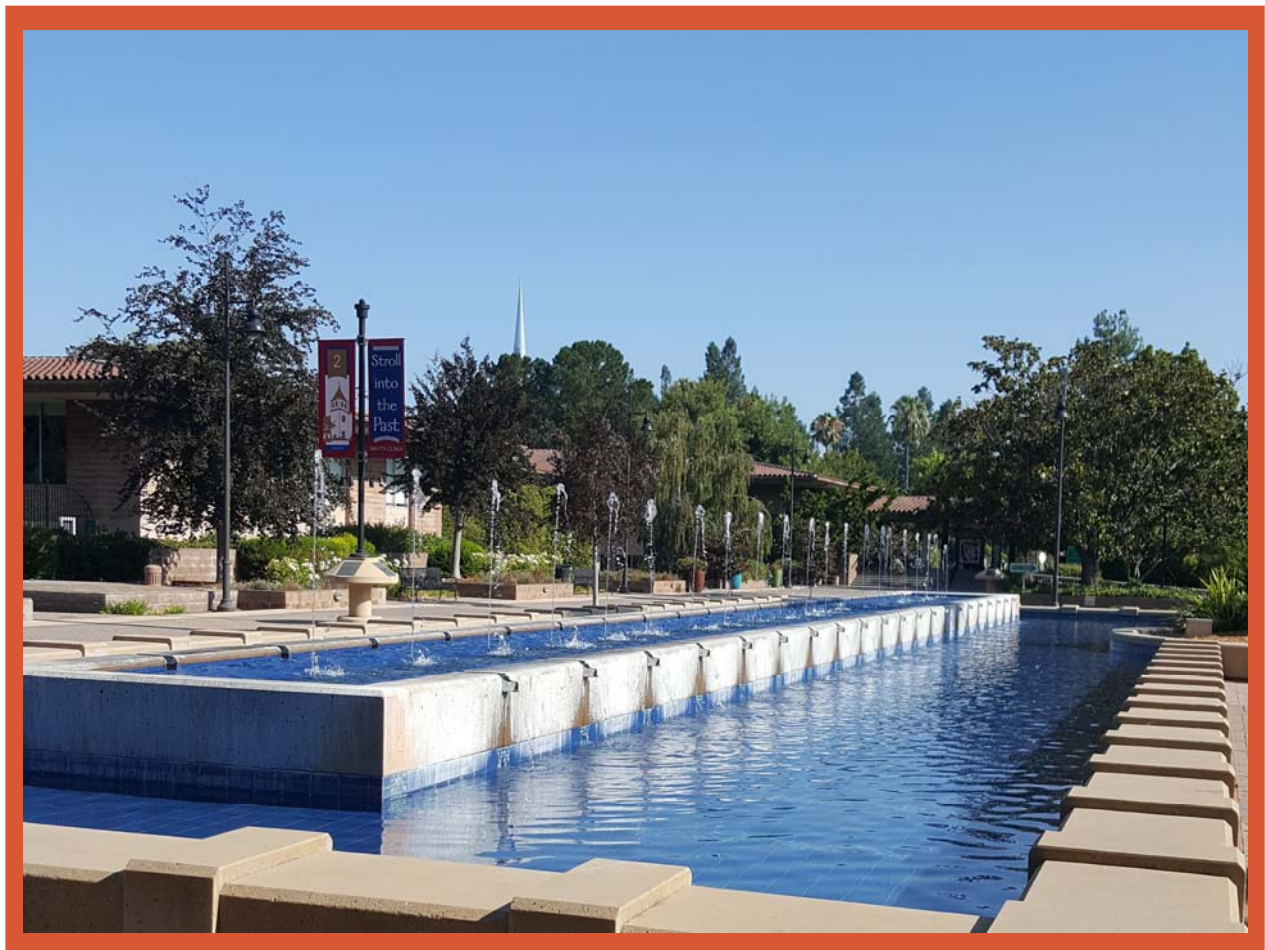


# 2017-18

# City of Santa Clara

# Annual Operating Budget



*Reflection Pool at Santa Clara Civic Center Plaza*



# City of Santa Clara

The Center of What's Possible

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

June 27, 2017

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

Dear Mayor and Members of the City Council:

I am pleased to present the adopted Annual Operating Budget for fiscal year 2017-18. 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 maintaining fiscal stability.

## **INTRODUCTION**

The budget incorporates a balanced and responsible approach to meeting the City's short and long-term needs. It is an important document that serves as staff's recommendation and the City Council's direction for the work plan for the upcoming fiscal year. The total operating budget for 2017-18 of \$729.1 million represents an increase of \$62.1 million, or 9.3% compared to the fiscal year 2016-17 Adopted Operating Budget.

Table 1 summarizes the operating appropriations by fund group:

- General Fund: provides funding for most City operating departments, including public safety, public works, community development, parks and recreation, libraries, and administrative departments.
- Special Revenue Funds: provides repositories for selected revenues as allowed by law, or funding for special activities, such as maintenance districts and affordable housing, as provided by law or policy of the City Council.
- Enterprise Funds: provides funding for municipal utilities such as electric and water and sewer.
- Internal Service Funds: provides funding for communication acquisitions, automotive services, and other City operations, wherein the departments are charged on a pro-rata share of their use of the services which the City manages internally.

**Table 1**  
**Total Annual Operating Budget by Fund Group**

Fund	2016-17 Budget	2017-18 Budget	Increase (Decrease)	Percent Change
General Funds (w/Debt)	\$ 203,912,111	\$ 221,654,487	\$ 17,742,376	8.70 %
Special Revenue Funds	4,182,845	7,157,755	2,974,910	71.12 %
Enterprise Funds	442,428,736	484,488,224	42,059,488	9.51 %
Internal Service Funds	16,416,841	15,755,565	(661,276)	(4.03)%
<b>Total Annual Operating Budget</b>	<b>666,940,533</b>	<b>729,056,031</b>	<b>62,115,498</b>	<b>9.31 %</b>

Consistent with the City Charter, the 2017-18 Budget is a balanced budget. The appropriations recommended for departments are consistent with City Council’s goals and objectives and the City Manager’s budget guidelines. In addition, the budget is based on the Budget Principles approved by City Council on January 24, 2017 and the Budget Priorities which were developed by the City Council at a budget study session held on February 21, 2017. Staff has carefully analyzed all department budget requests, taking into account fiscal year projected resources, levels of service desired by Santa Clara residents and businesses, and City Council goals, principles, and priorities.

**GUIDANCE FOR BUDGET DEVELOPMENT**

On January 24, 2017, the City Council reviewed and adopted a set of Budget Principles, which are included in a later section of this document. These Budget Principles were established to provide a framework for budget review and development; ensuring fiscal stability by considering both the short and long-term impacts of any funding decisions. Below are the Budget Principles most relevant when reviewing and developing the operating budget of the City:

- Budget decisions will be made with long-term implications taken into account, using data from the Five-Year Financial Plan.
- The perception of funding actions, as well as the fiscal impact, will be considered before budgetary decisions are made.
- Ensure ongoing revenues are sufficient to cover the full cost of any staffing changes or service level enhancements.
- It is important to find the right balance between compensation for existing employees and funding for new positions.
- As positions become vacant through attrition, it is prudent to review the services they supported to determine whether the resources would be better allocated to other areas based on today’s environment.
- In accordance with City Council policy, continue to maintain the General Fund Working Capital Reserve balance at or above targeted levels for the long-term fiscal health of the City.
- Inform residents, businesses and employees of any fiscal challenges along with the City’s responses.
- With limited exceptions, establish fees based on full cost recovery where individuals/businesses rather than the community at-large are benefiting from City services. This preserves limited unrestricted resources for providing services that benefit the community as a whole.

A Santa Clara City Council Strategic Planning Session was held on January 26, 2017 to determine the Council's overall goals and vision for the City. Below are some of the common themes discussed as they relate to the City's Annual Operating Budget:

- Ensure fiscal responsibility
- Maintain adequate staffing levels
- Enhance community engagement and transparency

On February 13, 2017, staff met with the Citizen Advisory Committee to obtain their input on budget priorities.

A budget study session was held on February 21, 2017 to receive City Council input on budget priorities to assist with the preparation of the 2017-18 Annual Operating Budget, Capital Improvement Program Budget, and Municipal Fee Schedule.

On February 27, 2017, the City Manager issued guidelines for the 2017-18 Operating Budget development which included the following:

- Implementing the impact of contractually agreed upon wage and benefit increases; including growing pension obligations,
- Continuing to address the staffing needs of the City with a focus on identifying future service level requirements from population growth and development within the City, and
- Identifying areas for revenue growth when comparing to what other local jurisdictions collect for similar services and development impact to the City.

The overall direction was to focus on addressing core service delivery to residents and businesses of the City.

A joint study session was held on May 23, 2017, in which staff presented an overview of the 2017-18 Operating Budget.

The 2017-18 Annual Operating Budget was formally adopted on June 13, 2017 and an additional amendment was made to the budget at the June 27, 2017 City Council meeting.

## **ECONOMIC AND FINANCIAL OVERVIEW**

The Silicon Valley economy has continued to grow at a fast pace over the last several years and, as a result, Santa Clara has experienced strong revenue growth and development activity. Job growth has outpaced the rest of the state and the nation, leading to rising housing prices and a significant increase in commercial and residential development activity. Looking to 2017-18 and beyond, the City is projecting that the regional economy will continue to grow, but at a slower pace. The probability of a change to the local economy resulting in a recession increases as this growth continues.

The budget for 2017-18 is based on the most recent national, state, regional and local economic data, and a series of budget review meetings held with each department to review their resource, expenditure, and service assumptions. A list of basic assumptions underlying the major resource projections is presented in the General Information and Summaries section of this document. The resources included in this budget have been conservatively estimated and the City projects that it will realize the resources required to fund the budgeted appropriations.

Each year, the City updates the Five-Year Financial Plan which further discusses the short and long-term forecast for the City of Santa Clara. This supports the City Council in examining how their decisions today could impact the fiscal stability of the City in the future.

**CITY COUNCIL PRIORITIES**

The City Council established overall priorities for the City and held several study sessions to assist with the development of the adopted budget. The common themes discussed as they relate to the City’s Annual Operating Budget are listed below:

1. **Ensure fiscal responsibility** - the 2017-18 Budget is balanced and the General Fund Working Capital Reserve (25% of appropriations or 90 days of operations) is fully funded.
2. **Maintain adequate staffing levels** - the 2017-18 Budget responds to the City Council priority to provide core services by maintaining adequate staffing levels. A total of 27 new full-time equivalent (FTE) positions were included as part of the budget as shown in Table 2:

**Table 2  
TOTAL FULL-TIME EQUIVALENT (FTE) BUDGETED POSITION CHANGES**

Department	2016-17	2017-18	Increase (Decrease)	Funding Source
City Council	10.00	11.00	1.00	General Fund
City Manager	13.00	14.00	1.00	General Fund
Community Development	56.00	64.00	8.00	General Fund/Building Inspection Reserves
Finance	61.75	61.00	(0.75)	General Fund
Fire	166.50	167.50	1.00	General Fund
Parks and Recreation	74.00	75.75	1.75	General Fund
Police	231.00	239.00	8.00	General Fund
Public Works	105.05	106.65	1.60	General Fund
Electric	179.00	186.00	7.00	Electric Fund
Water/Sewer Utilities	74.00	73.00	(1.00)	Water & Sewer Fund
Solid Waste	6.10	5.50	(0.60)	Solid Waste Fund
<b>Total All Departments</b>	<b>1,078.25</b>	<b>1,105.25</b>	<b>27.00</b>	

3. **Enhance Community Engagement and Transparency** - the adopted General Fund Budget includes funding for public outreach and a communication plan. This will include newsletters, town hall meetings (includes neighborhoods, online, and telephonic), and may include the hiring of a consultant for public and community relations.

