorate passed Proposition 111 which modified the method of adjusting the annual appropriations limit. Beginning with the 1990/91 Appropriations Limit, the City may choose from one of the following indices when determining the adjustment factor:

The annual growth in the City's population *or* the annual growth in the County's population as provided by the State Department of Finance.

and

The annual growth in the California Per Capita Income *or* the growth in the non-residential assessed valuation due to new construction within the City.

The 1990/91 Appropriations Limit was revised by applying the new growth factors to the appropriations limits for 1986/87 and each subsequent year. In computing the FY 2019/20 Appropriations Limit, the population growth of the County of Santa Clara and the annual growth in California Per Capita Income was used.

[1]Price Factor and Population Factor for FY 2019/20 was not released as of the production of this document. These factors will be updated and the Appropriations Limit will be brought forward for City Council consideration on June 4, 2019.

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Summary of Revenue by Fund						
	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2019/20 % Change	2020/21 Proposed	2020/21 % Change
General Fund						
General Fund	235,306,110	247,965,829	251,951,688	1.6%	257,268,380	2.1%
Total General Fund	**235,306,110**	**247,965,829**	**251,951,688**	**1.6%**	**257,268,380**	**2.1%**
Special Revenue Funds						
Certified Access Specialist (CASp) Certification and Training Fund	0	0	69,150	100.0%	44,995	(34.9%)
City Affordable Housing Fund	1,396,453	1,638,098	696,703	(57.5%)	697,228	0.1%
Community Activities Fund	208,281	0	0	0%	0	0.0%
Community Facilities District No. 2019-1 (Lawrence Station) Fund	0	0	344,374	100.0%	354,706	3.0%
Convention Center Maintenance District Fund	1,514,858	1,563,119	1,698,118	8.6%	1,850,949	9.0%
Downtown Parking Maintenance Fund	198,750	355,542	160,183	(54.9%)	165,717	3.5%
Endowment Care Fund	109,857	0	110,000	100.0%	110,000	0.0%
Expendable Trust Fund	607,590	0	0	0.0%	0	0.0%
Fire Operating Grant Trust Fund	46,043	0	0	0.0%	0	0.0%
Gas Tax Fund	0	3,399,940	3,246,500	(4.5%)	2,100,000	(35.3%)
Housing and Urban Development Fund	1,857,108	3,504,232	2,626,117	(25.1%)	2,494,812	(5.0%)
Housing Authority Fund	458,981	288,989	260,000	(10.0%)	260,350	0.1%
Housing Successor Agency Fund	1,799,709	688,327	12,031,000	1,647.9%	382,750	(96.8%)
Library Operating Grant Trust Fund	55,596	0	47,500	100.0%	47,500	0.0%
Library Donations Trust Fund	771	0	0	0.0%	0	0.0%
Other City Departments Operating Grant Trust Fund	77,421	0	0	0.0%	0	0.0%
Parks and Recreation Operating Grant Trust Fund	128,308	147,984	147,984	0.0%	147,984	0.0%
Perpetual Care Fund	443	0	500	100.0%	500	0.0%
Police Operating Grant Trust Fund	631,571	0	0	0.0%	0	0.0%
Public Donations Fund	2,373	0	270,104	100.0%	0	(100.0%)
Public, Educational, and Governmental Fee Fund	0	0	1,239,457	100.0%	0	(100.0%)
Recreation Programs Operations Fund	591,868	0	0	0.0%	0	0.0%
Road Maintenance and Rehabilitation (SB1) Fund	464,153	2,050,000	2,050,000	0.0%	2,050,000	0.0%
Traffic Mitigation Fund	0	1,000,000	899,500	(10.1%)	1,531,500	70.3%
Total Special Revenue Funds	**10,150,134**	**14,636,231**	**25,897,190**	**76.9%**	**12,238,991**	**(52.7%)**

Summary of Revenue by Fund						
	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2019/20 % Change	2020/21 Proposed	2020/21 % Change
Enterprise Funds						
Cemetery Fund	969,517	1,249,231	1,369,140	9.6%	1,440,566	5.2%
Convention Center Enterprise Fund	9,047,604	0	0	0.0%	0	0.0%
Electric Operating Grant Trust Fund	11,752,707	12,207,191	33,498,647	174.4%	35,929,751	7.3%
Electric Utility Fund	415,747,430	416,886,325	499,753,898	19.9%	524,175,995	4.9%
Sewer Utility Fund	39,288,082	43,796,588	44,169,500	0.9%	68,864,975	55.9%
Solid Waste Fund	23,271,838	24,806,486	28,033,703	13.0%	29,130,892	3.9%
Water Recycling Fund	5,181,562	7,080,221	6,769,200	(4.4%)	7,087,260	4.7%
Water Utility Fund	46,290,223	50,336,884	53,411,144	6.1%	57,263,887	7.2%
Total Enterprise Funds	**551,548,963**	**556,362,926**	**667,005,232**	**19.9%**	**723,893,326**	**8.5%**
Internal Service Funds						
Communication Acquisitions Fund	350,000	557,290	400,000	(28.2%)	400,000	0.0%
Fleet Operations Fund	4,425,376	4,955,141	5,077,437	2.5%	5,228,695	3.0%
Information Technology Services Fund	0	0	13,314,370	100.0%	13,252,509	(0.5%)
Public Works Capital Projects Management Fund	0	0	3,723,666	100.0%	3,763,943	1.1%
Special Liability Insurance Fund	6,343,385	3,510,400	4,399,866	25.3%	4,531,862	3.0%
Workers' Compensation Fund	4,178,855	4,000,000	4,803,000	20.1%	4,947,090	3.0%
Unemployment Insurance Fund	69,999	71,000	0	(100.0%)	0	0.0%
Vehicle Replacement Fund	4,339,620	4,400,000	3,795,935	(13.7%)	3,501,727	(7.8%)
Total Internal Service Funds	**19,707,235**	**17,493,831**	**35,514,274**	**103.0%**	**35,625,826**	**0.3%**
Capital Improvement Program Funds						
Cemetery Capital Fund	35,175	0	0	0.0%	0	0.0%
Electric Utility Capital Fund	50,680,748	33,787,000	32,855,000	(2.8%)	70,015,000	113.1%
Fire Department Capital Fund	957,604	673,000	665,049	(1.2%)	185,366	(72.1%)
General Government Capital Fund	7,010,359	4,222,800	1,793,083	(57.5%)	10,658,968	494.4%
Library Department Capital Fund	2,330,300	220,000	10,633	(95.2%)	0	(100.0%)
Parks and Recreation Capital Fund	15,083,766	1,160,000	412,820	(64.4%)	270,000	(34.6%)
Public Buildings Capital Fund	2,563,000	3,672,105	2,797,571	(23.8%)	676,834	(75.8%)
Recycled Water Capital Fund	155,672	50,000	50,000	0.0%	2,550,000	5,000.0%
Sewer Utility Capital Fund	40,786,366	22,590,086	56,529,057	150.2%	38,845,957	(31.3%)
Solid Waste Capital Fund	870,888	470,000	490,000	4.3%	510,000	4.1%
Special Gas Tax Fund	5,916,302	0	0	0.0%	0	0.0%
Storm Drain Capital Fund	2,371,454	1,995,000	6,397,506	220.7%	4,549,892	(28.9%)
Street Beautification Capital Fund	80,000	0	0	0.0%	0	0.0%

Summary of Revenue by Fund						
	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2019/20 % Change	2020/21 Proposed	2020/21 % Change
Capital Improvement Program Funds						
Street Lighting Capital Fund	11,127	800,000	50,000	(93.8%)	100,000	100.0%
Streets and Highways Capital Fund	2,883,781	10,052,654	18,088,610	79.9%	10,476,047	(42.1%)
Traffic Mitigation Capital Fund	2,604,797	0	0	0.0%	0	0.0%
Water Utility Capital Fund	6,953,927	4,300,000	6,430,000	49.5%	7,125,000	10.8%
Total Capital Improvement Program Funds	**141,295,266**	**83,992,645**	**126,569,329**	**50.7%**	**145,963,064**	**15.3%**
Debt Service Funds						
Electric Utility Debt Service Fund	21,054,525	20,998,844	9,800,357	(53.3%)	19,866,481	102.7%
Public Facilities Financing Corporation Fund	2,512,900	2,501,494	1,718,672	(31.3%)	2,505,844	45.8%
Sewer Utility Debt Service Fund	943,700	937,450	52,438,223	5,493.7%	4,694,557	(91.0%)
Total Debt Service Funds	**24,511,125**	**24,437,788**	**63,957,252**	**161.7%**	**27,066,882**	**(57.7%)**
Grand Total Revenue by Fund	**982,518,830**	**944,889,250**	**1,170,894,965**	**23.9%**	**1,202,056,469**	**2.7%**

Summary of Expenditures by Fund						
	FY 2017/18 Actual	FY 2018/19 Adopted	FY 2019/20 Proposed	2019/20 % Change	FY 2020/21 Proposed	2020/21 % Change
General Fund						
General Fund	238,181,219	247,965,829	262,299,910	5.8%	268,914,009	2.5%
Total General Fund	**238,181,219**	**247,965,829**	**262,299,910**	**5.8%**	**268,914,009**	**2.5%**
Special Revenue Funds						
Certified Access Specialist (CASp) Certification and Training Fund	0	0	44,995	100.0%	44,995	0.0%
City Affordable Housing Fund	385,646	1,638,098	1,520,735	(7.2%)	1,537,416	1.1%
Community Activities Fund	124,413	0	156,700	100.0%	0	(100.0%)
Community Facilities District No. 2019-1 (Lawrence Station) Fund	0	0	275,499	100.0%	283,765	3.0%
Convention Center Maintenance District Fund	1,348,331	1,563,119	1,721,810	10.2%	1,875,680	8.9%
Downtown Parking Maintenance Fund	95,145	355,542	168,853	(52.5%)	174,660	3.4%
Endowment Care Fund	16,739	0	20,000	100.0%	20,000	0.0%
Engineering Operating Grant Trust Fund	133,486	0	0	0.0%	0	0.0%
Expendable Trust Fund	738,392	0	0	0.0%	0	0.0%
Fire Operating Grant Trust Fund	456,972	0	0	0.0%	0	0.0%
Gas Tax Fund	0	3,399,940	4,254,548	25.1%	2,073,457	(51.3%)
Housing and Urban Development Fund	1,446,798	3,504,232	3,846,296	9.8%	2,494,812	(35.1%)
Housing Authority Fund	44,048	288,989	546,623	89.2%	544,875	(0.3%)
Housing Successor Agency Fund	456,958	688,327	12,592,389	1,729.4%	946,158	(92.5%)
Library Operating Grant Trust Fund	77,555	0	27,500	100.0%	47,500	72.7%
Library Donations Trust Fund	261,468	0	0	0.0%	0	0.0%
Other City Departments Operating Grant Trust Fund	77,421	0	0	0.0%	0	0.0%
Parks and Recreation Operating Grant Trust Fund	126,429	147,984	147,984	0.0%	147,984	0.0%
Perpetual Care Fund	443	0	500	100.0%	500	0.0%
Police Operating Grant Trust Fund	484,558	0	0	0.0%	0	0.0%
Public Donations Fund	3,629	0	270,104	100.0%	0	(100.0%)
Public, Educational, and Governmental Fee Fund	0	0	200,000	100.0%	0	(100.0%)
Recreation Programs Operations Fund	550,836	0	504,386	100.0%	0	(100.0%)
Road Maintenance and Rehabilitation (SB1) Fund	0	2,050,000	2,050,000	0.0%	2,050,000	0.0%
Traffic Mitigation Fund	0	1,000,000	899,500	(10.1%)	1,531,500	70.3%
Total Special Revenue Funds	**6,829,267**	**14,636,231**	**29,248,422**	**99.8%**	**13,773,302**	**(52.9%)**

Summary of Expenditures by Fund						
	FY 2017/18 Actual	FY 2018/19 Adopted	FY 2019/20 Proposed	2019/20 % Change	FY 2020/21 Proposed	2020/21 % Change
Enterprise Funds						
Cemetery Fund	1,037,571	1,249,231	1,401,792	12.2%	1,473,341	5.1%
Convention Center Enterprise Fund	0	0	453,464	100.0%	476,911	5.2%
Electric Operating Grant Trust Fund	6,113,684	12,207,191	33,157,385	171.6%	35,675,622	7.6%
Electric Utility Fund	416,800,549	416,886,325	479,914,668	15.1%	539,729,795	12.5%
Sewer Utility Fund	54,755,352	43,796,588	32,866,093	(25.0%)	67,649,567	105.8%
Solid Waste Fund	23,817,104	24,806,486	28,118,816	13.4%	29,918,572	6.4%
Water Recycling Fund	4,828,121	7,080,221	5,399,013	(23.7%)	8,420,283	56.0%
Water Utility Fund	45,208,681	50,336,884	52,916,833	5.1%	56,727,496	7.2%
Total Enterprise Funds	**552,561,061**	**556,362,926**	**634,228,064**	**14.0%**	**740,071,587**	**16.7%**
Internal Service Funds						
Communication Acquisitions Fund	0	557,290	493,320	(11.5%)	532,654	8.0%
Fleet Operations Fund	5,782,032	4,955,141	5,065,609	2.2%	5,170,050	2.1%
Information Technology Services Fund	0	0	13,314,370	100.0%	13,252,509	(0.5%)
Public Works Capital Projects Management Fund	0	0	3,723,666	100.0%	3,763,943	1.1%
Special Liability Insurance Fund	5,924,252	3,510,400	4,399,866	25.3%	4,531,862	3.0%
Workers' Compensation Fund	4,764,615	4,000,000	4,803,000	20.1%	4,947,090	3.0%
Unemployment Insurance Fund	40,186	71,000	69,000	(2.8%)	71,000	2.9%
Vehicle Replacement Fund	3,563,779	4,400,000	3,899,000	(11.4%)	2,995,500	(23.2%)
Total Internal Service Funds	**20,074,864**	**17,493,831**	**35,767,831**	**104.5%**	**35,264,608**	**(1.4%)**
Capital Improvement Program Funds						
Electric Utility Capital Fund	26,453,485	33,787,000	32,855,000	(2.8%)	69,685,000	112.1%
Fire Department Capital Fund	1,687,657	673,000	665,049	(1.2%)	185,366	(72.1%)
General Government Capital Fund	8,495,153	4,222,800	3,032,540	(28.2%)	10,708,968	253.1%
Library Department Capital Fund	3,078,281	220,000	10,633	(95.2%)	0	(100.0%)
Parks and Recreation Capital Fund	5,341,515	1,160,000	2,594,553	123.7%	1,087,410	(58.1%)
Public Buildings Capital Fund	1,350,068	3,672,105	2,797,571	(23.8%)	676,834	(75.8%)
Recycled Water Capital Fund	7,431	50,000	50,000	0.0%	2,550,000	5,000.0%
Sewer Utility Capital Fund	27,136,294	22,590,086	57,309,651	153.7%	61,636,258	7.5%
Solid Waste Capital Fund	831,824	470,000	490,000	4.3%	510,000	4.1%
Special Gas Tax Fund	10,365,479	0	0	0.0%	0	0.0.%

Summary of Expenditures by Fund						
	FY 2017/18 Actual	FY 2018/19 Adopted	FY 2019/20 Proposed	2019/20 % Change	FY 2020/21 Proposed	2020/21 % Change
Capital Improvement Program Funds						
Storm Drain Capital Fund	3,658,523	1,995,000	6,355,651	218.6%	4,572,357	(28.1%)
Street Beautification Capital Fund	24,880	0	0	0.0%	0	0.0%
Street Lighting Capital Fund	790,248	800,000	50,000	(93.8%)	100,000	100.0%
Streets and Highways Capital Fund	2,343,414	10,052,654	18,088,610	79.9%	10,476,047	(42.1%)
Traffic Mitigation Capital Fund	3,307,701	0	0	0.0%	0	0.0%
Water Utility Capital Fund	1,868,956	4,300,000	7,180,000	67.0%	7,125,000	(0.8%)
Total Capital Improvement Program Funds	**96,740,909**	**83,992,645**	**131,479,258**	**56.5%**	**169,313,240**	**28.8%**
Debt Service Funds						
Electric Utility Debt Service Fund	19,696,200	20,998,844	19,592,398	(6.7%)	19,657,372	0.3%
Public Facilities Financing Corporation Fund	2,505,955	2,501,494	2,506,053	0.2%	2,505,844	(0.0%)
Sewer Utility Debt Service Fund	937,449	937,450	52,438,223	5,493.7%	4,694,557	(91.0%)
Total Debt Service Funds	**23,139,603**	**24,437,788**	**74,536,674**	**205.0%**	**26,857,773**	**(64.0%)**
Grand Total Expenditures by Fund	**937,526,925**	**944,889,250**	**1,167,560,159**	**23.6%**	**1,254,194,519**	**7.4%**

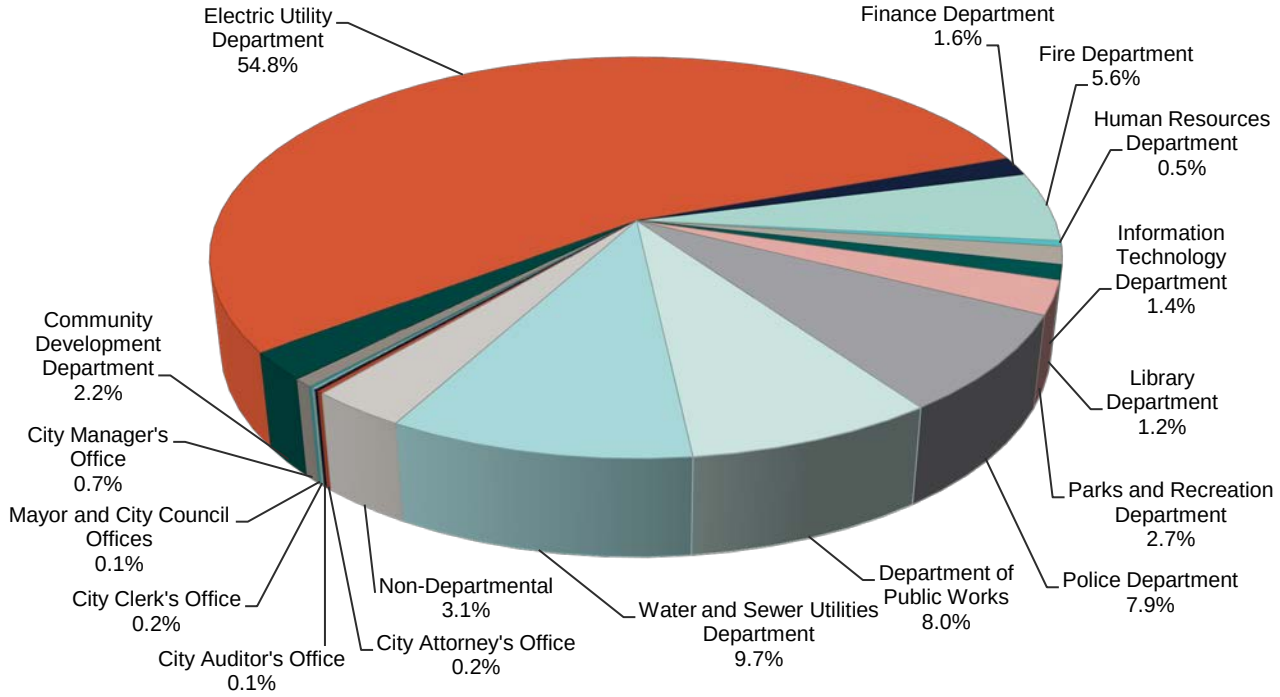
Expenditures by Department – All Funds						
	FY 2017/18 Actual	FY 2018/19 Adopted	FY 2019/20 Proposed**	2019/20 % Change	FY 2020/21 Proposed	2020/21 % Change
Departments						
City Attorney's Office	1,689,434	2,129,011	2,260,512	6.2%	2,604,084	15.2%
City Auditor's Office	0	0	1,237,543	100.0%	1,268,234	2.5%
City Clerk's Office	1,182,463	1,872,604	1,389,880	(25.8%)	1,691,450	21.7%
Mayor and City Council Offices	721,940	833,851	879,953	5.5%	935,157	6.3%
City Manager's Office	6,791,589	5,747,949	6,504,276	13.2%	6,449,482	(0.8%)
Community Development Department	13,309,744	20,758,579	20,826,195	0.3%	20,141,067	(3.3%)
Electric Utility Department	355,088,778	429,093,516	513,072,053	19.6%	575,405,417	12.1%
Finance Department	10,475,351	11,734,247	14,482,188	23.4%	15,115,629	4.4%
Fire Department	47,450,018	46,683,831	52,783,063	13.1%	55,017,314	4.2%
Human Resources Department	3,191,307	3,640,473	4,309,195	18.4%	4,375,581	1.5%
Information Technology Department	9,404,602	11,165,807	13,514,370	21.0%	13,252,509	(1.9%)
Library Department	10,168,667	10,426,621	11,338,291	8.7%	11,817,396	4.2%
Parks and Recreation Department	19,201,951	20,848,221	25,187,302	20.8%	24,801,877	(1.5%)
Police Department	68,085,582	69,004,179	73,520,599	6.5%	77,223,819	5.0%
Department of Public Works	55,456,405	68,858,867	74,823,593	8.7%	74,954,231	0.2%
Water and Sewer Utilities Department	66,894,980	101,213,693	91,181,939	(9.9%)	132,797,346	45.6%
Non-Departmental	1,436,768	32,447,368	29,261,409	(9.8%)	30,622,961	4.7%
Total Operating Budget*	**670,549,579**	**836,458,817**	**936,572,361**	**12.0%**	**1,048,473,554**	**11.9%**
Capital Improvement Program Total	**96,740,910**	**83,992,645**	**131,479,258**	**56.5%**	**169,313,240**	**28.7 %**
Total Expenditures – All Funds	**767,290,489**	**920,451,462**	**1,068,051,619**	**16.0%**	**1,217,786,794**	**14.0%**

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

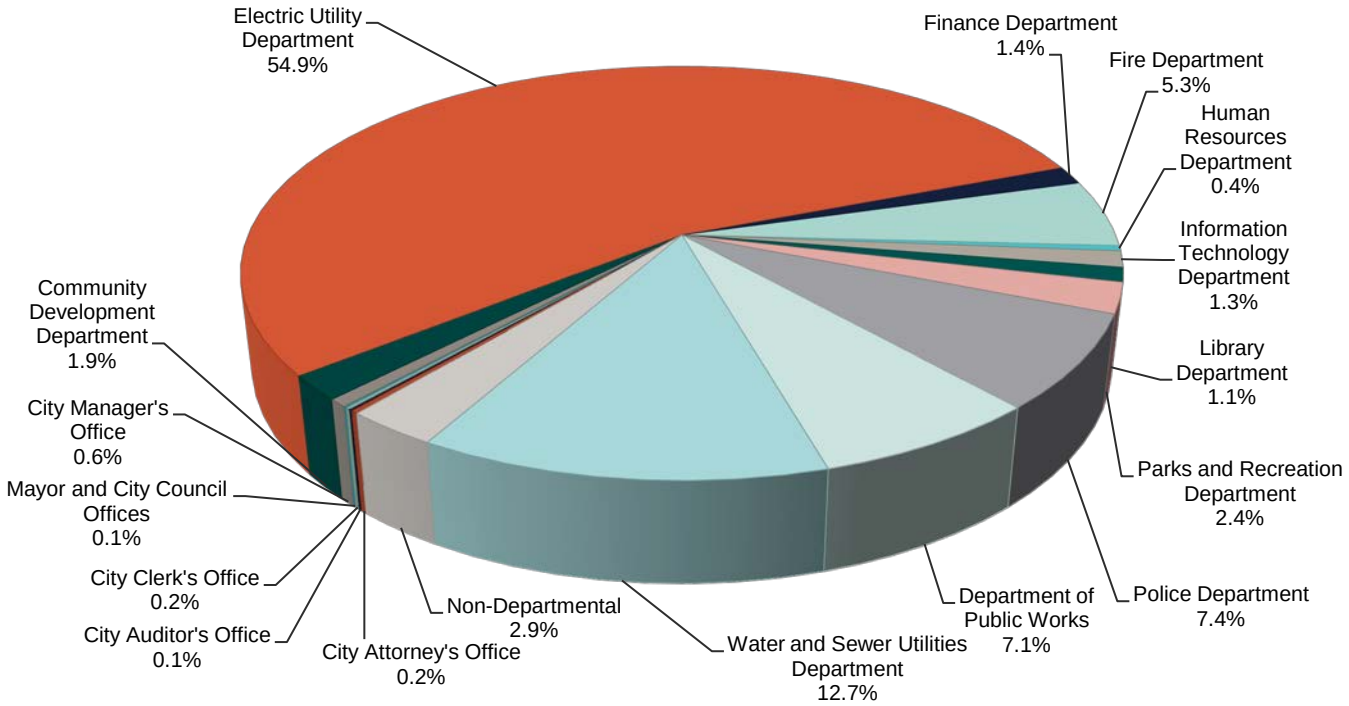
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Expenditures by Department – All Funds

FY 2019/20 Proposed



FY 2020/21 Proposed



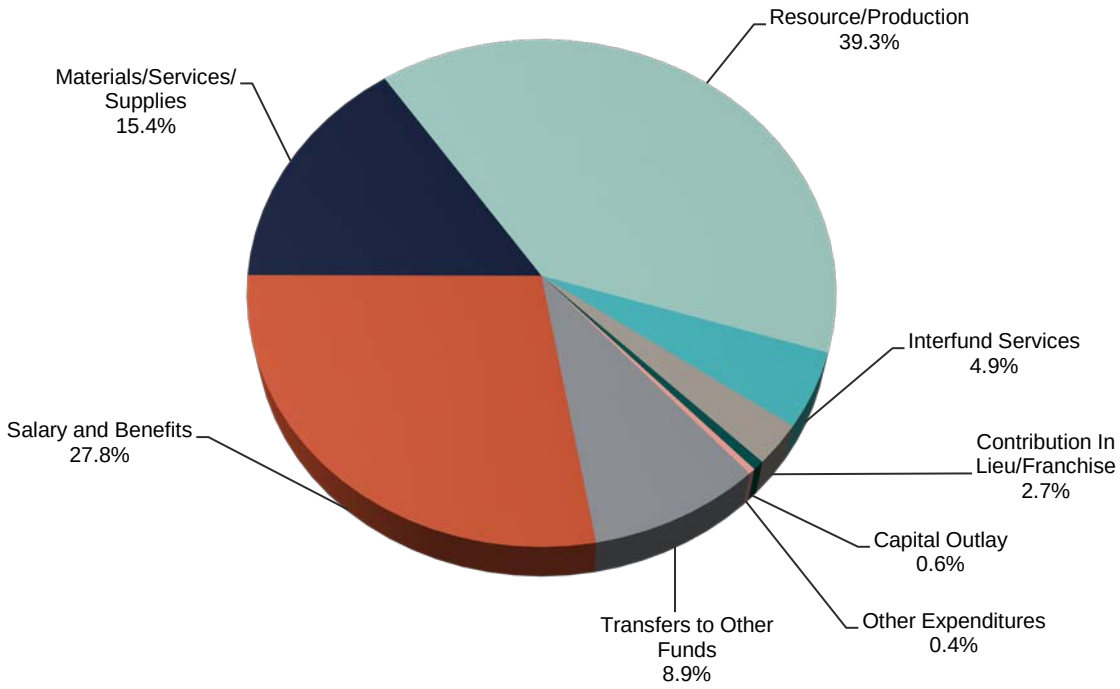
Operating Expenditures by Category – All Funds						
	FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed**	2019/20 % Change	FY 2020/21 Proposed	2020/21 % Change
Salary and Benefits						
Salary	125,010,321	143,108,409	154,207,938	7.8%	161,027,142	4.4%
As-Needed	7,656,794	6,828,273	8,285,094	21.3%	8,179,284	(1.3%)
Overtime	13,380,332	7,307,872	10,312,422	41.1%	10,592,091	2.7%
Retirement	47,257,809	60,119,322	58,742,500	(2.3%)	63,831,920	8.7%
Health Allocations	10,801,912	13,205,158	12,994,968	(1.6%)	13,732,023	5.7%
Medicare	2,175,687	2,302,670	2,483,322	7.8%	2,590,863	4.3%
Social Security	4,665,898	5,684,100	5,738,753	1.0%	5,906,506	2.9%
Other Benefits	7,661,601	8,801,849	7,871,660	(10.6%)	8,055,986	2.3%
Total Salary and Benefits	**218,610,354**	**247,357,653**	**260,636,657**	**5.4%**	**273,915,815**	**5.1%**
Non-Personnel						
Materials/Services/Supplies	108,475,616	143,219,712	144,245,379	0.7%	137,131,756	(4.9%)
Resource/Production	285,414,158	305,071,079	368,658,377	20.8%	399,230,881	8.3%
Interfund Services	28,875,024	32,445,878	45,433,122	40.0%	46,155,934	1.6%
Contribution In Lieu/Franchise	22,633,311	23,774,589	25,013,275	5.2%	27,037,525	8.1%
Capital Outlay	5,415,647	6,560,298	5,592,758	(14.7%)	3,869,027	(30.8%)
Other Expenditures	1,108,284	3,041,486	3,372,692	10.9%	1,992,939	(40.9%)
Transfers to Other Funds	136,367,780	74,988,122	83,620,101	11.5%	159,139,677	90.3%
Total Non-Personnel	**588,289,820**	**589,101,164**	**675,935,704**	**14.7%**	**774,557,739**	**14.6%**
Total Expenditures by Category*	**806,900,174**	**836,458,817**	**936,572,361**	**12.0%**	**1,048,473,554**	**11.9%**

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

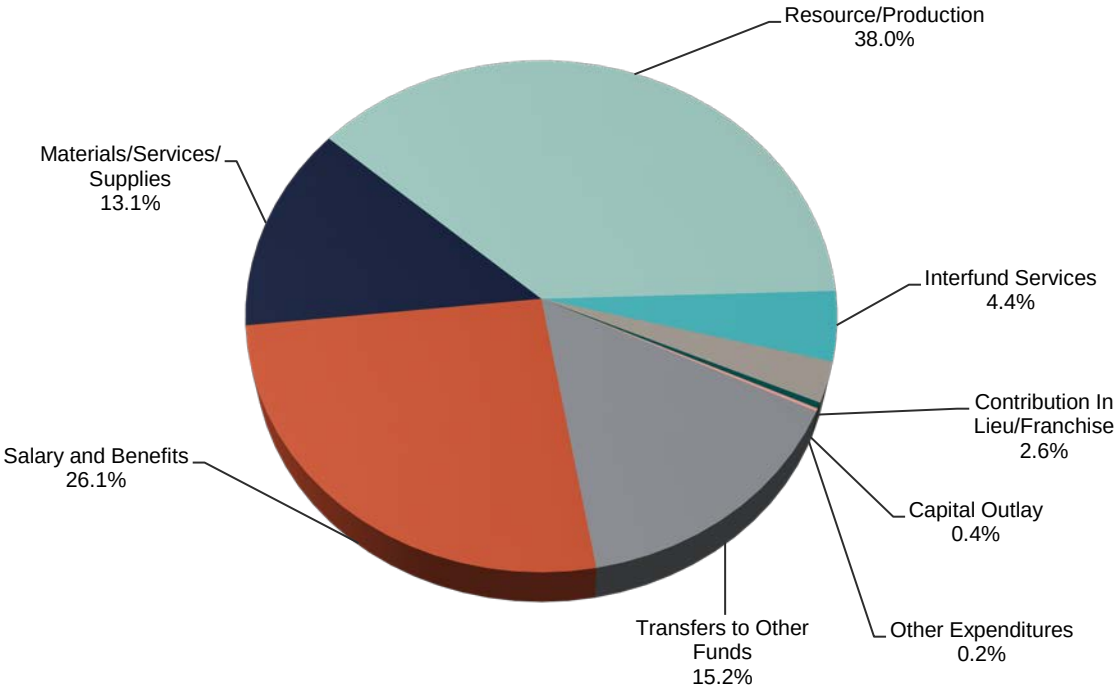
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Operating Expenditures by Category – All Funds

FY 2019/20 Proposed



FY 2020/21 Proposed



Expenditures by Department by Fund Type Fiscal Year 2019/20**	General Fund	Internal Service Fund	Special Revenue Funds	Enterprise Funds	Capital Improvement Program Funds	Grand Total
City Attorney's Office	2,260,512	0	0	0	0	2,260,512
City Auditor's Office	1,237,543	0	0	0	0	1,237,543
City Clerk's Office	1,389,880	0	0	0	0	1,389,880
Mayor and City Council Offices	879,953	0	0	0	0	879,953
City Manager's Office	6,504,276	0	0	0	80,000	6,584,276
Community Development Department	14,186,780	0	6,639,415	0	0	20,826,195
Electric Utility Department	0	0	0	513,072,053	32,905,000	545,977,053
Finance Department	14,482,188	0	0	0	1,923,991	16,406,179
Fire Department	52,783,063	0	0	0	665,049	53,448,112
Human Resources Department	4,309,195	0	0	0	0	4,309,195
Information Technology Department	0	13,314,370	200,000	0	1,939,457	15,453,827
Library Department	11,310,791	0	27,500	0	10,633	11,348,924
Parks and Recreation Department	22,410,337	0	1,375,173	1,401,792	2,594,553	27,781,855
Police Department	73,027,279	493,320	0	0	260,000	73,780,599
Department of Public Works	24,921,793	12,688,275	9,094,710	28,118,816	32,072,924	106,896,517
Water and Sewer Utilities Department	0	0	0	91,181,939	59,027,651	150,209,590
Non-Departmental	28,546,322	0	261,623	453,464	0	29,261,409
Total Expenditures – All Funds*	**258,249,912**	**26,495,965**	**17,598,421**	**634,228,064**	**131,479,258**	**1,068,051,619**

**Excludes debt service funds and internal service fund expenses not assigned to a department.*

***Excludes proceeds of $15,700,000 received from the sale of land and the City's loan to a developer to fund an affordable housing project (Approved by City Council on January 29, 2019). This amount is reflected in the General Fund (001) and Housing Successor Agency Fund (169) Statements of Sources and Uses.*

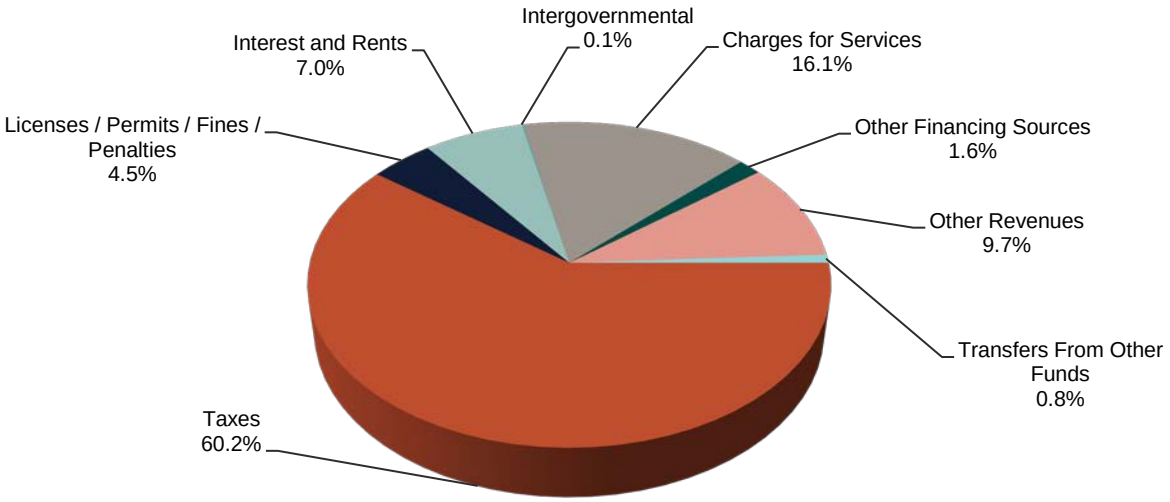
Expenditures by Department by Fund Type Fiscal Year 2020/21						
	General Fund	Internal Service Fund	Special Revenue Funds	Enterprise Funds	Capital Improvement Program Funds	Grand Total
City Attorney's Office	2,604,084	0	0	0	0	2,604,084
City Auditor's Office	1,268,234	0	0	0	0	1,268,234
City Clerk's Office	1,691,450	0	0	0	0	1,691,450
Mayor and City Council Offices	935,157	0	0	0	0	935,157
City Manager's Office	6,449,482	0	0	0	0	6,449,482
Community Development Department	14,848,790	0	5,292,277	0	0	20,141,067
Electric Utility Department	0	0	0	575,405,417	69,785,000	645,190,417
Finance Department	15,115,629	0	0	0	10,018,982	25,134,611
Fire Department	55,017,314	0	0	0	185,366	55,202,680
Human Resources Department	4,375,581	0	0	0	0	4,375,581
Information Technology Department	0	13,252,509	0	0	650,000	13,902,509
Library Department	11,769,896	0	47,500	0	0	11,817,396
Parks and Recreation Department	22,876,287	0	452,249	1,473,341	1,087,410	25,889,287
Police Department	76,691,165	532,654	0	0	0	77,223,819
Department of Public Works	25,400,869	11,929,493	7,705,297	29,918,572	21,890,224	96,844,455
Water and Sewer Utilities Department	0	0	0	132,797,346	65,696,258	198,493,604
Non-Departmental	29,870,071	0	275,979	476,911	0	30,622,961
Total Expenditures – All Funds*	**268,914,009**	**25,714,656**	**13,773,302**	**740,071,587**	**169,313,240**	**1,217,786,794**

** Excludes debt service funds and internal service fund expenses not assigned to a department.*

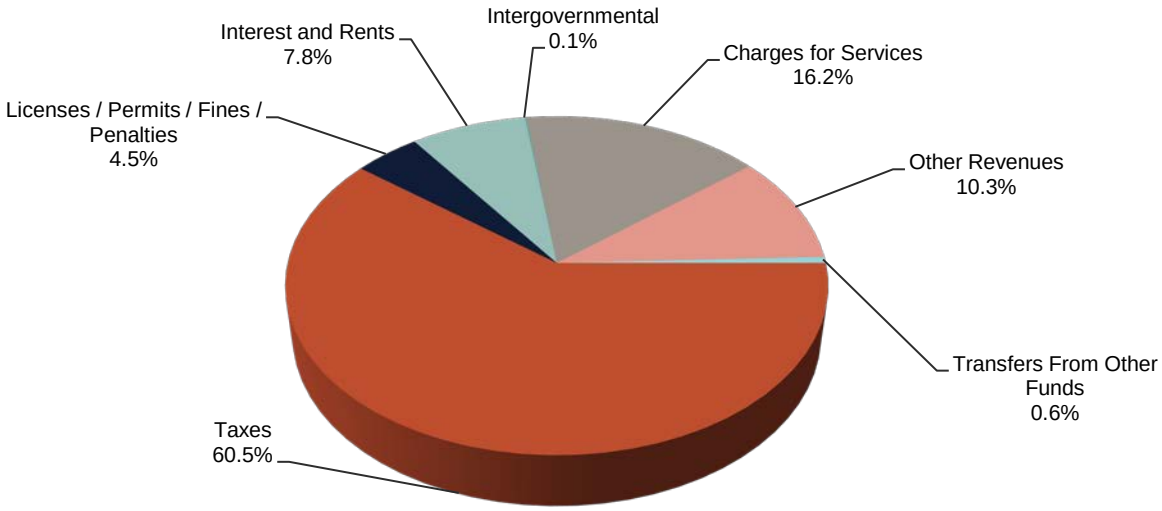
General Fund Revenue by Category						
	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2019/20 % Change	2020/21 Proposed	2020/21 % Change
Revenue						
Taxes	138,540,744	144,117,638	151,721,366	5.3%	155,731,732	2.6%
Licenses / Permits / Fines / Penalties	8,695,325	11,278,500	11,181,175	(0.9%)	11,519,654	3.0%
Interest and Rents	16,628,575	15,063,022	17,689,676	17.4%	20,174,593	14.0%
Intergovernmental	4,821,068	702,000	168,755	(76.0%)	168,409	(0.2%)
Charges for Services	42,261,843	40,169,930	40,641,410	1.2%	41,766,336	2.8%
Other Financing Sources	7,500	0	4,050,000	100.0%	0	(100.0%)
Other Revenues	22,583,571	23,851,898	24,433,276	2.4%	26,443,926	8.2%
	233,538,626	235,182,988	249,885,658	6.3%	255,804,650	2.4%
Transfers From Other Funds	1,767,484	12,782,841	2,066,030	(83.8%)	1,463,730	(29.2%)
Total Revenue by Category	**235,306,110**	**247,965,829**	**251,951,688**	**1.6%**	**257,268,380**	**2.1%**

General Fund Revenue by Category

FY 2019/20 Proposed



FY 2020/21 Proposed

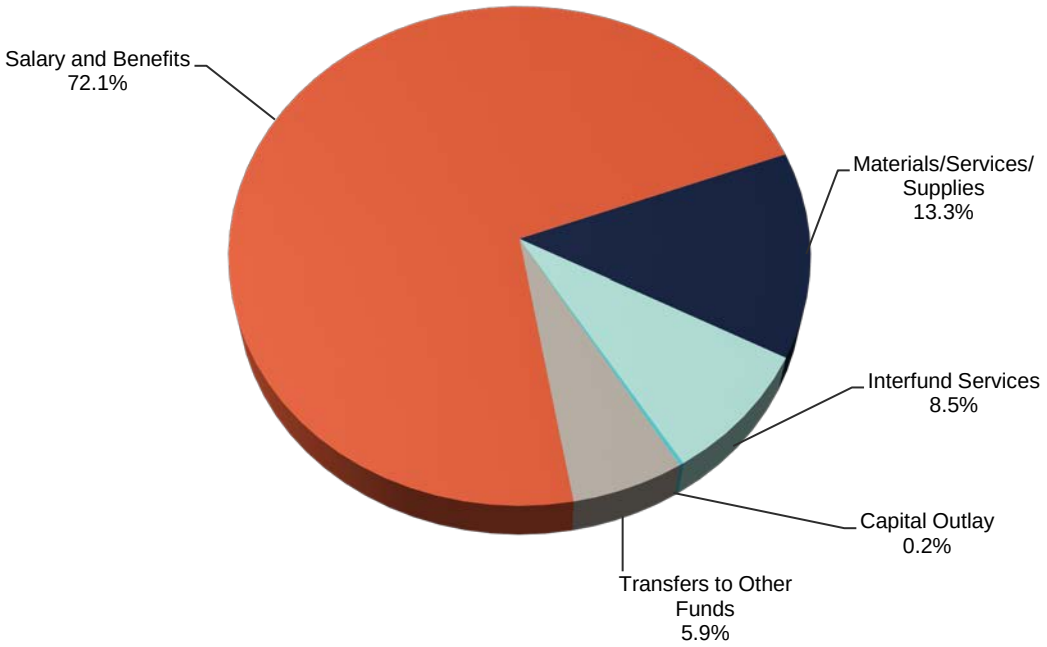


Operating Expenditures by Category – General Fund						
	FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	2019/20 % Change	FY 2020/21 Proposed	2020/21 % Change
Salary and Benefits						
Salary	95,345,650	104,681,577	110,496,741	5.6%	115,282,199	4.3%
As-Needed	6,491,077	5,996,279	6,885,845	14.8%	6,787,045	(1.4%)
Overtime	10,130,319	5,682,872	6,593,484	16.0%	6,770,808	2.7%
Retirement	37,181,688	46,658,239	44,836,111	(3.9%)	48,706,961	8.6%
Health Allocations	8,084,035	9,829,249	9,202,507	(6.4%)	9,727,498	5.7%
Medicare	1,631,025	1,714,019	1,798,681	4.9%	1,874,457	4.2%
Social Security	2,864,837	3,526,703	3,336,362	(5.4%)	3,458,874	3.7%
Other Benefits	5,478,251	6,727,238	6,040,228	(10.2%)	6,188,228	2.5%
Total Salary and Benefits	**167,206,882**	**184,816,176**	**189,189,959**	**2.4%**	**198,796,070**	**5.1%**
Non-Personnel						
Materials/Services/Supplies	31,986,296	38,107,791	34,797,795	(8.7%)	30,565,831	(12.2%)
Interfund Services	10,202,144	11,323,818	22,240,059	96.4%	22,551,204	1.4%
Capital Outlay	526,017	912,008	563,438	(38.2%)	214,873	(61.9%)
Transfers to Other Funds	28,259,881	12,806,036	15,508,659	21.1%	16,786,031	8.2%
Total Non-Personnel	**70,974,338**	**63,149,653**	**73,109,951**	**15.8%**	**70,117,939**	**(4.1%)**
Total Expenditures by Category*	**238,181,220**	**247,965,829**	**262,299,910**	**5.8%**	**268,914,009**	**2.5%**

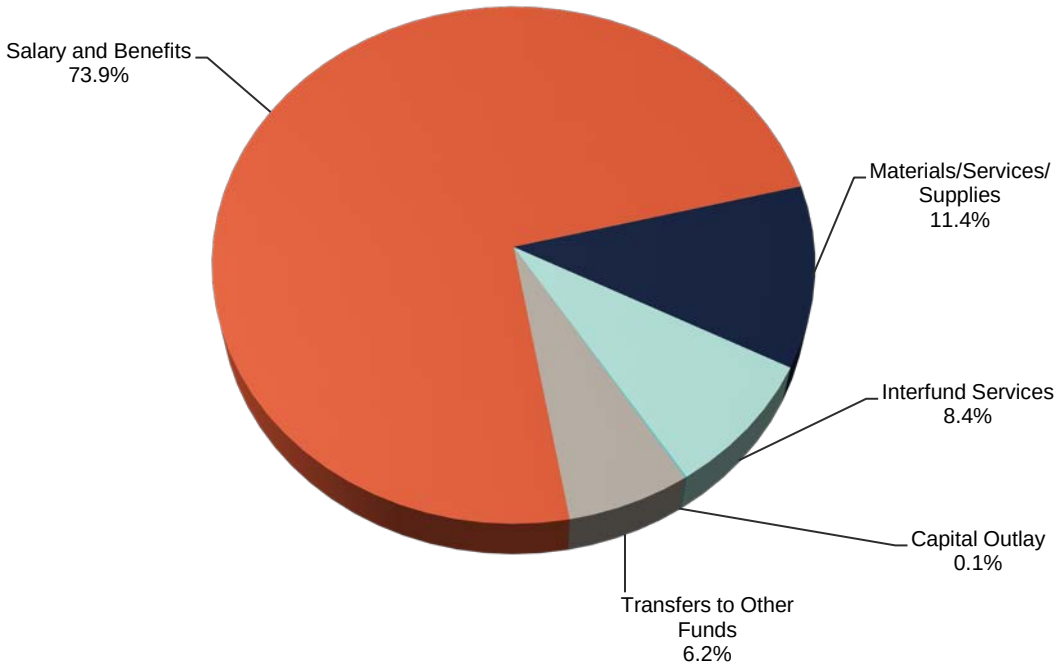
**All years exclude debt service funds and internal service funds not assigned to a department.*

Operating Expenditures by Category – General Fund

FY2019/20 Proposed



FY 2020/21 Proposed



Summary of Budgeted Positions by Department/Office

	FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Department/Office					
Mayor and City Council Offices*	11.00	10.00	10.00	0.00	10.00
City Attorney's Office	6.00	7.00	7.00	0.00	8.00
City Auditor's Office	0.00	0.00	3.33	3.33	3.33
City Clerk's Office	7.00	6.00	5.00	(1.00)	5.00
City Manager's Office	14.00	13.00	13.00	0.00	13.00
Community Development Department	64.00	65.00	66.00	1.00	66.00
Electric Utility Department	186.00	189.00	197.00	8.00	197.00
Finance Department	61.00	61.00	61.42	0.42	61.42
Fire Department	167.50	167.25	167.25	0.00	167.25
Human Resources Department	15.00	15.00	15.75	0.75	15.75
Information Technology Department	7.00	7.00	7.00	0.00	7.00
Library Department	45.50	46.75	46.75	0.00	46.75
Parks and Recreation Department	80.75	80.75	82.75	2.00	82.75
Police Department	239.00	239.00	239.00	0.00	239.00
Department of Public Works	128.50	127.50	128.50	1.00	128.50
Water and Sewer Utilities Department	73.00	73.00	73.00	0.00	73.00
Non-Departmental	0.00	4.00	9.00	5.00	9.00
Total Budgeted FTE by Department/Office	**1,105.25**	**1,111.25**	**1,131.75**	**20.50**	**1,132.75**

*Mayor and City Councilmember positions shown as 7.0 Full-Time Equivalents (Budgeted Positions)

Summary of Budgeted Positions by Fund

	FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Fund					
General Fund (001)*	**819.40**	**822.35**	**805.84**	**(16.51)**	**806.84**
Special Revenue Funds					
Housing and Urban Development (562)	0.00	0.00	2.47	2.47	2.47
City Affordable Housing (165)	0.00	0.00	1.71	1.71	1.71
Housing Successor (169)	0.00	0.00	1.61	1.61	1.61
Downtown Parking Maintenance District (025)	0.50	0.50	0.50	0.00	0.50
Housing Authority (164)	0.00	0.00	0.43	0.43	0.43
Convention Center Maintenance District (026)	0.10	0.10	0.10	0.00	0.10
Subtotal Special Revenue Funds	**0.60**	**0.60**	**6.82**	**6.22**	**6.82**
Enterprise Funds					
Electric (091, 191)	186.00	189.00	197.00	8.00	197.00
Water Utility (092)	47.25	46.75	47.40	0.65	47.40
Sewer Utility (094)	22.15	22.65	22.20	(0.45)	22.20
Solid Waste (096)	5.50	5.55	6.65	1.10	6.65
Cemetery (093)	5.00	5.00	5.00	0.00	5.00
Recycled Water (097)	3.60	3.60	3.40	(0.20)	3.40
Subtotal Enterprise Funds	**269.50**	**272.55**	**281.65**	**9.10**	**281.65**
Internal Service Funds					
Fleet Management (053)	15.75	15.75	15.75	0.00	15.75
Public Works Capital Projects Management (044)	0.00	0.00	14.69	14.69	14.69
Information Technology Services (045)	0.00	0.00	7.00	7.00	7.00
Subtotal Internal Service Funds	**15.75**	**15.75**	**37.44**	**21.69**	**37.44**
Total Budgeted FTE by Fund	**1,105.25**	**1,111.25**	**1,131.75**	**20.50**	**1,132.75**

*Mayor and City Councilmember positions shown as 7.0 Full-Time Equivalents (Budgeted Positions)

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 citizens (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 were upgraded by Fitch in December 2018 to 'AA-', while S&P maintains an 'A+' on the Electric Revenue Bonds. 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 Agreement is 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 2019/20 and 2020/21 Debt Service

The Biennial Operating Budget includes $24,531,174 in debt service for FY 2019/20 and $26,852,273 in debt service for FY 2020/21. 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 $12,000,000 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 JP Morgan 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.

Electric Revenue Refunding Bonds, Series 2011A

On March 22, 2011, Silicon Valley Power issued $54.83 million of Electric Revenue Refunding Bonds, Series 2011A (Electric 2011A Bonds) to refinance $49.66 million of outstanding Variable Rate Demand Subordinated Electric Revenue Bonds, Series 2008A. The Electric 2011A Bonds mature annually beginning on July 1, 2028 through July 1, 2032 and bear coupon rates ranging from 5.00% to 6.00%. Debt service on the Electric 2011A Bonds is secured by a pledge of net revenues of the Electric Utility Enterprise Fund.

Electric Revenue Refunding Bonds, Series 2013A

On April 24, 2013, Silicon Valley Power 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.

Bank of America Loan Agreement, Series 2014

On June 16, 2014, Silicon Valley Power (SVP) entered into a Tax-Exempt Multiple Draw Term Loan with Bank of America Preferred Funding Corporation (the "Electric 2014 Loan Agreement") to fund the phase-shifting transformer project and the acquisition of property for future utility use. The loan is a tax-exempt multiple draw term loan that allows SVP to draw funds as needed. The first draw occurred on June 16, 2014 for approximately $24.4 million, which includes $15.8 million for the Phase Shifting Transformer engineering, equipment purchase, and initial construction activities and $8.5 million for the land purchase. The second draw occurred on April 15, 2015 for $6.0 million to cover the construction and commissioning of the Phase Shifting Transformer. The loan terms allow the City to capitalize interest of $1,134,031 for up to two years with the initial loan payment due July 1, 2016. The loan carries an interest rate of 2.67% and the final payment is due on July 1, 2024. Debt service on the Electric 2014 Loan Agreement is secured by a pledge of net revenues of the Electric Utility Enterprise Fund on a basis subordinate to outstanding Electric Revenue Bonds.

Electric Revenue Refunding Bonds, Series 2018A

On December 18, 2018, Silicon Valley Power 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.

Regional Wastewater Facility

The City of Santa Clara (City) co-owns the Regional Wastewater Facility with the City of San José. The facility is being rebuilt, with the City's portion of the costs budgeted as a separate project in the current Capital Improvement Program budget. The Water and Sewer Utilities Department oversees this project and as a result of updated cost estimates provided by the City of San José, anticipates issuing debt in FY 2019/20 and FY 2021/22 in the amounts of $50.0 million and $25.0 million, respectively, to account for a portion of project costs. These costs are reflected in the City's Debt Service Schedule.

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	Valuation	% of Growth of Assessed Valuation	Total Direct Tax Rate
2008 / 09	20,545,808	3,689	3,812,579	24,362,076	24,479,723	99.52%	10.11%	1.12%
2009 / 10	20,707,612	3,689	3,844,940	24,556,241	24,674,410	99.52%	0.80%	1.13%
2010 / 11	19,949,252	3,689	3,634,484	23,587,425	23,704,433	99.51%	-3.95%	1.11%
2011 / 12	19,818,648	4,641	3,892,148	23,715,437	23,830,461	99.52%	0.54%	1.14%
2012 / 13	20,475,348	4,641	4,702,675	25,182,664	25,295,792	99.55%	6.19%	1.16%
2013 / 14	22,216,962	4,641	4,680,536	26,902,139	27,012,697	99.59%	6.83%	1.14%
2014 / 15	24,294,056	4,183	4,352,204	28,650,443	28,758,679	99.62%	6.50%	1.13%
2015 / 16	27,659,960	4,183	5,157,346	32,821,489	32,927,777	99.68%	14.56%	1.16%
2016 / 17	30,672,596	4,183	5,856,885	36,533,664	36,638,297	99.71%	11.31%	1.15%
2017 / 18	33,449,607	3,896	6,553,560	40,007,063	40,109,539	99.74%	9.51%	1.16%

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
2008 / 09	24,362,076	3,654,311	-	3,654,311
2009 / 10	24,556,241	3,683,436	-	3,683,436
2010 / 11	23,587,425	3,538,114	-	3,538,114
2011 / 12	23,715,437	3,557,316	-	3,557,316
2012 / 13	25,182,664	3,777,400	-	3,777,400
2013 / 14	26,902,139	4,035,321	-	4,035,321
2014 / 15	28,650,444	4,297,567	-	4,297,567
2015 / 16	32,821,489	4,923,223	-	4,923,223
2016 / 17	36,533,664	5,480,050	-	5,480,050
2017 / 18	40,007,063	6,001,059	-	6,001,059

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

City of Santa Clara
Debt Service

Bond Issue	Actual 2017/18	Current 2018/19	Budget 2019/20	Budget 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29
Current Debt Issued												
Lease Financing:												
2010 Lease Financing (Police Administration Building Project)												
Principal	921,000	956,000	994,000	1,030,000	1,065,000	0	0	0	0	0	0	0
Interest	172,846	138,919	103,678	67,069	29,164	0	0	0	0	0	0	0
	1,093,846	1,094,919	1,097,678	1,097,069	1,094,164	0	0	0	0	0	0	0
Total Lease Financing	1,093,846	1,094,919	1,097,678	1,097,069	1,094,164	0	0	0	0	0	0	0
Certificates of Participation:												
2013 Refunding COPs (Central Park Library Project)												
Principal	810,000	830,000	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
Interest	595,375	571,075	537,875	503,275	467,275	420,275	371,275	319,775	285,869	249,469	209,219	167,394
Arbitrage Computation	1,500	0	0	0	0	1,900	0	0	0	0	1,900	0
	1,406,875	1,401,075	1,402,875	1,403,275	1,407,275	1,402,175	1,401,275	1,404,775	1,405,869	1,399,469	1,406,119	1,402,394
Total Certificates of Participation	1,406,875	1,401,075	1,402,875	1,403,275	1,407,275	1,402,175	1,401,275	1,404,775	1,405,869	1,399,469	1,406,119	1,402,394
Installment Sale Agreement:												
2016 Sanitary Sewer Improvements												
Principal	699,587	714,638	730,013	745,719	761,763	778,152	794,893	811,995	829,465	847,310	865,540	884,161
Interest	237,862	222,811	207,436	191,730	175,687	159,298	142,556	125,454	107,985	90,139	71,910	53,288
Arbitrage Computation	0	0	0	2,150	0	0	0	0	2,150	0	0	0
	937,449	937,449	937,449	939,599	937,450	937,450	937,449	937,449	939,600	937,449	937,450	937,449
Total Installment Sale Agreement	937,449	937,449	937,449	939,599	937,450	937,450	937,449	937,449	939,600	937,449	937,450	937,449
Revenue Bonds:												
Electric Revenue Refunding Bonds, Series 2008 B												
Principal	4,440,000	4,685,000	0	0	0	0	0	0	0	0	0	0
Interest	621,227	371,238	0	0	0	0	0	0	0	0	0	0
Interest Rate Swap	1,279,815	454,122	0	0	0	0	0	0	0	0	0	0
Swap Costs	285,286	169,233	0	0	0	0	0	0	0	0	0	0
	6,626,328	5,679,593	0	0	0	0	0	0	0	0	0	0
Electric Revenue Refunding Bonds, Series 2011 A												
Principal	0	0	0	0	0	0	0	0	0	0	0	5,085,000
Interest	2,958,331	2,958,331	2,958,331	2,958,331	2,958,331	2,958,331	2,958,331	2,958,331	2,958,331	2,958,331	2,958,331	2,824,850
Trustee	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100
Arbitrage Computation	0	0	0	1,900	0	0	0	0	1,900	0	0	0
	2,960,431	2,960,431	2,960,431	2,962,331	2,960,431	2,960,431	2,960,431	2,960,431	2,962,331	2,960,431	2,960,431	7,911,950
Electric Revenue Refunding Bonds, Series 2013 A												
Principal	3,575,000	3,720,000	3,910,000	4,115,000	4,320,000	4,545,000	4,780,000	4,870,000	5,225,000	5,440,000	5,670,000	4,740,000
Interest	2,378,800	2,214,300	2,023,550	1,822,925	1,612,050	1,390,425	1,157,300	940,400	738,500	525,200	303,000	94,800
Trustee	1,955	1,955	1,955	1,955	1,955	1,955	1,955	1,955	1,955	1,955	1,955	1,955
Arbitrage Computation	0	1,750	0	0	0	1,900	0	0	0	0	1,900	0
	5,955,755	5,938,005	5,935,505	5,939,880	5,934,005	5,939,280	5,939,255	5,812,355	5,965,455	5,967,155	5,976,855	4,836,755
Subordinate Electric Revenue Bond, Series 2014												
Principal	3,401,000	3,492,000	3,585,000	3,681,000	3,779,000	3,880,000	3,983,000	4,090,000	0	0	0	0
Interest	752,686	660,665	566,187	469,186	369,595	267,347	162,376	54,602	0	0	0	0
Arbitrage Computation	0	0	1,700	0	0	0	0	1,700	0	0	0	0
	4,153,686	4,152,665	4,152,887	4,150,186	4,148,595	4,147,347	4,145,376	4,146,302	0	0	0	0

City of Santa Clara
Debt Service

Bond Issue	Actual 2017/18	Current 2018/19	Budget 2019/20	Budget 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29
Current Debt Issued												
Revenue Bonds:												
Electric Revenue Refunding Bonds, Series 2018 A												
Principal	0	0	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
Interest	0	88,111	2,334,875	2,117,625	1,885,875	1,638,500	1,374,750	1,093,875	798,875	490,750	166,375	0
Trustee	0	0	2,350	2,350	2,350	2,350	2,350	2,350	2,350	2,350	2,350	0
Arbitrage Computation	0	0	1,350	0	0	0	0	0	1,350	0	1,350	0
	0	88,111	6,543,575	6,604,975	6,673,225	6,750,850	6,817,100	6,891,225	6,807,575	6,813,100	6,825,075	0
Total Electric Revenue Bonds	19,696,200	18,818,805	19,592,398	19,657,372	19,716,256	19,797,908	19,862,162	19,810,313	15,735,361	15,740,686	15,762,361	12,748,705
Total Current Debt Issued	**23,134,370**	**22,252,248**	**23,030,400**	**23,097,315**	**23,155,145**	**22,137,533**	**22,200,886**	**22,152,537**	**18,080,830**	**18,077,604**	**18,105,930**	**15,088,548**
Debt to be Issued												
Regional Wastewater Facility FY 2019/20												
Principal	0	0	0	755,000	795,000	840,000	885,000	935,000	985,000	1,040,000	1,095,000	1,155,000
Interest	0	0	1,500,774	2,999,958	2,959,958	2,914,958	2,869,958	2,819,958	2,769,958	2,714,958	2,659,958	2,599,958
	0	0	1,500,774	3,754,958	3,754,958	3,754,958	3,754,958	3,754,958	3,754,958	3,754,958	3,754,958	3,754,958
Total Regional Wastewater Facility FY 2019/20	0	0	1,500,774	3,754,958	3,754,958	3,754,958	3,754,958	3,754,958	3,754,958	3,754,958	3,754,958	3,754,958
Regional Wastewater Facility FY 2020/21												
Principal	0	0	0	0	375,000	395,000	420,000	440,000	465,000	495,000	520,000	550,000
Interest	0	0	0	0	1,502,479	1,482,479	1,457,479	1,437,479	1,412,479	1,382,479	1,357,479	1,327,479
	0	0	0	0	1,877,479	1,877,479	1,877,479	1,877,479	1,877,479	1,877,479	1,877,479	1,877,479
Total Regional Wastewater Facility FY 2020/21	0	0	0	0	1,877,479	1,877,479	1,877,479	1,877,479	1,877,479	1,877,479	1,877,479	1,877,479
Total Debt to be Issued	0	0	1,500,774	3,754,958	5,632,437	5,632,437	5,632,437	5,632,437	5,632,437	5,632,437	5,632,437	5,632,437
Total Current Debt Service and Debt to be Issued	**23,134,370**	**22,252,248**	**24,531,174**	**26,852,273**	**28,787,582**	**27,769,970**	**27,833,323**	**27,784,974**	**23,713,267**	**23,710,041**	**23,738,367**	**20,720,985**

Electric Debt Service Fund (491)

	2017/18 Actual	2019 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Bond Reserve	16,057,711	14,420,624	14,420,624	9,113,750	9,113,750
Reserve for Debt Service	6,498,079	9,493,491	9,493,491	14,228,043	4,436,002
Total Beginning Fund Balance	**22,555,790**	**23,914,115**	**23,914,115**	**23,341,793**	**13,549,752**
Revenue					
Bond Proceeds	0	55,202,481	55,202,481	0	0
Interest	347,236	0	364,280	207,664	207,664
Total Revenue	**347,236**	**55,202,481**	**55,566,761**	**207,664**	**207,664**
Transfers From					
Electric Utility Fund	20,707,289	20,998,844	20,998,844	9,592,693	19,658,817
Total Transfers From	**20,707,289**	**20,998,844**	**20,998,844**	**9,592,693**	**19,658,817**
Total Source of Funds	**43,610,315**	**100,115,440**	**100,479,720**	**33,142,150**	**33,416,233**
Expenditures					
Debt Service	18,127,044	18,868,746	18,189,645	19,582,943	19,649,067
Interest Rate Swaps and Related Costs	1,565,100	6,451,839	4,361,355	0	0
Administrative Costs	4,056	5,222	6,927	9,455	8,305
Bond Refund	0	54,580,000	54,580,000	0	0
Total Expenditures	**19,696,200**	**79,905,807**	**77,137,927**	**19,592,398**	**19,657,372**
Ending Fund Balance					
Bond Reserve	14,420,624	10,716,142	9,113,750	9,113,750	9,113,750
Reserve for Debt Service	9,493,491	9,493,491	14,228,043	4,436,002	4,645,111
Total Ending Fund Balance	**23,914,115**	**20,209,633**	**23,341,793**	**13,549,752**	**13,758,861**
Total Use of Funds	**43,610,315**	**100,115,440**	**100,479,720**	**33,142,150**	**33,416,233**

Public Facilities Financing Corporation Fund (431)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	1,042	0	0	0	0
Debt Reserve	705,406	708,644	708,644	708,644	708,644
Unrestricted	774,433	779,183	779,183	787,381	0
Total Beginning Fund Balance	**1,480,881**	**1,487,827**	**1,487,827**	**1,496,025**	**708,644**
Revenue					
Interest	8,179	0	8,198	8,198	5,500
Total Revenue	**8,179**	**0**	**8,198**	**8,198**	**5,500**
Transfers From					
General Fund	2,504,721	2,501,494	2,501,494	1,710,474	2,500,344
Total Transfers From	**2,504,721**	**2,501,494**	**2,501,494**	**1,710,474**	**2,500,344**
Total Source of Funds	**3,993,781**	**3,989,321**	**3,997,519**	**3,214,697**	**3,214,488**
Expenditures					
Debt Service	2,500,721	2,495,994	2,495,994	2,500,553	2,500,344
Administrative Costs	5,234	5,500	5,500	5,500	5,500
Total Expenditures	**2,505,955**	**2,501,494**	**2,501,494**	**2,506,053**	**2,505,844**
Ending Fund Balance					
Debt Reserve	708,644	708,644	708,644	708,644	708,644
Unrestricted	779,183	779,183	787,381	0	0
Total Ending Fund Balance	**1,487,826**	**1,487,827**	**1,496,025**	**708,644**	**708,644**
Total Use of Funds	**3,993,781**	**3,989,321**	**3,997,519**	**3,214,697**	**3,214,488**

Sewer Utility Debt Service Fund (494)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Debt Reserve	2,486,300	2,492,551	2,492,551	2,492,551	2,492,551
Total Beginning Fund Balance	**2,486,300**	**2,492,551**	**2,492,551**	**2,492,551**	**2,492,551**
Revenue					
Debt Proceeds	0	0	0	50,000,000	0
Interest	6,251	0	0	0	0
Total Revenue	**6,251**	**0**	**0**	**50,000,000**	**0**
Transfers From					
Sewer Utility Fund	937,449	937,449	937,449	2,438,223	4,694,557
Total Transfers From	937,449	937,449	937,449	2,438,223	4,694,557
Total Source of Funds	**3,430,000**	**3,430,000**	**3,430,000**	**54,930,774**	**7,187,108**
Expenditures					
Debt Service	699,587	714,638	714,638	730,013	1,500,719
Interest Expense	237,862	222,811	222,811	1,708,210	3,193,838
Total Expenditures	**937,449**	**937,449**	**937,449**	**2,438,223**	**4,694,557**
Transfers To					
Sewer Utility Capital Fund	0	0	0	50,000,000	0
Total Transfers To	**0**	**0**	**0**	**50,000,000**	**0**
Ending Fund Balance					
Debt Reserve	2,492,551	2,492,551	2,492,551	2,492,551	2,492,551
Total Ending Fund Balance	**2,492,551**	**2,492,551**	**2,492,551**	**2,492,551**	**2,492,551**
Total Use of Funds	**3,430,000**	**3,430,000**	**3,430,000**	**54,930,774**	**7,187,108**

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Statements of Sources and Uses

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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

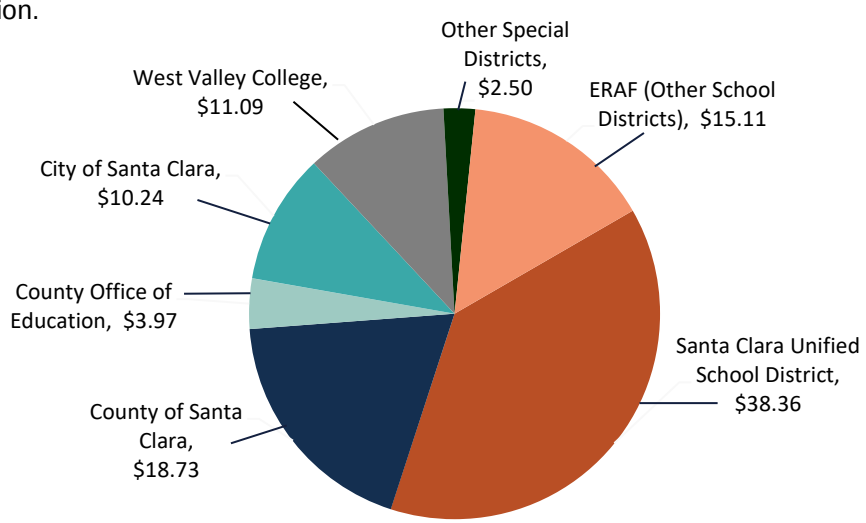
Overall, General Fund Sources total $381.3 million in FY 2019/20 and $376.3 million in FY 2020/21. For FY 2019/20, this total consists of $249.9 million in revenue, $2.1 million in transfers from other funds, and $129.3 million in fund balance estimated to be carried over from FY 2018/19. As part of the budget process, all revenue line items are reviewed each year. Historical trends are taken into consideration and reveal that revenues received can vary greatly between years of economic expansion and contraction. As discussed previously, the City has experienced tremendous revenue growth over the past decade. Sources available to pay for the expenditures in the General Fund include the estimated revenue expected to be received in the fund and any transfers from other funds. Taxes, including property, sales and transient occupancy, along with charges for services make up a large part of the revenues received in the City's General Fund. Property tax, sales tax and transient occupancy tax provide funding for most general government services such as public safety, public works, parks and recreation, and library. These economically sensitive revenue sources are discussed further below.

Property Tax

Property tax is the largest revenue source for the City. Under Proposition 13, the assessed valuation of properties held by the same owner from year-to-year is adjusted each year by the lesser of 2.0% or the percent change in the October to October California Consumer Price Index (CCPI). For FY 2019/20, the adjustment factor based on CCPI is 2.0%.

Overall, property tax revenue for FY 2019/20 is projected at $64.4 million, a 6.7% or $4.1 million increase from the FY 2018/19 Adopted Budget of $60.3 million. The property tax projection for FY 2020/21 is $68.9 million, a 7.0% or $4.5 million increase from the FY 2019/20 estimate. Assessed valuation growth on secured property is projected at 9.0% based on the continued rise in home values and the value of new construction projects being added to the tax rolls. It should be noted that the valuations for FY 2019/20 are set by the County in January 2019, and a tapering off of this growth is projected in FY 2020/21. Projections include new property taxes generated by major development projects under construction. The Property Tax projection is based on information provided to the City from our third party property tax consultant, historical trends, new development projects and data provided at quarterly meetings with the County of Santa Clara.

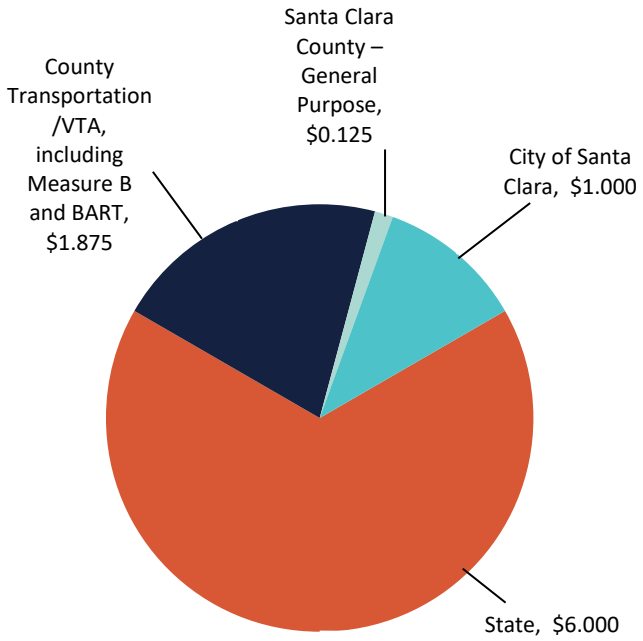
The City receives $10.24 of every $100 collected. The following chart represents the distribution of property tax dollars by jurisdiction.



Sales Tax

Sales tax is the General Fund's second largest revenue source, and one of its most volatile. The City's current sales tax rate is 9%, of which the City of Santa Clara receives 1%. The City's sales tax collections have fluctuated over the years due to local, regional and national economic cycles. The revenue projections for sales tax are $58.2 million and $56.8 million in FY 2019/20 and FY 2020/21, respectively. The FY 2019/20 estimate represents a slight increase of 2.9% or $1.7 million more than the 2018/19 Adopted Budget of $56.5 million, while there is a slight decline projected for sales tax revenue in year two of the proposed budget. This projection is provided by our third party sales tax consultant and reflects a modest slowdown in the economy. Recent legislation regarding the collection of internet sales tax is included in the revenue assumption.

For every dollar spent in Santa Clara on taxable purchases, 9% in sales tax or $9.00 for each $100 purchases goes to sales tax. Based on the purchase of $100, the following graph shows where those dollars are distributed.



Transient Occupancy Tax

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

TOT revenue is projected to total $23.0 million in FY 2019/20 and expected to rise modestly in FY 2020/21, with a projection of approximately $23.8 million. The 2019/20 TOT estimate is $2.0 million higher than the 2018/19 Adopted Budget of $21.0 million. High average rental room rates and occupancy rates have driven TOT revenue collections in the past several years reflecting the strong business demand for hotels. The assumptions included in the projections include hotels that are currently under construction or significantly completed. Additional hotels in the plan review process have not been factored into the tax projections.

General Fund Uses

Overall, General Fund Uses total $381.3 million in FY 2019/20, a $20.0 million decrease from the FY 2018/19 Budget of $401.3 million. This decrease is entirely due to the timing of one-time capital transfers. Of this amount, $246.8 million include operational expenditures; $15.5 million are transfers to other funds and $119.0 million represent fund balance and reserves. The following section analyzes the major General Fund expenditure categories.

As a public service organization, with the highest priority of quality delivery of our full range of services to our community, it is not a surprise that our employees are both our most valued asset and reflect the highest level of investment in the proposed budget. The FY 2019/20 Proposed Budget includes the addition of a net 20.50 positions when compared to the FY 2018/19 Adopted Budget. The General Fund net position count decreased by 16.51 positions. While 5.18 FTE were added in the General Fund, FTEs were also reallocated to two newly established internal service funds; the Information Technology Department's budget was moved to the Information Technology Services Fund, including its 7.0 positions, while a portion of the Department of Public Works' budget was reallocated to the Public Works Capital Projects Management Fund, including 14.69 positions. Further discussion of these funds can be found under the Internal Services Funds pages of this section.

Salaries and Benefits

The expenditures in this category account for full-time and part-time salaries, retirement, health, social security and other employer benefits costs. In the General Fund in the FY 2019/20 and FY 2020/21 Proposed Budgets are $189.2 million and $198.8 million, respectively. The 2019/20 Proposed Budget represents an increase of $2.1 million or 1.1% from the FY 2018/19 Adopted Budget of $187.1 million.

The City of Santa Clara participates in the California Public Employees' Retirement System (CalPERS) under two plans, the Miscellaneous and Safety retirement plans. Retirement costs in the General Fund are budgeted at $27.5 million for Safety employees and $17.4 million for Miscellaneous employees. It should be noted that the methodology to fund costs have changed starting in FY 2019/20. The unfunded accrued liability (UAL) portion of retirement costs is now calculated as a fixed dollar rather than a percentage of payroll. This change will align our budgeting practice with the true costs from CalPERS for these costs.

Material, Services, and Supplies

The materials, services, and supplies budget for FY 2019/20 is $34.8 million, a decrease of $3.3 million or 8.7% from the FY 2018/19 Adopted Budget. The FY 2020/21 Proposed Budget is $30.6 million, a decrease of $4.2 million or 12.2% from the FY 2019/20 Proposed Budget. The budget for this category in FY 2019/20 includes a portion of a developer loan for affordable housing in the amount of $4.0 million. This increase is offset by the reallocation of the Information Technology Department's budget and a portion of the Department of Public Works budget to two new internal service funds. The decrease between FY 2019/20 and FY 2020/21 is a result of one-time resources being added in FY 2019/20 to address critical City needs. More detail on these changes can be found within each department section.

Interfund Services and Capital Outlay

The budget for these categories for FY 2019/20 and FY 2020/21 is $22.8 million in each year. This represents a $10.3 million increase from the 2018/19 Adopted Budget. The increase in these categories are related to the creation of two new internal service funds to allocate information technology and Public Works capital project management costs, as mentioned previously.

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

The Budget Stabilization Reserve (BSR) is set aside for weathering economic downturns, emergency financial crisis, or disaster situations. The reserve target is equal to the expenditures of the City's General Fund operations for three months (90 days or 25% of budgeted appropriations). The BSR reserve level for the end of FY 2019/20 is currently projected to be $55.5 million. Per Council policy, the BSR goal of 25% of expenditure appropriations would mean the reserve should be set at $61.7 million for FY 2019/20 and $63.0 million for FY 2020/21. The projected reserve is approximately $6.2 million below the Council goal. To make up the shortfall, as part of the closing of the FY 2018/19 budget, it is anticipated that there will be sufficient surplus funds available to allocate to the BSR in compliance with the reserve policy.

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 $14.7 million for FY 2019/20 and a balance of $4.5 million for FY 2020/21. The expenditure of the Capital Projects Reserve in FY 2019/20 amounts to $9.6 million. This amount takes the Adopted FY 2019/20 CIP use of the CPR in addition to FY 2019/20 budget amendments approved by the City Council throughout the year (through April 2019) and the CIP adjustments that are recommended in this document. Further information regarding the recommended adjustments to the CIP can be found in the Appendices section. It is estimated that the Capital Projects Reserve will be depleted by the end of FY 2022/23, if no additional action is taken by the City Council to replenish this fund. However, as with the Budget Stabilization Reserve, as part of closing the FY 2018/19 Budget, the City Council may allocate a portion of the General Fund surplus to the Capital Projects Reserve.

Land Sale Reserve

The City Council established the Land Sale Reserve from net proceeds from the sale of City-owned land, with interest earned on these funds being available to be appropriated for General Fund operating expenditures. The Land Sale Reserve has a projected beginning balance of $21.1 million for FY 2019/20 and is available for appropriation by City Council action.

Building Inspection Reserve

The City Council established the Building Inspection Reserve to account for surplus funds generated from user fees in the Community Development Department's Building Inspection Division. Funds accumulated in the Building Inspection Reserve are used to fund Building Division costs in years when current year fees do not cover the full cost of services, and for projects directly related to the Building Division. The Building Inspection Reserve has a projected beginning balance of $9.2 million for FY 2019/20.

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. Funding totals $369,000 for FY 2019/20.

Other Reserves

By Council Policy, other reserves are set aside in the General Fund including the pension stabilization and historical preservation reserves.

General Fund (001)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	3,133,800	5,835,922	5,835,922	5,835,922	5,835,922
Budget Stabilization Reserve	56,003,640	55,085,895	55,085,895	56,465,505	55,549,711
Capital Projects Reserve	39,841,711	30,996,559	30,996,559	24,304,445	14,656,039
Building Inspection Reserve	12,198,146	12,372,733	12,372,733	9,008,488	9,224,466
Advanced Planning Fee	0	368,749	368,749	368,749	368,749
Land Sale Reserve	39,296,008	29,085,401	29,085,401	21,103,731	21,103,731
Pension Stabilization Reserve	12,018,220	12,205,978	12,205,978	12,205,978	12,205,978
Historical Preservation Reserve	86,111	87,112	87,112	88,081	88,081
Unrestricted	4,070,395	17,734,573	17,734,573	0	0
Total Beginning Fund Balance	**166,648,031**	**163,772,922**	**163,772,922**	**129,380,899**	**119,032,677**
Revenue					
Property Taxes - Secured	52,540,318	57,700,000	57,700,000	61,797,600	66,136,907
Property Taxes - Unsecured	2,468,611	2,600,000	2,600,000	2,640,715	2,736,441
Sales Tax	55,232,437	55,853,000	55,853,000	57,490,000	56,101,000
Public Safety Sales Tax	649,126	677,000	677,000	710,400	694,276
Other Taxes	2,026,635	2,000,000	2,000,000	1,672,000	1,732,610
Transient Occupancy Tax	21,419,237	21,000,000	21,000,000	23,002,500	23,807,588
Franchise Taxes	4,204,380	4,287,638	4,287,638	4,408,151	4,522,910
Rents	13,274,220	11,077,087	11,077,087	11,992,176	14,077,937
State Revenues	232,110	165,000	165,000	167,000	167,000
Other Agencies Revenues	4,588,958	632,551	632,551	1,755	1,409
Licenses and Permits	6,894,974	9,698,000	9,698,000	9,491,950	9,800,182
Fines and Penalties	1,800,351	1,580,500	1,580,500	1,689,225	1,719,472
Other Fees for Services	42,261,843	40,712,225	40,712,225	40,641,410	41,766,336
Interest	3,354,355	4,082,028	4,082,028	5,697,500	6,096,656
Contribution In Lieu	21,985,803	23,094,590	23,094,590	24,333,275	26,343,925
Other Revenue	605,267	857,308	857,308	4,150,001	100,001
Total Revenue	**233,538,626**	**236,016,927**	**236,016,927**	**249,885,658**	**255,804,650**
Transfers From					
Certified Access Specialist (CASp) Certification and Training Fund	0	0	0	1,765	1,765
Community Activities Fund	0	0	0	46,393	0
Convention Center Enterprise Fund	0	54,250	54,250	0	0
Expendable Trust Fund	110,000	0	0	0	0
Fire Department Capital Fund	7,514	116,487	116,487	0	0
Parks and Recreation Capital Fund	0	273,990	273,990	275,138	2,000
Recreation Programs Operations Fund	0	0	0	344,589	0
Special Events Fund	371,309	0	0	0	0
Storm Drain Capital Fund	1,278,661	1,447,000	1,447,000	1,398,145	1,459,965
Street Beautification Capital Fund	0	309,566	309,566	0	0
Total Transfers From	**1,767,484**	**2,201,293**	**2,201,293**	**2,066,030**	**1,463,730**
Total Source of Funds	**401,954,141**	**401,991,142**	**401,991,142**	**381,332,587**	**376,301,057**

General Fund (001)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Expenditures					
Salaries	111,967,045	118,617,015	118,617,015	123,976,070	128,840,052
Retirement - Safety	21,995,123	26,339,684	26,339,684	27,467,212	29,730,653
Retirement - Miscellaneous	15,186,565	20,318,555	20,318,555	17,368,899	18,976,308
Other Benefits	18,058,148	21,783,322	21,783,322	20,377,778	21,249,057
Materials/Services/Supplies	31,986,296	45,281,030	45,281,030	34,797,795	30,565,831
Interfund Services	10,202,144	11,323,818	11,323,818	22,240,059	22,551,204
Capital Outlay	526,017	1,169,252	1,169,252	563,438	214,873
Total Expenditures	**209,921,338**	**244,832,676**	**244,832,676**	**246,791,251**	**252,127,978**
Transfers To					
Certified Access Specialist (CASp) Certification and Training Fund	0	0	0	7,000	7,000
Cemetery Fund	403,590	618,081	6,800	703,490	760,663
Cemetery Capital Fund	30,175	0	0	0	0
Convention Center Maintenance District Fund	669,941	706,591	706,591	771,348	835,358
Convention Center Enterprise Fund	0	330,020	330,020	0	0
Downtown Parking Maintenance District Fund	183,599	175,542	175,542	145,983	151,063
Electric Utility Fund	1,000	0	0	330,000	330,000
Engineering Operating Grant Trust Fund	0	105,909	105,909	0	0
Fire Department Capital Fund	416,900	673,000	673,000	665,049	185,366
General Government Capital Fund	3,847,875	11,098,167	11,098,167	933,535	6,376,976
Library Department Capital Fund	2,330,300	220,000	220,000	10,633	0
Parks and Recreation Capital Fund	10,966,228	940,000	940,000	277,820	150,000
Parks and Recreation Operating Grant Trust Fund	0	3,445	3,445	3,445	3,445
Public Buildings Capital Fund	2,233,000	3,838,592	5,338,592	2,797,571	676,834
Public Facilities Financing Corporation Fund	2,504,721	2,501,494	2,501,494	1,710,474	2,500,344
Santa Clara Golf and Tennis Club Fund	27,552	548,829	1,015,095	98,243	0
Special Liability Insurance Fund	3,450,000	2,200,000	2,376,870	0	0
Storm Drain Capital Fund	1,040,000	1,645,000	1,845,000	4,950,506	3,102,892
Street Beautification Capital Fund	55,000	0	0	0	0
Streets and Highways Capital Fund	100,000	441,042	441,042	1,678,562	1,706,090
Vehicle Replacement Fund	0	0	0	425,000	0
Total Transfers To	**28,259,881**	**26,045,712**	**27,777,567**	**15,508,659**	**16,786,031**
Ending Fund Balance					
Encumbrance Carryover	5,835,922	5,835,922	5,835,922	5,835,922	5,835,922
Budget Stabilization Reserve	55,085,895	56,497,360	56,465,505	55,549,711	54,297,363
Capital Projects Reserve	30,996,559	26,004,445	24,304,445	14,656,039	4,485,060
Building Inspection Reserve	12,372,733	9,008,488	9,008,488	9,224,466	9,002,164
Advanced Planning Fee	368,749	368,749	368,749	368,749	368,749
Land Sale Reserve	29,085,401	21,103,731	21,103,731	21,103,731	21,103,731
Pension Stabilization Reserve	12,205,978	12,205,978	12,205,978	12,205,978	12,205,978
Historical Preservation Reserve	87,112	88,081	88,081	88,081	88,081
Unrestricted	17,734,573	0	0	0	0
Total Ending Fund Balance	**163,772,922**	**131,112,754**	**129,380,899**	**119,032,677**	**107,387,048**
Total Use of Funds	**401,954,141**	**401,991,142**	**401,991,142**	**381,332,587**	**376,301,057**

General Fund Sources by Category

Revenue Category	Department	FY 2017/18 Actuals	FY 2018/19 Amended	FY 2019/20 Proposed	FY 2020/21 Proposed
Taxes					
Documentary Transfer Tax	Non-Departmental	2,026,635	2,000,000	1,672,000	1,732,610
Franchise Tax	Information Technology	1,279,350	1,314,655	1,353,128	1,392,735
Franchise Tax	Non-Departmental	2,170,790	2,204,983	2,252,023	2,309,575
Franchise Tax	Public Works	754,240	768,000	803,000	820,600
Property Taxes - Secured	Non-Departmental	52,540,318	57,700,000	61,797,600	66,136,907
Property Taxes - Unsecured	Non-Departmental	2,468,611	2,600,000	2,640,715	2,736,441
Public Safety SalesTax	Non-Departmental	649,126	677,000	710,400	694,276
Sales Tax	Non-Departmental	55,232,437	55,853,000	57,490,000	56,101,000
Transient Occupancy Tax	Non-Departmental	21,419,237	21,000,000	23,002,500	23,807,588
	Taxes Subtotal	**138,540,744**	**144,117,638**	**151,721,366**	**155,731,732**
Licenses, Permits and Fines					
Building Permits	Community Development	4,209,512	4,500,000	4,657,500	4,820,513
Business Licenses	Fire	0	2,150,000	0	0
Business Licenses	Non-Departmental	898,990	915,000	959,500	969,095
California Vehicle Code	Police	163,542	163,000	77,625	80,342
Collection Charges	Finance	848,985	800,000	825,000	825,000
Electric Permits	Community Development	487,195	600,000	517,500	535,613
Fire Operations Permit	Fire	0	0	2,250,000	2,328,750
Library Fines	Library	101,165	120,500	82,800	85,697
Material Replacement Fee	Library	26,282	27,000	20,700	21,425
Mechanical Permits	Community Development	300,847	450,000	258,750	267,806
Miscellaneous Permits	Community Development	8,757	2,000	2,070	2,142
Miscellaneous Permits	Police	9,409	8,000	8,280	8,570
Municipal Fines	Non-Departmental	172,122	0	181,125	187,464
Parking Permits	Non-Departmental	493,586	520,000	491,625	508,832
Plumbing Permits	Community Development	333,927	500,000	310,500	321,368
Street Opening Permits	Public Works	152,751	53,000	36,225	37,493
Traffic Fines	Police	488,254	470,000	501,975	519,544
	Licenses, Permits and Fines Subtotal	**8,695,324**	**11,278,500**	**11,181,175**	**11,519,654**
Interest and Rents					
Interest	Non-Departmental	3,354,355	4,082,028	5,697,500	6,096,656
Misc. Rev Use of Money and Property	Non-Departmental	5,224	10,000	0	0
Lease Revenues	Non-Departmental	6,889,914	7,166,011	7,133,631	7,269,051
Rents And Royalties	City Manager's Office	308,006	40,800	40,800	0
Rents And Royalties	Library	2,987	4,300	6,901	7,039
Rents And Royalties	Non-Departmental	2,352,388	225,076	673,681	2,502,780
Rents And Royalties	Parks and Recreation	284,033	246,000	394,758	402,653
Rents And Royalties	Police	25,900	40,000	64,188	65,472
Rents And Royalties	Public Works	3,800	0	0	0
Right of Way Rental Revenue	Non-Departmental	3,401,966	3,344,900	3,678,217	3,830,942
	Interest and Rents Subtotal	**16,628,573**	**15,159,115**	**17,689,676**	**20,174,593**
Intergovernmental					
Grant Funding	Community Development	0	300,000	0	0
Rev Frm Agency - Miscellaneous	Fire	951,718	100,000	0	0
Rev Frm Agency - Miscellaneous	Library	6,597	0	0	0
Rev Frm Agency - Miscellaneous	Non-Departmental	3,363,733	0	0	0
Rev Frm Agency - Miscellaneous	Police	284,178	232,551	0	0
Rev Frm Agency - Miscellaneous	Public Works	47,995	0	1,755	1,409
State Homeowners Tax Relief	Non-Departmental	166,847	165,000	167,000	167,000
	Intergovernmental Subtotal	**4,821,068**	**797,551**	**168,755**	**168,409**
Other Finance					
Sale of Land or Property	Non-Departmental	7,500	0	4,050,000	0
	Other Finance Subtotal	**7,500**	**0**	**4,050,000**	**0**

General Fund Sources by Category

Revenue Category	Department	FY 2017/18 Actuals	FY 2018/19 Amended	FY 2019/20 Proposed	FY 2020/21 Proposed
Charges for Services					
County EMS: Fire Med	Fire	381,469	380,000	411,930	426,348
Engineering Fees	Public Works	2,671,371	2,308,545	2,484,000	2,570,940
Fire Prevention Fees	Fire	5,744,039	2,900,000	3,001,500	3,106,553
Hazardous Generation Fees	Fire	439,702	450,000	491,625	508,832
Interdepartmental Service	Public Works	1,813,757	1,768,336	1,713,589	1,773,970
Interdepartmental Service - Overhead	Public Works	448,823	360,000	25,800	25,800
Interdepartmental Services - Contracted Pay	Public Works	347,637	400,000	0	0
Interdepartmental Services - Allocated Benefits	Public Works	190,130	140,000	0	0
Interdepartmental Services - Cost Allocation Plan	Non-Departmental	14,188,076	16,299,113	14,114,213	14,401,214
Misc Chg For Current Services	Community Development	240,349	250,000	223,885	232,971
Misc Chg For Current Services	Finance	498,627	453,000	405,680	422,143
Misc Chg For Current Services	Parks and Recreation	2,233,923	2,338,000	3,218,995	3,375,861
Misc Chg For Current Services	Police	475,468	304,000	272,244	283,292
Misc Chg For Current Services	Public Works	133,895	79,000	74,791	77,784
Miscellaneous Fees & Charges	City Clerk's Office	28,354	33,800	47,778	49,450
Miscellaneous Fees & Charges	Police	69,643	54,064	76,422	79,096
Monitored Alarms-Burg Intruder	Police	179,265	125,000	237,720	243,516
NFL Reimbursement	Non-Departmental	2,313,379	2,614,450	3,454,850	3,507,358
Non-NFL Reimbursement	Non-Departmental	1,874,381	2,955,845	2,855,350	2,886,858
Plan Check And Sign Fee	Community Development	5,945,114	4,500,000	4,657,500	4,820,513
Planning And Zoning Fees	Community Development	1,310,308	1,200,000	1,345,500	1,392,593
Recovery Fee-Towed Vehicles	Police	34,965	25,000	0	0
Stadium Authority Admin Reimbursement	Non-Departmental	561,198	694,072	1,186,488	1,227,740
Sewer Modeling Fee	Public Works	51,072	0	0	0
Swimming Pool Receipts	Parks and Recreation	86,890	80,000	82,800	85,698
Technology Fee	Non-Departmental	8	0	258,750	267,806
	Charges for Services Subtotal	**42,261,843**	**40,712,225**	**40,641,410**	**41,766,336**
Other Revenue					
Contribution In Lieu	Non-Departmental	21,985,803	23,094,590	24,333,275	26,343,925
Misc Other Revenue	City Attorney's Office	41,555	0	0	0
Misc Other Revenue	Community Development	204,142	400,000	52,760	52,760
Misc Other Revenue	Fire	32,412	5,300	1,865	1,865
Misc Other Revenue	Non-Departmental	93,924	350,000	0	0
Misc Other Revenue	Police	74,858	400	141	141
Misc Other Revenue	Public Works	148,658	101,608	45,235	45,235
Damage Recoveries	Fire	1,406	0	0	0
Damage Recoveries	Parks and Recreation	275	0	0	0
Damage Recoveries	Public Works	541	0	0	0
	Other Revenue Subtotal	**22,583,574**	**23,951,898**	**24,433,276**	**26,443,926**
	Total Revenue	**233,538,626**	**236,016,927**	**249,885,658**	**255,804,650**
Transfers From					
Certified Access Specialist (CASp) Certification and Training Fund	Non-Departmental	0	0	1,765	1,765
Community Activities Fund	Parks and Recreation	0	0	46,393	0
Convention Center Enterprise Fund	Non-Departmental	0	54,250	0	0
Expendable Trust Fund	Police	110,000	0	0	0
Fire Department Capital Fund	Fire	7,514	116,487	0	0
Parks and Recreation Capital Fund	Parks and Recreation	0	273,990	275,138	2,000
Recreation Programs Operations Fund	Parks and Recreation	0	0	344,589	0
Special Events Fund	Non-Departmental	371,309	0	0	0
Storm Drain Capital Fund	Public Works	1,278,661	1,447,000	1,398,145	1,459,965
Street Beautification Capital Fund	Public Works	0	309,566	0	0
	Transfers From Subtotal	**1,767,484**	**2,201,293**	**2,066,030**	**1,463,730**
	Total Transfers From	**1,767,484**	**2,201,293**	**2,066,030**	**1,463,730**
Total General Fund Sources by Category		**235,306,110**	**238,218,220**	**251,951,688**	**257,268,380**

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.