## ANALYSIS OF ESTIMATED RESOURCES AND APPROPRIATIONS

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

**Table 3**  
**TOTAL ANNUAL OPERATING BUDGET**  
**ESTIMATED RESOURCES AND APPROPRIATION CATEGORIES**

ESTIMATED RESOURCES	2016-17 Budget	2017-18 Budget	Increase (Decrease)	Percent Change
Property Tax	\$ 46,690,000	\$ 51,359,000	\$ 4,669,000	10.00 %
Sales Tax <sup>1</sup>	64,267,475	59,047,475	(5,220,000)	(8.12)%
Transient Occupancy Tax	20,000,000	20,600,000	600,000	3.00 %
Other Taxes	5,353,800	5,116,300	(237,500)	(4.44)%
Taxes Subtotal:	<u>136,311,275</u>	<u>136,122,775</u>	<u>(188,500)</u>	<u>(0.14)%</u>
Licenses, Permits, and Fines	11,464,300	10,065,300	(1,399,000)	(12.20)%
Interest and Rent	19,346,933	21,707,508	2,360,575	12.20 %
Intergovernmental <sup>2</sup>	1,186,000	3,744,941	2,558,941	215.76 %
Charges for Services	541,670,070	588,297,001	46,626,931	8.61 %
Other Financing <sup>3</sup>	3,100,000	17,100,000	14,000,000	451.61 %
Other Revenue <sup>4</sup>	20,970,626	27,814,792	6,844,166	32.64 %
	<u>734,049,204</u>	<u>804,852,317</u>	<u>70,803,113</u>	<u>9.65 %</u>
Transfers From (To) Funds	<u>(67,108,674)</u>	<u>(75,796,286)</u>	<u>(8,687,612)</u>	<u>12.95 %</u>
Total Estimated Resources	<u><u>666,940,530</u></u>	<u><u>729,056,031</u></u>	<u><u>62,115,501</u></u>	<u><u>9.31 %</u></u>

APPROPRIATIONS	2016-17 Budget	2017-18 Budget	Increase (Decrease)	Percent Change
Salaries and Benefits	\$ 212,629,549	\$ 228,073,456	\$ 15,443,907	7.26 %
Materials, Services, and Supplies	75,729,680	85,711,023	9,981,343	13.18 %
Resource and Production	300,247,970	329,342,634	29,094,664	9.69 %
Interfund Services	30,145,184	31,439,036	1,293,852	4.29 %
Contribution In-lieu & Franchise Fees	20,307,620	22,321,903	2,014,283	9.92 %
Capital Outlay <sup>5</sup>	6,159,831	8,013,520	1,853,689	30.09 %
Debt Service	21,720,696	24,154,459	2,433,763	11.20 %
Total Appropriations	<u><u>\$ 666,940,530</u></u>	<u><u>\$ 729,056,031</u></u>	<u><u>\$ 62,115,501</u></u>	<u><u>9.31 %</u></u>

1. 2016-17 includes \$7.0 Million One-time Triple-flip funds
2. Includes grant funds for El Camino Specific Plan
3. Sale of land in the Enterprise Funds
4. Includes Developer Contribution in the Enterprise Funds
5. Includes move from Capital Improvement Project Funds to Operating Funds.

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

## **ESTIMATED RESOURCES**

Resources available to pay for the appropriations include the estimated revenue expected to be received in each respective fund, and any transfers to or from other funds. Taxes, including property, sales, and transient occupancy, along with charges for services make up most of the government revenues received across all funds of the City. Property tax, sales tax, and transient occupancy tax provide funding for most general government services such as public safety, public works, parks and recreation, and library. These are economically sensitive revenue sources that are expected to generate \$131.0 million, or 59.8% of total available General Fund resources in 2017-18. A brief analysis of the major General Fund revenue resources follows.

### Property Tax

Under Proposition 13, the assessed valuation of properties held by the same owner from year-to-year is adjusted each year by the lesser of 2.0% or the percent change in the October to October California Consumer Price Index (CCPI). For 2017-18 the adjustment factor based on CCPI is 2.0%.

Property tax revenue for fiscal year 2017-18 is projected at \$51.4 million, a 10.0% or \$4.7 million increase from the 2016-17 Budget of \$46.7 million. Assessed valuation growth on secured property is projected at 4.0% based on rising home values and the value of new construction projects being added to the rolls. Projections do not include new property taxes generated by major development projects that are not yet under construction.

### Sales Tax

Sales tax is the General Fund's largest revenue source, and one of its most volatile. The City's current sales tax rate is 9.0%. The City's sales tax collections have risen and fallen over the years due to local, regional, and national economic cycles. The 2017-18 Budget represents a projected decrease in this revenue source of 8.1% or \$5.2 million under the 2016-17 Budget. This is due to the one-time increase in Sales Tax of \$7.0 million as a result of the State's unwinding of the Triple Flip in 2016-17. However, if this one-time revenue is subtracted from the equation, actual sales tax is projected to increase by approximately 2.0% over 2016-17.

### 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 rates and room rates.

TOT revenue is budgeted at \$20.6 million for 2017-18; this is slightly above the 2016-17 Adopted Budget of \$20.0 million. Collections have been positively impacted by Levi's Stadium events which have helped fill hotel rooms on weekends that were traditionally more difficult to book.

### Charges for Services

Charges for Services are a combination of fees and charges levied by City departments for services rendered (e.g., utility charges to customers, recreation programs fees, engineering fees, planning and zoning fees, and plan check fees) and cost allocations for services provided by the General Fund to the utilities and other funds. Across all funds, the budget for 2017-18 is \$588.3 million, an increase of 8.6% or \$46.6 million from the adopted budget of \$541.7 million in 2016-17. General Fund Charges for Services are projected at \$41.3 million for 2017-18, an increase of \$1.9 million over the 2016-17 Budget of \$39.4 million. The increases are primarily due to fee adjustments to align with the City Council adopted Budget Principle of full cost recovery, and increased levels of development activity.

## APPROPRIATIONS

Overall, appropriations across all City funds total \$729.1 million. The following sections analyze major expenditure categories that make up the majority of the changes in the 2017-18 Budget compared to the 2016-17 Adopted Budget.

One of the major cost drivers to providing municipal services such as public safety, parks and recreation, and infrastructure planning and maintenance is staffing. The 2017-18 Budget includes the addition of 27.0 positions, of which 21.6 are in the General Fund. Of the General Fund positions being added, 6.0 of these new positions have an offsetting revenue source. The 2017-18 Budget also includes the implementation of the second phase of the Police staffing study, which called for an additional 8.0 positions. Citywide staffing will need to be reevaluated and reprioritized as changes in service level demands occur and as the City continues to implement efficiencies through investment in technology, training, and process changes.

The second major cost driver related to providing municipal services is increasing pension costs. On December 21, 2016, the CalPERS Board of Administration approved lowering the CalPERS discount rate assumption, the long-term rate of return, from 7.5% to 7.0% over the next three years. This will increase the City's contribution costs beginning in 2018-19. Lowering the discount rate means that the City will see increases in both the normal cost (the cost of pension benefits accruing in one year for active members) and the accrued liability.

### Salaries and Benefits

The expenditure category for salaries and benefits across all funds in the 2017-18 Budget rose to \$228.1 million, an increase of \$15.4 million or 7.3% from the 2016-17 Adopted Budget. In the General Fund, these two appropriation categories increased by \$15.8 million, or 9.7%, from the prior year's budget; after the increase in budgeted attrition savings of \$8.5 million is removed.

There are two primary reasons for the overall growth in General Fund salaries and benefits costs:

- Increase in salaries of \$7.7 million, or 7.1% (net of attrition savings), due primarily to negotiated pay increases and increased salaries expense from additional budgeted positions.
- Increase in the City's share of pension costs of \$5.3 million, or 14.8%, due primarily to higher CalPERS rates, negotiated pay increases, and increased salary expenses from additional budgeted positions.

### Material, Services, and Supplies

The budget for this item for 2017-18 is \$85.7 million, up 13.2% or \$9.9 million from the 2016-17 Adopted Budget of \$75.7 million. This increase is primarily due to contractual service cost increases. More detail on these changes are reflected within each department's or fund's narrative pages.

### Resource and Production

The budget for this item for 2017-18 is \$329.3 million, up 9.7% or \$29.1 million from the 2016-17 Adopted Budget of \$300.2 million. The increase is due to projected increases in the Electric and Sewer Utilities. The Sewer Utility increase is due to a higher required contribution to the San Jose/Santa Clara Regional Wastewater Facility for capital projects. The Electric Utility increase is from higher cost of production and procurement of energy.



## **STADIUM AUTHORITY**

The Stadium Authority exists as a public body, separate and distinct from the City, and is established to provide the development and operation of Levi's Stadium. It is structured so the City will not be liable for debts obligations of the Authority. The Stadium Authority's stand-alone 2017-18 Operating, Debt, and Capital Budget was adopted by the Stadium Authority Board on March 21, 2017 and can be found at "<http://santaclaraca.gov/government/stadium-authority>".

## **GENERAL CONTINGENCY RESERVE**

By policy, City Council established the City's General Contingency Reserve, under which two separate reserves were established. The primary funding source for these reserves have been surpluses resulting from General Fund resources realized in excess of actual expenditures during the preceding fiscal year.

There are two main reasons why a surplus may occur:

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

The City has made significant progress in rebuilding reserves over the last several years. The 2016-17 Adopted Budget included a \$2.9 million transfer to the Working Capital Reserve (to keep that reserve at its 25.0% of General Fund expenditure budget target or 90 days of operations) and a \$12.6 million transfer to the Capital Projects Reserve to support capital project needs. The 2017-18 Budget includes a transfer to the Working Capital Reserve but does not include any budgeted transfer to the Capital Projects Reserve

In 2016-17, the City contributed \$5.0 million of 2015-16 General Fund year-end surpluses to a new Public Agencies Post-Employment Benefits Trust Program to pre-fund the City's long-term pension obligations. Should 2016-17 end with surpluses in the General or Enterprise funds, the City will again seek Council direction to contribute additional funds to this reserve. The 2017-18 Budget does not include a budgeted transfer to the Public Agencies Post-Employment Benefits Trust Program.

### Working Capital Reserve

The first reserve, the Working Capital Reserve, is set aside for weathering economic downturns, emergency financial crisis, or disaster situations. The reserve target is equal to the expenditures of the City's General Fund operations for three months (90-day or 25.0% working capital reserve). This reserve has a projected beginning balance of \$50.1 million for 2017-18. The 2017-18 General Fund budget includes a budgeted transfer of \$4.7 million to this reserve in order to maintain it at its 25.0% target level.

### Capital Projects Reserve

The second reserve, the Capital Projects Reserve, earmarks funds for the Capital Improvement Program. The minimum target for this reserve is \$5.0 million. This reserve has a projected beginning balance of \$32.9 million for 2017-18. The Capital Projects Reserve funding use for 2017-18 totals \$7.0 million. The remaining balance in the Capital Projects Reserve equals \$25.9 million and is allocated towards approved projects included in the Capital Improvement Program Budget. It is estimated that the Capital Projects Reserve will be depleted by the end of fiscal year 2021-22. The 2017-18 General Fund budget does not include any new funding to the Capital Projects Reserve.

## **OTHER GENERAL RESERVES**

### Land Sale Reserve

The City Council established the Land Sale Reserve from net proceeds from the sale of City owned land, with interest earned on these funds being available to be appropriated for General Fund operating expenditures. The Land Sale Reserve has a projected beginning balance of \$39.3 million for 2017-18 and is available for appropriation by action of City Council.

### 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 costs of services, for projects directly related to the Building Division, and for advanced and long range planning activities. The Building Inspection Reserve has a projected beginning balance of \$9.3 million for 2017-18. The 2017-18 Budget includes an appropriation of \$3.4 million to fund six new positions in the Community Development Department and to fund some capital projects in the Capital Improvement Program Budget.

## **SUMMARY**

As in past years, revenues have been conservatively estimated based on the most up-to-date information available to the City. A team effort has been used to ensure that expenditures come in at or below projected resource levels. Budgeted staffing and expenditure levels take into account current growth and development, ongoing program and project costs, and the desired level of service to our residents and other stakeholders given resource and staffing levels. In addition, staff has prepared a Five-Year Financial Plan that provides Council a longer-range impact of financial trends and budgetary decisions being made today.

City departments worked together as a team with the City Manager and the Finance Department to prepare this fiscally responsible, balanced budget. The budget maintains the level of funding needed to continue the City's goal of excellent service to the Santa Clara community. The hard work and dedication of City's Department Heads and employees is greatly appreciated, along with the community participation and policy leadership of the City Council. The adopted 2017-18 Annual Operating Budget is consistent with the City's mission and appropriates the resources necessary to facilitate meeting the goals of the City Council.

Respectfully submitted,



Rajeev Batra  
Acting City Manager



Angela Kraetsch  
Acting Director of Finance

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# CITY OF SANTA CLARA ANNUAL OPERATING BUDGET

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# **Budget Principles for 2017-18**

*(As adopted by the City Council on January 24, 2017)*

- The City's Code of Ethics and Values, especially being Fiscally Responsible, Communicative, and Service-Oriented, will be used as a guide for decisions.
- Budget decisions will be made with long-term implications taken into account, using data from the Five-Year Financial Plan.
- The perception of funding actions, as well as the fiscal impact, will be considered before budgetary decisions are made.
- Focus on projects and services that provide benefit to the community as a whole.
- \* Pursue economic development objectives and strategies to foster new public and private investment within Santa Clara, and to create employment opportunities.
- \* Ensure ongoing revenues are sufficient to cover the full cost of any staffing changes or service level enhancements.
- \* It is important to find the right balance between compensation for existing employees and funding for new positions and this should include consideration of the funding impact of pension costs, insurance coverages, and other benefits when considering increases to total compensation.
- \* As positions become vacant through attrition, it is prudent to review the services they supported to determine whether the resources would be better allocated to other areas based on today's environment.
- \* One-time unrestricted revenues (e.g., annual General Fund surplus) should only be used for one-time uses such as funding reserves, funding capital projects, paying off debt, and/or paying off of unfunded pension or other post-employment benefits liabilities.
- \* Establish and maintain an on-going capital improvement funding policy to insure needed equipment, facilities, streets, and other City infrastructure; that are not already supported by enterprise funds, are maintained to a level that provides for efficient use and extends the life of the asset.
- \* Establish and maintain a funding policy to lower the unfunded pension or other post-employment benefits liabilities of the City through a combination of one-time funds, such as year-end funding surpluses from salary and benefits, as a recurring funding source of a pension trust fund in order to stabilize those required contributions at or near current levels.
- \* In accordance with Council policy, continue to maintain the General Fund Working Capital Reserve balance at or above targeted levels for the long-term fiscal health of the City.
- \* Inform residents, businesses and employees of any fiscal challenges along with the City's responses.
- \* With limited exceptions, establish fees based on full cost recovery where individuals/businesses rather than the community at-large are benefiting from City services. This preserves limited unrestricted resources for providing services that benefit the community as a whole.



*California Society of  
Municipal Finance Officers*

*Certificate of Award*

*Operating Budget Excellence Award  
Fiscal Year 2016-2017*

*Presented to the*

*City of Santa Clara*

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

*January 31, 2017*



*John Adams*

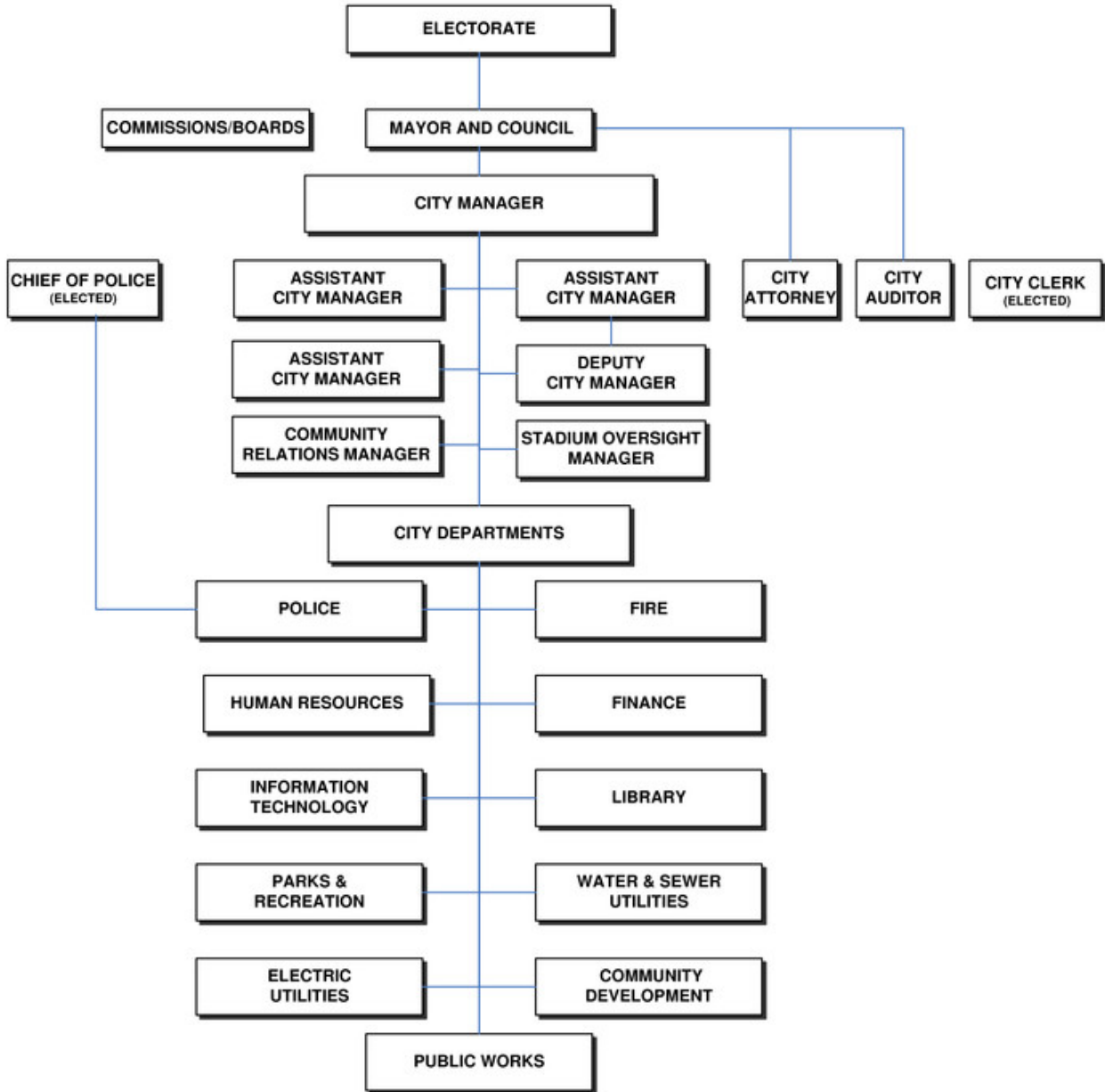
*John Adams  
CSMFO President*

*Craig Boyer*

*Craig Boyer, Chair  
Professional Standards and  
Recognition Committee*

*Dedicated Excellence in Municipal Financial Reporting*

# CITY OF SANTA CLARA ORGANIZATION CHART



**ROSTER OF COUNCIL AND COMMISSION MEMBERS  
FY 2017-18**

**CITY COUNCIL**

<b>Mayor</b>	<b>Lisa M. Gillmor</b>
<b>Councilmember</b>	<b>Dominic J. Caserta</b>
<b>Councilmember</b>	<b>Debi Davis</b>
<b>Councilmember</b>	<b>Patrick Kolstad</b>
<b>Councilmember</b>	<b>Patricia M. Mahan</b>
<b>Councilmember</b>	<b>Teresa O'Neill</b>
<b>Councilmember</b>	<b>Kathleen Watanabe</b>

**BOARD OF LIBRARY TRUSTEES**

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

**CIVIL SERVICE COMMISSION**

Mario Bouza, Willie D. Brown, Jr., John Casey,  
Carolyn G. McAllister, Pat Staffebach

**CULTURAL COMMISSION**

Loretta Beavers, Harbir K. Bhatia,  
Debra Von Huene, Eversley Forte, Louis Samara,  
Niha Mathur, Kendra Fehrer

**HISTORICAL & LANDMARKS COMMISSION**

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

**HOUSING REHABILITATION LOAN  
COMMITTEE**

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

**PARKS AND RECREATION COMMISSION**

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

**PLANNING COMMISSION**

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

**SENIOR ADVISORY COMMISSION**

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

**YOUTH COMMISSION**

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

As of July 1, 2017

**CITY OF SANTA CLARA  
EXECUTIVE MANAGEMENT TEAM  
FY 2017-18**

**CITY MANAGER**  
Rajeev Batra

**CITY CLERK/CITY AUDITOR**  
Rod Diridon, Jr.

**INTERIM CITY ATTORNEY**  
Brian Doyle

**ASSISTANT CITY MANAGER**  
Ruth Shikada

**ASSISTANT CITY MANAGER**  
Vacant

**ASSISTANT CITY MANAGER**  
Vacant

**DEPUTY CITY MANAGER**  
Vacant

**STADIUM OVERSIGHT MANAGER**  
Vacant

**COMMUNITY RELATIONS MANAGER**  
Jennifer Yamaguma

**CHIEF OF POLICE**  
Michael J. Sellers

**FIRE CHIEF**  
William Kelly

**DIRECTOR OF HUMAN RESOURCES**  
Elizabeth Brown

**ACTING DIRECTOR OF FINANCE**  
Angela Kraetsch

**DIRECTOR OF INFORMATION TECHNOLOGY**  
Gaurav Garg

**CITY LIBRARIAN**  
Hilary Keith

**DIRECTOR OF PARKS & RECREATION**  
James Teixeira

**ACTING DIRECTOR OF WATER & SEWER  
UTILITIES**  
Gary Welling

**DIRECTOR OF ELECTRIC UTILITY**  
John Roukema

**DIRECTOR OF COMMUNITY DEVELOPMENT**  
Andrew Crabtree

**DIRECTOR OF PUBLIC WORKS**  
Alan Kurotori



# City of Santa Clara

The Center of What's Possible

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

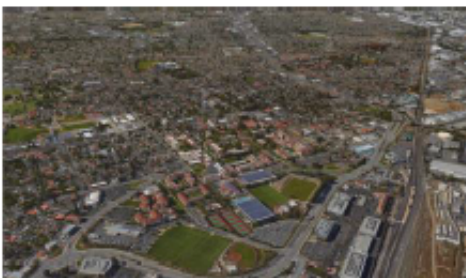
## Santa Clara At A Glance

### HISTORY



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

### SIZE



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

## POPULATION



The 2017 population of the City of Santa Clara is estimated at 123,983<sup>1</sup> and is one of the most diverse in the nation with over 41% of residents born outside the U.S.<sup>2</sup> Over half of the population is non-Caucasian.<sup>2</sup> The residents are also highly skilled and educated with 55% of adults holding bachelor degree or higher.<sup>2</sup> Median age of 34.3<sup>8</sup> and median household income is \$98,914.<sup>2</sup>

## BUSINESS



More than 12,650 licensed businesses are registered to conduct business in Santa Clara, ranging from entrepreneurial start-ups, to longstanding family owned firms, to the international headquarters of Fortune 500 corporations. Together these Santa Clara businesses represent an employment base of over 140,900.<sup>3</sup> Almost half the land in Santa Clara is zoned for commercial use and millions of square feet of new office and retail projects are under development or in planning stages, greatly expanding the City's capacity to accommodate businesses that want to start, relocate or expand in a high energy, dynamic environment.

## CITY SERVICES



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

## HOUSING



There are 43,433<sup>2</sup> households in Santa Clara and housing stock continues to expand through new transit-oriented developments that offer lifestyle alternatives to the City's traditional single family neighborhoods and carefully preserved historic homes. The City is in the midst of a metropolitan area that is one of the highest priced housing markets in America. Median prices to purchase a single family home is \$1,075,000<sup>4</sup> and to rent a one bedroom apartment is \$2,310<sup>5</sup>. Santa Clara has invested millions in affordable housing projects that provide 1,371 units for low income seniors, families, homeless and disabled residents.

## TRANSPORTATION



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

## INFRASTRUCTURE



Each year Santa Clara makes significant investments in maintaining, expanding and improving civic infrastructure for the benefit of residents and businesses. Its offers the lowest combined water, sewer and electric rates in the nine Bay Area counties. Silicon Valley Power, the City's electric utility, offers rates significantly below surrounding communities collectively saving its customers over \$130 annually. Through the utility's Santa Clara Green Power program, the City of Santa Clara ranks 5th in the nation by the Environmental Protection Agency among cities of any size for the amount of 100% green power usage by its customers.<sup>6</sup> Over the past few years, the City's water storage and delivery system has been upgraded and it is one of the most successful purveyors of recycled water at about one billion gallons each year. The City is a partner in the San Jose-Santa Clara Regional Wastewater Facility and is investing \$300 million over the next 30 years to update the aging facility and expand capacity.

## EDUCATION



Public schools serving residents of Santa Clara are under the authority of independent school districts, but the City works closely with them to provide quality educational opportunities for grades K-12 and students attending Mission College for a two-year degree or professional development. Santa Clara University, the oldest institution of higher learning in California, is located in the historic Downtown Quad area of the City and enrolls 5,438 undergraduate students and 2,984 graduate students<sup>7</sup>.

## 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](http://SantaClaraCA.gov) under the "Development Projects" link.



<sup>1</sup> California Department of Finance Demographic Research Unit, [January 2017 City Population Table](#)

<sup>2</sup> US Census [Quickfacts](#) 2011-2015

<sup>3</sup> Business License Software - May 3, 2017

<sup>4</sup> MLS Database January - December 2016 - Report

<sup>5</sup> Apartment List [Rentonomics](#) - May 1, 2017

<sup>6</sup> Environmental Protection Agency - [Green Power Communities, April 24, 2017](#)

<sup>7</sup> Santa Clara University ([Common Data Set 2016-17](#))

<sup>8</sup> US Census [Communityfacts](#)