Certified Access Specialist (CASp) Certification and Training Fund (220)

Pursuant to Assembly Bill 1379, the City collects a $4 fee from every business license issued to applicants, from which the City retains 90 percent of all application fees collected to be used to increase CASp training and certification and to facilitate compliance with construction-related accessibility requirements. The City transmits the remaining 10 percent to the State Architect for deposit in the Disability Access and Education Revolving Fund. As such, this fund tracks revenues received from the collection of fees and expenditures related to CASp training and certification.

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 for the production of housing for all income levels. Revenues in the City Affordable Housing Fund is received from developer in-lieu fees, principal and interest repayments on housing loans, as well as interest income on pooled investments. The projected decrease in fund balance is a result of a developer loan in the amount of $5,000,000 that will support the construction of 145 Affordable Housing units at 2904 Corvin Drive.

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 will close in FY 2019/20 with balances transferring 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. The fund will also maintain additional funds 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 of the Parking Districts located near the City's Convention Center. Funds are received by means of a Special Benefits Assessment levied against the property owners in the respective districts.

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 applied annually and 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.

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. In FY 2019/20 and FY 2020/21, the Housing Authority Fund includes $200,000 to support a new pilot program that provides low interest loans to homeowners for the construction of accessory dwelling units that will serve a select group of income qualified individuals such as teachers and public service employees.

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.

The FY 2019/20 and FY 2020/21 budget will continue to support the administration of programs such as the Homeless Prevention Program and Tenant Based Rental Assistance Program and the management and monitoring of City assets.

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.

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 CDGB funds. Seniors are encouraged to access the many services available at the Senior Center while on site, and are given the opportunity to engage in Health & Wellness programs at the Senior Center. 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.

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 will close in FY 2019/20 with balances transferring 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 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 Budget for Fiscal Years 2019/20 and 2020/21.

Certified Access Specialist (CASp) Training and Certification Fund (220)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Unrestricted	0	0	0	0	24,155
Total Beginning Fund Balance	**0**	**0**	**0**	**0**	**24,155**
Revenue					
License Permit	0	0	0	37,995	37,995
Total Revenue	**0**	**0**	**0**	**37,995**	**37,995**
Transfers From					
Deposits Fund	0	0	0	24,155	0
General Fund - Building Inspection Reserve	0	0	0	7,000	7,000
Total Transfers From	**0**	**0**	**0**	**31,155**	**7,000**
Total Source of Funds	**0**	**0**	**0**	**69,150**	**69,150**
Expenditures					
Salaries	0	0	0	22,020	22,020
Materials/Services/Supplies	0	0	0	21,210	21,210
Total Expenditures	**0**	**0**	**0**	**43,230**	**43,230**
Transfers To					
General Fund	0	0	0	1,765	1,765
Total Transfers To	**0**	**0**	**0**	**1,765**	**1,765**
Ending Fund Balance					
Unrestricted	0	0	0	24,155	24,155
Total Ending Fund Balance	**0**	**0**	**0**	**24,155**	**24,155**
Total Use of Funds	**0**	**0**	**0**	**69,150**	**69,150**

Effective FY 2019/20, Fund 220 is established to recognize revenues and expenditures associated with the Certified Access Specialist Program (Assembly Bill 1379).

City Affordable Housing Fund (165)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	155,860	393,151	393,151	393,151	393,151
Unrestricted	7,513,688	8,287,204	8,287,204	1,952,658	1,128,626
Total Beginning Fund Balance	**7,669,548**	**8,680,355**	**8,680,355**	**2,345,809**	**1,521,777**
Revenue					
Other Fees for Services	1,250	31,703	31,703	31,703	31,703
Interest	99,974	15,000	15,000	15,000	15,525
Other Revenue	1,295,229	650,000	650,000	650,000	650,000
Total Revenue	**1,396,453**	**696,703**	**696,703**	**696,703**	**697,228**
Total Source of Funds	**9,066,001**	**9,377,058**	**9,377,058**	**3,042,512**	**2,219,005**
Expenditures					
Salaries	79,172	217,177	217,177	265,453	277,128
Retirement and Benefits	34,717	0	0	112,853	120,947
Materials/Services/Supplies	271,471	6,064,072	6,064,072	808,421	804,421
Services From Other Funds - Cost Allocation Plan	0	0	0	22,041	22,933
Interfund Services	0	0	0	11,967	11,987
Capital Outlay	286	750,000	750,000	300,000	300,000
Total Expenditures	**385,646**	**7,031,249**	**7,031,249**	**1,520,735**	**1,537,416**
Ending Fund Balance					
Encumbrance Carryover	393,151	393,151	393,151	393,151	393,151
Unrestricted	8,287,204	1,952,658	1,952,658	1,128,626	288,438
Total Ending Fund Balance	**8,680,355**	**2,345,809**	**2,345,809**	**1,521,777**	**681,589**
Total Use of Funds	**9,066,001**	**9,377,058**	**9,377,058**	**3,042,512**	**2,219,005**

Note: FY 2018/19 reflects the City's loan to a developer in the amount of $5,000,000 to fund the construction of 145 affordable housing units at 2904 Corvin Drive as approved by the City Council on February 19, 2019.

Community Activities Fund (084)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Unrestricted	239,576	323,443	323,443	156,698	0
Total Beginning Fund Balance	**239,576**	**323,443**	**323,443**	**156,698**	**0**
Revenue					
Fines Penalties	642	0	922	0	0
Other Fees for Services	102,163	0	100,295	0	0
Other Revenue	105,476	0	36,953	0	0
Total Revenue	**208,281**	**0**	**138,170**	**0**	**0**
Transfers From					
Recreation Operations Programs Fund	**0**	16,000	0	0	0
Total Transfers From	**0**	**16,000**	**0**	**0**	**0**
Total Source of Funds	**447,857**	**339,443**	**461,613**	**156,698**	**0**
Expenditures					
Center Activities	0	0	1,702	0	0
Health Services	18,775	16,000	151,660	0	0
Project Self-Sufficiency	0	0	2,748	0	0
Sr. Center Ceramics	0	0	1,240	0	0
Sr. Center Fitness	5,027	0	15,976	0	0
Sr. Center Lapidary	4,880	0	708	0	0
Sr. Center Snack Bar	33,059	0	24,965	0	0
Sr. Center Tuesday Dances	0	0	6,241	0	0
Sr. Center Thursday Dances	17,011	0	7,132	0	0
Sr. Center Woodshop	1,112	0	1,055	0	0
Sr. Citizen Tours Surplus	42,550	0	72,704	0	0
Wade Brummal Scholarship Fund	2,000	0	4,000	0	0
Walter E Schmidit Youth Activity Center	0	0	14,784	0	0
Total Expenditures	**124,414**	**16,000**	**304,915**	**0**	**0**
Transfers To					
General Fund	0	0	0	46,392	0
Public Donations Fund	0	0	0	110,306	0
Total Transfers To	**0**	**0**	**0**	**156,698**	**0**
Ending Fund Balance					
Unrestricted	323,443	323,443	156,698	0	0
Total Ending Fund Balance	**323,443**	**323,443**	**156,698**	**0**	**0**
Total Use of Funds	**447,857**	**339,443**	**461,613**	**0**	**0**

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

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Capital Reserve	0	0	0	0	68,875
Total Beginning Fund Balance	**0**	**0**	**0**	**0**	**68,875**
Revenue					
Special Tax Revenues	0	0	0	344,374	354,706
Total Revenue	**0**	**0**	**0**	**344,374**	**354,706**
Total Source of Funds	**0**	**0**	**0**	**344,374**	**423,581**
Expenditures					
Administration	0	0	0	1,785	1,839
Facilities	0	0	0	72,900	75,087
Landscaped Parkways	0	0	0	26,875	27,681
Parking Enforcement	0	0	0	84,193	86,719
Parking Space Maintenance	0	0	0	3,207	3,303
Parks	0	0	0	83,551	86,058
Roadways	0	0	0	2,988	3,078
Total Expenditures	**0**	**0**	**0**	**275,499**	**283,765**
Ending Fund Balance					
Capital Reserve	0	0	0	68,875	139,816
Total Ending Fund Balance	**0**	**0**	**0**	**68,875**	**139,816**
Total Use of Funds	**0**	**0**	**0**	**344,374**	**423,581**

Convention Center Maintenance District Fund (026)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	71,327	97,772	97,772	97,772	97,772
Unrestricted	0	140,082	140,082	140,082	116,390
Total Beginning Fund Balance	**71,327**	**237,854**	**237,854**	**237,854**	**214,162**
Revenue					
Fines Penalties	3,644	0	0	0	0
Other Fees for Services	818,744	856,528	856,528	926,770	1,015,591
Other Revenue	22,529	0	0	0	0
Total Revenue	**844,917**	**856,528**	**856,528**	**926,770**	**1,015,591**
Transfers From					
General Fund	669,941	706,591	706,591	771,348	835,358
Total Transfers From	**669,941**	**706,591**	**706,591**	**771,348**	**835,358**
Total Source of Funds	**1,586,185**	**1,800,973**	**1,800,973**	**1,935,972**	**2,065,111**
Expenditures					
Salaries	16,140	15,926	15,926	17,613	18,339
Retirement and Benefits	8,651	9,775	9,775	9,329	9,879
Materials/Services/Supplies	1,228,665	1,442,214	1,442,214	1,586,628	1,735,550
Services From Other Funds - Cost Allocation Plan	24,574	28,122	28,122	40,740	42,387
Interfund Services	70,301	67,082	67,082	67,500	69,525
Total Expenditures	**1,348,331**	**1,563,119**	**1,563,119**	**1,721,810**	**1,875,680**
Ending Fund Balance					
Encumbrance Carryover	97,772	97,772	97,772	97,772	97,772
Unrestricted	140,082	140,082	140,082	116,390	91,659
Total Ending Fund Balance	**237,854**	**237,854**	**237,854**	**214,162**	**189,431**
Total Use of Funds	**1,586,185**	**1,800,973**	**1,800,973**	**1,935,972**	**2,065,111**

Downtown Parking Maintenance District Fund (025)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	5,000	4,400	4,400	4,400	4,400
Unrestricted	315,063	419,268	419,268	267,668	258,998
Total Beginning Fund Balance	**320,063**	**423,668**	**423,668**	**272,068**	**263,398**
Revenue					
Fines Penalties	2,759	2,179	2,179	2,759	1,235
Other Fees for Services	12,392	12,021	12,021	11,441	13,419
Total Revenue	**15,151**	**14,200**	**14,200**	**14,200**	**14,654**
Transfers From					
General Fund	183,599	175,542	175,542	145,983	151,063
Total Transfers From	**183,599**	**175,542**	**175,542**	**145,983**	**151,063**
Total Source of Funds	**518,813**	**613,410**	**613,410**	**432,251**	**429,115**
Expenditures					
Salaries	7,760	47,632	47,632	47,444	49,507
Retirement and Benefits	28,036	30,014	30,014	26,480	28,242
Materials/Services/Supplies	47,983	70,919	70,919	79,366	80,744
Services From Other Funds - Cost Allocation Plan	10,555	12,079	12,079	13,155	13,687
Interfund Services	811	698	698	2,408	2,480
Capital Outlay	0	180,000	180,000	0	0
Total Expenditures	**95,145**	**341,342**	**341,342**	**168,853**	**174,660**
Ending Fund Balance					
Encumbrance Carryover	4,400	4,400	4,400	4,400	4,400
Unrestricted	419,268	267,668	267,668	258,998	250,055
Total Ending Fund Balance	**423,668**	**272,068**	**272,068**	**263,398**	**254,455**
Total Use of Funds	**518,813**	**613,410**	**613,410**	**432,251**	**429,115**

Endowment Care Fund (077)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Unrestricted	1,397,587	1,490,705	1,490,705	1,570,635	1,660,635
Total Beginning Fund Balance	**1,397,587**	**1,490,705**	**1,490,705**	**1,570,635**	**1,660,635**
Revenue					
Other Fees for Services	93,118	0	90,000	90,000	90,000
Interest	16,739	0	20,000	20,000	20,000
Total Revenue	**109,857**	**0**	**110,000**	**110,000**	**110,000**
Total Source of Funds	**1,507,444**	**1,490,705**	**1,600,705**	**1,680,635**	**1,770,635**
Transfers To					
Cemetery Fund	16,739	0	30,070	20,000	20,000
Total Transfers To	**16,739**	**0**	**30,070**	**20,000**	**20,000**
Ending Fund Balance					
Unrestricted	1,490,705	1,490,705	1,570,635	1,660,635	1,750,635
Total Ending Fund Balance	**1,490,705**	**1,490,705**	**1,570,635**	**1,660,635**	**1,750,635**
Total Use of Funds	**1,507,444**	**1,490,705**	**1,600,705**	**1,680,635**	**1,770,635**

Engineering Operating Grant Trust Fund (144)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	0	806,710	806,710	0	0
Unrestricted	(336)	(940,532)	(940,532)	0	0
Total Beginning Fund Balance	**(336)**	**(133,822)**	**(133,822)**	**0**	**0**
Revenue					
Other Agencies Revenues	0	910,000	930,000	0	0
Total Revenue	**0**	**910,000**	**930,000**	**0**	**0**
Transfers From					
General Fund - Building Inspection Reserve	0	105,909	105,909	0	0
Total Transfers From	**0**	**105,909**	**105,909**	**0**	**0**
Total Source of Funds	**(336)**	**882,087**	**902,087**	**0**	**0**
Expenditures					
One Bay Area Grant 15-16 City Match	26,995	78,913	78,914	0	0
One Bay Area Grant 15-16	103,291	806,710	806,710	0	0
VRF Countywide ITS 15-16	3,200	0	16,464	0	0
Total Expenditures	**133,486**	**885,623**	**902,087**	**0**	**0**
Ending Fund Balance					
Encumbrance Carryover	806,710	0	0	0	0
Unrestricted	(940,532)	(3,536)	0	0	0
Total Ending Fund Balance	**(133,822)**	**0**	**0**	**0**	**0**
Total Use of Funds	**(336)**	**882,087**	**902,087**	**0**	**0**

Expendable Trust Fund (079)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	339,982	299,960	299,960	0	0
Unrestricted	893,168	802,387	802,387	0	0
Total Beginning Fund Balance	**1,233,150**	**1,102,347**	**1,102,347**	**0**	**0**
Revenue					
Grants					
City Attorney's Office	313	0	0	0	0
City Manager's Office	501,866	0	0	0	0
Fire	8,183	0	3,910	0	0
Information Technology	8,250	0	7,090	0	0
Police	54,955	0	59,931	0	0
Public Works	34,023	0	28,574	0	0
Total Revenue	**607,590**	**0**	**99,505**	**0**	**0**
Total Source of Funds	**1,840,740**	**1,102,347**	**1,201,852**	**0**	**0**
Expenditures					
City Attorney's Office					
Environment Enforcement Fines - City	0	32,411	221	0	0
City Manager's Office					
Related - City Place Santa Clara	206,643	0	77,650	0	0
Fire					
CUPA Administrative Enforcement Order Penalties	21,197	94,477	94,477	0	0
Environment Enforcement Fines - City	0	0	0	0	0
Environment Enforcement Fines - Fire	725	34,103	34,103	0	0
Training Classes	4,943	19,011	19,011	0	0
Information Technology					
SVACA Billings - City Depts	8,250	0	0	0	0
Library					
CLSA - Transaction Based Reimbursement	8,596	65,644	65,644	0	0
Public Library Foundation	0	113,950	113,950	0	0
Police					
Bingo Enforcement Fees	42,929	222,437	222,437	0	0
Seized Asset Funds - Local	0	41	41	0	0
Seized Asset Funds - State	0	246,447	246,447	0	0
Seized Asset Funds - US Justice	0	181,559	181,559	0	0
Shooting Range Recycled Casings	0	2,320	2,320	0	0
Public Works					
Environment Enforcement Fines - Street	0	12,875	12,875	0	0
Related - City Place Santa Clara	45,784	0	0	0	0
Seized Asset Funds - Local	0	1,617	1,617	0	0
SVACA Billings - City Depts	35,748	0	0	0	0
Total Expenditures	**374,815**	**1,026,892**	**1,072,352**	**0**	**0**

Expendable Trust Fund (079)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Transfers To					
General Fund	110,000	0	0	0	0
Police Operating Grant Trust Fund	153,578	129,500	129,500	0	0
Public Buildings Capital Fund	100,000	0	0	0	0
Total Transfers To	**363,578**	**129,500**	**129,500**	**0**	**0**
Ending Fund Balance					
Encumbrance Carryover	299,960	0	0	0	0
Unrestricted	802,387	(54,045)	0	0	0
Total Ending Fund Balance	**1,102,347**	**(54,045)**	**0**	**0**	**0**
Total Use of Funds	**1,840,740**	**1,102,347**	**1,201,852**	**0**	**0**

Fire Operating Grant Trust Fund (178)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	25,000	46,790	46,790	46,790	46,790
Unrestricted	18,676	(414,041)	(414,041)	(3,852)	(3,852)
Total Beginning Fund Balance	**43,676**	**(367,251)**	**(367,251)**	**42,938**	**42,938**
Revenue					
Other Agencies Revenue	17,379	443,019	443,019	0	0
Total Revenue	**17,379**	**443,019**	**443,019**	**0**	**0**
Transfers From					
General Fund	28,665	0	**0**	**0**	**0**
Total Transfers From	**28,665**	**0**	**0**	**0**	**0**
Total Source of Funds	**89,720**	**75,768**	**75,768**	**42,938**	**42,938**
Expenditures					
Assistance to Firefighter FY17/18 City Match	16,776	6,734	6,734	0	0
Assistance to Firefighter FY 17/18	244,322	0	0	0	0
California Enviornmental Protection Agency Environmental Enforcement Training	214	26,096	26,096	0	0
Certified Unifited Program Agencies Forum Environmental Protection Trust Grant	25,000	0	0	0	0
Urban Search and Rescue Deployment	146,618	0	0	0	0
Urban Search and Rescue Maintenance Fee	1,000	0	0	0	0
Urban Search and Rescue Team Training	23,041	0	0	0	0
Total Expenditures	**456,971**	**32,830**	**32,830**	**0**	**0**
Ending Fund Balance					
Encumbrance Carryover	46,790	46,790	46,790	46,790	46,790
Unrestricted	(414,041)	(3,852)	(3,852)	(3,852)	(3,852)
Total Ending Fund Balance	**(367,251)**	**42,938**	**42,938**	**42,938**	**42,938**
Total Use of Funds	**89,720**	**75,768**	**75,768**	**42,938**	**42,938**

Gas Tax Fund (121)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Unrestricted	0	0	0	1,024,560	16,512
Total Beginning Fund Balance	**0**	**0**	**0**	**1,024,560**	**16,512**
Revenue					
Other Agencies Revenue	0	3,150,000	2,610,000	3,246,500	2,100,000
Total Revenue	**0**	**3,150,000**	**2,610,000**	**3,246,500**	**2,100,000**
Transfers From					
Special Gas Tax Fund	0	1,814,500	1,814,500	0	0
Total Transfers From	**0**	**1,814,500**	**1,814,500**	**0**	**0**
Total Source of Funds	**0**	**4,964,500**	**4,424,500**	**4,271,060**	**2,116,512**
Transfers To					
Streets and Highways Capital Fund	0	3,399,940	3,399,940	4,254,548	2,073,457
Total Transfers To	**0**	**3,399,940**	**3,399,940**	**4,254,548**	**2,073,457**
Ending Fund Balance					
Unrestricted	0	1,564,560	1,024,560	16,512	43,055
Total Ending Fund Balance	**0**	**1,564,560**	**1,024,560**	**16,512**	**43,055**
Total Use of Funds	**0**	**4,964,500**	**4,424,500**	**4,271,060**	**2,116,512**

Housing and Urban Development Fund (562)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	687,329	1,153,042	1,153,042	685,348	685,348
Unrestricted	643,956	588,552	588,552	1,437,568	217,389
Total Beginning Fund Balance	**1,331,285**	**1,741,594**	**1,741,594**	**2,122,916**	**902,737**
Revenue					
Other Agencies Revenue	1,194,417	1,828,520	1,828,520	1,642,844	1,560,701
Interest	8,896	0	0	0	0
Other Revenue	653,795	842,936	842,936	983,273	934,111
Total Revenue	**1,857,108**	**2,671,456**	**2,671,456**	**2,626,117**	**2,494,812**
Total Source of Funds	**3,188,393**	**4,413,050**	**4,413,050**	**4,749,033**	**3,397,549**
Expenditures					
Salaries	264,547	421,746	421,746	310,710	327,634
Retirement and Benefits	73,968	0	0	162,894	174,239
Public Service Agency	196,405	191,500	191,500	206,500	211,500
Neighborhood Conservation and Improvement Program	159,231	727,238	402,520	1,121,611	881,316
Tenant Based Rental Assistance	508,709	989,000	989,000	1,136,770	836,770
Affordable Rental Housing	243,939	1,018,235	285,368	732,867	0
Community Housing Development Organization (CHDO)	0	156,513	0	174,944	63,353
Total Expenditures	**1,446,799**	**3,504,232**	**2,290,134**	**3,846,296**	**2,494,812**
Ending Fund Balance					
Encumbrance Carryover	1,153,042	1,153,042	685,348	685,348	685,348
Unrestricted	588,552	(244,224)	1,437,568	217,389	217,389
Total Ending Fund Balance	**1,741,594**	**908,818**	**2,122,916**	**902,737**	**902,737**
Total Use of Funds	**3,188,393**	**4,413,050**	**4,413,050**	**4,749,033**	**3,397,549**

Housing Authority Fund (164)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	101,550	21,998	21,998	21,998	21,998
Unrestricted	2,455,309	2,949,795	2,949,795	2,920,806	2,634,183
Total Beginning Fund Balance	**2,556,859**	**2,971,793**	**2,971,793**	**2,942,804**	**2,656,181**
Revenue					
Interest	458,340	10,000	10,000	10,000	10,350
Other Revenue	641	250,000	250,000	250,000	250,000
Total Revenue	**458,981**	**260,000**	**260,000**	**260,000**	**260,350**
Total Source of Funds	**3,015,840**	**3,231,793**	**3,231,793**	**3,202,804**	**2,916,531**
Expenditures					
Salaries	21,072	58,389	58,389	68,197	71,985
Retirement and Benefits	10,747	0	0	33,842	36,295
Materials/Services/Supplies	12,228	130,600	130,600	138,600	130,600
Interfund Services	0	0	0	5,984	5,995
Capital Outlay	0	100,000	100,000	300,000	300,000
Total Expenditures	**44,047**	**288,989**	**288,989**	**546,623**	**544,875**
Ending Fund Balance					
Encumbrance Carryover	21,998	21,998	21,998	21,998	21,998
Unrestricted	2,949,795	2,920,806	2,920,806	2,634,183	2,349,658
Total Ending Fund Balance	**2,971,793**	**2,942,804**	**2,942,804**	**2,656,181**	**2,371,656**
Total Use of Funds	**3,015,840**	**3,231,793**	**3,231,793**	**3,202,804**	**2,916,531**

Housing Successor Agency Fund (169)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	56,312	225,000	225,000	225,000	225,000
Unrestricted	9,458,673	10,632,736	10,632,736	10,525,409	9,964,020
Total Beginning Fund Balance	**9,514,985**	**10,857,736**	**10,857,736**	**10,750,409**	**10,189,020**
Revenue					
Other Fees for Services	0	31,000	31,000	31,000	31,000
Interest	120,294	50,000	50,000	50,000	51,750
Rents	140,000	0	0	0	0
Other Revenue	1,539,415	500,000	500,000	300,000	300,000
Sale of Land	0	0	0	11,650,000	0
Total Revenue	**1,799,709**	**581,000**	**581,000**	**12,031,000**	**382,750**
Total Source of Funds	**11,314,694**	**11,438,736**	**11,438,736**	**22,781,409**	**10,571,770**
Expenditures					
Salaries	93,317	196,827	196,827	231,594	242,862
Retirement and Benefits	38,599	0	0	107,563	115,326
Materials/Services/Supplies	325,042	491,500	491,500	573,500	557,500
Services from Other Funds - Cost Allocation Plan	0	0	0	17,765	18,483
Interfund Services	0	0	0	11,967	11,987
Loan	0	0	0	11,650,000	0
Total Expenditures	**456,958**	**688,327**	**688,327**	**12,592,389**	**946,158**
Ending Fund Balance					
Encumbrance Carryover	225,000	225,000	225,000	225,000	225,000
Unrestricted	10,632,736	10,525,409	10,525,409	9,964,020	9,400,612
Total Ending Fund Balance	**10,857,736**	**10,750,409**	**10,750,409**	**10,189,020**	**9,625,612**
Total Use of Funds	**11,314,694**	**11,438,736**	**11,438,736**	**22,781,409**	**10,571,770**

Note: FY 2019/20 reflects the City's loan to a developer in the amount of $11,650,000 to fund the construction of an affordable housing project (Approved by City Council on January 29, 2019).

Library Donations Trust Fund (072)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	278,921	0	0	0	0
Unrestricted	61,339	79,563	79,563	45,526	45,526
Total Beginning Fund Balance	**340,260**	**79,563**	**79,563**	**45,526**	**45,526**
Revenue					
Other Revenue	771	0	172,763	0	0
Total Revenue	**771**	**0**	**172,763**	**0**	**0**
Total Source of Funds	**341,031**	**79,563**	**252,326**	**45,526**	**45,526**
Expenditures					
City Library Foundation Trust	0	580	150,580	0	0
Even Start Program	0	6	6	0	0
In Memory A.Nadler	0	232	232	0	0
In Memory J.Jaffer	0	1,440	1,440	0	0
In Memory M.Dry	0	4,000	4,000	0	0
Library Books	0	25,530	25,530	0	0
Library Tote Bags	2,822	2,257	2,257	0	0
Literacy Program	1,399	0	0	0	0
SCSQ Irvine Contribution	257,247	22,754	22,754	0	0
Total Expenditures	**261,468**	**56,800**	**206,800**	**0**	**0**
Ending Fund Balance					
Unrestricted	79,563	22,763	45,526	45,526	45,526
Total Ending Fund Balance	**79,563**	**22,763**	**45,526**	**45,526**	**45,526**
Total Use of Funds	**341,031**	**79,563**	**252,326**	**45,526**	**45,526**

Library Operating Grant Trust Fund (112)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	56,892	26,724	26,724	0	0
Unrestricted	4,960	13,169	13,169	0	20,000
Total Beginning Fund Balance	**61,852**	**39,893**	**39,893**	**0**	**20,000**
Revenue					
Other Agencies Revenue	55,596	0	61,025	47,500	47,500
Total Revenue	**55,596**	**0**	**61,025**	**47,500**	**47,500**
Total Source of Funds	**117,448**	**39,893**	**100,918**	**47,500**	**67,500**
Expenditures					
Adult Literacy Program	69,020	26,676	81,748	20,000	40,000
Central Studio 14-15	0	389	389	0	0
John Cotton Dana Library Award	812	4,999	4,999	0	0
PLP CLSA Networking	3,353	1,666	1,666	0	0
PLP Innovation and Technology	2,533	0	0	7,500	7,500
PLP Innovation and Tech 17-18	1,837	6,163	6,163	0	0
PLP Overdrive CLSA Allocation	0	0	5,953	0	0
Total Expenditures	**77,555**	**39,893**	**100,918**	**27,500**	**47,500**
Ending Fund Balance					
Encumbrance Carryover	26,724	0	0	0	0
Unrestricted	13,169	0	0	20,000	20,000
Total Ending Fund Balance	**39,893**	**0**	**0**	**20,000**	**20,000**
Total Use of Funds	**117,448**	**39,893**	**100,918**	**47,500**	**67,500**

Other City Departments Operating Grant Trust Fund (101)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Unrestricted	0	0	0	0	0
Total Beginning Fund Balance	**0**	**0**	**0**	**0**	**0**
Revenue					
Other Agencies Revenue	77,421	0	0		
Total Revenue	**77,421**	**0**	**0**	**0**	**0**
Total Source of Funds	**77,421**	**0**	**0**	**0**	**0**
Expenditures					
Electric Utility					
Federal Emergency Management (FEMA)	20,080	0	0	0	0
CA Portion of FEMA Grant Reimbursement	4,135	0	0	0	0
Police					
State Homeland Security Grant Program FY15	6,093	0	0	0	0
State Homeland Security Grant Program FY17	12,407	0	0	0	0
Public Works					
Federal Emergency Management (FEMA)	17,480	0	0	0	0
CA Portion of FEMA Grant Reimbursement	3,728	0	0	0	0
Water and Sewer Utilities					
Federal Emergency Management (FEMA)	10,904	0	0	0	0
CA Portion of FEMA Grant Reimbursement	2,594	0	0	0	0
Total Expenditures	**77,421**	**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	**77,421**	**0**	**0**	**0**	**0**

Parks and Recreation Operating Grant Trust Fund (111)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	21,256	23,509	23,509	0	0
Unrestricted	(25,217)	(25,592)	(25,592)	0	0
Total Beginning Fund Balance	**(3,961)**	**(2,083)**	**(2,083)**	**0**	**0**
Revenue					
Other Agencies Revenue	127,308	212,882	212,882	144,539	144,539
Other Revenue	1,000	0	0	0	0
Total Revenue	**128,308**	**212,882**	**212,882**	**144,539**	**144,539**
Transfers From					
General Fund	0	3,445	3,445	3,445	3,445
Total Transfers From	0	**3,445**	**3,445**	**3,445**	**3,445**
Total Source of Funds	**124,347**	**214,244**	**214,244**	**147,984**	**147,984**
Expenditures					
Salaries	41,079	61,616	61,616	63,628	63,628
Materials/Services/Supplies	85,351	152,628	152,628	84,356	84,356
Total Expenditures	**126,430**	**214,244**	**214,244**	**147,984**	**147,984**
Ending Fund Balance					
Encumbrance Carryover	23,509	0	0	0	0
Unrestricted	(25,592)	0	0	0	0
Total Ending Fund Balance	**(2,083)**	**0**	**0**	**0**	**0**
Total Use of Funds	**124,347**	**214,244**	**214,244**	**147,984**	**147,984**

Perpetual Care Fund (076)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 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	443	0	930	500	500
Total Revenue	**443**	**0**	**930**	**500**	**500**
Total Source of Funds	**38,687**	**38,244**	**39,174**	**38,744**	**38,744**
Transfers To					
Cemetery Fund	443	0	930	500	500
Total Transfers To	**443**	**0**	**930**	**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	**38,687**	**38,244**	**39,174**	**38,744**	**38,744**

Police Operating Grant Trust Fund (177)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	48,018	186,713	186,713	0	0
Unrestricted	572,771	581,090	581,090	0	0
Total Beginning Fund Balance	**620,789**	**767,803**	**767,803**	**0**	**0**
Revenue					
Other Agencies Revenue	373,086	652,589	652,589	0	0
Other Fees for Services	104,907	0	0	0	0
Other Sources	0	0	0	0	0
Total Revenue	**477,993**	**652,589**	**652,589**	**0**	**0**
Transfers From					
Expendable Trust Fund	153,578	129,500	129,500	0	0
Total Transfers From	**153,578**	**129,500**	**129,500**	**0**	**0**
Total Source of Funds	**1,252,360**	**1,549,892**	**1,549,892**	**0**	**0**
Expenditures					
Abandoned Vehicle Abatement	104,907	0	0	0	0
Alcoholic Beverage Control 15-16	0	0	0	0	0
Alcoholic Beverage Control 16-17	0	0	0	0	0
Alcoholic Beverage Control 17-18	77,143	0	0	0	0
Avoid The 13 DUI Enforcement 15-16	0	0	0	0	0
Board of State and Community	0	44,039	44,039	0	0
Citizens' Option for Public Safety 15-16	31,214	9,737	9,737	0	0
Citizens' Option for Public Safety 16-17	14,288	254,787	254,787	0	0
Citizens' Option for Public Safety 17-18	952	188,743	188,743	0	0
Citizens' Option for Public Safety 18-19	0	196,976	196,976	0	0
Edward Byrne Memorial JAG 16-17	0	0	0	0	0
OTS-Pedestrian and Bicycle Safety	23,203	0	0	0	0
Seized Asset Funds	153,578	129,500	129,500	0	0
Silicon Valley Community Foundation	30,000	0	0	0	0
Tobacco Tax Act of 2016 Grant	0	441,510	441,510	0	0
West Valley College Training Program	49,274	284,600	284,600	0	0
Total Expenditures	**484,558**	**1,549,892**	**1,549,892**	**0**	**0**
Ending Fund Balance					
Encumbrance Carryover	186,713	0	0	0	0
Unrestricted	581,090	0	0	0	0
Total Ending Fund Balance	**767,803**	**0**	**0**	**0**	**0**
Total Use of Funds	**1,252,360**	**1,549,892**	**1,549,892**	**0**	**0**

Public Donations Fund (067)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Unrestricted	213,701	212,445	212,445	0	0
Total Beginning Fund Balance	**213,701**	**212,445**	**212,445**	**0**	**0**
Revenue					
Donations					
City Manager's Office	1,275	0	125	0	0
Community Development	75	0	0	0	0
Electric Utility	473	0	0	0	0
Police	0	0	7,000	0	0
Public Works	550	0	0	0	0
Total Revenue	**2,373**	**0**	**7,125**	**0**	**0**
Transfers From					
Recreation Programs Operations Fund	0	0	0	159,797	0
Community Activities Fund	0	0	0	110,307	0
Total Transfers From	**0**	**0**	**0**	**270,104**	**0**
Total Source of Funds	**216,074**	**212,445**	**219,570**	**270,104**	**0**
Expenditures					
City Manager's Office					
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 - Concerts in the Park	0	6	6	0	0
Donations - Help Your Neighbor	1,220	14,830	14,953	0	0
Donations - Mission City Community	0	67	67	0	0
Donations - Undesignated	0	25	25	0	0
S.C. Art in Public Places	0	37,720	37,720	0	0
Community Development					
Donations - Berryessa Adobe	0	1,150	1,150	0	0
Donations - Historical Preservation	0	3,716	4,076	0	0
Electric Utility					
Donations - Neighborhood Solar	0	144,242	144,242	0	0
Fire					
Donations - Fire Safety	822	1,960	1,960	0	0
Donations - Public Education	0	1,384	1,384	0	0
Parks and Recreation					
Arts, Crafts and Wine Festival	0	0	0	159,787	0
Case Management Grant	0	0	0	4,969	0
Teens - Youth Commission	0	0	0	10	0
Wade Brummal Scholarship Fund	0	0	0	105,338	0
Police					
Donation - Police K9 Program	0	0	7,000	0	0
Police - Bicycle Safety Program	0	1,377	1,377	0	0
Police - Voucher Program	0	3,540	3,540	0	0

Public Donations Fund (067)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Expenditures					
Public Works					
Donations - Arbor Day	1,587	0	0	0	0
Total Expenditures	**3,629**	**212,087**	**219,570**	**270,104**	**0**
Ending Fund Balance					
Unrestricted	212,445	358	0	0	0
Total Ending Fund Balance	**212,445**	**358**	**0**	**0**	**0**
Total Use of Funds	**216,074**	**212,445**	**219,570**	**270,104**	**0**

Public, Educational and Governmental Fee Fund (221)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Unrestricted	0	0	0	0	1,039,457
Total Beginning Fund Balance	**0**	**0**	**0**	**0**	**1,039,457**
Transfers From					
General Government Capital Fund	0	0	0	1,239,457	0
Total Transfers From	**0**	**0**	**0**	**1,239,457**	**0**
Total Source of Funds	**0**	**0**	**0**	**1,239,457**	**1,039,457**
Expenditures					
Capital Outlay	0	0	0	200,000	0
Total Expenditures	**0**	**0**	**0**	**200,000**	**0**
Ending Fund Balance					
Unrestricted	0	0	0	1,039,457	1,039,457
Total Ending Fund Balance	**0**	**0**	**0**	**1,039,457**	**1,039,457**
Total Use of Funds	**0**	**0**	**0**	**1,239,457**	**1,039,457**

Recreation Programs Operations Fund (041)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	6,450	0	0	0	0
Unrestricted	855,018	902,500	902,500	504,386	0
Total Beginning Fund Balance	**861,468**	**902,500**	**902,500**	**504,386**	**0**
Revenue					
Other Fees for Services	405,502	0	238,212	0	0
Other Revenue	186,366	150,656	150,656	0	0
Total Revenue	**591,868**	**150,656**	**388,868**	**0**	**0**
Total Source of Funds	**1,453,336**	**1,053,156**	**1,291,368**	**504,386**	**0**
Expenditures					
Arts, Crafts and Wine Festival	172,332	152,489	167,645	0	0
Camping - Holiday Camp	0	1,693	1,693	0	0
Camping - Homeridge Camp	4,653	49,145	50,960	0	0
Camping - Lick Mill Camp	1,442	5,847	10,491	0	0
Camping - Santa Breakfast	1,965	1,722	1,876	0	0
Community Garden	0	0	15	0	0
Cultural - Arts & Crafts	11,589	0	8,023	0	0
Cultural - Ceramics	5,243	16,088	19,408	0	0
Cultural - Dance	73,406	0	91,994	0	0
Cultural - Face I	18,908	0	20,567	0	0
Cultural - GROUP X	701	6,227	5,662	0	0
Cultural - Holiday Classes	1,810	2,899	2,127	0	0
Cultural - Junior Theatre	90,174	0	39,828	0	0
Cultural - Kids Cooking	0	2,165	5,499	0	0
Cultural - Special Events	0	999	999	0	0
Pre-School - 3Yr Old	10,353	74,887	42,964	0	0
Pre-School - 4 Yr Old Am	14,265	58,617	37,021	0	0
Pre-School - 4Yr Old Pm	3,269	13,443	7,532	0	0
Pre-School - T-Shirts	0	1,751	1,751	0	0
Recreation - 041 Program Surplus	16,951	24,119	0	0	0
Sports - Elementary School Events	472	24,056	30,069	0	0
Sports - Gymnastics Fees	12,305	12,519	12,685	0	0
Sports - Lifeguarding	4,161	10,817	11,568	0	0
Sports - Saturday Leauge Basketball	46	1,687	1,687	0	0
Sports - Sport Adv, Ext Care	9,953	3,413	15,967	0	0
Sports - Sport Escape	7,399	0	14,545	0	0
Sports - Sports Jam	9,631	0	24,643	0	0
Sports - YAC Classes	6,304	36,661	23,467	0	0
Teens - Teen Breakaways	47,557	42,842	79,456	0	0
Teens - Special Events	5,844	0	9,395	0	0
Teens - Teen Cafe	8,602	0	13,460	0	0
Teens - Youth Commission	3,787	0	2,724	0	0
Therapeutics - Aquatics	154	148	1,255	0	0
Therapeutics - Children	59	434	891	0	0

Recreation Programs Operations Fund (041)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Expenditures					
Therapeutics - Dance Classes	1,270	81	744	0	0
Therapeutics - Fitness Class	0	0	6	0	0
Therapeutics - Older Adult	724	1,006	1,232	0	0
Therapeutics - Social Lites	1,398	0	3,082	0	0
Therapeutics - Special Activities	1,112	1,517	2,124	0	0
Therapeutics - Special Interest	0	482	1,071	0	0
Therapeutics - Teens	284	1,383	2,200	0	0
Therapeutics - Young Adult	2,713	923	2,656	0	0
Total Expenditures	**550,836**	**550,060**	**770,982**	**0**	**0**
Transfers To					
Community Activities Fund	0	16,000	16,000	0	0
General Fund	0	0	0	344,589	0
Public Donations Fund	0	0	0	159,797	0
Total Transfers To	**0**	**16,000**	**16,000**	**504,386**	**0**
Ending Fund Balance					
Unrestricted	902,500	487,096	504,386	0	0
Total Ending Fund Balance	**902,500**	**487,096**	**504,386**	**0**	**0**
Total Use of Funds	**1,453,336**	**1,053,156**	**1,291,368**	**504,386**	**0**

Road Maintenance and Rehabilitation (SB1) Fund (122)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Unrestricted	0	464,152	464,152	0	0
Total Beginning Fund Balance	**0**	**464,152**	**464,152**	**0**	**0**
Revenue					
Other Agencies Revenue	464,152	2,050,000	2,285,058	2,050,000	2,050,000
Total Revenue	**464,152**	**2,050,000**	**2,285,058**	**2,050,000**	**2,050,000**
Total Source of Funds	**464,152**	**2,514,152**	**2,749,210**	**2,050,000**	**2,050,000**
Transfers To					
Streets and Highways Capital Fund	0	2,050,000	2,749,210	2,050,000	2,050,000
Total Transfers To	**0**	**2,050,000**	**2,749,210**	**2,050,000**	**2,050,000**
Ending Fund Balance					
Unrestricted	464,152	464,152	0	0	0
Total Ending Fund Balance	**464,152**	**464,152**	**0**	**0**	**0**
Total Use of Funds	**464,152**	**2,514,152**	**2,749,210**	**2,050,000**	**2,050,000**

Traffic Mitigation Fund (123)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Unrestricted	0	0	0	3,030,240	3,030,240
Total Beginning Fund Balance	**0**	**0**	**0**	**3,030,240**	**3,030,240**
Revenue					
Other Fees for Services	0	800,000	800,000	899,500	1,531,500
Total Revenue	**0**	**800,000**	**800,000**	**899,500**	**1,531,500**
Transfers From					
Traffic Mitigation Capital Fund	0	2,823,740	2,823,740	0	0
Total Transfers From	**0**	**2,823,740**	**2,823,740**	**0**	**0**
Total Source of Funds	**0**	**3,623,740**	**3,623,740**	**3,929,740**	**4,561,740**
Transfers To					
Streets and Highways Capital Fund	0	793,500	593,500	899,500	1,531,500
Total Transfers To	**0**	**793,500**	**593,500**	**899,500**	**1,531,500**
Ending Fund Balance					
Unrestricted	0	2,830,240	3,030,240	3,030,240	3,030,240
Total Ending Fund Balance	**0**	**2,830,240**	**3,030,240**	**3,030,240**	**3,030,240**
Total Use of Funds	**0**	**3,623,740**	**3,623,740**	**3,929,740**	**4,561,740**

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 2019/20 is as follows:

Utility Service	FY 2018/19	FY 2019/20	% Change	Additional Information
Water Residential per HCF	$5.98	$ 6.25	4.5%	$3.24 increase per month, on 12 units usage
Recycled Water Irrigation per HCF	$3.58	$3.76	5.0%	
Sewer Residential Single Family per month	$42.91	$44.29	3.2%	$1.38 increase per month
Solid Waste 32 Gallon Cart	$27.77	$30.62	10.3%	Includes $11.28 Clean Green collection per month
Electric Residential per KWH	$0.120	$0.122	2%	Effective January 1, 2019

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. The FY 2019/20 and FY 2020/21 Proposed Operating Budget for Convention Center activities will be presented under separate cover after the release of this document.

Electric Operating Grant Trust Fund (191)

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 on cost effective energy efficiency, new renewable generation, low-income energy programs, and new electric technologies research and development. Starting in FY 2019/20, new Electric Vehicle and Greenhouse Gas programs with restricted revenue requirements are added to this fund.

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 rate increase for calendar year 2019 is 2%.

Almost 90% of revenues are generated by industrial customers. 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.

Majority of expenses is 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.

For FY 2019/20, the Fund has 10% of rate revenue in its Rate Stabilization Reserve, 25% of operating expenses in its Contingency Reserve, a Construction Reserve to cover capital improvement projects for the next fiscal year, a Pension Trust Reserve, and a Power Plant Special Reserve.

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 capital project needs 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.

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.

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 project needs approved in the City's Capital Improvement Program budget.

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 project needs approved in the City's Capital Improvement Program Budget.

The following section details the City of Santa Clara's Enterprise Funds' Statements of Sources and Uses and ther Proposed Budget for Fiscal Years 2019/20 and 2020/21.

Cemetery Fund (093)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Unrestricted	744,762	676,708	676,708	65,427	32,775
Total Beginning Fund Balance	**744,762**	**676,708**	**676,708**	**65,427**	**32,775**
Revenue					
Other Fees for Services	547,018	600,150	600,150	645,150	659,403
Other Revenue	1,727	535	535	0	0
Total Revenue	**548,745**	**600,685**	**600,685**	**645,150**	**659,403**
Transfers From					
General Fund	403,590	618,081	6,800	703,490	760,663
Endowment Care Fund	16,739	30,070	30,070	20,000	20,000
Perpetual Care Fund	443	930	930	500	500
Total Transfers From	**420,772**	**649,081**	**37,800**	**723,990**	**781,163**
Total Source of Funds	**1,714,279**	**1,926,474**	**1,315,193**	**1,434,567**	**1,473,341**
Expenditures					
Salaries	403,125	464,707	464,707	479,745	499,747
Retirement and Benefits	238,064	297,872	297,872	270,651	287,850
Materials/Services/Supplies	209,235	268,678	268,678	387,848	390,371
Services From Other Funds - Cost Allocation Plan	79,970	91,517	91,517	132,895	138,269
Interfund Services	88,451	94,265	94,265	99,194	101,894
Capital Outlay	10,124	29,000	29,000	29,000	0
Total Expenditures	**1,028,969**	**1,246,039**	**1,246,039**	**1,399,333**	**1,418,131**
Transfers To					
General Government Capital Fund	3,602	3,727	3,727	2,459	55,210
Cemetery Capital Fund	5,000	0	0	0	0
Total Transfers To	**8,602**	**3,727**	**3,727**	**2,459**	**55,210**
Ending Fund Balance					
Unrestricted	676,708	676,708	65,427	32,775	0
Total Ending Fund Balance	**676,708**	**676,708**	**65,427**	**32,775**	**0**
Total Use of Funds	**1,714,279**	**1,926,474**	**1,315,193**	**1,434,567**	**1,473,341**

Convention Center Enterprise Fund (860)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed[1]	2020/21 Proposed[1]
Beginning Fund Balance					
Encumbrance Carryover	170,000	141,120	141,120	141,120	141,120
Unrestricted	1,160,170	3,393,291	3,393,291	1,606,108	1,152,644
Total Beginning Fund Balance	**1,330,170**	**3,534,411**	**3,534,411**	**1,747,228**	**1,293,764**
Revenue					
Charges for Services	8,996,160	7,504,647	7,504,647	0	0
Interest	51,444	24,000	24,000	0	0
Total Revenue	**9,047,604**	**7,528,647**	**7,528,647**	**0**	**0**
Transfers From					
General Fund	0	330,020	330,020	**0**	**0**
Total Transfers From	**0**	**330,020**	**330,020**	**0**	**0**
Total Source of Funds	**10,377,774**	**11,393,078**	**11,393,078**	**1,747,228**	**1,293,764**
Expenditures					
Salaries	0	202,846	202,846	281,048	295,353
Retirement and Benefits	0	110,154	110,154	129,718	139,059
Materials/Services/Supplies	6,776,363	7,693,600	7,693,600	0	0
Interfund Services	67,000	85,000	85,000	42,698	42,499
Total Expenditures	**6,843,363**	**8,091,600**	**8,091,600**	**453,464**	**476,911**
Transfers To					
General Fund	0	54,250	54,250	0	0
Public Buildings Capital Fund	0	0	1,500,000	0	0
Total Transfers To	**0**	**54,250**	**1,554,250**	**0**	**0**
Ending Fund Balance					
Encumbrance Carryover	141,120	141,120	141,120	141,120	141,120
Unrestricted	3,393,291	3,106,108	1,606,108	1,152,644	675,733
Total Ending Fund Balance	**3,534,411**	**3,247,228**	**1,747,228**	**1,293,764**	**816,853**
Total Use of Funds	**10,377,774**	**11,393,078**	**11,393,078**	**1,747,228**	**1,293,764**

[1]*The FY 2019/20 and 2020/21 Proposed Operating Budget for Convention Center activities will be presented under separate cover after the release of this document.*

Electric Operating Grant Trust Fund (191)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	4,313	0	0	0	0
Unrestricted	24,563,194	30,206,531	30,206,531	30,206,531	30,547,793
Total Beginning Fund Balance	**24,567,507**	**30,206,531**	**30,206,531**	**30,206,531**	**30,547,793**
Revenue					
Other Agencies	126,500	189,284	189,284	0	0
Charges for Services	11,626,207	12,207,191	12,207,191	12,797,928	13,651,603
Low Carbon Fuel	0	0	0	2,405,000	2,047,500
Greenhouse Gas	0	0	0	18,295,719	20,230,648
Total Revenue	**11,752,707**	**12,396,475**	**12,396,475**	**33,498,647**	**35,929,751**
Transfers From					
Electric Utility Fund	0	2,168,506	2,168,506	0	0
Total Transfers From	**0**	**2,168,506**	**2,168,506**	**0**	**0**
Total Source of Funds	**36,320,214**	**44,771,512**	**44,771,512**	**63,705,178**	**66,477,544**
Expenditures					
Salaries	381,370	507,265	507,265	879,649	927,899
Retirement and Benefits	212,550	287,947	287,947	419,554	451,003
Materials/Services/Supplies	1,799,936	5,164,990	5,164,990	2,853,529	2,938,985
Mandated Program Costs	3,616,001	8,489,318	8,489,318	10,777,045	16,224,581
Services From Other Funds - Cost Allocation Plan	78,036	92,463	92,463	162,370	168,937
Contribution In Lieu	0	0	0	639,896	682,580
Interfund Services	25,790	22,998	22,998	175,763	181,036
Total Expenditures	**6,113,683**	**14,564,981**	**14,564,981**	**15,907,806**	**21,575,021**
Transfers To					
Electric Utility Fund	0	0	0	17,249,579	14,100,601
Total Transfers To	**0**	**0**	**0**	**17,249,579**	**14,100,601**
Ending Fund Balance					
Unrestricted	30,206,531	30,206,531	30,206,531	30,547,793	30,801,922
Total Ending Fund Balance	**30,206,531**	**30,206,531**	**30,206,531**	**30,547,793**	**30,801,922**
Total Use of Funds	**36,320,214**	**44,771,512**	**44,771,512**	**63,705,178**	**66,477,544**

Electric Utility Fund (091)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	521,085	860,108	860,108	860,108	860,108
Construction Reserve	0	0	0	0	23,983,500
Donald Von Raesfeld Power Plant Reserve	5,078,163	5,078,163	5,078,163	5,078,163	5,078,163
Operations and Maintenance Reserve	95,958,577	95,708,577	95,708,577	95,708,577	101,374,973
Pension Trust Reserve	0	3,512,024	3,512,024	4,241,321	4,660,247
Rate Stabilization Reserve	25,000,000	25,000,000	25,000,000	25,000,000	44,898,012
Unrestricted	56,292,637	52,746,472	52,746,472	57,104,166	26,976,562
Total Beginning Fund Balance	**182,850,462**	**182,905,344**	**182,905,344**	**187,992,335**	**207,831,565**
Revenue					
Charges for Services	403,480,853	428,322,491	428,322,491	448,980,115	478,933,622
Other Fees for Services	2,988,047	1,936,714	1,936,714	2,976,560	3,016,350
Interest	3,522,150	3,422,207	3,422,207	5,705,909	6,797,487
Rents	3,180,330	3,103,197	3,103,197	3,465,000	3,539,450
Wholesale Revenue	0	0	0	16,971,162	13,777,912
Restricted Revenues	0	0	0	3,225,573	2,800,573
Other Revenue	2,576,050	1,100,000	1,100,000	1,180,000	1,210,000
Total Revenue	**415,747,430**	**437,884,609**	**437,884,609**	**482,504,319**	**510,075,394**
Transfers From					
Electric Operating Grant Trust Fund	0	0	0	17,249,579	14,100,601
Solid Waste Fund	21,500	0	0	0	0
Storm Drain Capital Fund	1,000	0	0	0	0
Sewer Utility Fund	546,000	0	0	0	0
Water Utility Fund	539,500	0	0	0	0
Total Transfers From	**1,108,000**	**0**	**0**	**17,249,579**	**14,100,601**
Total Source of Funds	**599,705,892**	**620,789,953**	**620,789,953**	**687,746,233**	**732,007,560**
Expenditures					
Salaries	24,077,064	27,224,307	27,224,307	31,899,600	33,288,134
Retirement and Benefits	11,663,151	14,830,215	14,830,215	14,066,333	15,033,140
Materials/Services/Supplies	20,872,877	25,131,356	25,131,356	27,792,886	27,067,578
Resource/Production	259,244,335	283,200,569	283,200,569	340,787,047	355,770,922
Services From Other Funds - Cost Allocation Plan	8,645,465	9,910,175	9,910,175	7,975,314	8,154,152
Interfund Services	2,343,868	2,431,998	2,431,998	4,340,876	4,405,559
Contribution In Lieu	21,985,803	23,094,589	23,094,589	23,693,379	25,661,345
Capital Outlay	118,316	545,295	545,295	406,000	126,000
Total Expenditures	**348,950,879**	**386,368,504**	**386,368,504**	**450,961,435**	**469,506,830**
Transfers To					
General Government Capital Fund	968,298	157,484	157,484	583,540	2,547,148
Street Beautification Capital Fund	25,000	0	0	0	0
Street Lighting Capital Fund	5,415	800,206	800,206	50,000	50,000

Electric Utility Fund (091)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Transfers To					
Electric Utility Capital Fund	46,143,667	22,304,074	22,304,074	18,727,000	47,967,000
Electric Operating Grant Trust Fund	0	2,168,506	2,168,506	0	0
Electric Debt Service Fund	20,707,289	20,998,844	20,998,844	9,592,693	19,658,817
Total Transfers To	**67,849,669**	**46,429,114**	**46,429,114**	**28,953,233**	**70,222,965**
Ending Fund Balance					
Encumbrance Carryover	860,108	860,108	860,108	860,108	860,108
Construction Reserve	0	0	0	23,983,500	17,333,500
Donald Von Raesfeld Power Plant Reserve	5,078,163	5,078,163	5,078,163	5,078,163	5,078,163
Operations and Maintenance Reserve	95,708,577	95,708,577	95,708,577	101,374,973	105,610,687
Pension Trust Reserve	3,512,024	4,241,321	4,241,321	4,660,247	5,587,600
Rate Stabilization Reserve	25,000,000	25,000,000	25,000,000	44,898,012	47,893,362
Unrestricted	52,746,472	57,104,166	57,104,166	26,976,562	9,914,345
Total Ending Fund Balance	**182,905,344**	**187,992,335**	**187,992,335**	**207,831,565**	**192,277,765**
Total Use of Funds	**599,705,892**	**620,789,953**	**620,789,953**	**687,746,233**	**732,007,560**

Sewer Utility Fund (094)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	96,226	57,586	57,586	57,586	57,586
Replacement and Improvement Reserve	1,507,553	1,507,553	1,507,553	1,507,553	1,507,553
Rate Stabilization Reserve	0	0	0	0	3,682,062
Operations and Maintenance Reserve	0	0	0	0	8,671,076
Construction Reserve	0	0	0	0	7,519,142
Pension Stabilization Reserve	0	0	0	60,387	391,148
Unrestricted	28,004,229	12,575,599	12,575,599	9,523,249	623,615
Total Beginning Fund Balance	**29,608,008**	**14,140,738**	**14,140,738**	**11,148,775**	**22,452,182**
Revenue					
Other Agencies Revenue	765,828	70,000	70,000	0	0
Charges for Services	37,612,110	40,911,800	40,911,800	42,167,000	44,802,400
Other Fees for Services	80,006	55,275	55,275	90,000	92,700
Interest	640,797	600,000	600,000	1,912,500	1,969,875
Rents	51,462	0	0	0	0
Other Revenue	137,879	105,000	105,000	0	0
Total Revenue	**39,288,082**	**41,742,075**	**41,742,075**	**44,169,500**	**46,864,975**
Transfers From					
Sewer Utility Capital Fund	0	0	0	0	22,000,000
Total Transfers From	**0**	**0**	**0**	**0**	**22,000,000**
Total Source of Funds	**68,896,090**	**55,882,813**	**55,882,813**	**55,318,275**	**91,317,157**
Expenditures					
Salaries	2,135,003	2,719,052	2,719,052	2,753,274	2,874,843
Retirement and Benefits	1,080,128	1,530,971	1,530,971	1,361,867	1,454,770
Right of Way Rental Expense	1,432,500	1,513,900	1,513,900	1,559,317	1,637,283
Materials/Services/Supplies	794,818	525,553	525,553	550,553	561,344
Resource/Production	16,216,009	16,577,982	16,577,982	17,329,209	17,849,085
Services From Other Funds	25,168	25,168	25,168	25,168	25,168
Services From Other Funds - Cost Allocation Plan	1,528,946	1,752,408	1,752,408	1,350,064	1,364,533
Interfund Services	435,705	432,104	432,104	1,083,776	1,096,101
Capital Outlay	447,946	0	0	0	0
Total Expenditures	**24,096,223**	**25,077,138**	**25,077,138**	**26,013,228**	**26,863,127**
Transfers To					
General Government Capital Fund	94,917	49,364	49,364	81,642	309,926
Electric Utility Capital Fund	546,000	200,000	200,000	276,000	391,000
Sewer Utility Capital Fund	29,075,763	17,790,086	17,790,086	3,512,000	34,845,957
Water Utility Capital Fund	0	680,000	680,000	545,000	545,000
Sewer Utility Debt Service Fund	942,449	937,450	937,450	2,438,223	4,694,557
Total Transfers To	**30,659,129**	**19,656,900**	**19,656,900**	**6,852,865**	**40,786,440**

Sewer Utility Fund (094)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Ending Fund Balance					
Encumbrance Carryover	57,586	57,586	57,586	57,586	57,586
Replacement and Improvement Reserve	1,507,553	1,507,553	1,507,553	1,507,553	1,507,553
Rate Stabilization Reserve	0	0	0	3,682,062	3,795,030
Operations and Maintenance Reserve	0	0	0	8,671,076	7,835,079
Construction Reserve	0	0	0	7,519,142	9,396,928
Pension Stabilization Reserve	0	60,387	60,387	391,148	469,378
Unrestricted	12,575,599	9,523,249	9,523,249	623,615	606,036
Total Ending Fund Balance	**14,140,738**	**11,148,775**	**11,148,775**	**22,452,182**	**23,667,590**
Total Use of Funds	**68,896,090**	**55,882,813**	**55,882,813**	**55,318,275**	**91,317,157**

Solid Waste Fund (096)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	877,703	617,846	617,846	617,846	617,846
Operations and Maintenance Reserve	0	0	0	0	686,766
Rate Stabilization Reserve	0	0	0	0	280,337
Pension Trust Reserve	0	0	0	19,447	214,400
Unrestricted	4,721,328	4,435,918	4,435,918	3,485,820	2,238,651
Total Beginning Fund Balance	**5,599,031**	**5,053,764**	**5,053,764**	**4,123,113**	**4,038,000**
Revenue					
Other Agencies Revenue	518,665	445,000	445,000	420,000	420,000
Charges for Services	2,016,364	2,215,720	2,215,720	2,215,720	2,304,349
Other Fees for Services	20,729,709	22,066,115	22,066,115	25,397,983	26,406,543
Other Revenue	7,100	0	0	0	0
Total Revenue	**23,271,838**	**24,726,835**	**24,726,835**	**28,033,703**	**29,130,892**
Total Source of Funds	**28,870,869**	**29,780,599**	**29,780,599**	**32,156,816**	**33,168,892**
Expenditures					
Salaries	651,027	665,803	665,803	852,316	887,032
Retirement and Benefits	338,482	363,126	363,126	410,090	437,770
Materials/Services/Supplies	2,468,105	2,600,639	2,600,639	3,189,647	3,167,960
Resource/Production	18,047,513	19,427,000	19,427,000	21,260,000	22,411,180
Services From Other Funds - Cost Allocation Plan	977,031	1,135,169	1,135,169	1,404,048	1,424,031
Interfund Services	402,884	406,146	406,146	352,556	361,190
Capital Outlay	0	0	0	2,000	0
Total Expenditures	**22,885,042**	**24,597,883**	**24,597,883**	**27,470,657**	**28,689,163**
Transfers To					
General Government Capital Fund	61,563	5,603	5,603	45,159	552,659
Electric Utility Fund	21,500	0	0	129,000	182,750
Solid Waste Capital Fund	849,000	454,000	1,054,000	474,000	494,000
Total Transfers To	**932,063**	**459,603**	**1,059,603**	**648,159**	**1,229,409**
Ending Fund Balance					
Encumbrance Carryover	617,846	617,846	617,846	617,846	617,846
Operations and Maintenance Reserve	0	0	0	686,766	1,403,996
Pension Trust Reserve	0	19,447	19,447	214,400	257,360
Rate Stabilization Reserve	0	0	0	280,337	571,646
Unrestricted	4,435,918	4,085,820	3,485,820	2,238,651	399,472
Total Ending Fund Balance	**5,053,764**	**4,723,113**	**4,123,113**	**4,038,000**	**3,250,320**
Total Use of Funds	**28,870,869**	**29,780,599**	**29,780,599**	**32,156,816**	**33,168,892**

Water Recycling Fund (097)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	800,000	860,000	860,000	860,000	860,000
Rate Stabilization Reserve	0	0	0	0	1,690,000
Operations and Maintenance Reserve	0	0	0	0	1,560,129
Construction Reserve	0	0	0	0	2,550,000
Pension Stabilization Reserve	0	0	0	9,468	49,059
Unrestricted	2,588,972	2,882,413	2,882,413	4,968,773	499,240
Total Beginning Fund Balance	**3,388,972**	**3,742,413**	**3,742,413**	**5,838,241**	**7,208,428**
Revenue					
Other Agencies Revenue	0	300,000	300,000	350,000	350,000
Charges for Services	5,073,447	6,760,000	6,760,000	6,274,200	6,587,910
Interest	60,740	20,000	20,000	85,000	87,550
Other Revenue	47,375	0	0	60,000	61,800
Total Revenue	**5,181,562**	**7,080,000**	**7,080,000**	**6,769,200**	**7,087,260**
Total Source of Funds	**8,570,534**	**10,822,413**	**10,822,413**	**12,607,441**	**14,295,688**
Expenditures					
Salaries	294,349	384,986	384,986	369,976	389,052
Retirement and Benefits	171,830	235,372	235,372	199,100	213,382
Right of Way Rental Expense	258,666	210,000	210,000	220,500	231,525
Materials/Services/Supplies	17,248	36,142	36,142	36,142	36,887
Resource/Production	3,834,608	3,950,000	3,950,000	4,411,600	4,883,600
Services From Other Funds - Cost Allocation Plan	100,028	115,549	115,549	87,571	91,113
Interfund Services	1,392	2,123	2,123	24,124	24,724
Total Expenditures	**4,678,121**	**4,934,172**	**4,934,172**	**5,349,013**	**5,870,283**
Transfers To					
Recycled Water Capital Fund	150,000	50,000	50,000	50,000	2,550,000
Total Transfers To	**150,000**	**50,000**	**50,000**	**50,000**	**2,550,000**
Ending Fund Balance					
Encumbrance Carryover	860,000	860,000	860,000	860,000	860,000
Rate Stabilization Reserve	0	0	0	1,690,000	627,420
Operations and Maintenance Reserve	0	0	0	1,560,129	1,467,571
Construction Reserve	0	0	0	2,550,000	2,550,000
Pension Stabilization Reserve	0	9,468	9,468	49,059	58,871
Unrestricted	2,882,413	4,968,773	4,968,773	499,240	311,543
Total Ending Fund Balance	**3,742,413**	**5,838,241**	**5,838,241**	**7,208,428**	**5,875,405**
Total Use of Funds	**8,570,534**	**10,822,413**	**10,822,413**	**12,607,441**	**14,295,688**

Water Utility Fund (092)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	1,903,072	2,453,256	2,453,256	2,453,256	2,453,256
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	0	0	0	244,093
Operations and Maintenance Reserve	0	0	0	0	2,322,454
Construction Reserve	0	0	0	0	644,317
Pension Stabilization Reserve	0	0	0	138,968	997,097
Unrestricted	4,265,356	4,796,715	4,796,715	3,925,800	351,118
Total Beginning Fund Balance	**6,504,643**	**7,586,186**	**7,586,186**	**6,854,239**	**7,348,551**
Revenue					
Charges for Services	43,712,585	48,818,600	48,818,600	51,200,000	54,990,000
Other Fees for Services	1,654,524	1,000,000	1,000,000	1,050,000	1,081,500
Interest	269,056	180,000	180,000	570,000	587,100
Rents	51,462	0	0	0	0
Other Revenue	602,596	335,000	335,000	591,144	605,287
Total Revenue	**46,290,223**	**50,333,600**	**50,333,600**	**53,411,144**	**57,263,887**
Total Source of Funds	**52,794,866**	**57,919,786**	**57,919,786**	**60,265,383**	**64,612,438**
Expenditures					
Salaries	3,658,167	5,076,938	5,076,938	5,448,363	5,691,344
Retirement and Benefits	2,491,344	3,090,846	3,090,846	2,784,663	2,974,904
Right of Way Rental Expense	1,710,800	1,808,000	1,808,000	1,898,400	1,993,320
Materials/Services/Supplies	2,154,612	2,938,773	2,938,773	3,183,917	3,023,741
Resource/Production	24,390,108	29,564,927	29,564,927	28,681,500	30,788,700
Services From Other Funds	25,168	25,168	25,168	25,168	25,168
Services From Other Funds - Cost Allocation Plan	2,740,462	3,152,223	3,152,223	2,850,772	2,902,887
Interfund Services	886,143	957,103	957,103	1,576,302	1,595,633
Capital Outlay	50,334	0	0	0	0
Total Expenditures	**38,107,138**	**46,613,978**	**46,613,978**	**46,449,085**	**48,995,697**
Transfers To					
General Government Capital Fund	331,700	110,880	110,880	145,748	816,049
Electric Utility Capital Fund	0	450,000	450,000	437,000	335,750
Electric Utility Fund	539,500	0	0	0	0
Water Utility Capital Fund	6,230,342	3,890,689	3,890,689	5,885,000	6,580,000
Total Transfers To	**7,101,542**	**4,451,569**	**4,451,569**	**6,467,748**	**7,731,799**
Ending Fund Balance					
Encumbrance Carryover	2,453,256	2,453,256	2,453,256	2,453,256	2,453,256
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

Water Utility Fund (092)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Ending Fund Balance					
Rate Stabilization Reserve	0	0	0	244,093	512,000
Operations and Maintenance Reserve	0	0	0	2,322,454	2,449,785
Construction Reserve	0	0	0	644,317	644,317
Pension Stabilization Reserve	0	138,968	138,968	997,097	1,196,516
Unrestricted	4,796,715	3,925,800	3,925,800	351,118	292,853
Total Ending Fund Balance	**7,586,186**	**6,854,239**	**6,854,239**	**7,348,550**	**7,884,942**
Total Use of Funds	**52,794,866**	**57,919,786**	**57,919,786**	**60,265,383**	**64,612,438**

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.

Information Technology Services Fund (045)

This fund is newly 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 is 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 fees charged to the departments citywide.

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.

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.

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 fees charged to the departments requiring these services.

The following section details the City of Santa Clara's Internal Service Funds' Statements of Sources and Uses and their Proposed Budget for Fiscal Years 2019/20 and 2020/21.

Communication Acquisitions Fund (048)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Unrestricted	777,994	1,127,994	1,127,994	970,704	877,384
Total Beginning Fund Balance	**777,994**	**1,127,994**	**1,127,994**	**970,704**	**877,384**
Revenue					
Other Fees for Services	350,000	400,000	400,000	400,000	400,000
Total Revenue	**350,000**	**400,000**	**400,000**	**400,000**	**400,000**
Total Source of Funds	**1,127,994**	**1,527,994**	**1,527,994**	**1,370,704**	**1,277,384**
Expenditures					
Capital Outlay	0	557,290	557,290	493,320	532,654
Total Expenditures	**0**	**557,290**	**557,290**	**493,320**	**532,654**
Ending Fund Balance					
Unrestricted	1,127,994	970,704	970,704	877,384	744,730
Total Ending Fund Balance	**1,127,994**	**970,704**	**970,704**	**877,384**	**744,730**
Total Use of Funds	**1,127,994**	**1,527,994**	**1,527,994**	**1,370,704**	**1,277,384**

Fleet Operations Fund (053)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	1,389	0	0	0	0
Unrestricted	1,895,303	540,036	540,036	240,626	252,454
Total Beginning Fund Balance	**1,896,692**	**540,036**	**540,036**	**240,626**	**252,454**
Revenue					
Other Agencies Revenue	22,290	8,000	8,000	2,500	2,500
Other Fees for Services	4,393,751	4,644,731	4,644,731	5,071,937	5,223,195
Other Revenue	9,335	3,000	3,000	3,000	3,000
Total Revenue	**4,425,376**	**4,655,731**	**4,655,731**	**5,077,437**	**5,228,695**
Total Source of Funds	**6,322,068**	**5,195,767**	**5,195,767**	**5,318,063**	**5,481,149**
Expenditures					
Salaries	1,509,780	1,616,475	1,616,475	1,655,104	1,716,515
Retirement and Benefits	885,250	999,512	999,512	902,175	957,898
Materials/Services/Supplies	2,182,147	2,146,355	2,146,355	2,312,925	2,294,765
Services From Other Funds - Cost Allocation Plan	3,009	9,408	9,408	0	0
Interfund Services	158,530	166,091	166,091	195,405	200,872
Total Expenditures	**4,738,716**	**4,937,841**	**4,937,841**	**5,065,609**	**5,170,050**
Transfers To					
Vehicle Replacement Fund	800,000	0	0	0	0
General Government Capital Fund	13,316	17,300	17,300	0	0
Public Buildings Capital Fund	230,000	0	0	0	0
Total Transfers To	**1,043,316**	**17,300**	**17,300**	**0**	**0**
Ending Fund Balance					
Unrestricted	540,036	240,626	240,626	252,454	311,099
Total Ending Fund Balance	**540,036**	**240,626**	**240,626**	**252,454**	**311,099**
Total Use of Funds	**6,322,068**	**5,195,767**	**5,195,767**	**5,318,063**	**5,481,149**

Information Technology Services Fund (045)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Unrestricted	0	0	0	0	0
Total Beginning Fund Balance	**0**	**0**	**0**	**0**	**0**
Revenue					
Other Fees for Services	0	0	0	13,314,370	13,252,509
Total Revenue	**0**	**0**	**0**	**13,314,370**	**13,252,509**
Total Source of Funds	**0**	**0**	**0**	**13,314,370**	**13,252,509**
Expenditures					
Salaries	0	0	0	1,179,304	1,231,842
Retirement and Benefits	0	0	0	581,393	621,496
Materials/Services/Supplies	0	0	0	11,510,114	11,354,306
Interfund Services	0	0	0	43,559	44,865
Total Expenditures	**0**	**0**	**0**	**13,314,370**	**13,252,509**
Ending Fund Balance					
Unrestricted	0	0	0	0	0
Total Ending Fund Balance	**0**	**0**	**0**	**0**	**0**
Total Use of Funds	**0**	**0**	**0**	**13,314,370**	**13,252,509**

Public Works Capital Projects Management Fund (044)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Unrestricted	0	0	0	0	0
Total Beginning Fund Balance	**0**	**0**	**0**	**0**	**0**
Revenue					
Other Fees for Services	0	0	0	3,723,666	3,763,943
Total Revenue	**0**	**0**	**0**	**3,723,666**	**3,763,943**
Total Source of Funds	**0**	**0**	**0**	**3,723,666**	**3,763,943**
Expenditures					
Salaries	0	0	0	2,004,346	2,083,601
Retirement and Benefits	0	0	0	1,038,809	1,105,080
Materials/Services/Supplies	0	0	0	507,430	396,389
Interfund Services	0	0	0	173,081	178,873
Total Expenditures	**0**	**0**	**0**	**3,723,666**	**3,763,943**
Ending Fund Balance					
Unrestricted	0	0	0	0	0
Total Ending Fund Balance	**0**	**0**	**0**	**0**	**0**
Total Use of Funds	**0**	**0**	**0**	**3,723,666**	**3,763,943**

Special Liability Insurance Fund (082)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	238,273	883,857	883,857	883,857	883,857
Reserve for Future Claims	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Unrestricted	49,581	(176,870)	(176,870)	0	0
Total Beginning Fund Balance	**4,287,854**	**4,706,987**	**4,706,987**	**4,883,857**	**4,883,857**
Revenue					
Other Fees for Services	2,761,126	3,510,400	3,510,400	4,399,866	4,531,862
Other Revenue	132,259	0	0	0	0
Total Revenue	**2,893,385**	**3,510,400**	**3,510,400**	**4,399,866**	**4,531,862**
Transfers From					
General Fund	3,450,000	2,200,000	2,376,870	0	0
Total Transfers From	**3,450,000**	**2,200,000**	**2,376,870**	**0**	**0**
Total Source of Funds	**10,631,238**	**10,417,387**	**10,594,257**	**9,283,723**	**9,415,719**
Expenditures					
Materials/Services/Supplies	4,433,654	3,965,000	3,965,000	2,451,000	2,524,530
Interfund Services	1,465,598	1,745,400	1,745,400	1,948,866	2,007,332
Total Expenditures	**5,899,252**	**5,710,400**	**5,710,400**	**4,399,866**	**4,531,862**
Transfers To					
General Government Capital Fund	25,000	0	0	0	0
Total Transfers To	**25,000**	**0**	**0**	**0**	**0**
Ending Fund Balance					
Encumbrance Carryover	883,857	883,857	883,857	883,857	883,857
Reserve for Future Claims	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Unrestricted	(176,870)	(176,870)	0	0	0
Total Ending Fund Balance	**4,706,987**	**4,706,987**	**4,883,857**	**4,883,857**	**4,883,857**
Total Use of Funds	**10,631,239**	**10,417,387**	**10,594,257**	**9,283,723**	**9,415,719**

Workers' Compensation Fund (081)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Reserve for Future Claims	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Unrestricted	1,785,468	1,199,707	1,199,707	1,199,707	1,199,707
Total Beginning Fund Balance	**4,285,468**	**3,699,707**	**3,699,707**	**3,699,707**	**3,699,707**
Revenue					
Other Fees for Services	3,999,996	4,000,000	4,000,000	4,803,000	4,947,090
Other Revenue	178,859	0	0	0	0
Total Revenue	**4,178,855**	**4,000,000**	**4,000,000**	**4,803,000**	**4,947,090**
Total Source of Funds	**8,464,323**	**7,699,707**	**7,699,707**	**8,502,707**	**8,646,797**
Expenditures					
Materials/Services/Supplies	3,744,621	2,830,500	2,830,500	3,560,500	3,667,315
Interfund Services	1,019,995	1,169,500	1,169,500	1,242,500	1,279,775
Total Expenditures	**4,764,615**	**4,000,000**	**4,000,000**	**4,803,000**	**4,947,090**
Ending Fund Balance					
Reserve for Future Claims	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Unrestricted	1,199,707	1,199,707	1,199,707	1,199,707	1,199,707
Total Ending Fund Balance	**3,699,707**	**3,699,707**	**3,699,707**	**3,699,707**	**3,699,707**
Total Use of Funds	**8,464,323**	**7,699,707**	**7,699,707**	**8,502,707**	**8,646,797**

Unemployment Insurance Fund (087)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Unrestricted	273,921	303,734	303,734	303,734	234,734
Total Beginning Fund Balance	**273,921**	**303,734**	**303,734**	**303,734**	**234,734**
Revenue					
Other Fees for Services	69,999	71,000	71,000	0	0
Total Revenue	**69,999**	**71,000**	**71,000**	**0**	**0**
Total Source of Funds	**343,920**	**374,734**	**374,734**	**303,734**	**234,734**
Expenditures					
Materials/Services/Supplies	40,186	71,000	71,000	69,000	71,000
Total Expenditures	**40,186**	**71,000**	**71,000**	**69,000**	**71,000**
Ending Fund Balance					
Unrestricted	303,734	303,734	303,734	234,734	163,734
Total Ending Fund Balance	**303,734**	**303,734**	**303,734**	**234,734**	**163,734**
Total Use of Funds	**343,920**	**374,734**	**374,734**	**303,734**	**234,734**

Vehicle Replacement Fund (050)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	2,717,777	1,497,420	1,497,420	1,497,420	1,497,420
Unrestricted	2,219,866	4,216,064	4,216,064	3,693,437	3,590,372
Total Beginning Fund Balance	**4,937,643**	**5,713,484**	**5,713,484**	**5,190,857**	**5,087,792**
Revenue					
Other Fees for Services	3,129,201	3,727,373	3,727,373	3,280,935	3,411,727
Other Revenue	410,419	150,000	150,000	90,000	90,000
Total Revenue	**3,539,620**	**3,877,373**	**3,877,373**	**3,370,935**	**3,501,727**
Transfers From					
General Fund	0	0	0	425,000	0
Fleet Operations Fund	800,000	0	0	0	0
Total Transfers From	**800,000**	**0**	**0**	**425,000**	**0**
Total Source of Funds	**9,277,263**	**9,590,857**	**9,590,857**	**8,986,792**	**8,589,519**
Expenditures					
Capital Outlay	3,563,779	4,400,000	4,400,000	3,899,000	2,995,500
Total Expenditures	**3,563,779**	**4,400,000**	**4,400,000**	**3,899,000**	**2,995,500**
Ending Fund Balance					
Encumbrance Carryover	1,497,420	1,497,420	1,497,420	1,497,420	1,497,420
Unrestricted	4,216,064	3,693,437	3,693,437	3,590,372	4,096,599
Total Ending Fund Balance	**5,713,484**	**5,190,857**	**5,190,857**	**5,087,792**	**5,594,019**
Total Use of Funds	**9,277,263**	**9,590,857**	**9,590,857**	**8,986,792**	**8,589,519**

City of Santa Clara
The Center of What's Possible

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.

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 the Convention Center and 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.

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.

Special Gas Tax Fund (521)

Capital projects in this fund related to ongoing street rehabilitation, resurfacing, and traffic signal infrastructure maintenance are supported by the City's gas tax allocation. As of FY 2018/19, this fund was combined with the Streets and Highways Fund. A special revenue fund in the City's operating budget was created for the gas tax revenue received from the State.

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 Beautification Capital Fund (531)

Capital projects in this fund include replacement of trees and improvements to the landscape located within the median islands, parking strips, and other areas of right-of-way. As of FY 2018/19, this fund was combined with the Streets and Highways Fund.

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.

Traffic Mitigation Capital Fund (525)

Capital projects in the Traffic Mitigation Capital Fund include traffic signal enhancements, improvements, and major intersection improvements across the City to ease traffic congestion and improve traffic flow. The majority of the funding sources for these projects are traffic mitigation fees and developer contributions. As of FY 2018/19, this fund was combined with the Streets and Highways Fund. A special revenue fund in the City's operating budget was created for traffic mitigation fees.

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 Proposed Budget for FYs 2019/20 and 2020/21.