**GEOGRAPHY**

Persons per Square Miles

**Santa Clara: 6,327.4**  
**County: 1,381.0**



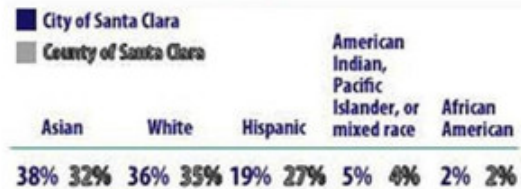
Land in Square Miles

**Santa Clara: 18.41**  
**County: 1,290.1**

**POPULATION**



**DIVERSITY**



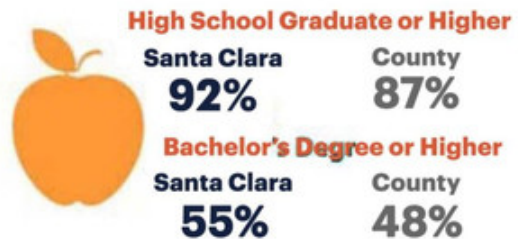
**AGE**



**FOREIGN BORN**



**EDUCATION**



**MEDIAN FAMILY INCOME**



**LABOR MARKET**

Labor Force

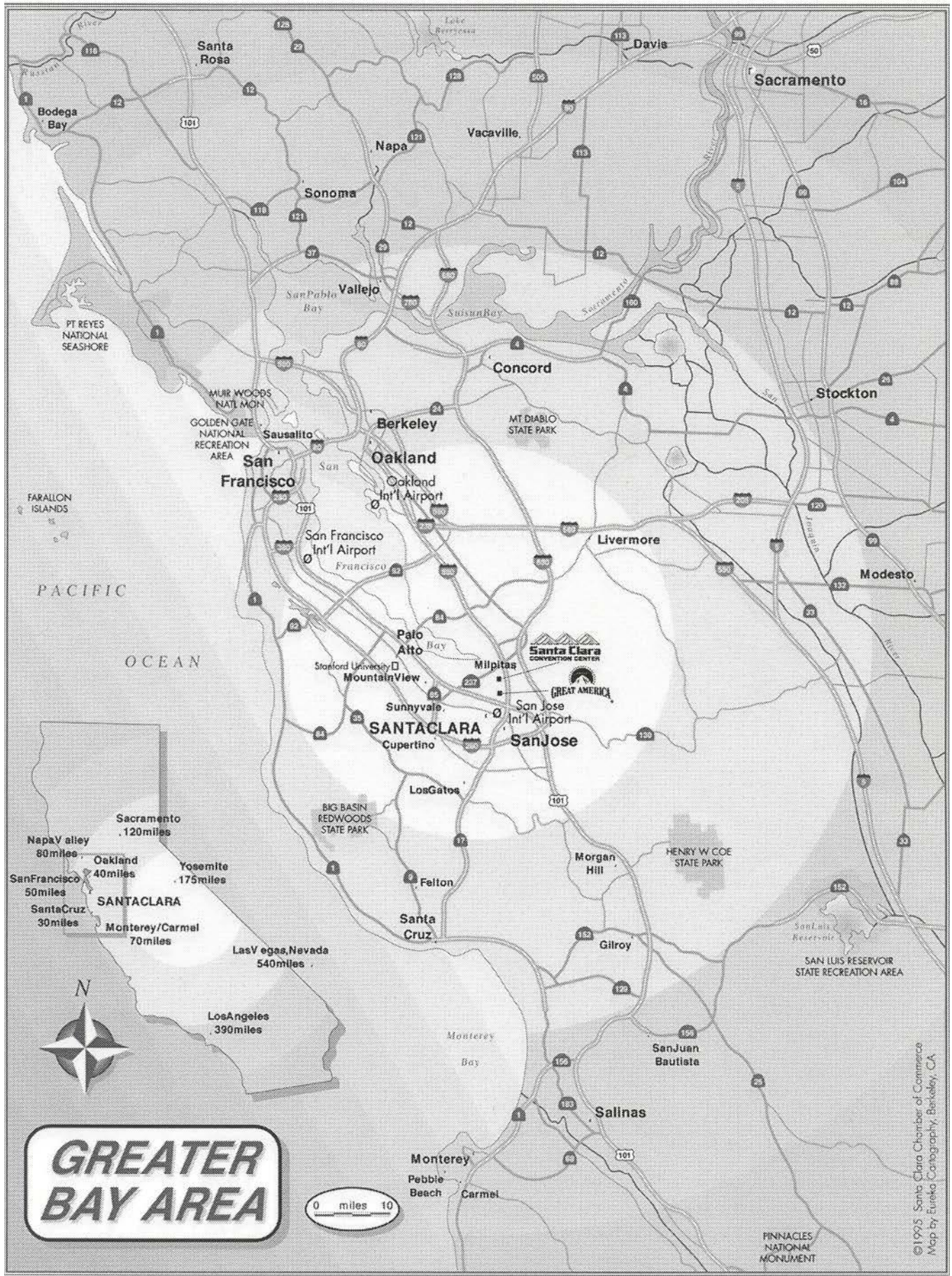
**Santa Clara: 68,700**  
**County: 1,025,300**

Unemployment Rate

**Santa Clara: 3.1%**  
**County: 3.4%**



<sup>1</sup> Quickfacts from US Census Bureau 2010-2015; CA EDD – Labor Market Info, April 2017; Department of Finance – Demographics Research Unit, January 2017 Population Table.



© 1995 Santa Clara Chamber of Commerce  
 Map by Eureka Cartography, Berkeley, CA

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

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# **General Information and Summaries**

# Your City Budget 2017-2018



## Where the City Gets Its Money

Revenue and Other Financing Resources (in millions)

### Taxes

Property Tax	\$ 51.4
Sales Tax	59.0
Transient Occupancy Tax	20.6
Other Taxes	5.1
	<hr/>
	136.1

### Intergovernmental

Revenue from Other Agencies	3.7
-----------------------------	-----

### Charges for Services

User Fees	588.3
-----------	-------

### Other

Licenses & Permits & Fines	10.1
Interest & Rent	21.7
Other Financing	17.1
Other Revenue	27.8
Transfers	-75.8

**Total Revenue and Other Financing Resources \$729.0**

## What Your \$729.0 Million Buys

  
**\$392.1**  
Electric

  
**\$116.4**  
Police, Fire, 9-1-1  
(Communications)

  
**\$68.6**  
Water & Sewer

  
**\$26.2**  
Public Works

  
**\$22.8**  
Solid Waste

  
**\$10.8**  
City  
Administration\*

  
**\$19.6**  
Parks &  
Recreation

  
**\$15.8**  
Internal Services

  
**\$26.2**  
Finance, IT &  
Human Resources

  
**\$20.3**  
Community  
Development

  
**\$10.2**  
Library

\*Includes City Council, City Attorney, City Clerk, City Manager's offices and Citywide Programs

# Outside Group Funding

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

## Adopted

<p><b>Bill Wilson Center -</b> \$ 69,817</p> <p>Provides family and individual counseling and youth crisis intervention at local schools and grief support services, including individual and group counseling.</p>	<p><b>Miss Santa Clara Pageant -</b> \$ 12,000</p> <p>Provides an opportunity to receive an educational scholarship.</p>
<p><b>Catholic Charities Long Term Care Ombudsman -</b> \$ 7,381</p> <p>Monitors quality of care to elderly and disabled residents of long-term care facilities.</p>	<p><b>Next Door Solutions -</b> \$ 20,637</p> <p>Provides case management for residents at HomeSafe Santa Clara, a transitional housing program for victims of domestic violence.</p>
<p><b>Championship Team Trust Fund -</b> \$ 36,000</p> <p>Funding assistance for championship teams/ individuals and sports affiliated groups to travel to state, national and international competition representing the City of Santa Clara.</p>	<p><b>Silicon Valley Independent Living -</b> \$ 10,000</p> <p>Provide residents with disabilities education and training on all aspects of how to conduct a housing search to transition from homelessness, healthcare facilities or unstable housing to independent living.</p>
<p><b>Convention-Visitors Bureau</b> \$ 1,461,601</p> <p>Market City as a tourism and convention destination</p>	<p><b>Project Sentinel - Fair Housing -</b> 20,725</p>
<p><b>Heart of the Valley -</b> \$ 10,043</p> <p>Provides transportation for seniors and disabled persons who are unable to travel by bus or other public transportation, collect demographic information on new paratransit clients and to coordinate and train volunteers for service delivery.</p>	<p>Addresses complaints and undertakes investigation of illegal housing.</p> <p><b>Project Sentinel - Rent Mediation -</b> \$ 67,803</p> <p>Provides advice, referrals, counseling, and mediation services to tenants and landlords to resolve disputes regarding rental arrangements</p>
<p><b>Live Oak Adult Day Services -</b> \$ 6,840</p> <p>Provides adult day care for dependent and disabled seniors.</p>	<p><b>Saint Justin Community Ministry -</b> \$ 13,431</p> <p>Provides food assistance to low/ moderate income residents.</p>
	<p><b>Santa Clara Ballet -</b> \$ 10,000</p> <p>Provides cultural, music, dancing, entertainment and performances for the enjoyment of all.</p>

## Outside Group Funding (continued)

### Adopted

<p><b>Santa Clara Chorale -</b> \$ 5,000</p> <p>Provides community choral performances.</p>	<p><b>Santa Clara Unified School District Extended Day Care/Latch Key Care -</b> \$ 108,450</p> <p>Provides after school care for 3rd-5th graders at Bracher, Hughes, Montague, Pomeroy, and Scott Lane Elementary Schools.</p>
<p><b>Santa Clara County Healthier Kids Foundation -</b> \$ 85,664</p> <p>Provides community outreach, prevention, and education. (\$15,664)</p> <p>Provides additional funding for other areas of program focus. (\$70,000)</p>	<p><b>Senior Adult Legal Assistance -</b> \$ 7,808</p> <p>Provides free legal services for seniors that includes advice and referrals, document writing and legal representation.</p>
<p><b>Santa Clara Senior Nutrition Site -</b> \$ 24,000</p> <p>Provides daily delivery of meals to severely disabled, homebound seniors.</p>	<p><b>Triton Museum -</b> \$ 289,560</p> <p>Provides artistic exhibitions and educational programs.</p>
<p><b>Santa Clara Players -</b> \$ 5,850</p> <p>Provides theatrical performances for the entertainment and enjoyment of the community.</p>	<p><b>United Way Silicon Valley - 2-1-1 Phone System -</b> \$ 5,000</p> <p>Non-emergency information and referral for health and human services.</p>
<p><b>Santa Clara Swim Club -</b> \$ 20,000</p> <p>Host swim meets which bring national and international visitors to our city.</p>	<p><b>YWCA of Silicon Valley -</b> \$ 9,075</p> <p>Provides counseling, shelter and legal services for battered spouses and their families.</p>
<p><b>Santa Clara Unified School District Closed School Site Maintenance -</b> \$ 36,000</p>	
<p><b>Total Funding Provided to Outside Groups</b> <span style="float: right;"><b>\$2,342,685</b></span></p>	

## ***BUDGETARY CONTROL AND ACCOUNTING***

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

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

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

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

From the effective date upon which the City Council formally approves the Annual Operating Budget, the amounts stated therein, as proposed expenditures become appropriations. The City Council may amend the budget by motion during the fiscal year. The legal level of budgetary control (that is, the level at which expenditures cannot legally exceed the appropriated amount) is at the object category level within a department (entity). A transfer between entities (a fund or fund group) involving new revenue sources or funds previously appropriate by Council requires five (5) affirmative votes of the City Council.

The operating budget is prepared at the object category level within programs within departments. Transfers between object categories within a department and any transfers between departments require City Council approval.



# REVENUE ASSUMPTIONS AND RATE IMPACTS

## Fiscal Year 2017-18

### General Inflation and Revenue Assumptions

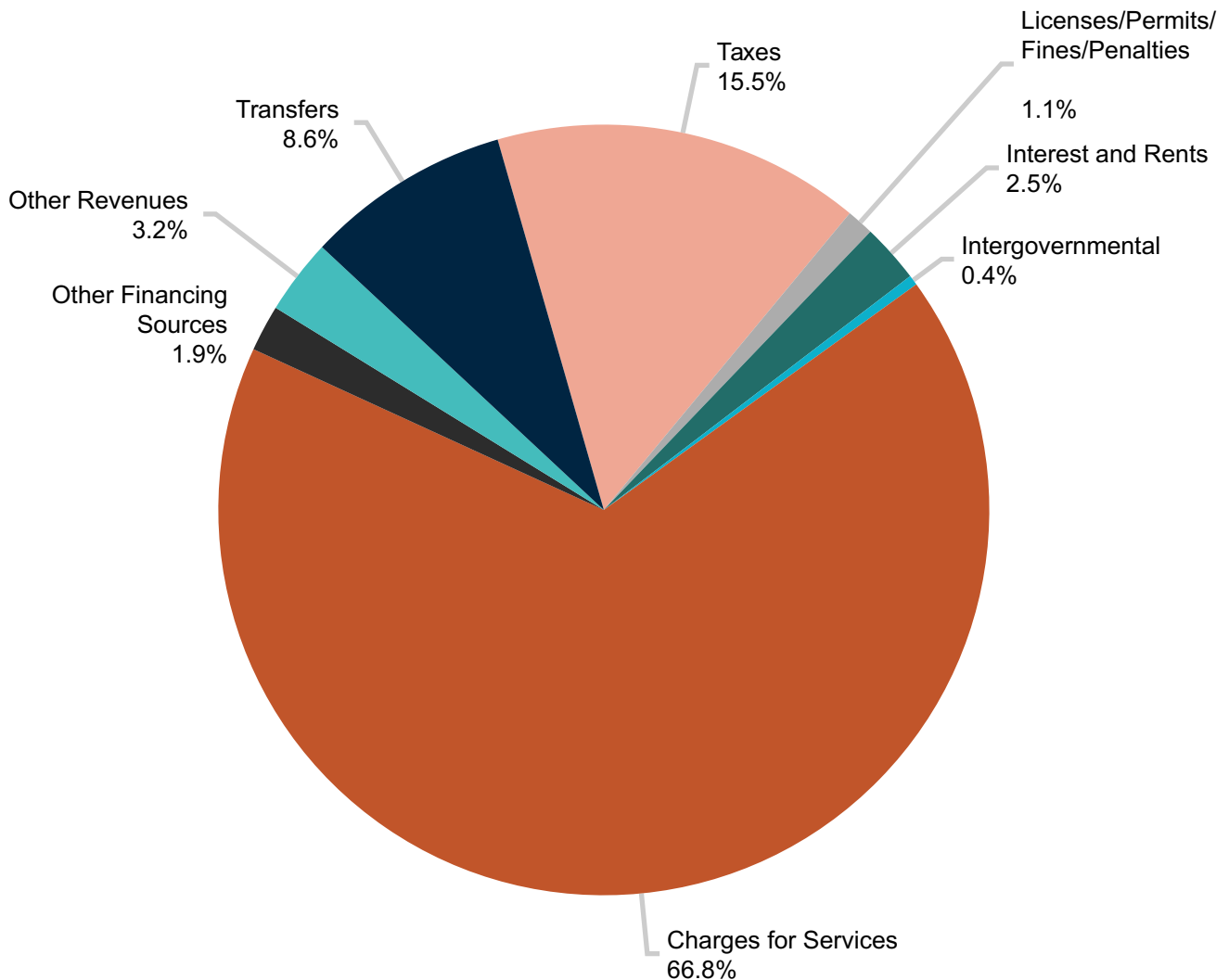
<u>Revenue/Inflation</u>	<u>Assumptions</u>
Property Tax	10.0% increase over 2016-17 year-end estimated revenues due to projected growth in assessed values.
Sales Tax	8.1% decrease under 2016-17 year-end estimated revenues due to final triple flip true-up payment of \$7.0 million received in the prior year.
Transient Occupancy Tax	3.0% increase over 2016-17 year-end estimated revenues based on projected increase in occupancy rates and average daily room revenue.
Contribution In-lieu of Tax	10.2% increase over 2016-17 as a result of a projected increase in the Electric Utility's revenues.
Rate of Inflation	3.5% increase based on December 2016 State Department of Finance CPI forecast.