Cemetery Capital Fund (593)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Unrestricted	72,910	108,085	108,085	108,085	108,085
Total Beginning Fund Balance	**72,910**	**108,085**	**108,085**	**108,085**	**108,085**
Transfers From					
General Fund	30,175	0	0	0	0
Cemetery Fund	5,000	0	0	0	0
Total Transfers From	**35,175**	**0**	**0**	**0**	**0**
Total Source of Funds	**108,085**	**108,085**	**108,085**	**108,085**	**108,085**
Expenditures					
3622 - Repurchase Cemetery Property	0	28,085	0	0	0
Total Expenditures	**0**	**28,085**	**0**	**0**	**0**
Ending Fund Balance					
Unrestricted	108,085	80,000	108,085	108,085	108,085
Total Ending Fund Balance	**108,085**	**80,000**	**108,085**	**108,085**	**108,085**
Total Use of Funds	**108,085**	**108,085**	**108,085**	**108,085**	**108,085**

Electric Utility Capital Fund (591)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	1,882,024	3,907,356	3,907,356	3,907,356	3,907,356
Reserve for Public Benefits Program	0	62,553	62,553	62,553	62,553
Unrestricted	62,668,830	85,538,357	85,538,357	3,517,142	3,517,142
Total Beginning Fund Balance	**64,550,854**	**89,508,266**	**89,508,266**	**7,487,051**	**7,487,051**
Revenue					
Other Fees for Services	182,250	0	0	0	0
Grant Funding	0	236,780	236,780	0	0
Other Revenue	4,354,831	23,927,920	23,927,920	12,950,000	20,800,000
Total Revenue	**4,537,081**	**24,164,700**	**24,164,700**	**12,950,000**	**20,800,000**
Transfers From					
General Fund - Capital Projects Reserve	0	0	0	330,000	330,000
Street Beautification Capital Fund	0	40,875	40,875	0	0
Storm Drain Capital Fund	0	200,000	200,000	6,000	8,500
Solid Waste Fund	0	0	0	129,000	182,750
Sewer Utility Fund	0	200,000	200,000	276,000	391,000
Water Utility Fund	0	450,000	450,000	437,000	335,750
Electric Utility Fund - Land Sale	11,300,000	0	0	0	0
Electric Utility Fund	34,843,667	22,304,074	22,304,074	18,727,000	47,967,000
Total Transfers From	**46,143,667**	**23,194,949**	**23,194,949**	**19,905,000**	**49,215,000**
Total Source of Funds	**115,231,602**	**136,867,915**	**136,867,915**	**40,342,051**	**77,502,051**
Expenditures					
2430 - 2nd 420MW 230.115kV Transformer at NRS	0	0	0	0	200,000
2416 - Black Butte Afterbay Erosion Remediation	1,735,985	0	0	0	0
2419 - Brokaw Substation Expansion	81,324	0	0	0	0
2407 - Bucks Creek Relicensing	982,330	840,712	840,712	0	0
2398 - Clean Energy and Carbon Reduction	595	1,434,736	1,434,736	0	0
2411 - Control Center Transmission Outage Application Suite (TOA)	0	159,789	159,789	0	0
2123 - Customer Service Program Development	0	263,922	263,922	100,000	100,000
2116 - De La Cruz Junction Substation 60kV	3,972	0	0	0	0
2413 - Distributed Antenna System Development	11,385	1,580,593	1,580,593	0	0
2006 - Distribution Capital Maintenance and Betterments	2,487,349	2,789,038	2,789,038	2,750,000	2,750,000
2435 - DOT Gas Pipeline Upgrades and Repairs	0	850,000	850,000	250,000	0
2425 - DVR Gas Turbine Control System Upgrade	0	500,000	500,000	800,000	0
2426 - DVR SCR and CO Catalyst Replacement	89,765	410,235	410,235	500,000	0
2408 - Electric Planning and Strategic Services Building and Grounds	16,912	0	0	0	0
2010 - Electric Yard Buildings and Grounds	16,631	638,369	638,369	130,000	130,000
2418 - Esperanca Substation	0	750,000	750,000	0	10,150,000
2004 - Fiber Development, Design, and Expansion	603,940	2,551,231	2,551,231	930,000	830,000
2119 - Generation Capital Maintenance and Betterments	1,330,174	1,572,680	1,572,680	750,000	750,000
2431 - Homestead Substation Rebuild	0	500,000	500,000	0	18,800,000
2439 - Hydro Controls Upgrade	0	175,000	175,000	75,000	75,000
2111 - Implementation of Advanced Metering Infrastructure (AMI)	1,242,657	4,705,812	4,705,812	110,000	0

Electric Utility Capital Fund (591)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Expenditures					
2403 - Install Fairview Substation	(147,000)	11,386,564	11,386,564	0	0
2404 - Install Phase Shifting Transformer at NRS	2,818,177	6,284,096	6,284,096	0	0
2127 - Major Engine Overhaul and Repair	4,456,707	6,081,795	6,081,795	3,300,000	2,500,000
2427 - Mitsubishi Steam Turbine Major Overhaul	0	2,500,000	2,500,000	0	0
2390 - Network and Cyber Security Infrastructure	440,401	1,149,698	1,149,698	500,000	500,000
2005 - New Business Estimate Work	5,581,654	3,794,837	3,794,837	3,550,000	3,250,000
2422 - Northwestern Substation Expansion	450,325	1,874,662	1,874,662	0	0
2395 - Operations and Planning Technology	119,519	883,660	883,660	0	0
2417 - Outage Management & Communications Program	0	300,000	300,000	0	0
2420 - Overhead Infrastructure Replacement	1,226,768	2,827,728	2,827,728	2,000,000	2,200,000
2433 - Parker Substation	0	3,536,790	3,536,790	0	0
2387 - PC Lifecycle Replacement	77,786	0	0	0	0
2436 - Piping System Repairs	0	300,000	300,000	150,000	150,000
2122 - Power Scheduling	169,928	3,448	3,448	0	0
2125 - Public Benefits Program	0	1,013,476	1,013,476	0	0
2421 - Relocation of Electric Crossings for CalTrain	52,956	2,717,145	2,717,145	0	0
2410 - Replace 115/60kV Transformers	162	11,090,420	11,090,420	7,000,000	7,000,000
2434 - Replace Balance of Plant Control System (DCS)	0	1,500,000	1,500,000	100,000	0
2415 - SCADA EMS	0	268,250	268,250	0	0
2108 - SCADA System II Phase II	47,018	140,842	140,842	0	0
2104 - Serra Substation Re-Build	9,978	15,329,007	15,329,007	3,000,000	0
2126 - Silicon Valley Power Utility Center	7,889	25,014,338	25,014,338	0	14,500,000
2429 - Storm Water Compliance	0	400,000	400,000	0	0
2008 - Substation Capital Maintenance & Betterments	495,380	1,388,442	1,388,442	550,000	600,000
2409 - Substation Protective Relay	256,199	378,408	378,408	250,000	450,000
2424 - Substation Physical Security Improvements	0	500,000	500,000	250,000	0
2405 - SVP Fiber Optic Expansion Project	550,759	0	0	0	0
2106 - System Short Circuit Fault Duty Reduction	12,000	0	0	0	0
2007 - Transmission Capital Maintenance and Betterments	109,882	390,118	390,118	250,000	250,000
2124 - Transmission System Reinforcements	275,444	6,475,290	6,475,290	2,000,000	0
2438 - Underground/Above Ground Tank Replacement and Maintenance	0	300,000	300,000	75,000	0
2423 - Utility Billing CIS Replacement	0	500,000	500,000	3,000,000	4,250,000
2406 - Utility Communications Infrastructure Betterments	108,386	174,732	174,732	150,000	150,000
2437 - Valve Replacement and Repair	0	500,000	500,000	100,000	100,000
2432 - Yard Pavement Project	0	655,000	655,000	235,000	0
Total Expenditures	**25,723,336**	**129,380,864**	**129,380,864**	**32,855,000**	**69,685,000**
Ending Fund Balance					
Encumbrance Carryover	3,907,356	3,907,356	3,907,356	3,907,356	3,907,356
Reserve for Public Benefits Program	62,553	62,553	62,553	62,553	62,553
Unrestricted	85,538,357	3,517,142	3,517,142	3,517,142	3,847,142
Total Ending Fund Balance	**89,508,266**	**7,487,051**	**7,487,051**	**7,487,051**	**7,817,051**
Total Use of Funds	**115,231,602**	**136,867,915**	**136,867,915**	**40,342,051**	**77,502,051**

Fire Department Capital Fund (536)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	1,031,158	121,522	121,522	121,522	121,522
Unrestricted	321,338	500,921	500,921	0	0
Total Beginning Fund Balance	**1,352,496**	**622,443**	**622,443**	**121,522**	**121,522**
Revenue					
Other Agencies Revenue	540,704	14,933	14,933	0	0
Total Revenue	**540,704**	**14,933**	**14,933**	**0**	**0**
Transfers From					
General Fund - Capital Projects Reserve	416,900	673,000	673,000	645,000	165,000
General Fund	0	0	0	20,049	20,366
Total Transfers From	**416,900**	**673,000**	**673,000**	**665,049**	**185,366**
Total Source of Funds	**2,310,100**	**1,310,376**	**1,310,376**	**786,571**	**306,888**
Expenditures					
4094 - Computer Aided Dispatch (CAD) Alerting System Upgrade	91,279	215,419	215,419	350,000	0
4097 - Diesel Exhaust Removal Systems	0	270,000	270,000	0	0
4086 - Emergency Operations Center Capital Refurbishment	192,475	116,129	116,129	0	0
4085 - Emergency Operations Center Communications System Upgrade	16,556	41,382	41,382	0	0
4095 - Emergency Response Technology Updates	139,889	57,614	57,614	0	0
4088 - EMS System First Responder Projects	0	16,116	16,116	0	0
4096 - Fire Station 5 Repair/Replacement	70,725	89,275	89,275	0	0
4084 - Protective Equipment Replacement	1,169,219	266,432	266,432	295,000	165,000
4099 - PW Capital Projects Management	0	0	0	20,049	20,366
Total Expenditures	**1,680,143**	**1,072,367**	**1,072,367**	**665,049**	**185,366**
Transfers To					
General Fund - Capital Projects Reserve	7,514	116,487	116,487	0	0
Total Transfers To	**7,514**	**116,487**	**116,487**	**0**	**0**
Ending Fund Balance					
Encumbrance Carryover	121,522	121,522	121,522	121,522	121,522
Unrestricted	500,921	0	0	0	0
Total Ending Fund Balance	**622,443**	**121,522**	**121,522**	**121,522**	**121,522**
Total Use of Funds	**2,310,100**	**1,310,376**	**1,310,376**	**786,571**	**306,888**

General Government Capital Fund (539)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	1,247,322	1,768,618	1,768,618	1,768,618	1,768,618
Unrestricted	15,737,270	13,731,180	13,731,180	1,341,011	101,554
Total Beginning Fund Balance	**16,984,592**	**15,499,798**	**15,499,798**	**3,109,629**	**1,870,172**
Revenue					
Other Agencies Revenue	0	207,000	207,000	0	0
Other Revenue	1,664,088	650,045	650,045	0	0
Total Revenue	**1,664,088**	**857,045**	**857,045**	**0**	**0**
Transfers From					
Cemetery Fund	3,602	3,727	3,727	2,459	55,210
Electric Utility Fund	968,298	157,484	157,484	583,540	2,547,148
Fleet Management Fund	13,316	17,300	17,300	0	0
General Fund	1,000	14,065	14,065	0	39,986
Special Liability Fund	25,000	0	0	0	0
Sewer Utility Fund	94,917	49,364	49,364	81,642	309,926
Solid Waste Fund	61,563	5,603	5,603	45,159	552,659
Storm Drain Fund	0	0	0	1,000	1,000
Water Utility Fund	331,700	110,880	110,880	145,748	816,049
General Fund - Building Inspection Reserve	1,104,390	450,823	450,823	15,857	356,011
General Fund - Capital Projects Reserve	2,742,485	2,777,619	2,777,619	917,678	5,980,979
General Fund - Land Sale Reserve	0	7,855,660	7,855,660	0	0
Total Transfers From	**5,346,271**	**11,442,525**	**11,442,525**	**1,793,083**	**10,658,968**
Total Source of Funds	**23,994,951**	**27,799,368**	**27,799,368**	**4,902,712**	**12,529,140**
Expenditures					
6541 - 1021-1031 El Camino Real Development Site	110,875	4,517	4,517	0	0
6549 - Agenda and Document Management Systems	452,184	344,326	344,326	0	0
6003 - Broadband Community System General Government Network (GGNET)	0	206,921	206,921	0	50,000
6118 - CAD/RMS System Replacement	1,370,957	2,741,201	2,741,201	0	0
6513 - Computer Replacement Program	198,535	873,971	873,971	0	0
6514 - Consolidate and Upgrade Servers	200,118	216,460	216,460	200,000	200,000
6547 - Convention Center Land Purchase	0	4,108,395	4,108,395	0	0
6018 - Convention Center Repairs and Upgrades	1,572,862	232,735	232,735	80,000	0
6550 - Cyber Security Risk Mitigation	0	181,782	181,782	0	0
6543 - Digital Radio System Infrastructure	624,114	0	0	0	0
6062 - Document Imaging/Agenda Management System	12,842	0	0	0	0
6559 - Downtown Master Plan	0	400,000	400,000	0	0
6551 - End User/Desktop Transformation	0	260,000	260,000	0	0
6501 - FHRMS Update Project	387,082	789,654	789,654	0	0
6552 - Financial Management System Replacement	0	272,000	272,000	423,991	9,518,982
6557 - Fire Station Video Conferencing	0	200,000	200,000	0	0
6534 - GIS Enterprise System (Geospatial Information System)	507,084	1,146,781	1,146,781	200,000	200,000
6072 - Institutional Telecommunications Networks and Broadcast Infrastructure	290,665	733,786	1,133,786	0	0
6532 - Intranet Collaboration Suite Implementation	0	175,375	175,375	0	0

General Government Capital Fund (539)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Expenditures					
6119 - IT Disaster Protection Enhancements	49,441	0	0	0	0
6556 - IT Training Room Refurbishment	0	50,000	50,000	0	0
6558 - Morse Mansion Rehabilitation	0	50,000	50,000	50,000	0
6561 - North-South Great America Prking	0	7,469,725	7,469,725	0	0
6555 - Office Reconfiguration	0	400,000	400,000	0	0
6075 - Permit Information System	112,396	1,742,949	1,742,949	0	0
6599 - PW Capital Project Management Costs	0	0	0	39,092	39,986
6505 - Replace Network Equipment	134,346	562,979	562,979	300,000	200,000
6544 - Specific Plan for Tasman East	325,140	0	0	0	0
6053 - Telephone System Enhancements	34,554	107,808	107,808	0	0
6103 - Utility Management Information System (UMIS) Enhancements	488,625	635,532	635,532	500,000	500,000
6521 - Web Content Management System	37,962	151,114	151,114	0	0
6520 - Zoning Code Update	59,117	231,728	231,728	0	0
Total Expenditures	**6,968,899**	**24,289,739**	**24,689,739**	**1,793,083**	**10,708,968**
Transfers To					
General Fund - Building Inspection Reserve	1,129,155	0	0	0	0
General Fund - Capital Projects Reserve	397,099	0	0	0	0
Public, Educational, and Governmental Fee Fund	0	0	0	1,239,457	0
Total Transfers To	**1,526,254**	**0**	**0**	**1,239,457**	**0**
Ending Fund Balance					
Encumbrance Carryover	1,768,618	1,768,618	1,768,618	1,768,618	1,768,618
Unrestricted	13,731,180	1,741,011	1,341,011	101,554	51,554
Total Ending Fund Balance	**15,499,798**	**3,509,629**	**3,109,629**	**1,870,172**	**1,820,172**
Total Use of Funds	**23,994,951**	**27,799,368**	**27,799,368**	**4,902,712**	**12,529,140**

Library Department Capital Fund (537)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	148,169	1,994,673	1,994,673	0	0
Unrestricted	2,681,426	90,833	90,833	59,618	59,618
Total Beginning Fund Balance	**2,829,595**	**2,085,506**	**2,085,506**	**59,618**	**59,618**
Transfers From					
General Fund	2,330,300	220,000	220,000	10,633	0
Total Transfers From	**2,330,300**	**220,000**	**220,000**	**10,633**	**0**
Total Source of Funds	**5,159,895**	**2,305,506**	**2,305,506**	**70,251**	**59,618**
Expenditures					
5046 - Automated Invoicing System	6,234	0	0	0	0
5048 - Automated Material Check-in and Sorting Machine	342,477	0	0	0	0
5043 - Central Park Library Refurbishment	204,368	5,271	5,271	0	0
6157 - Public Computer Access Upgrades	59,994	0	0	0	0
5049 - Public Spaces	0	220,000	220,000	0	0
5099 - PW Capital Projects Management	0	0	0	10,633	0
5044 - Remodel of Mission Branch Library	2,461,316	2,020,617	2,020,617	0	0
Total Expenditures	**3,074,389**	**2,245,888**	**2,245,888**	**10,633**	**0**
Ending Fund Balance					
Encumbrance Carryover	1,994,673	1,994,673	0	0	0
Unrestricted	90,833	(1,935,055)	59,618	59,618	59,618
Total Ending Fund Balance	**2,085,506**	**59,618**	**59,618**	**59,618**	**59,618**
Total Use of Funds	**5,159,895**	**2,305,506**	**2,305,506**	**70,251**	**59,618**

Parks and Recreation Capital Fund (532)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	2,959,519	4,603,201	4,603,201	4,600,001	4,600,001
Unrestricted	25,208,883	33,961,301	33,961,301	6,095,459	3,913,726
Total Beginning Fund Balance	**28,168,402**	**38,564,502**	**38,564,502**	**10,695,460**	**8,513,727**
Revenue					
Other Agencies Revenue	49,594	2,340,655	2,340,655	0	0
Mitigation Fee Act Revenue	0	1,095,962	1,095,962	0	0
Quimby Act Fees	3,557,835	20,000	20,000	0	0
Other Revenue	323,229	880,191	880,191	135,000	120,000
Interest	186,880	0	0	0	0
Total Revenue	**4,117,538**	**4,336,808**	**4,336,808**	**135,000**	**120,000**
Transfers From					
General Fund - Capital Projects Reserve	751,728	940,000	940,000	277,820	150,000
General Fund - Land Sale Reserve	10,214,500	0	0	0	0
Total Transfers From	**10,966,228**	**940,000**	**940,000**	**277,820**	**150,000**
Total Source of Funds	**43,252,168**	**43,841,310**	**43,841,310**	**11,108,280**	**8,783,727**
Expenditures					
NEW - Bowers Park Roof Replacement	0	0	0	127,820	0
3183 - Central Park Arbor Playground	0	3,700,000	3,700,000	0	0
3002 - Community Recreation Center Refurbishment	3,415	0	0	0	0
3172 - International Swim Center, Community Recreation Center, International Swimming Hall of Fame	644,921	53,462	353,462	0	0
3184 - Montague Park Enhancement	18,509	2,579,185	2,579,185	0	0
3182 - New Neighborhood Park & Community Garden (San Tomas & Monroe)	2,109,367	230,698	173,698	0	0
3181 - Park Impact Fees (Quimby, MFA, Developer) Monitoring Project	340,079	268,999	268,999	220,000	0
3001 - Park Improvements	708,606	1,215,932	1,215,932	150,000	150,000
3009 - Park Tree & Asset Inventory Work Order System	45,390	0	0	0	0
3178 - Playground Construction	274,477	1,835,884	1,778,884	0	0
3199 - PW Capital Projects Management	0	0	0	806,595	815,410
NEW - Restroom at Fairway Glen Park	0	0	0	900,000	0
3005 - Senior Center Refurbishment	37,798	0	0	0	0
3008 - Townsend Field, Washington Ball Park, Elmer Johnson Field Rehabilitation	69,806	542,921	542,921	115,000	120,000
3179 - Ulistac Natural Area Maintenance	38,365	109,924	109,924	0	0
3177 - Youth Soccer Fields & Athletic Facilities-Reed & Grant Street	387,328	22,347,513	22,147,513	0	0
3180 - Youth Soccer Park Field #3	9,605	1,342	1,342	0	0
Total Expenditures	**4,687,666**	**32,885,860**	**32,871,860**	**2,319,415**	**1,085,410**
Transfers To					
General Fund	0	0	0	275,138	2,000
General Fund - Land Sale Reserve (Loan Repayment for Reed and Grant Sports Park)	0	273,990	273,990	0	0
Total Transfers To	**0**	**273,990**	**273,990**	**275,138**	**2,000**

Parks and Recreation Capital Fund (532)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Ending Fund Balance					
Encumbrance Carryover	4,603,201	4,600,001	4,600,001	4,600,001	4,600,001
Unrestricted	33,961,301	6,081,459	6,095,459	3,913,726	3,096,316
Total Ending Fund Balance	**38,564,502**	**10,681,460**	**10,695,460**	**8,513,727**	**7,696,317**
Total Use of Funds	**43,252,168**	**43,841,310**	**43,841,310**	**11,108,280**	**8,783,727**

Public Buildings Capital Fund (538)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	141,847	1,574,542	1,574,542	1,574,542	1,574,542
Unrestricted	2,117,574	1,897,811	1,897,811	38,998	38,998
Total Beginning Fund Balance	**2,259,421**	**3,472,353**	**3,472,353**	**1,613,540**	**1,613,540**
Transfers From					
Convention Center Enterprise Fund	0	0	1,500,000	0	0
Expendable Trust Fund	100,000	0	0	0	0
Fleet Management Fund	230,000	0	0	0	0
General Fund	0	0	1,500,000	100,571	101,834
General Fund - Capital Projects Reserve	2,233,000	3,838,592	3,838,592	2,697,000	575,000
Total Transfers From	**2,563,000**	**3,838,592**	**6,838,592**	**2,797,571**	**676,834**
Total Source of Funds	**4,822,421**	**7,310,945**	**10,310,945**	**4,411,111**	**2,290,374**
Expenditures					
6153 - ADA Self Evaluation and Transition Plan Update	0	500,000	500,000	0	0
6147 - Building Security Upgrade	545,194	46,870	46,870	0	0
6085 - Cafeteria Upgrade	0	15,785	15,785	0	0
6047 - City Building Assessment	41,440	209,210	209,210	0	0
6132 - City Hall HVAC Renovation	0	107,828	107,828	0	0
6150 - City Hall Security & Key System Upgrade	16,101	283,899	283,899	0	0
NEW - Civic Center Campus Renovation (Multi-Department)	0	0	0	1,000,000	0
6154 - Convention Center Condition Assessment Repairs	0	0	3,000,000	0	0
6078 - Council Chamber Remodel	0	1,604	1,604	0	0
6159 - Fall Safety Building Improvements	0	200,000	200,000	100,000	100,000
6137 - Hazardous Material Management for Soil and Groundwater on City Properties	1,075	193,928	193,928	0	0
6149 - HVAC Chiller Unit	0	250,000	250,000	260,000	0
6134 - Overfill-Tank Replacement	60,443	22,213	22,213	0	0
6123 - Public Building Parking Lot Improvements	0	162,105	162,105	50,000	50,000
6199 - PW Capital Projects Management Costs	0	0	0	100,571	101,834
6139 - Repair to Historic Buildings	132,718	184,310	184,310	240,000	240,000
6138 - Repairs-Modifications to City Buildings	205,635	295,876	295,876	150,000	150,000
6146 - Stationary Standby Generators	166,160	2,976,488	2,976,488	725,000	0
6054 - Street Corporation Yard Renovation	87,449	115,642	115,642	137,000	0
6140 - Triton Museum Repair and Modifications	93,853	131,647	131,647	35,000	35,000
Total Expenditures	**1,350,068**	**5,697,405**	**8,697,405**	**2,797,571**	**676,834**
Ending Fund Balance					
Encumbrance Carryover	1,574,542	1,574,542	1,574,542	1,574,542	1,574,542
Unrestricted	1,897,811	38,998	38,998	38,998	38,998
Total Ending Fund Balance	**3,472,353**	**1,613,540**	**1,613,540**	**1,613,540**	**1,613,540**
Total Use of Funds	**4,822,421**	**7,310,945**	**10,310,945**	**4,411,111**	**2,290,374**

Recycled Water Capital Fund (597)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	50,826	0	0	0	0
Unrestricted	1,079,410	1,278,477	1,278,477	1,001,260	1,001,260
Total Beginning Fund Balance	**1,130,236**	**1,278,477**	**1,278,477**	**1,001,260**	**1,001,260**
Revenue					
Other Revenue	5,672	0	0	0	0
Total Revenue	**5,672**	**0**	**0**	**0**	**0**
Transfers From					
Water Recycling Fund	150,000	50,000	50,000	50,000	2,550,000
Total Transfers From	**150,000**	**50,000**	**50,000**	**50,000**	**2,550,000**
Total Source of Funds	**1,285,908**	**1,328,477**	**1,328,477**	**1,051,260**	**3,551,260**
Expenditures					
NEW - Recycled Water Storage Reservoir	0	0	0	0	2,500,000
7505 - Recycled Water System Mains and Services	7,431	327,217	327,217	50,000	50,000
Total Expenditures	**7,431**	**327,217**	**327,217**	**50,000**	**2,550,000**
Ending Fund Balance					
Unrestricted	1,278,477	1,001,260	1,001,260	1,001,260	1,001,260
Total Ending Fund Balance	**1,278,477**	**1,001,260**	**1,001,260**	**1,001,260**	**1,001,260**
Total Use of Funds	**1,285,908**	**1,328,477**	**1,328,477**	**1,051,260**	**3,551,260**

Sewer Utility Capital Fund (594)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	7,144,586	2,592,871	2,592,871	2,592,871	2,592,871
Unrestricted	41,946,968	60,148,755	60,148,755	33,586,003	32,805,409
Total Beginning Fund Balance	**49,091,554**	**62,741,626**	**62,741,626**	**36,178,874**	**35,398,280**
Revenue					
Other Agencies Revenue	4,639,611	0	0	0	0
Other Fees for Services	4,381,528	3,300,000	3,300,000	3,000,000	3,000,000
Interest	307,104	0	0	0	0
Other Revenue	2,382,360	1,500,000	1,500,000	17,057	1,000,000
Total Revenue	**11,710,603**	**4,800,000**	**4,800,000**	**3,017,057**	**4,000,000**
Transfers From					
Sewer Utility Fund	29,075,763	17,790,086	17,790,086	3,512,000	34,845,957
Sewer Utility Debt Service Fund	0	0	0	50,000,000	0
Total Transfers From	**29,075,763**	**17,790,086**	**17,790,086**	**53,512,000**	**34,845,957**
Total Source of Funds	**89,877,920**	**85,331,712**	**85,331,712**	**92,707,931**	**74,244,237**
Expenditures					
1907 - Development Extensions	0	220,445	220,445	0	0
1979 - Engineering Management Services Sewer	0	0	0	780,594	790,301
1906 - Lift Station Equipment Replacement	151,819	0	0	0	0
1909 - Sanitary Sewer Capacity Improvements	101,861	16,231,958	16,231,958	3,000,000	3,000,000
1919 - Sanitary Sewer Hydraulic Modeling As Needed Support	0	300,000	300,000	0	0
1913 - Sanitary Sewer Pump Station Improvements	237,589	336,171	336,171	0	0
1911 - Sanitary Sewer System Condition Assessment	71,401	2,716,871	2,716,871	1,000,000	1,000,000
1912 - Sanitary Sewer System Improvements	549,728	6,963,062	6,963,062	2,512,000	2,615,000
1914 - SCADA Replacement	445,720	0	0	0	0
1918 - Sewer Fiber Optic Network	2,135	0	0	0	0
1915 - Sewer Utility Asset Management System	39,203	0	0	0	0
1908 - S.J.-S.C. Regional Wastewater Facility	25,536,838	21,634,331	21,634,331	50,017,057	32,230,957
1916 - Walsh Avenue @ San Tomas Aquino Creek Sanitary Sewer Siphon	0	750,000	750,000	0	0
Total Expenditures	**27,136,294**	**49,152,838**	**49,152,838**	**57,309,651**	**39,636,258**
Transfers To					
Sewer Utility Fund	0	0	0	0	22,000,000
Total Transfers To	**0**	**0**	**0**	**0**	**22,000,000**
Ending Fund Balance					
Encumbrance Carryover	2,592,871	2,592,871	2,592,871	2,592,871	2,592,871
Unrestricted	60,148,755	33,586,003	33,586,003	32,805,409	10,015,108
Total Ending Fund Balance	**62,741,626**	**36,178,874**	**36,178,874**	**35,398,280**	**12,607,979**
Total Use of Funds	**89,877,920**	**85,331,712**	**85,331,712**	**92,707,931**	**74,244,237**

Solid Waste Capital Fund (596)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	487,130	116,506	116,506	116,506	116,506
Landfill Post Closure Reserve	600,000	600,000	600,000	600,000	600,000
Landfill Corrective Action Costs	734,494	734,494	734,494	734,494	734,494
Unrestricted	(712,326)	(302,639)	(302,639)	(0)	(0)
Total Beginning Fund Balance	**1,109,298**	**1,148,361**	**1,148,361**	**1,451,000**	**1,451,000**
Revenue					
Rents	21,888	16,514	16,514	16,000	16,000
Total Revenue	**21,888**	**16,514**	**16,514**	**16,000**	**16,000**
Transfers From					
Solid Waste Fund	849,000	454,000	1,054,000	474,000	494,000
Total Transfers From	**849,000**	**454,000**	**1,054,000**	**474,000**	**494,000**
Total Source of Funds	**1,980,186**	**1,618,875**	**2,218,875**	**1,941,000**	**1,961,000**
Expenditures					
6109 - Sanitary Landfill Development - Post Closure	831,825	1,502,369	767,875	490,000	510,000
Total Expenditures	**831,825**	**1,502,369**	**767,875**	**490,000**	**510,000**
Ending Fund Balance					
Encumbrance Carryover	116,506	116,506	116,506	116,506	116,506
Landfill Post Closure Reserve	600,000	600,000	600,000	600,000	600,000
Landfill Corrective Action Costs	734,494	734,494	734,494	734,494	734,494
Unrestricted	(302,639)	(1,334,494)	(0)	(0)	(0)
Total Ending Fund Balance	**1,148,361**	**116,506**	**1,451,000**	**1,451,000**	**1,451,000**
Total Use of Funds	**1,980,186**	**1,618,875**	**2,218,875**	**1,941,000**	**1,961,000**

Special Gas Tax Fund (521)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	5,254,352	3,817,483	3,817,483	0	0
Unrestricted	7,925,305	7,465,619	7,465,619	0	0
Total Beginning Fund Balance	**13,179,657**	**11,283,102**	**11,283,102**	**0**	**0**
Revenue					
Other Agencies Revenue	500,000	0	0	0	0
Interest	134,521	0	0	0	0
State Revenues	5,281,781	0	0	0	0
Total Revenue	**5,916,302**	**0**	**0**	**0**	**0**
Total Source of Funds	**19,095,959**	**11,283,102**	**11,283,102**	**0**	**0**
Expenditures					
1468 - Annual Street Maintenance and Rehabilitation Program	3,773,277	0	0	0	0
3405 - Changeable Message Signs	31,837	0	0	0	0
3402 - Cypress Avenue Area Streets Improvement	873,357	0	0	0	0
3424 - El Camino Real In-Pavement Warning Lights Crosswalk	32,955	0	0	0	0
1462 - Neighborhood Traffic Calming	8,635	0	0	0	0
3401 - Santa Clara Valley Transportation Authority Congestion Management Program	217,428	0	0	0	0
3425 - Traffic Signal Installation – Pruneridge Ave/Cronin Dr Intersection	37,143	0	0	0	0
3403 - Uncontrolled Crosswalks Improvements	1,228,464	0	0	0	0
Total Expenditures	**6,203,096**	**0**	**0**	**0**	**0**
Transfers To					
Gas Tax Fund	0	1,814,500	1,814,500	0	0
Streets and Highways Capital Fund	0	9,468,602	9,468,602	0	0
Traffic Mitigation Fund	1,609,761	0	0	0	0
Total Transfers To	**1,609,761**	**11,283,102**	**11,283,102**	**0**	**0**
Ending Fund Balance					
Encumbrance Carryover	3,817,483	0	0	0	0
Unrestricted	7,465,619	0	0	0	0
Total Ending Fund Balance	**11,283,102**	**0**	**0**	**0**	**0**
Total Use of Funds	**19,095,959**	**11,283,102**	**11,283,102**	**0**	**0**

Storm Drain Capital Fund (535)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	2,249,995	202,241	202,241	0	0
Unrestricted	1,108,400	1,869,085	1,869,085	131	41,986
Total Beginning Fund Balance	**3,358,395**	**2,071,326**	**2,071,326**	**131**	**41,986**
Revenue					
Interest	4,760	0	0	0	0
Charges for Services	1,259,500	1,447,000	1,447,000	1,447,000	1,447,000
Other Fees for Services	67,194	0	0	0	0
Total Revenue	**1,331,454**	**1,447,000**	**1,447,000**	**1,447,000**	**1,447,000**
Transfers From					
General Fund	0	0	0	230,506	232,892
General Fund - Capital Projects Reserve	1,040,000	1,645,000	1,845,000	4,720,000	2,870,000
Total Transfers From	**1,040,000**	**1,645,000**	**1,845,000**	**4,950,506**	**3,102,892**
Total Source of Funds	**5,729,849**	**5,163,326**	**5,363,326**	**6,397,637**	**4,591,878**
Expenditures					
1840 - Kiely Blvd.-Saratoga Creek Storm Drain Outfall Relocation	0	125,500	125,500	0	0
1830 - Development Extensions	0	83,474	83,474	0	0
1841 - Laurelwood Pump Station Rehabilitation	0	900,000	900,000	3,240,000	0
1831 - Miscellaneous Storm Drain Improvements	29,921	119,940	49,940	0	0
1811 - Pump Station Rehabilitation	98,183	137,450	112,450	110,000	120,000
1899 - PW Capital Projects Management	0	0	0	230,506	232,892
1834 - Storm Drain System Improvements	241	198,268	133,268	0	0
1835 - Storm Drain Outfall Reconstruction Program	180,745	297,942	247,942	300,000	300,000
1837 - Storm Water Retention Basin Remediation	1,959,804	347,474	347,474	0	2,000,000
1838 - Storm Pump Motor and Control Replacement	90,655	629,622	579,622	450,000	450,000
1839 - Urban Runoff Pollution Prevention Program (URPPP)	20,313	256,525	256,525	0	0
1842 - Westside Retention Basin Pump Station Pump Replacement Project	0	880,000	880,000	620,000	0
Total Expenditures	**2,379,862**	**3,976,195**	**3,716,195**	**4,950,506**	**3,102,892**
Transfers To					
General Fund	1,277,661	1,447,000	1,447,000	1,398,145	1,459,965
General Government Capital Fund	0	0	0	1,000	1,000
Electric Utility Fund	1,000	0	0	0	0
Electric Utility Capital Fund	0	200,000	200,000	6,000	8,500
Total Transfers To	**1,278,661**	**1,647,000**	**1,647,000**	**1,405,145**	**1,469,465**
Ending Fund Balance					
Encumbrance Carryover	202,241	0	0	0	0
Unrestricted	1,869,085	(459,869)	131	41,986	19,521
Total Ending Fund Balance	**2,071,326**	**(459,869)**	**131**	**41,986**	**19,521**
Total Use of Funds	**5,729,849**	**5,163,326**	**5,363,326**	**6,397,637**	**4,591,878**

Street Beautification Capital Fund (531)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Unrestricted	299,197	354,317	354,317	0	0
Total Beginning Fund Balance	**299,197**	**354,317**	**354,317**	**0**	**0**
Transfers From					
Electric Utility Fund	25,000	0	0	0	0
General Fund - Capital Projects Reserve	55,000	0	0	0	0
Total Transfers From	**80,000**	**0**	**0**	**0**	**0**
Total Source of Funds	**379,197**	**354,317**	**354,317**	**0**	**0**
Expenditures					
8039 - Street Tree Planting	24,880	0	0	0	0
Total Expenditures	**24,880**	**0**	**0**	**0**	**0**
Transfers To					
Streets and Highways Capital Fund	0	0	3,876		
Electric Utility Capital Fund	0	0	40,875		
General Fund - Capital Projects Reserve	0	309,566	309,566	0	0
Total Transfers To	**0**	**309,566**	**354,317**	**0**	**0**
Ending Fund Balance					
Unrestricted	354,317	44,751	0	0	0
Total Ending Fund Balance	**354,317**	**44,751**	**0**	**0**	**0**
Total Use of Funds	**379,197**	**354,317**	**354,317**	**0**	**0**

Street Lighting Capital Fund (534)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	276,883	1,074	1,074	0	0
Unrestricted	5,866,721	5,363,408	5,363,408	278,539	278,539
Total Beginning Fund Balance	**6,143,604**	**5,364,482**	**5,364,482**	**278,539**	**278,539**
Revenue					
Other Revenue	5,711	289,256	289,256	0	50,000
Total Revenue	**5,711**	**289,256**	**289,256**	**0**	**50,000**
Transfers From					
Electric Utility Fund	5,415	800,206	800,206	50,000	50,000
Total Transfers From	**5,415**	**800,206**	**800,206**	**50,000**	**50,000**
Total Source of Funds	**6,154,730**	**6,453,944**	**6,453,944**	**328,539**	**378,539**
Expenditures					
2873 - El Camino Real Street Lighting Improvement	23,892	0	0	0	0
2875 - Great America Street Light Replacement	276,868	4,133,612	4,133,612	0	0
2876 - LED Street Flood Lighting Retrofit	0	80,000	80,000	0	0
2874 - LED Street Lighting Retrofit	412,325	1,721,382	1,721,382	0	0
2871 - Miscellaneous Street Lighting	43,120	55,482	55,482	50,000	50,000
2872 - New Development Street Lighting	34,043	184,929	184,929	0	50,000
Total Expenditures	**790,248**	**6,175,405**	**6,175,405**	**50,000**	**100,000**
Ending Fund Balance					
Encumbrance Carryover	1,074	0	0	0	0
Unrestricted	5,363,408	278,539	278,539	278,539	278,539
Total Ending Fund Balance	**5,364,482**	**278,539**	**278,539**	**278,539**	**278,539**
Total Use of Funds	**6,154,730**	**6,453,944**	**6,453,944**	**328,539**	**378,539**

Streets and Highways Capital Fund (533)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	1,236,793	2,447,023	2,447,023	1,625,870	1,625,870
Unrestricted	8,240,480	7,140,229	7,140,229	2,083,361	2,083,361
Total Beginning Fund Balance	**9,477,273**	**9,587,252**	**9,587,252**	**3,709,231**	**3,709,231**
Revenue					
Other Agencies Revenue	455,665	14,346,748	14,346,748	8,391,000	2,300,000
Other Revenue	116,540	3,504,637	3,504,637	0	0
Interest	31,619	0	0	0	0
State Revenues	761,457	750,000	750,000	750,000	750,000
Total Revenue	**1,365,281**	**18,601,385**	**18,601,385**	**9,141,000**	**3,050,000**
Transfers From					
Bridge District #2 Debt Fund	64,000	80,000	80,000	65,000	65,000
Gas Tax Fund	0	3,399,940	3,399,940	4,254,548	2,073,457
General Fund	0	0	0	1,578,562	1,606,090
General Fund - Budget Stabilization Reserve	0	27,600	27,600	0	0
General Fund - Capital Projects Reserve	100,000	413,442	413,442	100,000	100,000
Road Maintenance and Rehabilitation (SB1) Fund	0	2,749,210	2,749,210	2,050,000	2,050,000
Special Gas Tax Fund	0	9,468,603	9,468,603	0	0
Traffic Mitigation Capital Fund	1,354,500	9,094,221	9,094,221	0	0
Traffic Mitigation Fund	0	793,500	593,500	899,500	1,531,500
Total Transfers From	**1,518,500**	**26,026,516**	**25,826,516**	**8,947,610**	**7,426,047**
Total Source of Funds	**12,361,054**	**54,215,153**	**54,015,153**	**21,797,841**	**14,185,278**
Expenditures					
1239 - Adaptive Signal System	0	350,000	350,000	1,500,000	0
1202 - Agnew Road At-Grade Crossing	2,443	571,307	571,307	0	0
1209 - Agnew Road/De La Cruz Blvd Signal Timing	0	1,541,000	1,541,000	0	0
1213 - Annexed Neighborhood Street Improvements	0	1,464,436	1,464,436	0	0
1203 - Annual Creek Trail Rehabilitation Program	0	200,000	200,000	100,000	100,000
1240 - Annual Curb Ramp Installation	0	4,092,200	4,092,200	0	0
1235 - Annual Street Maintenance and Rehabilitation Program	122,735	14,706,339	14,706,339	4,770,000	6,370,000
1245 - Benton Bicycle Lanes	0	150,000	150,000	0	0
1378 - Bicycle and Pedestrian Improvements	270,355	27,657	27,657	0	0
1206 - Bicycle Lane Improvements on Pruneridge Avenue at Lawrence Expressway	12,145	447,855	447,855	0	0
1379 - Bicycle Plan	16,805	0	0	0	0
1391 - Bowers Avenue Signal Timing Project	0	850,000	850,000	0	0
1325 - Bridge Maintenance Program	544,200	207,644	207,644	65,000	65,000
1217 - Central Control Traffic Signal Upgrade	0	708,622	708,622	212,000	219,000
1227 - Changeable Message Signs	0	1,953,164	1,953,164	0	0
1222 - Citywide Accessible Pedestrian Signal Installation	0	188,768	188,768	0	200,000
1214 - Coleman Avenue Widening	0	189,797	189,797	0	0
1201 - Creek Trail Network Expansion Master Plan	159,420	0	0	0	0
1326 - Development Extensions	0	724,219	724,219	0	0
1199 - PW Capital Projects Management	0	0	0	1,578,562	1,606,090

Streets and Highways Capital Fund (533)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Expenditures					
1208 - Homestead Road Signal Timing	14,580	761,700	761,700	0	0
1243 - Install Sidewalks on San Tomas Expressway	0	60,119	60,119	0	0
1242 - Intersection Improvements - El Camino Real at San Tomas Expressway - Phase "B"	0	330,615	330,615	0	0
1390 - Lafayette Street Signal Timing Project	0	1,552,750	1,552,750	0	0
1212 - LED Traffic Signal & Safety Light Replacements	0	406,692	406,692	400,000	0
1207 - Lick Mill Blvd Signal Timing	5,828	616,300	616,300	0	0
1237 - MCB/GAP Intersection Improvement Project	0	6,774,198	6,774,198	0	0
1210 - Mission College Bike Lanes Project	0	476,355	476,355	0	0
1366 - Mission College Boulevard Traffic Signal Timing and Interconnect	34,494	0	0	0	0
1211 - Neighborhood Traffic Calming	0	676,632	676,632	0	150,000
1370 - Pedestrian and Bicycle Access to Central Park	0	5,714	5,714	0	0
1220 - Pedestrian and Bicycle Enhancement Facilities	0	192,667	192,667	200,000	200,000
1238 - Pedestrian Crosswalk Sensors	0	150,000	150,000	150,000	150,000
1233 - Pedestrian Master Plan	0	307,135	307,135	0	0
1205 - Pepper Tree Neighborhood Traffic Calming Study	3,648	89,745	89,745	0	0
1230 - Public Right-of-Way Landscaping Improvement	0	309,566	309,566	0	0
1224 - Replacement of Traffic Signals in ECR-Lafayette St.-Newhall St.-Scott Blvd. Area	0	862,000	862,000	0	0
1228 - Replacement of Underground Traffic Signal Infrastructure	0	70,122	70,122	50,000	0
1385 - Santa Clara Citywide ITS Project 1 (Tasman, GAP, Homestead, etc.)	0	156,000	156,000	0	0
1386 - Santa Clara Citywide ITS Project 2 (Lafayette, Benton, and Monroe)	40,099	459,901	459,901	0	0
1225 - Santa Clara Valley Transportation Authority - Congestion Management Program	0	266,135	266,135	254,548	263,457
1231 - Santa Clara Various Streets and Roads Preservation (OBAG 2)	0	0	0	3,956,000	0
1375 - Saratoga Avenue Signal Timing and Interconnect Project	196,593	0	0	0	0
1204 - Saratoga Creek Trail (Homeridge Park to Central Park)	577,675	1,006,965	1,006,965	3,735,000	0
1244 - Scott Boulevard Signal Timing	0	510,000	510,000	0	0
1215 - Sidewalk Installation Program	0	114,062	114,062	0	0
1382 - Sidewalk, Curb and Gutter Repair	380,350	383,816	383,816	380,000	390,000
1392 - SRTS Pedestrian Infrastructure Improvements Project	0	365,000	365,000	0	0
1374 - Stevens Creek Boulevard Bus Priority Project	25,462	20,155	20,155	0	0
1368 - Stevens Creek Boulevard Traffic Signal Timing and Interconnect	27,543	0	0	0	0
1377 - Tasman Drive Bicycle Lanes Project	295,086	0	0	0	0
1221 - Traffic Monitoring at Various Locations - Phase "C"	0	209,712	209,712	37,500	87,500
1218 - Traffic Pre-Emptors	0	258,637	258,637	300,000	0
1223 - Traffic Signal Controller Replacement	0	261	261	0	125,000

Streets and Highways Capital Fund (533)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Expenditures					
1357 - Traffic Signal Controller Upgrade	0	80,872	80,872	400,000	0
1219 - Traffic Signal Enhancements	0	121,264	121,264	0	250,000
1229 - Traffic Signal Installation – Pruneridge Ave/Cronin Dr Intersection	0	693,716	693,716	0	0
1232 - Traffic Signal Interconnect Upgrade	0	0	0	0	100,000
1236 - Traffic Signal Modification - El Camino-Lafayette	0	1,322,967	1,322,967	0	0
1241 - Traffic Signal Modification - San Tomas Expressway at Homestead Road Phase "B"	0	25,194	25,194	0	0
1216 - Traffic Studies and Signal Needs Assessment/Upgrade	0	224,181	224,181	0	0
1234 - Travel Demand Model Update	0	0	0	0	200,000
1226 - Uncontrolled Crosswalks Improvements	0	2,009,958	2,009,958	0	0
1376 - Vehicle Emissions Reductions Based in School (VERBS) Phase 2	44,341	61,808	61,808	0	0
Total Expenditures	**2,773,802**	**50,305,922**	**50,305,922**	**18,088,610**	**10,476,047**
Ending Fund Balance					
Encumbrance Carryover	2,447,023	1,625,870	1,625,870	1,625,870	1,625,870
Unrestricted	7,140,229	2,283,361	2,083,361	2,083,361	2,083,361
Total Ending Fund Balance	**9,587,252**	**3,909,231**	**3,709,231**	**3,709,231**	**3,709,231**
Total Use of Funds	**12,361,054**	**54,215,153**	**54,015,153**	**21,797,841**	**14,185,278**

Traffic Mitigation Capital Fund (525)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	779,531	427,394	427,394	0	0
Unrestricted	10,357,124	11,538,857	11,538,857	0	0
Total Beginning Fund Balance	**11,136,655**	**11,966,251**	**11,966,251**	**0**	**0**
Revenue					
Other Fees for Services	855,324	0	0	0	0
Interest	139,712	0	0	0	0
Total Revenue	**995,036**	**0**	**0**	**0**	**0**
Transfers From					
Special Gas Tax Fund	1,609,761	0	0	0	0
Total Transfers From	**1,609,761**	**0**	**0**	**0**	**0**
Total Source of Funds	**13,741,452**	**11,966,251**	**11,966,251**	**0**	**0**
Expenditures					
2665 - Central Control Traffic Signal Upgrade	17,945	0	0	0	0
2676 - Citywide Accessible Pedestrian Signal Installation	11,232	0	0	0	0
2621 - Improvements - Great America Parkway	39,188	0	0	0	0
2660 - Intersection Improvements - ECR at Lafayette Street - Phase "B"	2,383	0	0	0	0
2658 - Intersection Improvements - El Camino Real at San Tomas Expressway - Phase "B"	2,383	0	0	0	0
2638 - Lawrence Expressway at Monroe Street - Intersection Improvement Phase "B"	2,383	783	783	0	0
2630 - Mission College Blvd. and GAP Intersection Improvement	2,383	0	0	0	0
2670 - Pedestrian and Bicycle Enhancement Facilities	29,126	0	0	0	0
2672 - Traffic Monitoring at Various Locations - Phase "C"	8,850	0	0	0	0
2668 - Traffic Pre-Emptors	11,718	0	0	0	0
2669 - Traffic Signal Enhancements	53,160	0	0	0	0
2628 - Traffic Signal Modification and Highway 101 Off-Ramp Widening at the Great America Parkway	2,383	783	783	0	0
2666 - Traffic Signal - Monroe Street and Chromite Drive	237,567	46,724	46,724	0	0
Total Expenditures	**420,701**	**48,290**	**48,290**	**0**	**0**
Transfers To					
Streets and Highways Capital Fund	1,354,500	9,094,221	9,094,221	0	0
Traffic Mitigation Fund	0	2,823,740	2,823,740	0	0
Total Transfers To	**1,354,500**	**11,917,961**	**11,917,961**	**0**	**0**
Ending Fund Balance					
Encumbrance Carryover	427,394	0	0	0	0
Unrestricted	11,538,857	0	0	0	0
Total Ending Fund Balance	**11,966,251**	**0**	**0**	**0**	**0**
Total Use of Funds	**13,741,452**	**11,966,251**	**11,966,251**	**0**	**0**

Water Utility Capital Fund (592)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	1,654,147	62,161	62,161	62,161	62,161
Unrestricted	7,785,210	14,462,166	14,462,166	2,529,271	1,779,271
Total Beginning Fund Balance	**9,439,357**	**14,524,327**	**14,524,327**	**2,591,432**	**1,841,432**
Revenue					
Other Fees for Services	21,733	0	0	0	0
Other Revenue	701,852	0	0	0	0
Total Revenue	**723,585**	**0**	**0**	**0**	**0**
Transfers From					
Sewer Utility Fund	0	680,000	680,000	545,000	545,000
Water Utility Fund	6,230,342	3,890,689	3,890,689	5,885,000	6,580,000
Total Transfers From	**6,230,342**	**4,570,689**	**4,570,689**	**6,430,000**	**7,125,000**
Total Source of Funds	**16,393,284**	**19,095,016**	**19,095,016**	**9,021,432**	**8,966,432**
Expenditures					
7057 - Asset Management Program	73,938	926,000	926,000	900,000	150,000
7005 - Buildings and Grounds	0	694,569	694,569	100,000	0
7054 - Distribution System Replacement/Restoration	672,066	8,070,458	8,070,458	1,630,000	1,875,000
7062 - Fiber Optic Network	3,344	0	0	0	0
7059 - New and Replacement Wells	3,547	2,009,664	2,009,664	1,750,000	1,100,000
7056 - Office Rehabilitation	38,649	177,367	177,367	0	0
7058 - SCADA Improvements	0	3,110,919	3,110,919	800,000	1,000,000
7045 - Seismic Retrofit for Storage Tanks	47,282	0	0	0	0
7006 - Services and Development Improvements	967,112	0	0	0	0
7060 - Tank Rehabilitation	23,967	1,514,607	1,514,607	2,000,000	3,000,000
7008 - Wells and Pumps	39,051	0	0	0	0
Total Expenditures	**1,868,956**	**16,503,584**	**16,503,584**	**7,180,000**	**7,125,000**
Ending Fund Balance					
Encumbrance Carryover	62,161	62,161	62,161	62,161	62,161
Unrestricted	14,462,166	2,529,271	2,529,271	1,779,271	1,779,271
Total Ending Fund Balance	**14,524,327**	**2,591,432**	**2,591,432**	**1,841,432**	**1,841,432**
Total Use of Funds	**16,393,283**	**19,095,016**	**19,095,016**	**9,021,432**	**8,966,432**

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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 accounts for the operations of the City's public golf course.

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 operating lease expired prior to FY 2017/18 and is currently on a month-to-month lease.

Sports and Open Space Authority Capital Fund (840)

This fund accounts for Authority's capital improvement program.

The following section details the Other Agency Funds' Statements of Sources and Uses and their Proposed Budget for Fiscal Years 2019/20 and 2020/21.

Santa Clara Golf and Tennis Club Fund (811)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Unrestricted	(318,959)	(466,266)	(466,266)	0	0
Total Beginning Fund Balance	**(318,959)**	**(466,266)**	**(466,266)**	**0**	**0**
Revenue					
Charges for Services	1,921,016	2,008,900	2,008,900	710,128	0
Other Revenue	69,801	0	0	0	0
Total Revenue	**1,990,817**	**2,008,900**	**2,008,900**	**710,128**	**0**
Transfers From					
General Fund[1]	27,552	548,829	1,015,095	98,243	0
Sports and Open Space Authority Construction Fund	0	0	0	157,486	0
Sports and Open Space Authority Fund	0	0	0	28,645	0
Total Transfers From	**27,552**	**548,829**	**1,015,095**	**284,374**	**0**
Total Source of Funds	**1,699,410**	**2,091,463**	**2,557,729**	**994,502**	**0**
Expenditures					
Salaries and Benefits	1,002,416	1,135,859	1,135,859	409,047	0
Board Member Stipend	0	0	0	5,220	0
Materials/Services/Supplies	1,149,260	1,411,870	1,411,870	576,902	0
Interfund Services	14,000	10,000	10,000	3,333	0
Total Expenditures	**2,165,676**	**2,557,729**	**2,557,729**	**994,502**	**0**
Ending Fund Balance					
Unrestricted	(466,266)	(466,266)	0	0	0
Total Ending Fund Balance	**(466,266)**	**(466,266)**	**0**	**0**	**0**
Total Use of Funds	**1,699,410**	**2,091,463**	**2,557,729**	**994,502**	**0**

[1] *Additional FY 2018/19 transfer from General Fund will be included as a separate action for Council consideration, as part of the Finance Department's Monthly Financial Status Report.*

Sports and Open Space Authority Fund (801)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Encumbrance Carryover	1,318	0	0	0	0
Unrestricted	47,898	37,950	37,950	28,645	0
Total Beginning Fund Balance	**49,216**	**37,950**	**37,950**	**28,645**	**0**
Revenue					
Rents	0	0	0	0	0
Interest	(214)	0	1,747	0	0
Total Revenue	**(214)**	**0**	**1,747**	**0**	**0**
Total Source of Funds	**49,002**	**37,950**	**39,697**	**28,645**	**0**
Expenditures					
Board Member Stipend	5,220	0	5,220	0	0
Materials/Services/Supplies	5,832	0	5,832	0	0
Total Expenditures	**11,052**	**0**	**11,052**	**0**	**0**
Transfers To					
Santa Clara Golf and Tennis Club Fund	0	0	0	28,645	
Total Transfers To	**0**	**0**	**0**	**28,645**	**0**
Ending Fund Balance					
Unrestricted	37,950	37,950	28,645	0	0
Total Ending Fund Balance	**37,950**	**37,950**	**28,645**	**0**	**0**
Total Use of Funds	**49,002**	**37,950**	**39,697**	**28,645**	**0**

Sports and Open Space Authority Construction Fund (840)

	2017/18 Actual	2018/19 Amended	2018/19 Estimate	2019/20 Proposed	2020/21 Proposed
Beginning Fund Balance					
Unrestricted	157,486	157,486	157,486	157,486	0
Total Beginning Fund Balance	**157,486**	**157,486**	**157,486**	**157,486**	**0**
Total Source of Funds	**157,486**	**157,486**	**157,486**	**157,486**	**0**
Transfers To					
Santa Clara Golf and Tennis Club Fund	0	0	0	157,486	
Total Transfers To	**0**	**0**	**0**	**157,486**	**0**
Ending Fund Balance					
Unrestricted	157,486	157,486	157,486	0	0
Total Ending Fund Balance	**157,486**	**157,486**	**157,486**	**0**	**0**
Total Use of Funds	**157,486**	**157,486**	**157,486**	**157,486**	**0**

City of Santa Clara
The Center of What's Possible

City Departments

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Mayor and City Council Offices

Department Mission

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

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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 (appointed to or elected by district, based on a Court order issued in the summer of 2018) and serves staggered four-year terms. The Council, as the legislative body, represents the citizens of Santa Clara and is empowered by the City Charter to formulate Citywide policy, enact local legislation, adopt budgets, and appoint the City Manager, City Attorney and City Auditor. The Council conducts City Council meetings and study sessions as required.

The Mayor and 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 and Stadium Authority.

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.
Division 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.
	Provide Mayor and Councilmembers with requested information and coordinate concerns from members of the community in an effort to increase transparency and responsiveness.
	Provide general administrative support to the Mayor and Councilmembers.

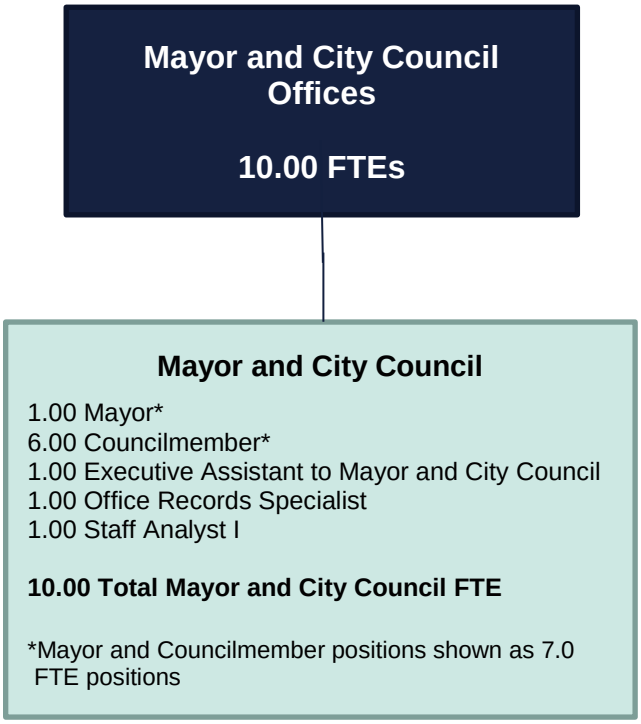
Significant Accomplishments

- 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 intergovernmental assignments
- Responded to constituent concerns and inquiries within three business days
- Approved and processed proclamations in time for events
- Processed travel and reimbursement requests within two weeks of receiving complete documentation
- Responded to requests for Mayor and/or Council's appearance within two weeks of request

Mayor and City Council Travel

In accordance with the City's administrative policy on official travel by the Mayor and City Councilmembers, 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 2019/20 Budget	FY 2020/21 Budget
National League of Cities Annual Conference	2,548	2,598
League of California Cities Annual Conference	14,406	14,756
League of California Cities New Members Academy	0	4,416
League of California Cities Workshops	2,000	2,000
Official Local Policy Related Events/Meetings	2,000	2,000
Sister Cities Annual Conference	4,688	4,788
Sister Cities International Travel to Sister Cities of Coimbra, Izumo, or Limerick	8,415	8,415
United States Conference of Mayors Winter Meeting	3,033	3,033
United States Conference of Mayors Annual Conference	3,033	3,033
Total Conference Budget	**40,123**	**45,039**


Mayor and City Council Offices
10.00 FTEs
Mayor and City Council
1.00 Mayor*
6.00 Councilmember*
1.00 Executive Assistant to Mayor and City Council
1.00 Office Records Specialist
1.00 Staff Analyst I
10.00 Total Mayor and City Council FTE
*Mayor and Councilmember positions shown as 7.0 FTE positions

Budget Summary

	FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Division / Program						
Mayor and City Council Division						
1611 City Council Program	721,940	833,853	879,953	5.5%	935,157	6.3%
Total Mayor and City Council Division	**721,940**	**833,853**	**879,953**	**5.5%**	**935,157**	**6.3%**
Total by Division / Program	**721,940**	**833,853**	**879,953**	**5.5%**	**935,157**	**6.3%**

	FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Fund						
General Fund	721,940	833,853	879,953	5.5%	935,157	6.3%
Total by Fund	**721,940**	**833,853**	**879,953**	**5.5%**	**935,157**	**6.3%**
Dollars by Category						
Salary and Benefits						
Salary	453,180	464,633	483,212	4.0%	500,009	3.5%
As-Needed	0	35,000	32,000	(8.6%)	32,000	0.0%
Overtime	0	500	500	0.0%	500	0.0%
Retirement	133,718	150,742	142,589	(5.4%)	153,521	7.7%
Health Allocation	34,523	36,846	35,823	(2.8%)	37,752	5.4%
Medicare	6,806	6,830	7,133	4.4%	7,377	3.4%
Social Security	17,664	18,453	19,748	7.0%	20,789	5.3%
Other Benefits	27,260	22,630	17,856	(21.1%)	18,223	2.1%
Total Salary and Benefits	**673,151**	**735,634**	**738,861**	**0.4%**	**770,171**	**4.2%**
Non-Personnel						
Materials/Services/Supplies	29,665	73,417	76,323	4.0%	99,963	31.0%
Interfund Services	19,124	24,802	64,769	161.1%	65,023	0.4%
Total Non-Personnel	**48,789**	**98,219**	**141,092**	**43.7%**	**164,986**	**16.9%**
Total by Category	**721,940**	**833,853**	**879,953**	**5.5%**	**935,157**	**6.3%**

Position Summary

	FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Division / Program					
Mayor and City Council Division					
1611 City Council Program	11.00	10.00	10.00	0.00	10.00
Total Mayor and City Council Division	**11.00**	**10.00**	**10.00**	**0.00**	**10.00**
Total by Division / Program	**11.00**	**10.00**	**10.00**	**0.00**	**10.00**

	FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Fund					
General Fund	**11.00**	**10.00**	**10.00**	**0.00**	**10.00**
Total by Fund	**11.00**	**10.00**	**10.00**	**0.00**	**10.00**

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 Specialist to City Council	1.00	0.00	0.00	0.00	0.00
Office Records Specialist	1.00	1.00	1.00	0.00	1.00
Staff Analyst I	1.00	1.00	1.00	0.00	1.00
Total Positions	**11.00**	**10.00**	**10.00**	**0.00**	**10.00**

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	10.00	833,853
FY 2019/20 Base Budget Adjustments		
Ongoing Cost Adjustments		
Salary and benefits adjustments		3,227
Adjustment for newly established internal service fund allocation for Information Technology Services		39,967
Non-personnel adjustments		2,906
Total FY 2019/20 Base Budget Adjustments	**0.00**	**46,100**
Total FY 2019/20 Base Budget	**10.00**	**879,953**
Total FY 2019/20 Proposed Budget	**10.00**	**879,953**
FY 2020/21 Base Budget Adjustments		
Ongoing Cost Adjustments		
Salary and benefits adjustments		31,310
Non-personnel adjustments		5,894
Total FY 2020/21 Base Budget Adjustments	**0.00**	**37,204**
Total FY 2020/21 Base Budget	**10.00**	**917,157**
FY 2020/21 Service Level Changes		
Replacement of iPads/iPhones for Councilmembers		18,000
Total Service Level Changes	**0.00**	**18,000**
Total FY 2020/21 Proposed Budget	**10.00**	**935,157**

Service Level Changes

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Replacement of iPads/iPhones	0.00	0	0	18,000	0

Program: 1611 – City Council Program

This one-time funding will provide all Councilmembers with new iPads and iPhones as their current equipment will have reached the end of their useful life by fiscal year 2020/21.

Performance Impact

The replacement will provide Councilmembers with up-to-date technology to avoid technical issues arising from outdated equipment.

Strategic Pillar: Deliver and Enhance High Quality Efficient Services and Infrastructure

Performance and Workload Measures

Mayor and City Council Division

Performance Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Percent of forwarded citizen concerns and inquiries to City Manager within three business days		100%	100%	100%	98%	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%	98%	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 of Santa Clara
The Center of What's Possible

City Attorney's Office

Department Mission

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

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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.
Division Objectives	Oversee and direct ongoing litigation; defend against claims filed against the City.
	Review, update, interpret, and enforce the City Code, particularly regarding quality of life issues and nuisance abatement; and, draft and recommend ordinances and amendments in response to City Council direction.
	Provide legal advice to the Mayor and Council about City policies, directives, ordinances and procedures.
	Collaborate with the City Manager to ensure legal compliance in the performance of City obligations and duties.
	Ensure California Environmental Quality Act (CEQA) and zoning compliance for all property development.
	Initiate prosecutions when necessary to protect residents, employees, and the environment.
	Work with the Human Resources Department regarding personnel and discipline matters.

Significant Accomplishments

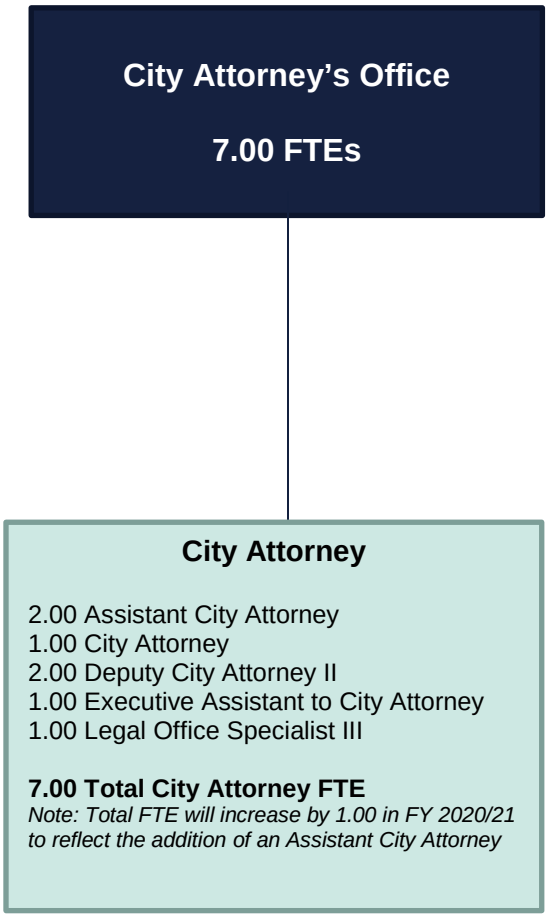
- Successfully obtained favorable award in Stadium Rent Reset Arbitration and dismissal of the Stadium Management Agreement Declaratory Relief Action
- Successfully assisted in transitioning the City's method of elections from at-large to by-district for City Councilmembers only
- Assisted in the transition of Convention Center past practices to a professional management approach and untangling interest in Convention Center Complex land sale
- Assisted with managing and mitigating risk in agreements with developer, Related Santa Clara, LLC, regarding CityPlace agreements
- Successfully obtained judgment in Santa Clara's favor in CityPlace CEQA litigation and concluded settlement in Santana West CEQA litigation
- Successfully obtained unlawful detainer judgment in Santa Clara's favor and obtained dismissal of contract litigation (David's Restaurant)
- Drafted City ordinances, including: City Auditor Ordinance, Traffic Impact Fee Ordinance, Electric Scooter Moratorium Ordinance, Taxicab and Pedicab Ordinance, Massage Moratorium Ordinance, Cannabis Moratorium Ordinance
- Drafted ordinance and advised the Ad Hoc Advisory Districting Committee with regard to the June 2018 Charter Amendment
- Completed approximately 2,500 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
- Completed negotiations, environmental review process and development entitlements for Tasman East, 575 Benton Street (Prometheus), and the acquisition of Franklin Street Easement

Significant Objectives

- Assist with implementing policy/ordinance regarding cultivation of recreational marijuana
- Assist with implementing revisions to massage business regulations
- Assist with Stadium issues:
    - Related to non-NFL events
    - Related to audit recommendations and implementation
- Assist with comprehensive Zoning Ordinance Update
- Assist with specific plans for Focus Areas (Tasman East, ECR, Downtown)
- Assist with negotiating a development agreement and environmental review for proposed Kylli Project (former Yahoo site)

Budget Highlights

- Increased funding for all City Attorneys to attend the League of California Cities - City Attorneys' Conference. The conference provides training on cutting-edge issues in municipal law, including comprehensive updates on litigation affecting cities.
- Addition of 1.0 Assistant City Attorney in FY 2020/21 to provide support for various real estate transactions


City Attorney's Office
7.00 FTEs
City Attorney
2.00 Assistant City Attorney
1.00 City Attorney
2.00 Deputy City Attorney II
1.00 Executive Assistant to City Attorney
1.00 Legal Office Specialist III
7.00 Total City Attorney FTE
Note: Total FTE will increase by 1.00 in FY 2020/21 to reflect the addition of an Assistant City Attorney

Budget Summary

	FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Division / Program						
City Attorney Division						
2411 Program Administration	1,264,680	1,639,199	1,597,486	(2.5%)	1,616,754	1.2%
2412 Program Litigation	424,754	489,812	663,026	35.4%	987,330	48.9%
Total City Attorney Division	**1,689,434**	**2,129,011**	**2,260,512**	**6.2%**	**2,604,084**	**15.2%**
Total by Division / Program	**1,689,434**	**2,129,011**	**2,260,512**	**6.2%**	**2,604,084**	**15.2%**

	FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Fund						
General Fund	1,689,434	2,129,011	2,260,512	6.2%	2,604,084	15.2%
Total by Fund	**1,689,434**	**2,129,011**	**2,260,512**	**6.2%**	**2,604,084**	**15.2%**
Dollars by Category						
Salary and Benefits						
Salary	995,760	1,199,443	1,244,473	3.8%	1,495,812	20.2%
As-Needed	82,198	47,143	47,143	0.0%	47,143	0.0%
Retirement	288,576	420,568	371,720	(11.6%)	468,314	26.0%
Health Allocation	66,731	82,394	80,812	(1.9%)	98,092	21.4%
Medicare	16,364	19,083	20,068	5.2%	23,842	18.8%
Social Security	50,243	53,734	54,664	1.7%	62,842	15.0%
Other Benefits	54,855	66,555	52,081	(21.7%)	61,264	17.6%
Total Salary and Benefits	**1,554,727**	**1,888,920**	**1,870,961**	**(1.0%)**	**2,257,309**	**20.6%**
Non-Personnel						
Materials/Services/Supplies	85,293	86,187	142,545	65.4%	99,247	(30.4%)
Interfund Services	49,414	53,904	247,006	358.2%	247,528	0.2%
Capital Outlay	0	100,000	0	(100.0%)	0	0.0%
Total Non-Personnel	**134,707**	**240,091**	**389,551**	**62.3%**	**346,775**	**(11.0%)**
Total by Category	**1,689,434**	**2,129,011**	**2,260,512**	**6.2%**	**2,604,084**	**15.2%**

Position Summary

		FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Division / Program						
City Attorney Division						
2411	Program Administration	4.10	5.10	4.60	(0.50)	5.60
2412	Program Litigation	1.90	1.90	2.40	0.50	2.40
Total City Attorney Division		**6.00**	**7.00**	**7.00**	**0.00**	**8.00**
Total by Division / Program		**6.00**	**7.00**	**7.00**	**0.00**	**8.00**

	FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Fund					
General Fund	6.00	7.00	7.00	0.00	8.00
Total by Fund	**6.00**	**7.00**	**7.00**	**0.00**	**8.00**
Position Classification					
Assistant City Attorney	2.00	2.00	2.00	0.00	3.00
City Attorney	1.00	1.00	1.00	0.00	1.00
Deputy City Attorney II	1.00	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	1.00	0.00	1.00
Total Positions	**6.00**	**7.00**	**7.00**	**0.00**	**8.00**

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	7.00	2,129,011
FY 2019/20 Base Budget Adjustments		
One-Time Cost Adjustments		
Office Configuration		(100,000)
Ongoing Cost Adjustments		
Salary and benefits adjustments		(20,890)
Adjustment for newly established internal Information Technology Services Fund allocation		198,787
California Bar Association certification costs		13,038
Adjustment in costing for resources allocated to Stadium functions		2,931
Non-personnel adjustments		(5,685)
Reallocation of copier contract budget to the Information Technology Department		(6,680)
Total FY 2019/20 Base Budget Adjustments	**0.00**	**81,501**
Total FY 2019/20 Base Budget	**7.00**	**2,210,512**
FY 2019/20 Service Level Changes		
Legal Matter Management Software		50,000
Total Service Level Changes	**0.00**	**50,000**
Total FY 2019/20 Proposed Budget	**7.00**	**2,260,512**

Budget Reconciliation

	Positions	Expenditures (All Funds)
FY 2020/21 Base Budget Adjustments		
One-Time Cost Adjustments		
Legal Matter Management Software		(50,000)
Ongoing Cost Adjustments		
Salary and benefits adjustments		92,480
Legal Management Software maintenance		5,000
Non-personnel adjustments		2,224
Total FY 2020/21 Base Budget Adjustments	**0.00**	**49,704**
Total FY 2020/21 Base Budget	**7.00**	**2,310,216**
FY 2020/21 Service Level Changes		
Assistant City Attorney for Real Estate Legal Matters	1.00	293,868
Total Service Level Changes	**1.00**	**293,868**
Total FY 2020/21 Proposed Budget	**8.00**	**2,604,084**

Service Level Changes

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Legal Matter Management Software	0.00	50,000	0	0	5,000

Program: 2411 – Program Administration

This action provides funding for the City Attorney's Office to issue a Request for Proposal to procure a legal management software and a consultant to assist in the implementation of the software. This organizational tool would offer a comprehensive solution with the functionality to track legal deadlines, dockets, calendar and document management, court filings and documents related to specific legal matters.

Performance Impact

The City Attorney's Office seeks to leverage new technology that is conducive to increasing efficiency levels by eliminating manual processes in order to provide timely responses to external and internal customers. A legal management tool would also provide resources to the City Attorney's Office to plan and implement improvements for future needs through automation.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Assistant City Attorney for Real Estate Legal Matters	1.00	0	0	0	293,868

Program: 2411 – Program Administration

This action adds 1.0 Assistant City Attorney in FY 2020/21 to provide support for the City Attorney's Office in handling a range of real estate transactions on behalf of the City, including public/private development partnerships and the development and preservation of affordable housing. The City Attorney's Office in its current form is undergoing significant workloads related to development projects such as CityPlace Santa Clara, Kylli Mixed Use Project, Tasman East and El Camino Real, all of which require a considerable undertaking and is resource intensive to provide legal services. In addition, the Stadium Authority related issues and the Convention Center also require substantial time from the legal counsel to represent and advise.

Performance Impact

This action enhances the level of City services and helps to achieve timely legal services provided to the City Council, policy makers and staff.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Performance and Workload Measures

City Attorney Division

Workload Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Number of legal service requests reviewed within ten working days after receipt from the Department		1,793	2,489	1,800	1,800	1,800	1,800
Number of training sessions presented for City officials and staff		5	5	5	5	5	5
Number of ordinances and resolutions drafted or reviewed by CAO		85	144	100	100	100	100
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[1]		75	40	80	80	40	40

[1]Estimates and targets in FY 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.

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City of Santa Clara
The Center of What's Possible

City Clerk's Office

Department Mission

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

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City Clerk's Office Description

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 Assistant City Clerk oversees the day-to-day operations of the City Clerk's Office. The City Clerk's Office 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 City Clerk's Office processes and maintains copies of City contracts, ordinances, resolutions and other official documents. The City Clerk's Office maintains the Records Retention Center, and manages and complies with the records retention schedule. The City Clerk's Office administers municipal elections, campaign and disclosure laws, the Campaign Finance Ordinance, Regulation of Lobbying Activities program and the Calendars of Certain City Officials program. The City Clerk's Office also administers oaths of affirmation pertaining to the affairs and business of the City and also certifies copies of official records.

Divisions and Services

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

City Clerk's Office Division Mission	Maintain and ensure that all official records and documents are accessible to the public; assure timely publication, posting and/or mailing of ordinances, resolutions, calendars of certain City Officials, lobbyist registration forms and semi-annual reports, and other notices; attend and keep an accurate record of Council meetings; engage voters in the process of and conduct the municipal elections; and respond to all requests for information efficiently and courteously.
Division 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

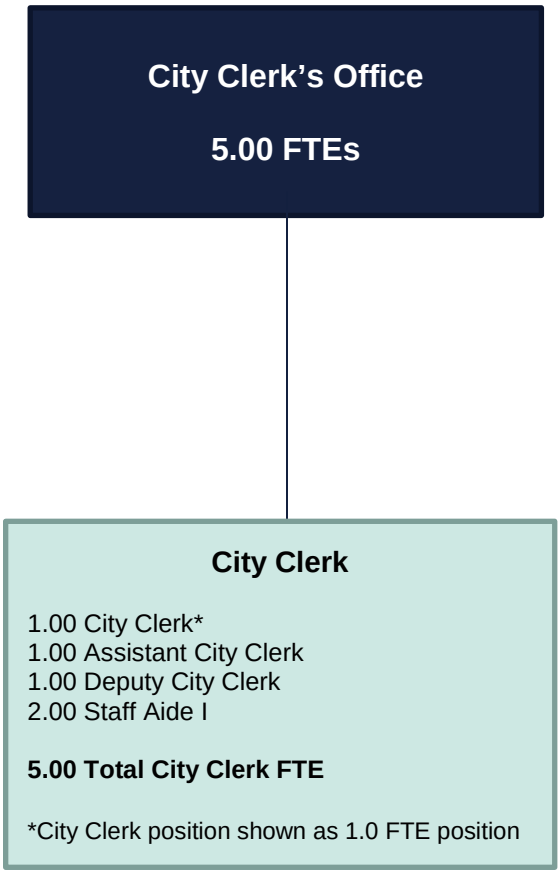
- Implemented the Special Election - June 2018 and implemented the first phase of the Electronic Public Records Act System
- Implemented and conducted the November 2018 General and Special Election
- Collaborated with the City Attorney's Office and introduced Hidden Political Donations (Dark Money) Ordinance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

Significant Objectives

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

Budget Highlights

- Through a multi-departmental approach, resources are added to support and expand staff's capacity to implement citywide systems and new initiatives


City Clerk's Office
5.00 FTEs
City Clerk
1.00 City Clerk*
1.00 Assistant City Clerk
1.00 Deputy City Clerk
2.00 Staff Aide I
5.00 Total City Clerk FTE
*City Clerk position shown as 1.0 FTE position

Budget Summary

		FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Division / Program							
City Clerk Division							
2311	Council/Administration Support	433,396	561,433	359,363	(36.0%)	377,611	5.1%
2312	Public Information/Legislative Records Management	220,219	464,924	523,408	12.6%	540,179	3.2%
2313	Political Reform Act	380,689	846,247	375,393	(55.6%)	291,656	(22.3%)
2314	Elections[1]	0	0	131,716	100%	482,004	265.9%
Total City Clerk Division		**1,034,304**	**1,872,604**	**1,389,880**	**(25.8%)**	**1,691,450**	**21.7%**
City Auditor Division							
2321	City Auditor[2]	148,159	0	0	0.0%	0	0.0%
Total City Auditor Division		**148,159**	**0**	**0**	**0.0%**	**0**	**0.0%**
Total by Division / Program		**1,182,463**	**1,872,604**	**1,389,880**	**(25.8%)**	**1,691,450**	**21.7%**

[1]Effective FY 2019/20, the budget for the Political Reform Act and Elections programs are separated
[2]The City Auditor Program is reflected separately under the City Auditor's Office section of this document

	FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Fund						
General Fund	1,182,463	1,872,604	1,389,880	(25.8%)	1,691,450	21.7%
Total by Fund	**1,182,463**	**1,872,604**	**1,389,880**	**(25.8%)**	**1,691,450**	**21.7%**

Dollars by Category							
Salary and Benefits							
Salary		588,723	692,930	460,098	(33.6%)	487,714	6.0%
As-Needed		75,451	15,835	138,838	776.8%	138,838	0.0%
Overtime		7,948	5,000	9,000	80.0%	9,000	0.0%
Retirement		170,814	253,059	142,857	(43.5%)	157,307	10.1%
Health Allocations		57,526	72,799	47,209	(35.2%)	49,820	5.5%
Medicare		10,217	10,603	7,103	(33.0%)	7,517	5.8%
Social Security		28,959	38,437	26,164	(31.9%)	27,346	4.5%
Other Benefits		49,368	48,791	27,184	(44.3%)	27,726	2.0%
Total Salary and Benefits		**989,006**	**1,137,454**	**858,453**	**(24.5%)**	**905,268**	**5.5%**
Non-Personnel							
Materials/Services/Supplies		169,487	696,435	437,020	(37.2%)	691,260	58.2%
Interfund Services		23,970	38,715	94,407	143.9%	94,922	0.5%
Total Non-Personnel		**193,457**	**735,150**	**531,427**	**(27.7%)**	**786,182**	**47.9%**
Total by Category		**1,182,463**	**1,872,604**	**1,389,880**	**(25.8%)**	**1,691,450**	**21.7%**

Position Summary

		FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Division / Program						
City Clerk Division						
2311	Council/Administration Support	2.04	2.64	1.50	(1.14)	1.50
2312	Public Information/Legislative Records Management	1.88	1.53	1.10	(0.43)	1.10
2313	Political Reform Act	1.93	1.83	1.40	(0.43)	1.40
2314	Elections	0.00	0.00	1.00	1.00	1.00
Total City Clerk Division		**5.85**	**6.00**	**5.00**	**(1.00)**	**5.00**
City Auditor Division						
2321	City Auditor	1.15	0.00	0.00	0.00	0.00
Total City Auditor Division		**1.15**	**0.00**	**0.00**	**0.00**	**0.00**
Total by Division / Program		**7.00**	**6.00**	**5.00**	**(1.00)**	**5.00**

	FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Fund					
General Fund	7.00	6.00	5.00	(1.00)	5.00
Total by Fund	**7.00**	**6.00**	**5.00**	**(1.00)**	**5.00**
Position Classification					
Assistant City Clerk	1.00	1.00	1.00	0.00	1.00
City Clerk	0.00	0.00	1.00	1.00	1.00
City Clerk/City Auditor	1.00	1.00	0.00	(1.00)	0.00
Deputy City Clerk	0.00	0.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	0.00	(1.00)	0.00
Office Records Specialist	1.00	1.00	0.00	(1.00)	0.00
Office Specialist III	1.00	0.00	0.00	0.00	0.00
Staff Aide I	2.00	2.00	2.00	0.00	2.00
Total Positions	**7.00**	**6.00**	**5.00**	**(1.00)**	**5.00**

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	6.00	1,872,604
FY 2019/20 Base Budget Adjustments		
One-Time Cost Adjustments		
Democracy Santa Clara Program		(100,000)
Election costs		(350,000)
Ongoing Cost Adjustments		
Salary and benefits adjustments and position reallocations: 1.0 Management Analyst to 1.0 Deputy City Clerk (Approved by the City Council on Dec. 4, 2018) 1.0 City Clerk/City Auditor to 1.0 City Clerk		(260,252)
Reallocate 1.0 Office Records Specialist from the City Clerk's Office to the City Auditor's Office (Approved by the City Council Dec. 4, 2018)	(1.00)	(112,663)
Interfund services adjustments:		
Adjustment for newly established internal service fund allocation for information technology services		66,974
Net decrease in various interfund services allocations		(11,282)
Adjustment in costing for resources allocated to Stadium functions		(1,711)
Reallocation of copier contract budget to the Information Technology Department		(15,000)
Reallocation of City Auditor Program budget from the City Clerk's Office to the City Auditor's Office		(18,790)
Total FY 2019/20 Base Budget Adjustments	**(1.00)**	**(802,724)**
Total FY 2019/20 Base Budget	**5.00**	**1,069,880**
FY 2019/20 Service Level Changes		
Document Management Resources and Records Retention Policies Update		120,000
City Clerk Initiatives and Voter Outreach Strategies		100,000
"Regulating of Lobbying Activities" Ordinance Implementation and Enforcement		100,000
Total Service Level Changes	**0.00**	**320,000**
Total FY 2019/20 Proposed Budget	**5.00**	**1,389,880**

Budget Reconciliation

	Positions	Expenditures (All Funds)
FY 2020/21 Base Budget Adjustments		
One-Time Cost Adjustments		
Election costs		350,000
"Regulating of Lobbying Activities" Ordinance Implementation and Enforcement		(100,000)
Ongoing Cost Adjustments		
Salary and benefits adjustments		46,815
Non-personnel adjustments		4,755
Total FY 2020/21 Base Budget Adjustments	**0.00**	**301,570**
Total FY 2020/21 Base Budget	**5.00**	**1,691,450**
Total FY 2020/21 Proposed Budget	**5.00**	**1,691,450**

Service Level Changes

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Document Management Resources and Records Retention Policies Update	0.00	120,000	0	120,000	0

Program: 2312 – Public Information/Legislative Records Management

This action provides funding for the City Clerk's Office to ensure the proper implementation of the enterprise document management system, Laserfiche system, by both updating the City's records retention policies and backfilling with as-needed staff for certain city clerk administrative and agenda management functions. The need for an enhanced approach to records management practices is paramount in supporting the effort of the City Clerk's Office to improve current processes and practices. A contemporary enterprise document system and an updated records retention schedule will identify what information is important and valuable, which will better allow the City to identify and remove obsolete documents. Additionally, the system upgrade is necessary to facilitate the day-to-day operations of City departments and links with the agenda management system for public meetings; therefore, this upgrade will allow for enhanced productivity, improved public interface and increased transparency.

Performance Impact

In conjunction with the implementation of an enterprise document management system, the City Clerk's Office is in the process of launching major systems such as the Public Records Act tracking system and an electronic signature system, which require significant attention and adaptability from staff that impacts the day-to-day operations. Adding as-needed resources to support staff in this effort will help to address the operational constraints meanwhile allowing staff to direct focus on supporting a number of process improvements that enhance overall City operations.

Strategic Pillar: Enhance Community Engagement and Transparency

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
City Clerk Initiatives and Voter Outreach Strategies	0.00	0	100,000	0	100,000

Program: 2314 – Elections

This action provides ongoing funding for the elected City Clerk to develop and implement strategies that will increase voter outreach and education, promote community engagement, and bolster voter participation while committing to an open and transparent government. In addition to implementing voter outreach strategies, funding is also available for the City Clerk to support and implement new City initiatives related to the recently approved ballot measure, which changed the method of elections from at-large to by-district voting for City Councilmembers, excluding the Mayor.

Performance Impact

Adding resources in the City Clerk's Office to support key initiatives reinforces the City's commitment in keeping the community informed and engaged through civic education and voter engagement. Furthermore, this proposal dedicates City resources to enhance election outreach and ensures voting is widely accessible.

Strategic Pillar: Enhance Community Engagement and Transparency

Service Level Changes

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
"Regulating of Lobbying Activities" Ordinance Implementation and Enforcement	0.00	100,000	0	0	0

Program: 2313 – Political Reforms Act

In January 2016, the City Council adopted the "Regulating of Lobbying Activities" Ordinance to require persons, who are compensated for communicating with any City official in order to influence decisions of City government, to register as lobbyists with the City Clerk's Office. Following the adoption of the ordinance, the City initiated outreach and educational efforts to individuals and entities that might be subject to the new requirements. This action would provide resources in the City Clerk's Office to develop further guidance and procedures for the implementation and enforcement of the ordinance.

Performance Impact

It is the purpose and intent of the City to ensure that the citizens of Santa Clara have access to information about persons who influence or attempt to influence a City official with regard to legislative or administrative action of the City. Through this action, the City demonstrates its commitment to serve in the best interest of its citizens by continuing to provide an open and transparent government.

Strategic Pillar:  Enhance Community Engagement and Transparency

Performance and Workload Measures

City Clerk Division

Performance Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Percent of records authorized and provided by the department for destruction are destroyed within 30 days		100%	100%	100%	100%	100%	100%
Percent of Campaign Disclosure Statements distributed		100%	100%	100%	100%	100%	100%
Percent of City Council reports available online 4 days prior to the meeting – *New for FY 2019/20*		N/A	N/A	N/A	N/A	100%	100%

Workload Measures

Number of Campaign Disclosure Statements processed		253	35	50	50	50	50
Number of Conflict of Interest forms processed		305	301	250	250	250	250
Number of elections held		1	0	2	2	0	1

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City of Santa Clara
The Center of What's Possible

City Auditor's Office

Division Mission

To promote honest, efficient, effective and fully accountable city government through accurate, independent and objective audits

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City Auditor's Office 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. This Office will also make recommendations to strengthen accountability, improve efficiencies and effectiveness of City programs, as well as business processes. The audits may assess internal controls over financial reporting and evaluate the adequacy of system of internal controls, and ensure 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, and 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.

Once established, the Office will administer the City's Fraud Hotline program and perform investigations for all material complaints received related to fraud, waste, and abuse.

Divisions and Services

The City Auditor's Office is organized under the Finance Department.

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.
Division Objectives	Establish performance audits within the organization to better understand how our programs are performing in comparison with neighboring jurisdictions.
	Conduct in-depth financial and performance audits.
	Oversee the City's performance management system. Audit and approve all bills, invoices, payrolls, demands or charges against the City before payment, as outlined in the City Charter.

Significant Accomplishments

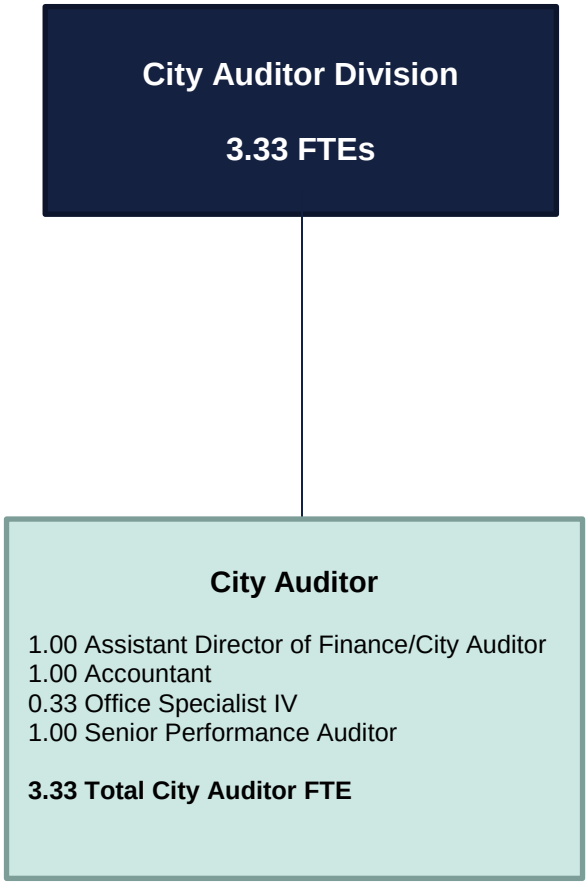
- Completed the Annual Cash Disbursement review for the City of Santa Clara
- Completed the Political Action Committee's campaign disclosure audit
- Completed and presented the City's first Annual Audit Work Plan for FY 2018/19 (mid-year) and FY 2019/20 to the City Council for approval
- Implemented greater internal controls over the check stock issuance process to include a chain of custody
- Completed continuous oversight of the annual financial audit contracts for the City and Santa Clara Stadium Authority

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 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

Budget Highlights

- The City Auditor function, previously overseen by the City Clerk's Office, was transitioned to the Finance Department as a separate City Auditor's Office in FY 2018/19. As part of the transition, the Assistant Finance Director assumed the role of the City Auditor. In addition, 1.0 Office Records Specialist from the City Clerk's Office, and 1.0 Accountant from the Accounting Services Division were reallocated to the City Auditor's Office. This budget includes the deletion of 1.0 Office Records Specialist position and addition of 1.0 Senior Performance Auditor position to support the audit function
- The increase in salaries and benefits reflect the reallocation of positions from various divisions to the City Auditor's Office
- Citywide contractual services funding has been included to support additional performance and financial audits


City Auditor Division
3.33 FTEs
City Auditor
1.00 Assistant Director of Finance/City Auditor
1.00 Accountant
0.33 Office Specialist IV
1.00 Senior Performance Auditor
3.33 Total City Auditor FTE

Budget Summary

	FY 2017/18 Actuals[1]	FY 2018/19 Adopted[1]	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Division / Program						
City Auditor Division						
3352 City Auditor Administration	N/A	N/A	472,818	100.0%	482,840	2.1%
3353 City Auditor Services	N/A	N/A	764,725	100.0%	785,394	2.7%
Total City Auditor Division	**N/A**	**N/A**	**1,237,543**	**100.0%**	**1,268,234**	**2.5%**
Total by Division / Program	**N/A**	**N/A**	**1,237,543**	**100.0%**	**1,268,234**	**2.5%**

	FY 2017/18 Actuals[1]	FY 2018/19 Adopted[1]	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Fund						
General Fund	N/A	N/A	1,237,543	100.0%	1,268,234	2.5%
Total by Fund	**N/A**	**N/A**	**1,237,543**	**100.0%**	**1,268,234**	**2.5%**
Dollars by Category						
Salary and Benefits						
Salary	N/A	N/A	540,853	100.0%	554,419	2.5%
Retirement	N/A	N/A	166,084	100.0%	176,909	6.5%
Health Allocation	N/A	N/A	38,471	100.0%	40,703	5.8%
Medicare	N/A	N/A	8,342	100.0%	8,562	2.6%
Social Security	N/A	N/A	26,114	100.0%	26,277	0.6%
Other Benefits	N/A	N/A	24,038	100.0%	24,421	1.6%
Total Salary and Benefits	**N/A**	**N/A**	**803,902**	**100.0%**	**831,291**	**3.4%**
Non-Personnel						
Materials/Services/Supplies	N/A	N/A	323,286	100.0%	326,120	0.9%
Interfund Services	N/A	N/A	110,355	100.0%	110,823	0.4%
Total Non-Personnel	**N/A**	**N/A**	**433,641**	**100.0%**	**436,943**	**0.8%**
Total by Category	**N/A**	**N/A**	**1,237,543**	**100.0%**	**1,268,234**	**2.5%**

[1] *FY 2019/20 is the first year the City Auditor's Office budget is displayed separately.*

Position Summary

		FY 2017/18 Adopted[1]	FY 2018/19 Adopted[1]	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Division / Program						
City Auditor Division						
3352	City Auditor Administration	N/A	N/A	1.33	1.33	1.33
3353	City Auditor Services	N/A	N/A	2.00	2.00	2.00
Total City Auditor Division		**N/A**	**N/A**	**3.33**	**3.33**	**3.33**
Total by Division / Program		**N/A**	**N/A**	**3.33**	**3.33**	**3.33**

	FY 2017/18 Adopted[1]	FY 2018/19 Adopted[1]	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Fund					
General Fund	N/A	N/A	3.33	3.33	3.33
Total by Fund	**N/A**	**N/A**	**3.33**	**3.33**	**3.33**
Position Classification					
Accountant	N/A	N/A	1.00	1.00	1.00
Assistant Director of Finance/City Auditor	N/A	N/A	1.00	1.00	1.00
Office Specialist IV	N/A	N/A	0.33	0.33	0.33
Senior Performance Auditor	N/A	N/A	1.00	1.00	1.00
Total Positions	**N/A**	**N/A**	**3.33**	**3.33**	**3.33**

[1] *FY 2019/20 is the first year the City Auditor's Office budget is displayed separately.*

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	N/A	N/A
FY 2019/20 Base Budget Adjustments		
Ongoing Cost Adjustments		
Reallocate 1.0 Assistant Director of Finance/City Auditor from various divisions in the Finance Department	1.00	340,379
Reallocate 1.0 Accountant from the Accounting Division	1.00	177,359
Reallocate 1.0 Office Records Specialist from the City Clerk's Office to the City Auditor's Office (Approved by the City Council on Dec. 4, 2018)	1.00	112,663
Reallocate 0.33 Office Specialist IV from various divisions in the Finance Department	0.33	50,952
Interfund services adjustments:		
Adjustment for newly established internal service fund allocation for information technology services		82,095
Net increase in various interfund services allocations		28,260
Reallocation of funding for audit services from Non-Departmental		70,496
Reallocation of City Auditor Program budget from the City Clerk's Office to the City Auditor's Office		18,790
Total FY 2019/20 Base Budget Adjustments	**3.33**	**880,994**
Total FY 2019/20 Base Budget	**3.33**	**880,994**
FY 2019/20 Service Level Changes		
City Auditor's Office Staffing and Contractual Services		356,549
Total Service Level Changes	**0.00**	**356,549**
Total FY 2019/20 Proposed Budget	**3.33**	**1,237,543**
FY 2020/21 Base Budget Adjustments		
One-Time Cost Adjustments		
Check stock		(4,000)
Ongoing Cost Adjustments		
Salary and benefits adjustments		27,389
Non-personnel adjustments		7,302
Total FY 2020/21 Base Budget Adjustments	**0.00**	**30,691**
Total FY 2020/21 Base Budget	**3.33**	**1,268,234**
Total FY 2020/21 Proposed Budget	**3.33**	**1,268,234**

Service Level Changes

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
City Auditor's Office Staffing and Contractual Services	0.00	0	356,549	0	355,984

Programs: 3352 – City Auditor Administration
3353 – City Auditor Services

This action adds funding to the City Auditor's Office to support the following: training/certification for staff, a fraud hotline, the check stock, audit contractual services, deletion of 1.0 Office Records Specialist and addition of 1.0 Senior Performance Auditor position. These resources will enable the City to expand and strengthen its auditing function by including the responsibilities to: (1) review the organization's management and utilization of resources and (2) identify causes of inefficiencies or uneconomical practices, including inadequacies in management information systems, internal and administrative procedures, organizational structure, uses of resources, allocation of personnel and purchasing policies.

Performance Impact

Sufficient resources in the City Auditor's Office will enable the City Auditor to develop and implement programs that support process improvements, ensure continued reliability and integrity and promote transparency for our citizens. The City Auditor's Office, through sound internal controls, will better assist the City Council, management, and staff to make informed decisions in serving as responsible stewards of public resources.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

Performance and Workload Measures

City Auditor Division

Performance Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Percentage of audit recommendations implemented over the last five years – *New for FY 2019/20*		N/A	N/A	N/A	N/A	50%	50%
Percentage of approved workplans completed during the fiscal year		N/A	N/A	75%	75%	75%	75%
Percentage of hotline investigation recommendations resolved – *New for FY 2019/20*		N/A	N/A	N/A	N/A	90%	90%

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City of Santa Clara
The Center of What's Possible

City Manager's Office

Department Mission

The City Manager's Office mission is, by the City Council's direction, to build and maintain a vibrant community through sound management principles, strong ethical practices and community participation, an effective City government organization, and efficient services in accordance with City Council policies, City Charter, City Code, and Administrative Policies

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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 Manager's Blog online, Inside Santa Clara (the City newspaper for residents and businesses), the City's website and social media channels.

Significant Accomplishments

- Held a two-day Council Priority Setting Session to create a shared understanding and realistic assessment about the state of the organization and City Council's policy priorities
- Developed an initial set of revenue strategies to address General Fund deficits as projected in the 10-Year Financial Forecast
- Worked with the City Auditor to establish a functional audit program to support sound management, continuous improvement, and fiscal efficiency in the delivery of public service
- Led and implemented a citywide council districting process as well as held a Governance Study Session with the Council to discuss the transition to a new governance model
- Refined the Council Committee structure as presented to the Governance Committee at their April 23, 2018 meeting so that it better supports the City's Governance Structure, aligns to the Council's Strategic Pillars, and takes into account the organization's resource capacity
- Developed a streamlined legislative advocacy process that establishes clear guidelines for advancing City goals and positions through legislative review and advocacy at the regional, state, and federal levels of government
- Implemented legislative tracking tools such as Tentative Meeting Agenda Calendar (TMAC) as well as a Council Referral Tracking System to improve Council and Stadium Authority meeting management
- Advanced large land-use developments that add value to the City's long-term financial solutions, such as CityPlace, and completed the sale of Successor Agency property located at 4701 Great America Parkway, Santa Clara, CA
- Oversaw a robust and transparent Request for Proposal process to select an experienced firm, Spectra Venue Management, to manage and operate the Santa Clara Convention Center; and executed a five-year term management agreement with two five-year renewal options that includes clear reporting requirements and key performance indicators
- Led efforts to ensure that the Santa Clara Tourism Improvement District (TID) complies with the City's ordinance and continues to engage in activities that successfully attract travelers, tourists, cultural groups, and conventions to Santa Clara
- Updated and implemented the City's Smoking and Tobacco regulations to expand smoking restrictions in many public places and multi-unit residences and applied for the County of Santa Clara's Healthy Cities Program – Tobacco Free Communities Grant and was approved grant funding in the amount of $30,751 to cover costs related to smoke-free multi-unit residences implementation efforts
- Launched the City's Community Grant Program which established a standardized process to award grants to qualifying non-profit community organizations, youth athletic groups or organizations, educational groups or organizations, or individuals, for events, activities and competitions that provide a public benefit for the City of Santa Clara and its residents
- Implemented "Friday in the Field" Initiative in which the City Manager dedicates a couple of Fridays per month to work side-by-side with staff throughout the City to learn about the various services offered to Santa Clara residents
- Coordinated with City departments to meet the service needs required to host the College Football National Championship at Levi's Stadium on January 7, 2019 including the activation of the emergency operations center (EOC) and training while ensuring that all expenses related to the event were fully reimbursed to the City
- Engaged in robust community outreach efforts on topics of interest to the Santa Clara communities, such as ongoing activities in the City, voting districts and the impacts of Levi's Stadium, through the online publication and distribution of the City Manager's bi-weekly blog, Letters to the Community, increased social media presence, numerous community meetings and online surveys (Open City Hall)
- Re-launched the City's customer relationship management (CRM) system, MySantaClara, to provide a more effective and user-friendly experience to Santa Clara residents, businesses and visitors

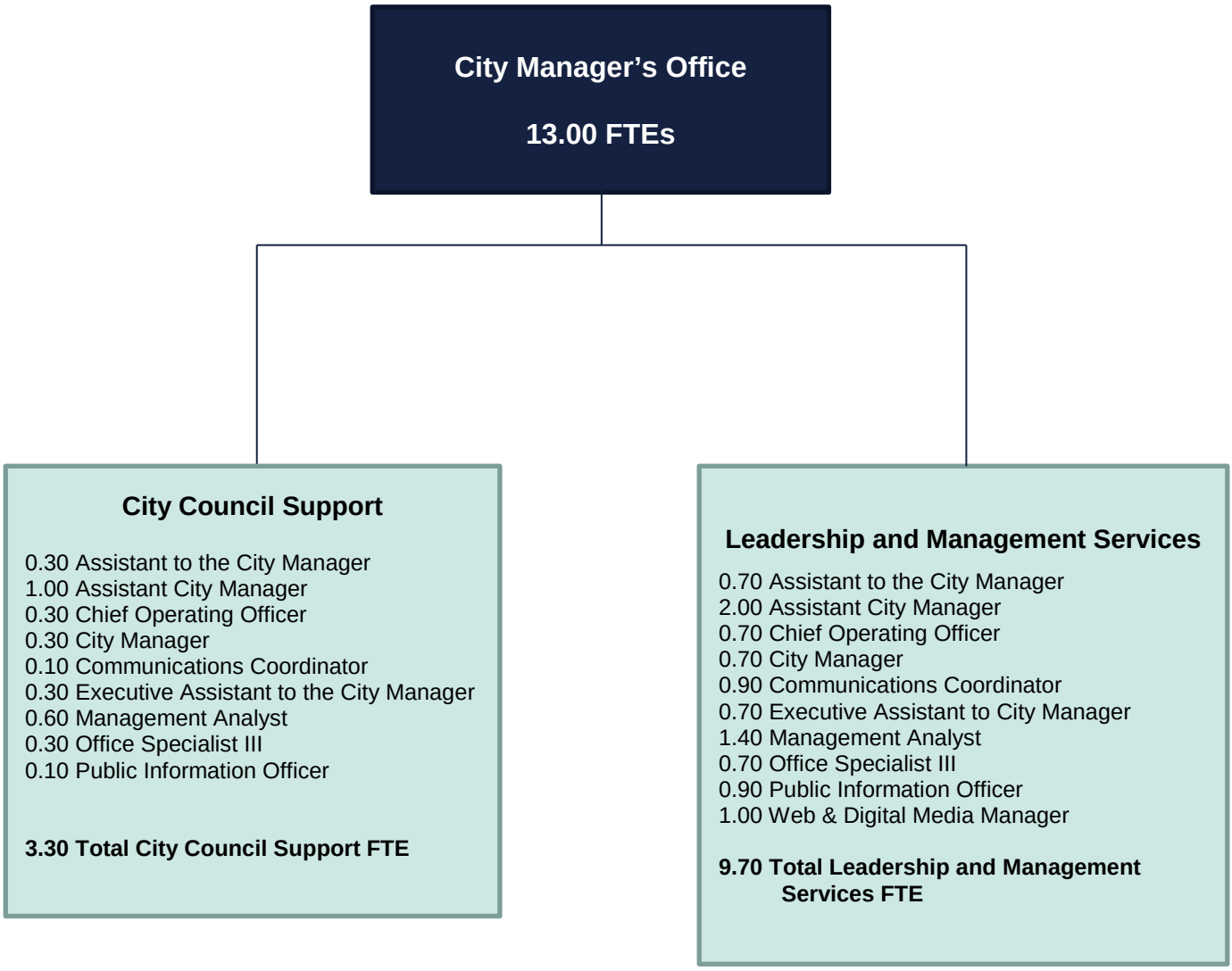
- Completed the Franklin Street and Washington Street Option Agreement for downtown redevelopment which is a key element of the future downtown redevelopment project and kicked off the development of the downtown specific plan
- Developed a prevailing wage program to ensure compliance with state law including new tracking software and an outside contractor to help ensure compliance, provide training and perform audits of public works projects
- Negotiated contract and secured State Department of Finance and Countywide Oversight Board approval of a $150.3 million Purchase and Sale Agreement with Cedar Fair for the Successor Agency-owned Great America Theme Park parcel

Significant Objectives

- 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 Santa Clara/Santa Cruz Counties Airport Community Roundtable, coordinated by the Cities Association of Santa Clara County, to implement goals and measures that reduce aircraft noise
- 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
- Re-launch the City's website to provide a more effective and user-friendly experience
- Engage in citywide outreach efforts for Census 2020 and coordinate with key stakeholders
- 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 lead and support the CityPlace development, as well as other significant development projects within the community

Budget Highlights

- Recommends a carefully balanced FY 2019/20 and 2020/21 Biennial Operating Budget that reflects the City Council priorities and continues to build on the foundation of financial sustainability
- Reorganizes the City Manager's Office budget structure into two new divisions: City Council Support and Leadership and Management Services aligned to a more traditional City Manager's Office model; the division of City Council Support includes the programs Policy Support for Decision Making and Intergovernmental Relations and Advocacy, and the division of Leadership and Management Services includes the programs Day-to-Day Operations, Strategic Planning, and Community Outreach and Engagement
- Adds 1.0 Web and Digital Media Manager to provide more strategic communications bandwidth and resources to adequately address Council priorities for proactive media relations and public outreach
- Includes one-time funding of $200,000 for consultant services to update existing citywide administrative policies
- Includes an annual amount of $35,000 for the City's participation in the Santa Clara/Santa Cruz Counties Airport Community Roundtable, coordinated by the Cities Association of Santa Clara County (the City's participation was originally approved by Council on July 17, 2018); while the original membership fee was supported by the City Council Contingency Fund, on-going membership fees will be included as a line item under the City Manager's Intergovernmental Relations & Advocacy Program where funding for citywide memberships resides
- Includes one-time funding of $150,000 for consultant services to track and monitor proposed state and federal legislation that may impact the City


City Manager's Office
13.00 FTEs
City Council Support
0.30 Assistant to the City Manager
1.00 Assistant City Manager
0.30 Chief Operating Officer
0.30 City Manager
0.10 Communications Coordinator
0.30 Executive Assistant to the City Manager
0.60 Management Analyst
0.30 Office Specialist III
0.10 Public Information Officer
3.30 Total City Council Support FTE
Leadership and Management Services
0.70 Assistant to the City Manager
2.00 Assistant City Manager
0.70 Chief Operating Officer
0.70 City Manager
0.90 Communications Coordinator
0.70 Executive Assistant to City Manager
1.40 Management Analyst
0.70 Office Specialist III
0.90 Public Information Officer
1.00 Web & Digital Media Manager
9.70 Total Leadership and Management Services FTE

Budget Summary

		FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Division / Program							
City Manager's Office Division							
1011	Management Administration	1,874,693	2,187,589	0	(100.0%)	0	0.0%
1012	SOSA and Authority Administration	747,616	1,235,590	0	(100.0%)	0	0.0%
1013	Property Management	546,797	646,576	0	(100.0%)	0	0.0%
Total City Manager's Office Division		**3,169,106**	**4,069,755**	**0**	**(100.0%)**	**0**	**0.0%**
General Administration Division							
1042	Advertising Community	2,532,857	398,133	0	(100.0%)	0	0.0%
1043	Contract Management	648,604	749,234	0	(100.0%)	0	0.0%
1045	Mandated Program	62,541	41,908	0	(100.0%)	0	0.0%
1046	Video Service	378,481	488,919	0	(100.0%)	0	0.0%
Total General Administration Division		**3,622,483**	**1,678,194**	**0**	**(100.0%)**	**0**	**0.0%**
City Council Support Division							
1021	Policy Support for Decision Making	0	0	1,156,820	100.0%	1,206,957	4.3%
1022	Intergovernmental Relations and Advocacy	0	0	501,587	100.0%	512,914	2.3%
Total City Council Support Division		**0**	**0**	**1,658,407**	**100.0%**	**1,719,871**	**3.7%**
Leadership and Management Services Division							
1031	Day-to-Day Operations	0	0	2,118,990	100.0%	1,993,995	(5.9%)
1032	Strategic Planning	0	0	1,465,527	100.0%	1,423,952	(2.8%)
1033	Community Outreach and Engagement	0	0	1,261,352	100.0%	1,311,664	4.0%
Total Leadership and Management Services Division		**0**	**0**	**4,845,869**	**100.0%**	**4,729,611**	**(2.4%)**
Total by Division / Program		**6,791,589**	**5,747,949**	**6,504,276**	**13.2%**	**6,449,482**	**(0.8%)**

Budget Summary

	FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Fund						
General Fund	6,583,726	5,747,949	6,504,276	13.2%	6,449,482	(0.8%)
Public Donations Fund	1,220	0	0	0.0%	0	0.0%
Expendable Trust Fund	206,643	0	0	0.0%	0	0.0%
Total by Fund	**6,791,589**	**5,747,949**	**6,504,276**	**13.2%**	**6,449,482**	**(0.8%)**
Dollars by Category						
Salary and Benefits						
Salary	2,071,605	2,615,988	2,575,107	(1.6%)	2,692,894	4.6%
As-Needed	201,946	123,200	123,200	0.0%	123,200	0.0%
Overtime	7,458	0	0	0.0%	0	0.0%
Retirement	664,355	891,938	800,949	(10.2%)	880,119	9.9%
Health Allocation	111,770	142,038	164,010	15.5%	173,400	5.7%
Medicare	35,545	42,985	44,011	2.4%	45,801	4.1%
Social Security	107,244	98,624	99,810	1.2%	101,341	1.5%
Other Benefits	254,672	241,668	225,427	(6.7%)	230,645	2.3%
Total Salary and Benefits	**3,454,595**	**4,156,441**	**4,032,514**	**(3.0%)**	**4,247,400**	**5.3%**
Non-Personnel						
Materials/Services/Supplies	3,241,984	1,434,926	1,879,956	31.0%	1,608,007	(14.5%)
Interfund Services	90,815	156,582	591,806	278.0%	594,075	0.4%
Capital Outlay	4,195	0	0	0.0%	0	0.0%
Total Non-Personnel	**3,336,994**	**1,591,508**	**2,471,762**	**55.3%**	**2,202,082**	**(10.9%)**
Total by Category	**6,791,589**	**5,747,949**	**6,504,276**	**13.2%**	**6,449,482**	**(0.8%)**

Position Summary

		FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Division / Program						
City Manager's Office Division						
1011	Management Administration	4.70	7.35	0.00	(7.35)	0.00
1012	SOSA and Authority Administration	2.65	1.35	0.00	(1.35)	0.00
1013	Property Management	0.85	0.80	0.00	(0.80)	0.00
Total City Manager's Office Division		**8.20**	**9.50**	**0.00**	**(9.50)**	**0.00**
General Administration Division						
1042	Advertising Community	2.45	1.15	0.00	(1.15)	0.00
1043	Contract Management	0.15	1.15	0.00	(1.15)	0.00
1046	Video Service	3.20	1.20	0.00	(1.20)	0.00
Total General Administration Division		**5.80**	**3.50**	**0.00**	**(3.50)**	**0.00**
City Council Support Division						
1021	Policy Support for Decision Making	0.00	0.00	3.00	3.00	3.00
1022	Intergovernmental Relations and Advocacy	0.00	0.00	0.30	0.30	0.30
Total City Council Support Division		**0.00**	**0.00**	**3.30**	**3.30**	**3.30**
Leadership and Management Services Division						
1031	Day-to-Day Operations	0.00	0.00	3.60	3.60	3.60
1032	Strategic Planning	0.00	0.00	3.30	3.30	3.30
1033	Community Outreach and Engagement	0.00	0.00	2.80	2.80	2.80
Total Leadership and Management Services Division		**0.00**	**0.00**	**9.70**	**9.70**	**9.70**
Total by Division / Program		**14.00**	**13.00**	**13.00**	**0.00**	**13.00**

Position Summary

	FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Fund					
General Fund	14.00	13.00	13.00	0.00	13.00
Total by Fund	**14.00**	**13.00**	**13.00**	**0.00**	**13.00**
Position Classification					
Assistant City Manager	3.00	3.00	3.00	0.00	3.00
Assistant to the City Manager	0.00	2.00	1.00	(1.00)	1.00
Chief Operating Officer	0.00	1.00	1.00	0.00	1.00
City Manager	1.00	1.00	1.00	0.00	1.00
Communications Coordinator	2.00	1.00	1.00	0.00	1.00
Community Relations Manager	1.00	0.00	0.00	0.00	0.00
Deputy City Manager	1.00	0.00	0.00	0.00	0.00
Executive Assistant to City Manager	1.00	1.00	1.00	0.00	1.00
Management Analyst	2.00	2.00	2.00	0.00	2.00
Office Specialist II	1.00	0.00	0.00	0.00	0.00
Office Specialist III	1.00	1.00	1.00	0.00	1.00
Public Information Officer	0.00	1.00	1.00	0.00	1.00
Stadium Oversight Manager	1.00	0.00	0.00	0.00	0.00
Web and Digital Media Manager	0.00	0.00	1.00	1.00	1.00
Total Positions	**14.00**	**13.00**	**13.00**	**0.00**	**13.00**

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	13.00	5,747,949
FY 2019/20 Base Budget Adjustments		
Ongoing Cost Adjustments		
Salary and benefits adjustments		69,267
Reallocate 1.0 Assistant to the City Manager to the Non-Departmental Citywide Strategic Function Division	(1.00)	(312,794)
Adjustment for newly established internal service fund allocation for information technology services		412,485
Reallocation of employee recognition budget to the City Council Offices		(1,500)
Reallocation of training budget to the City Attorney's Office		(7,500)
Reallocation of copier contract budget to the Information Technology Department		(11,000)
Reallocation of budget associated with administrative citation hearings and SB90 administration costs		(21,000)
Adjustment in costing for resources allocated to Stadium functions		(50,855)
Total FY 2019/20 Base Budget Adjustments	**(1.00)**	**77,103**
Total FY 2019/20 Base Budget	**12.00**	**5,825,052**
FY 2019/20 Service Level Changes		
Update Administrative Policies (City Manager Directives)		200,000
Web and Digital Media Manager	1.00	194,224
Legislative Advocacy		150,000
Census 2020 Outreach		100,000
Santa Clara/Santa Cruz Counties Airport Community Roundtable Membership		35,000
Total Service Level Changes	**1.00**	**679,224**
Total FY 2019/20 Proposed Budget	**13.00**	**6,504,276**
FY 2020/21 Base Budget Adjustments		
One-Time Cost Adjustments		
Update Administrative Policies (City Manager Directives)		(200,000)
Census Outreach		(100,000)
Ongoing Cost Adjustments		
Salary and benefits adjustments		214,886
Non-personnel adjustments		30,320
Total FY 2020/21 Base Budget Adjustments	**0.00**	**(54,794)**
Total FY 2020/21 Base Budget	**13.00**	**6,449,482**
Total FY 2020/21 Proposed Budget	**13.00**	**6,449,482**

Service Level Changes

		FY 2019/20		FY 2020/21	
Title	**Positions**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**
Update Administrative Policies (City Manager Directives)	0.00	200,000	0	0	0

Program: 1031 – Day-to-Day Operations

This one-time funding will enable the City Manager's Office to retain an experienced consultant to update existing citywide administrative polices to maintain compliance with State and federal guidelines, as well as legal requirements. These administrative policies are intended to develop a uniform method of implementing administrative policy. However, over 80% have not been updated in the last 15 years, regardless of state, federal or legal changes, meaning they may not be reflective of current regulations. Additionally, many of these administrative policies are not representative of best practices and should be updated to better demonstrate the City's high expectations.

Performance Impact

This addition will ensure compliance with State and federal regulations and provide up-to-date policies for the City.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

		FY 2019/20		FY 2020/21	
Title	**Positions**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**
Web and Digital Media Manager	1.00	0	194,224	0	205,878

Program: 1033 – Community Outreach and Engagement

This action will provide more strategic communications bandwidth and resources for adequately addressing Council priorities involving pro-active media relations and public outreach. The Web and Digital Media Manager would oversee the redesign of the City's website as well as the Inside Santa Clara newspaper. This position will also provide communications support to all departments regarding communications planning, media relations, and public outreach for City programs as well as establish public outreach campaigns for items such as new City initiatives and new developments.

Performance Impact

The addition of this position will greatly increase the Communication's Office's capacity for strategic communications and citywide support. Additionally, this position will address work demands, improve staff capacity constraints, support professional development and allow for better succession planning.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Service Level Changes

		FY 2019/20		FY 2020/21	
Title	Positions	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Legislative Advocacy	0.00	150,000	0	150,000	0

Program: 1022 – Intergovernmental Relations and Advocacy

This action adds one-time funding in FY 2019/20 and FY 2020/21 to support the City's legislative advocacy efforts as outlined in the Legislative Advocacy Position Policy. These efforts include tracking and monitoring legislation and promoting a strong, effective advocacy voice for regional, State, and federal legislation that will benefit the City.

Performance Impact

This funding will help the City act in accordance the Legislative Advocacy Position Policy and ensure the City stays up-to-date on current legislation affecting cities.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

		FY 2019/20		FY 2020/21	
Title	Positions	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Census 2020 Outreach	0.00	100,000	0	0	0

Program: 1032 – Strategic Planning

This action adds one-time funding for additional outreach for Census 2020. The City of Santa Clara became a participant in the Census 2020 Complete Count Committee in preparation for the upcoming census. As a result of budget constraints, the U.S. Census Bureau will have reduced capacity for public outreach, bringing the number of anticipated Census field offices to approximately half of what was available for the 2010 Census. This funding will enable the City to increase its efforts related to community outreach for census participation. Participation is critical as census data is used to determine the distribution of federal funding. Limited participation could result in less funding for various services including affordable housing and transportation.

Performance Impact

This funding will allow for additional outreach to City residents and encourage participation in the 2020 Census, as the level of participation can significantly impact the federal funding distributed to the City.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

Service Level Changes

		FY 2019/20		FY 2020/21	
Title	**Positions**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**
Santa Clara/Santa Cruz Counties Airport Community Roundtable Membership	0.00	0	35,000	0	35,000

Program: 1022 – Intergovernmental Relations and Advocacy

Per Council direction on July 17, 2018, the City joined the Santa Clara/Santa Cruz Counties Airport/Community Roundtable, which was coordinated by the Cities Association of Santa Clara County. This Roundtable offers the Council to participate in an intergovernmental partnership with neighboring cities and counties, serving as an aircraft noise mitigation entity.

Performance Impact

This roundtable will work together with airports and the FAA to address the growing concern of aircraft noise.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

Performance and Workload Measures

City Council Support Division

Performance Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Close out City Council referrals within three months – *New for FY 2019/20*		N/A	N/A	N/A	65%	70%	70%
Provide live video coverage and playback of Council meetings, Council agendas, and special meetings at the request of the City Manager – *Delete for FY 2019/20*		100%	100%	100%	100%	N/A	N/A
Respond to legislative inquiries from the League of California Cities, Association of Bay Area Governments, and Santa Clara County Cities Association within four working days – *Delete for FY 2019/20*		90%	100%	100%	100%	N/A	N/A

Workload Measures

Number of state and federal legislative bills reviewed/tracked – *New for FY 2019/20*		N/A	N/A	N/A	50	75	75
Number of City Council referrals assigned – *New for FY 2019/20*		N/A	N/A	N/A	80	80	80
Number of City Council agenda reports approved – *New for FY 2019/20*		N/A	N/A	N/A	2,376	2,300	2,300
Number of City Council and Council Committee meetings – *New for FY 2019/20*		146	122	N/A	75	60	60

Leadership and Management Services Support Division

Performance Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Percent of contacts assigned out within five business days – *Delete for FY 2019/20*		95%	95%	95%	95%	N/A	N/A
Percentage of community grants approved within 30 days – *New for FY 2019/20*		N/A	N/A	N/A	60%	90%	90%
Percentage of MySantaClara app users who are satisfied or very satisfied with the City's response to their request – *New for FY 2019/20*		64%	59%	N/A	64%	70%	70%

Performance and Workload Measures

Leadership and Management Services Support Division							
Performance Measures							
	Strategic Pillar	**2016/17 Actuals**	**2017/18 Actuals**	**2018/19 Target**	**2018/19 Estimate**	**2019/20 Target**	**2020/21 Target**
Citywide social media posts – *New for FY 2019/20*[1]							
Percentage increase in Twitter followers		N/A	N/A	N/A	N/A	10%	5%
Percentage increase in Facebook page likes		N/A	N/A	N/A	N/A	8%	3%
Percentage increase in LinkedIn followers		N/A	N/A	N/A	N/A	5%	2%
Workload Measures							
Number of citizen inquiries responded to by City Manager's Office – *Delete for FY 2019/20*		345	370	300	300	N/A	N/A
General Fund expenditures per General Fund budgeted FTE – *Delete for FY 2019/20*		$232,717	$256,217	304,131	$304,131	N/A	N/A
Review property management's active files – *Delete for FY 2019/20*		13	12	12	12	N/A	N/A
Meet with Fire Marshal's Office and Street Department staff semi-annually and as needed to identify City-owned parcels requiring weed abatement – *Delete for FY 2019/20*		3	2	2	2	N/A	N/A
Prepare and distribute monthly utility bill inserts to utility customers – *Delete for FY 2019/20*		12	12	12	12	N/A	N/A
Prepare City employee newsletter and distribute to all employees, six times per year – *Delete for FY 2019/20*		-	6	6	6	N/A	N/A
Prepare and distribute the City newspaper to residents and businesses three times per year – *Delete for FY 2019/20*		3	3	3	3	N/A	N/A
Number of agreements with community-based organizations and intergovernmental agencies updated and administered annually – *Delete for FY 2019/20*		30	30	30	30	N/A	N/A
Produce and cablecast Video Newsbriefs and "Extended" Newsbriefs each year to inform residents of current City programs, services, or topics of interest – *Delete for FY 2019/20*		N/A	15	18	18	N/A	N/A

[1] *Decrease in FY 2020/21 Target as a result of social media experts' prediction of a decrease in usage of certain social media apps like Twitter, Facebook, and LinkedIn.*

Performance and Workload Measures

Leadership and Management Services Support Division							
Workload Measures							
	Strategic Pillar	**2016/17 Actuals**	**2017/18 Actuals**	**2018/19 Target**	**2018/19 Estimate**	**2019/20 Target**	**2020/21 Target**
Prepare and distribute the Annual Report Calendar – *Delete for FY 2019/20*		1	1	1	1	N/A	N/A
Number of community grants awarded – *New for FY 2019/20*		N/A	N/A	N/A	17	20	20
Number of economic development visits with Santa Clara businesses – *New for FY 2019/20*		N/A	10	N/A	8	15	15
Number of community engagement activities – *New for FY 2019/20*							
Community surveys		6	22	N/A	17	6	6
Media inquires		N/A	N/A	N/A	75	75	75
News releases/media advisories		N/A	36	N/A	36	36	36
City Manager's Blogs		N/A	24	N/A	24	24	24
Videos (i.e. Santa Clara Source)		N/A	32	N/A	38	40	40
Citywide social media posts – *New for FY 2019/20*							
Number of Facebook posts		395	751	N/A	600	600	600
Number of Nextdoor posts		65	168	N/A	150	150	150
Number of Twitter posts		80	412	N/A	375	375	375
Number of LinkedIn posts		N/A	N/A	N/A	50	50	50

City of Santa Clara
The Center of What's Possible

Community Development Department

Department Mission

To enhance the community's safety, welfare, quality of life and economic opportunities by providing advanced planning, development review, permitting and inspection services, as well as administration of programs related to affordable housing

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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.

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

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. Begin permit system replacement efforts along with migration of existing data.
	Continue to digitize documents to update the permitting database to enhance services.
	Apply and implement new building codes and new State legislation.
	Continue to coordinate plan checks and inspections statuses of the four development functions: Building, Fire Prevention, Planning and Public Works/Engineering.

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 the handicapped, 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 new inclusionary housing policy, which requires 15% of all new residential developments be set-aside for moderate income households.

Significant Accomplishments

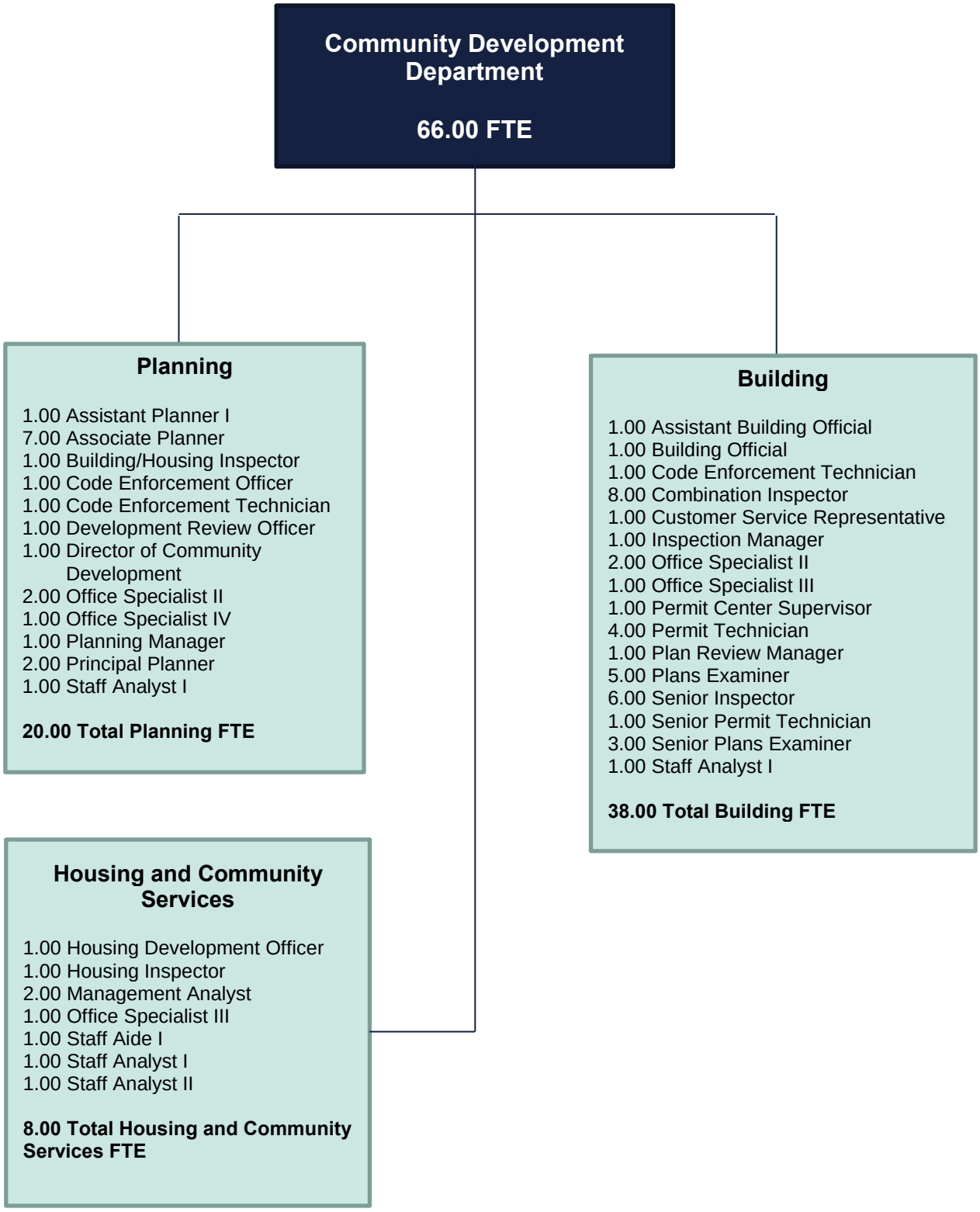
- Completed the Tasman East Specific Plan
- Adopted the Affordable Housing Ordinance and Impact fees to include a combination of inclusionary requirements for residential projects and impact fees for smaller projects and nonresidential projects; this provides a steady stream of affordable units and income to fund the provision of affordable housing projects across the City
- Implemented process improvements for scheduling of inspections; improved Building Permit review; inter-departmental coordination; and provided special handling for large and select tenant improvement projects
- Initiated update to the permit information system
- Performed plan reviews, issued permits and conducted inspections for numerous buildings and structures
- Building permit valuations projected for permit activities in FY 2018/19 show approximately $1.3 billion in valuation attributed to 8,000 building permits and 33,000 field inspections
- Invested $881,738 in the City's Neighborhood Conservation and Improvement Program (NCIP) and $948,000 in the City's Tenant Based Rental Assistance Programs
- Assisted two families in purchasing Below Market Purchase (BMP) homes, 20,090 residents through public service programs and 20 homeless or at-risk Santa Clara residents through County Supportive Housing Partnership
- Negotiated and executed a Disposition and Development Agreement (DDAs) for the Agrihood Project
- Issued Request For Proposals for development of two City-owned parcels and entered into Exclusive Negotiating Agreements with developers of both sites

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, Tasman East Area Plan, and El Camino Real Specific Plan, Patrick Henry Drive Specific Plan and Freedom Circle Specific Plan.
- Implement the permit system replacement to streamline permit processes with online, electronic access, and integration with a geographic information system (GIS)
- Implement the Inclusionary Housing Ordinance
- Work to expand the affordable housing pipeline, execute DDAs and loan closing for current pipeline
- Issue a Request For Proposals for asset management with third-party service provider

Budget Highlights

- Additional resources are included in the Housing and Community Services Division to facilitate the implementation of two new pilot programs: Multi-Family Energy Rehab Program and Accessory Dwelling Unit Incentive Program
- Collaborative Real Estate resources with the City Manager's Office Strategic Planning Function Division to centralize housing and citywide real estate activities
- Establishment of a new fund for the Certified Access Specialist (CASp) Certification and Training Program


Community Development Department
66.00 FTE
Planning
1.00 Assistant Planner I
7.00 Associate Planner
1.00 Building/Housing Inspector
1.00 Code Enforcement Officer
1.00 Code Enforcement Technician
1.00 Development Review Officer
1.00 Director of Community Development
2.00 Office Specialist II
1.00 Office Specialist IV
1.00 Planning Manager
2.00 Principal Planner
1.00 Staff Analyst I
20.00 Total Planning FTE
Building
1.00 Assistant Building Official
1.00 Building Official
1.00 Code Enforcement Technician
8.00 Combination Inspector
1.00 Customer Service Representative
1.00 Inspection Manager
2.00 Office Specialist II
1.00 Office Specialist III
1.00 Permit Center Supervisor
4.00 Permit Technician
1.00 Plan Review Manager
5.00 Plans Examiner
6.00 Senior Inspector
1.00 Senior Permit Technician
3.00 Senior Plans Examiner
1.00 Staff Analyst I
38.00 Total Building FTE
Housing and Community Services
1.00 Housing Development Officer
1.00 Housing Inspector
2.00 Management Analyst
1.00 Office Specialist III
1.00 Staff Aide I
1.00 Staff Analyst I
1.00 Staff Analyst II
8.00 Total Housing and Community Services FTE

Budget Summary

		FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Division / Program							
Planning Division							
5522	Development Review	1,589,861	1,675,466	1,992,886	18.9%	2,072,520	4.0%
5523	Advanced Planning	984,611	1,670,804	1,416,237	(15.2%)	1,484,948	4.9%
5524	Historical Preservation	535,491	624,591	659,615	5.6%	696,064	5.5%
5525	Code Enforcement	707,909	777,046	848,742	9.2%	888,672	4.7%
Total Planning Division		**3,817,872**	**4,747,907**	**4,917,480**	**3.6%**	**5,142,204**	**4.6%**
Building Division							
5532	Plan Review and Permit Services	3,591,065	5,518,511	4,787,282	(13.3%)	5,001,404	4.5%
5533	Field Inspection[1]	2,792,165	3,532,150	3,881,974	9.9%	4,075,968	5.0%
5534	Housing Inspection	34,268	37,946	27,187	(28.4%)	28,795	5.9%
Total Building Division		**6,417,498**	**9,088,607**	**8,696,443**	**(4.3%)**	**9,106,167**	**4.7%**
Housing and Community Services Division							
5542	Federal State Grant	805,967	423,759	438,129	3.4%	341,299	(22.1%)
5543	Neighborhood Conservation and Improvement Program	239,569	927,521	1,332,029	43.6%	1,105,243	(17.0%)
5544	Community Development	772,089	2,198,735	2,076,137	(5.6%)	1,048,270	(49.5%)
5545	Affordable Housing	370,097	756,636	617,852	(18.3%)	645,414	4.5%
5546	Housing Authority	44,048	288,989	494,298	71.0%	489,678	(0.9%)
5547	City Affordable Housing	385,646	1,638,098	1,416,086	(13.6%)	1,427,025	0.8%
5548	Community Development Housing Successor	456,958	688,327	837,740	21.7%	835,767	(0.2%)
Total Housing and Community Services Division		**3,074,374**	**6,922,065**	**7,212,271**	**4.2%**	**5,892,696**	**(18.3%)**
Total by Division / Program		**13,309,744**	**20,758,579**	**20,826,194**	**0.3%**	**20,141,067**	**(3.3%)**

[1] *Starting with the FY 2019/20 Proposed Budget, transfers to other funds are included in departmental costs and reflected in the Dollars by Category section.*

Budget Summary

	FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Fund						
General Fund	10,846,000	14,638,933	14,186,780	(3.1%)	14,848,790	4.7%
Engineering Operating Grant Trust Fund	130,286	0	0	0.0%	0	0.0%
Housing Authority Fund	44,048	288,989	494,298	71.0%	489,678	(0.9%)
City Affordable Housing Fund	385,646	1,638,098	1,416,086	(13.6%)	1,427,025	0.8%
Housing Successor Agency Fund[1]	456,958	688,327	837,740	21.7%	835,767	(0.2%)
CASp Training and Certification Fund[2]	0	0	44,995	100.0%	44,995	0.0%
Housing and Urban Development Fund	1,446,798	3,504,232	3,846,295	9.8%	2,494,812	(35.1%)
Total by Fund	**13,309,744**	**20,758,579**	**20,826,194**	**0.3%**	**20,141,067**	**(3.3%)**
Dollars by Category						
Salary and Benefits						
Salary	5,556,087	7,602,573	7,998,203	5.2%	8,427,588	5.4%
As-Needed	585,788	375,174	312,081	(16.8%)	312,081	0.0%
Overtime	165,285	65,000	65,000	0.0%	65,000	0.0%
Retirement	1,863,456	2,750,753	2,475,959	(10.0%)	2,710,729	9.5%
Health Allocation	567,790	778,201	773,954	(0.5%)	817,386	5.6%
Medicare	94,088	116,212	122,667	5.6%	129,189	5.3%
Social Security	344,578	454,600	472,395	3.9%	484,899	2.6%
Other Benefits	412,247	141,719	365,824	158.1%	372,661	1.9%
Total Salary and Benefits	**9,589,319**	**12,284,232**	**12,586,083**	**2.5%**	**13,319,533**	**5.8%**
Non-Personnel						
Materials/Services/Supplies	2,217,019	4,494,606	3,484,610	(22.5%)	3,436,302	(1.4%)
Interfund Services	273,344	487,432	1,381,045	183.3%	1,390,528	0.7%
Capital Outlay	364,989	0	0	0.0%	0	0.0%
Other Expenditures	865,073	3,041,486	3,372,692	10.9%	1,992,939	(40.9%)
Transfers to Other Funds	0	450,823	1,765	(99.6%)	1,765	0.0%
Total Non-Personnel	**3,720,425**	**8,474,347**	**8,240,112**	**(2.8%)**	**6,821,534**	**(0.4%)**
Total by Category	**13,309,744**	**20,758,579**	**20,826,194**	**0.3%**	**20,141,067**	**(3.3%)**

[1]FY 2019/20 accounts for $11,650,000 revenues received from the sale of land and the City's loan to a developer in the amount of $11,650,000 to fund an affordable housing project (Approved by City Council on January 29, 2019). The stated amount is not reflected in the numbers above; however is reflected in the Housing Successor Agency Fund (169) Statement of Sources and Uses section of this document.
[2]Starting with the FY 2019/20 Proposed Budget, transfers to other funds are included in departmental costs and reflected in the Dollars by Category section.

Position Summary

		FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Division / Program						
Planning Division						
5522	Development Review	7.00	7.10	7.10	0.00	7.10
5523	Advanced Planning	4.65	5.55	5.55	0.00	5.55
5524	Historical Preservation	3.05	3.05	3.05	0.00	3.05
5525	Code Enforcement	4.00	4.30	4.30	0.00	4.30
Total Planning Division		**18.70**	**20.00**	**20.00**	**0.00**	**20.00**
Building Division						
5532	Plan Review and Permit Services	20.00	20.00	20.00	0.00	20.00
5533	Field Inspection	17.90	17.90	17.90	0.00	17.90
5534	Housing Inspection	0.10	0.10	0.10	0.00	0.10
Total Building Division		**38.00**	**38.00**	**38.00**	**0.00**	**38.00**
Housing and Community Services Division						
5542	Federal State Grant	0.00	0.80	1.32	0.52	1.32
5543	Neighborhood Conservation and Improvement Program	4.20	1.59	1.15	(0.44)	1.15
5545	Affordable Housing	3.10	4.61	2.48	(2.13)	2.48
5546	Housing Authority	0.00	0.00	0.29	0.29	0.29
5547	City Affordable Housing	0.00	0.00	1.43	1.43	1.43
5548	Community Development Housing Successor	0.00	0.00	1.33	1.33	1.33
Total Housing and Community Services Division		**7.30**	**7.00**	**8.00**	**1.00**	**8.00**
Total by Division / Program		**64.00**	**65.00**	**66.00**	**1.00**	**66.00**

Position Summary

	FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Fund					
General Fund	64.00	65.00	60.48	(4.52)	60.48
Housing Authority Fund	0.00	0.00	0.29	0.29	0.29
City Affordable Housing Fund	0.00	0.00	1.43	1.43	1.43
Housing Successor Agency Fund	0.00	0.00	1.33	1.33	1.33
Housing and Urban Development Fund	0.00	0.00	2.47	2.47	2.47
Total by Fund	**64.00**	**65.00**	**66.00**	**1.00**	**66.00**
Position Classification					
Assistant Building Official	1.00	1.00	1.00	0.00	1.00
Assistant Planner I	1.00	1.00	1.00	0.00	1.00
Associate Planner	7.00	7.00	7.00	0.00	7.00
Building/Housing Inspector	1.00	1.00	1.00	0.00	1.00
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	1.00	2.00	2.00	0.00	2.00
Combination Inspector	9.00	9.00	8.00	(1.00)	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 and Community Services Division Manager	1.00	1.00	0.00	(1.00)	0.00
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	1.00	1.00	2.00	1.00	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
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	4.00	0.00	4.00
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	5.00	5.00	6.00	1.00	6.00
Senior Permit Technician	1.00	1.00	1.00	0.00	1.00
Senior Plans Examiner	3.00	3.00	3.00	0.00	3.00
Staff Aide I	0.00	0.00	1.00	1.00	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	**64.00**	**65.00**	**66.00**	**1.00**	**66.00**

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	65.00	20,758,579
FY 2019/20 Base Budget Adjustments		
One-Time Cost Adjustments		
Supplies to support field inspection staff		20,000
International Code Council Books (ICC) new edition released every three years		18,000
Multi-Family Compliance process manual		(10,000)
Tasman East consulting services		(125,000)
Office reconfigurations/remodeling		(450,823)
First Time Home Buyer Down Payment Assistance Program/Below Market Price		(550,000)
Plan Review and Inspection contractual services		(1,050,000)
Ongoing Cost Adjustments		
Salary and benefits adjustments		349,650
Adjustment for newly established internal service fund allocation for information technology services		907,447
Community Development Block Grants (CDBG) and HOME Investment Partnerships (HOME) Program allocation change		308,277
Permit Information System annual subscription fee		157,000
Certified Access Specialist (CASp) Certification and Training Program		37,997
Housing Trust Silicon Valley Program administration fees		28,000
County of Santa Clara-Homeless Census resources		8,500
Reallocation of facilities contracts to the Public Works Department		(756)
Adjustment in position costs related to stadium, including salary and overtime		(9,150)
Housing asset maintenance contractual services		(15,000)
Reallocation of copier contract budget to the Information Technology Department		(22,690)
Total FY 2019/20 Base Budget Adjustments		**(398,548)**
Total FY 2019/20 Base Budget	**65.00**	**20,360,031**

Budget Reconciliation

	Positions	Expenditures (All Funds)
FY 2019/20 Service Level Changes		
Pilot Accessory Dwelling Unit Incentive Program		200,000
Affordable Rental Program Administrator		150,000
Multi-Family Energy Rehab Program		100,000
Housing Division Staffing	1.00	57,373
Housing Asset Management Software Implementation		40,000
Planning Commission Training, Education and Conference		18,000
Permit Information System Implementation Support		7,410
Certified Access Specialist (CASp) Certification and Training Program		7,000
Professional Development Pilot Program		4,425
Real Estate Management Resources	0.00	(118,044)
Total Service Level Changes	**1.00**	**466,164**
Total FY 2019/20 Proposed Budget	**66.00**	**20,826,195**
FY 2020/21 Base Budget Adjustments		
One-Time Cost Adjustments		
Professional Development Pilot Program		(4,425)
Housing Asset Management Software Implementation		(40,000)
Ongoing Cost Adjustments		
Salary and benefits adjustments		733,450
Non-personnel adjustments		10,600
Housing and Urban Development allocation adjustments		(1,384,753)
Total FY 2020/21 Base Budget Adjustments	**0.00**	**(685,128)**
Total FY 2020/21 Base Budget	**66.00**	**20,141,067**
Total FY 2020/21 Proposed Budget	**66.00**	**20,141,067**

Service Level Changes

		FY 2019/20		FY 2020/21	
Title	**Positions**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**
Pilot Accessory Dwelling Unit Incentive Program	0.00	0	200,000	0	200,000

Program: 5546 – Housing Authority

The Housing and Community Services Division is proposing to initiate a loan program to encourage the development of Accessory Dwelling Units (ADUs) in the City of Santa Clara. Funding for the program will be leveraged to create access to low interest loans for the construction of ADUs, which will augment existing affordable housing units in the City. The goal of this pilot program is to bridge the gap between increasing demands for affordable housing and rising housing costs by providing a financing tool for homeowners to construct ADUs that will serve a select group of income qualified individuals such as teachers and public service employees.

Performance Impact

This action yields a number of potential benefits to the community by increasing the supply of affordable housing at a lower per unit infrastructure cost and reducing financial barriers for interested homeowners to construct ADUs.

Strategic Pillar:  Promote and Enhance Economic and Housing Development

		FY 2019/20		FY 2020/21	
Title	**Positions**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**
Affordable Rental Program Administrator	0.00	0	150,000	0	150,000

Programs: 5547 – City Affordable Housing
5548 – Housing Successor Agency

In accordance with the City's Inclusionary Housing Ordinance, this action will provide funding for the Housing and Community Services Division to issue a Request for Proposal for an Affordable Rental Program Administrator to implement and administer the City's Affordable Housing Program. In 2017, the City of Santa Clara passed an Inclusionary Housing Ordinance that required residential rental projects of ten or more units to provide at least 15 percent of the units at affordable housing costs made available at affordable rental prices to extremely low, very low, low- and moderate-income households. These units will remain part of the Affordable Housing Rental Program for 55 years. Units created as a result of the inclusionary Housing Ordinance will have a higher degree of oversight by both staff and the program administrator. The initial entitlement, construction, lease-up, re-lease and annual compliance checks will all be governed by the program policies. The City will be looking to put new policies and procedures in place to locate and certify the eligibility of prospective tenants, as well as coordinating with project owners, developers and property management companies to ensure program compliance.

Performance Impact

The prospective Program Administrator will collaborate with staff to provide day-to-day management of the program and introduce new program operations materials needed to strengthen the City's ability to administer and maintain its Affordable Housing Rental Program. Additionally, the Program Administrator will introduce a technology solution that streamlines communication between the City, the administrator, existing and prospective tenants and property managers.

Strategic Pillar:  Promote and Enhance Economic and Housing Development

Service Level Changes

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Multi-Family Energy Rehab Program	0.00	0	100,000	0	100,000

Program: 5547 – City Affordable Housing

In collaboration with the Association for Energy Affordability, Inc. (AEA), the Housing and Community Services Division proposes a pilot program to be provided to multi-family housing in the City of Santa Clara for projects achieving 15 percent whole building energy savings with gas, electric and water measures. The City will determine pilot property eligibility, such as income eligibility, existing regulatory agreements, financing structures or ownership structures. The City will supplement the Bay Area Regional Energy Network's (BayRen) existing gas reduction incentive of $375/unit with an electricity/water savings incentive up to $750 per unit.

Performance Impact

This program would provide multi-family affordable properties in the City access to financing tools and resources to make energy efficiency more affordable. Additionally, the program would incentivize multi-family properties to develop options that accelerate energy efficiency measures.

Strategic Pillar: Sustainability

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Housing Division Staffing	1.00	0	57,372	0	67,653

Programs: 5545 – Affordable Housing
5547 – City Affordable Housing
5548 – Housing Successor

This action adds resources to the Housing and Community Services Division through a Staff Aide I position to assist with monitoring existing and new programs. These programs include: Tenant Based Rental Housing Assistance Program, Neighborhood Conservation and Improvement Program, Public Service Grants Program, HUD Capital Improvements Program, Below Market Purchaser Program, Inclusionary Housing Program, New Construction and Land Development Program, and two pilot programs (Energy Efficient Multifamily Rehab Program and Accessory Dwelling Unit Incentive Program). This new position is part of a larger effort from the Community Development Department to reorganize the Housing and Community Services Division's organizational structure and reestablish proper workflows and responsibilities.

Performance Impact

This position would assume a range of responsibilities that require a high degree of confidentiality that include: administration of agreements; file and record keeping related to the City's loan programs; coordinating information exchange between the City, title companies, lenders, and purchasers; and serving as the Housing Representative for committees and task forces. As such, the added resource will enable the Housing and Community Services Division to enhance and implement new programs related to affordable housing that meet the diverse needs of the Santa Clara community.

Strategic Pillar: Manage Strategically Our Workforce Capacity and Resources

Service Level Changes

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Housing Asset Management Software Implementation	0.00	40,000	0	0	0

Programs: 5546 – Housing Authority
5547 – City Affordable Housing
5548 – Housing Successor

This action provides one-time funding for the Housing and Community Services Division to procure a consultant to assist with the implementation of the Mortgage Office software that will improve the ability of staff to track affordable housing assets. Additionally, a portion of the funding will be used to procure a HUD consultant for the monitoring and compliance self-audit.

Performance Impact

The software will improve operational efficiencies through automation of the loan servicing processes and ensure that the City is in compliance with State and federal regulations.

Strategic Pillar: Promote and Enhance Economic and Housing Development

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Planning Commission Training, Education and Conference	0.00	0	18,000	0	18,000

Program: 5522 – Development Review

In an effort to improve the effectiveness of the City's Planning Commission, this action provides funding for the planning commissioners to attend more education and training events, membership with planning associations, networking opportunities, and subscriptions to publications that serve as a resource for the commissioners to keep current with zoning practices and legal issues.

Performance Impact

As an advisory board to the City Council in all matters pertaining to the physical development of the City, it is critical for the Planning Commission to be equipped with the necessary tools and resources to enable them to make sound recommendations that promote public interest and reflect the values of our community.

Strategic Pillar: Deliver and Enhance High Quality Efficient Services and Infrastructure

Service Level Changes

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Permit Information System Implementation Support	0.00	0	7,410	0	8,171

Program: 5532 – Plan Review and Permit

This action provides resources to support the Building Division in leading a substantial implementation effort from an outdated land and permit management system to a new permitting information system. This new system is necessary to facilitate the daily operations of City departments and is a key tool to support public access to City processes as well as to support economic development efforts citywide. As such, the new platform is a highly customizable software which requires daily maintenance such as rigorous testing, quality control, acute trouble shooting and resolution and code and script writing. Through the deletion of 1.0 Combination Inspector and addition of 1.0 Senior Inspector, staffing resources will be aligned to ensure a successful and smooth implementation and manage ongoing system maintenance. The position will also serve to perform duties in other areas of the division such as inspection services in order to help provide more efficiency and improved customer turnaround times.

Performance Impact

Because the upgrade process requires customization of the software to implement the City's business practices, the incumbent will work with staff to comprehensively review permit procedures across multiple departments and utilize this opportunity to redesign those procedures to improve customer satisfaction, staff efficiency and overall service delivery.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Certified Access Specialist (CASp) Certification and Training Program	0.00	0	7,000	0	7,000

Program: 5533 – Field Inspection

This action provides additional funding to supplement the Certified Access Specialist program (CASp) in order to increase training and certification for the City's building inspectors to become certified access specialists. A certified access specialist is an individual who has been tested and certified by the State to assess accessibility. Pursuant to Assembly Bill 1379, the City collects a $4 fee from every business license issued to applicants, to which the City retains 90 percent of all application fees collected to be used to increase CASp training and certification and to facilitate compliance with construction-related accessibility requirements. The City will then transmit to the State Architect the remaining 10 percent for deposit in the Disability Access and Education Revolving Fund.

Performance Impact

Building inspector CASps are instrumental in preventing accessibility violations in the City as they provide permitting and plan check services for new construction. Therefore, this proposal takes a proactive approach to address the needs of our community by providing resources to help establish that our inspectors are equipped with sufficient skills and knowledge to ensure that building plans they review comply with State and federal access laws.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Service Level Changes

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Professional Development Pilot Program	0.00	4,425	0	0	0

Programs: 5522 – Development Review
5523 – Advanced Planning
5525 – Code Enforcement

The City's Planning Division is responsible for enhancing the community's safety, welfare, quality of life, and economic opportunities in an ever-changing, complex and dynamic environment. Towards this effort, this action will increase funding to strengthen staff's professional development in order to better equip our planners with the knowledge and skills necessary to successfully transform the Santa Clara community. These transformations to the City include but are not limited to: economic development and neighborhood revitalization, policies on land use and community design, transportation, housing, environmental resources and health and safety.

Performance Impact

Supported by additional educational and training opportunities, our City planners can provide higher quality services, through effective long-range planning, to the City of Santa Clara residents, business partners and visitors.

Strategic Pillar: Manage Strategically Our Workforce Capacity and Resources

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Real Estate Management Resources	0.00	0	(118,044)	0	(125,130)

Programs: 5545 – Affordable Housing
5546 – Housing Authority
5547 – City Affordable Housing
5548 – Housing Successor

This action centralizes the City's real estate function through the addition of a City Real Estate Manager (1.0 Assistant to the City Manager) in the Non-Departmental section of this document, addition of a Management Analyst and deletion of a Housing Division Manager. The Community Development Department currently has one budgeted Housing Division Manager position that is responsible for the management of various federal and State rehabilitation programs and agency contract administration. The new Real Estate Manager position will perform the current duties of the Housing Division Manager and will also manage the City's real estate portfolio. In conjunction with this action, the new positions will be funded 70 percent by Housing's special revenue funds and 30 percent by the General Fund.

Performance Impact

The purpose of the Real Estate Program is to provide the City's management team and policy makers with a greater understanding of all City real estate assets and how these assets can be best utilized to benefit the City of Santa Clara community. Additionally, the program will enhance the overall management of the City's real asset portfolio through the development of asset growth strategies.

Strategic Pillar: Promote and Enhance Economic and Housing Development

Performance and Workload Measures

Planning Division							
Performance Measures							
	Strategic Pillar	**2016/17 Actuals**	**2017/18 Actuals**	**2018/19 Target**	**2018/19 Estimate**	**2019/20 Target**	**2020/21 Target**
Present applications to applicable hearing body within 6 weeks of application deemed complete and environmental review – *Delete for FY 2019/20*		90%	90%	90%	90%	N/A	N/A
Process applications to the Historical and Landmarks Commission within 8 weeks of application deemed complete and environmental review – *Delete for FY 2019/20*		90%	90%	90%	90%	N/A	N/A
Percent of complaints responded to in five business days – *Delete for FY 2019/20*		95%	95%	95%	95%	N/A	N/A
Percent of complaints resolved in 30 business days – *Delete for FY 2019/20*		85%	80%	90%	90%	N/A	N/A
Complete Project Clearance Committee (PCC) Review within 30 days of application submittal		N/A	N/A	90%	90%	90%	90%
Workload Measures							
Number of items forwarded to the Planning Commission		66	53	75	54	50	50
Number of items forwarded to the Architectural Committee		112	106	125	116	115	115
Number of items forwarded to the City Council		57	52	30	44	40	40
Number of Planning Permit Inquiries		N/A	N/A	10,500	8,835	9,000	9,000
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		14	19	17	15	15	15
Number of policy updates approved		2	4	2	2	2	2
Number of items forwarded to the Historical and Landmarks Commission		17	17	30	16	15	15
Provide an annual report to the Historical and Landmarks Commission on the Certified Local Government Program		N/A	N/A	1	1	1	1
Number of Planning Permit inquiries		10,468	9,684	10,500	8,835	9,000	9,000

Performance and Workload Measures

Planning Division

Workload Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Number of complaints received – *Delete for FY 2019/20*		1,158	929	800	745	N/A	N/A
Number of cases opened		N/A	N/A	N/A	745	750	750
Number of cases closed		N/A	N/A	N/A	721	725	725

Building Division

Performance Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Percent of express plan checks performed within two working days		N/A	N/A	90%	90%	90%	90%
Percent of short cycle plan checks performed within ten business days		N/A	N/A	80%	80%	90%	90%
Percent of regular cycle plan checks performed within thirty calendar days		72%	93%	75%	75%	85%	85%
Percent of service provided to all Permit Center customers within twenty minutes of their arrival		84%	83%	90%	90%	80%	80%
Percent of code complaints responded to within two working days		90%	95%	80%	80%	80%	80%
Percent of inspections performed the next working day		21%	24%	60%	60%	60%	60%
Percent of multi-family rental housing complexes inspected per month		N/A	N/A	1%	1%	1%	1%
Percent of housing code complaint responded to within two business days		N/A	N/A	90%	90%	90%	90%

Performance and Workload Measures

Housing and Community Services Division							
Performance Measures							
	Strategic Pillar	**2016/17 Actuals**	**2017/18 Actuals**	**2018/19 Target**	**2018/19 Estimate**	**2019/20 Target**	**2020/21 Target**
Facilitate the inclusion of ten percent of each year's residential homeownership units as affordable housing – *Delete for FY 2019/20*		10%	10%	10%	N/A	N/A	N/A
Workload Measures							
Number of new loan applications processed – *New for FY 2019/20*		N/A	N/A	N/A	N/A	10	10
Number of new for-sale affordable homes sold – *New for FY 2019/20*		N/A	N/A	N/A	N/A	7	7
Total funds invested in Community Revitalization (Not including Multi-Family Development Loans) – *New for FY 2019/20*		N/A	N/A	N/A	N/A	$3.75M	$3.75M
Number of clients receiving Fair Housing services including education, counseling, and enforcement of regulations – *New for FY 2019/20*		N/A	N/A	N/A	N/A	40	40
Number of affordable housing units in development pipeline – *New for FY 2019/20*		N/A	N/A	N/A	N/A	1,000	1,000
Total number of homeless (or formally homeless) individuals being housed – *New for FY 2019/20*		N/A	N/A	N/A	N/A	100	100
Number of Housing Units for Extremely Low Income Households (0-30% of AMI) – *New for FY 2019/20*		N/A	N/A	N/A	N/A	75	75
Number of Housing Units for Very Low Average Median Income Households (30%-50% AMI) – *New for FY 2019/20*		N/A	N/A	N/A	N/A	75	75
Number of Housing Units for Low Income Households (50%-80% of AMI) – *New for FY 2019/20*		N/A	N/A	N/A	N/A	100	100
Number of Moderate Household Income (80% to 120% of AMI) – *New for FY 2019/20*		N/A	N/A	N/A	N/A	110	110

Performance and Workload Measures

Housing and Community Services Division

Workload Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Prepare and file Housing Successor Annual Report to the California State Department of Housing and Community Development – *Delete for FY 2019/20*		1	1	1	N/A	N/A	N/A
Initiate community engagement and issue Requests for Proposals (RFPs) on all City-owned sites managed by the Housing Successor – *Delete for FY 2019/20*		N/A	2	N/A	N/A	N/A	N/A
Provide developer loans to subsidize multi-family affordable housing creation – *Delete for FY 2019/20*		N/A	N/A	N/A	N/A	N/A	N/A
Obtain approval by HUD of the City's Annual Action Plan – *Delete for FY 2019/20*		N/A	N/A	1	N/A	N/A	N/A
Obtain approval by HUD of the City's Consolidated Annual Performance and Evaluation Report – *Delete for FY 2019/20*		N/A	N/A	1	N/A	N/A	N/A
Complete minor and substantial rehabilitation of owner-occupied houses – *Delete for FY 2019/20*		22	N/A	50	N/A	N/A	N/A
Provide Tenant Based Rental Assistance up to 50 households – *Delete for FY 2019/20*		N/A	50	56	N/A	N/A	N/A
Provide services to a wide range of City residents through public service agencies contracts – *Delete for FY 2019/20*		N/A	N/A	8,000	N/A	N/A	N/A

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City of Santa Clara
The Center of What's Possible

Electric Utility

Silicon Valley Power

Department Mission

We are dedicated to our community, customers and employees. We provide safe, reliable, affordable and sustainable energy services with exceptional customer focus

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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 197 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 market place, 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

- Refunded 2008 B variable rate bonds with fixed rate bonds and successfully terminated swap agreement to de-risk SVP's debt portfolio
- Adopted SVP's Ten-Year Strategic Plan with thirty strategic initiatives
- Participated in JPA bond refunding and achieved significant savings on debt service for SVP over the next five years by approximately $1 million annually
- Developed three new standardized electric rate schedules to replace individually negotiated Electric Service Agreements with the largest industrial customers
- Worked diligently with rating agencies on the 2018 Bond rating and accomplished rating upgrade to "AA-" from Fitch Ratings
- Maintained Northern American Electric Reliability Corporation (NERC) compliance requirements and finalized 2017 Audit requirements. Reviewed and updated seven compliance plans, based on audit findings, including: bucket truck/pole top rescue; job briefings; switching; grounding; confined space; and created a new Asbestos Operations and Maintenance Plan, Stormwater Pollution Prevention Plan, and Emergency Action Plan for Utilities Center
- Conducted safety trainings for Generation, Transmission and Distribution, Substations and Metering program personnel, including active shooter awareness trainings, dog bite prevention, mark and locate utility lines and right-of-way training
- Negotiated and completed two Special Facility Agreements (for customer substations) for new data center developments which will increase electrical demand for the utility
- Supported new developments and economic growth within the City with the following achievements: completed and released five new 12kV service connections; released and implemented applicant design process; released developer's work packages for over 1,800 residential units at various sites; and released 50 estimates for construction
- Implemented outbound call procedures to alert customers of planned and forced outages, with over 40 outbound call events. Coordinated communication for more than 20 planned outages, with over 20,000 customers notified for pole inspections and repairs
- Completed new fiber lease template and cost-of-service study for fiber lease rates to help simplify business terms and streamline service delivery to improve customer service
- Furthered sustainability footprint with the following achievements: received two new American Public Power Association (APPA) Demonstration of Energy and Efficiency Developments (DEED) research grants (food service plug in devices and ductless mini split heat pumps) and sponsored an APPA DEED Intern and two student research projects (micro grid and power quality issues); completed two Research and Development Projects with matching grant funds from the APPA DEED Grant program in FY 2017/18 (smart window covering) and one in FY 2018/19 (data center liquid cooling prototype); and launched two new third-party energy efficiency programs in FY 2018/19 targeted at hard to reach commercial customer segments (small-mid size companies for air conditioning programs and incentives for property managers whose tenants pay the utility bills)
- Implemented a data warehouse that aggregates and streamlines large amounts of pricing and energy related historical information in a single location to improve analysis and response time to market trends. Through Federal Energy Regulatory Commission (FERC), reached a settlement agreement with Pacific Gas and Electric Company (PG&E) on the terms and conditions of the City of Santa Clara and PG&E's interconnection agreement. The agreement defines the parameters of how we operate as an interconnected utility within PG&E's system and the California Independent System Operator (CAISO) controlled electric grid
- Completed power purchase agreement with Viento Loco Wind power resource with a 200MW capacity that aligns with SB100 renewable requirements

- Jointly submitted with PG&E a Final License Application (FLA) to FERC to obtain a 40 year license agreement to operate the Bucks Creek hydroelectric project that includes the City's Grizzly generation powerhouse
- Completed commissioning of Northern Receiving Station (NRS) 115 kV breaker and relay replacement to support the optimization of phase shifting transformer operation and increasing load capability of the SVP system
- Upgraded the Northwestern Substation by adding a third bank transformer to meet load expansion of an existing data center customer
- Increased power plant production at Donald Von Raesfield Power Plant (DVR) by 58% and Gianera by 130% over previous year and improved DVR's availability factor using Generation Availability Data System (GADS) (reporting metric) from 74% to 90%

Significant Objectives

- Implement 13 near-term Strategic Plan initiatives and submit quarterly progress reporting on the Strategic Plan to the Council and community
- Provide leadership to support the department's resources by implementing staff development and succession planning to develop skills and enhance knowledge
- Initiate and administer the study for City of Santa Clara Civic Center Concept Plan and Utility Facility
- Manage the fiscal activities of SVP to include operating and capital budgets, rate analysis and design and debt management including: procurement, issuance, and annual bond disclosures. Maintain a continuous focus on customer service
- Minimize personal injuries and promote reliable operations through training, communications and application of Occupational Safety and Health Administration (OSHA), Environmental Protection Agency (EPA) and NERC regulations
- Ensure wholesale trading activities are in compliance with Council approved policy and regulations, minimize SVP's credit exposure, monitor counterparty credit risk and ensure compliance with CAISO tariff and regulations
- Engage and communicate with the public and internal staff utility programs, procedures, events and other relevant information to ensure trust and transparency in our utility
- Meet new and existing customer energy service demand and reliability needs; manage new and existing utility system assets to maximize customer reliability; and provide utility engineering support services to other divisions within SVP
- 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
- Comply with Cap-and-Trade regulation requirements to spend proceeds from allocated allowances consistent with the goals of Assembly Bill 32 and provide benefits to retail ratepayers in the form of Green House Gas (GHG) reduction
- Meet state regulatory requirements for renewable resources and carbon reduction targets while keeping SVP cost competitive
- Complete installation of Advanced Meter Infrastructure (AMI) meters, perform scheduled maintenance of meters, substation assets and other connected field equipment

- Manage construction and maintenance of transmission and distribution equipment to provide safe and reliable service; provide connection for new customers; and provide emergency response to minimize grid outage time and replace aging infrastructure
- Implement the Wildfire Mitigation Plan for high fire areas and review vegetation management program (tree maintenance) for transmission and distribution power lines

Budget Highlights

- Offer new opportunities for multiple departments to attend conference, travel and trainings and meet sustainability goals
- Outside counsel support funding is included to respond to PG&E bankruptcy and potential re-organization and the increasing cyber and physical security threats on vital infrastructure
- Adds 1.0 Program Manager to lead the implementation of a cloud-based solution capital project management system citywide. This position will prevent fragmented implementation, and drive City integration with PeopleSoft financials
- Adds 1.0 Electric Utility Engineer to perform utility encroachment permit reviews in the public right of way and utility pole contact reviews for cable attachments on City electric utility wooden poles and new private 5G wireless technology deployed on City streetlights
- Adds 1.0 Program Manager to create and improve on electric vehicle transportation initiatives and related low carbon fuel standard compliance
- Support the replacement of an obsolete control system utilized at DVR power plant
- Perform additional major repairs during extended shut down period increasing the useful life of DVR power plant
- Replace and add fleet assets, including a new splicing bucket truck to support fiber infrastructure and replacing two vehicles with a single boom digger derrick line truck to support replacement and maintenance repairs for the transmission and distribution work group

Electric Utility Department

197.00 FTEs

Administrative Services

1.00	Chief Electric Utility Officer
1.00	Chief Operating Officer
1.00	Assistant Director – Bus Services
1.00	Assistant Director – Customer & Project
1.00	Assistant Director – Energy Distribution
1.00	Assistant Director – Resource Planning
1.00	Office Specialist II
1.00	Office Specialist III
2.00	Time and Material Clerk

10.00 Total Administrative Services FTE

Business Services

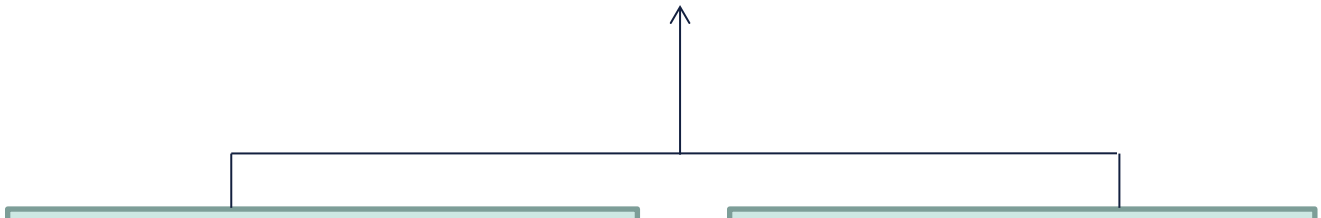
2.00	Account Clerk II
1.00	Account Clerk III
1.00	Compliance Manager
3.00	Electric Division Manager
1.00	Power Account Clerk I
1.00	Power Account Clerk III
1.00	Power Contract Specialist
1.00	Principal Power Analyst
1.00	Risk Control Analyst
3.00	Staff Aide II
1.00	Senior Business Analyst
1.00	Senior Elec Div Mgr – Market Analysis
1.00	Senior Elec Div Mgr

18.00 Total Business Services FTE

Resource Planning and Engagement

1.00	Business Analyst – Public Benefit
2.00	Electric Division Manager
3.00	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 Div Mgr
1.00	Senior Resource Analyst
1.00	Senior Power System Scheduler/Trader

21.00 Total Resource Planning and Engagement FTE



Customer Development and Project Management

1.00 Assistant Elec Utility Engineer
1.00 Business Analyst – Fiber
1.00 Communications Coordinator
1.00 Elec Div Mgr – Customer Services
4.00 Electric Program Manager
7.00 Electric Utility Engineer
4.00 Engineering Aide
1.00 Engineering Aide - Fiber
2.00 Key Customer Representative
1.00 Office Specialist II
1.00 Office Specialist III
1.00 Principal Elec Estimator
4.00 Principal Elec Utility Engineer
1.00 Principal Engineer Aide
1.00 Staff Aide II
1.00 Senior Elec Div Mgr
2.00 Senior Elec Util Eng/Distribution Plan
1.00 Senior Elec Util Eng
1.00 Senior Elec Util Eng/Prot Relay
5.00 Senior Electrical Estimator
3.00 Senior Engineering Aide
1.00 Senior Key Customer Representative
1.00 Senior Elec Util Eng/Control-Commercial
1.00 Senior Elec Util Eng/Generation
1.00 Senior Elec Util Eng/Fiber
1.00 Senior Elec Util Eng/Operation Planning

49.00 Total Customer Development and Project Management FTE

Utility Operations

1.00 Cable Splicer Leader
1.00 Database Administrator
4.00 Elec Util Helper/Driver
2.00 Elec Util Network Administrator
6.00 Electric & Water System Operator
3.00 Electric Crew Foreperson
5.00 Electric Division Manager
2.00 Electric Maintenance Worker
3.00 Electric Meter Technician
3.00 Electric Program Manager
2.00 Electric Utility Equip Operator
9.00 Electric Utility Gen Tech
4.00 Electric Utility Program Analyst
7.00 Electrician
2.00 Fiber Splicing Technician
12.00 Journey Lineworker
3.00 Journey Lineworker Apprentice
1.00 Meter Data Analyst
1.00 Office Specialist II
1.00 Power Trader
1.00 Principal Util Info System Mgr
1.00 Project Manager
5.00 Senior Elec Util Generation Tech
2.00 Senior Electrician Technician
1.00 Senior Materials Handler
1.00 Senior Elec & Water System Operator
3.00 Senior Energy Systems Analyst
1.00 Senior Elec Meter Technician
1.00 Senior Instrument & Control Tech
3.00 Service Coordinator-Inspector
2.00 Troubleshooter
1.00 Underground Crew Leader
4.00 Utility Electrician Technician
1.00 Utility Locator

99.00 Total Utility Operations FTE

Budget Summary

		FY 2017/18 Actuals[1]	FY 2018/19 Adopted[1]	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Division / Program							
Administrative Services Division							
1316	Administrative Services[1]	31,811,017	35,268,197	29,538,068	(16.2%)	31,267,255	5.9%
Total Administrative Services Division		**31,811,017**	**35,268,197**	**29,538,068**	**(16.2%)**	**31,267,255**	**5.9%**
Electric Debt Service[2]							
1335	Phase Shifting Transformer	0	0	0	0.0%	0	0.0%
1342	2013A Revenue Bonds	0	0	0	0.0%	0	0.0%
1343	2018A Revenue Bond	0	0	0	0.0%	0	0.0%
1348	2008B Revenue Bonds	0	0	0	0.0%	0	0.0%
1349	2011A Revenue Bonds	0	0	0	0.0%	0	0.0%
Total Electric Debt Service		**0**	**0**	**0**	**0.0%**	**0**	**0.0%**
Revenue and Resources Division							
1321	Revenues and Resources Costs[1,3]	259,244,335	313,611,219	375,356,706	19.7%	431,660,964	15.0%
Total Revenue and Resources Division		**259,244,335**	**313,611,219**	**375,356,706**	**19.7%**	**431,660,964**	**15.0%**
Utility Operations Division							
1351	SVP Systems Support	4,374,159	5,851,538	6,284,780	7.4%	6,588,004	4.8%
1362	Power System Controls	3,844,003	4,292,726	4,042,223	(5.8%)	4,088,461	1.1%
1371	Communications and Meter Technical Support	1,193,557	1,793,830	2,072,653	15.5%	1,989,661	(4.0%)
1372	Substation Maintenance	3,427,051	3,827,396	4,626,095	20.9%	4,767,140	3.0%
1376	Transmission and Distribution	8,002,917	10,145,853	11,433,884	12.7%	11,832,297	3.5%
1377	Generation	12,447,297	12,319,481	14,346,530	16.5%	14,255,480	(0.6%)
1378	Field Administration	1,079,358	313,478	200,674	(36.0%)	206,694	3.0%
Total Utility Operations Division		**34,368,342**	**38,544,302**	**43,006,839**	**11.6%**	**43,727,737**	**1.7%**
Business Services Division							
1311	Rates and Budget	880,147	1,055,193	1,434,650	36.0%	1,406,015	(2.0%)
1324	Electric Compliance	1,031,782	1,618,177	2,467,013	52.5%	2,519,147	2.1%
1358	Risk Management	3,006,139	3,272,920	3,510,147	7.2%	3,466,684	(1.2%)
Total Business Services Division		**4,918,068**	**5,946,290**	**7,411,810**	**24.6%**	**7,391,846**	**(0.3%)**
Customer Development and Project Management Division							
1313	Key Accounts	1,978,685	2,117,190	2,288,800	8.1%	2,397,523	4.8%
1317	Fiber Enterprise	693,851	1,209,116	1,403,036	16.0%	1,478,432	5.4%
1361	SVP Engineering[3]	6,077,193	8,352,596	9,256,597	10.8%	9,736,510	5.2%
Total Customer Development and Project Management Division		**8,749,729**	**11,678,902**	**12,948,433**	**10.9%**	**13,612,465**	**5.1%**

[1] Programs 1316 and 1321 have been restructured, starting FY 2019/20. FY 2017/18 Actuals and FY 2018/19 Adopted expenses have been restated in line with FY 2019/20 accounting, to exhibit spending trend based on similar activities.
[2]The Electric Debt Service budget information can be found under the Debt Service section of this document.
[3]Starting with the FY 2019/20 Proposed Budget, transfers to other funds are included in departmental costs and reflected in the Dollars by Category section.

Budget Summary

		FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Division / Program							
Resource Planning and Engagement Division							
1312	Public Benefits	6,110,665	12,207,191	12,456,666	2.0%	13,397,474	7.6%
1315	Green Power Program	835,441	1,000,000	1,000,000	0.0%	1,030,000	3.0%
1319	SVP Electric Vehicle Program	0	0	2,405,000	100.0%	2,047,500	(14.9%)
1325	Greenhouse Gas Program[1]	0	0	18,295,719	100.0%	20,230,648	10.6%
1353	Joint Action Coordination	4,441,995	5,612,985	37,736	(99.3%)	38,868	3.0%
1356	Resource Management	4,471,529	5,224,430	10,615,076	103.2%	11,000,660	3.6%
1359	GHG Resources	137,657	0	0	0.0%	0	0.0%
Total Resource Planning and Engagement Division		**15,997,287**	**24,044,606**	**44,810,197**	**86.4%**	**47,745,150**	**6.5%**
Total by Division / Program		**355,088,778**	**429,093,516**	**513,072,053**	**19.6%**	**575,405,417**	**12.1%**
Dollars by Fund							
Electric Utility Fund[1]		348,950,879	416,886,325	479,914,668	15.1%	539,729,795	12.5%
Electric Operating Grant Trust Fund[1]		6,113,684	12,207,191	33,157,385	171.6%	35,675,622	7.6%
Other City Departments Operating Grant Fund		24,215	0	0	0.0%	0	0.0%
Total by Fund		**355,088,778**	**429,093,516**	**513,072,053**	**19.6%**	**575,405,417**	**12.1%**

[1]*Starting with the FY 2019/20 Proposed Budget, transfers to other funds are included in departmental costs and reflected in the Dollars by Category section.*

Budget Summary

	FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Category						
Salary and Benefits						
Salary	21,042,269	26,889,107	28,514,749	6.0%	29,856,198	4.7%
As-Needed	852,500	455,745	853,000	87.2%	845,990	(0.8%)
Overtime	2,580,601	1,319,000	3,411,500	158.6%	3,513,845	3.0%
Retirement	7,168,639	9,633,675	9,169,093	(4.8%)	9,977,787	8.8%
Health Allocation	1,718,876	2,181,506	2,261,582	3.7%	2,387,945	5.6%
Medicare	403,178	422,720	446,856	5.7%	467,945	4.7%
Social Security	1,235,385	1,484,637	1,491,427	0.5%	1,512,185	1.4%
Other Benefits	1,349,623	1,377,624	1,116,929	(18.9%)	1,138,281	1.9%
Total Salary and Benefits	**36,351,071**	**43,764,014**	**47,265,136**	**8.0%**	**49,700,176**	**5.2%**
Non-Personnel						
Materials/Services/Supplies	26,296,094	35,684,060	41,423,460	16.1%	46,231,144	11.6%
Resource/Production[1]	259,244,335	285,144,875	340,787,047	19.5%	355,770,922	4.4%
Interfund Services	11,093,159	12,457,634	12,654,323	1.6%	12,909,684	2.0%
Transfers to Other Funds	0	28,466,344	46,202,812	62.3%	84,323,566	82.5%
Contribution In Lieu	21,985,803	23,094,589	24,333,275	5.4%	26,343,925	8.3%
Capital Outlay	118,316	482,000	406,000	(15.8%)	126,000	(69.0%)
Total Non-Personnel	**318,737,707**	**385,329,502**	**465,806,917**	**20.9%**	**525,705,241**	**12.9%**
Total by Category	**355,088,778**	**429,093,516**	**513,072,053**	**19.6%**	**575,405,417**	**12.1%**

[1]Accounting changes to treatment of Wholesale Credit and Debt Service transfer will begin in FY 2019/20. Wholesale Credit was formerly netted against Resource/Production expenses and going forward will be recorded as Wholesale Income.

Position Summary

		FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed[1]	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Division / Program						
Administrative Services Division						
1316	Administrative Services	6.00	9.00	10.00	1.00	10.00
Total Administrative Services Division		**6.00**	**9.00**	**10.00**	**1.00**	**10.00**
Utility Operations Division						
1351	SVP Systems Support	11.00	11.00	13.00	2.00	13.00
1362	Power System Controls	15.00	15.00	11.00	(4.00)	11.00
1371	Communications and Meter Technical Support	7.00	8.00	7.00	(1.00)	7.00
1372	Substation Maintenance	14.00	14.00	16.00	2.00	16.00
1376	Transmission and Distribution	32.00	32.00	33.00	1.00	33.00
1377	Generation	19.00	19.00	19.00	0.00	19.00
1378	Field Administration	4.00	1.00	0.00	(1.00)	0.00
Total Utility Operations Division		**102.00**	**100.00**	**99.00**	**(1.00)**	**99.00**
Business Services Division						
1311	Rates and Budget	3.00	3.00	4.00	1.00	4.00
1324	Electric Compliance	4.00	4.00	6.00	2.00	6.00
1358	Risk Management	10.00	10.00	8.00	(2.00)	8.00
Total Business Services Division		**17.00**	**17.00**	**18.00**	**1.00**	**18.00**
Customer Development and Project Management Division						
1313	Key Accounts	6.00	7.00	8.00	1.00	8.00
1317	Fiber Enterprise	2.00	3.00	5.00	2.00	5.00
1361	SVP Engineering	34.00	34.00	36.00	2.00	36.00
Total Customer Development and Project Management Division		**42.00**	**44.00**	**49.00**	**5.00**	**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	0.00	0.00	1.00	1.00	1.00
1325	Greenhouse Gas Program	0.00	0.00	1.00	1.00	1.00
1353	Joint Action Coordination	1.00	1.00	0.00	(1.00)	0.00
1356	Resource Management	14.00	14.00	15.00	1.00	15.00
Total Resource Planning and Engagement Division		**19.00**	**19.00**	**21.00**	**2.00**	**21.00**
Total by Division / Program		**186.00**	**189.00**	**197.00**	**8.00**	**197.00**

[1]*Electric 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 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Fund					
Electric Utility Fund	182.00	185.00	191.00	6.00	191.00
Electric Operating Grant Trust Fund	4.00	4.00	6.00	2.00	6.00
Electric Debt Service Fund	0.00	0.00	0.00	0.00	0.00
Total by Fund	**186.00**	**189.00**	**197.00**	**8.00**	**197.00**
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 City Manager/Chief Operating Officer	1.00	1.00	0.00	(1.00)	0.00
Assistant Electric Utility Engineer	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
Assistant Director Electric - Business Services	0.00	0.00	1.00	1.00	1.00
Assistant Director Electric - Customer Develop and Project Mgmt	0.00	0.00	1.00	1.00	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
Cable Splicer Leader	1.00	1.00	1.00	0.00	1.00
Chief Electric Utility Officer	0.00	1.00	1.00	0.00	1.00
Chief Operating Officer	0.00	0.00	1.00	1.00	1.00
Communications Coordinator	0.00	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
Director of Electric Utility	1.00	0.00	0.00	0.00	0.00
Electric and Water System Operator	6.00	6.00	6.00	0.00	6.00
Electric Crew Foreperson	3.00	3.00	3.00	0.00	3.00
Electric Division Manager	10.00	10.00	10.00	0.00	10.00
Electric Division Manager - Customer Services	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	6.00	6.00	10.00	4.00	10.00
Electric Utility Engineer	5.00	6.00	7.00	1.00	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 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 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	0.00	0.00	1.00	1.00	1.00
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 Planning	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 Engineer - Generation Tech	5.00	5.00	5.00	0.00	5.00

Position Summary

	FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Position Classification					
Senior Electric Utility Engineer - Operation Planning	1.00	1.00	1.00	0.00	1.00
Senior Electric Utility Engineer - Project Relay	1.00	1.00	1.00	0.00	1.00
Senior Electrical Estimator	4.00	4.00	5.00	1.00	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	5.00	4.00	(1.00)	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	**186.00**	**189.00**	**197.00**	**8.00**	**197.00**

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	189.00	429,093,516
FY 2019/20 Base Budget Adjustments		
One-Time Cost Adjustments		
Donald Von Raesfeld Power Plant maintenance		1,350,000
Consultant for leadership transition		168,000
FY 2019/20 purchases of equipment and multipurpose vehicles		120,000
FY 2018/19 remote property maintenance		(116,000)
FY 2018/19 trucks, infrared camera and related equipment		(366,000)
Ongoing Cost Adjustments		
Salary and benefits adjustments and position reallocations: 1.0 Assistant City Manager/Chief Operating Officer to 1.0 Chief Operating Officer		1,168,997
Addition of 2.0 Assistant Directors (Approved by the City Council on December 4, 2018)	2.00	735,994
Addition of 1.0 Electric Program Manager for sustainability program (Approved by the City Council on February 19, 2019)	1.00	272,088
Addition of 1.0 Senior Electrical Estimator (Approved by the City Council on July 17, 2018)	1.00	182,457
Resources purchased and generation and pumping expenses		42,936,023
Greenhouse Gas program transfer increase		17,249,579
Wholesale costs due to accounting change (previously netted against revenue)		12,706,149
Debt service transfer due to accounting change (previously netted against revenue)		9,592,693
Mandated program costs from restricted revenues from new Green House Gas and Electric Vehicle programs		2,368,765
Contribution In Lieu increase		1,238,686
Contractual services for various operational needs, including system licensing, cyber and physical security upgrade, substation maintenance, and recruitment		529,269
Interfund services adjustments		196,689
Reallocation of copier contract budget to the Information Technology Department		(3,300)
Reallocation of facilities contracts for elevator maintenance, pest control and hot water and cooling water treatment budget to Public Works Department		(4,594)
Decrease in capital improvement project transfer out due to timing change		(9,105,804)
Total Base Budget Adjustments	**4.00**	**81,219,691**
Total FY 2019/20 Base Budget	**193.00**	**510,313,207**

Budget Reconciliation

	Positions	Expenditures (All Funds)
FY 2019/20 Service Level Changes		
Silicon Valley Power Contractual Services		998,960
Silicon Valley Power Staffing Augmentations	4.00	973,586
Strategic Plan Implementation		250,000
Fiber Splicing Vehicle		160,000
Advanced Metering Infrastructure (AMI) Operational Implementation		134,000
Conference, Travel and Training Expenses		122,300
Remote Property Maintenance		120,000
Total Service Level Changes	**4.00**	**2,758,846**
Total FY 2019/20 Proposed Budget	**197.00**	**513,072,053**
FY 2020/21 Base Budget Adjustments		
One-Time Cost Adjustments		
Advanced Metering Infrastructure (AMI) Operational Implementation		1,650
Fiber Splicing Vehicle		(160,000)
FY 2019/20 one-time funding for as needed personnel		(208,000)
Strategic Plan Implementation		(250,000)
Silicon Valley Power Contractual Services		(519,980)
FY 2019/20 one-time capital outlay, power plant and substation maintenance		(783,150)
Ongoing Cost Adjustments		
Salary and benefits adjustments		2,643,040
Increase in capital improvement project transfer out due to timing change		31,203,608
Resources purchased and generation and pumping expenses		14,983,875
Debt service transfer		10,066,124
Mandated program costs from restricted revenues		5,488,062
Contribution In Lieu increase		2,010,650
Contractual services for various operational needs, including system licensing, cyber and physical security upgrade and substation maintenance		730,502
Interfund services adjustments		255,361
Greenhouse Gas program transfer decrease		(3,148,978)
Total FY 2020/21 Base Adjustments	**0.00**	**62,312,764**
Total FY 2020/21 Base Budget	**197.00**	**575,384,817**
FY 2020/21 Service Level Changes		
Conference, Travel and Training Expenses		20,600
Total Service Level Changes	**0.00**	**20,600**
Total FY 2020/21 Proposed Budget	**197.00**	**575,405,417**

Service Level Changes

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Silicon Valley Power Contractual Services	0.00	673,960	325,000	144,230	334,750

Programs:
1316 – Administrative Services
1324 – Electric Compliance
1351 – SVP Systems Support
1358 – Risk Management

This action funds one-time business needs and supports ongoing operational initiatives. Legal services contracts for outside counsel in the Administrative Services Program will supplement existing legal staffing resources and alleviate legal review backlogs; and in the Risk Management Program funding would provide legal support to manage contractual impacts resulting from the PG&E bankruptcy. Management consulting contracts in the Electric Compliance Program would focus on mandated third-party review of fire mitigation plans. In the SVP Systems Support Program, funding would help to bring improvement to core distribution computing infrastructure, evaluation of technology services platforms and processes and GIS maintenance. In addition, this action includes funding for an energy consultant in the Risk Management Program to evaluate the impact of SVP's generation and transmission system and distribution due to proposed changes to CAISO Transmission Planning Process which SVP is a participant.