### Enterprise Funds Rates and Charges

<u>Rates and Charges</u>	<u>Impact and Change</u>
Electric Utility Rate	No change
Water Utility Rate	\$8.88 per month increase for single-family residential accounts
Sewer Utility Rate	No change
Recycled Water Rate	9% (dollar amount will vary depending on size of account)
Municipal Solar Utility Charge	No change
Garbage Collection and Disposal Rate	\$0.44 per month increase for single-family residential accounts
Clean Green Charge	No change
Residential Curbside Recycling Rate	\$0.10 per month increase for single-family residential accounts
Clean-Up Campaign Charge	No change
Household Hazardous Waste Charge	No change
Storm Drain Rate	\$0.29 per month increase for single-family residential accounts

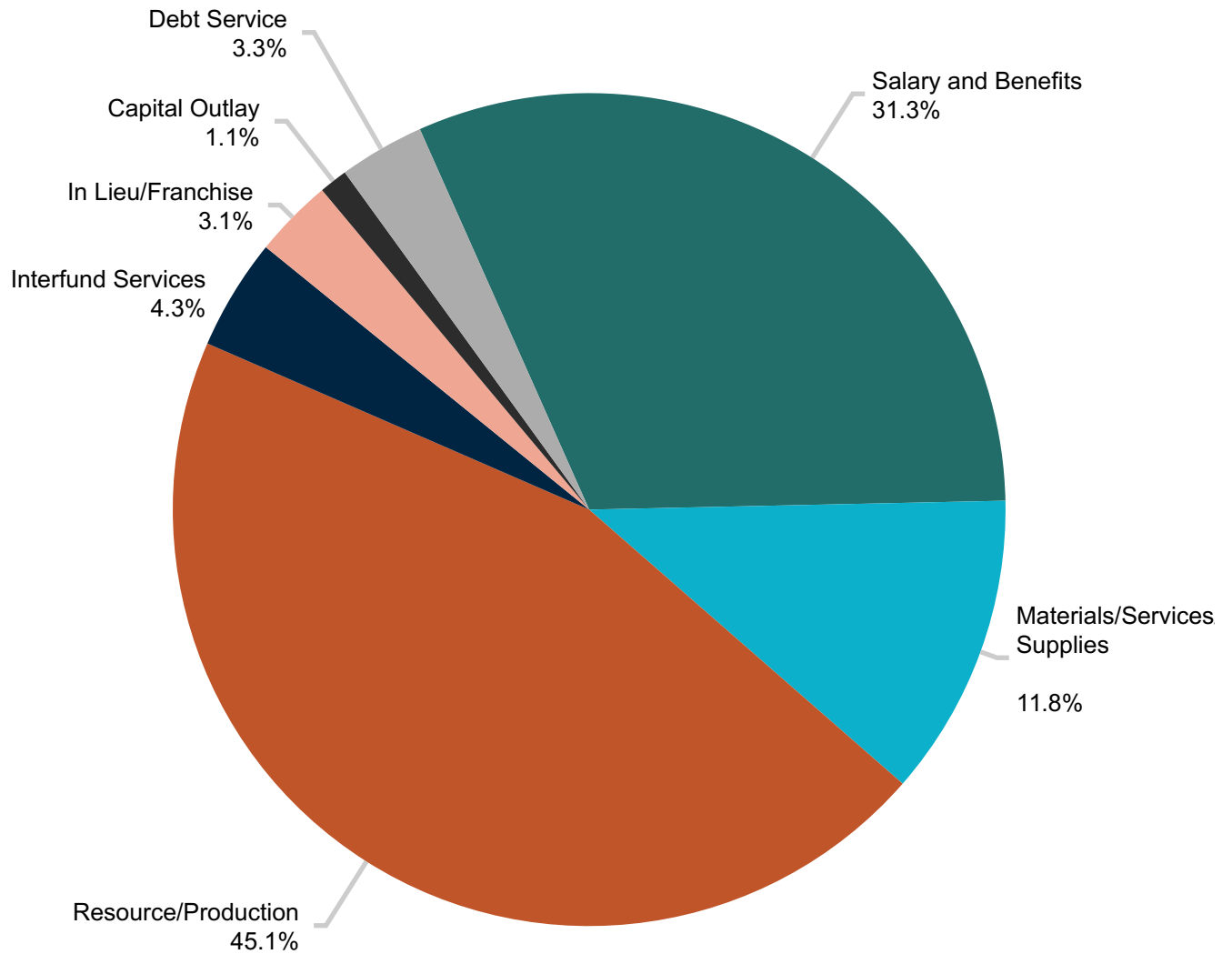
## SUMMARY OF RESOURCES BY FUND GROUP Fiscal Year 2017-18

	General Fund	Internal Service Funds	Special Revenue Funds	Enterprise Funds	Grand Total
<b>Resources</b>					
Taxes	\$ 136,122,775	\$ —	\$ —	\$ —	\$ 136,122,775
Licenses/Permits/ Fines/Penalties	10,065,300	—	—	—	10,065,300
Interest and Rents	13,019,497	—	1,645,016	7,042,995	21,707,508
Intergovernmental	1,310,000	4,000	1,705,941	725,000	3,744,941
Charges for Services	41,271,526	14,706,100	831,261	531,488,114	588,297,001
Other Financing Sources	—	100,000	—	17,000,000	17,100,000
Other Revenues	22,077,823	3,200	—	5,733,769	27,814,792
	<b>\$ 223,866,921</b>	<b>\$ 14,813,300</b>	<b>\$ 4,182,218</b>	<b>\$ 561,989,878</b>	<b>\$ 804,852,317</b>
Transfers	(2,212,434)	942,265	2,975,537	(77,501,654)	(75,796,286)
<b>Total - Resources</b>	<b>\$ 221,654,487</b>	<b>\$ 15,755,565</b>	<b>\$ 7,157,755</b>	<b>\$ 484,488,224</b>	<b>\$ 729,056,031</b>



## SUMMARY OF APPROPRIATIONS BY FUND GROUP Fiscal Year 2017-18

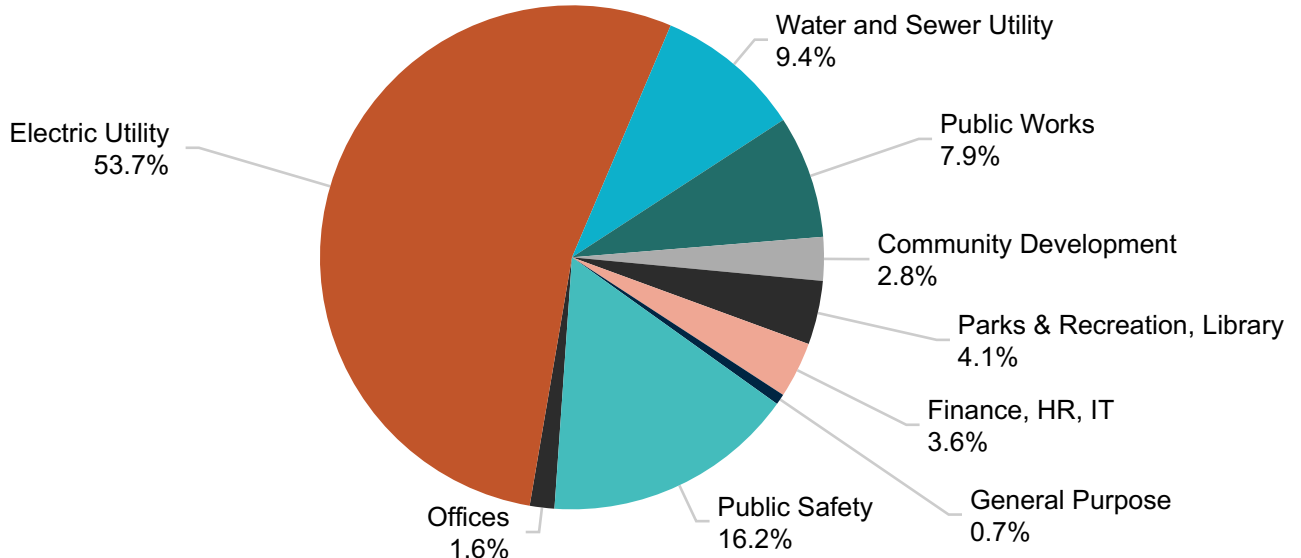
	General Fund	Internal Service Funds	Special Revenue Funds	Enterprise Funds	Grand Total
<b>Appropriations</b>					
Salaries	\$ 108,054,342	\$ 1,545,522	\$ 900,027	\$ 35,504,084	\$ 146,003,975
Benefits	62,149,879	927,721	36,585	18,955,296	82,069,481
Materials/Services/Supplies	38,008,001	6,315,690	3,912,270	37,475,062	85,711,023
Resource/Production	—	—	—	329,342,634	329,342,634
Interfund Services	10,202,144	2,746,144	106,241	18,384,507	31,439,036
In Lieu/Franchise	—	—	—	22,321,903	22,321,903
Capital Outlay	735,400	4,220,488	2,202,632	855,000	8,013,520
Debt Service	2,504,721	—	—	21,649,738	24,154,459
<b>Total - Appropriations</b>	<b>\$ 221,654,487</b>	<b>\$ 15,755,565</b>	<b>\$ 7,157,755</b>	<b>\$ 484,488,224</b>	<b>\$ 729,056,031</b>



# SUMMARY OF APPROPRIATIONS BY DEPARTMENT - FUND GROUP

## Fiscal Year 2017-18

	General Fund	Internal Service Funds	Special Revenue Funds	Enterprise Funds	Grand Total
<b>OFFICES</b>					
City Attorney	\$ 1,719,032	\$ —	\$ —	\$ —	\$ 1,719,032
City Clerk	1,349,777	—	—	—	1,349,777
City Council	909,425	—	—	—	909,425
City Manager	7,502,707	—	—	—	7,502,707
<b>OFFICES Total</b>	<b>11,480,941</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>11,480,941</b>
<b>DEPARTMENTS</b>					
Community Development	15,061,578	—	5,287,118	—	20,348,696
Electric Utility	—	—	—	392,078,170	392,078,170
Finance	11,530,992	—	—	—	11,530,992
Human Resources	3,479,976	—	—	—	3,479,976
Information Technology	11,212,950	—	—	—	11,212,950
Library Department	10,225,270	—	—	—	10,225,270
Parks & Recreation	18,426,199	—	148,353	1,007,138	19,581,690
Public Works	24,423,426	8,389,432	1,722,284	22,827,740	57,362,882
Water and Sewer Utility	—	—	—	68,575,176	68,575,176
<b>DEPARTMENTS Total</b>	<b>94,360,391</b>	<b>8,389,432</b>	<b>7,157,755</b>	<b>484,488,224</b>	<b>594,395,802</b>
<b>GENERAL PURPOSE</b>	<b>(1,839,867)</b>	<b>6,845,645</b>	<b>—</b>	<b>—</b>	<b>5,005,778</b>
Nondepartmental	(1,839,867)	6,845,645	—	—	5,005,778
<b>GENERAL PURPOSE Total</b>	<b>(1,839,867)</b>	<b>6,845,645</b>	<b>—</b>	<b>—</b>	<b>5,005,778</b>
<b>PUBLIC SAFETY</b>	<b>117,653,022</b>	<b>520,488</b>	<b>—</b>	<b>—</b>	<b>118,173,510</b>
Fire	45,264,279	—	—	—	45,264,279
Police	72,388,743	520,488	—	—	72,909,231
<b>PUBLIC SAFETY Total</b>	<b>117,653,022</b>	<b>520,488</b>	<b>—</b>	<b>—</b>	<b>118,173,510</b>
<b>Grand Total</b>	<b>\$ 221,654,487</b>	<b>\$ 15,755,565</b>	<b>\$ 7,157,755</b>	<b>\$ 484,488,224</b>	<b>\$ 729,056,031</b>