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

Service Level Changes

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Silicon Valley Power Staffing Augmentation	3.00	0	720,534	0	768,248

Programs: 1313 – Key Accounts
1361 – SVP Engineering
1371 – Communications and Meter Technical Support

In an effort to enhance program operations this action funds the addition of four positions and deletes one position. For the Key Accounts Program, the addition of an Electric Program Manager is included to increase capacity to facilitate industrial customer development on new initiatives, increase speed to market and supervise key customer service representatives. For the SVP Engineering Program, a Program Manager is included to help implement a citywide capital projects management system and to lead the Department's computerized maintenance management system (CMMS); and the addition of an Electric Utility Engineer is included to perform encroachment permit and utility pole attachment reviews. Lastly, in the Communications and Meter Technical Support Program, the addition of a Meter Data Analyst and the deletion of a Staff Aide II position will better align the position with the duties of managing day-to-day operations of the Advanced Metering Infrastructure (AMI) system, tracking system performance trends, and coordinating system maintenance activities.

Performance Impact

These additional resources will help each program achieve its business objectives, including business development, customer service and gaining efficiencies through new system implementations.

Strategic Pillar: Manage Strategically Our Workforce Capacity and Resources

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Silicon Valley Power Staffing Augmentation	1.00	0	253,052	0	268,332

Program: 1319 – SVP Electric Vehicle Program

In an effort to enhance program operations this action funds one Electric Program Manager for the SVP Electric Vehicle Program. This position is to manage citywide electrification and implementation of EV blueprint, new EV rebate program in disadvantage areas and grant applications.

Performance Impact

This added position will help the program to achieve its business objectives and promote sustainability.

Strategic Pillar: Sustainability

Service Level Changes

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Strategic Plan Implementation	0.00	250,000	0	0	0

Program: 1316 – Administrative Services

This action funds professional services to kick-off implementation of SVP's Strategic Plan. Initially, the work will focus on 30 strategic initiatives of the Plan and development of associated Key Performance Indicators (KPIs). These ten initiatives are actionable items within four operational disciplines, which are: Utility Performance Excellence, Customers and Stakeholders Engagement, Progress and Innovation Focus and Community and Environmental Stewardship. Additional future funding will be required and brought forward separately upon completion of the initial study, scoping, and prioritization of elements to meet the Strategic Plan goals.

Performance Impact

The Strategic Plan is formulated to maintain alignment between SVP's Mission, Vision, and Values through these initiatives. The Plan focuses on measuring outcomes, and actively managing performance, which will be proactively communicated to the community.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Fiber Splicing Vehicle	0.00	160,000	0	0	0

Program: 1371 – Communications and Meter Technical Support

This funds the purchase of a fiber optics splicing vehicle, which is a combination van and lift vehicle for installing and maintaining the City's fiber optics network. Currently, one vehicle is available for two positions. The use of a second vehicle would ensure each technician can be independently deployed concurrently. Technician work involves fusion splicing, testing on aerial substructure and customer premise-based jobs. Splicing and testing is critical to the maintenance of SVP communication functions at electric substations, data centers and 400 aerial WiFi radios. The demand for fiber splicing is robust, serving both external and internal customers. Currently, the technicians service 26 fiber lease customers for expansion and/or entry into over 47 data centers in the City Santa Clara and City departmental fiber optics infrastructure needs.

Performance Impact

This new vehicle will improve response time to field issues and fiber splicing projects.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

Service Level Changes

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Advanced Metering infrastructure (AMI) Operational Implementation	0.00	121,000	13,000	122,650	13,390

Programs: 1351 – SVP Systems Support
1361 – SVP Engineering
1371 – Communications and Meter Technical Support

This funds the transition of a ten-year, $35 million smart meter project to a fully operational system, starting in FY 2019/20. AMI is a real-time, two-way wireless communication using advanced electric meters, with compatibility to incorporate water meter reading. Data reads are integrated with multiple systems in billing and operations for automated billing and outage detection. Operational funding, across three programs, includes one-time needs for replacements of media converters and switches, field transformers and meters and gatekeeper equipment, while ongoing funding is necessary for GPS equipment maintenance.

Performance Impact

Successful transition of AMI into operations will bring efficiency of data collection and processing, eliminate meter reading errors and reduce risks to meter reading staff.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

Service Level Changes

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Conference, Travel and Training Expenses	0.00	0	122,300	0	145,954

Programs:
1311 – Rates and Budget
1316 – Administrative Services
1324 – Electric Compliance Program
1356 – Resource Management
1361 – SVP Engineering
1371 – Communications and Meter Technical Support
1372 – Substation Maintenance
1376 – Transmission and Distribution

This action funds multiple conferences, training and related travel expenses for seven SVP programs. In addition, a portion of the funding will be used to support energy organization conferences attended by City Councilmembers.

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

Conference	FY 2019/20 Budget	FY 2020/21 Budget
APPA Legal and Regulatory Conference	2,000	2,000
APPA Legislative Rally	2,400	2,400
California Municipal Utilities Association (CMUA) Annual Conference	3,100	3,100
APPA National Conference	13,600	13,600
Northern California Power Agency (NCPA) Annual Conference	4,200	4,200
NCPA Strategic Issues Conference	2,400	2,400
NCPA/Northwest Public Power Association (NWPPCA) Federal Policy Conference	7,200	7,200
Total Conference Costs	**34,900**	**34,900**

Service Level Changes

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Conference, Travel and Training Expenses (*continued*)	0.00	0	122,300	0	145,954

For SVP, program objective specific conferences and training total $87,400 for FY 2019/20 and $111,054 for FY 2020/21.

Key events are itemized below:

Conference	FY 2019/20 Budget	FY 2020/21 Budget
Rates and Budget		
Rate Group Annual Meeting and other	5,200	5,257
Administrative Services		
APPA CEO Roundtable	1,500	1,500
Electric Compliance		
NCPA, NERC and Western Electric Coordination Council (WECC) conferences	37,200	37,836
SVP Engineering		
e-Builder Elevate Annual Conference	3,800	3,800
APPA, Electric Utility Consultants Incorporated (EUCI), NWPPA, and other conferences	30,200	31,384
Communications and Meter Technical Support		
Electric Utility Service Equipment Requirements Committee (EUSERC) Quarterly and Annual Meetings	0	20,600
Substation Maintenance		
Vendor-held training and conferences	7,800	7,800
Other training	700	1,877
Transmission and Distribution		
Electrical Superintendent Safety Committee training	1,000	1,000
Total Conference Costs	**87,400**	**111,054**

Performance Impact

Staff is trained with current technical and regulatory knowledge and is in compliance with mandated attendance.

Strategic Pillar: Deliver and Enhance High Quality Efficient Services and Infrastructure

Service Level Changes

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Remote Property Maintenance	0.00	80,000	40,000	80,000	40,000

Program: 1361 – SVP Engineering

Funds will improve structural conditions, fortify properties and contain vegetation at two remote sites, totaling over 12,000 acres. Benecia site currently has grazing leases. Improvements will be made to twelve structures, pond levees and access road repairs over both fiscal years. Loyalton site recently issued a Request For Proposal for grazing leases.

Performance Impact

Improvements at remote properties will enhance safety, mitigate potential liabilities as lessor and land owner, and protects City properties.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

Performance and Workload Measures

Administration Services Division

Performance Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Timely, accurate submittal of various State, local and federal agency reports – *New for FY 2019/20*		100%	100%	100%	100%	100%	100%
Meet American Public Power Association Public Power Provider (RP3) and NWPPA standards of performance – *New for FY 2019/20*		N/A	N/A	100%	100%	100%	100%

Workload Measures

Actively participate in all JPA governing boards – *New for FY 2019/20*		3	3	3	3	3	3
Actively participate in community events – *New for FY 2019/20*		100%	100%	100%	100%	100%	100%

Performance and Workload Measures

Business Services Division							
Performance Measures							
	Strategic Pillar	**2016/17 Actuals**	**2017/18 Actuals**	**2018/19 Target**	**2018/19 Estimate**	**2019/20 Target**	**2020/21 Target**
Maintain bond rating (Fitch Ratings)		"A+" Rating	"AA−" Rating	"AA−" Rating	"AA−" Rating	"AA−" Rating	"AA−" Rating
Maintain debt service coverage ratio on senior and subordinate debt − *New for FY 2019/20*		2.31	2.01	2.00	2.00	2.00	2.00
Submit annual bond disclosures as required by due dates − *New for FY 2019/20*		100%	100%	100%	100%	100%	100%
Annual self−certification of compliance with 20 NERC requirements selected by the regional entity, WECC − *New for FY 2019/20*		N/A	100%	100%	100%	100%	100%
Maintain compliance with 70 NERC standards/600 requirements − *New for FY 2019/20*		95%	95%	100%	95%	100%	100%
Perform on−going environmental health and safety and NERC compliance activities in accordance with Internal Compliance Program Schedule − *New for FY 2019/20*		100%	100%	100%	100%	100%	100%
Analyze and evaluate counterparty credit worthiness − *New for FY 2019/20*		100%	100%	100%	100%	100%	100%
Percent of employees attended safety and compliance training − *New for FY 2019/20*		N/A	N/A	90%	90%	90%	90%
Workload Measures							
Number of employees lost time due to injuries − *New for FY 2019/20*		2	4	0	0	0	0
Generate and submit bond disclosures as required by the continuing disclosure agreement for all SVP and JPA revenue bonds − *New for FY 2019/20*		19	19	19	19	19	19
Complete Annual Reviews of Internal Compliance Standards for NERC, OSHA, and other State and federal regulations − *New for FY 2019/20*		N/A	N/A	33	33	33	33
Develop and maintain NERC Reliability Standard Audit Worksheets for current and upcoming NERC standards − *New for FY 2019/20*		0	0	25	25	25	25

Performance and Workload Measures

Business Services Division

Workload Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Refresh and update internal controls including automated reminders and documents (e.g., guide sheets, policies and procedures, and workflows) – *New for FY 2019/20*		7	10	5	5	5	5
Number of employees attending safety and compliance training – *New for FY 2019/20*		N/A	N/A	192	192	192	192
Number of counterparty reviews completed – *New for FY 2019/20*		N/A	N/A	55	55	55	55
Review CAISO reports on a weekly basis to ensure SVP credit limit has not been exceeded – *New for FY 2019/20*		52	52	52	52	52	52
Generate Power and Gas Gross Margin Statements and Gas Pre-Pay Reports every month – *New for FY 2019/20*		24	24	24	24	24	24

Customer Development and Project Management Division

Performance Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Maintain residential customer satisfaction rating[a] – *New for FY 2019/20*		83%	N/A	84%	84%	N/A	85%
Maintain high customer satisfaction rating for business accounts using 1-10 rating matrix[b] – *New for FY 2019/20*		95	90	90	88	90	90
Annual fiber lease gross revenues *[Edited in FY 2019/20]* (*prior: Annual SVP Fiber Leasing Services gross revenue*)		$272M	$265M	$260M	$290M	$300M	$311M
Percent of fiber system availability – *New for FY 2019/20*		N/A	N/A	100%	100%	100%	100%
Deliver fiber service order estimates within two weeks of initial request – *New for FY 2019/20*		N/A	N/A	100%	100%	100%	100%
Complete first encroachment review within 15 days – *New for FY 2019/20*		N/A	N/A	N/A	N/A	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 American Public Power Association, based on industry standard criteria on SVP provided list of top 50-75 customers.*

Performance and Workload Measures

Customer Development and Project Management Division Workload Measures	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Prepare and submit Bi−annual Distributed Energy Resource (DER report) for California Energy Commission (CEC) − *New for FY 2019/20*		N/A	N/A	2	2	2	2
Hold large industrial/commercial customer engagement meeting − *New for FY 2019/20*		1	1	1	1	1	1
Negotiate/execute special facilities (substation) agreements − *New for FY 2019/20*		N/A	1	2	2	4	2
Prepare and submit quarterly customer update report for SVP internal stakeholders − *New for FY 2019/20*		N/A	N/A	1	1	4	4
Number of fiber service or job requests completed − *New for FY 2019/20*		29	29	25	25	25	25
Number of fiber quotes processed − *New for FY 2019/20*		63	78	50	50	50	50
Number of leased fiber miles per year − *New for FY 2019/20*		1,646	1,829	1,653	1,653	1,661	1,670
NERC Standard activity requirements completed − *New for FY 2019/20*		26	26	26	26	26	26
Substation drawing updates − *New for FY 2019/20*		N/A	135	200	150	250	300
Design and construction standard document release − *New for FY 2019/20*		4	5	20	10	25	25
Estimates released − *New for FY 2019/20*		53	100	100	98	120	125
Encroachment permit reviews completed − *New for FY 2019/20*		525	550	550	620	600	600
Substructure estimates mapped; city work estimates mapped − *New for FY 2019/20*		69	40	100	76	100	125
Approval of pole contacts (communication and small cell attachments)		N/A	380	400	400	425	425

Performance and Workload Measures

Resource Planning and Engagement Division

Performance Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 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 – *New for FY 2019/20*		25%/27%	27%/29%	29%/31%	29%/31%	31%/33%	33%/35%
First year net energy savings achieved (in MWh) – *New for FY 2019/20*		N/A	N/A	13,032	14,000	14,015	14,982
State agency reports by due dates – *New for FY 2019/20*		N/A	N/A	100%	100%	100%	100%
Percent of customers enrolled in the Green Power Program		77%	77%	100%	100%	100%	100%
Cumulative total GWh enrolled in Green Power Program		338 GWh	390 GWh	350 GWh	350 GWh	350 GWh	350 GWh
Comply with Low Carbon Fuel Standard program (spending) requirements per CARB – *New for FY 2019/20*		N/A	N/A	100%	100%	100%	100%
Host a minimum of two outreach events annually – *New for FY 2019/20*		N/A	N/A	100%	100%	100%	100%
Participate in quarterly carbon auctions to sell allowances – *New for FY 2019/20*		N/A	N/A	N/A	N/A	4	4
Successful submission of SVP's yearly Resource Adequacy plan to CAISO – *New for FY 2019/20*		100%	100%	100%	100%	100%	100%
Successful submission of SVP's load forecast to the CEC (1 report) and PG&E (3 reports) – *New for FY 2019/20*		100%	100%	100%	100%	100%	100%
Annual net GWh's saved through energy efficiency programs – *Delete for FY 2019/20*		169 GWh	128 GWh	130 GWh	N/A	N/A	N/A

Workload Measures

Number of program brochures and bill inserts generated and distributed energy efficiency programs – *New for FY 2019/20*		4	4	4	4	4	4
Number of educational videos produced to promote energy efficiency – *New for FY 2019/20*		2	2	2	2	2	2

Performance and Workload Measures

Resource Planning and Engagement Division

Workload Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Number of rebate applications processed through energy efficiency programs – *New for FY 2019/20*		224	199	200	200	200	200
Outreach materials reviewed and refreshed – *New for FY 2019/20*		N/A	N/A	40	40	40	40
Generate solar energy usage reports – *New for FY 2019/20*		N/A	N/A	12	12	12	12
Attend CARB workshops and meetings for program compliance – *New for FY 2019/20*		N/A	4	3	5	6	4
Prepare and submit Low Carbon Fuel Standards report – *New for FY 2019/20*		2	5	5	5	5	5
Host annual public meetings, events, or workshops – *New for FY 2019/20*		N/A	N/A	2	2	4	4
Process Electric Vehicle charger rebates (annually) – *New for FY 2019/20*		N/A	N/A	20	20	60	60
Install electric public access EV charging stations – *New for FY 2019/20*		N/A	N/A	5	5	10	10
Prepare Cap-and-Trade allowance reports and forms for CARB – *New for FY 2019/20*		N/A	N/A	N/A	N/A	2	2
Develop ten year load forecasts for CEC, PG&E and CAISO) – *New for FY 2019/20*		3	3	3	3	3	3
Submit day ahead bids and schedules to CAISO – *New for FY 2019/20*		82,000	82,000	82,000	82,000	82,000	82,000
Cost stabilization contribution from wholesale transactions – *Delete for FY 2019/20*		$53M	$45M	$32M	N/A	N/A	N/A

Performance and Workload Measures

Utility Operations Division

Performance Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Average Service Availability Index (percentage)		99.98%	99.99%	99.99%	99.99%	99.99%	99.99%
Customer Average Interruption Duration Index (CAIDI) (minutes) – *New for FY 2019/20*		106.34	103.04	100.00	100.00	100.00	100.00
System Average Interruption Duration Index (SAIDI) (minutes)		109.08	50.05	50.00	50.00	50.00	50.00
System Average Interruption Frequency Index (SAIFI) (long) – *New for FY 2019/20*		1.03	0.49	0.50	0.50	0.50	0.50
System Average Interruption Frequency Index (SAIFI) (momentary) – *New for FY 2019/20*		0.83	0.24	0.25	0.25	0.25	0.25
Total number of outages – *New for FY 2019/20*		202	131	130	130	130	130
Hot washing of electrical substation equipment – *New for FY 2019/20*		100%	100%	100%	100%	100%	100%
Substation Infrared (IR) inspections – *New for FY 2019/20*		100%	100%	100%	100%	100%	100%
Complete one detailed grid inspections for underground and overhead infrastructure per year – *New for FY 2019/20*		N/A	N/A	100%	100%	100%	100%
Complete four grid patrols in accordance with GO165 (Walking, Drive By) – *New for FY 2019/20*		100%	100%	100%	100%	100%	100%
Generation Availability Data System (GADS) – *New for FY 2019/20*		N/A	N/A	90%	90%	90%	90%
Safety and Department of Transportation training completion rate – *New for FY 2019/20*		N/A	N/A	90%	90%	90%	90%
NERC CIP compliance reports submitted on time – *New for FY 2019/20*		N/A	N/A	100%	100%	100%	100%
Completion of system support work orders within 3 business days – *New for FY 2019/20*		N/A	N/A	>70%	>70%	>70%	>70%

Performance and Workload Measures

Utility Operations Division

Workload Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Switching order plans created and executed – *New for FY 2019/20*		2,200	2,336	2,300	2,300	2,300	2,300
Non-911 service call volume (incoming) – *New for FY 2019/20*		28,775	29,244	29,000	29,000	29,000	29,000
Electric and water control system notifications processed – *New for FY 2019/20*		38,200	38,800	38,000	38,000	38,000	38,000
Number of detailed substation inspections – *New for FY 2019/20*		N/A	N/A	324	324	324	336
Transformer dissolved gas analysis performed per year – *New for FY 2019/20*		51	51	52	52	54	57
Load tap changer dissolved gas analysis performed per year – *New for FY 2019/20*		31	31	32	32	34	37
Number of preventative maintenance work orders completed – *New for FY 2019/20*		N/A	N/A	800	800	800	800
Corrective non-routine maintenance work orders completed – *New for FY 2019/20*		N/A	N/A	150	150	150	150
Number of quarterly inspections performed for remote generation facilities – *New for FY 2019/20*		N/A	N/A	16	16	16	16
Environmental health and safety program review – *New for FY 2019/20*		N/A	N/A	75	75	75	75
Perform and submit NERC CIP compliance reporting analysis (monthly) – *New for FY 2019/20*		N/A	N/A	2	2	2	2
Number of work orders processed by the meter shop – *New for FY 2019/20*		N/A	N/A	600	600	600	600

City of Santa Clara
The Center of What's Possible

Finance Department

Department Mission

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

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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 six Divisions: Accounting; Administrative Services; Budget; City Auditor; Municipal Services; and Purchasing. Further discussion of the City Auditor's Office can be located in the City Auditor's Office section of this document.

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 and prepare estimated revenue and expenditure updates.
	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	**Provide customer service to our utility and business certificate customers, manage the activities of the Municipal Services division in accordance with the City's rules and regulations, code, and policies consistent with professional and ethical standards, and be proactive in developing and delivering currently available automated features and conveniences to our customers.**
Division Objectives	Provide citizens with courteous, accurate and timely solutions to their inquiries and requests.
	Promote and enhance electronic payment offerings for customers.
	Continue upgrading the functionality and underlying business processes of the Utility Management Information System (UMIS).
	Promote and enhance on-line Business License enrollment and renewal.
	Provide citizens with safe, reliable self-service options for improved customer satisfaction.
	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.
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 and equipment for the City.
	Keep informed of current developments in the field of purchasing, prices, market conditions and new products.

Significant Accomplishments

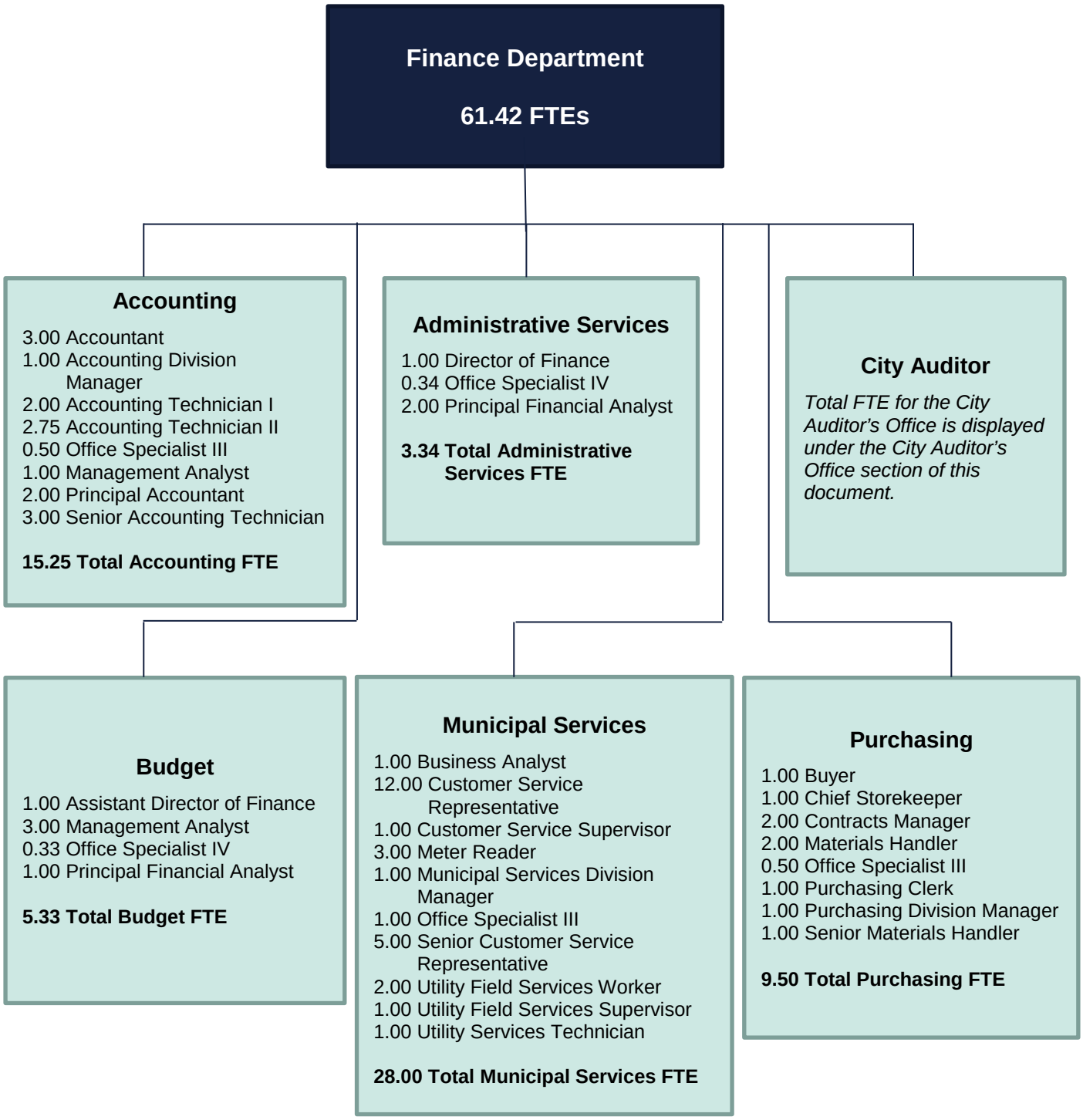
- Received the Government Finance Officers Association (GFOA) award for excellence in financial reporting for fiscal year 2017/18. This is the twenty-seventh consecutive year receiving the award
- Implemented an upgrade of the PeopleSoft payroll system providing enhanced security as well as process and reporting functions. Included in this upgrade are employee self-service capabilities to empower users to manage aspects of their own employee profile
- Created a Citywide Debt Management Policy, updated the City's Investment Policy, and updated the Convention Center Quarterly Reports to include additional financial information, metrics, and graphics
- Completed the first two-year Capital Improvement Program (CIP) Budget
- Transitioned from a five-year financial forecast to a ten-year forecast to ensure long-term economic stability and provide better transparency for residents to review and understand the City's fiscal outlook
- Established an Internal Audit function to promote a fully accountable city government and systematically improve governance processes
- Purchased and initiated implementation of an online bidding and surplus property sales management system

Significant Objectives

- Continue to enhance FHRMS products to deliver updated reporting and calculation features in the Accounting Division
- Conduct audits of external facilities; provide cashier training to staff in outside facilities
- Complete critical 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
- Develop and implement processes, administrative policies and procedures with the goal of streamlining and improving the procurement and contracting process
- 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
- Conduct citywide trainings on contract writing and best practices

Budget Highlights

- Substantially revised and developed FY 2019/20 and FY 2020/21 Biennial Operating Budget document
- Increased resources for the procurement and contract functions to support the development and implementation of new policies and procedures
- Additional support staffing resources for General Accounting related to fixed assets and capital improvement program


Finance Department
61.42 FTEs
Accounting
3.00 Accountant
1.00 Accounting Division Manager
2.00 Accounting Technician I
2.75 Accounting Technician II
0.50 Office Specialist III
1.00 Management Analyst
2.00 Principal Accountant
3.00 Senior Accounting Technician
15.25 Total Accounting FTE
Administrative Services
1.00 Director of Finance
0.34 Office Specialist IV
2.00 Principal Financial Analyst
3.34 Total Administrative Services FTE
City Auditor
Total FTE for the City Auditor's Office is displayed under the City Auditor's Office section of this document.
Budget
1.00 Assistant Director of Finance
3.00 Management Analyst
0.33 Office Specialist IV
1.00 Principal Financial Analyst
5.33 Total Budget FTE
Municipal Services
1.00 Business Analyst
12.00 Customer Service Representative
1.00 Customer Service Supervisor
3.00 Meter Reader
1.00 Municipal Services Division Manager
1.00 Office Specialist III
5.00 Senior Customer Service Representative
2.00 Utility Field Services Worker
1.00 Utility Field Services Supervisor
1.00 Utility Services Technician
28.00 Total Municipal Services FTE
Purchasing
1.00 Buyer
1.00 Chief Storekeeper
2.00 Contracts Manager
2.00 Materials Handler
0.50 Office Specialist III
1.00 Purchasing Clerk
1.00 Purchasing Division Manager
1.00 Senior Materials Handler
9.50 Total Purchasing FTE

Budget Summary

		FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Division / Program							
Accounting Division							
3322	General Accounting	2,198,618	1,932,084	3,332,799	72.5%	3,482,318	4.5%
3323	Payroll	491,696	632,012	0	(100.0%)	0	0.0%
3324	Procurement	300,824	366,026	0	(100.0%)	0	0.0%
3325	Receivables/Fixed Assets	80,367	171,209	0	(100.0%)	0	0.0%
Total Accounting Division		**3,071,505**	**3,101,331**	**3,332,799**	**7.5%**	**3,482,318**	**4.5%**
Effective FY 2019/20, Programs 3323, 3324 and 3325 are consolidated under Program 3322.							
Administrative Services Division							
3362	Citywide Fiscal Planning	571,163	1,109,342	1,048,260	(5.5%)	1,172,937	11.9%
3363	Special Projects	150,468	8,261	0	(100.0%)	0	0.0%
Total Administrative Services Division		**721,631**	**1,117,603**	**1,048,260**	**(6.2%)**	**1,172,937**	**11.9%**
Budget Division							
3312	Debt and Treasury Management	269,685	9,677	0	(100.0%)	0	0.0%
3315	Budget and Financial Analysis	690,605	1,141,256	2,219,200	94.5%	2,297,086	3.5%
3316	Budget and Treasury Budget Development	211,187	0	0	0.0%	0	0.0%
Total Budget Division		**1,171,477**	**1,150,933**	**2,219,200**	**92.8%**	**2,297,086**	**3.5%**
City Auditor Office							
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.							
Municipal Services Division							
3332	Utility Billing Services	1,887,902	2,139,891	2,604,175	21.7%	2,764,199	6.1%
3333	Revenue Receipting/Cashiering	591,135	687,345	714,678	4.0%	748,830	4.8%
3334	Business Certificate	292,798	327,596	395,521	20.7%	412,845	4.4%
3335	Field Services	930,137	1,026,916	1,133,387	10.4%	1,175,965	3.8%
3336	Administration	306,417	357,963	332,208	(7.2%)	346,366	4.3%
3337	Contact Center/Communication	488,803	561,964	640,122	13.9%	659,727	3.1%
Total Municipal Services Division		**4,497,192**	**5,101,675**	**5,820,091**	**14.1%**	**6,107,932**	**4.9%**
Purchasing Division							
3341	Warehouse	695,378	871,502	1,043,191	19.7%	1,083,134	3.8%
3343	Purchasing	293,625	359,118	976,562	171.9%	939,495	(3.8%)
3344	Mail Services	24,543	32,085	42,085	31.2%	32,727	(22.2%)
Total Purchasing Division		**1,013,546**	**1,262,705**	**2,061,838**	**63.3%**	**2,055,356**	**(0.3%)**
Total by Division / Program		**10,475,351**	**11,734,247**	**14,482,188**	**23.4%**	**15,115,629**	**4.4%**

Budget Summary

	FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Fund						
General Fund	10,475,351	11,734,247	14,482,188	23.4%	15,115,629	4.4%
Total by Fund	**10,475,351**	**11,734,247**	**14,482,188**	**23.4%**	**15,115,629**	**4.4%**
Dollars by Category						
Salary and Benefits						
Salary	5,403,230	5,930,064	6,470,622	9.1%	6,747,079	4.3%
As-Needed	215,736	141,188	107,000	(24.2%)	92,000	(14.0%)
Overtime	15,113	16,020	16,020	0.0%	16,020	0.0%
Retirement	1,779,262	2,279,948	2,099,396	(7.9%)	2,276,884	8.5%
Health Allocation	603,142	725,262	717,089	(1.1%)	757,728	5.7%
Medicare	86,825	97,039	105,087	8.3%	109,717	4.4%
Social Security	324,757	380,361	400,857	5.4%	412,450	2.9%
Other Benefits	409,662	438,968	352,680	(19.7%)	360,363	2.2%
Total Salary and Benefits	**8,837,727**	**10,008,850**	**10,268,751**	**2.6%**	**10,772,241**	**4.9%**
Non-Personnel						
Materials/Services/Supplies	1,211,154	1,285,865	2,659,909	106.9%	2,779,781	4.5%
Interfund Services	410,769	439,532	1,553,528	253.5%	1,563,607	0.6%
Capital Outlay	15,701	0	0	0.0%	0	0.0%
Total Non-Personnel	**1,637,624**	**1,725,397**	**4,213,437**	**144.2%**	**4,343,388**	**3.1%**
Total by Category	**10,475,351**	**11,734,247**	**14,482,188**	**23.4%**	**15,115,629**	**4.4%**

Position Summary

		FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Division / Program						
Accounting Division						
3322	General Accounting	9.10	8.55	15.25	6.70	15.25
3323	Payroll	4.20	4.20	0.00	(4.20)	0.00
3324	Procurement	2.20	2.20	0.00	(2.20)	0.00
3325	Receivables/Fixed Assets	1.20	1.20	0.00	(1.20)	0.00
Total Accounting Division		**16.70**	**16.15**	**15.25**	**(0.90)**	**15.25**
Effective FY 2019/20, Programs 3323, 3324 and 3325 are consolidated under Program 3322.						
Administrative Services Division						
3362	Citywide Fiscal Planning	1.30	4.00	3.34	(0.66)	3.34
3363	Special Projects	1.00	0.00	0.00	0.00	0.00
Total Administrative Services Division		**2.30**	**4.00**	**3.34**	**(0.66)**	**3.34**
Budget Division						
3312	Debt and Treasury Management	1.35	0.00	0.00	0.00	0.00
3315	Budget and Financial Analysis	4.25	4.45	5.33	0.88	5.33
Total Budget Division		**5.60**	**4.45**	**5.33**	**0.88**	**5.33**
Municipal Services Division						
3332	Utility Billing Services	10.60	10.80	9.90	(0.90)	9.90
3333	Revenue Receipting/Cashiering	4.35	4.40	4.40	0.00	4.40
3334	Business Certificate	1.80	1.90	1.90	0.00	1.90
3335	Field Services	6.40	6.15	6.15	0.00	6.15
3336	Administration	1.80	1.80	1.50	(0.30)	1.50
3337	Contact Center/Communication	4.25	4.15	4.15	0.00	4.15
Total Municipal Services Division		**29.20**	**29.20**	**28.00**	**(1.20)**	**28.00**
Purchasing Division						
3341	Warehouse	5.40	5.40	5.45	0.05	5.45
3343	Purchasing	1.80	1.80	4.05	2.25	4.05
3344	Mail Services	0.00	0.00	0.00	0.00	0.00
Total Purchasing Division		**7.20**	**7.20**	**9.50**	**2.30**	**9.50**
Total by Division / Program		**61.00**	**61.00**	**61.42**	**0.42**	**61.42**

Position Summary

	FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Fund					
General Fund	61.00	61.00	61.42	0.42	61.42
Total by Fund	**61.00**	**61.00**	**61.42**	**0.42**	**61.42**
Position Classification					
Accountant	4.00	4.00	3.00	(1.00)	3.00
Accounting Division Manager	1.00	1.00	1.00	0.00	1.00
Accounting Technician I	2.25	2.25	2.00	(0.25)	2.00
Accounting Technician II	2.75	2.75	2.75	0.00	2.75
Assistant Director of Finance	1.00	1.00	1.00	0.00	1.00
Budget and Treasury Division Manager	1.00	1.00	0.00	(1.00)	0.00
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	0.00	0.00	2.00	2.00	2.00
Customer Service Representative	12.00	12.00	12.00	0.00	12.00
Customer Service Supervisor	2.00	2.00	1.00	(1.00)	1.00
Director of Finance	1.00	1.00	1.00	0.00	1.00
Management Analyst	3.00	2.00	4.00	2.00	4.00
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 Records Specialist	0.00	0.00	0.00	0.00	0.00
Office Specialist III	2.00	2.00	2.00	0.00	2.00
Office Specialist IV	1.00	1.00	0.67	(0.33)	0.67
Payroll Analyst	1.00	1.00	0.00	(1.00)	0.00
Principal Accountant	2.00	2.00	2.00	0.00	2.00
Principal Financial Analyst	2.00	3.00	3.00	0.00	3.00
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	2.00	2.00	3.00	1.00	3.00
Senior Customer Service Representative	5.00	5.00	5.00	0.00	5.00
Senior Materials Handler	1.00	1.00	1.00	0.00	1.00
Utility Field Services Supervisor	1.00	1.00	1.00	0.00	1.00
Utility Field Services Worker	2.00	2.00	2.00	0.00	2.00
Utility Services Technician	1.00	1.00	1.00	0.00	1.00
Total Positions	**61.00**	**61.00**	**61.42**	**0.42**	**61.42**

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	61.00	11,734,247
FY 2019/20 Base Budget Adjustments		
One-Time Cost Adjustments		
Cost Allocation Plan Study		(50,000)
Ongoing Cost Adjustments		
Salary and benefits adjustments and position reallocations: 1.0 Budget and Treasury Division Manager to 1.0 Assistant Director of Finance 1.0 Payroll Analyst to 1.0 Management Analyst 1.0 Customer Service Supervisor to 1.0 Contracts Manager 1.0 Office Records Specialist reallocated from City Clerk's Office; subsequently reallocated to City Auditor's Office		407,326
Reallocate 1.0 Contracts Manager from Non-Departmental	1.00	221,229
Reallocate 1.0 Management Analyst from Non-Departmental	1.00	176,870
Reallocate 0.33 Office Specialist IV from City Auditor's Office	(0.33)	(50,952)
Reallocate 1.0 Accountant to City Auditor's Office	(1.00)	(177,359)
Reallocate 1.0 Assistant Director of Finance to City Auditor's Office	(1.00)	(340,379)
Interfund services adjustments:		
Adjustment for newly established internal service fund allocation for information technology services		944,195
Net increase in various interfund services allocations		187,057
Sales tax consulting services (previously netted against revenue)		450,000
Adjustment for the replacement of the utility credit card processing software and associated subscription costs (Approved by City Council on December 11, 2018)		361,200
Property tax consulting and administrative services (previously netted against revenue)		307,500
Banking fees		88,000
User license fees for FHRMS		65,000
Reallocations from various City departments to better align with departmental functions		27,244
Transient Occupancy Tax audit services		17,500
E-procurement and bidding software subscription		14,000
Tabbing machine replacement		10,000
Non-personnel adjustments		2,844
Adjustment in costing for resources allocated to Stadium functions		(6,834)
Reallocation of copier contract budget to the Information Technology Department		(16,500)
Total FY 2019/20 Base Budget Adjustments	**(0.33)**	**2,637,941**
Total FY 2019/20 Base Budget	**60.67**	**14,372,188**

Budget Reconciliation

	Positions	Expenditures (All Funds)
FY 2019/20 Service Level Changes		
Purchasing Policies and Procedures Update		80,000
Support for Budget Office Workplan		30,000
General Accounting Staffing	0.75	0
Total Service Level Changes	**0.75**	**110,000**
Total FY 2019/20 Proposed Budget	**61.42**	**14,482,188**
FY 2020/21 Base Budget Adjustments		
One-Time Cost Adjustments		
Utility Billing Software Upgrade to integrate with the Advanced Meter Infrastructure (AMI) implementation		80,000
Actuarial and cost allocation plan consultant services		75,000
Property tax administrative fee assessed by County		7,688
Tabbing machine replacement		(10,000)
Purchasing Policies and Procedures Update		(80,000)
Ongoing Cost Adjustments		
Salary and benefits adjustments		503,490
Non-personnel adjustments		57,263
Total FY 2020/21 Base Adjustments	**0.00**	**633,441**
Total FY 2020/21 Base Budget	**61.42**	**15,115,629**
Total FY 2020/21 Proposed Budget	**61.42**	**15,115,629**

Service Level Changes

		FY 2019/20		FY 2020/21	
Title	**Positions**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**
Purchasing Policies and Procedures Update	0.00	80,000	0	0	0

Program: 3343 – Purchasing

This action provides one-time funding for the Purchasing Division to procure a consultant to collaborate with staff on updating purchasing policies and procedures. The consultant would also assist with finalizing the revised purchasing code, optimizing the purchasing structure given current resources and expertise, developing administrative policies and procedures, and preparing citywide training materials. In addition, the preferable consultant would have experience with PeopleSoft in order to assist staff to optimize the software's functionality.

Performance Impact

An update to the purchasing policies and procedures provides an opportunity for the City to develop citywide sustainable procurement standards and to also implement several key procurement and contract management best practices.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

		FY 2019/20		FY 2020/21	
Title	**Positions**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**
Support for Budget Office Workplan	0.00	30,000	0	30,000	0

Program: 3315 – Budget and Financial Analysis

This action increases as-needed funding to provide support for upcoming budget deliverables. Future Budget Division workplan items include a revision to the Capital Improvement Program budget format, additional interfaces of budget to actual information between the City's financial and budget systems, deploying budget data to the internet through an interactive web interface, revising citywide performance measures and improving the budget monitoring program. In addition, further automation of manual internal processes is required in the Budget Division to maximize efficiencies.

Performance Impact

This action provides the Budget Division with sufficient resources to ensure continued process improvements and promotes transparency and accountability for the Santa Clara community.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

Service Level Changes

		FY 2019/20		FY 2020/21	
Title	**Positions**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**
General Accounting Staffing	0.75	0	0	0	0

Program: 3322 – General Accounting

This action adds a Senior Accounting Technician position, which is funded by eliminating as-needed funding and 0.25 FTE of an Accounting Technician I position. The Senior Accounting Technician will be responsible for the critical accounting functions related to the City's Capital Improvement Projects as well as maintaining the City's fixed assets. Additionally, this position will also assume a number of various responsibilities related to the accounts receivable and payable functions.

Performance Impact

Adding a full-time staff to the Accounting Division will help address the continued capacity issues related to heavy workloads and streamline departmental processes to be more efficient.

Strategic Pillar: Manage Strategically Our Workforce Capacity and Resources

Performance and Workload Measures

Administrative Services Division

Performance Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Percent of legislative analysis completed within negotiated time frame		100%	100%	100%	100%	100%	100%
Percent of special requests completed within negotiated time frame – *Delete for FY 2019/20*		100%	100%	100%	100%	N/A	N/A
Annual percentage yield on investments while following primary objectives of safety, liquidity, and yield – *New for FY 2019/20*		N/A	N/A	N/A	N/A	2.20%	2.30%

Workload Measures

Prepare Operating Budget, Capital Improvement Plan, and CAFR documents – *Delete for FY 2019/20*		3	3	3	3	N/A	N/A
Meet with staff at least quarterly to review work plans		4	4	4	4	4	4

Accounting Division

Performance Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 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		100%	100%	83%	91%	91%	91%
Complete the external audit process and preparation of City's Comprehensive Annual Financial Report with an unmodified audit opinion by December 31 – *Delete for FY 2019/20*		100%	100%	100%	N/A	N/A	N/A
Receive Government Financial Officers Association of the United States and Canada (GFOA) excellence in financial reporting award		100%	100%	100%	100%	100%	100%

Performance and Workload Measures

Accounting Division							
Performance Measures							
	Strategic Pillar	**2016/17 Actuals**	**2017/18 Actuals**	**2018/19 Target**	**2018/19 Estimate**	**2019/20 Target**	**2020/21 Target**
Complete the preparation and submission of various State, local, and federal agency reports by due dates – *Delete for FY 2019/20*		100%	100%	100%	N/A	N/A	N/A
Complete the month-end accounting close process and distribution of department budget status reports by the 15th working day of the following month – *Delete for FY 2019/20*		100%	100%	100%	N/A	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		100%	100%	100%	100%	100%	100%
Issue employee W-2 forms by January 31 – *Delete for FY 2019/20*		100%	100%	100%	100%	N/A	N/A
Transmit the electronic version of W-2 to Social Security Administration by March 31 – *Delete for FY 2019/20*		100%	100%	100%	100%	N/A	N/A
Percent of vendor invoices paid within 7 days of receipt – *Delete for FY 2019/20*		87%	100%	95%	N/A	N/A	N/A
Percent of time that Accounts Receivable invoices are mailed within 10 working days of receipt of documentation from City departments – *Delete for FY 2019/20*		100%	100%	100%	100%	N/A	N/A
Workload Measures							
Receive Government Financial Officers Association of the United States and Canada (GFOA) excellence in financial reporting award		1	1	1	1	1	1
Number of invoices processed		25,596	24,972	25,000	24,380	25,000	25,500
Number of vendor warrants issued		10,978	9,452	15,000	13,190	13,500	13,500
Number of quick invoice vouchers processed – *Delete for FY 2019/20*		16,950	16,217	18,000	18,400	N/A	N/A

Performance and Workload Measures

Budget Division	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Performance Measures							
Average weighted yield on unrestricted funds will be at least 100% of the twelve month average yield on 12-month US Government Agency securities – *Delete for FY 2019/20*		133%	133%	110%	N/A	N/A	N/A
Submit debt schedules to Council no later than January 31 and July 31 of each year – *Delete for FY 2019/20*		100%	100%	100%	N/A	N/A	N/A
Complete special projects by agreed upon due dates – *Delete for FY 2019/20*		100%	100%	100%	N/A	N/A	N/A
Percentage of variance between budget and actual revenues in the General Fund - *New for FY 2019/20*		N/A	N/A	N/A	N/A	3%	2%
Percentage of variance between budget and actual expenditures in the General Fund – *New for FY 2019/20*		N/A	N/A	N/A	N/A	3%	2%
Workload Measures							
Receive California Society of Municipal Finance Officers (CSMFO) budget awards – *Delete for FY 2019/20*		2	2	2	2	N/A	N/A
Average number of comprehensive budget status reviews conducted with City departments to evaluate financial performance and budget deviations – *New for FY 2019/20*		N/A	N/A	N/A	N/A	4	4

Performance and Workload Measures

Municipal Services Division							
Performance Measures							
	Strategic Pillar	**2016/17 Actuals**	**2017/18 Actuals**	**2018/19 Target**	**2018/19 Estimate**	**2019/20 Target**	**2020/21 Target**
Percent of closed delinquent accounts collected in-house		97%	96%	95%	95%	95%	95%
Percent of cash drawers reconciled		100%	100%	100%	100%	100%	100%
Percent of delinquent tax certificates at fiscal year-end		1.9%	1.9%	2.0%	2.1%	2.0%	2.0%
Percent of monthly utility meters accurately read – *Delete for FY 2019/20*		100%	100%	100%	100%	N/A	N/A
Percent of Accounts Receivables written off as bad debt annually		0%	0.03%	0.4%	0.4%	0.4%	0.4%
Percent of customer calls answered within 90 seconds		54%	48%	50%	50%	50%	50%
Average hold time of sequenced calls (m:s)		1:40	1:36	2:00	2:00	2:00	2:00
Number of dropped calls to total calls – *Delete for FY 2019/20*		8%	8%	10%	10%	N/A	N/A
Percentage of calls with a call quality score of at least 4.75 out of 5.0		74%	75%	90%	86%	90%	90%
Workload Measures							
Amount of late fees assessed – *Delete for FY 2019/20*		$648,761	$850,120	$800,000	$850,000	N/A	N/A
Average monthly number of utility accounts paying by automated methods		38,602	39,097	40,000	41,000	42,000	44,000
Average monthly utility payments processed		56,004	55,280	56,000	56,500	57,000	59,000
Number of business tax certificates processed annually		12,378	11,431	12,500	13,000	13,000	13,000
Number of service requests processed yearly		41,262	40,009	40,000	41,000	42,000	43,000
Average number of meters read monthly		81,921	82,539	85,000	84,000	86,000	88,000
Number of months where all 200 routes are read and billed – *Delete for FY 2019/20*		11	12	12	12	N/A	N/A
Number of major UMIS initiatives successfully implemented during the year		4	4	3	3	3	3

Performance and Workload Measures

Purchasing Division							
Workload Measures							
	Strategic Pillar	**2016/17 Actuals**	**2017/18 Actuals**	**2018/19 Target**	**2018/19 Estimate**	**2019/20 Target**	**2020/21 Target**
Number of material requisitions		3,513	3,741	3,500	4,300	3,500	3,500
Number of inventory items cycle counted		2,573	2,625	2,100	2,775	2,100	2,100
Number of purchase orders		1,258	1,304	1,200	1,330	1,380	1,380
Number of Procurement Card transactions		10,355	11,227	8,500	11,881	9,775	9,775
Number of mail pieces processed		178,407	160,106	147,000	130,000	147,000	147,999

Fire Department

Department Mission

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

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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 high-level emergency calls. Response time is measured from the time of dispatch to the time of arrival, and includes a benchmark standard of two minutes turnout time and four minutes travel time.

The Fire Prevention/Hazardous Materials 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. This 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. Training also 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 Incremental 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 City's Office of Emergency Services (located in the Fire Department) provides emergency services training and coordination for the City in the event of a large-scale incident requiring Emergency Operations Center activation. This office is also responsible for emergency preparedness activities and disaster management plans.

Divisions and Services

The Fire Department is organized into four Divisions: Protection, Prevention/Hazardous Materials, Training, and Incremental Emergency Medical Services (EMS).

Protection Division Mission	To protect and enhance the quality of life of the people we serve by providing caring, customer-oriented emergency services to protect life, property and the environment.
Division Objectives	Maintain a citywide emergency response standard of six minutes from time of fire crew notification to arrival on scene, at least 90 percent of the time to all high-level emergency incidents.
	To have an effective response force (ERF) on scene in less than eight 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 Emergency Services Coordination in the City of Santa Clara Emergency Operations Center in the event of a large-scale incident requiring activation.
	Provide special event (Fire and EMS) services to Levi's Stadium and all other significant special events held in the City of Santa Clara.

Prevention/Hazardous Materials Division Mission	**The mission of the Fire Prevention and Hazardous Materials Division is to protect life, property, and the environment through education, engineering, and enforcement.**
Division 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 our 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 annual physical agility and protective equipment testing for compliance with State and federal regulations.

Incremental EMS Division Mission	**Deliver quality emergency medical services to citizens and visitors of Santa Clara. This is currently achieved by staffing all ten fire stations with emergency medical technicians and eight of those stations (strategically located throughout the City) with paramedics.**
Division Objectives	Provide first responder paramedic services to at least 90% of higher-priority medical incidents 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.

Significant Accomplishments

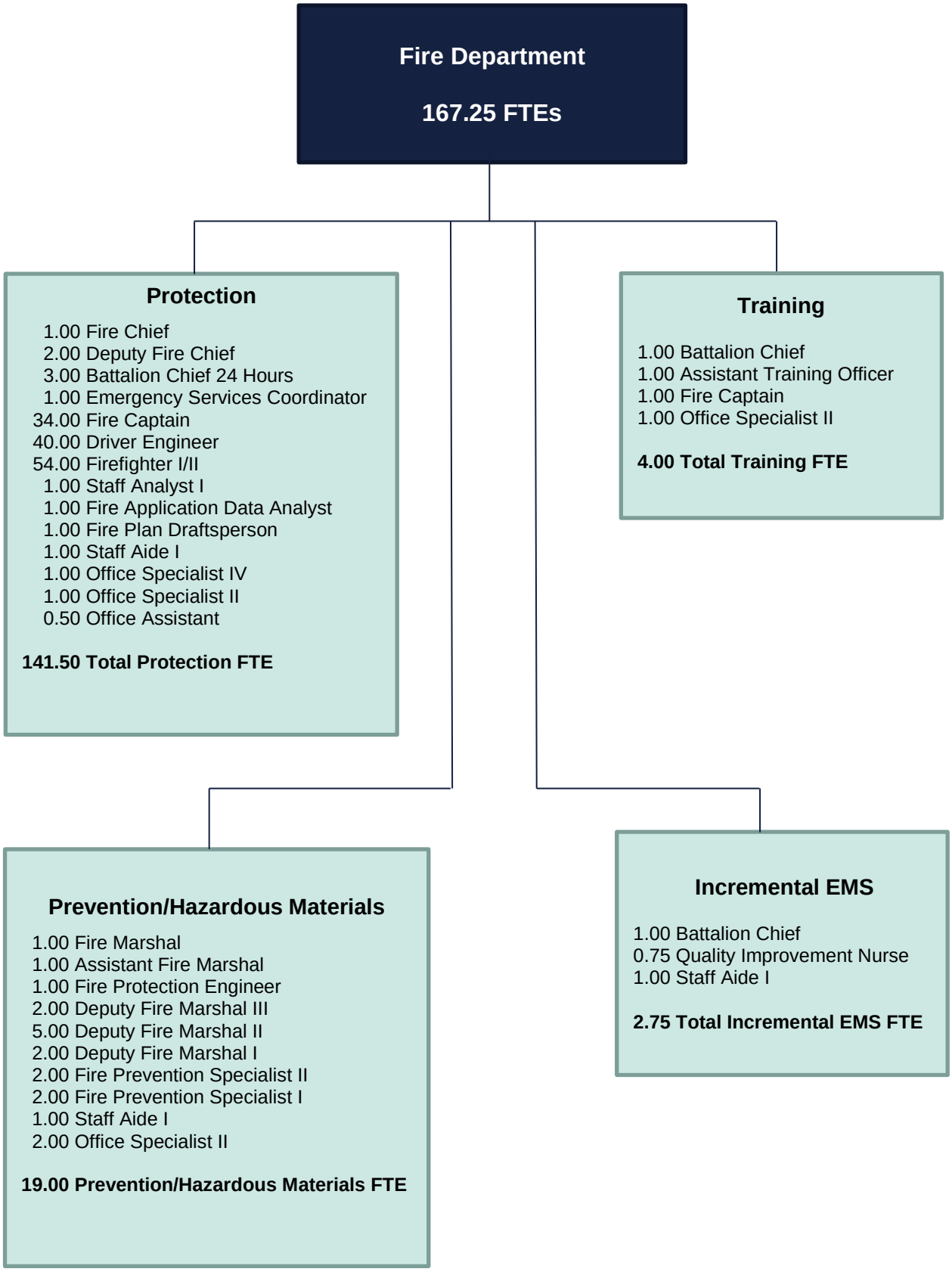
- On August 9, 2018, the Fire Department achieved accredited status from the Commission on Fire Accreditation International and the Center for Public Safety Excellence, becoming 1 of only 10 accredited municipal fire departments in California. This accreditation required development of a community-driven 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, and piloted a new outcome-based education program called Firefighters in Safety Education (FISE) at two elementary schools. The FISE program is a 30-minute presentation on seven key fire safety skills, which uses pre-and-post tests to gather analytical data and validate the curriculum being taught
- Worked collaboratively with other City departments to streamline the approval process for training in acquired structures (buildings slated for demolition) resulting in improved training on fire ground strategy and tactics for all suppression personnel
- Exceeded our 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%)

Significant Objectives

- Launch a new recruitment strategy that includes more robust social media outreach, community engagement, and marketing to be more inclusive and increase the number of qualified applicants from the applicant pool
- 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
- Develop and implement an Unmanned Aerial Vehicle (UAV) program to be deployed for Fire Prevention, Fire Training and Fire Suppression activities. Evaluated all Fire Station facilities and prioritize a work plan to ensure the facilities are up-to-date and maintained
- Expand the FISE program to offer it to all public and private schools in the City of Santa Clara
- Hold promotional examinations for Fire Captain and Driver/Engineer and host a Recruit Academy for 10-12 new recruits

Budget Highlights

- Investing in technology and replacing aging and unserviceable firefighting and EMS equipment to increase the safety of our personnel and the community we serve
- Enhancing operating supplies and contractual services budgets to increase efficiency and effectiveness in our fire suppression, fire prevention and emergency medical services
- Establishing a new Office of Emergency Services within the Fire Department to support the emergency preparedness and disaster response needs of our City and the community it serves


Fire Department
167.25 FTEs
Protection
1.00 Fire Chief
2.00 Deputy Fire Chief
3.00 Battalion Chief 24 Hours
1.00 Emergency Services Coordinator
34.00 Fire Captain
40.00 Driver Engineer
54.00 Firefighter I/II
1.00 Staff Analyst I
1.00 Fire Application Data Analyst
1.00 Fire Plan Draftsperson
1.00 Staff Aide I
1.00 Office Specialist IV
1.00 Office Specialist II
0.50 Office Assistant
141.50 Total Protection FTE
Training
1.00 Battalion Chief
1.00 Assistant Training Officer
1.00 Fire Captain
1.00 Office Specialist II
4.00 Total Training FTE
Prevention/Hazardous Materials
1.00 Fire Marshal
1.00 Assistant Fire Marshal
1.00 Fire Protection Engineer
2.00 Deputy Fire Marshal III
5.00 Deputy Fire Marshal II
2.00 Deputy Fire Marshal I
2.00 Fire Prevention Specialist II
2.00 Fire Prevention Specialist I
1.00 Staff Aide I
2.00 Office Specialist II
19.00 Prevention/Hazardous Materials FTE
Incremental EMS
1.00 Battalion Chief
0.75 Quality Improvement Nurse
1.00 Staff Aide I
2.75 Total Incremental EMS FTE

Budget Summary

		FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Division / Program							
Protection Division							
7821	Protection - Administration	2,977,438	2,952,728	4,178,470	41.5%	4,304,205	3.0%
7822	Protection - Emergency Response	36,493,061	36,546,363	40,651,057	11.2%	42,360,571	4.2%
7823	Office of Emergency Services	0	0	438,840	100.0%	455,869	3.9%
Total Protection Division		**39,470,499**	**39,499,091**	**45,268,367**	**14.6%**	**47,120,645**	**4.1%**
Prevention/Hazardous Materials Division							
7832	Prevention - Code Enforcement / Public Education	2,797,148	3,309,866	3,408,577	3.0%	3,566,271	4.6%
7833	Prevention - Hazardous Materials	1,404,757	1,637,227	1,722,110	5.2%	1,811,273	5.2%
Prevention/Hazardous Materials Division		**4,201,905**	**4,947,093**	**5,130,687**	**3.7%**	**5,377,544**	**4.8%**
Training Division							
7841	Training - Fire	2,182,376	1,314,219	1,423,719	8.3%	1,569,248	10.2%
Total Training Division		**2,182,376**	**1,314,219**	**1,423,719**	**8.3%**	**1,569,248**	**10.2%**
Incremental EMS Division							
7861	Incremental EMS - Paramedic Services	1,595,238	923,428	960,286	4.0%	949,877	(1.1%)
Total Incremental EMS Division		**1,595,238**	**923,428**	**960,286**	**4.0%**	**949,877**	**(1.1%)**
Total by Division / Program		**47,450,018**	**46,683,831**	**52,783,059**	**13.1%**	**55,017,314**	**4.2%**

Budget Summary

	FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Fund						
General Fund	46,965,360	46,683,831	52,783,059	13.1%	55,017,314	4.2%
Expendable Trust Fund	26,865	0	0	0.0%	0	0.0%
Fire Operating Grant Fund	456,971	0	0	0.0%	0	0.0%
Public Donations Fund	822	0	0	0.0%	0	0.0%
Total by Fund	**47,450,018**	**46,683,831**	**52,783,059**	**13.1%**	**55,017,314**	**4.2%**
Dollars by Category						
Salary and Benefits						
Salary	23,964,440	24,778,977	28,220,345	13.9%	29,121,346	3.2%
As-Needed	90,004	30,000	30,000	0.0%	30,000	0.0%
Overtime	5,559,377	1,077,304	1,458,504	35.4%	1,553,042	6.5%
Retirement	10,832,577	13,136,648	13,650,472	3.9%	14,690,871	7.6%
Health Allocation	1,484,467	1,737,589	1,612,298	(7.2%)	1,707,177	5.9%
Medicare	423,642	395,445	441,483	11.6%	455,405	3.2%
Social Security	80,988	109,244	112,911	3.4%	117,630	4.2%
Other Benefits	1,049,165	1,065,676	1,151,497	8.1%	1,169,734	1.6%
Total Salary and Benefits	**43,484,660**	**42,330,883**	**46,677,510**	**10.3%**	**48,845,205**	**4.6%**
Non-Personnel						
Materials/Services/Supplies	1,178,770	1,410,304	1,614,830	14.5%	1,615,024	0.0%
Interfund Services	2,392,301	2,752,636	4,332,819	57.4%	4,407,112	1.7%
Capital Outlay	394,287	190,008	157,900	(16.9%)	149,973	(5.0%)
Total Non-Personnel	**3,965,358**	**4,352,948**	**6,105,549**	**40.2%**	**6,172,109**	**1.1%**
Total by Category	**47,450,018**	**46,683,831**	**52,783,059**	**13.1%**	**55,017,314**	**4.2%**

Position Summary

		FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Division / Program						
Protection Division						
7821	Protection - Administration	10.50	10.50	8.50	(2.00)	8.50
7822	Protection - Emergency Response	127.00	130.00	131.00	1.00	131.00
7823	Office of Emergency Services	0.00	0.00	2.00	2.00	2.00
Total Protection Division		**137.50**	**140.50**	**141.50**	**1.00**	**141.50**
Prevention/Hazardous Materials Division						
7832	Prevention - Code Enforcement / Public Education	14.00	14.00	13.00	(1.00)	13.00
7833	Prevention - Hazardous Materials	6.00	6.00	6.00	0.00	6.00
Total Prevention/Hazardous Materials Division		**20.00**	**20.00**	**19.00**	**(1.00)**	**19.00**
Training Division						
7841	Training - Fire	7.00	4.00	4.00	0.00	4.00
Total Training Division		**7.00**	**4.00**	**4.00**	**0.00**	**4.00**
Incremental EMS Division						
7861	Incremental EMS - Paramedic Services	3.00	2.75	2.75	0.00	2.75
Total Incremental EMS Division		**3.00**	**2.75**	**2.75**	**0.00**	**2.75**
Total by Division / Program		**167.50**	**167.25**	**167.25**	**0.00**	**167.25**

Position Summary

	FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Fund					
General Fund	167.50	167.25	167.25	0.00	167.25
Total by Fund	**167.50**	**167.25**	**167.25**	**0.00**	**167.25**
Position Classification					
Assistant Fire Marshal	1.00	1.00	1.00	0.00	1.00
Asst Training Officer	4.00	1.00	1.00	0.00	1.00
Battalion Chief	2.00	2.00	2.00	0.00	2.00
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	5.00	5.00	5.00	0.00	5.00
Deputy Fire Marshal Haz Mats	4.00	4.00	4.00	0.00	4.00
Driver Engineer	41.00	41.00	40.00	(1.00)	40.00
Emergency Services Coordinator	1.00	1.00	1.00	0.00	1.00
Fire Application Data Analyst	1.00	1.00	1.00	0.00	1.00
Fire Captain	31.00	34.00	35.00	1.00	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 Aide	2.00	0.00	0.00	0.00	0.00
Fire Prevention Specialist	2.00	0.00	0.00	0.00	0.00
Fire Prevention Specialist I	0.00	2.00	2.00	0.00	2.00
Fire Prevention Specialist II	0.00	2.00	2.00	0.00	2.00
Fire Protection Engineer	1.00	1.00	1.00	0.00	1.00
Firefighter I/II	54.00	54.00	54.00	0.00	54.00
Office Assistant	0.50	0.50	0.50	0.00	0.50
Office Specialist II	5.00	4.00	4.00	0.00	4.00
Office Specialist IV	1.00	1.00	1.00	0.00	1.00
Quality Improvement Nurse	1.00	0.75	0.75	0.00	0.75
Staff Aide I	2.00	3.00	3.00	0.00	3.00
Staff Analyst I	1.00	1.00	1.00	0.00	1.00
Total Positions	**167.50**	**167.25**	**167.25**	**0.00**	**167.25**

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	167.25	46,683,831
FY 2019/20 Base Budget Adjustments		
One-Time Cost Adjustments		
FY 2019/20 safety and fire station equipment replacement		78,850
FY 2018/19 safety and fire station equipment replacement		(190,008)
Ongoing Cost Adjustments		
Salary and benefits adjustments and position reallocations:		3,715,427
1.0 Driver Engineer to 1.0 Fire Captain		
Overtime adjustment		381,200
Education incentive per MOU		250,000
Interfund services adjustments:		
Adjustments for newly established internal service fund allocation for information technology services		1,419,632
Net increase in various interfund services allocations		160,551
System licensing subscriptions		64,000
Contract services, safety supplies, and testing		41,860
Office of Emergency Services (OES) program new costs		33,010
Non-personnel adjustments		13,097
Satellite Phone Service		10,000
Reallocation of copier contract budget to the Information Technology Department		(3,500)
Reallocation of facilities contracts for elevator maintenance, pest control and hot water and cooling water treatment budget to Public Works Department		(16,716)
Total Base Budget Adjustments	**0.00**	**5,957,403**
Total FY 2019/20 Base Budget	**167.25**	**52,641,234**
FY 2019/20 Service Level Changes		
Safety and Review Equipment Purchases		79,050
Staffing Software Implementation		20,775
Firefighter Recruitment Pilot		20,000
Volunteer Reserve Program		15,000
FireFlex Wellness Program Full Implementation		7,000
Total Service Level Changes	**0.00**	**141,825**
Total FY 2019/20 Proposed Budget	**167.25**	**52,783,059**

Budget Reconciliation

	Positions	Expenditures (All Funds)
FY 2020/21 Base Budget Adjustments		
One-Time Cost Adjustments		
FY 2019/20 safety and fire station equipment replacement		(7,927)
FY 2019/20 recruitment, software implementation, and volunteer reserve program		(25,500)
Ongoing Cost Adjustments		
Salary and benefits adjustments		2,072,679
Interfund services adjustments		74,293
Non-personnel adjustments		25,694
Total FY 2020/21 Base Adjustments	**0.00**	**2,139,239**
FY 2020/21 Base Budget	**167.25**	**54,922,298**
FY 2020/21 Service Level Changes		
Fire Academy Overtime and Supplies		95,016
Total Service Level Changes	**0.00**	**95,016**
Total FY 2010/21 Proposed Budget	**167.25**	**55,017,314**

Service Level Changes

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Safety and Review Equipment Purchases	0.00	79,050	0	36,000	0

Programs: 7822 – Emergency Response
7832 – Code Enforcement and Public Education
7861 – Paramedic Services

This action funds modern safety equipment and facilitates efficient electronic plan reviews. Three new Quick Attack Portable Monitors are necessary to fully equip fire engines with portable high gallon per minute hoses, which will improve high-volume flow from 10 to 2 minutes. Phased replacement of all thermal imagers over four fiscal years will upgrade technology and reduce the size for equipment used in smoke-filled fires. Ten video laryngoscopes are necessary to upgrade current equipment to fulfill County requirements. In addition, 18 defibrillator modems need replacement due to cellular carrier communications network changes from 3G to 4G for data transmission starting November 1, 2019. Lastly, eight large format monitors are necessary for four work stations to support the growing demand of electronic plan reviews, and improve efficiency and level of accuracy.

Performance Impact

The modernized equipment will ensure compliance to new safety standards and enhance efficiency of services.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Staffing Software Implementation	0.00	11,500	9,275	0	9,275

Program: 7821 – Administration

This funds the implementation of a staffing software solution for minimum staffing needs at the Fire Stations and its ongoing subscription costs. The initial implementation involves integration with the City's new Computer Aided Dispatch (CAD) system. The software allows automated daily minimum staffing, automated callback, remote employee access for scheduling time-off, among other critical staffing functions.

Performance Impact

This will increase the efficiency of safety responders, with on-scene accountability, as dispatchers have access to precise personnel assignment on each apparatus.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

Service Level Changes

		FY 2019/20		FY 2020/21	
Title	**Positions**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**
Firefighter Recruitment Pilot	0.00	20,000	0	10,000	0

Program: 7821 – Administration

This two-year pilot increases recruitment efforts and outreach through video and social media in an effort to reach a more diverse pool of candidates. This program is coordinated with Human Resources Department and includes: development of video and photo advertisements fit for targeted social media campaigns, attendance at career fairs, and Girls' Camp contributions.

Performance Impact

This will increase and improve the diversity of new recruits in the Fire Department.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

		FY 2019/20		FY 2020/21	
Title	**Positions**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**
Volunteer Reserve Program	0.00	4,000	11,000	0	11,000

Program: 7822 – Emergency Response

This action funds a new mobile dispatch application, linked to the City's CAD, and dedicated annual funding for the volunteer reserve firefighters program. The volunteer reserve firefighters provide additional emergency scene support services and supplement the City's safety response force. At full capacity, the reserve can have up to 60 volunteers. Currently, the program has 21 volunteers on call.

Performance Impact

The active volunteers will have the latest technology to receive emergency dispatch calls with current routing, and maintain community engagement.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

Service Level Changes

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
FireFlex Wellness Program Full Implementation	0.00	0	7,000	0	7,000

Program: 7822 – Emergency Response

This action funds the delivery of phases two and three of FireFlex Functional Movement, a behavioral health and wellness program for firefighters, piloted in December 2018. It is a program that addresses employee health and well-being on multiple levels, selected by the department's Peer Support and Health and Wellness Project Team, which piloted and launched successfully, a lighter version of the program as phase one.

Performance Impact

Increases the wellness of department personnel, and complies with accredited status components of: Commission on Fire Accreditation International, International Association of Fire Chiefs, and International Association of Firefighters Wellness Fitness Initiative.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Fire Academy Overtime and Supplies	0.00	0	0	95,016	0

Program: 7841 – Training - Fire

Fire Department's Training Program plans to hold a 16-week in-house academy in FY 2020/21 and will need overtime for class time and training-related supplies. Overtime hours will be incurred for both State Fire Training registered instructors and three assigned academy staff from the division, that are not on-duty, due to shifts conflicting with the 40-hour academy schedule. Supply costs include Class D uniforms, e-books, name tags, required safety equipment (glasses, gloves), and various other small items for each attendee during the academy. In addition, consumable materials such as dimensional lumber, plywood for Vent Prop and Live Burns, and vehicles for Auto Extrication are purchased as-needed throughout the 16 weeks. Forecast expenses are based on experience and data from the Department's previous in-house academy held in FY 2016/17.

Performance Impact

This in-house academy will support efforts to fully staff the Fire Department with highly trained, well prepared staffing.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Performance and Workload Measures

Protection Division

Performance Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Customer service rating based on survey results (%)		N/A	95%	95%	99%	95%	95%
Response time in 90% of all high-level emergency calls		6:00 min.	6:24 min.	6:00 min.	6:00 min.	6:00 min.	6:00 min.

Workload Measures

Emergency Operations Center activations (includes drills and exercises)		15	4	12	18	20	22
Emergency Operations Center training sessions/planning meetings		36	30	20	30	32	35
Number of special event planning hours – *Delete for FY 2018/19*		431	2,739	N/A	N/A	N/A	N/A
Number of calls for service		8,849	9,131	10,000	9,065	9,000	9,000
Number of hours contributed by the Volunteer/Reserve Division		4,950	5,034	5,000	5,000	5,000	5,000
Number of hours of public education provided – *New for FY 2019/20*		N/A	N/A	N/A	N/A	1,500	1,500

Prevention/Hazardous Materials Division

Workload Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Fire and life safety inspections completed by Department		N/A	7,142	5,400	4,225	5,400	5,400
Educational and Residential occupancy inspections completed with statutory requirements (by calendar year)		N/A	1,328	1,800	1,800	1,310	1,310

Performance and Workload Measures

Prevention/Hazardous Materials Division

Workload Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Permit fee payments processed within 48 hours of submittal – *Delete for FY 2019/20*		N/A	950	1,200	1,092	N/A	N/A
Initial plan reviews completed within 30 working days of submission – *Delete for FY 2018/19*		N/A	643	N/A	N/A	N/A	N/A
Plan reviews completed by Division – *New for FY 2019/20*		N/A	N/A	N/A	N/A	1,600	1,600
Hazardous materials business plan (HMBP) inspections completed within statutory requirements		N/A	204	325	173	250	300
Underground Storage Tank (UST) inspection completed within statutory requirements		N/A	66	66	66	65	65
Aboveground petroleum storage tank (APSA) inspections completed within statutory requirements		N/A	47	45	66	40	40
California accidental release prevention (Cal-ARP) inspections completed within statutory requirements		N/A	1	1	1	1	1

Training Division

Workload Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Number of fire prevention training hours[1]		848	1,001	400	890	800	800
Number of hazardous materials training hours[1]		1,979	1,607	1,000	1,749	1,200	1,200
Total department training hours for Suppression personnel[1]		N/A	3,684	25,000	19,000	20,000	20,000

[1]*Variance in FY 2018/19 Target and Estimate is attributed to the change in data tracking and capturing due to implementing Target Solutions, a data warehousing system.*

Performance and Workload Measures

Incremental EMS Division

Workload Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Response time in 90% of all advanced life support (ALS) calls with at least one Paramedic arriving on scene		N/A	6:05	<8:00	7:59	7:59	7:59
Number of City employees trained in Cardiopulmonary Resuscitation/Automated External Defibrillator (CPR/AED) or BLS Provider		569	362	250	295	320	320
Number of Emergency Medical Services (EMS) training hours[1]		4,571	5,236	1,500	6,059	6,100	6,100

[1] *FY 2018/19 Target was incorrectly reported on number of hours to be taught, when it should be tracking number of hours taken by employees.*

City of Santa Clara
The Center of What's Possible

Human Resources Department

Department Mission

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

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Human Resources Department Description

The Human Resources (HR) Department is responsible for several areas: Benefits, Compensation, Recruitment, Testing, Classification, Relations 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 is enhancing a Wellness Program that currently consists of publishing a monthly newsletter; "Brown Bag Lunch Seminars"; and hosting an annual health fair including flu shots and a blood drive. HR coordinates "Take Our Children to Work Day" and Employee Recognition/Service Awards. With the help of subject matter experts, the Department also implemented all applicable aspects of the Affordable Care Act.

HR integrates job analyses into the selection process for each vacant position to ensure the accuracy of job specifications and the validity of examinations. HR coordinates with bargaining units on a citywide classification policy so that HR has a method to study positions while an incumbent is in a position. Considerable time, labor, and expense is involved with each recruitment, especially for public safety positions where the process includes large pools of applicants and written, performance, and oral exams in addition to polygraph, psychological, comprehensive medical exams, and background investigations.

The 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. HR is also a board member to the Santa Clara County Leadership Academy with 17 participating local jurisdictions.

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: Employee Benefits and Records and 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 relation 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, including creating a Policy for Classification/Reclassification studies.
	Develop electronic enhancements to the City's website, intranet, and citywide shared drive/CSI to make available to the public and employees employment information such as job opportunity announcements, job descriptions and salary and benefit data.
	Maintain City Volunteer Program for all departments utilizing an online volunteer application.

Significant Accomplishments

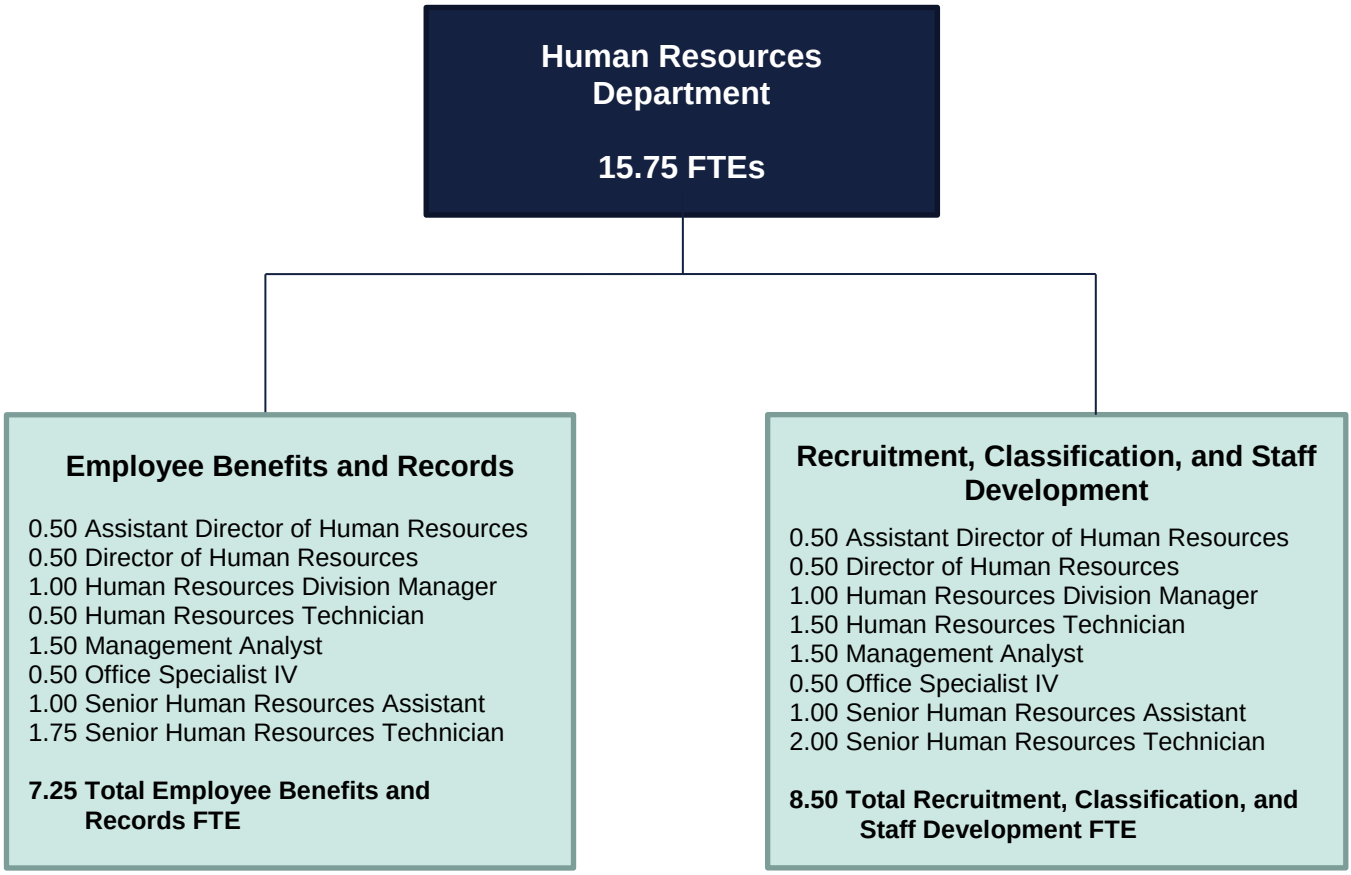
- Supported approximately 1,912 regular and as-needed employees in regards to benefits, wage adjustments, worker's compensation, leaves and retirements
- Coordinated annual employee events, including Employee Service Awards Luncheon, Take Your Children to Work Day and the Employee Health & Benefits Fair
- Successfully held seven employee development workshops in coordination with the City's employee assistance program, Managed Health Network
- Performed full-cycle recruitment, including classification studies, and appointed/promoted 172 regular employees

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, including possibilities for Supervisory or Management interdepartmental temporary exchange program opportunities and train the trainer opportunities
- 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

- An Office Specialist IV is included to address operational constraints in the Human Resources Department in order to meet day-to-day demands. The position will also be instrumental in supporting the Director and Assistant Director of Human Resources, allowing for capacity to direct focus on implementing strategic initiatives such as workforce development, recruitment and retention strategies
- Additional funding for operating supplies is included to support the Fire Academy recruitment anticipated to occur in early 2020 calendar year as well as increases for pre-employment physical costs for general recruitment activity at the citywide level
- A new consulting firm was selected to administer the City's Voluntary Employees Beneficiary Association (VEBA) Program. The firm is providing the City with its HealthInvest HRA solution that will deliver the best-in-class administration, recordkeeping, and participant and employer online and contact center services


Human Resources Department
15.75 FTEs
Employee Benefits and Records
0.50 Assistant Director of Human Resources
0.50 Director of Human Resources
1.00 Human Resources Division Manager
0.50 Human Resources Technician
1.50 Management Analyst
0.50 Office Specialist IV
1.00 Senior Human Resources Assistant
1.75 Senior Human Resources Technician
7.25 Total Employee Benefits and Records FTE
Recruitment, Classification, and Staff Development
0.50 Assistant Director of Human Resources
0.50 Director of Human Resources
1.00 Human Resources Division Manager
1.50 Human Resources Technician
1.50 Management Analyst
0.50 Office Specialist IV
1.00 Senior Human Resources Assistant
2.00 Senior Human Resources Technician
8.50 Total Recruitment, Classification, and Staff Development FTE

Budget Summary

		FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Division / Program							
Employee Benefits and Records Division							
2514	Records – Compensation	967,993	1,423,977	1,098,597	(22.9%)	1,174,646	6.9%
2515	HR Workers' Compensation and Safety	380,990	423,161	762,358	80.2%	797,881	4.7%
Total Employee Benefits and Records Division		**1,348,983**	**1,847,138**	**1,860,955**	**0.7%**	**1,972,527**	**6.0%**
Recruitment, Classification, and Staff Development Division							
2521	Selection – Classification	960,358	946,295	1,453,970	53.6%	1,420,514	(2.3%)
2525	Recruitment, Staff Development and Labor Relations	881,966	847,040	994,270	17.4%	982,540	(1.2)%
Total Recruitment, Classification, and Staff Development Division		**1,842,324**	**1,793,335**	**2,448,240**	**36.5%**	**2,403,054**	**(1.8)%**
Total by Division / Program		**3,191,307**	**3,640,473**	**4,309,195**	**18.4%**	**4,375,581**	**1.5%**

	FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Fund						
General Fund	3,191,307	3,640,473	4,309,195	18.4%	4,375,581	1.5%
Total by Fund	**3,191,307**	**3,640,473**	**4,309,195**	**18.4%**	**4,375,581**	**1.5%**
Dollars by Category						
Salary and Benefits						
Salary	1,546,678	1,682,628	1,954,959	16.2%	2,050,449	4.9%
As-Needed	29,940	90,000	35,000	(61.1%)	35,000	0.0%
Overtime	2,988	0	0	0.0%	0	0.0%
Retirement	498,282	634,754	624,610	(1.6%)	680,423	8.9%
Health Allocations	158,193	177,959	184,880	3.9%	195,231	5.6%
Medicare	23,641	27,123	30,763	13.4%	32,248	4.8%
Social Security	87,583	98,778	107,036	8.4%	110,228	3.0%
Other Benefits	112,591	120,288	96,447	(19.8%)	98,128	1.7%
Total Salary and Benefits	**2,459,896**	**2,831,530**	**3,033,695**	**7.1%**	**3,201,707**	**5.5%**
Non-Personnel						
Materials/Services/Supplies	679,320	721,739	877,229	21.5%	774,374	(11.7%)
Interfund Services	52,091	87,204	398,271	356.7%	399,500	0.3%
Total Non-Personnel	**731,411**	**808,943**	**1,275,500**	**57.7%**	**1,173,874**	**(8.0%)**
Total by Category	**3,191,307**	**3,640,473**	**4,309,195**	**18.4%**	**4,375,581**	**1.5%**

Position Summary

		FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Division / Program						
Employee Benefits and Records Division						
2514	Records – Compensation	5.75	6.75	4.00	(2.75)	4.00
2515	HR Workers' Compensation and Safety	1.70	1.70	3.25	1.55	3.25
Total Employee Benefits and Records Division		**7.45**	**8.45**	**7.25**	**(1.20)**	**7.25**
Recruitment, Classification, and Staff Development Division						
2521	Selection – Classification	5.35	4.35	5.75	1.40	5.75
2525	Recruitment, Staff Development and Labor Relations	2.20	2.20	2.75	0.55	2.75
Total Recruitment, Classification, and Staff Development Division		**7.55**	**6.55**	**8.50**	**1.95**	**8.50**
Total by Division / Program		**15.00**	**15.00**	**15.75**	**0.75**	**15.75**

	FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Fund					
General Fund	15.00	15.00	15.75	0.75	15.75
Total by Fund	**15.00**	**15.00**	**15.75**	**0.75**	**15.75**

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	2.00	0.00	2.00
Human Resources Technician		1.00	2.00	2.00	0.00	2.00
Management Analyst		2.00	3.00	3.00	0.00	3.00
Office Specialist IV		1.00	0.00	1.00	1.00	1.00
Senior Human Resources Assistant		3.00	2.00	2.00	0.00	2.00
Senior Human Resources Technician		4.00	4.00	3.75	(0.25)	3.75
Total Positions		**15.00**	**15.00**	**15.75**	**0.75**	**15.75**

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	15.00	3,640,473
FY 2019/20 Base Budget Adjustments		
One-Time Cost Adjustments		
Fire Department recruitment test booklets		30,000
Citywide employee survey administered every other year		(30,000)
Ongoing Cost Adjustments		
Salary and benefits adjustments		87,961
Interfund services adjustments:		
Adjustment for newly established internal service fund allocation for information technology services		309,315
Net increase in various interfund services allocations		1,042
New Voluntary Employee's Beneficiary Association (VEBA) Program administration costs		11,500
Fire Department and General recruitment cost increases in several categories:		
Fire recruitment pre-employment medical exams		10,000
General recruitment pre-employment medical exams		7,900
Fingerprinting services		7,000
Fire recruitment psychological testing		1,750
Fire recruitment polygraph administration		1,290
State-mandated harassment training prevention program		9,000
Adjustment in costing for resources allocated to Stadium Functions		2,454
Reallocation of copier contract budget to the Information Technology Department		(5,500)
Reallocation of actuarial contract to the Finance Department		(7,000)
Total FY 2019/20 Base Budget Adjustments	**0.00**	**436,712**
Total FY 2019/20 Base Budget	**15.00**	**4,077,185**
FY 2019/20 Service Level Changes		
Recruitment, Selection and Labor Relations Policies Update		120,000
Human Resources Administrative Staffing	0.75	112,010
Total Service Level Changes	**0.75**	**232,010**
Total FY 2019/20 Proposed Budget	**15.75**	**4,309,195**

Budget Reconciliation

	Positions	Expenditures (All Funds)
FY 2020/21 Base Budget Adjustments		
One-Time Cost Adjustments		
Citywide employee survey administered every other year		35,000
Fire Department Recruitment test booklets		(30,000)
Recruitment, Selection and Labor Relations Policies Update		(120,000)
Ongoing Cost Adjustments		
Salary and benefits adjustment		168,012
Non-personnel adjustments		13,374
Total FY 2020/21Base Budget Adjustments	**0.00**	**66,386**
Total FY 2020/21 Base Budget	**15.75**	**4,375,581**
Total FY 2020/21 Proposed Budget	**15.75**	**4,375,581**

Service Level Changes

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Recruitment, Selection and Labor Relations Policies Update	0.00	120,000	0	0	0

Programs: 2521 – Selection – Classification
2525 – Recruitment, Staff Development and Labor Relations

This action will enable the Human Resources Department to implement key initiatives to update the recruitment and classification processes and procedures. These initiatives include a comprehensive review of pre-employment medical screening requirements and an update to the City's Civil Service rules and regulations. The pre-employment requirements study will ensure that the City's current job specifications match the requirements of the job and meet state and federal regulations. Additionally, an audit of the City's Civil Service rules and regulations is necessary to help facilitate the Human Resources Department to develop policies that are current and comply with the latest labor laws.