## SUMMARY OF APPROPRIATIONS BY DEPARTMENT - ALL FUNDS

### Fiscal Year 2017-18

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Budget	Budget Change
<b>OFFICES</b>					
City Attorney	\$ 1,329,191	\$ 1,490,899	\$ 1,654,536	\$ 1,719,032	\$ 64,496
City Clerk	1,057,977	994,826	1,947,373	1,349,777	(597,596)
City Council	301,746	443,112	620,931	909,425	288,494
City Manager	6,547,896	5,590,230	7,398,752	7,502,707	103,955
<b>OFFICES Total</b>	<b>9,236,810</b>	<b>8,519,067</b>	<b>11,621,592</b>	<b>11,480,941</b>	<b>(140,651)</b>
<b>DEPARTMENTS</b>					
Community Development	7,477,438	9,425,965	13,399,905	20,348,696	6,948,791
Electric Utility	328,975,169	353,120,581	353,953,796	392,078,170	38,124,374
Finance	8,446,328	9,263,813	11,080,134	11,530,992	450,858
Human Resources	2,342,648	2,583,075	3,368,383	3,479,976	111,593
Information Technology	6,511,489	7,114,115	8,873,228	11,212,950	2,339,722
Library	7,561,631	8,908,735	9,895,173	10,225,270	330,097
Parks & Recreation	14,331,673	15,745,093	17,719,288	19,581,690	1,862,402
Public Works	44,344,211	46,885,550	55,047,671	57,362,882	2,315,211
Water and Sewer Utilities	47,666,338	51,188,733	65,758,454	68,575,176	2,816,722
<b>DEPARTMENTS Total</b>	<b>467,656,925</b>	<b>504,235,660</b>	<b>539,096,032</b>	<b>594,395,802</b>	<b>55,299,770</b>
<b>GENERAL PURPOSE</b>					
Nondepartmental	31,280,144	23,742,731	9,174,237	5,005,778	(4,168,459)
<b>GENERAL PURPOSE Total</b>	<b>31,280,144</b>	<b>23,742,731</b>	<b>9,174,237</b>	<b>5,005,778</b>	<b>(4,168,459)</b>
<b>PUBLIC SAFETY</b>					
Fire	34,944,634	38,805,136	42,554,811	45,264,279	2,709,468
Police	53,569,525	60,197,974	64,493,855	72,909,231	8,415,376
<b>PUBLIC SAFETY Total</b>	<b>88,514,159</b>	<b>99,003,110</b>	<b>107,048,666</b>	<b>118,173,510</b>	<b>11,124,844</b>
<b>Grand Total</b>	<b>\$ 596,688,038</b>	<b>\$ 635,500,568</b>	<b>\$ 666,940,528</b>	<b>\$ 729,056,031</b>	<b>\$ 62,115,503</b>

## SUMMARY OF RESOURCES BY FUND GROUP AND FUND Fiscal Year 2017-18

Fund Type	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Budget	Budget Change
<b>General Fund</b>					
General Fund					
001 - General Fund	\$ 181,688,460	\$ 196,655,833	\$ 201,408,080	\$ 219,149,766	\$ 17,741,686
	<b>\$ 181,688,460</b>	<b>\$ 196,655,833</b>	<b>\$ 201,408,080</b>	<b>\$ 219,149,766</b>	<b>\$ 17,741,686</b>
Debt Service					
431 - Public Facilities Financing Co	\$ 2,506,057	\$ 2,505,093	\$ 2,504,030	\$ 2,504,721	\$ 691
	<b>\$ 2,506,057</b>	<b>\$ 2,505,093</b>	<b>\$ 2,504,030</b>	<b>\$ 2,504,721</b>	<b>\$ 691</b>
<b>Total - General Fund</b>	<b>\$ 184,194,517</b>	<b>\$ 199,160,926</b>	<b>\$ 203,912,110</b>	<b>\$ 221,654,487</b>	<b>\$ 17,742,377</b>
<b>Internal Services Funds</b>					
047 - Communication Technical Service	\$ (423,569)	\$ —	\$ —	\$ —	\$ —
048 - Communications Acquisition	235,279	235,279	235,279	520,488	285,209
050 - Equipment Pool Revolving	3,015,986	2,902,495	4,935,000	3,700,000	(1,235,000)
053 - Automotive Services	4,205,423	4,149,615	4,669,453	4,689,432	19,979
081 - Workers Compensation	4,158,758	4,530,785	4,000,000	4,000,000	—
082 - Special Liability Insurance	2,034,576	2,732,163	2,452,109	2,764,000	311,891
087 - Unemployment Insurance Fund	130,000	130,000	125,000	81,645	(43,355)
<b>Total - Internal Services Funds</b>	<b>\$ 13,356,453</b>	<b>\$ 14,680,337</b>	<b>\$ 16,416,841</b>	<b>\$ 15,755,565</b>	<b>\$ (661,276)</b>
<b>Special Revenue Funds</b>					
025 - Downtown Parking Maint District	\$ 168,929	\$ 163,427	\$ 177,795	\$ 233,599	\$ 55,804
026 - Convention Center Maint District	1,282,629	1,315,010	1,338,685	1,488,685	150,000
111 - Park and Rec Grant Trust Fund	161,771	158,512	158,000	148,353	(9,647)
164 - Housing Authority	—	—	279,052	143,126	(135,926)
165 - City Affordable Housing	—	—	1,175,665	1,336,244	160,579
169 - Housing Successor Agency	—	—	1,053,648	1,280,189	226,541
562 - Housing and Urban Development	—	—	—	2,527,559	2,527,559
<b>Total - Special Revenue Funds</b>	<b>\$ 1,613,329</b>	<b>\$ 1,636,949</b>	<b>\$ 4,182,845</b>	<b>\$ 7,157,755</b>	<b>\$ 2,974,910</b>
<b>Enterprise Funds</b>					
Water and Sewer Utilities					
092 - Water Utility	\$ 27,800,806	\$ 28,030,859	\$ 38,691,181	\$ 39,034,889	\$ 343,708
094 - Sewer Utility	19,437,597	24,416,939	21,470,401	24,057,883	2,587,482
097 - Water Recycling Program	2,921,294	3,173,777	4,446,872	4,539,955	93,083
494 - Sewer Utility-Debt Services	1,140,000	(2,069,305)	1,150,000	942,449	(207,551)
	<b>\$ 51,299,697</b>	<b>\$ 53,552,270</b>	<b>\$ 65,758,454</b>	<b>\$ 68,575,176</b>	<b>\$ 2,816,722</b>
Silicon Valley Power					
091 - Electric Utility	\$ 300,005,617	\$ 329,736,453	\$ 325,847,728	\$ 361,306,666	\$ 35,458,938
191 - Electric Operating Grant Trust Fund	6,528,518	10,484,589	10,039,402	10,064,215	24,813
491 - Electric Utility-Debt Services	15,272,638	15,844,556	18,066,666	20,707,289	2,640,623
	<b>\$ 321,806,773</b>	<b>\$ 356,065,598</b>	<b>\$ 353,953,796</b>	<b>\$ 392,078,170</b>	<b>\$ 38,124,374</b>
Other Enterprise Funds					
093 - Cemetery	\$ 869,469	\$ 943,011	\$ 934,803	\$ 1,007,138	\$ 72,335
096 - Solid Waste Program	20,056,035	20,324,355	21,781,680	22,827,740	1,046,060
	<b>\$ 20,925,504</b>	<b>\$ 21,267,366</b>	<b>\$ 22,716,483</b>	<b>\$ 23,834,878</b>	<b>\$ 1,118,395</b>
<b>Total - Enterprise Funds</b>	<b>\$ 394,031,974</b>	<b>\$ 430,885,234</b>	<b>\$ 442,428,733</b>	<b>\$ 484,488,224</b>	<b>\$ 42,059,491</b>
<b>Grand Total - Resources</b>	<b>\$ 593,196,273</b>	<b>\$ 646,363,446</b>	<b>\$ 666,940,529</b>	<b>\$ 729,056,031</b>	<b>\$ 62,115,502</b>

## SUMMARY OF FUND BALANCE BY FUND GROUP AND FUND Fiscal Year 2017-18

Fund Type	Est. Beg. Balance	Resources / Transfers	Budgeted Appropriations	Est. End. Balance	Balance Change
<b>General Fund</b>					
001 - General Fund <i>(inc. Fund 063)</i>	\$ 168,393,068	\$ 213,869,764	\$ 219,149,766	\$ 163,113,066	\$ (5,280,002)
431 - Public Facilities Financing Co	775,475	2,504,721	2,504,721	775,475	—
- Less Restricted / Reserved	(167,668,543)	5,280,002	—	(162,388,541)	5,280,002
<b>General Fund Un-Restricted/Reserved</b>	<b>\$ 1,500,000</b>	<b>\$ 221,654,487</b>	<b>\$ 221,654,487</b>	<b>\$ 1,500,000</b>	<b>\$ —</b>
<b>Internal Services Funds</b>					
048 - Communications Acquisition	\$ 777,994	\$ 350,000	\$ 520,488	\$ 607,506	\$ (170,488)
050 - Equipment Pool Revolving	5,080,719	4,029,932	3,700,000	5,410,651	329,932
053 - Automotive Services	1,931,400	3,356,052	4,689,432	598,020	(1,333,380)
081 - Workers Compensation	4,492,193	4,000,000	4,000,000	4,492,193	—
082 - Special Liability Insurance	818,217	2,764,000	2,764,000	818,217	—
087 - Unemployment Insurance Fund	273,921	70,000	81,645	262,276	(11,645)
- Less Restricted / Reserved	(13,374,444)	1,185,581	—	(12,188,863)	1,185,581
<b>Internal Service Un-Restricted/Reserved</b>	<b>\$ —</b>	<b>\$ 15,755,565</b>	<b>\$ 15,755,565</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Special Revenue Funds</b>					
025 - Downtown Parking Maint District	\$ 327,415	\$ 197,799	\$ 233,599	\$ 291,615	\$ (35,800)
026 - Convention Center Maint District	1,175	1,488,685	1,488,685	1,175	—
111 - Park and Rec Grant Trust Fund	(4,244)	148,353	148,353	(4,244)	—
164 - Housing Authority	2,688,888	181,974	143,126	2,727,736	38,848
165 - City Affordable Housing	7,669,760	310,795	1,336,244	6,644,311	(1,025,449)
169 - Housing Successor Agency	9,533,905	644,564	1,280,189	8,898,280	(635,625)
562 - Housing and Urban Development	1,571,368	2,063,588	2,527,559	1,107,397	(463,971)
- Less Restricted / Reserved	(21,788,267)	2,121,997	—	(19,666,270)	2,121,997
<b>Special Revenue Un-Restricted/Reserved</b>	<b>\$ —</b>	<b>\$ 7,157,755</b>	<b>\$ 7,157,755</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Enterprise Funds</b>					
<b>Water and Sewer Utilities</b>					
092 - Water Utility	\$ 6,768,857	\$ 38,186,902	\$ 39,034,889	\$ 5,920,870	\$ (847,987)
094 - Sewer Utility	28,860,762	7,989,761	24,057,883	12,792,640	(16,068,122)
097 - Water Recycling Program	3,410,878	5,281,063	4,539,955	4,151,986	741,108
494 - Sewer Utility-Debt Services	2,492,551	942,449	942,449	2,492,551	—
- Less Restricted / Reserved	(41,533,048)	16,175,001	—	(25,358,047)	16,175,001
	<b>\$ —</b>	<b>\$ 68,575,176</b>	<b>\$ 68,575,176</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Silicon Valley Power</b>					
091 - Electric Utility	\$ 179,802,414	\$ 362,623,517	\$ 361,306,666	\$ 181,119,265	\$ 1,316,851
191 - Electric Operating Grant Trust Fund	23,619,352	11,622,164	10,064,215	25,177,301	1,557,949
491 - Electric Utility-Debt Services	2,709,001	20,707,289	20,707,289	2,709,001	—
- Less Restricted / Reserved	(206,130,767)	(2,874,800)	—	(209,005,567)	(2,874,800)
	<b>\$ —</b>	<b>\$ 392,078,170</b>	<b>\$ 392,078,170</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Other Enterprise Funds</b>					
093 - Cemetery	\$ 745,686	\$ 1,007,138	\$ 1,007,138	\$ 745,686	\$ —
096 - Solid Waste Program	5,665,921	22,270,082	22,827,740	5,108,263	(557,658)
- Less Restricted / Reserved	(6,411,607)	557,658	—	(5,853,949)	557,658
	<b>\$ —</b>	<b>\$ 23,834,878</b>	<b>\$ 23,834,878</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Enterprise Un-Restricted/Reserved</b>	<b>\$ —</b>	<b>\$ 484,488,224</b>	<b>\$ 484,488,224</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Total Unrestricted/Unreserved</b>	<b>\$ 1,500,000</b>	<b>\$ 729,056,031</b>	<b>\$ 729,056,031</b>	<b>\$ 1,500,000</b>	<b>\$ —</b>

**SUMMARY OF RESOURCES AND APPROPRIATIONS BY CATEGORY  
GENERAL FUND  
Fiscal Year 2017-18**

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Budget	Budget Change
<b>Resources</b>					
Taxes	\$ 110,302,227	\$ 121,522,213	\$ 136,311,275	\$ 136,122,775	\$ (188,500)
Licenses/Permits/Fines/Penalties	9,469,451	11,391,575	11,464,300	10,065,300	(1,399,000)
Interest and Rents	10,361,103	14,892,235	13,578,349	13,019,497	(558,852)
Intergovernmental	2,908,422	1,836,292	370,000	1,310,000	940,000
Charges for Services	35,455,954	44,898,240	39,415,904	41,271,526	1,855,622
Other Revenues	17,886,496	19,639,608	20,112,626	22,077,823	1,965,197
<b>Total - Resources</b>	<b>\$ 186,383,653</b>	<b>\$ 214,180,163</b>	<b>\$ 221,252,454</b>	<b>\$ 223,866,921</b>	<b>\$ 2,614,467</b>
<b>Transfers</b>					
Transfers In - Miscellaneous	\$ 4,051,240	\$ 3,450,475	\$ 146,748	\$ 162,717	\$ 15,969
Transfers In - Gas Tax	—	—	728,900	—	(728,900)
Transfers In - General Fund	—	—	2,504,030	2,504,721	691
Transfers In - Storm Drain	—	—	1,100,000	1,276,661	176,661
Transfers In - Bldg Insp Reserves	—	—	—	2,493,145	2,493,145
Intra Transfers In - Miscellaneous	24,967,662	16,491,204	165	—	(165)
Transfers Out - Miscellaneous	(3,266,525)	(3,510,415)	—	—	—
Transfers Out - CIP	—	—	(1,472)	(7,488,406)	(7,486,934)
Transfers Out - Debt	—	—	(2,504,030)	(2,504,721)	(691)
Transfers Out - Districts	—	—	(774,076)	(853,540)	(79,464)
Intra Transfers Out - Miscellaneous	(27,941,513)	(31,450,501)	(556,809)	(589,868)	(33,059)
Intra Transfers Out - Reserves	—	—	(17,983,800)	2,786,857	20,770,657
<b>Total - Transfers</b>	<b>\$ (2,189,136)</b>	<b>\$ (15,019,237)</b>	<b>\$ (17,340,344)</b>	<b>\$ (2,212,434)</b>	<b>\$ 15,127,910</b>
<b>Total Resources - General Fund</b>	<b>\$ 184,194,517</b>	<b>\$ 199,160,926</b>	<b>\$ 203,912,110</b>	<b>\$ 221,654,487</b>	<b>\$ 17,742,377</b>

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Budget	Budget Change
<b>Appropriations</b>					
Salaries	\$ 85,936,232	\$ 94,876,101	\$ 105,779,518	\$ 108,054,342	\$ 2,274,824
Benefits	38,265,174	42,872,044	54,081,534	62,149,879	8,068,345
Materials/Services/Supplies	48,572,118	44,789,069	31,514,929	38,008,001	6,493,072
Resource/Production	—	370	—	—	—
Interfund Services	8,793,854	9,190,715	9,629,546	10,202,144	572,598
Capital Outlay	109,342	177,211	402,552	735,400	332,848
Debt Service Accounts	2,502,620	2,498,975	2,504,030	2,504,721	691
<b>Total Appropriations - General Fund</b>	<b>\$ 184,179,340</b>	<b>\$ 194,404,485</b>	<b>\$ 203,912,110</b>	<b>\$ 221,654,487</b>	<b>\$ 17,742,377</b>
<b>Total Surplus/(Deficit)</b>	<b>\$ 15,177</b>	<b>\$ 4,756,441</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>



**SUMMARY OF RESOURCES AND APPROPRIATIONS BY CATEGORY  
INTERNAL SERVICE FUNDS  
Fiscal Year 2017-18**

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Budget	Budget Change
<b>Resources</b>					
Intergovernmental	\$ 1,118	\$ 8,841	\$ 37,000	\$ 4,000	\$ (33,000)
Charges for Services	12,638,831	13,337,837	13,934,036	14,706,100	772,064
Other Financing Sources	371,397	313,285	100,000	100,000	—
Other Revenues	771,435	726,190	10,500	3,200	(7,300)
<b>Total - Resources</b>	<b>\$ 13,782,781</b>	<b>\$ 14,386,153</b>	<b>\$ 14,081,536</b>	<b>\$ 14,813,300</b>	<b>\$ 731,764</b>
<b>Transfers</b>					
Transfers In - Miscellaneous	\$ —	\$ 406,767	\$ —	\$ 800,000	\$ 800,000
Transfers Out - Miscellaneous	(426,328)	(112,582)	—	(800,000)	(800,000)
Transfers Out - CIP	—	—	(13,316)	(243,316)	(230,000)
Intra Transfers Out - Reserves	—	—	2,348,621	1,185,581	(1,163,040)
<b>Total - Transfers</b>	<b>\$ (426,328)</b>	<b>\$ 294,185</b>	<b>\$ 2,335,305</b>	<b>\$ 942,265</b>	<b>\$ (1,393,040)</b>
<b>Total Resources - Internal Service Funds</b>	<b>\$ 13,356,453</b>	<b>\$ 14,680,338</b>	<b>\$ 16,416,841</b>	<b>\$ 15,755,565</b>	<b>\$ (661,276)</b>

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Budget	Budget Change
<b>Appropriations</b>					
Salaries	\$ 1,251,471	\$ 1,292,741	\$ 1,480,528	\$ 1,545,522	\$ 64,994
Benefits	598,612	668,353	850,488	927,721	77,233
Materials/Services/Supplies	6,034,973	6,306,715	6,289,040	6,315,690	26,650
Interfund Services	1,829,687	2,040,446	2,626,506	2,746,144	119,638
Capital Outlay	4,076,838	3,843,868	5,170,279	4,220,488	(949,791)
<b>Total Appropriations - Internal Service Funds</b>	<b>\$ 13,791,581</b>	<b>\$ 14,152,123</b>	<b>\$ 16,416,841</b>	<b>\$ 15,755,565</b>	<b>\$ (661,276)</b>
<b>Total Surplus/(Deficit)</b>	<b>\$ (435,128)</b>	<b>\$ 528,215</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>

**SUMMARY OF RESOURCES AND APPROPRIATIONS BY CATEGORY  
SPECIAL REVENUE FUNDS  
Fiscal Year 2017-18**

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Budget	Budget Change
<b>Resources</b>					
Interest and Rent	\$ 3,804	\$ 4,173	\$ 218,697	\$ 1,645,016	\$ 1,426,319
Intergovernmental	155,669	158,512	158,000	1,705,941	1,547,941
Charges for Services	688,623	714,975	741,207	831,261	90,054
Other Revenues	6,103	—	—	—	—
<b>Total - Resources</b>	<b>\$ 854,199</b>	<b>\$ 877,660</b>	<b>\$ 1,117,904</b>	<b>\$ 4,182,218</b>	<b>\$ 3,064,314</b>
<b>Transfers</b>					
Transfers In - Miscellaneous	\$ 759,131	\$ 759,289	—	\$ 170,000	\$ 170,000
Transfers In - General Fund	—	—	774,076	853,540	79,464
Intra Transfers In - Reserves	—	—	—	295,430	295,430
Transfers Out - Reserves	—	—	—	(1,459)	(1,459)
Intra Transfers Out - Reserves	—	—	2,290,865	1,658,026	(632,839)
<b>Total - Transfers</b>	<b>\$ 759,131</b>	<b>\$ 759,289</b>	<b>\$ 3,064,941</b>	<b>\$ 2,975,537</b>	<b>\$ (89,404)</b>
<b>Total Resources - Special Revenue Funds</b>	<b>\$ 1,613,330</b>	<b>\$ 1,636,949</b>	<b>\$ 4,182,845</b>	<b>\$ 7,157,755</b>	<b>\$ 2,974,910</b>
<b>Appropriations</b>					
Salaries	\$ 81,734	\$ 86,742	\$ 322,703	\$ 900,027	\$ 577,324
Benefits	28,883	29,457	32,304	36,585	4,281
Materials/Services/Supplies	1,316,563	1,316,147	3,382,966	3,912,270	529,304
Interfund Services	55,515	56,418	444,872	106,241	(338,631)
Capital Outlay	18,500	—	—	2,202,632	2,202,632
<b>Total Appropriations - Special Revenue Funds</b>	<b>\$ 1,501,195</b>	<b>\$ 1,488,764</b>	<b>\$ 4,182,845</b>	<b>\$ 7,157,755</b>	<b>\$ 2,974,910</b>
<b>Total Surplus/(Deficit)</b>	<b>\$ 112,135</b>	<b>\$ 148,185</b>	<b>—</b>	<b>—</b>	<b>—</b>

**SUMMARY OF RESOURCES AND APPROPRIATIONS BY CATEGORY  
ENTERPRISE FUNDS  
Fiscal Year 2017-18**

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Budget	Budget Change
<b>Resources</b>					
Interest and Rent	\$ 4,884,139	\$ 6,385,610	\$ 5,549,887	\$ 7,042,995	\$ 1,493,108
Intergovernmental	668,172	729,013	621,000	725,000	104,000
Charges for Services	428,721,699	468,250,692	487,578,923	531,488,114	43,909,191
Other Financing Sources	6,074,500	12,006,825	3,000,000	17,000,000	14,000,000
Other Revenues	1,468,751	2,015,473	847,500	5,733,769	4,886,269
<b>Total - Resources</b>	<b>\$ 441,817,261</b>	<b>\$ 489,387,613</b>	<b>\$ 497,597,310</b>	<b>\$ 561,989,878</b>	<b>\$ 64,392,568</b>
<b>Transfers</b>					
Transfers In - Miscellaneous	\$ 550,000	\$ 450,000	\$ —	\$ —	\$ —
Transfers In - Solid Waste	—	—	—	21,500	21,500
Transfers In - Storm Drain	—	—	—	1,000	1,000
Transfers In - Sewer	—	—	—	546,000	546,000
Transfers In - Water	—	—	—	539,500	539,500
Distinct Transfers In - Misc	22,120,875	5,661,628	7,631,521	—	(7,631,521)
Distinct Transfers In - Loan	—	—	327,743	403,590	75,847
Intra Transfers In - Miscellaneous	16,168,881	16,718,497	31,000	31,000	—
Intra Transfers In - Debt Financing	—	—	19,216,666	21,649,738	2,433,072
Transfers Out - Miscellaneous	(1,347,309)	(1,446,120)	—	—	—
Transfers Out - CIP	—	—	(1,933,105)	(2,576,307)	(643,202)
Distinct Transfers Out - Misc	(21,836,839)	(5,333,975)	834,452	—	(834,452)
Intra Transfers Out - Miscellaneous	(63,440,895)	(74,552,410)	(44,026,000)	(83,532,900)	(39,506,900)
Intra Transfers Out - Debt	—	—	(19,216,666)	(21,649,738)	(2,433,072)
Intra Transfers Out - Reserves	—	—	(18,034,187)	7,064,963	25,099,150
<b>Total - Transfers</b>	<b>\$ (47,785,287)</b>	<b>\$ (58,502,380)</b>	<b>\$ (55,168,576)</b>	<b>\$ (77,501,654)</b>	<b>\$ (22,333,078)</b>
<b>Total Resources - Enterprise Funds</b>	<b>\$ 394,031,974</b>	<b>\$ 430,885,233</b>	<b>\$ 442,428,734</b>	<b>\$ 484,488,224</b>	<b>\$ 42,059,490</b>

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Budget	Budget Change
<b>Appropriations</b>					
Salaries	\$ 25,214,110	\$ 26,286,473	\$ 33,339,215	\$ 35,504,084	\$ 2,164,869
Benefits	11,232,017	12,538,947	16,743,258	18,955,296	2,212,038
Materials/Services/Supplies	27,588,850	28,513,254	34,542,744	37,475,062	2,932,318
Resource/Production	283,349,902	303,039,319	300,247,970	329,342,634	29,094,664
Interfund Services	16,522,314	17,607,297	17,444,260	18,384,507	940,247
Contribution In Lieu	18,081,388	19,670,138	20,307,620	22,321,903	2,014,283
Capital Outlay	144,468	411,357	587,000	855,000	268,000
Debt Service	15,082,873	17,388,409	19,216,666	21,649,738	2,433,072
<b>Total Appropriations - Enterprise Funds</b>	<b>\$ 397,215,922</b>	<b>\$ 425,455,194</b>	<b>\$ 442,428,734</b>	<b>\$ 484,488,224</b>	<b>\$ 42,059,490</b>
<b>Total Surplus/(Deficit)</b>	<b>\$ (3,183,948)</b>	<b>\$ 5,430,039</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>