Performance Impact

This action creates opportunities for the Human Resources Department to reform and restructure citywide systems related to recruitment, selection and labor relations that will help the organization to achieve efficiencies and strengthen delivery of public services.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Human Resources Administrative Staffing	0.75	0	112,010	0	122,778

Programs: 2414 – Records – Compensation
2515 – Workers' Compensation and Safety
2521 – Selection – Classification
2525 – Recruitment, Staff Development and Labor Relations

The addition of 1.0 Office Specialist IV position improves the Human Resources Department's operational demands, addresses staff capacity constraints, contributes to the budget development and oversight processes including payroll reporting, benefits, recruitment and labor relations activities at the clerical level. This position simultaneously provides executive level administrative support to the Director and Assistant Director of Human Resources.

Performance Impact

This action enhances the Human Resources Department's capacity to develop and implement innovative programs that emphasize employee professional development, engagement and retention. Approval of this position supports the Human Resources Department's efforts to produce a highly-skilled workforce, which is key for the City of Santa Clara to provide high-quality services to our community.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Performance and Workload Measures

Employee Benefits and Records Division

Performance Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Percent of employee benefits and compensation transactions processed accurately and timely		100%	98%	100%	98%	100%	100%
Percent of separation and retirement payoff calculations completed according to policy and within final pay period		100%	100%	100%	98%	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		0.86%	1.00%	2.00%	2.00%	2.00%	2.00%
Percent of City-sponsored training classes rated very good or above by attendees		95%	N/A	95%	95%	100%	100%
Percent of employees attending City required training classes		91%	100%	100%	100%	100%	100%

Recruitment, Classification, and Staff Development Division

Performance Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Average employee turnover rate		8.0%	8.0%	7.5%	5.1%	5.0%	5.0%
Percent of recruitments completed within established timelines		100%	100%	100%	100%	100%	100%
Percent of recruitments for which a job analysis is completed		95%	95%	95%	95%	98%	98%

Workload Measures

Number of final MOUs to be published within 60 days of City Council Ratification		5	5	5	2	3	5

City of Santa Clara
The Center of What's Possible

Information Technology Department

Department Mission

The IT Department 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

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Information Technology Department Description

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

Focus areas include:

- Supporting public information and civic engagement through the City's web and digital presence
- Supporting and enabling City departments to fulfill their information technology business requirements
- Enhancing the reliability, availability, and usability of the City's information technology resources
- Maintaining and enhancing the City's enterprise-wide technology infrastructure in support of City departments
- Protecting and strengthening the City network and information security capabilities
- Managing IT vendors to control costs, drive service excellence, and mitigate risks to gain increased value throughout the product lifecycle
- Maintaining a Project Management Office (PMO) to standardize and introduce economies of repetition in the execution of projects

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 information technology applications leveraging technology to enhance citywide and departmental capabilities. Maintain a high availability web presence providing local government information and quality on-line services to the residents and businesses of Santa Clara. Empower City employees to effectively serve the public using digital technologies.
Division Objectives	Provide application support for mission critical and business critical departmental applications. This includes business process improvements and vendor compliance updates. Maintain an Application Portfolio Management System and Enterprise Roadmap to provide for better planning. Work with department business owners to plan for application enhancements and upgrades to provide greater functionality and business value for critical systems.
	Manage the City's web content management system and provide timely updates to citizens through the use of the City's expanding digital presence via the web and mobile devices. Provide web design, development, and support for websites. Ensure equal access to the City website for people with disabilities by providing websites that comply with accessibility requirements.
	Acquire data and integrate new citywide geography information service (GIS) layers – i.e. utility easements, building footprints, edges of travelled ways, ADA compliant ramps, urban forest, City neighborhoods, and geospatial imagery. Through GIS data, provide trustworthy operational information, organized by location, and delivered in a timely manner to decision-makers for both tactical and strategic planning efficiency.

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

Contract Services Division Mission	**To provide superb professional, responsive, and cost effective information technology services to the City.**
Division Objectives	Provide services to ensure the reliability, continuity, and sustainability of network, server, storage and desktop systems.
	Implement information technology best practices and drive operational improvements.
	Maintain, support, and enhance the City's enterprise-wide technology infrastructure in support of City departments.
	Provide enhanced support for business applications used within the City driven by a Structured Project Methodology and Project Management Office.

Telecommunication Services Division Mission	**Provide support for general communications services for City staff, including telephone services, wireless communications and cable services. Manage the City's cable affairs, including the cable franchise, and liaison with citizens regarding cable services.**
Division Objectives	Provide and maintain high quality telephone services to all City staff and departments. Assist in the planning and implementation of telecommunications services at City facilities.
	Review and process billing for all telecommunication services.
	Act as community liaison with Comcast and AT&T on various cable issues.
	Work with cable providers on the implementation of their projects to install various cable services throughout the City of Santa Clara.
	Provide cable franchise oversight and monitoring.

Significant Accomplishments

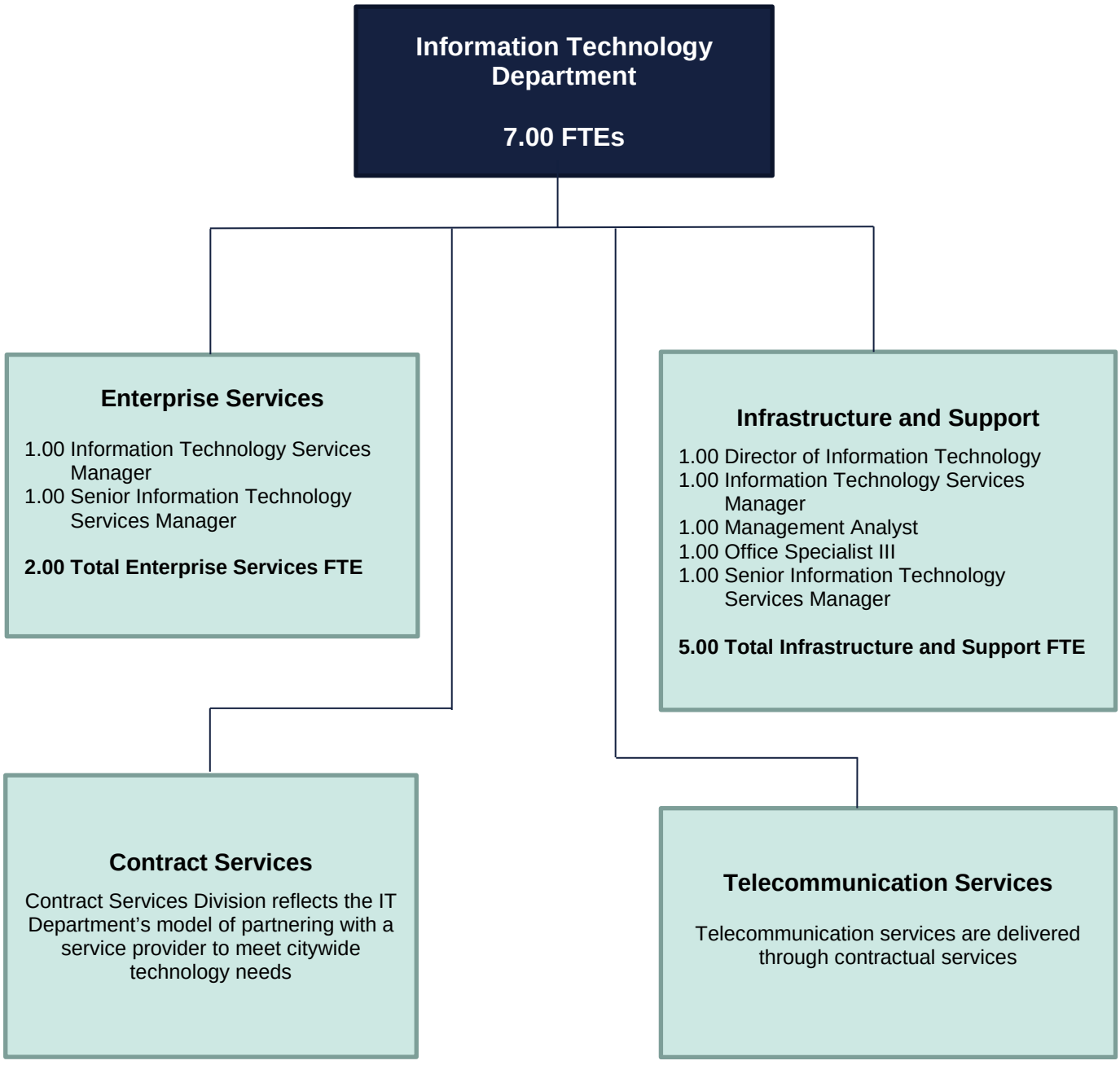
- Modernized Council agenda and streaming video systems. Upgraded the Council Chamber audio, video and broadcast equipment to replace obsolete technology in order to allow for future growth with HD broadcast capabilities. Through this upgrade, the IT Department worked with City Clerk staff to implement a new electronic voting system and integrated electronic agenda processing
- Upgraded PeopleSoft Enterprise Resource Planning (HR, Payroll, Financials, and Purchasing) System for compliance, self-service, and new functionality allowing for improved efficiencies, resource savings and better reporting
- Enterprise GIS services completed additional layers of base-map projects including underground electric easements, storm drain systems, parks asset inventory and irrigation systems. These additional layers of data will streamline business processes and automation enabling increased communication, coordination and operational effectiveness

Significant Objectives

- Technology Infrastructure: Architect and replace aging technology infrastructure in a strategic and phased manner in support of increased digital, mobile and cloud solutions for anytime, anywhere device access in a secure manner. 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
- Application Modernization: Support citywide and departmental system replacements – Utility Billing, Public Safety Computer Assisted Dispatch, Police Records Management, Permitting/Land Management, Records Management, Agenda Management, Video Streaming, Financials and HR Management System
- Enterprise GIS: Building on the existing enterprise GIS platform; work plan for the year includes projects to further citizen engagement, decision making, and effective infrastructure information lifecycle management

Budget Highlights

- Reallocation of Information Technology's budget from General Fund to an internal service fund
- Additional resources allocated for geography information services systems, resulting from the operationalizing of the capital improvement program project
- Creation of the Public, Educational, and Governmental (PEG) Fee Fund to track revenues that were formerly deposited into the General Government Capital Fund
- One-time funding to enhance the City's cybersecurity program, address the needs for audio and visual services, and continue workplace transformation with the implementation of Office 365


Information Technology Department
7.00 FTEs
Enterprise Services
1.00 Information Technology Services Manager
1.00 Senior Information Technology Services Manager
2.00 Total Enterprise Services FTE
Infrastructure and Support
1.00 Director of Information Technology
1.00 Information Technology Services Manager
1.00 Management Analyst
1.00 Office Specialist III
1.00 Senior Information Technology Services Manager
5.00 Total Infrastructure and Support FTE
Contract Services
Contract Services Division reflects the IT Department's model of partnering with a service provider to meet citywide technology needs
Telecommunication Services
Telecommunication services are delivered through contractual services

Budget Summary

		FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Division / Program							
Contract Services Division							
1931	Contract Services	6,717,953	7,696,000	8,844,500	14.9%	8,727,420	(1.3%)
Total Contract Services Division		**6,717,953**	**7,696,000**	**8,844,500**	**14.9%**	**8,727,420**	**(1.3%)**
Enterprise Services Division							
1911	Application Services	311,211	524,094	470,363	(10.3%)	499,775	6.3%
1912	Web Services	92,479	175,594	164,100	(6.5%)	169,012	3.0%
1913	GIS Services	202,308	60,000	538,500	797.5%	539,270	0.1%
Total Enterprise Services Division		**605,998**	**759,688**	**1,172,963**	**54.4%**	**1,208,057**	**3.0%**
Infrastructure and Support Division							
1921	Infrastructure and Support	1,539,787	2,104,309	2,690,907	27.9%	2,692,912	0.1%
Total Infrastructure and Support Division		**1,539,787**	**2,104,309**	**2,690,907**	**27.9%**	**2,692,912**	**0.1%**
Telecommunication Services Division							
1941	IT Telecommunication Services	540,864	605,810	806,000	33.0%	624,120	(22.6%)
Total Telecommunication Services Division		**540,864**	**605,810**	**806,000**	**33.0%**	**624,120**	**(22.6%)**
Total by Division / Program		**9,404,602**	**11,165,807**	**13,514,370**	**21.0%**	**13,252,509**	**(1.9%)**

Budget Summary

	FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Fund						
General Fund	9,396,352	11,165,807	0	(100.0%)	0	0.0%
Information Technology Services Fund	0	0	13,314,370	100.0%	13,252,509	(0.5%)
Expendable Trust Fund	8,250	0	0	0.0%	0	0.0%
Public, Educational, and Governmental Fee Fund	0	0	200,000	100.0%	0	(100.0%)
Total by Fund	**9,404,602**	**11,165,807**	**13,514,370**	**21.0%**	**13,252,509**	**(1.9%)**
Dollars by Category						
Salary and Benefits						
Salary	651,436	1,062,672	1,009,304	(5.0%)	1,061,842	5.2%
As-Needed	175,150	180,000	170,000	(5.6%)	170,000	0.0%
Overtime	582	0	0	0.0%	0	0.0%
Retirement	209,555	400,336	373,016	(6.8%)	406,679	9.0%
Health Allocation	47,262	85,079	83,032	(2.4%)	87,572	5.5%
Medicare	11,920	16,604	18,065	8.8%	18,943	4.9%
Social Security	29,685	53,149	54,255	2.1%	54,439	0.3%
Other Benefits	48,651	64,059	53,025	(17.2%)	53,863	1.6%
Total Salary and Benefits	**1,174,241**	**1,861,899**	**1,760,697**	**(5.4%)**	**1,853,338**	**5.3%**
Non-Personnel						
Materials/Services/Supplies	8,192,945	9,246,600	11,510,114	24.5%	11,354,306	(1.4%)
Interfund Services	37,416	57,308	43,559	(24.0%)	44,865	3.0%
Capital Outlay	0	0	200,000	100.0%	0	(100.0%)
Total Non-Personnel	**8,230,361**	**9,303,908**	**11,753,673**	**26.3%**	**11,399,171**	**(3.0%)**
Total by Category	**9,404,602**	**11,165,807**	**13,514,370**	**21.0%**	**13,252,509**	**(1.9%)**

Position Summary

		FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 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	5.00	0.00	5.00
Total Infrastructure and Support Division		**5.00**	**5.00**	**5.00**	**0.00**	**5.00**
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**	**7.00**	**0.00**	**7.00**

	FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Fund					
General Fund	7.00	7.00	0.00	(7.00)	0.00
Information Technology Services Fund	0.00	0.00	7.00	7.00	7.00
Total by Fund	**7.00**	**7.00**	**7.00**	**0.00**	**7.00**
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	1.00	0.00	1.00
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**	**7.00**	**0.00**	**7.00**

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	7.00	11,165,807
FY 2019/20 Base Budget Adjustments		
Ongoing Cost Adjustments		
Salary and benefits adjustments		(41,202)
Information technology services contract cost-of-living adjustment		775,500
Geography Information System contractual services (operationalizing CIP project)		480,000
Reallocation of copier contract budget to the Information Technology Department		214,514
Reallocation of Public, Educational, and Governmental (PEG) Fee funded project costs from the capital budget to a new PEG Fund		200,000
Increase for support for additional licensed users across the City, audio and visual equipment support, and web-filtering services		53,500
Net decrease in various interfund services allocations		(13,749)
Total FY 2019/20 Base Budget Adjustments	**0.00**	**1,668,563**
Total FY 2019/20 Base Budget	**7.00**	**12,834,370**
FY 2019/20 Service Level Changes		
Information Technology and Cybersecurity Services		480,000
Office 365 Workforce Transformation		200,000
Total Service Level Changes	**0.00**	**680,000**
Total FY 2019/20 Proposed Budget	**7.00**	**13,514,370**
FY 2020/21 Base Budget Adjustments		
One-Time Cost Adjustments		
Public, Educational, and Governmental Fee funded project costs programmed every other year		(200,000)
Information Technology and Cybersecurity Services		(120,000)
Office 365 Workforce Transformation		(100,000)
Ongoing Cost Adjustments		
Salary and benefits adjustments		92,641
Non-personnel adjustments		65,498
Total FY 2020/21 Base Budget Adjustments	**0.00**	**(261,861)**
Total FY 2020/21 Base Budget	**7.00**	**13,252,509**
Total FY 2020/21 Proposed Budget	**7.00**	**13,252,509**

Service Level Changes

		FY 2019/20		FY 2020/21	
Title	Positions	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Information Technology and Cybersecurity Services	0.00	480,000	0	360,000	0

Program: 1921 – Infrastructure and Support

This action adds one-time funding for citywide IT and cybersecurity services. The City's current IT model outsources services through a third party contract, which includes personnel. This proposal provides funding for audio and visual engineer, cybersecurity specialist, and cybersecurity principal consulting services. The City has seen consistent needs for audio and visual services, which is a highly specialized field. While this funding addresses those needs on a one-time basis, the City is also adding one-time resources for a consultant to determine the most efficient method of providing these services citywide on an ongoing basis. Addressing cybersecurity needs has also been a City Council priority and these one-time funds will help assess system vulnerability removal and automation activities, and enhance the City's overall cybersecurity program. The Information Technology Department has identified various areas that can enhance cybersecurity, including the number of systems monitored through the City's security information and event management solution, researching management systems for privileged access and identity access, and increasing security and visibility with Cloud solution providers. The City currently has a risk assessment pending. Once the assessment results are provided, the IT Department will use these funds to address the highest priority items.

Performance Impact

This funding will address critical needs regarding audio and visual services and cybersecurity improvements, providing for better and more effective services citywide.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

		FY 2019/20		FY 2020/21	
Title	Positions	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Office 365 Workforce Transformation	0.00	200,000	0	100,000	0

Program: 1921 – Infrastructure and Support

This action adds one-time funding to continue workplace transformation and productivity improvements available to the City through Office 365. As part of the Fiscal Year 2016/17 Adopted Capital Improvement Program Budget, funding was provided to upgrade all City desktops to Windows 10 and migrate to Office 365 cloud services and this project was completed in fiscal year 2018/19. This funding will provide for a consultant to identify business efficiencies for departments using newly upgraded Office 365 tools as well as citywide trainings for departments.

Performance Impact

This additional one-time funding will enable the City to use the new Office 365 tools to their fullest capacity, creating efficiencies amongst departments citywide.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

Performance and Workload Measures

Contract Services Division

Performance Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Percent of Help Desk clients that rate technical assistance better than satisfactory		100%	98%	97%	97%	97%	97%
Maintain production server uptime		99.9%	99.9%	99.9%	99.9%	99.9%	99.9%

Enterprise Services Division

Performance Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Percent of milestones completed according to project schedules		90%	90%	90%	90%	90%	90%
Achieved incremental increases to number of unique users, pages viewed, and number of pages visited on the City's website		90%	100%	100%	100%	100%	100%
Percentage of project milestones completed according to specific schedule		70%	85%	90%	90%	90%	90%
Update enterprise base map layers on regular scheduled basis (weekly user requests, monthly interagency data)		100%	100%	90%	90%	90%	90%
Complete/update strategic technology plan for the City – *Delete for FY 2019/20*		100%	100%	100%	100%	N/A	N/A
Updated City websites within agreed upon timeframe – *Delete for FY 2019/20*		100%	100%	100%	100%	N/A	N/A

Workload Measures

Provide state of the art GIS based web tools and enhancements		3	3	3	3	3	3

Performance and Workload Measures

Infrastructure and Support Division

Performance Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Maintain availability and accessibility of the City's servers and network infrastructure during scheduled hours of operations		99.9%	99.7%	99.5%	99.5%	99.5%	99.5%

Workload Measures

Provide technical support for end user devices – *New for FY 2019/20*		N/A	N/A	N/A	N/A	1,700	1,700

Telecommunication Services Division

Performance Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Percent of requests for telephone service processed within two business days		95%	95%	95%	95%	95%	95%
Percent of citizen cable complaints responded to within two business days		100%	100%	100%	100%	100%	100%
Percent of reported/alleged Comcast Cable Franchise requirement infractions resolved within five business days		95%	95%	95%	95%	95%	95%

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Library Department

Department Mission

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

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Library Department Description

The Library Department has positioned itself as a dynamic community hub, providing access to information, literacy resources, educational programming, and promotes civic engagement to the Santa Clara community. The Department serves the community through the following core services:

- Collections – Provide a relevant collection of books, movies, music, magazines and research tools for a diverse community with wide-ranging interests and needs
- Technology and Information Access – Introduce and provide access to technologies that support community innovation, employment opportunities, entrepreneurship and bridge the digital divide
- Literacy and ESL – Provide high quality adult and family literacy instruction and access to English as a Second Language
- Programming – The Library offers high impact programming that supports early literacy through storytimes and other pre-school age events. It engages teens and young adults. The Library provides cultural enrichment, promotes inclusion for new immigrants and through educational programming supports lifelong learning
- Community Partnerships – Build relationships with City departments, local educational institutions, as well as local businesses and non-profits in order to promote reading, literacy and community building
- Facilities – Buildings that are a source of civic pride, provide opportunity for placemaking, encourage 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	Plan, direct, organize, and manage the activities of the Library Department for the educational and recreation of the Santa Clara Community; provide staff support for the department's central and administrative services.
Division Objectives	Promote implementation of technology upgrades and enhancements to provide responsive, patron-centric services to the Santa Clara community and establish partnerships with community organizations to support the Library and the City's goals.
	Collaborate with departments citywide to implement programs that support the City Council Priorities.
	Ensure clean, safe and welcoming facilities.

Adult Services Division Mission	**Provide information and readers advisory services through effective reference and information delivery systems; select, evaluate, and deselect Library materials for adults, including books, periodicals, audio-visual materials, and materials in electronic formats; provide special programs, collections, and services, such as the genealogy collection, classes and workshops on new technologies, and the delivery of library materials to homebound residents.**
Division Objectives	Teach classes on use of online genealogical research tools and library historical resources.
	Provide free literacy instruction to English-speaking adults and their families in the City of Santa Clara.
	Offer new and returning popular, informative, cultural and technology related programming for the community, including English as a Second Language (ESL) conversation club and free citizenship workshops.
	Manage adult book, movie and music collections that appeal to and represent our diverse community.
	Cultivate community partnerships through presenting joint classes, programs, book discussions and workshops, both at the Library and offsite.

Branch Services Division Mission	**Provides access to collections, programs and space to distinct neighborhoods and communities throughout the City.**
Division Objectives	Provides relevant collections of books, movies and music that appeal to diverse users.
	Clean and safe facilities that are the pride of their neighborhoods.
	Creates community through popular, informative and cultural programming that engenders life-long learning.
	Drives economic and entrepreneurial growth by offering free Wi-Fi, computers and group study rooms.
	Provide Bookmobile service to outlying, underserved and corporate communities where they work, play, create, learn and live regardless of physical, economic, social and geographic barriers.

Customer Services Division Mission	**Provide and manage procedures for the circulation of Library materials with an emphasis on customer-centered services, including circulation of materials, reserves, patron registration, shelf maintenance and collection of fines and fees. Provide and manage general patron advisory, referral and assistance.**
Division Objectives	Checks in and out books, movies, music and audiobooks.
	Assists customers with their library accounts, renewing items and collecting overdue fines and fees.
	Processes Interlibrary Loan and Link+ requests for library patrons.
	Sorts, shelves and files library materials.
	Actively participates in programs and community outreach events.

Facilities Division Mission	**Manage Library facilities which are safe, accessible and functional for all Library visitors.**
Division Objectives	Setup and maintain all public and staff computers and hardware, including workstations, laptops and printers throughout the library system.
	Implements new library software and upgrades to existing applications to keep them functioning and secure.
	Maintains security, cleaning and other facility contracts to provide a safe, comfortable, and welcoming space for customers and staff.
	Designs and supports technology-based programming.

Technical and Technology Services Division Mission	**Manage the acquisition, cataloging, processing and repair of all types of library materials and the organization of these materials into collections for the use of library customers.**
Division Objectives	Implement cost-savings benefits by purchasing pre-processed Library materials.
	Purchases and processes new library materials for delivery to customers in a timely fashion.
	Synchronize Library data with other City departments for procurement and maintaining data and statistics.
	Setup and maintain all public and staff computers and hardware, including workstations, laptops and printers throughout the library system.

Youth Services Division Mission	**Provide relevant materials, programming, and services to children, young adults, and their families and caregivers for the informational, cultural, educational and entertainment interest of Library users; provide the Santa Clara community with opportunities to serve the City and the Library through volunteer activities.**
Division Objectives	Support the role of parents as their child's first and most important teacher through collections, programs and resources; targeted to children age 0 to 5.
	Recognize and honor the cultures of our diverse community through programming multi-lingual storytimes and improved foreign language and bilingual books for children and their families.
	Provide engaging, meaningful volunteer opportunities for populations such as teens, seniors and adults who want to make a difference in their community.
	Publicize the Library's resources, services and programs to elementary, middle and high schools within the City of Santa Clara, and position the Library as a community educational partner.

Significant Accomplishments

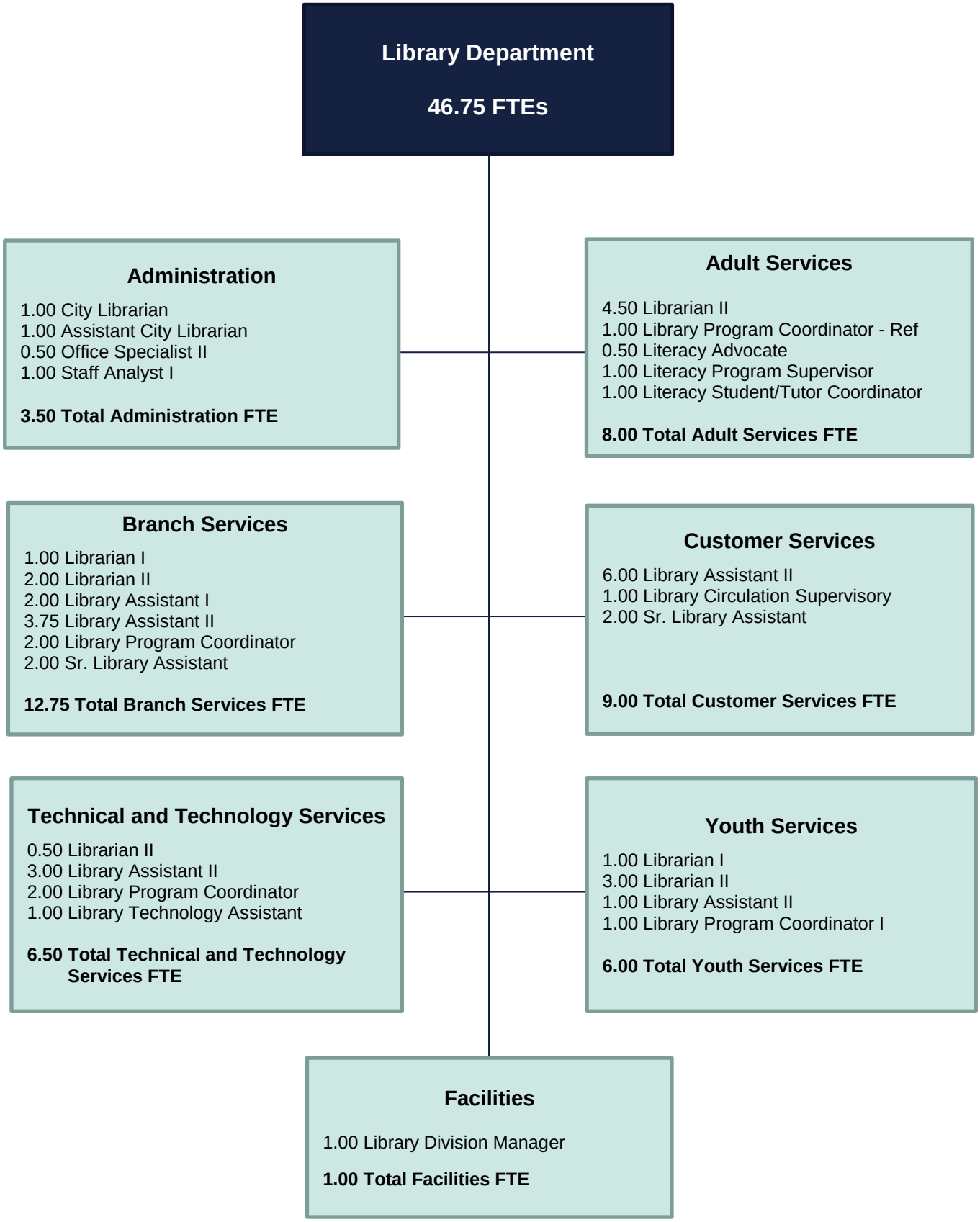
- Reopened the newly remodeled Mission Branch Library to provide robust library services, expanded hours and collections to the surrounding community and activated library and adjacent park space as a part of placemaking initiatives
- Improved access to public meeting space by converting underutilized staff space to publicly usable meeting rooms and innovation centers
- Updated our library catalog to provide more opportunities for library customers to find and discover materials
- Performed a community needs assessment to identify opportunities for serving diverse populations in Santa Clara
- Expanded Bookmobile service providing outreach to underserved areas of the community, visiting Title-I schools weekly and providing more access to library services for our seniors and new immigrants
- Addressed service gaps in the community by partnering with the Department of Motor Vehicles (DMV) and coordinating DMV Now Self-Service Terminal at Central Park Library

Significant Objectives

- Improve existing and create new meeting room spaces at Central Park Library
- Expand hours at Northside Branch Library
- Provide opportunities for staff development and engagement

Budget Highlights

- Expanded hours at Northside Branch Library, adding Sunday hours, from 1:00 pm to 5:00 pm, and expanding Monday and Tuesday hours from 11:00 am to 8:00 pm to 10:00 am to 9:00 pm. The additional hours will allow for a more predictable schedule, provide morning and evening hours that closely mirror Central Park Library and allow Library staff to better serve the community. The additional hours will also provide more access to meeting and study rooms that are in high demand. The addition of 1.0 Librarian and additional as-needed funding will be assigned to the Northside Branch Library to accommodate the expansion of hours. Additional maintenance will be required to manage the facility and keep it clean, safe and functioning at a high level. The deletion of 1.0 Business Analyst is included to offset this action
- Additional funding is allocated for each year to provide additional library materials on the Bookmobile and additional eBooks. Both collections have experienced substantial increases in usage. The added titles and copies will reduce wait times for high demand titles and provide more depth and breadth to our collection


Library Department
46.75 FTEs
Administration
1.00 City Librarian
1.00 Assistant City Librarian
0.50 Office Specialist II
1.00 Staff Analyst I
3.50 Total Administration FTE
Adult Services
4.50 Librarian II
1.00 Library Program Coordinator - Ref
0.50 Literacy Advocate
1.00 Literacy Program Supervisor
1.00 Literacy Student/Tutor Coordinator
8.00 Total Adult Services FTE
Branch Services
1.00 Librarian I
2.00 Librarian II
2.00 Library Assistant I
3.75 Library Assistant II
2.00 Library Program Coordinator
2.00 Sr. Library Assistant
12.75 Total Branch Services FTE
Customer Services
6.00 Library Assistant II
1.00 Library Circulation Supervisory
2.00 Sr. Library Assistant
9.00 Total Customer Services FTE
Technical and Technology Services
0.50 Librarian II
3.00 Library Assistant II
2.00 Library Program Coordinator
1.00 Library Technology Assistant
6.50 Total Technical and Technology Services FTE
Youth Services
1.00 Librarian I
3.00 Librarian II
1.00 Library Assistant II
1.00 Library Program Coordinator I
6.00 Total Youth Services FTE
Facilities
1.00 Library Division Manager
1.00 Total Facilities FTE

Budget Summary

		FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Division / Program							
Administration Division							
1221	Administration	904,662	1,144,329	1,803,360	57.6%	1,858,236	3.0%
1261	Donations For Programs	261,468	0	0	0.0%	0	0.0%
1263	Literacy Grants	77,555	0	27,500	100.0%	47,500	72.7%
Total Administration Division		**1,243,685**	**1,144,329**	**1,830,860**	**60.0%**	**1,905,736**	**4.1%**
Adult Services Division							
1234	Read Santa Clara	371,362	385,707	387,043	0.3%	402,725	4.1%
1241	Reference and Adult Collections	921,601	824,054	829,314	0.6%	876,513	5.7%
1244	Local History	170,476	178,171	181,084	1.6%	187,366	3.5%
Total Adult Services Division		**1,463,439**	**1,387,932**	**1,397,441**	**0.7%**	**1,466,604**	**4.9%**
Branch Services Division							
1233	Mission Library	336,533	776,865	776,557	(0.0%)	820,649	5.7%
1235	Northside Branch	968,159	1,043,614	1,235,348	18.4%	1,289,459	4.4%
1236	Bookmobile and Mobile Library Services	0	0	173,495	100.0%	184,854	6.5%
Total Branch Services Division		**1,304,692**	**1,820,479**	**2,185,400**	**20.0%**	**2,294,962**	**5.0%**
Customer Services Division							
1245	Customer Services	1,743,508	1,741,714	1,835,179	5.4%	1,892,945	3.1%
Total Customer Services Division		**1,743,508**	**1,741,714**	**1,835,179**	**5.4%**	**1,892,945**	**3.1%**
Facilities Division							
1271	Facilities	932,551	731,685	756,132	3.3%	783,116	3.6%
Total Facilities Division		**932,551**	**731,685**	**756,132**	**3.3%**	**783,116**	**3.6%**
Technical and Technology Services Division							
1251	Technical Services	1,808,922	1,721,389	1,622,947	(5.7%)	1,671,913	3.0%
1272	Technology	667,641	740,764	744,468	0.5%	771,623	3.6%
Total Technical and Technology Services Division		**2,476,563**	**2,462,153**	**2,367,415**	**(3.8%)**	**2,443,536**	**3.2%**
Youth Services Division							
1231	Youth Services	823,927	953,981	781,461	(18.1%)	839,775	7.5%
1232	Library - Young Adult	180,302	184,348	184,403	0.0%	190,722	3.4%
Total Youth Services Division		**1,004,229**	**1,138,329**	**965,864**	**(15.2%)**	**1,030,497**	**6.7%**
Total by Division / Program		**10,168,667**	**10,426,621**	**11,338,291**	**8.7%**	**11,817,396**	**4.2%**

Budget Summary

	FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Fund						
General Fund	9,821,048	10,426,621	11,310,791	8.5%	11,769,896	4.1%
Expendable Trust Fund	8,596	0	0	0.0%	0	0.0%
Library Trust Donations Fund	261,468	0	0	0.0%	0	0.0%
Library Operating Grant Fund	77,555	0	27,500	100.0%	47,500	72.7%
Total by Fund	**10,168,667**	**10,426,621**	**11,338,291**	**8.7%**	**11,817,396**	**4.2%**
Dollars by Category						
Salary and Benefits						
Salary	3,973,023	4,371,676	4,703,448	7.6%	4,930,807	4.8%
As-Needed	987,062	902,689	920,191	1.9%	920,191	0.0%
Overtime	9,286	10,076	7,576	(24.8%)	7,576	0.0%
Retirement	1,324,190	1,650,541	1,463,213	(11.3%)	1,593,649	8.9%
Health Allocation	470,446	558,075	547,282	(1.9%)	578,111	5.6%
Medicare	74,933	69,896	72,678	4.0%	76,206	4.9%
Social Security	250,627	285,692	295,651	3.5%	307,935	4.2%
Other Benefits	293,128	313,001	238,208	(23.9%)	244,030	2.4%
Total Salary and Benefits	**7,382,695**	**8,161,646**	**8,248,247**	**1.1%**	**8,658,505**	**5.0%**
Non-Personnel						
Materials/Services/Supplies	2,401,830	2,030,361	2,088,020	2.8%	2,154,354	3.2%
Interfund Services	126,896	234,614	1,002,024	327.1%	1,004,537	0.3%
Capital Outlay	257,246	0	0	0.0%	0	0.0%
Total Non-Personnel	**2,785,972**	**2,264,975**	**3,090,044**	**36.4%**	**3,158,891**	**2.2%**
Total by Category	**10,168,667**	**10,426,621**	**11,338,291**	**8.7%**	**11,817,396**	**4.2%**

Position Summary

		FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Division / Program						
Administration Division						
1221	Administration	4.00	4.50	3.50	(1.00)	3.50
Total Administration Division		**4.00**	**4.50**	**3.50**	**(1.00)**	**3.50**
Adult Services Division						
1234	Read Santa Clara	2.50	2.50	2.50	0.00	2.50
1241	Reference and Adult Collections	5.50	4.50	4.50	0.00	4.50
1244	Local History	1.00	1.00	1.00	0.00	1.00
Total Adult Services Division		**9.00**	**8.00**	**8.00**	**0.00**	**8.00**
Branch Services Division						
1233	Mission Library	2.00	4.75	4.75	0.00	4.75
1235	Northside Branch	5.75	6.00	7.00	1.00	7.00
1236	Bookmobile and Mobile Library Services	0.00	0.00	1.00	1.00	1.00
Total Branch Services Division		**7.75**	**10.75**	**12.75**	**2.00**	**12.75**
Customer Services Division						
1245	Customer Services	11.25	9.00	9.00	0.00	9.00
Total Customer Services Division		**11.25**	**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	4.50	3.50	(1.00)	3.50
1272	Technology	3.00	3.00	3.00	0.00	3.00
Total Technical and Technology Services Division		**6.50**	**7.50**	**6.50**	**(1.00)**	**6.50**
Youth Services Division						
1231	Youth Services.	5.00	5.00	5.00	0.00	5.00
1232	Young Adult	1.00	1.00	1.00	0.00	1.00
Total Youth Services Division		**6.00**	**6.00**	**6.00**	**0.00**	**6.00**
Total by Division / Program		**45.50**	**46.75**	**46.75**	**0.00**	**46.75**

Position Summary

	FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Fund					
General Fund	45.50	46.75	46.75	0.00	46.75
Total by Fund	**45.50**	**46.75**	**46.75**	**0.00**	**46.75**
Position Classification					
Assistant City Librarian	1.00	1.00	1.00	0.00	1.00
Business Analyst	1.00	1.00	0.00	(1.00)	0.00
City Librarian	1.00	1.00	1.00	0.00	1.00
Librarian I	1.00	1.00	2.00	1.00	2.00
Librarian II	10.00	10.00	10.00	0.00	10.00
Library Assistant I	2.00	2.00	2.00	0.00	2.00
Library Assistant II	14.00	13.75	13.75	0.00	13.75
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	0.00	0.00	0.00	0.00
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	1.00	1.00	1.00	0.00	1.00
Library Program Coordinator	2.00	3.00	3.00	0.00	3.00
Library Technology Assistant	1.00	1.00	1.00	0.00	1.00
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	1.00	1.00	1.00	0.00	1.00
Office Specialist II	0.00	0.50	0.50	0.00	0.50
Sr Library Assistant	4.00	4.00	4.00	0.00	4.00
Staff Analyst I	0.00	1.00	1.00	0.00	1.00
Total Positions	**45.50**	**46.75**	**46.75**	**0.00**	**46.75**

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	46.75	10,426,621
FY 2019/20 Base Budget Adjustments		
One-Time Cost Adjustments		
Literacy grants		27,500
Ongoing Cost Adjustments		
Salary and benefits adjustments		84,417
Interfund services adjustments:		
Adjustments for newly established internal service fund allocation for information technology services		794,983
Net decrease in various interfund services allocations		(27,573)
Courier delivery, security and repair contractual services		9,913
Increase in as-needed funding for Bookmobile services		5,000
Reallocation of facilities contracts for elevator maintenance, pest control and hot water and cooling water treatment budget to Public Works Department		(4,854)
Reallocation of copier contract budget to the Information Technology Department		(22,400)
Total FY 2019/20 Base Budget Adjustments	**0.00**	**866,986**
Total FY 2019/20 Base Budget	**46.75**	**11,293,607**
FY 2019/20 Service Level Changes		
Additional Library Materials		40,000
Northside Library Branch Hours Expansion	0.00	4,684
Total FY 2019/20 Total Service Level Changes	**0.00**	**44,684**
Total FY 2019/20 Proposed Budget	**46.75**	**11,338,291**
FY 2020/21 Base Budget Adjustments		
One-Time Cost Adjustments		
Literacy grants		20,000
Ongoing Cost Adjustments		
Salary and benefits adjustments		410,258
Courier delivery, security and repair contractual services		46,334
Interfund services adjustments		2,513
Total FY 2020/21 Base Budget Adjustments	**0.00**	**479,105**
Total FY 2020/21 Base Budget	**46.75**	**11,817,396**
Total FY 2020/21 Proposed Budget	**46.75**	**11,817,396**

Service Level Changes

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Additional Library Materials	0.00	40,000	0	40,000	0

Program: 1251 – Technical Services

This one-time funding provided for each year of the budget will increase the purchase of eBooks, other online resources as well as popular books in the libraries and Bookmobile.

Performance Impact

The number of materials available to library patrons and expanded web access to library resources will increase. This action improves the selection of popular adult, children and teen books to reduce waiting list times and provide additional selection for customers who visit libraries or the bookmobile at Santa Clara Schools and other locations.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Northside Library Branch Hours Expansion	0.00	0	4,684	0	3,944

Program: 1235 – Northside Branch
1251 – Library Technical Services

This action adds 1.0 Librarian I position and expands hours of operations at the Northside Library Branch on Mondays and Tuesdays from 10:00 am to 9:00 pm, which are an hour earlier and hour later than the current hours. In addition, the branch library will open on Sundays from 1:00 pm to 5:00 pm which are new library hours. In addition to the new position, as-needed funding ($10,000) and additional maintenance costs ($7,500) are included in this action. The cost savings from deleting a vacant Business Analyst position helps offset this library proposal. The Business Analyst position was originally created to provide technical support to Library Department systems. Many of those tasks were automated or can be absorbed by existing Librarian positions.

Performance Impact

This action addresses the City Council and the Board of Library Trustees request for expanded library hours. The Northside Branch Library will be able to support a growing population at the northeast section of the City and respond to patron requests for increased library access. Increased patron usages and materials checked out will result from the increased hours of operation. No performance and service level impact will result from the deletion of the Business Analyst position.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

Performance and Workload Measures

Administration Division

Workload Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Number of patron visits to existing Library facilities annually		1,249,900	1,291,900	1,100,000	1,237,942	1,275,080	1,300,581
Visits per capita		10.39	10.25	8.00	9.74	10.00	10.00
Library materials held per capita		3.88	3.57	3.75	3.58	3.60	3.70

Adult Services Division

Workload Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
New adult learners admitted to program		39	42	300	4,475	4,800	4,896
Number of active participants completing their roles and goals		88	103	40	40	40	41
Number of volunteer hours		4,211	3,161.5	5,000	2,635	2,700	2,754
Number of program attendees including Migrant Ed, Families for Literacy, etc.		5,198	4,674	5,000	2,635	2,700	2,754
Number of reference and reader's advisory questions answered annually		45,341	40,211	42,000	41,300	40,000	38,500
Number of programs offered to adults		254	334	200	336	300	320
Total attendance at programs offered to adults		8,627	11,908	7,500	10,497	10,800	11,016
Number of programs presented/sponsored annually		65	81	20	65	60	60
Number of displays developed annually - *Delete for FY 2019/20*		28	N/A	N/A	N/A	N/A	N/A
Research inquiries answered annually		1,959	1,452	1,500	824	800	750

Performance and Workload Measures

Branch Services Division

Workload Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Number of items circulated annually at Mission Library		33,861	9,459	65,000	50,423	65,000	67,500
Number of programs for children and/or adults at Mission Library		54	9	9	128	160	140
Number of participants registered in Summer Reading Club at Mission Library - *Delete for FY 2019/20*		409	N/A	N/A	N/A	N/A	N/A
Number of children and/or adults attending programs at Mission Library		4,502	840	300	4,475	4,800	4,896
Number of items circulated annually at Northside Library		329,215	307,145	300,000	275,169	28,343	28,910
Number of programs for children and/or adults at Northside Library		378	393	200	416	400	400
Number of children and/or adults attending programs at Northside Library		29,846	32,823	25,000	32,571	33,500	34,170
Number of participants registered in the Summer Reading Program at Northside Library - *Delete for FY 2019/20*		1,575	N/A	N/A	N/A	N/A	N/A
Number of items circulated annually via the Bookmobile		N/A	12,291	20,000	42,690	44,000	44,880
Number of visits at the Bookmobile – *New for FY 2019/20*		N/A	N/A	N/A	16,236	16,500	16,500

Customer Services Division

Workload Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Number of items circulated annually		2,700,315	2,488,342	2,300,000	2,356,622	2,427,321	2,475,867
Number of patrons registered annually		22,718	22,335	20,000	18,323	18,000	18,360

Performance and Workload Measures

Facilities Division

Performance Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Percent of facility issues resolved within 48 hours of report - *Delete for FY 2019/20*		85.71%	N/A	N/A	N/A	N/A	N/A

Workload Measures

Number of safety inspections made annually		12	12	12	12	12	12

Technical and Technology Services Division

Performance Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Percent of problem reports responded to within 24 hours of receipt - *Delete for FY 2019/20*		98%	N/A	N/A	N/A	N/A	N/A

Workload Measures

Number of items added to the collection each month.		51,565	4,307	3,500	3,813	3,500	3,570
Number of safety inspections made annually - *Delete for FY 2019/20*		12	12	12	12	12	12
Number of tickets/requests for services resolved by Technology Staff - *Delete for FY 2019/20*		2,694	N/A	N/A	N/A	N/A	N/A
Number of tickets/request for services resolved by Technology Aides - *Delete for FY 2019/20*		19,707	N/A	N/A	N/A	N/A	N/A
Number of Library public computer users and laptop users combined		178,924	521,670	350,000	467,682	460,000	450,000

Performance and Workload Measures

Youth Services Division

Workload Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Number of programs for children and parents offered		321	326	300	350	335	342
Number of reference and reader's advisory questions answered annually		32,692	36,553	30,000	42,885	42,000	42,000
Number of children's materials circulated annually		N/A	1,421,530	1,220,000	1,441,580	1,470,412	1,499,820
Number of children and adults attending programs		41,502	35,783	30,000	50,301	51,500	52,530
Number of Young Adult programs offered		98	94	50	65	75	75
Number of Young Adult items circulated		64,538	77,884	60,000	79,490	81,000	82,620
Number of participants in the Teen Summer Reading Program - *Delete for FY 2019/20*		1,088	N/A	N/A	N/A	N/A	N/A
Number of young adult cards issued - *Delete for FY 2019/20*		409	N/A	N/A	N/A	N/A	N/A

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Parks and Recreation Department

Department Mission

Support a vibrant, active quality of life for all ages, abilities and interests of the Santa Clara community through excellent parks and recreational facilities, community services, programs and events.
Provide a congregate meals program to improve senior health and ability to live independently.
Provide planning, development, operation and maintenance of the City's two cemetery properties to support families before, during and after their time of need

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Parks and Recreation Department Description

The Parks and Recreation Department provides planning, development, operation, maintenance and rehabilitation of the City's 26 neighborhood parks, five mini parks, one community park, three open space sites and 14 recreation facilities. Recreation facilities include Community Centers, neighborhood park buildings and ten joint use facilities, playgrounds, restrooms, picnic areas, turf, trees, vegetation and athletic fields. 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 and special events, enhanced natural environments, 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 and 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 and 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.
Division Objectives	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 other private, corporate and other public agencies in order to supplement funding of facilities, projects, programs and other services.
	Provide leadership to four Commissions, plan and implement multiple citywide special events each year.
	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.

Parks Division Mission	Maintain and rehabilitate Santa Clara's Central Park (45.04 acres), 26 neighborhood parks (121.26 acres), open space (41.71 acres), five mini parks (2.59 acres), community centers/recreation, joint use facilities (71.52 acres) and neighborhood park buildings. These include playgrounds, restrooms, picnic areas, turf, trees, vegetation and athletic fields sports venues at defined levels of service that promote the use of safe, clean and attractive facilities for the enjoyment of the public.
Division Objectives	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.
	Maintain 11 clean, safe, attractive municipal swimming pools and supports facilities at five sites (International Swim Center, Mary Gomez, Warburton, Montague and Senior Center). Maintain and support the use of clean safe, fully functional, 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.
Division Objectives	The Sports, Aquatics and Athletic Facilities Program offers competitive basketball and softball leagues for adults; coordinates use of the Youth Soccer Park and Santa Clara Unified School District (SCUSD) fields; and manages Santa Clara Tennis Center and Gymnastics. 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.
	Youth Activity Center and Teen Center partners with the Junior Giants Program to offer summer day camp session, serves middle and high school youth with various afterschool programs, camps and activities, skate park and supports the Youth Commission.
	The Cultural and Performing Arts Program provides a variety of dance, music and art programs that include recitals and performances; fine arts camp in the summer; group exercise for adults; and preschool enrichment programs. The Roberta Jones Junior Theater produces performances for the general public each year, including auditions and cast assignments; costume and set design; stage management; back stage and technical crew; ticket sales and house management; creative drama classes and summer camps.
	The Senior Center offers a variety of health and wellness, arts and culture and special interest classes for disabled residents and individuals over 50 years of age. Therapeutic programs, with fitness and enrichment opportunities serves 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 and use best practices and current technology to map and record all transactions and burials in the cemetery.
	Develop in-ground and niche bank spaces to provide additional interment options for families in need.

Significant Accomplishments

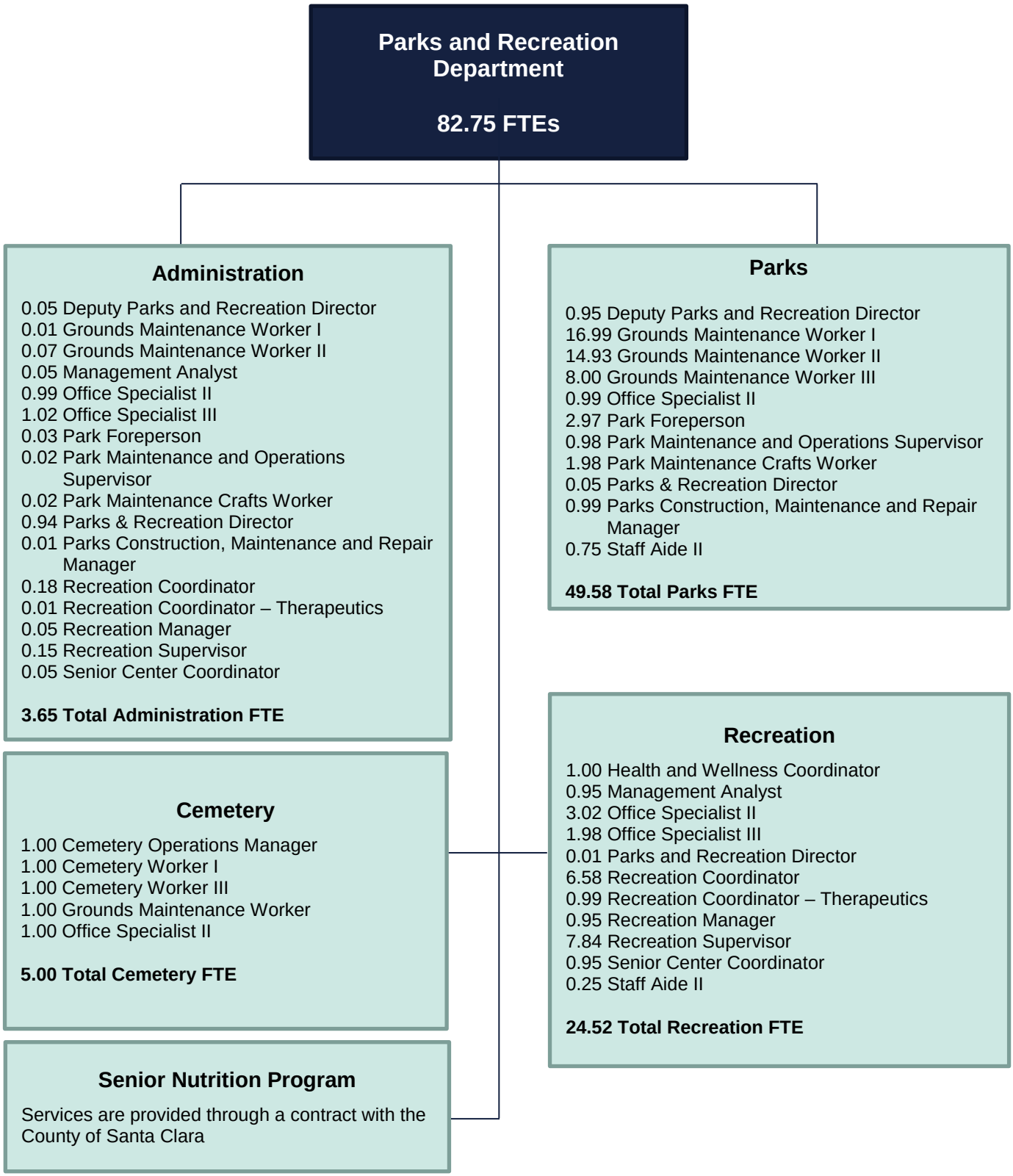
- Completed Parks and Recreation Facility Condition Assessment and Asset Inventory
- Completed Senior Needs Assessment and gap analysis
- Developed funding options and tested public opinions of funding sources for Community Recreation and Aquatics Center Project
- Completed community input and approved schematic design for park playgrounds for Bowers, Machado, Homeridge, and Agnews Parks and Fuller Street Sports Court
- Completed public input phase for Montague Park rehabilitation project and Central Park Masterplan
- Upgrade of the storage system for historic documents and map
- Published a public facing list of burials plots for genealogical research
- Provided approximately 15,800 seniors with nutritional meals in the Monday-Friday Senior Nutrition Program
- Grand opening of San Tomas and Monroe Neighborhood Park and Community Garden
- Hosted groundbreaking of Reed and Grant Streets Sports Park

Significant Objectives

- Continue to implement a public-facing electronic work order system for parks facilities
- Complete Park rehabilitation projects for Bowers, Machado, Homeridge and Agnews park playgrounds and Fuller Street Sports Court
- 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

- The Reed and Grant Streets Sports Park is scheduled to open in Spring 2020. In anticipation of the opening of the park, a full-time Recreation Coordinator and full-time Grounds Maintenance staff are included in this budget and will supervise the facility and develop programs to meet community needs. In addition, funding is included for equipment, program supplies and as-needed staff for the Reed and Grant Streets Sports Complex
- The Department is reallocating programs supply fees previously deposited into unbudgeted funds to the General Fund to increase transparency for those expenditures. Donation accounts, like Art and Wine Festival and Senior Case Management, will be included in the City's Public Donations Fund


Parks and Recreation Department
82.75 FTEs
Administration
0.05 Deputy Parks and Recreation Director
0.01 Grounds Maintenance Worker I
0.07 Grounds Maintenance Worker II
0.05 Management Analyst
0.99 Office Specialist II
1.02 Office Specialist III
0.03 Park Foreperson
0.02 Park Maintenance and Operations Supervisor
0.02 Park Maintenance Crafts Worker
0.94 Parks & Recreation Director
0.01 Parks Construction, Maintenance and Repair Manager
0.18 Recreation Coordinator
0.01 Recreation Coordinator – Therapeutics
0.05 Recreation Manager
0.15 Recreation Supervisor
0.05 Senior Center Coordinator
3.65 Total Administration FTE
Parks
0.95 Deputy Parks and Recreation Director
16.99 Grounds Maintenance Worker I
14.93 Grounds Maintenance Worker II
8.00 Grounds Maintenance Worker III
0.99 Office Specialist II
2.97 Park Foreperson
0.98 Park Maintenance and Operations Supervisor
1.98 Park Maintenance Crafts Worker
0.05 Parks & Recreation Director
0.99 Parks Construction, Maintenance and Repair Manager
0.75 Staff Aide II
49.58 Total Parks FTE
Cemetery
1.00 Cemetery Operations Manager
1.00 Cemetery Worker I
1.00 Cemetery Worker III
1.00 Grounds Maintenance Worker
1.00 Office Specialist II
5.00 Total Cemetery FTE
Recreation
1.00 Health and Wellness Coordinator
0.95 Management Analyst
3.02 Office Specialist II
1.98 Office Specialist III
0.01 Parks and Recreation Director
6.58 Recreation Coordinator
0.99 Recreation Coordinator – Therapeutics
0.95 Recreation Manager
7.84 Recreation Supervisor
0.95 Senior Center Coordinator
0.25 Staff Aide II
24.52 Total Recreation FTE
Senior Nutrition Program
Services are provided through a contract with the County of Santa Clara

Budget Summary

		FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Division / Program							
Administration Division							
1121	Administration	379,904	638,329	1,455,008	127.9%	1,477,352	1.5%
1122	Park Development	230,127	175,506	173,974	(0.9%)	187,093	7.5%
1123	Park Projects	43,086	45,246	45,900	1.4%	48,686	6.1%
1171	Citywide Special Events	495,429	566,880	581,692	2.6%	595,353	2.3%
Total Administration Division		**1,148,546**	**1,425,961**	**2,256,574**	**58.2%**	**2,308,484**	**2.3%**
Parks Division							
1132	Parks[1]	7,364,277	7,909,396	8,681,836	9.8%	8,848,068	1.9%
1133	Pools	1,102,893	1,223,339	1,220,830	(0.2%)	1,256,025	2.9%
1134	Buildings	926,423	1,269,553	1,147,008	(9.7%)	1,195,365	4.2%
1135	Operations	406,015	396,126	420,692	6.2%	437,320	4.0%
Total Parks Division		**9,799,608**	**10,798,414**	**11,470,366**	**6.2%**	**11,736,778**	**2.3%**
Recreation Division							
1117	Program Operations[1]	550,836	0	664,183	100.0%	0	(100.0%)
1141	Health and Wellness	168,628	198,058	200,009	1.0%	205,272	2.6%
1142	Administration	373,074	426,777	639,693	49.9%	675,416	5.6%
1143	Youth Activity Center and Programs	996,429	1,229,666	1,371,196	11.5%	1,405,818	2.5%
1144	Senior Center and Therapeutic Recreation Programs[1]	1,311,618	1,495,935	1,678,039	12.2%	1,714,015	2.1%
1145	Community Recreation Center and Programs	2,461,289	2,490,281	3,391,245	36.2%	3,429,933	1.1%
1146	Recreation Facilities	170,370	167,413	379,274	126.5%	339,904	(10.4%)
1147	Aquatics	217,587	359,426	404,024	12.4%	417,237	3.3%
1148	Sports and Athletics	219,079	252,621	260,380	3.1%	268,220	3.0%
1149	Teen Center Activities and Programs	487,894	606,454	635,036	4.7%	658,975	3.8%
1151	Community Activities[1]	124,413	0	267,007	100.0%	0	(100.0%)
Total Recreation Division		**7,081,217**	**7,226,631**	**9,890,086**	**36.9%**	**9,114,790**	**(7.8%)**
Senior Nutrition Program Division							
1112	Senior Nutrition Program	126,429	147,984	147,984	0.0%	147,984	0.0%
Total Senior Nutrition Program Division		**126,429**	**147,984**	**147,984**	**0.0%**	**147,984**	**0.0%**

[1]*Starting with the FY 2019/20 Proposed Budget, transfers to other funds are included in departmental costs and reflected in the Dollars by Category section.*

Budget Summary

		FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Division / Program							
Cemetery Division							
0125	Cemetery Perpetual Care[1]	443	0	500	100.0%	500	0.0%
0131	Cemetery Endowment Care[1]	16,739	0	20,000	100.0%	20,000	0.0%
1162	Maintenance of Grounds[1]	570,422	627,226	674,002	7.5%	750,203	11.3%
1163	Maintenance of Buildings	124,877	97,392	123,545	26.9%	124,230	0.6%
1164	Operations	333,670	524,613	604,245	15.2%	598,908	(0.9%)
Total Cemetery Division		**1,046,151**	**1,249,231**	**1,422,292**	**13.9%**	**1,493,841**	**5.0%**
Total by Division / Program		**19,201,951**	**20,848,221**	**25,187,302**	**20.8%**	**24,801,877**	**(1.5%)**

	FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Fund						
General Fund[1]	17,354,122	19,451,006	22,410,337	15.2%	22,876,287	2.1%
Recreation Program Operating Fund[1]	550,836	0	504,386	100.0%	0	(100.0%)
Perpetual Care Fund[1]	443	0	500	100.0%	500	0.0%
Endowment Care Fund[1]	16,739	0	20,000	100.0%	20,000	0.0%
Community Activities Fund[1]	124,413	0	156,700	100.0%	0	(100.0%)
Public Donations Fund	0	0	270,104	100.0%	0	(100.0%)
Park and Rec Grant Trust Fund	126,429	147,984	147,984	0.0%	147,984	0.0%
Community Facilities District 2019 – 1 Lawrence Station Fund	0	0	275,499	100.0%	283,765	3.0%
Cemetery Fund[1]	1,028,969	1,249,231	1,401,792	12.2%	1,473,341	5.1%
Total by Fund	**19,201,951**	**20,848,221**	**25,187,302**	**20.8%**	**24,801,877**	**(1.5%)**

[1]*Starting with the FY 2019/20 Proposed Budget, transfers to other funds are included in departmental costs and reflected in the Dollars by Category section.*

Budget Summary

	FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Category						
Salary and Benefits						
Salary	6,538,405	7,365,153	7,749,991	5.2%	8,111,493	4.7%
As-Needed	2,099,192	2,153,965	2,764,707	28.4%	2,819,207	2.0%
Overtime	30,148	91,270	56,320	(38.3%)	56,320	0.0%
Retirement	2,147,376	2,763,298	2,462,734	(10.9%)	2,677,586	8.7%
Health Allocation	838,675	964,903	970,913	0.6%	1,025,330	5.6%
Medicare	128,423	117,941	122,780	4.1%	128,477	4.6%
Social Security	411,262	489,947	506,785	3.4%	526,922	4.0%
Other Benefits	514,970	538,012	415,973	(22.7%)	426,025	2.4%
Total Salary and Benefits	**12,708,451**	**14,484,489**	**15,050,203**	**3.9%**	**15,771,360**	**4.8%**
Non-Personnel						
Materials/Services/Supplies	5,510,312	5,271,233	6,930,945	31.5%	6,701,961	(3.3%)
Resource/Production	973,064	1,056,327	2,214,526	109.6%	2,247,401	1.5%
Interfund Services	10,124	29,000	304,138	948.8%	2,000	(99.3%)
Transfers to Other Funds	0	7,172	687,490	9,485.8%	79,155	(88.5%)
Total Non-Personnel	**6,493,500**	**6,363,732**	**10,137,099**	**59.3%**	**9,030,517**	**(10.9%)**
Total by Category	**19,201,951**	**20,848,221**	**25,187,302**	**20.8%**	**24,801,877**	**(1.5%)**

Position Summary

		FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 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	0.90	0.90	0.80	(0.10)	0.80
Total Administration Division		**3.75**	**3.75**	**3.65**	**(0.10)**	**3.65**
Parks Division						
1132	Parks	37.27	37.27	38.27	1.00	38.27
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		**48.58**	**48.58**	**49.58**	**1.00**	**49.58**
Recreation Division						
1141	Health and Wellness	1.00	1.00	1.00	0.00	1.00
1142	Administration	1.95	1.95	2.95	1.00	2.95
1143	Youth Activity Center and Programs	3.88	3.88	3.98	0.10	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	6.15	0.00	6.15
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	3.27	0.00	3.27
Total Recreation Division		**23.42**	**23.42**	**24.52**	**1.10**	**24.52**
Senior Nutrition Program Division						
1112	Senior Nutrition Program	0.00	0.00	0.00	0.00	0.00
Total Senior Nutrition Program Division		**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Cemetery Division						
1162	Cemetery - Maintenance Of Grounds	3.70	2.90	2.90	0.00	2.90
1163	Cemetery - Mtce Of Buildings	0.30	0.10	0.10	0.00	0.10
1164	Cemetery - Operations	1.00	2.00	2.00	0.00	2.00
Total Cemetery Division		**5.00**	**5.00**	**5.00**	**0.00**	**5.00**
Total by Division / Program		**80.75**	**80.75**	**82.75**	**2.00**	**82.75**

Position Summary

	FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Fund					
General Fund	75.75	75.75	77.75	2.00	77.75
Parks and Recreation Grant Trust Fund	0.00	0.00	0.00	0.00	0.00
Cemetery	5.00	5.00	5.00	0.00	5.00
Total by Fund	**80.75**	**80.75**	**82.75**	**2.00**	**82.75**
Position Classification					
Cemetery Operations Manager	0.00	1.00	1.00	0.00	1.00
Cemetery Operations Superintendent	1.00	0.00	0.00	0.00	0.00
Cemetery Worker I	1.00	1.00	1.00	0.00	1.00
Cemetery Worker II	2.00	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	17.00	0.00	17.00
Grounds Maintenance Worker II	14.00	15.00	16.00	1.00	16.00
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	5.00	6.00	6.00	0.00	6.00
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 Manager	0.00	1.00	1.00	0.00	1.00
Parks Construction, Maintenance and Repair Supervisor	1.00	0.00	0.00	0.00	0.00
Recreation Coordinator	5.75	6.75	7.75	1.00	7.75
Recreation Manager	1.00	1.00	1.00	0.00	1.00
Recreation Specialist	1.00	0.00	0.00	0.00	0.00
Recreation Supervisor	8.00	8.00	8.00	0.00	8.00
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	**80.75**	**80.75**	**82.75**	**2.00**	**82.75**

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	80.75	20,848,221
FY 2019/20 Base Budget Adjustments		
One-Time Cost Adjustments		
Transfer from unbudgeted funds to the General Fund and Public Donations Fund		661,086
Materials and supplies from donations for the Arts, Crafts and Wine Festival, Wade Brummal Scholarship Fund and the Senior Center Case Management		270,104
Ongoing Cost Adjustments		
Salary and benefits adjustments		231,205
Interfund services adjustments:		
Adjustments for newly established internal service fund allocation for information technology services		909,975
Net increase in various interfund services allocations		248,224
Recreational instructors contractual services		284,200
Maintenance of the Lawrence Station development		275,499
Parks and cemetery utilities increase		136,000
Recreation and emergency response training supplies		33,390
Perpetual care and endowment care		20,500
Non-personnel adjustments		6,789
Reallocation of copier contract budget to the Information Technology Department		(16,930)
Reallocation of facilities contracts for elevator maintenance, pest control and hot water and cooling water treatment budget to Public Works Department		(18,753)
Total FY 2019/20 Base Budget Adjustments	**0.00**	**3,041,289**
Total FY 2019/20 Base Budget	**80.75**	**23,889,510**
FY 2019/20 Service Level Changes		
Reed and Grant Sports Park	2.00	718,427
Reallocate Unbudgeted Recreation Funds to the General Fund		495,565
Therapeutic Recreation Camp and North-Side Camps		40,600
Community Garden Program		30,000
Citywide Special Events Marketing		13,200
Total Service Level Changes	**2.00**	**1,297,792**
Total FY 2019/20 Proposed Budget	**82.75**	**25,187,302**

Budget Reconciliation

	Positions	Expenditures (All Funds)
FY 2020/21 Base Budget Adjustments		
One-Time Cost Adjustments		
Net Capital Improvement Program Project Adjustments		52,751
Vehicle replacement for Cemetery		(29,000)
Community Garden		(30,000)
Materials and supplies from donations for the Arts, Crafts and Wine Festival, Wade Brummal Scholarship Fund and the Senior Center Case Management		(270,104)
Reed and Grants Sports Park (furniture, fixtures, equipment and vehicle)		(275,138)
Transfer from unbudgeted funds to the General Fund and Public Donations Fund		(661,086)
Ongoing Cost Adjustments		
Salary and benefits adjustments		662,357
Non-personnel adjustments		47,244
Interfund services adjustments		32,875
Maintenance of the Lawrence Station development		8,266
Total FY 2020/21 Base Budget Adjustments	**0.00**	**(461,835)**
Total FY 2020/21 Base Budget	**82.75**	**24,725,467**
FY 2020/21 Service Level Changes		
Reed and Grant Sports Park		60,800
Reallocate Unbudgeted Recreation Funds to the General Fund		15,610
Total Service Level Changes	**0.00**	**76,410**
Total FY 2020/21 Proposed Budget	**82.75**	**24,801,877**

Service Level Changes

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Reed and Grant Sports Park	2.00	275,138	443,289	2,000	518,960

Program: 1132 – Parks
1142 – Administration
1146 – Recreation Facilities

The City will open the 8.75 acre park in Spring 2020. The new park will require a one-time purchase of furniture, fixtures, equipment, supplies and a vehicle to enable full programming of the facility, maintain and groom the artificial turf at the park and to maintain the natural turf fields and landscaping. The business plan for the sports park includes the addition of a 1.0 Recreation Coordinator to manage the recreation programming at the new park. The recreation programming will focus on pre-school age programs in the mornings, noon-time will focus on adult drop-in programming and evenings and weekends will offer programs for all ages. This facility is expected to be open and staffed Monday-Friday from 9:00 am -10:00 pm. Facilities will open on weekends for rentals. To help offset the cost of the sports park, programming revenues are estimated to be $86,900 and $158,800 for the first two years. In addition, funding for as-needed staff ($63,900 and $122,700 for the first and second year of operations) to support the programming activities and additional funding for contractor agreements and supplies ($27,200) are included in this action. The new facility will require a high level of maintenance due to the quantity of fields and the intensity and duration of expected usage. As a result, this action includes an additional 1.0 Grounds Maintenance Worker II position and increased maintenance expenses ($15,000 annually). The park will also incur annual ongoing costs for utilities and supplies ($81,580 and $80,822). The FY 2019/20 budget is based on seven (7) months of programming while FY 2020/21 budget reflects a full year of programming.

Performance Impact

This action enables the City to expand its services by providing a new multi-purpose community recreation and sports facility to serve the growing population.

Strategic Pillar:  Enhance Community Sports and Recreational Assets

Service Level Changes

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Reallocate Unbudgeted Recreation Funds to the General Fund	0.00	0	495,565	18,000	493,175

Programs:
1143 – Youth Activity Center and Programs
1144 – Senior Center and Therapeutic Recreation Programs
1145 – Community Recreation Center and Programs
1147 – Aquatics
1171 – Citywide Special Events

The Department has historically deposited supply fees collected from Teen Activities and Senior Center programs into unbudgeted funds. In an effort to increase transparency and fully budget recreation program expenditures, this action reallocates expenditures and associated fee revenue to the General Fund for activities and programs including the Roberta Jones Junior Theatre, the Community Recreation Center and Gymnastics Center, Therapeutic Recreation Programs, Aquatics, Youth Activity Center Afterschool, Open Gym, Skate Park, Senior Center Travel program, Senior Center Drop-In programs and Teen Center. In addition, this action funds the City Halloween Party. Fees collected for classes during registration may equal or exceed program expenditures. Estimated fee revenue of $499,620 is anticipated to offset this action.

Performance Impact

The result of this action will increase transparency for funds that were previously unbudgeted.

Strategic Pillar: Deliver and Enhance High Quality Efficient Services and Infrastructure

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Therapeutic Recreation and North-Side Camps	0.00	0	40,600	0	40,600

Programs:
1143 – Youth Activity Center and Programs
1144 – Senior Center and Therapeutic Recreation Programs

This action funds new two week-long summer camps and after-camp care for individuals with developmental disabilities. Campers will participate in team building, sports and fitness activities and crafts. As-needed funding ($11,400) and related camp supplies ($800) are expected to be partially offset by anticipated registration revenue ($11,300). The therapeutics program is partially subsidized by revenue collected from other recreation classes. New full-day camps at the northern part of the City will include a weekly field trip, swim day at Montague Pool and games and activities throughout the day. Funding is included for program supplies ($10,400) and as-needed staffing ($18,000), partially offset by anticipated registration revenue of $28,400 to cover program costs.

Performance Impact

New therapeutic camps will enable the City to continue fostering and promoting safe and healthy leisure activities for populations of individuals with disabilities in the Santa Clara community. New north-side camps allow the City to increase camp offerings in an underserved section of the City, specifically the residents of the Montague Park neighborhood.

Strategic Pillar: Deliver and Enhance High Quality Efficient Services and Infrastructure

Service Level Changes

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Community Garden Program	0.00	30,000	0	0	0

Program: 1145 - Community Recreation Center and Programs

This action provides funds to augment the marketing and other operating expenses of the City's Community Garden outreach. Funds will be used to increase marketing and communication efforts in strategic locations throughout the city. Instructors will be hired to provide instructional programs for persons of low income and limited English literacy/proficiency. Funding is also provided for as-needed staffing and supplies and materials to host special events at the community garden or partner locations.

Performance Impact

A more robust Community Garden program will enable the City to highlight and provide sustainable living practices.

Strategic Pillar: Deliver and Enhance High Quality Efficient Services and Infrastructure

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Citywide Special Events Marketing	0.00	0	13,200	0	13,200

Program: 1171 - Citywide Special Events

In FY 2017/18, the Department hired a new Recreation Supervisor to market department and citywide events. This action provides funds for advertising and promotional materials for marketing ($7,200) citywide special events, offset by sponsorship revenue ($11,500) for the ice rink and other citywide special events. In 2018, the Art and Wine Festival lost its long term, in-kind caterer sponsor. As a result, this action funds a caterer ($6,000) in the hospitality area of the event until the Department can seek and find a new in-kind caterer sponsor.

Performance Impact

Through additional outreach for department and citywide special events, this action is expected to increase participation at department and citywide events.

Strategic Pillar: Deliver and Enhance High Quality Efficient Services and Infrastructure

Performance and Workload Measures

Administration Division

Workload Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Number of volunteers recruited, trained, and supervised		300	572	500	500	550	600
Amount of funds raised through grants		N/A	224,250	250,000	1.8M	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)		N/A	2.5	2.6	2.6	2.7	2.8
Number of parkland acres added		N/A	N/A	2	2	5	5
Amount of Park in Lieu fees collected		N/A	N/A	2m	4m	2m	2m
Number of parks playgrounds rehabilitated		2	1	2	0	5	2
Number of community input meetings held (Online Surveys included)		6	10	4	4	4	4
Number of parks rehabilitation projects initiated		2	0	2	2	2	2
Number of new park parcels acquired		N/A	N/A	1	0	2	2
Net income from the Art and Wine Festival available for charitable purposes		65,000	89,000	55,000	70,874	60,000	60,000

Parks Division

Performance Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Percentage of pool chemical tests balanced		N/A	N/A	80%	97%	50%	50%
Percentage of staff provided training and certification for Qualified Applicator Certificate – *New for FY 2019/20*		N/A	86%	80%	86%	80%	80%

Performance and Workload Measures

Parks Division

Workload Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Park acre/FTE maintenance staff 274.39/37.02		7.4	8.1	8.0	7.4	8.0	8.0
Cost per acre maintained		22,774	24,348	26,890	28,825	28,800	28,800
Number of playgrounds certified (i.e. PlayCore Play On, Nature, Inclusion)		17	7	9	7	9	11
Number of staff certified as Aquatic Facility Operators or Certified Pool Operators – *New for FY 2019/20*		N/A	N/A	8	8	10	10
Number of staff provided training and certification for Qualified Applicator Certificate		N/A	N/A	10	37	38	38
Cost per square foot of building maintained (269,769 square feet)		4.00	3.34	4.95	4.95	4.90	4.90
Number of work orders completed for buildings		N/A	N/A	200	90	100	100
Number of pest control recommendations reported to the State of California		N/A	N/A	10	10	10	10
Annual number of work orders completed for parks		N/A	N/A	200	447	400	400
Number of staff certified as South Bay Water Recycling Supervisor.		N/A	N/A	4	4	6	8
Number of certified arborists on staff – *New for FY 2019/20*		N/A	N/A	2	2	4	5

Performance and Workload Measures

Recreation Division							
Performance Measures							
	Strategic Pillar	**2016/17 Actuals**	**2017/18 Actuals**	**2018/19 Target**	**2018/19 Estimate**	**2019/20 Target**	**2020/21 Target**
Percentage of registration processed online		N/A	70%	70%	73%	70%	70%
Workload Measures							
Number of I.D. Fit assessments for participants with special needs		64	7	10	10	10	10
Number of hours of free biometric screenings and resource referrals on-site at the Senior Center		N/A	93	100	100	100	100
Average monthly Health and Wellness participants		N/A	379	375	350	400	400
Number of Active.net registrations processed		32,133	10,318	2,000	8,770	8,000	8,000
Number of registrations processed		21,616	25,239	25,000	20,000	25,000	25,000
Number of park building and picnic rental bookings processed		1,199	1268	1,300	1,100	13,400	13,500
Number of drop-in program attendance at the Walter E. Schmidt Youth Activity Center (After School Open Gym/Special Activities)		32,738	29,263	29,500	27,800	29,000	29,000
Number of Summer Sports Camp participants		832	781	780	800	800	800
Number of special events offered at the Youth Activity Center		11	20	15	20	20	20
Number of classes offered at the Youth Activity Center		N/A	N/A	150	290	250	250
Number of senior trip and tour participants		2,357	1,543	1,500	1,400	1,500	1,500
Number of drop-in program participation (Fitness and Group Exercise)		9,654	9,424	9,000	110,000	100,000	100,000
Senior Center membership cards issued		6,546	2,521	2,500	6,500	6,000	6,000

Performance and Workload Measures

Recreation Division							
Workload Measures							
	Strategic Pillar	**2016/17 Actuals**	**2017/18 Actuals**	**2018/19 Target**	**2018/19 Estimate**	**2019/20 Target**	**2020/21 Target**
Number of Therapeutic Recreation classes offered by the City		N/A	N/A	100	95	100	100
Number of recreation class participants		9,406	7,691	7,000	7,800	7,500	7,500
Number of parent/child youth and adult classes offered		1,187	625	625	1,700	1,500	1,500
Number of drop-in program participants		6,260	7,289	7,000	8,200	8,000	8,000
Annual Santa Clara Youth Sports groups field permits		29	119	100	133	110	140
Annual adult sports groups issued use permits		N/A	N/A	6	7	10	12
Annual youth sports field attendance		N/A	N/A	46,000	96,500	90,000	90,000
Annual adult sports field attendance		N/A	N/A	2,300	180	200	400
Number of summer swim lesson classes provided		248	163	160	395	350	350
Number of summer swim lesson participants		826	820	800	730	700	700
Number of Noon Hours Swim participants		N/A	457	450	7,500	7,500	7,500
Number of Senior Swim Participants at the International Swim Center		N/A	N/A	8,000	7,500	8,000	7,000
Number of registered adult softball teams		44	16	40	40	40	40
Number of registered adult basketball teams		32	36	30	22	30	30

Performance and Workload Measures

Recreation Division

Workload Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Number of hours Teen Center opens per week for drop-in activities		18.5	18.5	20.0	18.5	20.0	20.0
Number of special events for teens per year		5	9	9	12	12	12
Number of drop-in participants per year		N/A	11,221	20,000	11,600	12,000	12,000
Average number of daily participants in the Senior Nutrition Program		69	61	60	60	60	60
Total number of unduplicated participants in the Senior Nutrition Program, annually		275	283	280	280	280	280
Total Annual Meals Served		15,641	15,017	15,000	15,000	15,000	15,000

Cemetery Division

Performance Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Percent of deeds, maps and records preserved/restored - exclude		N/A	N/A	80%	70%	80%	90%
Development of In-ground Spaces – *Delete for FY 2019/20*		N/A	N/A	N/A	N/A	N/A	N/A
Development of Niche Bank Spaces – *Delete for FY 2019/20*		N/A	N/A	N/A	N/A	N/A	N/A

Workload Measures

Cost per acre maintained (22.6 ac.)		$28,122	$28,122	$28,122	$29,400	$29,000	$29,000
Cost per square foot maintained (10,656 square feet)		$4.58	$2.60	$3.14	$10.29	$10.40	$10.40
Cemetery existing capacity remaining (estimate)		1,346	1,283	1,190	1,190	1,190	1,190

Performance and Workload Measures

Cemetery Division

Workload Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Number of burial plots/interment rights purchased – *New for FY 2019/20*		N/A	N/A	N/A	70	75	80
Number of interment services conducted – *New for FY 2019/20*		N/A	N/A	N/A	130	135	140
Number of work orders completed – *New for FY 2019/20*		N/A	N/A	N/A	50	75	80
Number of cemetery acres needed to meet future demand – *New for FY 2019/20*		N/A	N/A	22.6	22.6	23.6	24.6
Number of burial plot interments sold – *New for FY 2019/20*		N/A	N/A	N/A	20	25	30

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Police Department

Department Mission

The mission of the Santa Clara Police Department is to always provide quality police service to the public. Working together, and in partnership with the community, we will identify and resolve problems utilizing all available resources. We will perform this service professionally and with integrity

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Police Department Description

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

The Administrative Services Division (Services) is made up of the Chief's Office, Property and Evidence, Professional Standards Unit (hiring), Internal Affairs, Training Unit, Communications Center, Community Services Unit and the Northside Substation. The Communications Center receives and processes emergency and non-emergency calls for the Police and Fire Departments (approximately 177,000 calls into the Center annually). The Community Services Unit has many functions: Neighborhood Watch, Crime Prevention, Nuisance Suppression Unit, Permits, School Services Officers, Drug Abuse Resistance Education (D.A.R.E.), Crossing Guards, Safety Patrol, and the Police Activities League (PAL). The Chief's Office manages local, State and federal grants, the Department's webpage and social media outlets, the community volunteer program, Citizens' Police Academy and various community outreach programs (e.g. Chat with the Chief, Coffee with a Cop, Leadership Santa Clara, Talk and Tour, Department Open House, etc.). This office also facilitates the newly established Chief's Advisory Committee.

The Field Operations Division (Patrol) is comprised of the "first responders" who respond to the vast majority of calls for service. The Division is made up of patrol teams, a motorcycle traffic unit, a traffic/hit-and-run investigator as well as community service officers to manage parking control and vehicle abatement.

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 Records Unit is also part of the Investigations Division. The Records Unit is responsible for maintaining all crime reports (approximately 15,000 reports processed each year), produces statistical crime information to the Department of Justice and the Federal Bureau of Investigations, provides radio support to officers in the field, and prepares the release of information to the public. The Records Unit also performs customer service functions at the front desk at the Police Building and Northside Substation.

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

Divisions and Services

The Police Department is organized into five Divisions: Administrative Services; Communication Acquisitions; Field Operations; Investigations; and Special Operations.

Administrative Services Division Mission	The Administrative Services Division (Services) is made up of the Chief's Office, Property and Evidence, Professional Standards Unit (hiring), Internal Affairs, Training Unit, Communications Center, the Community Services Unit, the Northside Substation and 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: Neighborhood Watch, Crime Prevention, Nuisance Suppression Unit, Permits, School Services Officers, D.A.R.E., Crossing Guard, Safety Patrol, and PAL. The Chief's Office manages local, State and federal grants, the Department's webpage and social media outlets, the community volunteer program, Citizens' Police Academy and various community outreach programs (e.g. Chat with the Chief, Coffee with a Cop, Leadership Santa Clara, Talk and Tour, Department Open House, etc.). This office also facilitates the newly established Chief's Advisory Committee.
Division Objectives	In November, 2018, the Communications Center transitioned to a new Computer Aided Dispatch (CAD) system. In the first year of deployment, staff will continue its' training on system functions and mobile application integration.
	The D.A.R.E. program will be entering its 20th year. This highly acclaimed program teaches children strategic skills for decision making, dealing with peer pressure and bullying. During the 2017/18 school year, our D.A.R.E. officers were in 22 schools, both public and private, serving approximately 1,750 students. Students in 7th grade also receive a D.A.R.E. refresher in middle school.
	The Department continues to offer "Every 15 Minutes" in our high schools. This program educates students about the dangers of driving under the influence of alcohol and distracted driving.
	The Police Activities League has nine program areas and serves approximately 1,100 youth annually. The programs include 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.
	The Professional Standards Unit (PSU) will continue to recruit and hire highly qualified and motivated individuals to serve the Santa Clara community in full-time and part-time sworn and civilian capacities.
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.

Field Operations Division Mission	The Field Operations Division (Patrol) is comprised of the "first responders" to provide immediate services to citizens, visitors and businesses within our City. The Division is made up of patrol teams, a motorcycle traffic unit, a traffic / hit-and-run investigator as well as community service officers to manage parking control and vehicle abatement. Protect and serve with honesty, fairness, professionalism, and integrity. Maintain a community atmosphere that will provide our citizens with a quality of life that will enable them to enjoy our community to the fullest.
Division Objectives	The Traffic Enforcement Unit monitors traffic violations and enforces laws at identified problem areas and intersections.
	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.
	The Field Training program will continue to train all newly hired officers.

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. 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. New, the Records Unit will be charged with meeting the requirements set forth in SB1421 (beginning January 1, 2019) and AB748 (beginning July 1, 2019).
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.
	Fulfill Public Records Act requests in a timely manner. Beginning in 2019, the Records Unit will also be charged with meeting the requirements set forth in SB1421 (beginning January 1, 2019) and AB748 (beginning July 1, 2019).
	Support local, State, and federal law enforcement partners.

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 compliments the work of the Department in many ways and is supported by this Division. This Division manages the temporary holding facility at the police building and Levi's Stadium, as well as the jail service officers.
Division Objectives	Continue to staff all special events with highly trained and committed public safety personnel to ensure the safety of all attendees, control traffic and pedestrian movement and reduce the impact on surrounding residents and businesses.
	Utilize technology to provide real-time updates during events to provide complete situational awareness and improve public safety capabilities.
	Provide a safe environment for guests attending all events and venues within the City.
	Maintain critical information sharing and partnerships with federal, State and local law enforcement agencies to ensure the safety and security of the community.

Significant Accomplishments

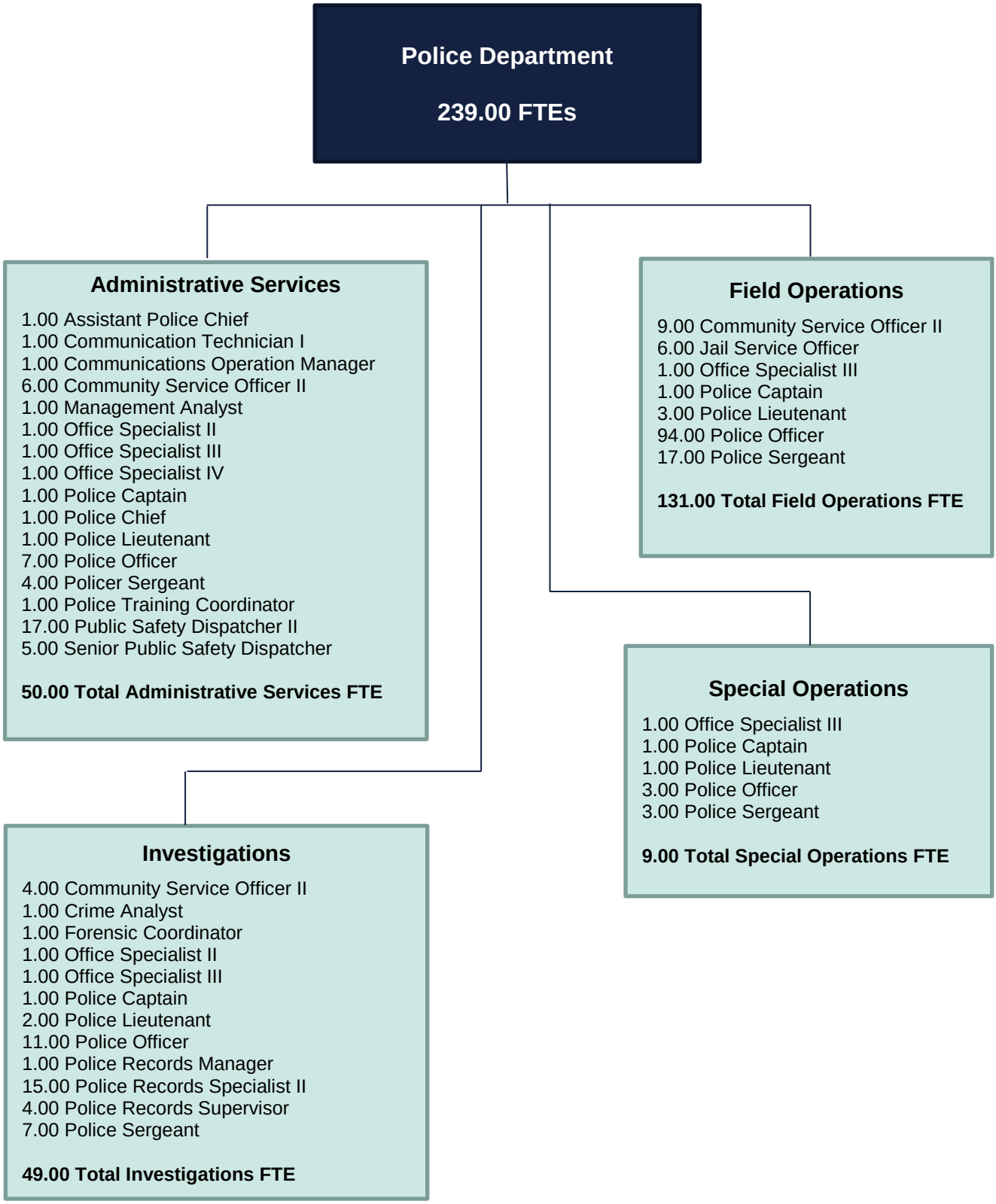
- The City's Communications Center went live with a new CAD system on November 5, 2018, allowing for more efficient business practices as a result of the new capabilities of CAD. This new system features:
    - Dynamic map with global position system (GPS) providing greater resource awareness to Public Safety Dispatchers and responding personnel (e.g. route mapping to include road closures/construction, knowledge of where patrol units are located – officer safety)
    - Enhanced call-handling
    - Ability to attach the closest police or fire resource to a call for service, as opposed to the previous beat or station structure, expected to deliver faster response times
    - Dispatcher and Officer capability to review previous police interactions with an individual or address prior to arrival
    - Ability to collect all related case details in one location (e.g. photos, etc.)
    - Enhanced data reporting and analysis for future decision making
    - Ability for mobile application integration with other current systems and future capabilities
    - CAD application on work phones which allows additional resources to be tracked via GPS and allows detectives to do more work in the field, increases work efficiency
    - Ability to capture more accurate resource status
    - Fire Department has tablet access to key premise information (e.g. water hook ups, lock combos etc.)
- For many years, the Mobile Data Computers (MDC) have had connectivity issues in police vehicles causing concern for officer safety and loss of job efficiency. As a secondary benefit of the CAD project, the Communications Operations Manager led a project to replace the MDC's with law-enforcement grade technology which included new hardware, mobile hot spots, an upgrade to mobile virtual private network (VPN) software, and enhanced CAD software. These upgrades have allowed officers to effectively complete more tasks on their mobile computers, which frees up air time on the fire and police radios and also reduces the number of tasks a dispatcher must complete
- Established a 15-member Chief's Advisory Committee (CAC) to advise the Police Chief on issues, matters and public policies which influence or impact the ongoing relationship between the Santa Clara Police Department (SCPD) and the community we serve. In the future, CAC members will also be asked to help increase public awareness on law enforcement matters. This initiative is a result of the Citizen Satisfaction Survey on Public Safety
- 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)
- In 2018, SCPD partnered with Human Resources to hire 27 new employees and promote 12 individuals. During the same timeframe, 22 employees departed the organization (e.g. retirement, private sector, permanent injury, etc.). A three-year retirement projection was created to help the Department anticipate future staffing needs

Significant Objectives

- Implement policing model for the regulation of recreational cannabis
- Acquire necessary technology and train staff to meet the new workload demands created as a result Senate Bill 1421 and Assembly Bill 748
- Manage the new permitting process and enforcement guidelines associated with the Massage Ordinance adopted by Council in November 2018
- Address a business and residential alarm permitting and management solution through a third-party
- Adopt a Lexipol public safety policy manual intended to provide comprehensive, defensible department policies written by legal and public safety professionals based on current government legislation and case decision
- Host a community open house on June 1 with tours, interactive displays and kid-friendly activities
- Address local (abandoned vehicles, recreational vehicle (RV) parking, neighborhood parking) and regional issues (property crimes, homelessness, traffic, mental illness) with law enforcement partners
- 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

Budget Highlights

- Addition of 1.0 Police Records Specialist II and deletion of 1.0 Staff Aide I to address the workload impact of Senate Bill 1421 and Assembly Bill 748
- Funding to address a new agreement for a residential and business alarm management software system


Police Department
239.00 FTEs
Administrative Services
1.00 Assistant Police Chief
1.00 Communication Technician I
1.00 Communications Operation Manager
6.00 Community Service Officer II
1.00 Management Analyst
1.00 Office Specialist II
1.00 Office Specialist III
1.00 Office Specialist IV
1.00 Police Captain
1.00 Police Chief
1.00 Police Lieutenant
7.00 Police Officer
4.00 Policer Sergeant
1.00 Police Training Coordinator
17.00 Public Safety Dispatcher II
5.00 Senior Public Safety Dispatcher
50.00 Total Administrative Services FTE
Field Operations
9.00 Community Service Officer II
6.00 Jail Service Officer
1.00 Office Specialist III
1.00 Police Captain
3.00 Police Lieutenant
94.00 Police Officer
17.00 Police Sergeant
131.00 Total Field Operations FTE
Special Operations
1.00 Office Specialist III
1.00 Police Captain
1.00 Police Lieutenant
3.00 Police Officer
3.00 Police Sergeant
9.00 Total Special Operations FTE
Investigations
4.00 Community Service Officer II
1.00 Crime Analyst
1.00 Forensic Coordinator
1.00 Office Specialist II
1.00 Office Specialist III
1.00 Police Captain
2.00 Police Lieutenant
11.00 Police Officer
1.00 Police Records Manager
15.00 Police Records Specialist II
4.00 Police Records Supervisor
7.00 Police Sergeant
49.00 Total Investigations FTE

Budget Summary

		FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Division / Program							
Administrative Services Division							
7742	Administration	3,346,505	2,965,691	5,202,912	75.4%	5,334,302	2.5%
7744	Professional Standard	2,053,877	1,222,189	1,253,737	2.6%	1,296,920	3.4%
7745	Department Support	3,042,253	2,667,268	1,469,571	(44.9%)	1,515,099	3.1%
7746	Community Services Police	3,339,937	3,758,845	3,926,962	4.5%	4,106,588	4.6%
7747	911 Dispatch/Communications	4,968,429	5,510,356	6,153,918	11.7%	6,392,191	3.9%
7752	Police Grants	195,299	0	0	0.0%	0	0.0%
Total Administrative Services Division		**16,946,300**	**16,124,349**	**18,007,100**	**11.7%**	**18,645,100**	**3.5%**
Communication Acquisitions Division							
7781	Communication Equipment Amortization	0	557,290	493,320	(11.5%)	532,654	8.0%
Total Communication Acquisitions Division		**0**	**557,290**	**493,320**	**(11.5%)**	**532,654**	**8.0%**
Field Operations Division							
7722	General Patrol	27,578,855	30,827,091	33,624,294	9.1%	35,434,900	5.4%
7723	Traffic	2,868,659	3,776,884	3,984,833	5.5%	4,176,969	4.8%
7724	Emergency Response / Temporary Holding Facility	1,895,074	1,999,565	1,846,776	(7.6%)	1,950,322	5.6%
7725	Reserves	325,552	0	0	0.0%	0	0.0%
Total Field Operations Division		**32,668,140**	**36,603,540**	**39,455,903**	**7.8%**	**41,562,191**	**5.3%**
Investigations Division							
7732	General Investigation	7,363,189	6,962,449	6,781,717	(2.6%)	7,179,660	5.9%
7733	Special Enforcement Team	1,387,466	1,586,017	1,583,593	(0.2%)	1,669,591	5.4%
7734	Records	3,464,497	4,068,928	3,993,023	(1.9%)	4,223,907	5.8%
Total Investigations Division		**12,215,152**	**12,617,394**	**12,358,333**	**(2.1%)**	**13,073,158**	**5.8%**
Special Operations Division							
7761	General	6,073,360	2,735,155	2,845,875	4.0%	3,048,798	7.1%
7764	Specialized Teams	146,053	35,398	35,398	0.0%	36,106	2.0%
7765	Reserves	36,577	331,053	324,670	(1.9%)	325,812	0.4%
Total Special Operations Division		**6,255,990**	**3,101,606**	**3,205,943**	**3.4%**	**3,410,716**	**6.4%**
Total by Division / Program		**68,085,582**	**69,004,179**	**73,520,599**	**6.5%**	**77,223,819**	**5.0%**

Budget Summary

	FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Fund						
General Fund	67,539,595	68,446,889	73,027,279	6.7%	76,691,165	5.0%
Communication Acquisitions Fund	0	557,290	493,320	(11.5%)	532,654	8.0%
Expendable Trust Fund	42,929	0	0	0.0%	0	0.0%
Other City Dept Operating Grant Fund	18,500	0	0	0.0%	0	0.0%
Police Operating Grant Fund	484,558	0	0	0.0%	0	0.0%
Total by Fund	**68,085,582**	**69,004,179**	**73,520,599**	**6.5%**	**77,223,819**	**5.0%**
Dollars by Category						
Salary and Benefits						
Salary	34,204,009	34,076,545	35,780,949	5.0%	37,443,228	4.6%
As-Needed	1,796,949	688,434	688,434	0.0%	686,934	(0.2%)
Overtime	3,992,610	2,013,540	2,013,540	0.0%	2,013,540	0.0%
Retirement	14,037,697	17,085,666	17,310,413	1.3%	18,854,823	8.9%
Health Allocation	2,563,696	3,221,078	3,012,293	(6.5%)	3,172,454	5.3%
Medicare	564,503	550,775	571,585	3.8%	597,159	4.5%
Social Security	523,579	630,189	667,805	6.0%	695,850	4.2%
Other Benefits	1,745,937	2,789,061	2,455,655	(12.0%)	2,522,266	2.7%
Total Salary and Benefits	**59,428,980**	**61,055,288**	**62,500,674**	**2.4%**	**65,986,254**	**5.6%**
Non-Personnel						
Materials/Services/Supplies	4,184,750	3,005,972	3,194,812	6.3%	3,249,499	1.7%
Interfund Services	4,185,634	4,126,629	7,331,793	77.7%	7,455,412	1.7%
Capital Outlay	286,218	816,290	493,320	(39.6%)	532,654	8.0%
Total Non-Personnel	**8,656,602**	**7,948,891**	**11,019,925**	**38.6%**	**11,237,565**	**2.0%**
Total by Category	**68,085,582**	**69,004,179**	**73,520,599**	**6.5%**	**77,223,819**	**5.0%**

Position Summary

		FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Division / Program						
Administrative Services Division						
7742	Administration	9.00	9.00	8.00	(1.00)	8.00
7744	Professional Standard	2.00	2.00	2.00	0.00	2.00
7745	Department Support	3.00	3.00	3.00	0.00	3.00
7746	Community Services Police	13.00	13.00	13.00	0.00	13.00
7747	911 Dispatch/Communications	24.00	24.00	24.00	0.00	24.00
Total Administrative Services Division		**51.00**	**51.00**	**50.00**	**(1.00)**	**50.00**
Field Operations Division						
7722	General Patrol	108.50	108.50	108.50	0.00	108.50
7723	Traffic	13.50	13.50	13.50	0.00	13.50
7724	Emergency Response/Temporary Holding Facility	9.00	9.00	9.00	0.00	9.00
Total Field Operations Division		**131.00**	**131.00**	**131.00**	**0.00**	**131.00**
Investigations Division						
7732	General Investigation	21.00	21.00	21.00	0.00	21.00
7733	Special Enforcement Team	5.00	5.00	5.00	0.00	5.00
7734	Records	22.00	22.00	23.00	1.00	23.00
Total Investigations Division		**48.00**	**48.00**	**49.00**	**1.00**	**49.00**
Special Operations Division						
7761	General	9.00	9.00	9.00	0.00	9.00
Total Special Operations Division		**9.00**	**9.00**	**9.00**	**0.00**	**9.00**
Total by Division / Program		**239.00**	**239.00**	**239.00**	**0.00**	**239.00**

Position Summary

	FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Fund					
General Fund	239.00	239.00	239.00	0.00	239.00
Total by Fund	**239.00**	**239.00**	**239.00**	**0.00**	**239.00**
Position Classification					
Assistant Police Chief	1.00	1.00	1.00	0.00	1.00
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	19.00	0.00	19.00
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	6.00	0.00	6.00
Management Analyst	1.00	1.00	1.00	0.00	1.00
Office Specialist II	3.00	2.00	2.00	0.00	2.00
Office Specialist III	3.00	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	4.00	0.00	4.00
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	115.00	0.00	115.00
Police Records Manager	1.00	1.00	1.00	0.00	1.00
Police Records Specialist I/II	14.00	14.00	15.00	1.00	15.00
Police Records Supervisor	4.00	4.00	4.00	0.00	4.00
Police Sergeant	31.00	31.00	31.00	0.00	31.00
Police Training Coordinator	1.00	1.00	1.00	0.00	1.00
Public Safety Dispatcher I/II	16.00	17.00	17.00	0.00	17.00
Public Safety Dispatcher III	3.00	0.00	0.00	0.00	0.00
Senior Public Safety Dispatcher	3.00	5.00	5.00	0.00	5.00
Staff Aide I	1.00	1.00	0.00	(1.00)	0.00
Total Positions	**239.00**	**239.00**	**239.00**	**0.00**	**239.00**

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	239.00	69,004,179
FY 2019/20 Base Budget Adjustments		
One-Time Cost Adjustments		
Vehicle replacement		(259,000)
Ongoing Cost Adjustments		
Salary and benefits adjustments		1,487,282
Interfund services adjustments:		
Adjustments for newly established internal service fund allocation for information technology services		2,616,097
Net increase in various interfund services allocations		589,067
Increase for new CAD (Approved by the City Council on October 10, 2017) and existing RMS annual maintenance costs		185,126
Reallocation of copier contract budget to the Information Technology Department		(28,794)
Decrease in costs associated with the Communications Acquisition Fund		(63,970)
Total FY 2019/20 Base Budget Adjustments	**0.00**	**4,525,808**
Total FY 2019/20 Base Budget	**239.00**	**73,529,987**
FY 2019/20 Service Level Changes		
False Alarm Fee Contract		59,040
Police Records Staffing	0.00	11,572
Public Safety Stadium Training Program		(80,000)
Total Service Level Changes	**0.00**	**(9,388)**
Total FY 2019/20 Proposed Budget	**239.00**	**73,520,599**

Budget Reconciliation

	Positions	Expenditures (All Funds)
FY 2020/21 Base Budget Adjustments		
Ongoing Cost Adjustments		
Salary and benefits adjustments		3,485,580
Interfund services adjustments		123,619
Public Safety Stadium Training Program		45,500
Increase in costs associated with the Communications Acquisition Fund		39,334
Non-personnel adjustments		9,187
Total FY 2020/21 Base Budget Adjustments	**0.00**	**3,703,220**
Total FY 2020/21 Base Budget	**239.00**	**77,223,819**
Total FY 2019/20 Proposed Budget	**239.00**	**77,223,819**

Service Level Changes

		FY 2019/20		FY 2020/21	
Title	**Positions**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**
False Alarm Fee Contract	0.00	0	59,040	0	59,040

Program: 7746 – Community Services Police

This action provides funding for the Police Department's new agreement with a residential and business alarm management software vendor. This software will streamline administrative tasks associated with the permitting process Police Department staff currently oversees. This agreement will be submitted for approval by City Council in June 2019.

Performance Impact

This action will provide for more efficient false alarm fee collection and oversight.

Strategic Pillar:  Promote and Enhance Economic and Housing Development

		FY 2019/20		FY 2020/21	
Title	**Positions**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**
Police Records Staffing	0.00	0	11,572	0	12,734

Program: 7734 – Investigations – Records

This action adds 1.0 Police Records Specialist II and deletes 1.0 Staff Aide I to address the increased workload for public records requests as a result of Senate Bill 1421 (SB1421) and Assembly Bill 748 (AB 748). Both bills provide the public more access to police records, such as audio or video recordings, photographic evidence, personnel files, and all investigative reports. With the increased access to this type of documentation, the Police Department requires a position to be dedicated to the coordination and collection of all related documents, while working with the City Attorney's Office to ensure compliance.

Performance Impact

This position will provide more capacity for the Police Department to fulfill public records requests and ensure compliance with State legislation.

Strategic Pillar:  Enhance Community Engagement and Transparency

Service Level Changes

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Public Safety Stadium Training Program	0.00	(46,500)	(33,500)	0	(34,500)

Program: 7761 – Special Operations

This action allocates funding from the Police Department to Non-Departmental for numerous specialized trainings related to events at Levi's Stadium, including firearms qualification, bicycle crowd control and operations, sniper courses, and incident command system training. These trainings are part of the Police Department's effort to create a standardized training program to ensure compliance with Police Officer Standards and Training (POST) requirements and to keep all staff working special events up-to-date with the latest policies and procedures. All trainings included in this program are fully reimbursed by the Stadium Authority and 49ers; therefore, there is no cost to the General Fund.

Performance Impact

These trainings will ensure that all special event officers working at the Stadium are up-to-date on the most recent procedures and trained to handle all situations arising at the Stadium in an appropriate manner, limiting any City risk.

Strategic Pillar:  Ensure Compliance with Measure J and Manage Levi's Stadium

Performance and Workload Measures

Administrative Services Division							
Performance Measures							
	Strategic Pillar	**2016/17 Actuals[1]**	**2017/18 Actuals[1]**	**2018/19 Target[1]**	**2018/19 Estimate[1]**	**2019/20 Target**	**2020/21 Target**
Percent of emergency calls answered within five seconds		N/A	N/A	N/A	N/A	90%	90%
Workload Measures							
Officers per 1,000 residents – *Delete for FY 2019/20*		N/A	N/A	N/A	N/A	N/A	N/A
Amount of grant funds managed		N/A	N/A	N/A	N/A	$1.1 m	$1.1 m
Number of volunteer hours (chaplain, explorer, community)		N/A	N/A	N/A	N/A	2,500	2,500
Percent of Officers per 1,000 residents (based on 127,134 population) – *New for FY 2019/20*		N/A	N/A	N/A	N/A	1.25%	1.25%
Percent of civilian professionals allocated per 1,000 residents (based on 127,134 population) – *New for FY 2019/20*		N/A	N/A	N/A	N/A	0.62%	0.62%
Number of Internal Affairs investigations – *Delete for FY 2019/20*		N/A	N/A	N/A	N/A	N/A	N/A
Number of pieces of property booked– *New for FY 2019/20*		N/A	N/A	N/A	N/A	7,200	7,200
Number of items destroyed annually– *New for FY 2019/20*		N/A	N/A	N/A	N/A	16,700	16,700
Residential and business alarm permit registrations – *New for FY 2019/20*		N/A	N/A	N/A	N/A	8,900	8,900
Business oversight permits managed (bingo, taxi, massage, food truck, pedi-cab, tow, private, patrol, adult bookstores, pawn shops, firearm dealers, solicitors) – *New for FY 2019/20*		N/A	N/A	N/A	N/A	109	109
Number of Nuisance Suppression Unit abatements[2]		290	340	300	300	85	85
Number of Run/Hide/Defend training sessions		N/A	N/A	N/A	25	25	25
Number of D.A.R.E. graduations		N/A	N/A	N/A	35	35	35

[1]*The performance and workload measures noted as N/A in prior years are new measures that were approved as part of the 2018/19 Adopted Operating Budget.*
[2]*The variance in the data collected is a result of FY 2019/20 displaying number of abatements as opposed to cases.*

Performance and Workload Measures

Administrative Services Division

Workload Measures

	Strategic Pillar	2016/17 Actuals[1]	2017/18 Actuals[1]	2018/19 Target[1]	2018/19 Estimate[1]	2019/20 Target	2020/21 Target
Number of kids participating in PAL sports (e.g. soccer, flag football, softball, BMX, boxing, fishing, judo, wrestling)		N/A	N/A	N/A	1,100	1,100	1,100
Total calls received in the City's Communications Operations Center		N/A	N/A	N/A	N/A	177,000	177,000
Number of Police calls for service – *Delete for FY 2019/20*		N/A	N/A	N/A	N/A	N/A	N/A
Number of texts to 911 contacts		N/A	N/A	N/A	N/A	70	70

Field Operations Division

Performance Measures

	Strategic Pillar	2016/17 Actuals[1]	2017/18 Actuals[1]	2018/19 Target[1]	2018/19 Estimate[1]	2019/20 Target	2020/21 Target
Average response time for priority one calls for service (from dispatch to officer arrival)[2]		4:28	4:26	N/A	N/A	2:50	2:50
Ratio of paid to unpaid hours – *Delete for FY 2019/20*		2:1	N/A	N/A	N/A	N/A	N/A

Workload Measures

Number of police calls for service		N/A	N/A	N/A	N/A	59,000	59,000
Number of officer self-initiated calls for service		N/A	N/A	N/A	N/A	25,000	25,000
Total number of arrests – juvenile – *New for FY 2019/20*		N/A	N/A	N/A	N/A	150	150
Total number of arrests – adult – *New for FY 2019/20*		N/A	N/A	N/A	N/A	3,400	3,400
Number of mental health contacts		N/A	N/A	N/A	N/A	700	700
Number of traffic citations		N/A	N/A	N/A	N/A	7,100	7,100
Number of parking citations		6,059	5,487	7,000	7,000	8,400	8,400

[1]The performance and workload measures noted as N/A in prior years are new measures that were approved as part of the 2018/19 Adopted Operating Budget.
[2]The variance in the data collected is a result of the new CAD system GPS functionality to enable staff to dispatch the closest officers as well as more accurately track metrics, including number of vehicle tows.

Performance and Workload Measures

Field Operations Division

Performance Measures

	Strategic Pillar	2016/17 Actuals[1]	2017/18 Actuals[1]	2018/19 Target[1]	2018/19 Estimate[1]	2019/20 Target	2020/21 Target
Number of abandoned vehicle cases		N/A	N/A	N/A	N/A	4,800	4,800
Number of abandoned vehicle tows[2]		1,701	4,779	2,000	2,000	400	400
Number of traffic fatalities – *Delete for FY 2019/20*		N/A	N/A	N/A	N/A	N/A	N/A
Number of traffic collisions – *New for FY 2019/20*		N/A	N/A	N/A	N/A	1,200	1,200
Hours of continuing professional training hours per officer – *Delete for FY 2019/20*		40	N/A	N/A	N/A	N/A	N/A
Number of arrests – *Delete for FY 2019/20*		88	N/A	N/A	N/A	N/A	N/A
Number of citations – *Delete for FY 2019/20*		657	N/A	N/A	N/A	N/A	N/A
Attend meetings with the Silicon Valley Animal Control Authority (SVACA) and participating cities concerning Animal Control Services – *Delete for FY 2019/20*		5	N/A	N/A	N/A	N/A	N/A
Number of SVACA Control Officer animal responses – *Delete for FY 2019/20*		4,004	N/A	N/A	N/A	N/A	N/A

[1]*The performance and workload measures noted as N/A in prior years are new measures that were approved as part of the 2018/19 Adopted Operating Budget.*

Performance and Workload Measures

Investigations Division

Performance Measures

	Strategic Pillar	2016/17 Actuals[1]	2017/18 Actuals[1]	2018/19 Target[1]	2018/19 Estimate[1]	2019/20 Target	2020/21 Target
Percentage of closed rates on Part 1 property crimes - *Delete for FY 2019/20*		N/A	N/A	N/A	N/A	N/A	N/A
Percentage of closed rates on Part 1 violent crimes – *Delete for FY 2019/20*		N/A	N/A	N/A	N/A	N/A	N/A

Workload Measures

Number of warrants received		N/A	N/A	N/A	N/A	2,600	2,600
Number of warrants cleared		N/A	N/A	N/A	N/A	2,200	2,200
Number of missing persons located (in house)		N/A	N/A	N/A	N/A	115	115
Number of stolen vehicle recoveries (local, plus for other agencies)		N/A	N/A	N/A	N/A	350	350
Total number of police reports		N/A	N/A	N/A	N/A	12,800	12,800
Number of citizen online police reports taken		N/A	N/A	N/A	N/A	3,700	3,700
Number of managed pre-planned events – *Delete for FY 2019/20*		26	35	35	35	N/A	N/A

Special Operations Division

Workload Measures

	Strategic Pillar	2016/17 Actuals[1]	2017/18 Actuals[1]	2018/19 Target[1]	2018/19 Estimate[1]	2019/20 Target	2020/21 Target
Number of stadium events with 20,000+ attendees		N/A	N/A	N/A	N/A	18	18
Number of operation plans developed city-wide (e.g. city-wide special events, dignitary visits, stockholder meetings, Levi's Stadium)		N/A	N/A	N/A	N/A	28	28
Number of adults processed – *Delete for FY 2019/20*		N/A	N/A	N/A	N/A	N/A	N/A
Number of juveniles processed – *Delete for FY 2019/20*		N/A	N/A	N/A	N/A	N/A	N/A
Number of Police Reserve hours worked – *Delete for FY 2019/20*		N/A	N/A	N/A	N/A	N/A	N/A

[1]*The performance and workload measures noted as N/A in prior years are new measures that were approved as part of the 2018/19 Adopted Operating Budget.*

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City of Santa Clara
The Center of What's Possible

Department of Public Works

Department Mission

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

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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 to 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	Increase safety for pedestrians and bicyclists through implementation of new or improved facilities such as bike lanes and intersection improvements.
	Enhance safety and reduce delays for all users of the City roadway system through implementation and installation of new innovative technologies.
	Review, design and install traffic signals, traffic signal modifications and other traffic related infrastructure improvements as needed to maintain efficient roadway operations and safety.
	Maintain and upgrade traffic facilities in an efficient and timely manner.
	Apply for and process transportation grants to augment the City's finances for improving traffic, pedestrian and bicycle-related infrastructure.

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.**
Division Objectives	Manage infrastructure and the capital improvement project programming of pavement, storm drain 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 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.**
Division Objectives	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.
	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 assuring a safe environment while enhancing the property value.
Division Objectives	Provide upkeep of the equipment, signs, landscaping, pavement and concrete curb, gutter and sidewalks.
	Perform maintenance and repair of equipment, structures and fixtures on all surface parking lots, service roads, pedestrian bridges and garage.
	Maintain public space around the Santa Clara Convention Center complex.

Streets Division Mission	Maintain streets, sidewalks, storm drain infrastructure, trees, and other landscape in the public right-of-way, beautify the City and minimize potential hazards. 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 parking lots and walkways.
	Remove graffiti swiftly.
	Monitor street sweeping contractor.
	Manage the Solid Waste Program to assure that fees remain competitive with other agencies and are cost recovery.
	Provide excellent customer service to the City of Santa Clara in regards to all collection services.
	Identify any new regulatory changes that govern the collection and disposal of solid waste and establish plans to incorporate them so that the City is in compliance.
	Complete the annual Clean-Up Campaign swiftly and safely.

Fleet Management Division Mission	Purchase and maintain fleet equipment cost-effectively by maximizing lifecycles and service availability. Manage the lifecycle, replacement, procurement, up fit and disposal of all vehicles and equipment within the City.
Division Objectives	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.
	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

- Facilitated significant development projects that included 575 Benton Street Residential/Mixed Use Project at El Camino Real and Benton Street, Lawrence Station Area Plan Toll Brothers Developments at Kifer Road/Lawrence Expressway/Central Expressway, and Data Centers at various locations through effective and efficient processing of site clearances, subdivision maps, land title documents, public improvement plan checks and development fee collections
- Completed construction and activation of traffic signals at Pruneridge Avenue/Cronin Drive and Scott Boulevard/Montgomery Avenue, and a High-Intensity Activated Crosswalk (HAWK) beacon at Scott Boulevard/Coronado Avenue
- Completed the following traffic Capital improvement projects: Agnew and De La Cruz Signal Timing, Lafayette Signal Timing, Homestead and Lick Mill Signal Timing and Safe Routes to School Infrastructure Improvements projects
- Completed construction of the following capital improvement projects: 2018 Pavement Surface Treatment, Fueling System Improvements at Fire Stations, Corporation Yards and Parks Service Center, San Tomas Expressway, Monroe Street Park, Community Garden, Mission Branch Library Remodel, Northside and Rabello Pump Stations Flow Meter and Force Main Appurtenances
- Provided effective construction management, construction inspection, surveying, materials testing and administration services for approximately 18 capital improvement projects and approximately 575 encroachment permits
- Completed design work for the following capital improvement program projects: Reed Street-Grant Street Sports Park, Fire Stations and Corp Yard Fuel System Improvement, Northside and Rabello Flow Meter and Force Main Appurtenances, Agnew Park Rehabilitation, 2019 Pavement Rehabilitation, Westside Retention Basin Pump Replacement and Police Department Chiller Replacement
- Initiated a Pavement Preservation Ordinance to better coordinate the City's pavement program and minimize trench cuts through newly paved or sealed streets
- Updated the City's Traffic Impact Fee Program and completed a Multimodal Improvement Plan for the City Place development project
- Conducted Community Rating System (CRS) five-year verification by the Federal Emergency Management Agency (FEMA)
- Maintained Tree City USA certification for the 32nd consecutive year
- Implemented paperless stormwater pollution prevention inspection process
- Installed 292 catch basin inlet full trash capture devices to achieve the State's 80% trashload reduction mandate by June 30, 2019
- Installed over 100 lane miles of traffic striping
- Incorporated Silicon Valley Power substation sites into the Department's landscape maintenance program
- Downtown Parking Maintenance District: seal and restripe both parking lots at Franklin Square (completed with the 2019 Pavement Rehabilitation project)
- Convention Center Maintenance District: sealed and restriped drive aisles and surface lot C (completed with the 2018 Pavement Rehabilitation project) and resurfaced non-slip coating in stairwells
- Successfully negotiated an amendment to the City's contract with Recology for collection of residential recyclables so the contract was aligned with the garbage contract that expires at the end of 2021
- Completed audits of non-exclusive franchise hauler quarterly franchise fee payments and compliance with mandatory commercial recycling and organics recycling requirements for FY 2016/17 and FY 2017/18
- Completed construction of the landfill gas flare replacement project
- Developed a Green Fleet Policy to assist with the purchase of new vehicles and to help manage the City's fleet
- Completed replacement of above ground diesel fuel tanks at Fire Stations 7, 8 and 9

- Installed Air Resources Board (ARB) compliant Phase II Vapor Recovery at three unleaded fuel sites
- Added Fire Stations 7, 8, and 9 to fuel management and fuel monitoring applications, eliminating the use of manual data entry for fuel transactions and monitoring
- Integrated the LCPtracker, a web based labor compliance monitoring system, to assist with monitoring State Prevailing Wage requirements

Significant Objectives

- Design: provide effective capital improvement project administration and development for projects, including Citywide Emergency Generators Replacement, Mission College Boulevard/Great America Parkway Intersection Improvements, Annual Street Pavement Rehabilitation Projects, Laurelwood Pump Station Improvement Project, Homeridge Park Playground Rehabilitation, Pruneridge-Lawrence Bicycle Lanes Improvements, Scott Boulevard Traffic Signal Timing and Interconnect, and various other sanitary sewer system, storm drain system, bridge and roadway improvement 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, 1525 Alviso Street Residential, 1890 El Camino Real Residential, 3200 Scott Boulevard Office, Camino Main Place (1480 Main), Catalina Residential (1375 – 1399 El Camino Real), City Place Santa Clara, Downtown Gateway (1313 Franklin Street), Gateway Cross (Coleman), Gateway Village (3700 El Camino Real), Lawrence Station - Kifer Road Multi-Family (Toll Brothers), Madison Place (1460 Monroe), Mission Park – Market Place, Santa Clara Square Residential, Santana Terrace Senior Apartments (100 N. Winchester), Summerhill Lawrence Station (3505 Kifer Rd.), Vantage Data Centers I and II and Westfield Valley Fair Expansion
- Land and Property Development:
    - Facilitate significant private development projects such as: 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, and City Place Santa Clara at Tasman Dr./Lafayette St./and Great America Parkway (on City's golf course) by providing effective and efficient processing of site clearances, subdivision maps, land title documents, public improvement plan checks and development fee collection
- Traffic:
    - Complete the following Traffic Engineering Projects: Update City's Bicycle Plan, Bowers Ave. Signal Timing, Benton Street Bike Lane Project, Lafayette Street Bike Lane Project, and City Creek Trail Expansion Master Plan
    - Develop parameters for a Bicycle and Scooter Share Program
- Facility Services:
    - Provide outstanding service to customers, which will include all types of requests such as janitorial repair needs and new infrastructure requirements with the objective to respond to every customer in a timely basis with quick turnaround on projects and repairs
- Solid Waste:
    - Conduct successor exclusive franchise agreement negotiations with current solid waste service providers for residential and commercial garbage, organics and recycling services to begin services in January 2022, which will include organics recycling services for all customers

- Identify opportunities for future mixed waste processing capacity and the potential of expanding the food scrap recycling program to commercial businesses
- Implement the next iteration of non-exclusive franchise agreements for collection, processing and disposal of solid waste generated at properties zoned for industrial use, requiring haulers to provide bundled service that includes garbage, organics recycling and commercial recycling to all customers served to achieve compliance with the State's and City's mandatory commercial recycling and organics recycling requirements

- Convention Center Maintenance District:
  - Continue improvements to the grounds, surfaces, and garage structure and further asphalt repairs and seal of parking lots (surface lots P, Q, R, S, and V to be completed summer 2019)
  - 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
- Downtown Parking Maintenance District:
  - Provide reliable and effective street sweeping and grounds maintenance service at the Franklin Square
- Vehicle Replacement:
  - Hire a fleet consultant to perform evaluation and recommendations on fleet polices in relation to operations and the City Manager Directives, fleet size to ensure effective usage and optimal availability and vehicles that are not included in the current vehicle replacement schedule
- Fleet Operations:
  - Maintain preventative maintenance (PM) compliance with manufacturers recommended intervals
  - Analyze the Division's organizational structure and potential for outsourcing the parts operation

Budget Highlights

- The Public Works budget includes the addition of one new position and the realignment of one existing position in order to better meet service demands
- The Solid Waste Program includes an additional Staff Analyst I to administer programs and reports required by the Short Lived Climate Pollutant (SLCP) regulations
- A vacant Associate Engineer is deleted and a Management Analyst is added to support department with analysis and interpretation of data and other information to improve reporting, compliance and service delivery efficiencies
- The Public Works budget includes the services of consultants to support internal functions, comply with State requirements and help enhance operations such as surveying services, Traffic Engineering to implement the transition of a Level of Service (LOS) to a Vehicle Miles Traveled (VMT) analysis required for determination of CEQA impacts per SB 743 and a review of Fleet Management programs and policies
- Funding is included to replace a reserve fire engine
- The Department is establishing a new internal service fund Public Works Capital Projects Management Fund that accounts for capital project management and delivery of services performed by staff working on capital projects with costs allocated to specific capital improvement programs of the City

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Public Works Department

128.50 FTEs

Engineering –Administration

0.75 Director of Public Works
1.00 Assistant Director of Pub Works/City Engineer
1.00 Management Analyst
0.50 Office Specialist II
1.00 Office Specialist III
1.00 Office Specialist IV

5.25 Total Engineering-Administration FTE

Engineering – Design

3.00 Associate Engineer (Civil)
1.00 Principal Engineer
4.00 Senior Engineer (Civil)

8.00 Total Engineering-Design FTE

Engineering – Field Services

1.00 Account Clerk II
1.00 Chief of Party
1.00 Principal Engineer
4.00 Public Works Inspector
1.00 Senior Engineer (Civil)
1.00 Senior Engineering Aide

9.00 Total Engineering-Field Services FTE

Engineering – Land and Property Development

4.00 Associate Engineer (Civil)
2.00 Principal Engineer
1.00 Senior Engineer (Civil)
1.00 Sr Engineering Aide

8.00 Total Engineering-Land and Prop Dev FTE

Engineering – Traffic

1.00 Assistant Engineer (Civil)
3.00 Associate Engineer (Civil)
1.00 Principal Planner
2.00 Senior Engineer (Civil)
1.00 Traffic Engineer
1.00 Traffic Operations Engineer

9.00 Total Engineering-Traffic FTE

Facility Services

1.00 Building Maintenance Foreperson
5.00 Building Maintenance Worker
1.00 Building Maintenance Manager
1.00 Mechanical Maintenance Foreperson
3.00 Mechanical Maintenance Worker
1.00 Office Specialist II
1.00 Utility Worker

13.00 Total Facility Services FTE

Fleet Management

1.00 Auto Services Utility Worker
2.00 Automotive Technician
1.00 Automotive Technician II
6.00 Automotive Technician III
0.20 Compliance Manager
0.05 Deputy Public Works Director
1.00 Fleet Coordinator
1.00 Fleet Manager
0.40 Office Specialist III
2.00 Public Works Supervisor
1.00 Senior Materials Handler

15.65 Total Fleet Management FTE

Streets

1.00 Code Enforcement Officer
2.00 Code Enforcement Technician
0.80 Compliance Manager
0.95 Deputy Public Works Director
0.25 Director of Public Works
1.00 Environmental Programs Manager
2.00 Equipment Operator
1.00 Office Specialist II
0.60 Office Specialist III
4.00 Public Works Supervisor
1.00 Staff Aide I
1.00 Staff Aide II - Environmental Programs
2.00 Staff Analyst I
5.00 Street Maintenance Worker I
11.00 Street Maintenance Worker II
14.00 Street Maintenance Worker III
7.00 Street Maintenance Worker IV
3.00 Street Sweeper Operator
1.00 Superintendent of Streets and Solid Waste
2.00 Tree Trimmer II

60.60 Total Streets FTE

Budget Summary

		FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Division / Program							
Facility Services Division							
2222	Maintenance Repair	2,138,776	2,319,370	2,535,795	9.3%	2,613,880	3.1%
2223	Janitorial	323,861	1,078,354	1,153,770	7.0%	1,180,531	2.3%
2961	Convention Center Maintenance District[1]	1,348,331	2,269,710	2,493,158	9.8%	2,711,038	8.7%
Total Facility Services Division		**3,810,968**	**5,667,434**	**6,182,723**	**9.1%**	**6,505,449**	**5.2%**
Engineering-Administration Division							
4411	General Services	518,145	339,028	534,116	57.5%	560,045	4.9%
4412	Developer Projects	185,358	365,691	337,903	(7.6%)	352,251	4.2%
4413	Capital Improvement Projects	188,625	373,641	459,052	22.9%	441,063	(3.9%)
Total Engineering-Administration Division		**892,128**	**1,078,360**	**1,331,071**	**23.4%**	**1,353,359**	**1.7%**
Engineering-Design Division							
4441	General Services	654,263	466,468	438,028	(6.1%)	459,923	5.0%
4442	Developer Projects	80,833	202,050	187,562	(7.2%)	195,900	4.4%
4443	Capital Improvement Projects[1]	1,008,366	6,861,411	7,646,264	11.4%	5,486,742	(28.2%)
Total Engineering-Design Division		**1,743,462**	**7,529,929**	**8,271,854**	**9.9%**	**6,142,565**	**(25.7%)**
Engineering-Field Services Division							
4461	General Services	257,570	517,333	617,674	19.4%	544,382	(11.9%)
4462	Developer Projects	600,474	556,572	553,020	(0.6%)	577,725	4.5%
4463	Capital Improvement Projects	931,958	1,994,414	1,403,772	(29.6%)	1,413,448	0.7%
Total Engineering-Field Services Division		**1,790,002**	**3,068,319**	**2,574,466**	**(16.1%)**	**2,535,555**	**(1.5%)**
Engineering-Land and Property Development Division							
4451	General Services	328,845	498,291	348,373	(30.1%)	326,485	(6.3%)
4452	Development Support	1,282,849	1,334,460	1,619,524	21.4%	1,701,733	5.1%
Total Engineering-Land and Property Development Division		**1,611,694**	**1,832,751**	**1,967,897**	**7.4%**	**2,028,218**	**3.1%**
Engineering-Traffic Division							
4431	General Services	846,620	482,889	579,574	20.0%	602,410	3.9%
4432	Developer Projects	468,002	667,568	712,977	6.8%	750,558	5.3%
4433	Capital Improvement Projects[1]	420,400	501,434	1,418,626	182.9%	2,077,647	46.5%
4434	Traffic Signal Management	871,306	1,028,073	1,081,619	5.2%	1,125,562	4.1%
4435	Traffic Striping and Signing	68,377	105,697	111,572	5.6%	117,531	5.3%
Total Engineering-Traffic Division		**2,674,705**	**2,785,661**	**3,904,368**	**40.2%**	**4,673,708**	**19.7%**

[1]*Starting in the FY 2019/20 Proposed Budget, transfers to other funds are included in departmental costs and reflected in the Dollars by Category section.*

Budget Summary

		FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Division / Program							
Streets Division							
2911	Street Maintenance	2,880,111	3,330,244	3,467,063	4.1%	3,623,662	4.5%
2921	Storm System Maintenance	1,049,453	1,392,828	1,701,667	22.2%	1,758,219	3.3%
2924	Non-Point Source	1,101,236	1,343,128	1,452,494	8.1%	1,516,367	4.4%
2931	Garbage Collection[1]	15,559,227	17,352,316	19,698,108	13.5%	21,126,357	7.3%
2932	Clean Green Collection	2,343,271	2,453,949	2,609,966	6.4%	2,684,924	2.9%
2933	Clean-Up Campaign	2,279,308	2,164,069	2,154,249	(0.5%)	2,272,163	5.5%
2934	Residential Recycling	1,761,151	1,849,917	2,766,462	49.5%	2,911,590	5.2%
2935	Street Sweeping	893,606	917,882	846,775	(7.7%)	877,694	3.7%
2936	Household Hazardous Waste	48,478	68,353	43,256	(36.7%)	45,844	6.0%
2941	Parking District Maintenance[1]	95,145	531,084	314,836	(40.7%)	325,723	3.5%
2951	Landscape Maintenance	3,894,015	3,908,250	3,771,982	(3.5%)	3,950,585	4.7%
2952	Street Tree Program	1,075,497	1,163,883	1,250,870	7.5%	1,292,026	3.3%
2971	Traffic Maintenance	1,623,659	1,065,369	1,123,879	5.5%	1,164,673	3.6%
Total Streets Division		**34,604,157**	**37,541,272**	**41,201,607**	**9.8%**	**43,549,827**	**5.7%**
Fleet Management Division							
2111	Fleet Acquisitions[1]	3,563,779	4,400,000	4,324,000	(1.7%)	2,995,500	(30.7%)
2123	Fleet Operations	4,765,510	4,955,141	5,065,609	2.2%	5,170,050	2.1%
Total Fleet Management Division		**8,329,289**	**9,355,141**	**9,389,609**	**0.4%**	**8,165,550**	**(13.0%)**
Total by Division / Program		**55,456,405**	**68,858,867**	**74,823,595**	**8.7%**	**74,954,231**	**0.2%**

[1]*Starting in the FY 2019/20 Proposed Budget, transfers to other funds are included in departmental costs and reflected in the Dollars by Category section.*

Budget Summary

	FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Fund						
General Fund[1]	22,717,865	26,328,639	24,921,793	(5.3%)	25,400,869	1.9%
Downtown Parking Maintenance District Fund	95,145	355,542	168,853	(52.5%)	174,660	3.4%
Convention Center Maintenance District Fund	1,348,331	1,563,119	1,721,810	10.2%	1,875,680	8.9%
Public Works Capital Projects Management Fund	0	0	3,723,666	100.0%	3,763,943	1.1%
Vehicle Replacement Fund	3,563,779	4,400,000	3,899,000	(11.4%)	2,995,500	(23.2%)
Fleet Operations Fund	4,738,716	4,955,141	5,065,609	2.2%	5,170,050	2.1%
Public Donations Fund	1,587	0	0	0.0%	0	0.0%
Expendable Trust Fund	81,532	0	0	0.0%	0	0.0%
Solid Waste Fund[1]	22,885,041	24,806,486	28,118,816	13.4%	29,918,572	6.4%
Other City Departments Operating Grant Fund	21,209	0	0	0.0%	0	0.0%
Engineering Operating Grant Trust Fund	3,200	0	0	0.0%	0	0.0%
Gas Tax Fund[1]	0	3,399,940	4,254,548	25.1%	2,073,457	(51.3%)
Road Repair and Accountability Act of 2017 SB1 Fund[1]	0	2,050,000	2,050,000	0.0%	2,050,000	0.0%
Traffic Mitigation Fund[1]	0	1,000,000	899,500	(10.1%)	1,531,500	70.3%
Total by Fund	**55,456,405**	**68,858,867**	**74,823,595**	**8.7%**	**74,954,231**	**0.2%**

[1] *Starting in the FY 2019/20 Proposed Budget, transfers to other funds are included in departmental costs and reflected in the Dollars by Category section.*

Salary and Benefits						
Salary	12,574,919	13,472,251	14,065,583	4.4%	14,658,993	4.2%
As-Needed	309,377	210,000	225,000	7.1%	225,000	0.0%
Overtime	523,588	226,662	226,662	0.0%	226,848	0.1%
Retirement	4,086,418	5,050,158	4,522,495	(10.4%)	4,897,675	8.3%
Health Allocation	1,375,611	1,518,087	1,499,477	(1.2%)	1,583,817	5.6%
Medicare	195,700	217,186	240,138	10.6%	250,052	4.1%
Social Security	770,324	854,482	914,318	7.0%	940,639	2.9%
Other Benefits	853,611	861,986	666,995	(22.6%)	681,920	2.2%
Total Salary and Benefits	**20,689,548**	**22,410,812**	**22,360,668**	**(0.2%)**	**23,464,944**	**4.9%**
Non-Personnel						
Materials/Services/Supplies	9,020,902	10,503,758	11,695,572	11.3%	11,718,751	0.2%
Resource/Production	18,047,513	19,176,000	21,260,000	10.9%	22,411,180	5.4%
Interfund Services	3,341,146	3,672,121	5,711,917	55.5%	5,799,469	1.5%
Franchise Tax	647,508	680,000	680,000	0.0%	693,600	2.0%
Capital Outlay	3,709,788	4,593,000	3,920,900	(14.6%)	2,995,500	(23.6%)
Transfer to Other Funds	0	7,823,176	9,194,538	17.5%	7,870,787	14.4%
Total Non-Personnel	**34,766,857**	**46,448,055**	**52,462,927**	**12.9%**	**51,489,287**	**(1.9%)**
Total by Category	**55,456,405**	**68,858,867**	**74,823,595**	**8.7%**	**74,954,231**	**0.2%**

Position Summary

		FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Division / Program						
Facility Services Division						
2222	Maintenance Repair	12.15	12.15	11.62	(0.53)	11.62
2223	Janitorial	1.08	1.08	1.28	0.20	1.28
2961	Convention Center Maintenance District	0.10	0.10	0.10	0.00	0.10
Total Facility Services Division		**13.33**	**13.33**	**13.00**	**(0.33)**	**13.00**
Engineering-Administration Division						
4411	General Services	1.40	1.40	2.40	1.00	2.40
4412	Developer Projects	1.74	1.74	1.41	(0.33)	1.41
4413	Capital Improvement Projects	1.78	1.78	1.44	(0.34)	1.44
Total Engineering-Administration Division		**4.92**	**4.92**	**5.25**	**0.33**	**5.25**
Engineering-Design Division						
4441	General Services	1.90	1.90	1.70	(0.20)	1.70
4442	Developer Projects	0.90	0.90	0.80	(0.10)	0.80
4443	Capital Improvement Projects	6.20	6.20	5.50	(0.70)	5.50
Total Engineering-Design Division		**9.00**	**9.00**	**8.00**	**(1.00)**	**8.00**
Engineering-Field Services Division						
4461	General Services	0.90	0.90	0.90	0.00	0.90
4462	Developer Projects	3.10	2.70	2.70	0.00	2.70
4463	Capital Improvement Projects	6.00	5.40	5.40	0.00	5.40
Total Engineering-Field Services Division		**10.00**	**9.00**	**9.00**	**0.00**	**9.00**
Engineering-Land and Property Development Division						
4451	General Services	0.99	1.82	0.99	(0.83)	0.99
4452	Development Support	7.01	6.18	7.01	0.83	7.01
Total Engineering-Land and Property Development Division		**8.00**	**8.00**	**8.00**	**0.00**	**8.00**
Engineering-Traffic Division						
4431	General Services	2.95	2.05	2.05	0.00	2.05
4432	Developer Projects	1.50	2.80	2.80	0.00	2.80
4433	Capital Improvement Projects	2.75	2.35	2.35	0.00	2.35
4434	Traffic Signal Management	1.45	1.30	1.30	0.00	1.30
4435	Traffic Striping and Signing	0.35	0.50	0.50	0.00	0.50
Total Engineering-Traffic Division		**9.00**	**9.00**	**9.00**	**0.00**	**9.00**

Position Summary

		FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Division / Program						
Streets Division						
2911	Street Maintenance	13.90	15.90	16.55	0.65	16.55
2921	Storm System Maintenance	4.45	6.45	6.35	(0.10)	6.35
2924	Non-Point Source	5.70	5.70	5.70	0.00	5.70
2931	Garbage Collection	0.90	0.95	1.95	1.00	1.95
2933	Clean-Up Campaign	0.50	0.50	0.40	(0.10)	0.40
2934	Residential Recycling	1.20	1.20	1.20	0.00	1.20
2935	Street Sweeping	2.75	2.75	2.70	(0.05)	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	17.10	17.05	17.35	0.30	17.35
2952	Street Tree Program	3.15	3.15	3.55	0.40	3.55
2971	Traffic Maintenance	8.20	4.20	4.20	0.00	4.20
Total Streets Division		**58.50**	**58.50**	**60.60**	**2.10**	**60.60**
Fleet Management Division						
2123	Fleet Operations	15.75	15.75	15.65	(0.10)	15.65
Total Fleet Management Division		**15.75**	**15.75**	**15.65**	**(0.10)**	**15.65**
Total by Division / Program		**128.50**	**127.50**	**128.50**	**1.00**	**128.50**

	FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Fund					
General Fund	106.65	105.60	90.81	(14.79)	90.81
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	0.00	0.00	14.69	14.69	14.69
Fleet Operations Fund	15.75	15.75	15.75	0.00	15.75
Solid Waste Fund	5.50	5.55	6.65	1.10	6.65
Total by Fund	**128.50**	**127.50**	**128.50**	**1.00**	**128.50**

Position Summary

	FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Position Classification					
Account Clerk	1.00	1.00	1.00	0.00	1.00
Assistant Engineer (Civil)	1.00	1.00	1.00	0.00	1.00
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	6.00	0.00	6.00
Building Maintenance Foreperson	1.00	1.00	1.00	0.00	1.00
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	0.00	0.00	1.00	1.00	1.00
Materials Testing Technician	1.00	0.00	0.00	0.00	0.00
Mechanical Maintenance Foreperson	1.00	1.00	1.00	0.00	1.00
Mechanical Maintenance Worker	3.00	3.00	3.00	0.00	3.00
Office Specialist II	3.50	3.50	2.50	(1.00)	3.50
Office Specialist III	1.00	1.00	2.00	1.00	1.00
Office Specialist IV	2.00	2.00	1.00	(1.00)	1.00
Principal Eng Aide (Civil)	1.00	0.00	0.00	0.00	0.00
Principal Engineer	3.00	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	4.00	4.00	0.00	4.00
Public Works Supervisor	6.00	6.00	6.00	0.00	6.00
Senior Engineer (Civil)	9.00	8.00	8.00	0.00	8.00
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
Senior Tree Trimmer	2.00	0.00	0.00	0.00	0.00
Staff Aide I	0.00	0.00	1.00	1.00	1.00
Staff Aide II - Environmental Programs	1.00	1.00	1.00	0.00	1.00
Staff Analyst I	1.00	1.00	2.00	1.00	2.00

Position Summary

	FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Position Classification					
Street Maintenance Worker I	4.00	5.00	5.00	0.00	5.00
Street Maintenance Worker II	12.00	11.00	11.00	0.00	11.00
Street Maintenance Worker III	15.00	15.00	14.00	(1.00)	14.00
Street Maintenance Worker IV	7.00	7.00	7.00	0.00	7.00
Street Sweeper Operator	3.00	3.00	3.00	0.00	3.00
Superintendent of Streets and Solid Waste	0.00	0.00	1.00	1.00	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	0.00	2.00	2.00	0.00	2.00
Utility Worker	1.00	1.00	1.00	0.00	1.00
Total Positions	**128.50**	**127.50**	**128.50**	**1.00**	**128.50**

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	127.50	68,858,867
FY 2019/20 Base Budget Adjustments		
One Time Cost Base Adjustments		
Transfers for various capital improvement program project adjustments		931,864
Transfer for reserve fire engine		425,000
Transfers to Convention Center Maintenance District and Parking Maintenance District Funds		35,198
Fiscal Year 2018/19 Adopted Budget for parking lot resurfacing and equipment		(193,000)
Fleet and equipment acquisitions		(1,154,100)
Ongoing Cost Adjustments		
Salary and benefits adjustments and position reallocations:		(50,144)
1.0 Office Specialist II to 1.0 Office Specialist III		
1.0 Office Specialist IV to 1.0 Staff Aide I		
1.0 Street Maintenance Worker III to 1.0 Superintendent of Streets and Solid Waste		
Interfund services adjustments:		
Net increase in various interfund services allocations		1,320,148
Adjustments for newly established internal service fund allocation for information technology services		719,648
Garbage collection contract adjustment		2,084,000
Materials, services and supplies including traffic signal maintenance, field communication expenses, street maintenance and fleet operations		282,944
Project Management Software subscription costs		195,000
Consultant services for materials testing and special inspection consultant, labor compliance program and construction management and inspection		95,000
Water and Sewer emergency generator contractual services		68,750
Solid Waste program expenses adjustments for Annual Silicon Valley Urban Runoff Pollution Program assessment increase, equipment rental, staffing and security services, street campaigns, household hazardous waste drop off and street sweeping		62,839
Reallocation of facilities contracts for elevator maintenance, pest control and hot water and cooling water treatment budget to Public Works Department		60,828
GPS survey receiver equipment		19,900
Labor compliance monitoring program software		12,000
Reallocation of copier contract budget to Information Technology Department		(22,780)
Non-personnel adjustments		(43,930)
Street contracts for Household Hazardous Waste material, landscape maintenance, Non-Exclusive Franchise (NEF) hauler audit, exclusive franchise agreement and uniforms		(114,999)
Total FY 2019/20 Base Budget Adjustments	**0.00**	**4,734,166**
Total FY 2019/20 Base Budget	**127.50**	**73,593,033**

Budget Reconciliation

	Positions	Expenditures (All Funds)
FY 2019/20 Service Level Changes		
Replace Reserve Fire Engine		675,000
Surveying Services Consultant		265,000
Solid Waste Program Staffing	1.00	152,382
Level of Service (LOS)-Vehicle Miles Traveled (VMT) Transition Traffic Consultant		65,000
Fleet Management Consultant		62,500
Engineering Administration Analytical Staffing	0.00	10,680
Total Service Level Changes	**1.00**	**1,230,562**
Total FY 2019/20 Proposed Budget	**128.50**	**74,823,595**
FY 2020/21 Base Budget Adjustments		
One Time Cost Adjustments		
Transfers to Convention Center Maintenance District and Parking Maintenance District Funds		69,090
Fleet Management Consultant		(62,500)
Fleet and equipment acquisitions		(250,400)
Transfer for reserve fire engine		(425,000)
Replace Reserve Fire Engine		(675,000)
Transfers for various capital improvement program project adjustments		(967,841)
Ongoing Cost Adjustments		
Salary and benefits adjustments		1,104,276
Solid Waste contract adjustments including garbage collection and disposal, Clean Green collection, composting, food scrap processing and recycling		1,164,780
Materials, services in supplies including traffic signal maintenance, field communication expenses, street maintenance and materials, vehicle supplies and contracted services and facilities maintenance and tools		153,679
Interfund services adjustments		87,552
Total FY 2020/21 Base Budget Adjustments	**0.00**	**198,636**
Total FY 2019/20 Base Budget	**128.50**	**75,022,231**
FY 2020/21 Service Level Changes		
Surveying Services Consultant		(68,000)
Total Service Level Changes	**0.00**	**(68,000)**
Total FY 2020/21 Proposed Budget	**128.50**	**74,954,231**

Service Level Changes

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Replace Reserve Fire Engine	0.00	675,000	0	0	0

Program: 2111 – Fleet Acquisitions

This action funds the replacement of a 24-year old reserve fire engine and adds the apparatus to the replacement schedule managed by the Fleet Management Division. Funding of $250,000 is provided from the Vehicle Replacement Fund and $425,000 from the General Fund. Ongoing costs for the replacement fire engine are budgeted in the Fire Department.

Performance Impact

The replacement will provide the Fire Department with a newer fire engine which will increase the reliability of the fire engine fleet.

Strategic Pillar: Deliver and Enhance High Quality Efficient Services and Infrastructure

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Surveying Services Consultant	0.00	265,000	0	197,000	0

Program: 4461 – Field Svcs-General Services

This action provides funding for project design surveying and support for two years while the full-time City employees assigned to perform these tasks can focus on increased construction engineering and administration support workload. Existing City resources will focus on the implementation of capital projects management software, and also to fully establish a labor compliance (prevailing wage) monitoring and enforcement program. In addition, the capital project construction workload has increased compared to prior fiscal years.

Performance Impact

Consultant funding will allow the department to focus on high priority projects that are expected to enhance the City's capital project management and improve project delivery.

Strategic Pillar: Deliver and Enhance High Quality Efficient Services and Infrastructure

Service Level Changes

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Solid Waste Program Staffing	1.00	0	152,382	0	162,416

Program: 2931 – Solid Waste – Garbage Collection

The State adopted Senate Bill 1383, which requires the development of Short Lived Climate Pollutant (SLCP) regulations requiring jurisdictions to implement new organic waste diversion programs. The SLCP regulations will require the implementation of a variety of programs that enhance sustainability. The regulations that are being developed mandate jurisdictions to implement organic waste collection programs, an edible food recovery program, procurement of recovered organics and recycled content paper, an Ordinance in compliance with Cal Green Building Code standards, educational outreach on organic waste diversion programs, and inspection and enforcement programs. They mandate stringent annual data tracking and reporting requirements on all of the requirements. The addition of 1.0 Staff Analyst I position to the Solid Waste program is needed to manage these programs. The new staff will also help expand the City's Adopt-a-Spot community beautification program, grow the City's participation in the Countywide Green Business Program and administer new successor agreements for the solid waste collection services that will include organics waste diversion programs.

Performance Impact

Dedicated staff will ensure compliance with the SLCP regulations and the variety of City's Solid Waste programs that enhance sustainability.

Strategic Pillar: Manage Strategically Our Workforce Capacity and Resources

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Level of Service (LOS)-Vehicle Miles Traveled (VMT) Transition Traffic Consultant	0.00	65,000	0	65,000	0

Program: 4431 – Traffic – General Services

This action funds a consultant to work on Senate Bill 743 (SB743) requirements to transition from Level of Service (LOS) to Vehicle Miles Traveled (VMT) for traffic management standards. This will include developing new standards, process, policy, coordination with adjacent agencies and necessary public outreach as part of the transition. The State has given jurisdictions until June 2020 to develop and adopt procedures and policies regarding VMT analysis. The consultant will also work on coordination with the City of San José on development per the North San José Area Development Plan and their amendment in 2019. Lastly, the consultant will be to assist City staff in monitoring City of San José conformance with the Santana West Settlement Agreement and CityPlace Settlement Agreement.

Performance Impact

Funding ensures the compliance to the SB743 requirements and provides expertise that is not available within the department.

Strategic Pillar: Deliver and Enhance High Quality Efficient Services and Infrastructure

Service Level Changes

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Fleet Management Consultant	0.00	62,500	0	0	0

Program: 2123 – Fleet Operations

This action provides funding for a consultant to evaluate three areas of fleet operation including fleet policies, fleet size and any vehicles that are not included in the current replacement schedule. Policies and procedures of fleet management need updating to more efficiently deliver the City's vehicle operations.

Performance Impact

Updates to fleet policies and City Manager Directives, bringing forward recommendations to right-size the existing fleet and implementing fleet telematics and ride sharing is expected to reduce costs and enhance fleet operations.

Strategic Pillar: Deliver and Enhance High Quality Efficient Services and Infrastructure

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Engineering Administration Analytical Staffing	0.00	0	10,680	0	7,693

Program: 4411 – Engineering Administration

This action deletes 1.0 Associate Engineer position and adds 1.0 Management Analyst who will assemble, analyze and interpret data and information related to the Department's operations and services. The Department does not have dedicated staff to do analytical work which is currently being provided by various engineering positions on an ad-hoc basis. This action centralizes the monitoring and reporting functions supporting the Public Works Department's various divisions including tracking and reporting for multiple restricted revenue sources such as impact fees, connection fees, utility fees and recently approved pavement rehabilitation monies from the County and State.

Performance Impact

The position increases the analytical function of the Public Works Department and ensures reporting and expenditure compliance of various restricted revenue sources. This position will perform analysis and interpret quantitative data and other information related to the department's operations resulting in improved service delivery and realizing operational efficiencies.

Strategic Pillar: Manage Strategically Our Workforce Capacity and Resources

Performance and Workload Measures

Facility Services Division

Performance Measures

	Strategic Pillars	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Percent of all requests for service responded to within four business days		100%	98%	95%	95%	95%	95%
Percent of customers rating services performed by the Facility Services team as meeting expectations or better – *New for FY 2019/20*		N/A	N/A	N/A	N/A	80%	80%
Percent of rest rooms cleaned in all major buildings daily		100%	100%	95%	95%	95%	95%
Percent of all requests for service by the Hyatt Hotel, Techmart Office Building, Santa Clara Convention Center and the Public completed within 3 days of request – *Delete for FY 2019/20*		98%	N/A	98%	N/A	N/A	N/A

Workload Measures

Total number of work requests received annually – *New for FY 2019/20*		N/A	N/A	N/A	N/A	1,900	1,900

Engineering Administration Division

Performance Measures

	Strategic Pillars	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Percent of Agenda reports completed on time – *Delete for FY 2019/20*		93%	100%	90%	N/A	N/A	N/A
Percent of Agenda reports completed satisfactorily – *Delete for FY 2019/20*		93%	100%	90%	N/A	N/A	N/A
Percent of City Manager assignment requests responded within time requested – *Delete for FY 2019/20*		100%	100%	90%	N/A	N/A	N/A
Percent of customers surveyed that are very satisfied – *Delete for FY 2019/20*		100%	100%	90%	N/A	N/A	N/A
Percent of capital improvement projects designed within budget - *Delete for FY 2019/20*		43%	100%	80%	80%	N/A	N/A
Percent of projects completed within the approved schedule. Note: these include Master Plan studies, standard details and standard specifications and the capital projects		100%	100%	80%	75%	75%	75%
Percentage of Sanitary Sewer Capacity Impact Evaluation requests completed within 10 business days – *New for FY 2019/20*		N/A	N/A	N/A	N/A	90%	90%

Performance and Workload Measures

Engineering Design Division

Workload Measures

	Strategic Pillars	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Percent of customers rating design services as meeting expectations or better – *New for FY 2019/20*		N/A	N/A	N/A	N/A	80%	80%
Number of projects managed – *New for FY 2019/20*		N/A	N/A	N/A	N/A	26	26
Number of Sanitary Sewer Model Run requests processed – *New for FY 2019/20*		N/A	N/A	N/A	N/A	8	8
Number of Records updated. Note: Records include As-builts, utility maps, and block book – *New for FY 2019/20*		N/A	N/A	N/A	N/A	20	20

Engineering Field Services Division

Performance Measures

	Strategic Pillars	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Percent of complaints responded to within one business day		100%	98%	90%	95%	90%	90%
Percent of inspection requests responded to within one business day		98%	97%	95%	95%	95%	95%
Percent of capital improvement projects that reached substantial completion within the construction contract time		75%	100%	75%	80%	75%	75%
Percent of Capital Improvement Projects completed within approved budget – *Delete for FY 2019/20*		100%	100%	100%	N/A	N/A	N/A
Percent of customers rating construction services (as satisfactory) provided by the construction management team meeting expectations or better		100%	100%	100%	95%	90%	90%
Percent of Capital improvement projects completed with change orders under 5% of construction cost – *Delete for FY 2019/20*		100%	80%	50%	N/A	N/A	N/A

Workload Measures

Number of construction activity complaints – *Delete for FY 2019/20*		45	99	50	N/A	N/A	N/A
Number of encroachment permits inspected – *New for FY 2019/20*		N/A	N/A	N/A	N/A	300	300
Number of construction capital projects managed – *New for FY 2019/20*		N/A	N/A	N/A	N/A	15	15

Performance and Workload Measures

Engineering Land and Property Development Division							
Performance Measures							
	Strategic Pillars	**2016/17 Actuals**	**2017/18 Actuals**	**2018/19 Target**	**2018/19 Estimate**	**2019/20 Target**	**2020/21 Target**
Percent of subdivision maps reviewed by target date (first submittal reviewed at 20 business days, subsequent submittals at 10 business days)		52%	53%	55%	80%	85%	85%
Percent of title documents drafted within 10 business days – *Delete for FY 2019/20*		76%	61%	80%	N/A	N/A	N/A
Percent of private development plans reviewed on first review within 20 business days – *Delete for FY 2019/20*		66%	60	70%	N/A	N/A	N/A
Percent of private development plans reviewed on subsequent reviews within 15 business days – *Delete for FY 2019/20*		89%	64%	90%	N/A	N/A	N/A
Percent of major encroachment permits reviewed by target date (1st submittal at 20 business days, subsequent submittals at 15 business days) – *New for FY 2019/20*		70%	63%	80%	75%	85%	85%
Percent of minor encroachment permits reviewed by target date (1st submittal at 15 business days, subsequent submittals at 10 business days) – *New for FY 2019/20*		N/A	N/A	N/A	N/A	85%	85%
Percent of Project Clearance Committee and Subdivision Committee Items reviewed by target date (All submittals at three business days) – *New for FY 2019/20*		N/A	N/A	N/A	N/A	85%	85%
Percent of Public Works Site Clearances reviewed by target date (All submittals at five business days) – *New for FY 2019/20*		N/A	N/A	N/A	N/A	85%	85%
Workload Measures							
Subdivision Maps received – *New for FY 2019/20*		N/A	N/A	N/A	N/A	6	6
Land title documents received – *New for FY 2019/20*		N/A	N/A	N/A	N/A	65	65
Encroachment Permits received – *New for FY 2019/20*		N/A	N/A	N/A	N/A	350	350
Project Clearance Committee and Subdivision Committee applications received – *New for FY 2019/20*		N/A	N/A	N/A	N/A	40	40
Public Works Site Clearances received – *New for FY 2019/20*		N/A	N/A	N/A	N/A	550	550

Performance and Workload Measures

Engineering Traffic Division							
Performance Measures							
	Strategic Pillars	**2016/17 Actuals**	**2017/18 Actuals**	**2018/19 Target**	**2018/19 Estimate**	**2019/20 Target**	**2020/21 Target**
Percent of traffic engineering studies completed within 30 business days – *New for FY 2019/20*		N/A	N/A	85%	85%	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) – *New for FY 2019/20*		N/A	N/A	N/A	N/A	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) – *New for FY 2019/20*		N/A	N/A	N/A	N/A	85%	85%
Percent of timing, coordination, detection, equipment, or other signal management requests responded to within 3 hours – *New for FY 2019/20*		N/A	N/A	N/A	N/A	85%	85%
Funding grants applied for or being processed		22	5	10	10	10	10
Special transportation permits issued		615	574	0	400	450	450
Traffic engineering studies completed		141	223	0	160	170	170
85% of traffic engineering studies completed in 3 weeks – *Delete for FY 2019/20*		N/A	N/A	160	N/A	N/A	N/A
95% of special transportation permits issued within 4 hours – *Delete for FY 2019/20*		N/A	N/A	600	N/A	N/A	N/A
Number of preliminary site and development plans for Project Clearance and Subdivision Committee reviewed – *Delete for FY 2019/20*		107	106	95	100	N/A	N/A
Workload Measures							
Number of encroachment permits, capital improvement projects, and traffic control plans reviewed		277	366	600	648	600	600
80% of development project submittal review, Request for information (RFI) under construction requiring Traffic Engineering Division's support completed within deadlines – *Delete for FY 2019/20*		N/A	N/A	10	10	N/A	N/A

Performance and Workload Measures

Engineering Traffic Division

Workload Measures

	Strategic Pillars	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
80% of preliminary site and development plans for Project Clearance and Subdivision Committee reviewed and returned by due date – *Delete for FY 2019/20*		N/A	N/A	95	95	N/A	N/A
80% of encroachment permits, capital improvement projects, and traffic control plans reviewed and returned by due date – *Delete for FY 2019/20*		N/A	N/A	600	600	N/A	N/A
Number of traffic projects under design – *Delete for FY 2019/20*		6	3	10	10	N/A	N/A
Number of projects under construction requiring Traffic Division support – *Delete for FY 2019/20*		1	4	8	8	N/A	N/A
90% of capital improvement project submittal review, RFI under construction requiring Traffic Engineering Division's support completed within deadlines – *Delete for FY 2019/20*		N/A	N/A	30	30	N/A	N/A
80% of timing, coordination, detection, equipment, or other signal management requests responded to within three hours – *Delete for FY 2019/20*		N/A	N/A	150	150	N/A	N/A
Number of timing, coordination, detection, equipment, or other signal management requests responded to within three hours		148	88	0	92	120	120
85% of traffic operations studies completed in three weeks – *Delete for FY 2019/20*		N/A	N/A	80	80	N/A	N/A
Number of work orders created for signing and striping plans – *Delete for FY 2019/20*		129	160	130	130	N/A	N/A

Streets Division

Performance Measures

	Strategic Pillars	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Percent of pothole repair requests responded to within three business days, except during Clean-Up Campaign		90%	74%	85%	80%	85%	85%
Percent of sidewalk tripping complaints inspected within three work days		95%	96%	95%	95%	95%	95%

Performance and Workload Measures

Streets Division

Performance Measures

	Strategic Pillars	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Percent of minor utility trench repairs completed within thirty days after notification and release		75%	54%	50%	35%	50%	50%
Percent of catch basin inlets cleaned annually		100%	100%	100%	100%	100%	100%
Percent of pump station wet wells cleaned annually		58%	70%	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%	100%	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%
Administration and on-time submittal of all program required reports and reporting – *Delete for FY 2019/20*		100%	100%	100%	N/A	N/A	N/A
Inspect and evaluate the sweeping contractor's performance at the site every Wednesday, and provide contractor with City's monthly report – *Delete for FY 2019/20*		100%	100%	100%	N/A	N/A	N/A
Remove graffiti from public property within one working day once notified and properly documented.		90%	95%	93%	95%	95%	95%
Respond to public trash container complaints within two (2) business days, following notification		100%	100%	100%	100%	100%	100%
Keep the Tasman Parking Garage open and operational all year long – *Delete for FY 2019/20*		100%	100%	100%	N/A	N/A	N/A
Percent of citizen requested inspections completed within 30 days		100%	100%	100%	100%	100%	100%
Maintain "Tree City USA" certification		Yes	Yes	Yes	Yes	Yes	Yes
Inspect and evaluate the sweeping contractor's performance at the site every Wednesday, and provide contractor with City's monthly report – *Delete for FY 2019/20*		100%	100%	100%	N/A	N/A	N/A

Performance and Workload Measures

Streets Division							
Performance Measures							
	Strategic Pillars	**2016/17 Actuals**	**2017/18 Actuals**	**2018/19 Target**	**2018/19 Estimate**	**2019/20 Target**	**2020/21 Target**
Ensure that garbage collection contractor services all of regularly scheduled collection routes		100%	99%	99%	97%	99%	99%
Respond and resolve complaints of missed garbage collection within one (1) working day of initial contact		100%	99%	99%	99%	99%	99%
Administer landfill disposal contract to ensure that all of the refuse collected is processed and disposed of properly – *Delete for FY 2019/20*		100%	100%	100%	N/A	N/A	N/A
Ensure that Clean Green collection contractor services all of regularly scheduled collection routes – *Delete for FY 2019/20*		100%	100%	100%	N/A	N/A	N/A
Respond and resolve complaints of missed collection within one (1) working day of initial contact		100%	100%	100%	97%	99%	99%
Complete annual Clean-Up Campaign within a four week (20 day) time frame		100%	100%	100%	100%	100%	100%
Ensure that recycling collection contractor services all of regularly scheduled collection routes		99%	100%	99%	95%	99%	.99%
Respond and resolve complaints of missed collection within one (1) working day of initial contact		99%	100%	99%	95%	99%	99%
Percent of sweeping complaints resolved within one (1) work day		99%	96%	95%	95%	95%	95%
Percent of residential streets swept on a bi-weekly basis		96%	96%	95%	95%	95%	95%
Corporation Yard hazardous waste sheds serviced – *Delete for FY 2019/20*		100%	100%	100%	N/A	N/A	N/A
Percentage of traffic signs repaired or replaced within three (3) working days		97%	96%	95%	99%	97%	97%
Workload Measures							
Lineal feet of Crack Sealing performed in-house – *New for FY 2019/20*		N/A	N/A	N/A	50,000	100,000	100,000
Square feet of sidewalk replace – *New for FY 2019/20*		N/A	N/A	N/A	7,500	8,000	8,000
Catch basins cleaned – *New for FY 2019/20*		N/A	N/A	N/A	3,800	4,000	4,000

Performance and Workload Measures

Streets Division

Workload Measures

	Strategic Pillars	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Administration and on-time submittal of all program required reports and reporting cleaned – *Delete for FY 2019/20*		100%	100%	100%	N/A	N/A	N/A
Commercial/Industrial facility stormwater inspections – *New for FY 2019/20*		N/A	N/A	N/A	580	600	600
Pounds of litter removed through Adopt-a-Spot Program – *New for FY 2019/20*		N/A	N/A	N/A	425	450	475
Percent trash/litter reduction achieved to meet Stormwater Permit Requirement –*New for FY 2019/20*		N/A	N/A	N/A	0.80	0.80	0.85
Pounds of solid waste disposed per resident per day (8.2 lbs. is target for 50% landfill diversion) – New *for FY 2019/20*		N/A	N/A	N/A	6.80	6.50	6.30
Miles of streets swept – *New for FY 2019/20*		N/A	N/A	N/A	30,000	30,000	30,000
Number of Street trees trimmed – *New for FY 2019/20*		N/A	N/A	N/A	1,440	1,400	1,400
Miles of striping installed – *New for FY 2019/20*		N/A	N/A	N/A	105	130	130
Lineal feet of curbs painted – *New for FY 2019/20*		N/A	N/A	N/A	12,000	12,000	12,000
Number of signs installed or repaired – *New for FY 2019/20*		N/A	N/A	N/A	4,500	4,500	4,500

Fleet Management Division

Performance Measures

	Strategic Pillars	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Procure equipment and vehicles identified for replacement during fiscal year		75%	87%	90%	87%	90%	90%
Collaborate with using departments on replacement equipment and vehicles before each purchase – *Delete for FY 2019/20*		100%	100%	100%	100%	N/A	N/A
Evaluate alternative fuel options before purchasing new equipment – *Delete for FY 2019/20*		100%	100%	100%	N/A	N/A	N/A

Performance and Workload Measures

Fleet Management Division							
Performance Measures							
	Strategic Pillars	**2016/17 Actuals**	**2017/18 Actuals**	**2018/19 Target**	**2018/19 Estimate**	**2019/20 Target**	**2020/21 Target**
Percent of Preventive Maintenance (PM) completed on all vehicles and equipment within two weeks of due date		90%	95%	90%	94%	90%	90%
Percent of alternative fuel vehicles and equipment – *New for FY 2019/20*		N/A	9%	10%	10%	12%	15%
Workload Measures							
Fleet size – *New for FY 2019/20*		N/A	768	780	780	800	800
Fuel usage total (diesel and unleaded) – *New for FY 2019/20*		N/A	319,788	311,000	315,500	322,500	322,000
Preventive maintenance vs repair percentage – *New for FY 2019/20*		N/A	38%	70%	42%	70%	70%
Direct vs indirect labor percentage – *New for FY 2019/20*		N/A	66%	70%	66%	70%	70%

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City of Santa Clara
The Center of What's Possible

Water and Sewer Utilities Department

Department Mission

Provide customers with a dependable and healthy supply of both potable and recycled water; and collect, treat and dispose of wastewater in an efficient, cost-effective and environmentally safe manner. Deliver services with a focus on outstanding customer service

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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 2018, the Water Utility produced and distributed 6 billion gallons of water to approximately 27,000 service connections. Of the total water supply, 47.0% is obtained from the City's own wells; 34.3% is treated water purchased from two wholesale potable water agencies; and 18.7% is from recycled water delivered through the South Bay Water Recycling system. The Department provides for the design, construction, distribution, metering and quality monitoring and system maintenance for both potable and recycled water. The Department provided for the collection and conveyance of wastewater for approximately 27,000 accounts and assessment, maintenance or repair for more than 277 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
- 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 assure 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.
	Design, construct and maintain recycled water pipelines.

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.
Division Objectives	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.
	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
- Ongoing Supervisory Control and Data Acquisition (SCADA) replacements and process control improvements
- Updated Water and Sewer Rate Study to inform customer service charges for new fiscal year
- Completed the assessment by closed circuit television (CCTV) of approximately 250,000 linear feet of sewer line
- Jet flushed approximately 112,000 linear feet of sewer main
- Completed the in-house design, construction and installation of over 10,000 linear feet of water main
- Completed hydraulic model for fire flows and fire service analyses as well as supply assessment and long term planning
- Major development plan review by engineering staff for Lawrence Station, Tasman East Specific Plan, City Place/Related and others
- Tested over 1,800 backflow devices as part of comprehensive cross-connection control program

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
- Utilize findings of Well Feasibility Study to begin the design process for two new water wells
- Complete the rehabilitation of three Serra Tanks, each with a capacity of over 4 million gallons
- 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

Budget Highlights

- Realignment of 1.0 Senior Civil Engineer and 1.0 Assistant Engineer from 1.0 Senior Water Utility Engineer and 1.0 Water and Sewer System Operator
- Additional resources added to the Water and Sewer Utilities Department's Tank Rehabilitation capital improvement program project
- One-time funding to implement additional Advanced Metering Infrastructure meters


Water and Sewer Utilities Department
73.00 FTEs
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
Solar Utility
0.50 Pump Maintenance Technician
1.00 Water and Sewer Maintenance Worker II
1.50 Total Solar Utility 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
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
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

Budget Summary

		FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Division / Program							
Solar Utility Division							
1532	Solar – System Maintenance	189,067	281,493	263,761	(6.3%)	278,790	5.7%
Total Solar Utility Division		**189,067**	**281,493**	**263,761**	**(6.3%)**	**278,790**	**5.7%**
Water Construction, Maintenance, Operations Division							
1422	Water System Maintenance	1,437,988	1,888,794	1,741,054	(7.8%)	1,816,147	4.3%
1423	Water Construction	2,279,300	3,795,764	3,813,276	0.5%	3,726,313	(2.3%)
1424	Water System Operations	7,990,148	7,732,050	7,903,748	2.2%	8,215,475	3.9%
Total Water Construction, Maintenance, Operations Division		**11,707,436**	**13,416,608**	**13,458,078**	**0.3%**	**13,757,935**	**2.2%**
Water Engineering Division							
1411	Administration Design[1]	3,774,292	9,447,467	10,537,701	11.5%	11,967,655	13.6%
1412	Water Quality	318,845	291,516	292,522	0.3%	301,947	3.2%
1413	Water Resources	22,130,996	26,899,800	28,364,771	5.4%	30,421,169	7.2%
Total Water Engineering Division		**26,224,133**	**36,638,783**	**39,194,994**	**7.0%**	**42,690,771**	**8.9%**
Recycled Water Program Division							
1522	System Maintenance[1]	4,403,370	6,738,507	5,082,095	(24.6%)	8,085,714	59.1%
1525	South Bay Water Recycling Maintenance	274,751	341,714	316,918	(7.3%)	334,569	5.6%
Total Recycled Water Program Division		**4,678,121**	**7,080,221**	**5,399,013**	**(23.7%)**	**8,420,283**	**56.0%**
Sewer Division							
1511	System Administration[1]	2,546,358	4,087,596	4,768,536	16.7%	5,280,991	10.7%
1512	System Maintenance	2,683,017	2,543,902	2,460,278	(3.3%)	2,563,320	4.2%
1514	Operations[1]	1,403,527	19,147,091	4,751,761	(75.2%)	36,135,526	660.5%
1515	San José-Santa Clara Water Pollution Control Plant	17,342,920	17,850,655	20,725,809	16.1%	23,504,050	13.4%
1516	Storm Pump Maintenance	120,401	167,344	159,709	(4.6%)	165,680	3.7%
Total Sewer Division		**24,096,223**	**43,796,588**	**32,866,093**	**(25.0%)**	**67,649,567**	**105.8%**
Sewer Debt Service Division[2]							
1518	Regional Wastewater Facility Debt Issuance	0	0	0	0.0%	0	0.0%
1519	Debt Service – Sewer	0	0	0	0.0%	0	0.0%
Total Sewer Debt Service Division		**0**	**0**	**0**	**0.0%**	**0**	**0.0%**
Total by Division / Program		**66,894,980**	**101,213,693**	**91,181,939**	**(9.9%)**	**132,797,346**	**45.6%**

[1]Starting with the FY 2019/20 Proposed Budget, transfers to other funds are included in departmental costs and reflected in the Dollars by Category section.
[2]The Sewer Debt Service Division budget information can be found under the Debt Service section of this document.

Budget Summary

	FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Fund						
Water Utility Fund[1]	38,107,138	50,336,884	52,916,833	5.1%	56,727,496	7.2%
Water Recycling Program Fund[1]	4,678,121	7,080,221	5,399,013	(23.7%)	8,420,283	56.0%
Sewer Utility Fund[1]	24,096,223	43,796,588	32,866,093	(25.0%)	67,649,567	105.8%
Other City Departments Operating Grant Fund	13,498	0	0	0.0%	0	0.0%
Total by Fund	**66,894,980**	**101,213,693**	**91,181,939**	**(9.9%)**	**132,797,346**	**45.6%**

[1]*Starting with the FY 2019/20 Proposed Budget, transfers to other funds are included in departmental costs and reflected in the Dollars by Category section.*

Dollars by Category						
Salary and Benefits						
Salary	5,635,945	7,969,665	8,089,613	1.5%	8,473,239	4.7%
As-Needed	137,132	230,000	230,000	0.0%	230,000	0.0%
Overtime	315,912	252,000	252,000	0.0%	252,000	0.0%
Retirement	2,052,895	2,853,647	2,478,177	(13.2%)	2,697,421	8.8%
Health Allocation	703,203	874,213	858,373	(1.8%)	906,248	5.6%
Medicare	100,775	120,129	121,723	1.3%	127,520	4.8%
Social Security	402,159	499,836	502,811	0.6%	518,921	3.2%
Other Benefits	484,270	509,364	384,546	(24.5%)	392,946	2.2%
Total Salary and Benefits	**9,832,291**	**13,308,854**	**12,917,243**	**(2.9%)**	**13,598,295**	**5.3%**
Non-Personnel						
Materials/Services/Supplies	6,380,673	6,969,112	7,448,829	6.9%	7,484,100	0.5%
Resource/Production	44,440,724	47,702,909	50,422,309	5.7%	53,521,385	6.1%
Interfund Services	5,743,012	6,461,846	7,022,945	8.7%	7,125,327	1.5%
Capital Outlay	498,280	0	0	0.0%	0	0.0%
Transfers to Other Funds	0	26,770,972	13,370,613	(50.1%)	51,068,239	281.9%
Total Non-Personnel	**57,062,689**	**87,904,839**	**78,263,901**	**(11.0%)**	**119,196,901**	**52.3%**
Total by Category	**66,894,980**	**101,213,693**	**91,181,939**	**(9.9%)**	**132,797,346**	**45.6%**

Position Summary

		FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 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	12.00	0.00	12.00
Total Water Construction, Maintenance, Operations Division		**33.30**	**32.80**	**32.80**	**0.00**	**32.80**
Water Engineering Division						
1411	Administration Design	11.75	11.75	12.40	0.65	12.40
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**	**13.10**	**0.65**	**13.10**
Recycled Water Program Division						
1522	System Maintenance	1.85	1.85	1.75	(0.10)	1.75
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**	**3.40**	**(0.20)**	**3.40**
Sewer Division						
1511	System Administration	5.80	5.80	6.35	0.55	6.35
1512	System Maintenance	11.55	11.55	11.55	0.00	11.55
1514	Operations	3.80	4.30	3.30	(1.00)	3.30
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**	**22.20**	**(0.45)**	**22.20**
Total by Division / Program		**73.00**	**73.00**	**73.00**	**0.00**	**73.00**

Position Summary

	FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Fund					
Water Utility Fund	47.25	46.75	47.40	0.65	47.40
Water Recycling Program Fund	3.60	3.60	3.40	(0.20)	3.40
Sewer Utility Fund	22.15	22.65	22.20	(0.45)	22.20
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	1.00	0.00	1.00
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
Water and Sewer Maintenance Worker II	18.00	18.00	18.00	0.00	18.00
Water and Sewer Operations Manager	1.00	1.00	1.00	0.00	1.00

Position Summary

	FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 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	101,213,693
FY 2019/20 Base Budget Adjustments		
One-Time Cost Adjustments		
Removal of transfers to reserves (revised budget approach)		(3,820,642)
Ongoing Cost Adjustments		
Salary and benefits adjustments and position reallocations:		(242,118)
1.0 Assistant Engineer to 1.0 Associate Engineer		
1.0 Water Utility Engineer to 1.0 Associate Engineer		
Interfund services adjustments:		
Adjustment for newly established internal service fund allocation for information technology services		1,148,909
Increase in interfund services allocation for sustainability services		47,235
Net decrease in various interfund services allocations		(635,045)
Resource and Production cost increase		2,719,400
Transfer to the Sewer Debt Service Fund resulting from debt refunding		2,438,223
Net increase to align costs of operating supplies, utilities expenses, contractual services		65,000
Increase for software costs related to permit management system		30,000
Net decrease to Capital Improvement Program funds		(13,437,940)
Total FY 2019/20 Base Budget Adjustments	**0.00**	**(11,686,978)**
Total FY 2019/20 Base Budget	**73.00**	**89,526,715**

Budget Reconciliation

	Positions	Expenditures (All Funds)
FY 2019/20 Service Level Changes		
Tank Rehabilitation Capital Project Adjustment		1,420,000
Advanced Meter Infrastructure Implementation		220,000
Tuition Reimbursement Program		20,000
Realignment of Position Classifications		(4,776)
Total FY 2019/20 Service Level Changes		**1,655,224**
Total FY 2020/21 Proposed Budget	**73.00**	**91,181,939**
FY 2020/21 Base Budget Adjustments		
One-Time Cost Adjustments		
Advanced Meter Infrastructure Implementation		(220,000)
Ongoing Cost Adjustments		
Salary and benefits adjustments		681,052
Net increase in transfers to Capital Improvement Program funds		35,441,292
Cost increase associated with resource and production		3,099,076
Transfer to the Sewer Debt Service Fund resulting from debt refunding		2,256,334
Non-personnel adjustments		255,271
Net increase in interfund services adjustments		102,382
Total FY 2020/21 Base Budget Adjustments	**0.00**	**41,615,407**
Total FY 2020/21 Base Budget	**73.00**	**132,797,346**
Total FY 2020/21 Proposed Budget	**73.00**	**132,797,346**

Service Level Changes

		FY 2019/20		FY 2020/21	
Title	**Positions**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**
Tank Rehabilitation Capital Project Adjustment	0.00	1,420,000	0	2,420,000	0

Program: 1423 – Water Construction

This action increases the transfer from the Water Utility Operating Fund to the Water Utility Capital Fund, for the Tank Rehabilitation capital improvement program project, as a result of higher than anticipated design estimates. This transfer will provide funding for an agreement for engineering design services for the rehabilitation of three welded steel Serra water storage tanks. The scope of work includes the review of the existing site conditions and preparing plans and specifications for the tank rehabilitation to meet regulations and Occupational Safety and Health Administration (OSHA) code requirements.

Performance Impact

This funding will enable the Water and Sewer Utilities Department to ensure water storage tank compliance to all regulations and code requirements.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

		FY 2019/20		FY 2020/21	
Title	**Positions**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**
Advanced Metering Infrastructure Implementation	0.00	220,000	0	0	0

Program: 1423 – Water Construction

This action adds one-time funding for the Advanced Metering Infrastructure (AMI) implementation. These funds will enable the Water and Sewer Utilities Department to purchase additional AMI compliant meters in tougher to read routes. The Department will be coordinating with Silicon Valley Power (SVP) and Municipal Services to prioritize installation in these areas.

Performance Impact

This funding provides for more resources for AMI implementation so the City can gather data more efficiently.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

Service Level Changes

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Tuition Reimbursement Program	0.00	0	20,000	0	20,000

Program: 1411 – Water Engineering - Administration
1511 – Sewer – System Administration

This action provides funding for Water and Sewer Utilities Department employees participating in the City's Tuition Reimbursement Program. The City Manager's Office introduced the Working Scholars Program in February 2019. This program offers eligible employees with educational benefits in the form of reimbursements for educational courses which maintain and improve the employees' skills in their current positions and/or for potential promotional opportunities. Tuition reimbursement applies to education or training employees choose to take and complete on their own time. The course work must also improve the employee's skills and knowledge as required by the employee's present position; benefit the employee's professional development as a City employee; or enhance the employee's career development with the City of Santa Clara.

Performance Impact

The Tuition Reimbursement Program will help develop and expand current staff skills, resulting in a more knowledgeable and efficient workforce.

Strategic Pillar: Manage Strategically Our Workforce Capacity and Resources

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Realignment of Position Classifications	0.00	0	(4,776)	0	(5,456)

Program: 1411 – Water Engineering – Admin
1424 – Water System Operations

This action adds 1.0 Senior Civil Engineer and 1.0 Assistant Engineer and deletes 1.0 Senior Water Utility Engineer and 1.0 Water and Sewer System Operator. The two positions that are proposed to be deleted have made it difficult for the Water and Sewer Utilities Department to attract recruits due to the specialized nature of the title and classification. By using a more generalized classification, the Department expects to attract a larger applicant pool, and also address the critical need for additional engineering staff. The updated classifications provide more flexibility to the Department as well, allowing the positions to not only work on water specific projects, but sewer as well.

Performance Impact

The reclassifications of these two positions will enable the Department to address broader engineering needs across the divisions.

Strategic Pillar: Manage Strategically Our Workforce Capacity and Resources

Performance and Workload Measures

Solar Utility Division

Workload Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Number of systems provided with semi-annual winterization service		108	48	55	55	55	55
Number of removal and reinstallation requests		8	8	6	6	6	6

Water Construction, Maintenance, Operations Division

Performance Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Maintain an industrial standard for unaccounted water of 5% or less		<5%	N/A	< or = 8%	< or = 8%	< 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)		88%	90%	80%	80%	80%	80%

Workload Measures

Number of responses to customer service requests		1,245	2,582	1,600	1,600	1,600	1,600
Number of backflow prevention devices tested		3,140	3,441	2,000	2,000	2,000	2,000
Number of linear feet of water mains installed		6,201	13,089	5,000	5,000	5,000	5,000
Number of new service installations		110	127	80	80	80	80
Number of underground utility locates performed		7,142	11,699	3,000	3,000	3,000	3,000
Perform routine maintenance on City fire hydrants		171	670	600	600	600	600
Number of production meters read and recorded		853	840	600	600	600	600
Number of mainline water valves tested and exercised		524	1,230	400	400	400	400

Performance and Workload Measures

Water Engineering Division

Performance Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Complete review of plans by the required due dates		92%	95%	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)		88%	90%	80%	80%	80%	80%

Workload Measures

Number of plans reviewed		743	837	400	400	400	400
Create and publish the Annual Consumer Confidence Report in accordance with the California Safe Drinking Water Act requirement – *Delete for FY 2019/20*		1	1	1	1	N/A	N/A
Number of water quality samples processed		3,294	3,639	2,800	2,800	2,800	2,800
Promote water conversation at public events		9	10	4	4	4	4

Recycled Water Program Division

Performance Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target	2020/21 Target
Provide all operations and maintenance services as required in Agreement for Services		100%	100%	100%	100%	100%	100%

Workload Measures

Number of recycled water meters greater than 2" tested annually – *Delete for FY 2019/20*		0	0	0	0	N/A	N/A

Performance and Workload Measures

Sewer Division							
Performance Measures							
	Strategic Pillar	**2016/17 Actuals**	**2017/18 Actuals**	**2018/19 Target**	**2018/19 Estimate**	**2019/20 Target**	**2020/21 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	6	2	2	2	2
Prepare monthly status reports and Treatment Plant Advisory Committee (TPAC) agenda reports		11	9	12	12	12	12
Number of feet of mainlined jetted		167,000	150,000	350,000	350,000	350,000	350,000
Number of reportable sewer spills		5	2	< 3	< 3	< 3	< 3
Number of pump and metering stations inspections performed		396	396	396	396	396	396
Support TPAC members to represent the City in matters relating to the WPCP at monthly meetings		11	11	12	12	12	12
Number of storm pump stations inspected		408	408	408	408	408	408
Coordinate annual load test for generators		2	N/A	10	10	10	10

Non-Departmental

Department Mission

Provides transparency of expenses that are citywide in nature and oversight of general administration of initiatives, programs and activities

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Non-Departmental Description

The Non-Departmental budget provides a way to report expenditures which 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 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 which are not attributable to a single department, but are citywide in nature.
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 Stadium Authority and Santa Clara Convention Center, risk management, sustainability, real estate management and public records.
	Develop citywide programs and processes related to risk management, sustainability, real estate management, and public records that are consistent with best practices.
Division Objectives	Lead efforts related to the development of a new destination marketing organization (DMO) that will work closely with the Convention Center and the Tourism Improvement District (TID) to provide convention and visitor services in Santa Clara; while ensuring the alignment of marketing and booking goals between the Convention Center and TID.

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. Implements public safety plans during National Football League (NFL) games and non-NFL events held at Levi's Stadium to protect patrons and citizens in and around the stadium. All General and Administrative, Police, Fire and Public Works Departments expenditures specific to the stadium are included in this division. 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	Uphold Santa Clara Stadium Authority fiduciary responsibilities and debt obligations transparently.
	Maintain a productive and functional business relationship with Forty-Niners SC Stadium Company, LLC as tenant of Levi's Stadium.
	Develop and implement oversight initiatives consistent with public entity organizations.
	Provide support from the Police, Fire, and the Public Works Departments to maintain a safe environment in and around Levi's Stadium during NFL games and non-NFL events.

Significant Accomplishments

- Citywide activities and functions, formerly housed in the City Manager's Office, will be captured in this newly created Citywide Strategic Planning and Initiatives Division
- The Citywide functions assigned to this category are public records, management, risk management, Convention Center and Tourism Improvement District (TID) oversight, real estate/property management, sustainability program, Stadium deployment oversight and support, Pubic Safety Stadium Training Program, and support of specified citywide initiatives

Significant Objectives

- Continue to build and maintain a productive and functional business relationship with Forty-Niners SC Stadium Company, LLC as tenant of Levi's Stadium and Forty-Niners SC Management Company, LLC as operator of Levi's Stadium in accordance with the applicable agreements
- Continue to provide oversight of the management of the Convention Center and ensure alignment of marketing and booking goals between the Convention Center and TID
- Lead efforts in the development of a new destination marketing organization (DMO) or Convention-Visitor Bureau (CVB) that will work closely with the Convention Center and the TID to provide convention and visitor services in Santa Clara
- Develop a comprehensive real estate program to manage City-owned properties, promote economic development, and generate revenue for the General Fund
- Develop a comprehensive citywide sustainability program that oversees current sustainability initiatives and expands on sustainability efforts
- Develop a citywide risk management program (e.g. workplace risk, contractual risk, insurance requirements, etc.)
- 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 the Working Scholars program and Quarterly Management Meetings

Budget Highlights

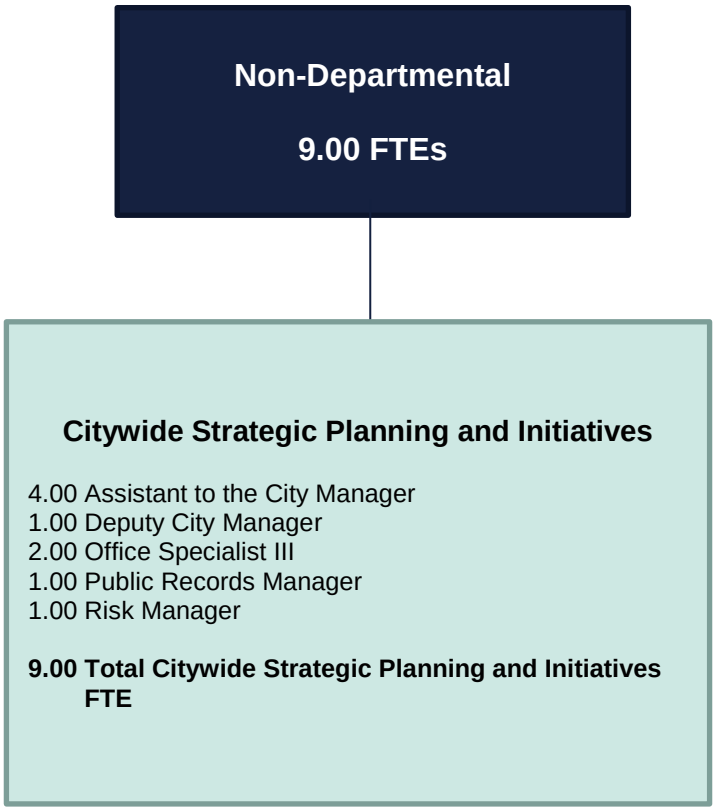
- Addition of 1.0 Assistant to the City Manager to act as the City's Real Estate Manager responsible for centralizing and managing the City's real estate function. The Housing special revenue funds will fund 70% of this position, with the remaining 30% funded by the General Fund; additional funds for this program include one-time funding of $40,000 for as-needed staff to conduct an inventory of City properties and $50,000 for real estate software procurement
- Addition of 1.0 Deputy City Manager to oversee all Stadium-related functions and lead multi-department coordination for Stadium-related items; it is anticipated that 75% will be reimbursed by the Stadium and the remaining 25% will be funded by the General Fund
- Addition of 1.0 Assistant to the City Manager to act as the City's Sustainability Officer responsible for overseeing the implementation of Climate Action Plan (CAP) strategies; this position will also work closely with Silicon Valley Power, Water and Sewer Utilities, Public Works and Community Development Departments to oversee current sustainability efforts
- Addition of 1.0 Office Specialist III to provide dedicated support to the City's Risk Manager in the continued development of a citywide risk mitigation program
- Elimination of the Santa Clara Convention Center and Convention Visitors Bureau budget subsidy due to the City's termination of the Santa Clara Chamber of Commerce and Convention-Visitors Bureau (Chamber) Convention Center Management Agreement
- Addition of funding to provide specialized law enforcement training related to events at Levi's Stadium, creating a standardized training program, in compliance with Police Officer Standards and Training (POST) requirements; and all trainings are reimbursed by the Stadium
- Includes one-time funding of $400,000 for third-party consultants to evaluate the City's revenue position and to perform a cost-benefit analysis of the City's current information technology services, and $50,000 for outreach and engagement related to Measure N that asks voters whether the City should engage voters in a public process to amend the City Charter to change the method of election from at-large to by-district for City Councilmembers

- Summary of the Santa Clara Stadium Authority Budget[1]:

Revenue	FY 2019/20 Proposed
NFL Ticket Surcharge	8,142,000
SBL Proceeds	25,416,000
Interest	938,000
Net Revenues from Non-NFL Events	5,796,000
Naming Rights	6,754,000
Sponsorship Revenue (STR)	345,000
Rent	24,762,000
Senior and Youth Program Fees	230,000
Non-NFL Event Ticket Surcharge	1,232,000
Total Revenue	**73,615,000**

Expenditures	FY 2019/20 Proposed
Stadium Operations	4,004,000
Engineering	2,054,000
Guest Services	825,000
Groundskeeping	177,000
Security	1,656,000
Insurance	2,956,000
Stadium Management Fee	232,000
SBL Sales and Service	2,221,000
Senior and Youth Program Fees (paid to City)	230,000
Ground Rent (paid to City)	355,000
Performance Rent (paid to City)	2,721,000
Discretionary Fund Expense	250,000
Utilities	1,551,000
Use of StadCo Tenant Improvements	182,000
Stadium Authority General and Administrative	2,480,000
Other Expenses	200,000
Transfers Out	51,183,000
Contribution to Operating Reserve	338,000
Total Expenditures	**73,615,000**

[1]*Santa Clara Stadium Authority budget can be found under separate cover at: http://santaclaraca.gov/home/showdocument?id=63408.*


Non-Departmental
9.00 FTEs
Citywide Strategic Planning and Initiatives
4.00 Assistant to the City Manager
1.00 Deputy City Manager
2.00 Office Specialist III
1.00 Public Records Manager
1.00 Risk Manager
9.00 Total Citywide Strategic Planning and Initiatives FTE

Budget Summary

		FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Division / Program							
Citywide Programs Division							
3611	Citywide Programs[1]	1,436,768	19,280,162	19,604,869	1.7%	21,318,919	8.7%
Total Citywide Programs Division		**1,436,768**	**19,280,162**	**19,604,869**	**1.7%**	**21,318,919**	**8.7%**
Citywide Strategic Planning and Initiatives Division							
3631	Strategic Planning and Initiatives	0	0	3,057,008	100.0%	2,564,857	(16.1%)
Total Citywide Strategic Planning and Initiative Division		**0**	**0**	**3,057,008**	**100.0%**	**2,564,857**	**(16.1%)**
Debt Service Division[2]							
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 Division[3]							
3621	Stadium - General Administration	0	450,696	695,634	54.3%	719,795	3.5%
3622	Stadium - Police	0	4,227,743	4,752,021	12.4%	4,827,051	1.6%
3623	Stadium - Fire	0	394,591	429,677	8.9%	444,739	3.5%
3624	Stadium - Public Works	0	512,776	722,200	40.8%	747,600	3.5%
Total Stadium Operations Division		**0**	**5,585,806**	**6,599,532**	**18.1%**	**6,739,185**	**2.1%**
Total by Division / Program		**1,436,768**	**24,865,968**	**29,261,409**	**17.7%**	**30,622,961**	**4.7%**

[1]Starting with the FY 2019/20 Proposed Budget, transfers to other funds are included in departmental costs and reflected in the Dollars by Category section.
[2]The Debt Service Division budget information can be found under the Debt Service section of this document.
[3]Santa Clara Stadium Authority budget can be found under separate cover at: http://santaclaraca.gov/home/showdocument?id=63408.

Budget Summary

	FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed[2]	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Fund						
General Fund[1]	1,436,768	24,865,968	28,546,322	14.8%	29,870,071	4.6%
Housing Authority Fund	0	0	52,325	100.0%	55,197	5.5%
City Affordable Housing Fund	0	0	104,649	100.0%	110,391	5.5%
Housing Successor Agency Fund	0	0	104,649	100.0%	110,391	5.5%
Convention Center Enterprise Fund	0	0	453,464	100.0%	476,911	5.2%
Total by Fund	**1,436,768**	**24,865,968**	**29,261,409**	**17.7%**	**30,622,961**	**4.7%**

[1]*Starting with the FY 2019/20 Proposed Budget, transfers from other funds are included in departmental costs and reflected in the Dollars by Category section.*
[2]*FY 2019/20 accounts for $4,050,000 revenues received from the sale of land and the City's loan to a developer in the amount of $4,050,000 to fund an affordable housing project (Approved by City Council on January 29, 2019). The stated amount is not reflected in the numbers above, however is reflected in the General Operating Fund (001) Sources and Uses section of this document.*

	FY 2017/18 Actuals	FY 2018/19 Adopted	FY 2019/20 Proposed[2]	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Category						
Salary and Benefits						
Salary	0	2,934,104	4,346,427	48.1%	4,414,034	1.6%
As-Needed	0	1,149,900	1,608,500	39.9%	1,471,700	(8.5%)
Overtime	0	2,231,500	2,795,800	25.3%	2,878,400	3.0%
Retirement	0	163,591	488,724	198.7%	531,222	8.7%
Health Allocation	0	49,129	107,469	118.7%	113,256	5.4%
Medicare	0	6,798	23,428	244.6%	24,491	4.5%
Social Security	0	199,238	65,414	(67.2%)	66,225	1.2%
Other Benefits	0	188,560	227,295	20.5%	233,490	2.7%
Total Salary and Benefits	**0**	**6,922,820**	**9,663,057**	**39.6%**	**9,732,818**	**0.7%**
Non-Personnel						
Materials/Services/Supplies	1,436,687	6,068,441	4,964,119	(18.2%)	4,664,054	(6.0%)
Interfund Services	81	55,072	360,850	555.2%	367,024	1.7%
Capital Outlay	0	350,000	110,500	(68.4%)	62,900	(43.1%)
Transfers to Other Funds	0	11,469,635	14,162,883	23.5%	15,796,165	11.5%
Total Non-Personnel	**1,436,768**	**17,943,148**	**19,598,352**	**9.2%**	**20,890,143**	**6.6%**
Total by Category	**1,436,768**	**24,865,968**	**29,261,409**	**17.7%**	**30,622,961**	**4.7%**

Position Summary

	FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Division / Program					
Citywide Programs Division					
3611 Citywide Programs	0.00	4.00	0.00	(4.00)	0.00
Total Citywide Programs Division	**0.00**	**4.00**	**0.00**	**(4.00)**	**0.00**
Citywide Strategic Planning and Initiatives Division					
3631 Strategic Programs and Initiatives	0.00	0.00	9.00	9.00	9.00
Total Citywide Strategic Planning and Initiatives Division	**0.00**	**0.00**	**9.00**	**9.00**	**9.00**
Total by Division / Program	**0.00**	**4.00**	**9.00**	**5.00**	**9.00**

	FY 2017/18 Adopted	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2019/20 Change	FY 2020/21 Proposed
Positions by Fund					
General Fund	0.00	4.00	6.80	2.80	6.80
Housing Authority Fund	0.00	0.00	0.14	0.14	0.14
City Affordable Housing Fund	0.00	0.00	0.28	0.28	0.28
House and Urban Development Fund	0.00	0.00	0.28	0.28	0.28
Convention Center Enterprise Fund	0.00	0.00	1.50	1.50	1.50
Total by Fund	**0.00**	**4.00**	**9.00**	**5.00**	**9.00**
Position Classification					
Assistant to the City Manager	0.00	0.00	4.00	4.00	4.00
Contracts Manager	0.00	1.00	0.00	(1.00)	0.00
Deputy City Manager	0.00	0.00	1.00	1.00	1.00
Management Analyst	0.00	1.00	0.00	(1.00)	0.00
Office Specialist III	0.00	0.00	2.00	2.00	2.00
Public Records Manager	0.00	1.00	1.00	0.00	1.00
Risk Manager	0.00	1.00	1.00	0.00	1.00
Total Positions	**0.00**	**4.00**	**9.00**	**5.00**	**9.00**

Budget Reconciliation

	Positions	Expenditures (All Funds)
Prior Year Budget	4.00	24,865,968
FY 2019/20 Base Budget Adjustments		
One-Time Cost Adjustments		
User Fee Study/Development Impact Study/Art In-Lieu Consultant		(200,000)
Software procurement funding for Citywide initiatives		(300,000)
Adjustment in transfer to Public Facilities Financing Corporation Fund		(790,079)
Ongoing Cost Adjustments		
Salary and benefits adjustments		29,113
Reallocate 1.0 Assistant to the City Manager (Approved by the City Council on September 18, 2018) from the City Manager's Office to Non-Departmental Citywide Strategic Planning and Initiatives Division	1.00	339,357
Reallocate 1.0 Assistant to the City Manager from the City Manager's Office to the Non-Departmental Citywide Strategic Planning and Initiatives Division	1.00	312,794
Reallocate 1.0 Office Specialist III (Approved by the City Council on September 18, 2018) from the City Manager's Office to Non-Departmental Citywide Strategic Planning and Initiatives Division	1.00	142,814
Reallocate 1.0 Contracts Manager (Approved in FY 2018/19 Adopted Budget) from Non-Departmental to Finance Department	(1.00)	(221,229)
Reallocate 1.0 Management Analyst (Approved in FY 2018/19 Adopted Budget) from Non-Departmental to Finance Department	(1.00)	(176,870)
Transfer to various capital improvement program funds for newly established internal service fund for engineering services		1,979,413
Adjustment in position costs related to Stadium, including salary and overtime		535,584
Interfund services adjustments:		
Adjustment for newly established internal service fund allocation for information technology services		174,975
Net increase in various interfund services allocations		130,804
Transfer to Certified Access Specialist (CASp) Certification and Training Fund		7,000
Adjustment to reflect minimum wage increase		6,000
Transfer to the Sports and Open Space Authority Fund		5,220
Reallocation of funding for audit services from Non-Departmental to the City Auditor's Division in the Finance Department		(259,468)
Total FY 2019/20 Base Budget Adjustments	**1.00**	**1,715,428**
Total FY 2019/20 Base Budget	**5.00**	**26,581,396**

Budget Reconciliation

	Positions	Expenditures (All Funds)
FY 2019/20 Service Level Changes		
Real Estate Management Resources	1.00	421,006
Stadium Management Oversight	1.00	363,109
Sustainability Officer	1.00	315,498
Risk Management Program Resources	1.00	120,126
Capital Improvement Program Project Adjustments		2,034,820
Public Safety Stadium Training Program		295,700
Revenue Strategies Consultant		200,000
Cost-Benefit Analysis Consultant		200,000
Public Records Act One-Time Resources		120,000
Tuition Reimbursement		50,000
Measure N Outreach and Engagement		50,000
Santa Clara Convention Center and Convention Visitors Bureau Reduction		(1,490,246)
Total Service Level Changes	**4.00**	**2,680,013**
Total FY 2019/20 Proposed Budget	**9.00**	**29,261,409**
FY 2020/21 Base Budget Adjustments		
One-Time Cost Adjustments		
Net Capital Improvement Program Project Adjustments		948,135
Adjustment in transfer to Public Facilities Financing Corporation Fund		790,079
Revenue Strategies Consultant		(200,000)
Cost-Benefit Analysis Consultant		(200,000)
Public Records Act Resources		(120,000)
Real Estate Management Resources		(90,000)
Public Safety Stadium Training Program (programmed every three years)		(88,600)
Tuition Reimbursement		(50,000)
Measure N Outreach and Engagement		(50,000)
Transfer to the Sports and Open Space Authority Fund		(5,220)
Ongoing Cost Adjustments		
Salary and benefits adjustments		256,251
Non-personnel adjustments		149,152
Transfer to various capital improvement program funds for newly established internal service fund for engineering services		21,755
Total FY 2020/21 Base Budget Adjustments	**0.00**	**1,361,552**
Total FY 2020/21 Base Budget	**9.00**	**30,622,961**
Total FY 2020/21 Proposed Budget	**9.00**	**30,622,961**

Non-Departmental Detail

	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2020/21 Proposed
Citywide Programs Division			
Citywide Programs			
Art In-Lieu Consultant	100,000	0	0
CalPERS Replacement Benefit Fund	150,000	160,000	165,600
Championship Teams	36,000	36,000	36,000
City Council Contingency Fund	100,000	100,000	102,000
City Facilities Utilities - Electric	301,730	301,730	313,799
City Facilities Utilities - Garbage	38,172	38,172	39,699
City Facilities Utilities - Gas	58,212	58,212	60,540
City Facilities Utilities - Miscellaneous	2,600	2,600	2,704
City Facilities Utilities - Sewer	25,046	25,046	26,048
City Facilities Utilities - Water	50,000	50,019	52,020
City Manager Special Initiatives	370,000	400,000	408,000
Citywide Programs Positions	741,947	0	0
Citywide Performance Audit	200,000	0	0
Citywide Training	100,000	100,000	102,000
Community Grants Program	100,000	100,000	102,000
Community Outreach	246,000	246,000	250,920
Convention and Visitors Bureau	1,490,246	0	0
E-Discovery Software	200,000	0	0
Financial Audit	59,468	0	0
Golf and Tennis Maintenance	548,829	449,139	549,506
Interfund Services Allocations	1,672	6,667	10,300
Measure N Outreach and Engagement	0	50,000	0
Miss Santa Clara	12,000	12,000	12,000
Mission City Scenes	18,000	18,000	18,360
Pension/OPEB Trust Program Administration	22,000	22,000	22,440
Procurement Software	100,000	0	0
Real Estate Management Software	50,000	0	0
Separation Payouts	1,809,776	1,800,000	1,810,000
Silicon Valley Animal Control Authority	1,038,088	1,120,841	1,143,258
Transfers to Capital Improvement Program			
ADA Self Evaluation and Transition Plan Update	500,000	0	0
Agenda and Document Management Systems	16,845	0	0
Annual Creek Trail Rehabilitation Program	100,000	100,000	100,000
Bowers Roof Replacement	0	127,820	0
CAD/RMS System Replacement	975,000	0	0
City Hall Security and Key System Upgrade	150,000	0	0
Civic Center Campus Renovations	0	1,000,000	0
Computer Aided Dispatch Alerting System Upgrade	200,000	350,000	0

Non-Departmental Detail

	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2020/21 Proposed
Citywide Programs Division			
Citywide Programs			
Computer Replacement Program	517,075	0	0
Consolidate and Upgrade Servers	50,000	200,000	200,000
Convention Center Repairs and Upgrades	55,800	80,000	0
Diesel Exhaust Removal Systems	270,000	0	0
Downtown Master Plan	400,000	0	0
Engineering CIP Management Services	0	1,979,413	2,001,168
Fall Safety Building Improvements	200,000	100,000	100,000
Fiber Development, Design, and Expansion	0	330,000	330,000
Financial Management System Replacement	12,899	264,443	5,936,990
Fire Station Video Conferencing	200,000	0	0
GIS Enterprise System	300,000	0	0
HVAC Chiller Unit	0	260,000	0
IT Training Room Refurbishment	50,000	0	0
Laurelwood Pump Station Rehabilitation	615,000	3,240,000	0
Miscellaneous Storm Drain Improvements	50,000	0	0
Morse Mansion Rehabilitation	50,000	50,000	0
Park Improvements	150,000	150,000	150,000
Playground Construction	500,000	0	0
Protective Equipment Replacement	203,000	295,000	165,000
Public Building Parking Lot Improvements	87,105	50,000	50,000
Public Spaces	220,000	0	0
Pump Station Rehabilitation	100,000	110,000	120,000
Repair to Historic Buildings	140,000	240,000	240,000
Repairs - Modifications to City Buildings	150,000	150,000	150,000
Replace Network Equipment	400,000	300,000	200,000
Stationary Standby Generators	2,350,000	725,000	0
Storm Drain Outfall Reconstruction Program	200,000	300,000	300,000
Storm Pump Motor and Control Replacement	0	450,000	450,000
Storm Water Retention Basin Remediation	0	300,000	2,000,000
Street Corporation Yard Renovation	60,000	137,000	0
Townsend Field, Washington Bell Park, Elmer Johnson Field Rehabilitation	115,000	0	0
Triton Museum Repair and Modifications	35,000	35,000	35,000
Westside Retention Basin Pump Replacement	880,000	320,000	0
Transfers to Capital Improvement Program Subtotal	10,302,724	11,643,676	12,528,158
Transfer to Cemetery Fund	618,082	703,490	760,663
Transfers to Public Facilities Financing Fund			
2010 Lease Debt Issuance	0	750,854	1,097,069
2013 Refunding Certificates of Participation	0	959,620	1,403,275
Transfers to Public Facilities Financing Fund Subtotal	0	1,710,474	2,500,344

Non-Departmental Detail

	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2020/21 Proposed
Citywide Programs Division			
Citywide Programs			
Transfer to Certified Access Specialist (CASp) Certification and Training Fund	0	7,000	7,000
Transfer to Sports and Open Space Authority Fund	0	98,243	0
Triton Museum	289,569	295,560	295,560
Tuition Reimbursement Program	0	50,000	0
User Fee Study	100,000	0	0
Citywide Programs Subtotal	**19,280,161**	**19,604,869**	**21,318,919**
Citywide Strategic Planning and Initiatives Division			
Citywide Strategic Programs and Initiatives			
Citywide Strategic Planning and Initiatives Positions	0	1,905,869	1,839,745
Information Technology Cost-Benefit Analysis Consultant	0	200,000	0
Interfund Services Allocations	0	290,373	290,700
Real Estate Software Procurement	0	50,000	0
Revenue Strategies Consultant	0	200,000	0
Santa Clara Convention Center	0	410,766	434,412
Citywide Strategic Planning and Initiatives Subtotal	**0**	**3,057,008**	**2,564,857**
Stadium Operations Division			
Stadium – General Administration			
City Attorney	49,293	63,991	66,230
City Council	2,940	5,250	5,250
City Clerk	11,434	5,233	5,416
City Manager	231,459	343,547	355,571
Citywide Strategic Planning and Initiatives	0	62,544	64,733
Community Development	11,658	13,704	14,183
Finance	110,311	187,044	193,590
Human Resources	8,239	5,830	6,034
Information Technology	0	2,488	2,575
Public Works	25,362	6,003	6,213
Stadium – General Administration Subtotal	**450,696**	**695,634**	**719,795**
Stadium – Fire			
Levi's Stadium NFL Regular	17,000	15,900	16,500
Levi's Stadium Non-NFL Regular	17,000	9,800	10,100
Levi's Stadium General Regular	25,200	15,500	16,000
Levi's Stadium NFL OT	315,091	173,300	179,400
Levi's Stadium Non-NFL OT	0	165,200	171,000
Levi's Stadium General OT	0	24,300	25,200
Levi's Stadium General Supplies	16,100	13,600	14,100
Levi's Stadium General Equipment Maintenance	4,200	12,077	12,439
Stadium – Fire Subtotal	**394,591**	**429,677**	**444,739**

Non-Departmental Detail

	FY 2018/19 Adopted	FY 2019/20 Proposed	FY 2020/21 Proposed
Stadium Operations Division			
Stadium – Public Works			
Levi's Stadium NFL Regular	18,000	13,000	13,500
Levi's Stadium Non-NFL Regular	18,000	21,700	22,500
Levi's Stadium General Regular	0	5,500	5,700
Levi's Stadium NFL OT	472,476	376,200	389,400
Levi's Stadium Non-NFL OT	0	273,800	283,400
Levi's Stadium General OT	0	26,000	26,900
Levi's Stadium General Supplies	4,300	6,000	6,200
Stadium – Public Works Subtotal	**512,776**	**722,200**	**747,600**
Stadium Operations Division			
Stadium – Police			
Levi's Stadium NFL Regular	40,000	67,000	69,300
Levi's Stadium Non-NFL Regular	40,000	48,900	50,600
Levi's Stadium General Regular	47,900	41,300	42,700
Levi's Stadium NFL As Needed	660,000	678,700	702,500
Levi's Stadium Non-NFL As Needed	466,000	641,300	663,700
Levi's Stadium General As Needed	19,100	20,100	20,800
Levi's Stadium NFL OT	1,614,643	944,000	977,000
Levi's Stadium Non-NFL OT	0	719,300	744,500
Levi's Stadium General OT Reimb - NFL	0	8,300	8,600
Levi's Stadium General Supplies	39,400	19,200	19,900
Levi's Stadium General Stadium Authority Equipment Maintenance	16,000	21,733	22,385
Per Diem Workers' Compensation Insurance	33,200	30,000	31,200
NFL Outside Agency - Concession	95,000	0	0
NFL Outside Agency - CA Highway Patrol	350,000	404,800	419,000
Non-NFL Outside Agency - CA Highway Patrol	350,000	261,800	271,000
NFL Outside Agency - Santa Clara County	150,000	152,900	158,300
NFL Outside Agency - City of Sunnyvale	26,000	14,300	14,800
Non-NFL Outside Agency - Santa Clara County	150,000	81,400	84,200
Non-NFL Outside Agency - County of San Francisco	26,000	11,000	11,400
Levi's Stadium General Contractual Services	35,100	27,400	28,300
Levi's Stadium NFL IT Outside Services	10,000	12,100	12,500
Levi's Stadium Non-NFL IT Outside Services	10,000	12,100	12,500
Levi's Stadium General IT Outside Services	49,400	53,100	55,300
Silicon Valley Regional Interoperability Authority	0	60,500	62,900
Public Safety Stadium-Related Training Program	0	295,700	214,200
Citywide Strategic Planning Function	0	125,088	129,466
Stadium – Police Subtotal	**4,227,743**	**4,752,021**	**4,827,051**
Total Non-Departmental	**24,865,967**	**29,261,409**	**30,622,961**

Service Level Changes

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Real Estate Management Resources	1.00	90,000	331,006	0	351,442

Program: 3631 – Citywide Strategic Programs and Initiatives

This action centralizes the City's real estate function through the addition of a City Real Estate Manager (1.0 Assistant to the City Manager), one-time funds for as-needed staff ($40,000) to inventory the City's properties in a central database, and real estate software procurement ($50,000). The City currently has a Housing Division Manager position in the Community Development Department that is responsible for the management of various federal and State programs, coordination of the City's participation in housing finance programs, and oversight of the housing rehabilitation programs and agency contract administration. The new Real Estate Manager position will perform the current duties of the Housing Division Manager and will also manage the City's real estate portfolio. In conjunction with this proposal, the Community Development Department includes an action to delete the Housing Division Manager position and add a Management Analyst to act as support staff to the Real Estate Manager. The Real Estate Manager will be funded 70% by Housing's special revenue funds and 30% by the General Fund. In addition, the Fiscal Year 2018/19 Adopted Operating Budget included funding to procure real estate management software as part of a citywide initiative. The City was unable to procure the software in Fiscal Year 2018/19 and will be carrying this amount over to Fiscal Year 2019/20 to acquire the needed software.

Performance Impact

The 1.0 Assistant to the City Manager position and the one-time funding provided will increase capacity for the City's real estate management function.

Strategic Pillar:  Promote and Enhance Economic and Housing Development

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Stadium Management Oversight	1.00	0	363,109	0	375,188

Program: 3631 – Citywide Strategic Programs and Initiatives

This proposal adds 1.0 Deputy City Manager to oversee all Stadium-related functions. Currently, various City staff allocate portions of their time to the Stadium; however, because this staff is spread amongst nine departments, the tracking of time spent and services provided to the Stadium has been difficult. Adding the Deputy City Manager position will provide a dedicated resource to coordinate with the multiple departments that work on Stadium-related items and to more accurately report on the staff time spent as well as what services are being provided by each City department. In addition, this position will help to coordinate Police and Fire deployment for Stadium events. This position is expected to be reimbursed 75% by the Stadium, with the remaining 25% funded by the General Fund.

Performance Impact

The addition of this position will enable current staff working on Stadium-related items to shift their focus to their regular duties as well as centralize the City's Stadium function.

Strategic Pillar:  Ensure Compliance with Measure J and Manage Levi's Stadium

Service Level Changes

		FY 2019/20		FY 2020/21	
Title	**Positions**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**
Sustainability Officer	1.00	0	315,498	0	334,945

Program: 3631 – Citywide Strategic Programs and Initiatives

This action adds 1.0 Assistant to the City Manager to act as the City's Sustainability Officer, consistent with the newly added sustainability strategic pillar approved by City Council. The City of Santa Clara approved a Climate Action Plan (CAP) in December 2013, which provides guidance on creating a more sustainable, healthy, and livable community. The Sustainability Officer position will help address and oversee the strategies that are outlined in the CAP and make improvements to the City's current plan. Additionally, this position will work with Silicon Valley Power to evaluate energy efficiency programs and the Water and Sewer Utilities Department to focus on having a sustainable water supply. The Sustainability Officer will also coordinate with the Public Works and Community Development Departments regarding using sustainable materials, reducing waste, addressing new building requirements and monitoring the Transportation Demand Management program. This position will be funded in the General Fund; however, reimbursed primarily through eligible utility funds and building inspection fees.

Performance Impact

The addition of this position will provide the City dedicated resources to not only manage the City's strategies to improve sustainability efforts, but to also enhance the sustainability program by coordinating with departments citywide.

Strategic Pillar:  Sustainability

		FY 2019/20		FY 2020/21	
Title	**Positions**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**
Risk Management Program Resources	1.00	0	120,126	0	129,825

Program: 3631 – Citywide Strategic Programs and Initiatives

This proposal adds 1.0 Office Specialist III to support the Risk Manager position approved in the FY 2018/19 Adopted Operating Budget. Currently, the Risk Manager does not have support staff dedicated to the risk function to assist with administrative tasks including updating insurance policy renewals, subrogation of claims and supporting the citywide risk management function. Providing this additional resource will enable the Risk Manager position to focus on higher level tasks such as establishing more robust risk management policies and procedures, managing insurance policies, ensuring compliance with federal, State, and local regulations, and reviewing contracts and making recommendations pertaining to risk transfer, indemnification, and insurance requirements.

Performance Impact

This position will provide more resources to create a stronger risk management program for the City.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Service Level Changes

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Capital Improvement Program Project Adjustments	0.00	2,034,820	0	0	0

Programs:
1134 – Parks-Buildings
1317 – Customer Development and Project Management – Fiber Program
2951 – Parkways and Boulevards-Landscape
4443 – Design-Capital Projects
7822 – Protection – Emergency Response

This action increases the transfer from the Capital Projects Reserve to the Capital Improvement Program. Of this amount, $650,000 will be transferred to the Storm Drain Fund for two existing projects: Fiber Development, Design, and Expansion and Westside Retention Basin Pump Replacement Project. An additional $1,137,000 will be transferred to the Public Buildings Fund for the Street Corporation Yard Renovation as well as a new project for Civic Center Office/Cafeteria Renovations. Of the remaining amount, $127,820 will be transferred to the Parks and Recreation Capital Fund for the new Bowers Roof Replacement Project and $120,000 will be transferred to the Fire Capital Fund for Protective Equipment Replacement project.

Performance Impact

This additional funding being provided to various capital improvement program projects will address maintenance and repair needs as well as allow for projects to be completed without major delays.

Strategic Pillar: Deliver and Enhance High Quality Efficient Services and Infrastructure

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Public Safety Stadium Training Program	0.00	88,600	207,100	0	214,200

Program: 3622 – Stadium – Police

This proposal allocates funding for numerous specialized trainings related to events at Levi's Stadium, including firearms qualification, bicycle crowd control and operations, sniper courses, and incident command system training. These trainings are part of the Police Department's effort to create a standardized training program to ensure compliance with Police Officer Standards and Training requirements and to keep all staff working special events up-to-date with the latest policies and procedures. All trainings included in this program are fully reimbursed by the Stadium; therefore, there is no cost to the General Fund.

Performance Impact

These trainings will ensure that all special event officers working at the Stadium are up-to-date on the most recent procedures and trained to handle all situations arising at the Stadium in an appropriate manner.

Strategic Pillar: Ensure Compliance with Measure J and Manage Levi's Stadium

Service Level Changes

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Revenue Strategies Consultant	0.00	200,000	0	0	0

Program: 3631 – Citywide Strategic Programs and Initiatives

This proposal adds one-time funding for the City to bring on a third-party consultant to support the City's General Fund revenue strategies. The City's General Fund relies heavily on revenue sources that are volatile, including sales tax and transient occupancy tax. In anticipation of rising pension and liability costs, it is prudent for the City to develop a strategic work plan for expanding current revenue sources and exploring new revenue opportunities. Per Council direction from the January City Council Operational and Strategic Priority Setting Sessions, staff is developing revenue strategies for Council consideration to address ongoing deficits projected for Year 3 and beyond of the Ten-Year Financial Forecast, outside of this two-year recommended budget. Specifically, the City Council directed staff to explore increasing Transient Occupancy Tax or implementing a new Utility Users Tax. Additionally, staff will review an employee-based Business Tax and the possibility of issuing debt to replace aged infrastructure from new revenue sources. Consultant funding to poll for potential revenue strategies/tax measures, support the development of revenue options for Council consideration, informational community outreach, and legal analysis is included in this budget document.

Performance Impact

This funding will allow for the City to explore different revenue opportunities, providing additional insight to revenue strategies to plan for the City's future needs.

Strategic Pillar:  Promote and Enhance Economic and Housing Development

Title	Positions	FY 2019/20 One-Time Expenditures (All Funds)	FY 2019/20 Ongoing Expenditures (All Funds)	FY 2020/21 One-Time Expenditures (All Funds)	FY 2020/21 Ongoing Expenditures (All Funds)
Information Technology Services Cost-Benefit Analysis Consultant	0.00	200,000	0	0	0

Program: 3631 – Citywide Strategic Programs and Initiatives

This action adds one-time funding to bring on a third-party consultant to perform a cost-benefit analysis of the City's current contract for information technology (IT) services. The City currently operates under an outsourced model to provide IT services citywide. The consultant will provide the City with an evaluation of its current methodology and make recommendations to ensure that the City is operating under the most efficient and effective model for IT services. Additionally, the City has seen a consistent need for resources dedicated to audio and visual services, which is a highly specialized field. One-time funds have been recommended in the Information Technology Department's budget to add an audio and visual engineer to the current IT service contract; however, the consultant will also be analyzing the City's audio and visual needs to determine the best method of bringing on this type of resource.

Performance Impact

This consultant will help the City determine what the most efficient and effective model is to deliver information technology services, resulting in enhanced IT service citywide.

Strategic Pillar:  Manage Strategically Our Workforce Capacity and Resources

Service Level Changes

		FY 2019/20		FY 2020/21	
Title	Positions	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Public Records Act Resources	0.00	120,000	0	0	0

Program: 3631 – Citywide Strategic Programs and Initiatives

This action adds one-time funding for as-needed staff to assist with public records act requests until ongoing technology improvements can be completed. As part of the Fiscal Year 2018/19 Adopted Operating Budget, the City added 1.0 Public Records Manager position to oversee and coordinate with departments to gather documentation pertinent to any public records requests submitted to the City.

Performance Impact

This additional resource will provide the Public Records Manager with more capacity to work on providing citywide public records education and training and developing a citywide public records disclosure procedure.

Strategic Pillar: Manage Strategically Our Workforce Capacity and Resources

		FY 2019/20		FY 2020/21	
Title	Positions	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)	One-Time Expenditures (All Funds)	Ongoing Expenditures (All Funds)
Tuition Reimbursement Program	0.00	50,000	0	0	0

Program: 3611 – Citywide Programs

This action adds one-time funding to the City's Tuition Reimbursement Program to cover reimbursement requests from eligible employees who participate in the Working Scholars Program. The City Manager's Office introduced the Working Scholars Program in February 2019. This program offers eligible employees with educational benefits in the form of reimbursements for educational courses which maintain and improve the employees' skills in their current positions and/or for potential promotional opportunities. Tuition reimbursement applies to education or training employees choose to take and complete on their own time. The course work must also improve the employee's skills and knowledge as required by the employee's present position; benefit the employee's professional development as a City employee; or enhance the employee's career development with the City of Santa Clara.

Performance Impact

The Tuition Reimbursement Program will help develop and expand current staff skills, resulting in a more knowledgeable and efficient workforce.

Strategic Pillar: Manage Strategically Our Workforce Capacity and Resources

Service Level Changes

		FY 2019/20		FY 2020/21	
Title	**Positions**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**
Measure N Outreach and Engagement	0.00	50,000	0	0	0

Program: 3611 – Citywide Programs

This action adds one-time funding for outreach and engagement related to Measure N. The Advisory Ballot Measure (also known as Measure N) was presented to voters during the November 2018 ballot. The measure asked voters whether the City should engage voters in a public process to amend the City Charter to change the method of elections from at-large to by-district for City Councilmembers. This was approved by the voters and this funding will provide more community outreach and engagement for the potential upcoming elections for several districts whose current Councilmembers are up for election.

Performance Impact

This funding will provide City staff more opportunities to connect with the residents to ensure transparency of voter approved legislation.

Strategic Pillar:  Enhance Community Engagement and Transparency

Service Level Changes

		FY 2019/20		FY 2020/21	
Title	**Positions**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**	**One-Time Expenditures (All Funds)**	**Ongoing Expenditures (All Funds)**
Santa Clara Convention Center and Convention Visitors Bureau Subsidy Elimination	0.00	0	(1,490,246)	0	(1,520,051)

Program: 3611 – Citywide Programs

This proposal eliminates the Santa Clara Convention Center and Convention Visitors Bureau budget subsidy due to the reorganization of the governance structure for the Convention Center and the Convention-Visitors Bureau (CVB). The City of Santa Clara entered into two separate agreements with the Santa Clara Chamber of Commerce (Chamber) to 1) manage and operate the Santa Clara Convention Center (1984) and 2) operate a CVB to provide marketing and convention/visitor services (annual contract).

In May 2018, the City Council directed staff to conduct a financial and performance audit of the Convention Center and CVB. Based upon preliminary and final audit findings the City did not renew the annual CVB contract and terminated the 1984 Convention Center Management Agreement effective March 2019.

After issuing a Request for Proposal and awarding a new management and operations firm for the Convention Center, it is anticipated that Convention Center operations will be self-supported through the Convention Center Enterprise Fund. In addition, it is anticipated that the combination of funds available in the Convention Center Enterprise Fund and the Tourism Improvement District will be sufficient to fund future CVB activities, allowing for the complete elimination of the budget subsidy.

Performance Impact

The new governance structure together with the new Convention Center and (anticipated) CVB agreements within the Convention Center Enterprise Fund will provide better and more transparent and accountable management and operations services for convention and visitor activity in Santa Clara that align to the City's contract management practices.

Strategic Pillar:  Deliver and Enhance High Quality Efficient Services and Infrastructure

Performance and Workload Measures

Non-Departmental

Performance Measures

	Strategic Pillar	2016/17 Actuals	2017/18 Actuals	2018/19 Target	2018/19 Estimate	2019/20 Target[1]	2020/21 Target[1]
Annual reduction of citywide general liability loss history – *New for FY 2019/20*		N/A	N/A	N/A	N/A	N/A	5%
Number of vendor contracts confirmed compliance with city insurance requirements – *New for FY 2019/20*		N/A	N/A	N/A	N/A	N/A	N/A

Workload Measures

Number of City properties managed – *New for FY 2019/20*		N/A	N/A	N/A	N/A	N/A	N/A

[1]*As part of the reorganization and establishment of Non-Departmental, many programs are new and currently under development. New performance and workload measure targets will be included upon the establishment of related programs.*

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Other Agencies

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 plans to terminate operations of SCGTC in late calendar year 2019 and the land will be redeveloped into a mixed-use commercial/residential project. Post closure maintenance costs can be found in Non-Departmental expenditures of this budget publication.

Budget Summary

	FY 2017/18 Actuals[1]	FY 2018/19 Adopted[1]	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Division / Program						
Sports and Open Space Authority						
8011 Sports and Open Space Authority	11,052	0	28,645	100.0%	0	(100.0%)
8013 Santa Clara Golf and Tennis Club	2,165,676	2,557,729	994,502	(61.1%)	0	(100.0%)
Total Sports and Open Space Authority	**2,176,728**	**2,557,729**	**1,023,147**	**(60.0%)**	**0**	**(100.0%)**
Total by Division / Program	**2,176,728**	**2,557,729**	**1,023,147**	**(60.0%)**	**0**	**(100.0%)**
Dollars by Fund						
Sports and Open Space Authority Fund	11,052	0	28,645	100.0%	0	(100.0%)
Santa Clara Golf and Tennis Club Fund	2,165,676	2,557,729	994,502	(61.1%)	0	(100.0%)
Total by Fund	**2,176,728**	**2,557,729**	**1,023,147**	**(60.0%)**	**0**	**(100.0%)**

[1] *FY 2017/18 Actuals and FY 2018/19 Adopted have been restated to present costs by category, whenever applicable.*

Budget Summary

	FY 2017/18 Actuals[1]	FY 2018/19 Adopted[1]	FY 2019/20 Proposed	FY 2019/20 Change %	FY 2020/21 Proposed	FY 2020/21 Change %
Dollars by Category						
Salary and Benefits						
Salary and Benefits	1,002,416	1,135,859	409,047	(64.0%)	0	(100.0%)
Board Member Stipend	5,220	0	5,220	100.0%	0	(100.0%)
Total Salary and Benefits	**1,007,636**	**1,135,859**	**414,267**	**(63.5%)**	**0**	**(100.0%)**
Non-Personnel						
Materials/Services/Supplies	1,155,092	1,411,870	576,902	(59.1%)	0	(100.0%)
Interfund Services	14,000	10,000	3,333	(66.7%)	0	(100.0%)
Transfers to Other Funds[2]	0	0	28,645	100.0%	0	(100.0%)
Total Non-Personnel	**1,169,092**	**1,421,870**	**608,880**	**(57.0%)**	**0**	**(100.0%)**
Total by Category	**2,176,728**	**2,557,729**	**1,023,147**	**(60.0%)**	**0**	**(100.0%)**

[1]FY 2017/18 Actuals and FY 2018/19 Adopted have been restated to present costs by category, whenever applicable.
[2]FY 2019/20 Proposed Transfers Out is fund balance from Sports and Open Space Authority Fund to Santa Clara Golf and Tennis Club Fund.

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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.

Community Organization	Department	Description	FY 2019/20	FY 2020/21
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	80,000	80,000
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
Championship Team Trust Fund	Parks and Recreation	Funding assistance for championship teams/ individuals and sports affiliated groups to travel to state, national and international competition representing the City of Santa Clara	36,000	36,000
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
Miss Santa Clara Pageant	Parks and Recreation	Provides an opportunity to receive an educational scholarship	12,000	12,000
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	23,000	23,000
Project Sentinel – Rent Mediation	Community Development	Provides advice, referrals, counseling, and mediation services to tenants and landlords to resolve disputes regarding rental arrangements	77,000	77,000
Saint Justin Community Ministry	Community Development	Provides food assistance to low/moderate income residents	17,500	17,500
Santa Clara Ballet	Parks and Recreation	Provides cultural, music, dancing, entertainment and performances	10,000	10,000
Santa Clara Chorale	Parks and Recreation	Provides community choral performances	5,000	5,000

Community Organization	Department	Description	FY 2019/20	FY 2020/21
Santa Clara County Healthier Kids Foundation	Parks and Recreation	Provides funding for areas of program focus	70,000	70,000
Santa Clara Players	Parks and Recreation	Provides theatrical performances for the entertainment and enjoyment of the community	5,850	5,850
Santa Clara Senior Nutrition	Parks and Recreation	Provides daily delivery of meals to severely disabled and homebound seniors	24,000	24,000
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 Closed School Site Maintenance	Parks and Recreation	Provides funding to maintain turf at Curtis and Monticello school sites in order to provide community use of the athletic fields	36,000	36,000
Santa Clara Unified School District Extended Day Care/Latch Key Care	Parks and Recreation	Provides after school care for 3rd-5th graders at Bracher, Hughes, Montague, Pomeroy, and Scott Lane Elementary Schools	108,450	108,450
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 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
Triton Museum	Non-Departmental	Provides artistic exhibitions and educational programs	295,560	295,560
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			**925,360**	**925,360**

Santa Clara City Council Priorities – FY 2019/20

	Pillar	Individual Board Member Priority	Requested By	Cost + Staffing	Notes & Possible Trade-offs
No Additional Funding Required					
1		Meeting Management and Council Meeting protocols	Councilmember Watanabe	None	The City Manager has implemented self-imposed restrictions on the number of General Business/Public Hearing items per agenda, as well as we have noticed the meeting to address some items at 6 p.m. The Governance Committee can recommend additional action as part of its Council Policy review.
2		Actively review unfunded liabilities	Councilmember Chahal		Financial impact of unfunded liabilities regularly reported.
3		Analyze City's budget in comparison with like nearby cities	Councilmember Chahal	None	Comparison of administration costs per capita per FTE included in Proposed Budget
4		Hold back on Kylli project until staffing issues are addressed	Councilmember Davis	None (applicant has paid $191,810 in fees to support review).	Development services as a whole has experienced a high volume of work that exceeds capacity of staff.
Funded with Existing Resources					
5		San Jose development impacts on Santa Clara (North San Jose and Stevens Creek)	Mayor Gillmor	None. Staff is currently tracking this issue and recently sent a letter on March 25, 2019.	City is currently monitoring the Settlement Agreements and an update was provided to Council in late Jan 2019. Staff work is underway for additional updates.
6		Options to increase staff and budget for IT (1)	Councilmember Davis	2 vacant IT Manager positions & additional contract services proposed. Vacancies are in current budget, so no additional cost impact. However, staff is proposing in the proposed 19/20 budget more additional consultant services to stabilize services.	Staff is proposing a review of the current consultant contracts to ensure that the use of public funds is also maximized through outsourcing IT services. This work will build off of prior reviews.

	Pillar	Individual Board Member Priority	Requested By	Cost + Staffing	Notes & Possible Trade-offs
Funded with Existing Resources					
7		Fire Department drone use for new construction	Councilmember Davis	**$3,000 ongoing** (additional funding that may be required in PD for video storage) Expanding current scope to incorporate use in construction inspections may impact departments outside FD. Development of an administrative drone policy by end of FY2019/20.	
8		Traffic Mitigation Fees from Developers	Councilmember Chahal	None	The Traffic Mitigation Fee was updated and increased late last year as approved by Council.
9		Intelligent traffic lights using IOT	Councilmember Chahal	None, work in progress. Staff actively pursuing grants for this work.	Current technologies include Bluetooth/Wi-Fi Traffic Monitoring, Changeable Message Signs, Emtrac GPS Fire Preemption Installation, Fiber Optic Network installation, and Adaptive Traffic Signals. Worked with Intel to implement Dedicated Short Range Communications (DSRC) radio with autonomous vehicles at a traffic signal.
10		Synchronize traffic signals and explore more efficient traffic measures	Councilmembers Chahal & Hardy	None, work in progress.	Current projects include Lick Mill, Homestead, Lafayette, Bowers and Agnew/DeLaCruz. Staff currently watches for and applies for grants to fund the retiming of signal systems.
11		Implementation of Traffic Signal Management Software region-wide to improve overall smooth movement of traffic	Councilmember Chahal	None, work in progress.	Staff is already implementing a project to update the City's Traffic Signal Management Software so it is compatible with neighboring jurisdictions. VTA has also been a partner in discussions and evaluation of the system. Staff has been working with other agencies to develop a minimum traffic signal controller technology to facilitate interoperability amongst all jurisdictions within the County.

	Pillar	Individual Board Member Priority	Requested By	Cost + Staffing	Notes & Possible Trade-offs
Funded with Existing Resources					
12		Support affordable housing - innovative solutions and funding sources	Councilmember Chahal	No additional staffing required. New pilot program to support Accessory Dwelling Units will include dedication of funding from City's Housing funds. Focus will be for teachers and public service workers.	Current proposals to explore Accessory Dwelling Units (ADU's) and increase enforcement of affordable housing compliance. Monitoring of legislation per the Council approved Legislative Advocacy Position.
13		Shelter and resources for those experiencing homelessness - collaboration with outside agencies	Councilmember Watanabe	No additional staffing required. Current allocations (FY2018/19): CDBG - $52,500 Tenant Based Rental Assistance Program (TBRA) - $1,258,000 Homeless case management (County) - $125,000 Total allocated - $1,435,000	City currently provides funding to the County to provide case management services and to third party providers for rental assistance and other services.
14		Protect business district on El Camino	Councilmember Chahal	None, work in progress as part of El Camino Real Specific Plan.	
15		Garbage program - food waste	Councilmember Hardy	None, work in progress.	Pilot program is underway. City is currently in active negotiations with our current service provider, and the item is scheduled to be back at Council in late 2019.
16		Bike & scooter policy	Councilmember Hardy	Regulation will need to be 100% cost recovery.	Council approved a work plan for this item on 1/29/2019 which will require approximately 6-8 months with the following timeline: • Develop draft ordinance and regulations - 2 mos. • Community and operator outreach - 2 to 2.5 mos. • Bicycle and Pedestrian Advisory Committee - 1.5 mos. • Finalize and Council approval - 2 mos. • Council could direct a 6 month check in to assess the operations of the program and make additional changes, if warranted.

	Pillar	Individual Board Member Priority	Requested By	Cost + Staffing	Notes & Possible Trade-offs
Funded with Existing Resources					
17		Update fee schedule and policy for use of Community Spaces by the public: cost, availability, and procedure for community rooms citywide	Mayor Gillmor Councilmembers Chahal & Hardy	Consultant (Matrix CG) under contract to recommend fee schedule updates; staffing resources to review and update citywide procedures. 1) Policy discussion by Council regarding fee schedule will impact community room fees and City's ability to recoup costs. 2) Staff will review and update procedures for community room use based on Council direction.	In coordination with departments, Finance is currently updating the Municipal Fee Schedule including the full cost for community room rental for Council consideration (currently scheduled for May 21, 2019). The Library is currently evaluating a web-based solution that will allow users to book Community Rooms on line. The $3.5K cost is already covered in the Library budget. This system is only designed for use with the Library's reservations, not citywide. Once Council provides direction on the fee schedule, staff will work to address concerns regarding community room procedure.
18		Business tax on large corporations	Councilmember Chahal	Absorbed within current Revenue Strategy workload for future Council deliberations.	Finance indicates more analysis needed and Council will need to evaluate this proposal as part of its overall revenue strategy. The Business License Tax in Mountain View was passed by 69% in Nov. 2018. It will assign a progressive increase to the annual fee paid by businesses based on number of employees, with tiers ranging from 1 to 5,000. Qualified nonprofits and small businesses are exempt and the tax will go into effect starting on January 1, 2020 (larger companies will be phased in between 2020 and 2022). Estimated to generate approximately $6 million annually, based on current Mountain View Business Licenses (https://www.mountainview.gov/civicax/filebank/blobdload.aspx?BlobID=27147).
Pending Proposed Budget					
19		Climate Action Plan	Councilmember Chahal	Supported by proposed **Sustainability Manager**	While the City has made progress of various sustainable activities, we have not had a dedicated resource to holistically advance this needed initiative. This Plan can be administered with the proposed position.

	Pillar	Individual Board Member Priority	Requested By	Cost + Staffing	Notes & Possible Trade-offs
Pending Proposed Budget					
20		Cybersecurity	Mayor Gillmor Councilmember Davis	**$280,000 one-time in FY 2019/20; $160,000 one-time in FY 2020/21** (1) Security resources from our ITO service provider to strengthen our security program and remediate vulnerabilities ($180,000 in FY 2019/20/$60,000 in FY 2020/21) (2) Tools, process and technology to increase cyber incident identification and response capabilities ($100,000 each year) **1.25 FTE** for contracted services (Unisys)	The City has a formal Cybersecurity program in place to secure the City's information assets from cyber breaches and attacks. Funding is requested for additional service provider resources and cybersecurity capabilities in support of our efforts to keep City data secure and user data private, and to expand system capabilities.
21		Billboard Advertising Agreement	Mayor Gillmor	Assign to proposed new position (Housing and Real Estate Development Officer) to review agreement and perform additional research regarding options. No current revenue generated by agreement. Proposal from current vendor (AllVision) projects revenues from $7.6M to $26.5M over a 25-year term, depending on the option chosen by the City.	Work assignment will consume capacity of proposed position. With the pending expiration of the existing contract, this matter will need to be referred to future position for advisement on next steps.
22		Involve procurement team in the City's ongoing contracts and the renewal process	Councilmember Chahal	**$80,000 one-time** Consulting services to enhance purchasing policies and procedures and support citywide training	The City has a decentralized procurement model and additional resources would be needed to centralize procurement. Accordingly, City's Procurement team has established a matrixed citywide procurement function with existing resources and is currently developing a plan for Citywide procurement policies and structure. The strategy is to continue with training on procurement, contracts, and overall efficiencies. Staff already has implemented training, rehauled processes and contract templates, and it will continue.

	Pillar	Individual Board Member Priority	Requested By	Cost + Staffing	Notes & Possible Trade-offs
Pending Proposed Budget					
23		Citywide staffing levels	Mayor Gillmor Councilmembers Watanabe & Davis	**$120,000** - Consulting Services: Approximately $20-$30K per recruitment (one-time) - **1 FTE** Office Specialist IV $112,000 (ongoing)	Within limited financial resources, the FY 2019/20 Proposed Budget includes the addition of critical staff resources and one-time funding for consultant resources (a total of 15.5FTE is included in the Proposed Budget including support for real estate, sustainability, Reed and Grant Sports Park, stadium oversight, Attorney's Office real estate, Silicon Valley Power, communications, solid waste, housing, risk management, finance and human resources).
24		Options to increase staff and budget for IT (2)	Councilmember Davis	**$200,000 one-time in FY 2019/20; $200,000 one-time in FY 2020/21** - **1 FTE** from our contracted service provider to support audio visual needs, project management, and e-discovery	Intended to provide additional support needed in the areas of AV technology, e-discovery and project management. The request for AV technology support will also provide training and assistance citywide for AV equipment use.
25		Increase hours at Northside Library	Mayor Gillmor	**$5,000 ongoing** **1 FTE** (Librarian offset by deletion of Business Analyst)	Current Library hours: Mon-Tues from 11am-8pm; Wed-Sat from 10am-6pm Proposed hours: Mon-Tues from 10am-9pm; Wed-Sat from 10am-6pm; Sun from 1pm-5pm Total $148.5K, of which $143.8K is self-solved, leaving a cost impact of $4.7K ($131.0K Salary & benefits; $7.5K Janitorial & Operating Supplies costs; $10K As-Needed Budget)
26		Restroom at Fairway Glen Park	Mayor Gillmor	**$900,000-Design, construction, and maintenance of a restroom.** One-time: Landscape/Building Architect $150,000. Capital construction costs $750,000 to $1.0 M Ongoing costs $9,685/year increase in as-needed park labor to open, close, clean.	

	Pillar	Individual Board Member Priority	Requested By	Cost + Staffing	Notes & Possible Trade-offs
Pending Proposed Budget					
27		Add Sustainability Manager	Councilmember Chahal	**$311,000 ongoing** General Fund: $63,000 Enterprise Funds: $248,000 **1 FTE**	Funded by multiple departments. Sustainability Manager will assist with water conservation, recycled water opportunities, sanitary sewer discharge, electricity, transportation, garbage and recycling, building requirements.
28		Real Estate Asset Management - potential FTE addition	Councilmember Davis	**$215,000 ongoing (housing funds)** **$90,000 one-time** No net new General Fund costs; Centralizes Real Estate functions, deletes existing Housing Division Manager and adds one Management Analyst. **1 FTE**	Staff has accomplished this goal with minimal impact to the General Fund and by piloting a new staffing approach.
29		Targeted and proactive community outreach	Mayor Gillmor	**$194,000 ongoing** Web and Digital Media Manager **1 FTE**	Council has prioritized media and news responsiveness and community access to information. With current resources, we are unable to expand communications services beyond more frequent electronic communications. However, adding 1 FTE and a consultant, as referenced earlier, provide a real opportunity to achieve the level of service that the Council desires.
30		Effective marketing of City resources to support transition to new convention center operator and ongoing tourism in the City	Mayor Gillmor	Partially included in current contract with new operator; additional support is available through existing TID. Council approved an Assistant to the CM and PT Office Specialist for oversight and monitoring of these contracts. These are resources that can be used to advance this objective, but capacity will be limited in light of the priority to put in place oversight/contract management, and working with Spectra, TID, and Destination Marketing Organization (DMO) services. Currently, there are no staff assigned to marketing, nor are there any designated City resources.	The ED, Marketing & Communications Committee recently referred to the City Council for approval a request to add funds for a consultant service that supports these type of services. Further funding depends on the future decision related to the governance structure of a new Destination Marketing Organization.

	Pillar	Individual Board Member Priority	Requested By	Cost + Staffing	Notes & Possible Trade-offs
Pending Proposed Budget					
31		Explore options for small dog parks at existing parks	Councilmember Chahal	**$100,000 one-time** Costs for similar facilities will depend upon design, potentially CIP of $75-$100K per facility. We would need to revisit as part of the capital budget planning process next year.	As the City reviews park and playground rehabilitation of existing parks, staff is exploring the feasibility (size, shape, location, operation & maintenance issues, cost) and neighborhood support for off leash dog areas in neighborhood parks. To date, Machado and Homeridge Park schematic design updates have Council approved off leash areas but no funding, while Parks & Recreation Commission recommended Marsalli Park, as well as a proposal to convert natural grass to synthetic turf at Raymond G. Gamma Dog Park. Maintenance of natural turf areas require periodic closure and additional cost for maintenance. San Tomas & Monroe area is being evaluated for use of synthetic turf.
Partially Funded					
32		City Hall space needs	Vice Mayor Mahan Councilmembers Watanabe & Davis	Staff is proceeding with an RFQ to select a consultant to develop a city hall masterplan and new utility building. Although the initial steps can be done with current staff, the program will require 1-2 added FTE. Consultant costs will be determined as part of the RFQ. Funding available to support new utility building.	Advance the RFP for the masterplan for the Civic Center and for near term construction of a new utilities building. Staff will return to Council with a status report and required next steps to proceed.
33		Fully implement PeopleSoft modules to increase efficiency of our financial data and reporting	Councilmember Chahal	**$147,768 one-time** **1.0 FTE** Management Analyst equivalent As Needed position for 1 year. (Estimated Cost: Unclassified, Salary Only $114,390 – $147,768)	Finance Department currently has some funding available to begin project planning for PeopleSoft. Human Resources Department would use consulting services to implement and activate various functionality and modules in PeopleSoft. Existing staff would need to be reallocated to this project.

	Pillar	Individual Board Member Priority	Requested By	Cost + Staffing	Notes & Possible Trade-offs
Not Funded at this Time					
34		Commencing public discussion and planning for "Central Park North"	Mayor Gillmor	**$300,000 one-time** (pre-build) **$51M one-time** (build) **$941,150 ongoing** (post-build) Consultant costs for Outreach/survey, Landscape Architect, Geotechnical consultant, CEQA $5 million from developer for improvements per the DDA. Project is unfunded.	Avg construction cost/acre is currently $1.33 x 35 acres = $46,550,000. Over 20-year, phased build-out with 5% escalation $56,791,000. This amount may vary based on actual park amenities approved. Unfunded Capital: $51M; Unfunded Operating: maintenance cost per acre is $26,890 x 35 = $941,150.
35		Increase Senior Center hours	Mayor Gillmor	**$108,600 ongoing** **1 FTE and as-needed staff**	Current Senior Center hours: M-Th 7am-7pm; F 7am-5pm; Sa 9am-12pm Proposed hours: M-Th 7am-7pm; F 7am-5pm; Sa 9am-5pm; Su 12-5pm $108,600/year (estimate $75,600 for additional as-needed employees, $15,000 contractual services, $10,000 utilities, janitorial $8,000. FT Supervisor cost minimal/adsorbed.) While the Center may be open additional hours, some areas of the Center will only be open on a staff available basis (i.e. natatorium lifeguards).
36		Develop "Love Santa Clara" program designed to promote improving the quality of life for Santa Clara residents	Councilmember O'Neill	**$189,404 ongoing** **1 FTE** Program support: $50,000 (materials, outreach, scheduling meetings) Management Analyst: $107,712-$139,404	Could be similar to Neighborhood Outreach Programs in other cities. To support development and coordination of this proposed program, additional staffing is required at a Management Analyst level or higher due to high level of engagement with the community. Initial programming budget of $50,000 proposed to support community meetings, assessment of resident needs, and development of collateral or outreach materials.

	Pillar	Individual Board Member Priority	Requested By	Cost + Staffing	Notes & Possible Trade-offs
Not Funded at this Time					
37		Pursue revenue opportunities for Silicon Valley Power	Mayor Gillmor	**$50,000 one-time** Retain consultants to research, develop and support possible advertising solutions, including any legal issues that will be required to be analyzed regarding advertising on City property.	Staff will continue to pursue electric vehicle infrastructure as part of the City's sustainability pillar (recent actions include consideration of a multi-city partnership and working with a private operator to install chargers in the right-of-way). However, chargers have limited revenue opportunity in Santa Clara due to our load. Under the base case scenario, electrical vehicle load will be less than 1% of the whole system. Regarding potential advertising on EV chargers, the City does not own the chargers; they are privately owned and operated but buy electricity from the City. The City does not own advertising rights to existing chargers. Additionally, staff will prepare a UUT proposal for Council to consider.
38		Innovative recruitment strategies for miscellaneous and public safety staffing	Mayor Gillmor Councilmember Davis	**$222,768 one-time** **1 FTE** Management Analyst Equivalent As Needed (one year) - $114,390 - $147,768 **Consulting Services**: $50K - $75K initially to fully assess the recruitment and selection improvements recommended by Management Partners and develop and implement the improvements needed to be more effective and efficient.	After conducting interviews with various stakeholders, including HR staff and departments, Management Partners concluded that the recruitment and selection processes and systems need improvement. This includes implementation of technology improvements, e.g., NeoGov (full capabilities); implementation of an onboarding system for new hires, which includes an interface with PeopleSoft and the CalPERS system; review of current policies and practices and update to streamline the hiring process; redesign recruitments for unclassified positions to streamline and expedite the process; produce a recruitment video about the benefits and opportunities of working for the City of Santa Clara; and evaluate pre-placement medical exams for sedentary positions. Unfortunately, staffing resources are currently limited, and additional staffing and/or consultant services would be needed to begin the review and implementation of these improvements.
39		Transportation Demand Management (TDM) penalties and measures	Councilmember Chahal	**$150,000 one-time** Consultant to help develop TDM monitoring program options for consideration including level of oversight, development of penalties, outreach to property owners, legal analysis, and staff required to manage and conduct program.	The development of different programs and options will require a significant work effort. Staff will need a consultant to help develop TDM monitoring program options for consideration including level of oversight, development of penalties, outreach to property owners, and legal analysis. In addition, the consultant will help analyze how many additional staff will be needed to manage and conduct the monitoring program.

	Pillar	Individual Board Member Priority	Requested By	Cost + Staffing	Notes & Possible Trade-offs
Not Funded at this Time					
40		Review standards for data centers for Power Utility Efficiency (PUE)	Councilmember Chahal	**$253,052 ongoing** **1 FTE** Electric Program Manager	It is possible to create a planning standard. However, it would need some flexibility and not a one size fits all unless we are looking to discourage all but a single type of build in the City. This would be a significant work effort (compliance with the requirements) and staff believe that the benefit would be limited as Data Centers are already incentivized to have the most efficient PUE they are able to achieve (best technology) for a location because that is how they price themselves and win their own market share.
41		RV Parking Ordinance to protect neighborhoods	Councilmember Chahal	**$100,000 one-time** Estimated consulting services - $100,000 to assess current regulations, review areas of opportunity and conduct community outreach. If signage is required, costs would depend on location and frequency.	Due to limited staff capacity, a consultant would need to be retained to review current regulations, develop options, conduct community outreach, and make recommendations based on best practices. Currently, staff in the Police Department would be able to absorb administration and enforcement of an ordinance or parking program once it is developed. Police Department staff spend considerable amount of time responding to calls about RV's, which are difficult to enforce within current regulations. Additionally, RV's are parked on public streets for many reasons and do not always involve persons living in the vehicle. Could check with City of Berkley's new ordinance and their process.
Partially Unknown Funding					
42		San Jose-Santa Clara Regional Wastewater Facility - improved operations and transparency of expenditures	Mayor Gillmor	None. Staff is currently tracking this issue. Possible cost reductions with efficiencies and improved management of projects could reduce costs. There will be costs for litigation.	Water & Sewer Utilities staff has been working closely with San Jose and Tributary Agencies and has made strides in improving transparency related to operations, CIP projects, and expenditures along with collaboration and communication. Those efforts continue through our involvement with the Treatment Plant Advisory Committee and other ancillary meetings and outreach. Santa Clara is a party to the lawsuit as a co-owner of the treatment plant. The tributary agencies filed a lawsuit on March 23, 2018, and Santa Clara recently completed providing "Response to Plaintiffs for Production of Documents first set of requests for production discovery information". Discussion with CAO should occur regarding lawsuit strategies going forward. However, San Jose, Milpitas and Santa Clara have discussed the need for an audit regarding expenditures.

	Pillar	Individual Board Member Priority	Requested By	Cost + Staffing	Notes & Possible Trade-offs
Partially Unknown Funding					
43		Outreach to large employers to provide free shuttles/commuter buses	Councilmember Chahal	Not currently staffed and requires additional resources to implement, including regional coordination for possible grants from regional transportation agency.	Regional examples: South SF free shuttle is about $175,000/year (largely grant funded). Mountain View shuttle provided by Google - focuses on key City locations, runs 10am-6pm Mon-Sun. Not for commuters, focused on daily excursions.
44		Cannabis Policy options	Councilmember Hardy	None. Staff is currently tracking this issue and gathering additional information. Any policy advanced to the Council for commercial sales will be introduced with the City's staffing needs to enforce regulations.	Per Council direction from the February 19, 2019, Council meeting, staff is gathering more information regarding additional policy options for Council consideration.
45		Develop a Community Benefits policy to address expectations for new development in the City	Councilmember O'Neill	**$77,500/year for 2 years** **0.5 FTE for 2 years** Requires additional use of General Fund. Could incorporate into General Plan update in FY20-21	Community benefits differ from nexus based requirements in that they allow additional development capacity in exchange for additional benefits vs. mandatory contributions (e.g., Citywide affordability or parkland requirements, etc.) so a Citywide program would be different than what has been seen. This could be incorporated into the Specific Plans underway or we could launch a new Citywide policy effort. The latter would require additional staffing and we are already evaluating a community benefits framework for specific plans that are under development.
46		Maintenance and use of historic properties	Vice Mayor Mahan	**$156,452 ongoing** **1.5 FTE** Recreation Coordinator $106,452 0.5 As-needed $50,000 Unknown building maintenance costs - dependent on number and type of properties	DPW is involved with Maintenance of the Historic Homes but is not involved in leasing them out or making them available to the Public. Parks & Recreation could review feasibility of community programming and volunteer (docents) support.

	Pillar	Individual Board Member Priority	Requested By	Cost + Staffing	Notes & Possible Trade-offs
Partially Unknown Funding					
47		Develop options for housing support that alleviate the financial impact for potential recruits	Councilmember Davis	Below Market Purchase (BMP) Program currently available. Affordable Housing re: ADU pilot includes targeting teachers and public services workers. Additional FTE or consultant fees if new program is desired. Advertising current BMP to prospective recruits/employees would not have any cost associated.	The City currently operates Below Market Purchase (BMP) Program that assists low and moderate-income families to achieve the goal of home ownership. In fall of 2019, a new rental inclusionary policy was added, expanding the support system for those in need of housing in Santa Clara. City employees are eligible to participate if they qualify. One recommendation would be to promote this program to prospective and existing employees. Marketing material for this program could be developed and provided to candidates, provided to employees during the new hire orientation, and promoted through the HR Newsletter. In order to participate, applicants meet program requirements and guidelines (http://santaclaraca.gov/home/showdocument?id=62215). The number of produced BMP homes per year varies; there were 7 in 2018, but the average is between 5-10 per year. The wait list for our program with the Housing Trust averages 2,000 interested households, but after applicants complete the application process and are deemed eligible to apply to purchase a specific home in the program, the HT will have 2-3 applicants that qualify.
48		Protect neighborhoods from parking overflows from high-density housing	Councilmember Chahal	Additional FTEs dependent on number of areas with special parking requirements. Cost impact unknown - based on scope of requirements.	Proactive neighborhood outreach to establish neighborhood parking districts is not currently in the work program and would require additional staffing resources. Additional staffing would be required depending on the type of program selected. This would be for management of the program, and enforcements. The number of staff and cost would be based on the number of areas with special parking requirements.
Total Estimated Financial Impact:				**$56,586,694***	
Total Estimated One-Time Costs:				**$54,010,536***	
Total Estimated Ongoing Costs:				**$2,576,158**	
Total Requested FTEs (does not include consulting services):				**14.25**	

**Includes unfunded estimate of $51M for "Central Park North." Totals without this projected cost are $3,100,536 estimated one- time costs and $5,676,694 total estimated financial impact.*

Santa Clara City Council Referral Update – FY 2019/20

	Pillar	Individual Board Member Priority	Requested By	Cost + Staffing	Notes & Possible Trade-offs
No Additional Funding Required					
1		Street Racing and Sideshows: take steps to make the 2004 Ordinance operative and increase enforcement within existing resources	City Council	Funding for a consultant to evaluate the ordinance and develop a strategic workplan can be funded through the existing FY 2018/19 budget	The consultant review will include policy and workplan development. Additional costs resulting from the consultant analysis may be required.
2		City Branding and Marketing	City Council	Funding for a Web and Digital Content Manager position is included in the FY 2019/20 Proposed Budget. In addition, funding for consultant services is available in the FY 2018/19 budget.	Further evaluation regarding changes to the existing City brand and digital content will be conducted upon approval and filling of the new position.

FY 2019/20 Capital Improvement Program (CIP) Budget Amendments

General Fund (001)

Department	Source of Funds	Use of Funds	Explanation
Capital Projects Reserve		(2,034,820)	Decreases the Capital Projects Reserve to fund various capital improvement program project adjustments as detailed in this document.
Transfer to the Streets and Highways Capital Fund		1,578,562	Increases the transfer from the General Fund to the Streets and Highways Fund for the new PW Capital Projects Management appropriation.
Transfer to the Public Buildings Capital Fund		1,237,571	Increases the transfer to the Public Buildings Capital Fund for the Street Corporation Yard Renovation project ($137,000) and the new Civic Center Campus Renovations (Multi-Department) project ($1.0 million). This amount also includes a transfer for the new PW Capital Projects Management appropriation ($100,571).
Transfer to the Storm Drain Capital Fund		550,506	Increases the transfer to the Storm Drain Fund for the Westside Retention Basin Pump Replacement project ($320,000) and the new PW Capital Projects Management appropriation ($230,506).
Transfer to the Electric Utility Capital Fund		330,000	Establishes a transfer from the General Fund Capital Project Reserve to the Electric Utility Capital Fund for the Fiber Development, Design, and Expansion project. This amount accounts for the Storm Drain program's portion of project costs.
Transfer to the Parks and Recreation Capital Fund		127,820	Increases the transfer to the Parks and Recreation CIP Fund for the new Bowers Roof Replacement project.
Transfer to the Fire Department Capital Fund		140,049	Increases the transfer to the Fire Department Capital Fund for the Protective Equipment Replacement project ($120,000) and the new PW Capital Projects Management appropriation ($20,049).
Transfer to the General Government Capital Fund		39,092	Establishes a transfer from the General Fund to the General Government Capital Fund for the new PW Capital Projects Management appropriation.
Transfer to the Library Department Capital Fund		10,633	Establishes a transfer from the General Fund to the Library Department Capital Fund for the new PW Capital Projects Management appropriation.
Ending Fund Balance		(1,979,413)	Decreases the ending fund balance to offset the transfer to various Capital Improvement Program funds for new PW Capital Projects Management appropriation. This funding is included and assumed as part of the Proposed Operating Budget.
Total General Fund	-	-	

Streets and Highways Capital Fund (533)

Project	Source of Funds	Use of Funds	Explanation
Transfer from the General Fund/PW Capital Projects Management Costs	1,578,562	1,578,562	Recognizes a transfer from General Fund and establishes a new PW Capital Projects Management Costs project. This appropriation accounts for the Public Works costs related to staff that provide support and services to projects within the Streets and Highways Capital Fund.
Total Streets and Highways Capital Fund	**1,578,562**	**1,578,562**	

Parks and Recreation Capital Fund (532)

Project	Source of Funds	Use of Funds	Explanation
Restroom at Fairway Glen Park		900,000	Establishes a new Restroom at Fairway Glen project to fund design and construction costs to address community concerns at Fairway Glen Park.
PW Capital Projects Management Costs		806,595	Establishes a new PW Capital Projects Management Costs project. This appropriation accounts for the Public Works engineering and administration costs in managing projects within the Parks and Recreation CIP Fund. Of this amount, $314,000 is offset using beginning fund balance, resulting from the reallocation of funds from existing FY 2018/19 projects. The remaining $492,595 will be funding through ending fund balance.
Transfer from the General Fund/Bowers Roof Replacement	127,820	127,820	Recognizes a transfer from the General Fund Capital Projects Reserve and establishes a new Bowers Roof Replacement project.
Beginning Fund Balance	314,000		Increases the beginning fund balance to offset the PW Capital Projects Management Costs. This amount is a result of reallocation of funds from existing projects in FY 2018/19 (New Neighborhood Park & Community Garden - $57,000, Playground Construction - $57,000 and Youth Soccer Fields & Athletic Facilities Reed and Grant Street - $200,000).
Ending Fund Balance		(1,392,595)	Decreases the ending fund balance to offset the actions recommended above.
Total Parks and Recreation Capital Fund	**441,820**	**441,820**	

FY 2019/20 Capital Improvement Program (CIP) Budget Amendments

Public Buildings Capital Fund (538)

Project	Source of Funds	Use of Funds	Explanation
Transfer from the General Fund - Capital Projects Reserve/Civic Center Campus Renovation (Multi-Department)	1,000,000	1,000,000	Recognizes a transfer from the General Fund Capital Projects Reserve and establishes a new Civic Center Campus Renovation (Multi-Department) project. This will fund major renovations to the cafeteria and several departments including, but not limited to, the Finance and Human Resources Department.
Transfer from the General Fund - Capital Projects Reserve/Street Corporation Yard Renovation	137,000	137,000	Recognizes a transfer from the General Fund Capital Projects Reserve and increases the Street Corporation Yard Renovation project for additional mechanical, electrical and utility work needed to meet building codes and current construction standards.
Transfer from the General Fund/PW Capital Projects Management Costs	100,571	100,571	Recognizes a transfer from the General Fund and establishes a new PW Capital Projects Management Costs project. This appropriation accounts for the Public Works costs related to staff that provide support and services to projects within the Public Buildings Capital Fund.
Total Public Buildings Capital Fund	**1,237,571**	**1,237,571**	

General Government Capital Fund (539)

Project	Source of Funds	Use of Funds	Explanation
Ending Fund Balance - Public, Educational, and Governmental Fees		(1,039,457)	Reallocates all Public, Educational, and Governmental (PEG) fee revenue previously collected in the General Government Capital Fund to the newly created PEG Fee Fund in the operating budget.
Transfer to the Public, Educational, and Governmental Fee Fund		1,239,457	Establishes a transfer from this fund to the Public, Educational, and Governmental Fee Fund. The PEG Fund will track all revenue and expenditures related to PEG separately.
Institutional Telecommunications Networks and Broadcast Infrastructure		(200,000)	As part of the reallocation of all Public, Educational, and Governmental (PEG) fee revenue to the newly created PEG Fee Fund in the operating budget, this action eliminates the Institutional Telecommunications Networks and Broadcast Infrastructure project as these costs are now included in the new PEG Fee Fund.
Transfer from the General Fund/PW Capital Projects Management Costs	39,092	39,092	Recognizes a transfer from the General Fund and establishes a new PW Capital Projects Management Costs project. This appropriation accounts for the Public Works costs related to staff that provide support and services to projects within the General Government Capital Fund.
Total General Government Capital Fund	**39,092**	**39,092**	

Storm Drain Capital Fund (535)

Project	Source of Funds	Use of Funds	Explanation
Transfer from the General Fund/Westside Retention Basin Pump Replacement Project	320,000	620,000	Recognizes a transfer of $320,000 from the General Fund and appropriates that funding to the Westside Retention Basin Pump Replacement project. Funding of $300,000 is being reallocated from the Storm Water Retention Basic Remediation project. New cost estimates include replacing existing pumps with new pumps that were sized and designed to meet the required hydraulic capacity and work with existing electrical systems. This also includes the required structural work to meet building codes.
Storm Water Retention Basic Remediation		(300,000)	Reallocates funding from the Storm Water Retention Basic Remediation project to the Westside Retention Basin Pump Replacement project to align funding with higher priority projects.
Transfer from the General Fund/PW Capital Projects Management Costs	230,506	230,506	Recognizes a transfer from the General Fund and establishes a new PW Capital Projects Management Costs project. This appropriation accounts for the Public Works costs related to staff that provide support and services to projects within the Storm Drain Capital Fund.
Total Storm Drain Capital Fund	**550,506**	**550,506**	

Fire Department Capital Fund (536)

Project	Source of Funds	Use of Funds	Explanation
Protective Equipment Replacement	120,000	120,000	Recognizes a transfer from the General Fund Capital Projects Reserve and appropriates that funding for the Protective Equipment Replacement project to fund additional equipment need as required by the International Association of Firefighters Memorandum of Understanding.
Transfer from the General Fund - PW Capital Projects Management Costs	20,049	20,049	Recognizes a transfer from the General Fund and establishes a new PW Capital Projects Management Costs project. This appropriation accounts for the Public Works costs related to staff that provide support and services to projects within the Fire Department Capital Fund.
Total Fire Department Capital Fund	**140,049**	**140,049**	

FY 2019/20 Capital Improvement Program (CIP) Budget Amendments

Library Department Capital Fund (537)

Project	Source of Funds	Use of Funds	Explanation
Transfer from the General Fund/PW Capital Projects Management Costs	10,633	10,633	Recognizes a transfer from the General Fund and establishes a new PW Capital Projects Management Costs project. This appropriation accounts for the Public Works costs related to staff that provide support and services to projects within the Library Department Capital Fund.
Total Library Department Capital Fund	**10,633**	**10,633**	

Electric Utility Fund (091)

Department	Source of Funds	Use of Funds	Explanation
Transfer to the Electric Utility Capital Fund		535,000	Increases the transfer to the Electric Utility Capital Fund for the New Business Estimate Work and Yard Pavement projects as detailed later in this document.
Ending Fund Balance		(535,000)	Decreases the ending fund balance to offset the action recommended above.
Total Electric Utility Fund	**-**	**-**	

Electric Utility Capital Fund (591)

Project	Source of Funds	Use of Funds	Explanation
Silicon Valley Power Utility Center		(10,500,000)	Reallocates funding from fiscal year 2019/20 to fiscal year 2020/21.
Homestead Substation Rebuild		(2,800,000)	Reallocates funding from fiscal year 2019/20 to fiscal year 2020/21.
Developer Contributions/New Business Estimate Work	300,000	300,000	Recognizes additional developer contributions and increases funding for the New Business Estimate project due to change in workload.
Transfer from the Electric Utility Fund/Yard Pavement	235,000	235,000	Recognizes a transfer from the Electric Utility Operating Fund and increases funding for the Yard Pavement project.
Transfer from the General Fund/Fiber Development, Design, and Expansion	330,000	330,000	Recognizes a transfer from the General Fund for the Storm Division's portion of project costs. Overall decrease in project costs and return original transfer back to Electric Utility Operating Fund.
Ending Fund Balance		13,300,000	Increases the fund balance for fiscal year 2019/20 to account for funding being pushed out to fiscal year 2020/21.
Total Electric Utility Capital Fund	**865,000**	**865,000**	

Water Utility Fund (092)

Department	Source of Funds	Use of Funds	Explanation
Transfer to the Water Utility Capital Fund		1,420,000	Increases the transfer to the Water Utility Capital Fund for the Tank Rehabilitation project as detailed later in this document.
Ending Fund Balance		(1,420,000)	Decreases the ending fund balance to offset the action recommended above.
Total Water Utility Fund	**-**	**-**	

Water Utility Capital Fund (592)

Project	Source of Funds	Use of Funds	Explanation
Transfer from the Water Utility Fund/Tank Rehabilitation	1,420,000	1,420,000	Recognizes a transfer from the Water Utility Operating Fund and increases funding for the Tank Rehabilitation project. Additional funding is needed to account for the higher than anticipated design estimates associated with the rehabilitation of the three Serra water storage tanks.
Asset Management Program		750,000	Increases funding for the Asset Management Program to expand the project's scope to include a Master Plan. This will enable the Water and Sewer Utilities Department to understand the condition of existing infrastructure and assess capacity for growth. Once these items are determined, the Department will be able to prioritize critical needs and incorporate them in their fiscal plan.
Water Utility Fund Balance		(750,000)	Decreases the unrestricted fund balance to offset the action recommended above.
Total Water Utility Capital Fund	**1,420,000**	**1,420,000**	

Sewer Utility Fund (094)

Department	Source of Funds	Use of Funds	Explanation
Transfer to the Sewer Utility Capital Fund		(21,495,830)	Decreases the transfer to the Sewer Utility Capital Fund for the San José-Santa Clara Regional Wastewater Facility project as detailed later in this document.
Ending Fund Balance		21,495,830	Decreases the ending fund balance to offset the action recommended above.
Total Sewer Utility Fund	**-**	**-**	

FY 2019/20 Capital Improvement Program (CIP) Budget Amendments

Sewer Utility Debt Service Fund (494)

Department	Source of Funds	Use of Funds	Explanation
Debt Proceeds/Transfer to the Sewer Utility Capital Fund	25,000,000	25,000,000	Recognizes a $25.0 million increase in debt proceeds and increases the transfer to the Sewer Utility Capital Fund for the San José-Santa Clara Regional Wastewater Facility project as detailed later in this document.
Total Sewer Utility Debt Service Fund	**25,000,000**	**25,000,000**	

Sewer Utility Capital Fund (594)

Project	Source of Funds	Use of Funds	Explanation
San José-Santa Clara Regional Wastewater Facility	(22,978,773)	2,021,227	Decreases the transfer from the Sewer Utility Fund ($21,495,830) and the connection charges revenue ($1,482,943). In the 2019/20 Adopted CIP, this project was originally funded with $25.0 million from debt proceeds, $21,495,830 from a transfer from the Water Utility Fund, and $1.5 million from connection charges. As a result of updated cost estimates provided by the City of San José for Santa Clara's portion of project costs, the Water and Sewer Utilities Department is adjusting the project funding. While the transfer and connection charge revenue is being decreased, a separate action is recommended to increase the debt proceeds, as detailed below.
Transfer from the Sewer Debt Service - San José-Santa Clara Regional Wastewater Facility	25,000,000	-	Increases the transfer from the Sewer Debt Service Fund for the San José-Santa Clara Regional Wastewater Facility to reflect the updated cost estimates provided by the City of San José for Santa Clara's portion of project costs.
PW Capital Projects Management Costs		780,594	Establishes a new PW Capital Projects Management Costs project to account for the Public Works costs related to staff that provide support and services to projects within the Sewer Utility Capital Fund. This project is offset by ending fund balance. The total amount for Public Works costs is $937,658; the remaining amount is already budgeted in the Sanitary Sewer Capacity Improvements project ($71,393) and Sanitary Sewer System Improvements project ($85,671).
Ending Fund Balance		(780,594)	Decreases the unrestricted fund balance to offset the action recommended above.
Total Sewer Utility Capital Fund	**2,021,227**	**2,021,227**	