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

<b>DEPARTMENT/DIVISION</b>	<b>Fund</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>Change</b>
City Council*	General (001)	8.50	9.00	10.00	11.00	1.00
City Clerk	General (001)	5.00	5.00	7.00	7.00	—
City Attorney	General (001)	6.00	6.00	6.00	6.00	—
Office of the City Manager	General (001)	9.00	9.30	13.00	14.00	1.00
Information Technology	General (001)	5.00	5.00	7.00	7.00	—
Human Resources	General (001)	14.50	14.50	15.00	15.00	—
Finance	General (001)	58.25	60.25	61.75	61.00	(0.75)
Parks and Recreation						
Parks and Recreation	General (001)	76.75	76.75	74.00	75.75	1.75
Cemetery	Cemetery (093)	6.00	6.00	5.00	5.00	—
Library	General (001)	46.50	47.00	45.50	45.50	—
Community Development	General (001)	44.00	48.70	56.00	64.00	8.00
Public Works						
Engineering	General (001)	38.00	38.25	39.25	40.92	1.67
Facility Services	General (001)	11.40	10.90	12.90	13.23	0.33
Street	General (001)	54.75	58.00	52.90	52.50	(0.40)
Solid Waste	Solid Waste (096)	7.75	6.75	6.10	5.50	(0.60)
Convention Center	Convention Center Maintenance District (026)	0.10	0.10	0.10	0.10	—
Maintenance District	Downtown Parking Maintenance District (025)	0.50	0.50	0.50	0.50	—
Automotive Services	Automotive (053)	15.00	15.00	15.75	15.75	—
Police	General (001)	219.00	222.00	231.00	239.00	8.00
Fire	General (001)	179.50	179.50	166.50	167.50	1.00
Electric Utility	Electric (091,191)	156.00	166.00	179.00	186.00	7.00
Water and Sewer Utilities						
Water Utility	Water (092)	43.90	46.90	49.50	47.25	(2.25)
Recycled Water	Recycled Water (097)	3.20	3.20	3.20	3.60	0.40
Sewer Utility	Sewer (094)	17.90	19.90	21.30	22.15	0.85
<b>TOTAL - ALL FTE POSITIONS</b>		<b>1,026.50</b>	<b>1,054.50</b>	<b>1,078.25</b>	<b>1,105.25</b>	<b>27.00</b>

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

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

Fund	2014-15	2015-16	2016-17	2017-18	Change
<b>General (001)*</b>	776.15	790.15	797.80	819.40	21.60
<b>Special Revenue Funds</b>					
Downtown Parking Maintenance District (025)	0.50	0.50	0.50	0.50	—
Convention Center Maintenance District (026)	0.10	0.10	0.10	0.10	—
Subtotal:	0.6	0.60	0.60	0.60	—
<b>Enterprise Funds</b>					
Electric (091,191)	156.00	166.00	179.00	186.00	7.00
Cemetery (093)	6.00	6.00	5.00	5.00	—
Solid Waste (096)	7.75	6.75	6.10	5.50	(0.60)
Water Utility (092)	43.90	46.90	49.50	47.25	(2.25)
Sewer Utility (094)	17.90	19.90	21.30	22.15	0.85
Recycled Water (097)	3.20	3.20	3.20	3.60	0.40
Subtotal:	234.75	248.75	264.1	269.50	5.40
<b>Internal Service Funds</b>					
Automotive Services (053)	15.00	15.00	15.75	15.75	—
Subtotal:	15.00	15.00	15.75	15.75	—
<b>TOTAL - ALL FTE POSITIONS</b>	<b>1,026.50</b>	<b>1,054.50</b>	<b>1,078.25</b>	<b>1,105.25</b>	<b>27.00</b>

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

## UNCLASSIFIED POSITIONS

### SCHEDULE OF MONTHLY CONTROL POINTS

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

POSITION	CONTROL POINT	85% LEVEL	110% LEVEL
Miscellaneous Management Unit 9			
ACCOUNTING DIVISION MANAGER	\$ 14,002	\$ 11,902	\$ 15,402
ASST BUILDING OFFICIAL	15,628	13,284	17,191
ASST CITY ATTORNEY	17,346	14,744	19,081
ASST CITY CLERK	11,602	9,862	12,762
ASST CITY LIBRARIAN	15,114	12,847	16,625
ASST CITY MANAGER	20,726	17,617	22,799
ASST DIRECTOR ELECTRIC-ENERGY DISTRIBUTION	18,392	15,633	20,231
ASST DIRECTOR ELECTRIC-PLAN & STRATEGIC	18,392	15,633	20,231
ASST DIRECTOR OF FINANCE	16,296	13,852	17,926
ASST DIRECTOR OF HUMAN RESOURCES/EQUAL EMPLOYMENT OPPORTUNITY OFFICER/SAFETY TRAINING OFFICER	14,561	12,377	16,017
ASST DIRECTOR OF PUBLIC WORKS/CITY ENGINEER	17,972	15,276	19,769
ASST DIRECTOR OF WATER & SEWER UTILITIES	16,131	13,711	17,744
ASST WATER & SEWER SUPERINTENDENT	11,807	10,036	12,988
BUDGET & TREASURY DIVISION MANAGER	14,002	11,902	15,402
BUILDING MAINTENANCE MANAGER	12,400	10,540	13,640
BUILDING OFFICIAL	16,418	13,955	18,060
CEMETERY OPS SUPERINTENDENT	9,915	8,428	10,907
CITY ATTORNEY	24,856	N/A	N/A
CITY CLERK/CITY AUDITOR	16,748	N/A	N/A
CITY LIBRARIAN	18,891	16,057	20,780
CITY MANAGER	25,141	N/A	N/A
CODE ENFORCEMENT MANAGER/PRINCIPAL PLANNER *	13,724	11,665	15,096
COMMUNICATIONS OPERATIONS MANAGER	12,755	10,842	14,031
COMMUNICATIONS TECH SERVICES MANAGER	12,755	10,842	14,031
COMMUNITY RELATIONS MANAGER	14,561	12,377	16,017
COMPLIANCE MANAGER	11,434	9,719	12,577
DEPUTY CITY ATTORNEY I	10,840	9,214	11,924
DEPUTY CITY ATTORNEY II	12,647	10,750	13,912
DEPUTY CITY MANAGER	17,523	14,895	19,275
DEPUTY PARKS & RECREATION DIRECTOR	14,161	12,037	15,577
DEPUTY PUBLIC WORKS DIRECTOR	14,186	12,058	15,605
DEVELOPMENT REVIEW OFFICER	13,724	11,665	15,096
DIRECTOR OF COMMUNITY DEVELOPMENT	20,768	17,653	22,845
DIRECTOR OF ELECTRIC UTILITY	22,485	19,112	24,734
DIRECTOR OF FINANCE	20,726	17,617	22,799
DIRECTOR OF HUMAN RESOURCES	19,106	16,240	21,017
DIRECTOR OF INFORMATION TECHNOLOGY/CIO	19,716	16,759	21,688
DIRECTOR OF PUBLIC WORKS	21,967	18,672	24,164
DIRECTOR OF WATER & SEWER UTILITIES	19,910	16,924	21,901
ECONOMIC DEVELOPMENT OFFICER	20,726	17,617	22,799
ELECTRIC DIVISION MANAGER	16,131	13,711	17,744
ELECTRIC DIVISION MANAGER - ENGINEERING	16,131	13,711	17,744

## UNCLASSIFIED POSITIONS

### SCHEDULE OF MONTHLY CONTROL POINTS

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

POSITION	CONTROL POINT	85% LEVEL	110% LEVEL
ELECTRIC DIVISION MANAGER - GENERATION	\$ 16,131	\$ 13,711	\$ 17,744
ELECTRIC DIVISION MANAGER - OPERATIONS	16,131	13,711	17,744
ELECTRIC DIVISION MANAGER - SUBSTATIONS	16,131	13,711	17,744
ELECTRIC DIVISION MANAGER - TRANSM, DISTRIB	16,131	13,711	17,744
ELECTRIC DIVISION MANAGER-CUSTOMER SVCS	15,568	13,233	17,125
ELECTRIC DIVISION MANAGER-MKT A & P	16,131	13,711	17,744
ELECTRIC DIVISION MANAGER-RISK ANALYSIS	16,131	13,711	17,744
ELECTRIC DIVISION MANAGER	16,131	13,711	17,744
ELECTRIC PROGRAM MANAGER	13,442	11,426	14,786
EMERGENCY SERVICES COORDINATOR	11,067	9,407	12,174
ENVIRONMENTAL PROGRAMS MANAGER *	11,434	9,719	12,577
EXEC ASST TO CITY ATTORNEY	9,616	8,174	10,578
EXEC ASST TO CITY MANAGER	9,616	8,174	10,578
EXEC ASST TO MAYOR & CITY COUNCIL	9,616	8,174	10,578
FIELD FOREPERSON	13,848	11,771	15,233
FLEET MANAGER	11,814	10,042	12,995
HOUSING & COMMUNITY SERVICES DIVISION MANAGER	14,198	12,068	15,618
HOUSING DEVELOPMENT OFFICER	11,150	9,478	12,265
HUMAN RESOURCES DIVISION MANAGER-BENEFITS, COMPENSATION, SAFETY	10,793	9,174	11,872
HUMAN RESOURCES DIVISION MANAGER-RECRUITMENT, CLASSIFICATION, LABOR RELATIONS	10,793	9,174	11,872
INFORMATION TECHNOLOGY SERVICES MANAGER	13,141	11,170	14,455
INSPECTION MANAGER	14,064	11,954	15,470
LANDSCAPE SUPERINTENDENT/CITY ARBOR	12,897	10,962	14,187
LIBRARY DIVISION MANAGER - ADULT SVCS	11,807	10,036	12,988
LIBRARY DIVISION MANAGER - COLLECT SVCS	11,807	10,036	12,988
LIBRARY DIVISION MANAGER - SUPPORT SVCS	11,807	10,036	12,988
LIBRARY DIVISION MANAGER - Y & E SVCS	11,807	10,036	12,988
MANAGEMENT ANALYST	9,764	8,299	10,740
MUNICIPAL SERVICES DIVISION MANAGER	14,002	11,902	15,402
PARK MAINT & OPERATIONS SUPERVISOR	11,669	9,919	12,836
PARK SUPERINTENDENT	15,300	13,005	16,830
PARKS & RECREATION DIRECTOR	19,250	16,363	21,175
PARKS CONST, MTC & REPAIR SUPERVISOR	11,669	9,919	12,836
PERMIT CENTER MANAGER	15,628	13,284	17,191
PLAN REVIEW MANAGER	15,114	12,847	16,625
PLANNING MANAGER	14,824	12,600	16,306
POLICE RECORDS MANAGER	10,057	8,548	11,063
POWER SYSTEM SCHEDULER/TRADER	12,621	10,728	13,883
POWER TRADER	16,131	13,711	17,744
PRINCIPAL ACCOUNTANT	12,603	10,713	13,863
PRINCIPAL ELECTRIC UTILITY ENGINEER	15,862	13,483	17,448
PRINCIPAL ENGINEER	15,628	13,284	17,191

## UNCLASSIFIED POSITIONS

### SCHEDULE OF MONTHLY CONTROL POINTS

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

POSITION	CONTROL POINT	85% LEVEL	110% LEVEL
PRINCIPAL ENGINEER - WATER	\$ 15,628	\$ 13,284	\$ 17,191
PRINCIPAL FINANCIAL ANALYST	12,603	10,713	13,863
PRINCIPAL PLANNER	12,603	10,713	13,863
PRINCIPAL POWER ANALYST	12,603	10,713	13,863
PRINCIPAL UTILITY INFORMATION SYSTEM MANAGER	16,131	13,711	17,744
PUBLIC WORKS SUPERVISOR *	11,669	9,919	12,836
PURCHASING DIVISION MANAGER	13,480	11,458	14,828
QUALITY IMPROVEMENT NURSE	9,764	8,299	10,740
RECREATION MANAGER	12,724	10,815	13,996
REDEVELOPMENT PROJECT MANAGER	14,824	12,600	16,306
RISK CONTROL ANALYST	13,179	11,202	14,497
SR DEPUTY CITY ATTORNEY	13,444	11,427	14,788
SR ELECTRIC DIVISION MANAGER-MKT A&P	17,338	14,737	19,072
SR ELECTRIC DIVISION MANAGER	17,338	14,737	19,072
SR INFORMATION TECHNOLOGY SERVICES MANAGER	16,131	13,711	17,744
SR POWER SYSTEM SCHEDULER/TRADER	13,565	11,530	14,922
SR PROJECT ENGINEER	13,284	11,291	14,612
STADIUM MANAGER	17,523	14,895	19,275
SUPERINTENDENT OF STREET & SOLID WASTE	12,897	10,962	14,187
TRAFFIC ENGINEER	15,771	13,405	17,348
UTILITY BUSINESS SYSTEMS MANAGER	12,583	10,696	13,841
WATER & SEWER DIVISION MANAGER	15,628	13,284	17,191
WATER & SEWER SUPERINTENDENT	13,057	11,098	14,363
WEB & DIGITAL MEDIA MANAGER	11,256	9,568	12,382
<b>Police Management (Unit 9A)</b>			
ASSISTANT POLICE CHIEF	23,387	19,879	25,726
POLICE CAPTAIN	22,274	18,933	24,501
POLICE CHIEF	24,171	N/A	N/A
<b>Fire Management (Unit 9B)</b>			
BATTALION CHIEF 24 HRS	17,051	14,493	18,756
ASSISTANT FIRE MARSHAL	16,618	14,125	18,280
BATTALION CHIEF	17,903	15,218	19,693
DEPUTY FIRE CHIEF	19,698	16,743	21,668
FIRE CHIEF	23,563	20,029	25,919
FIRE MARSHAL	17,903	15,218	19,693
HAZARDOUS MAT SPECIALIST	15,994	13,595	17,593

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

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



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

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

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

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

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

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

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

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

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

# SCHEDULE OF MONTHLY SALARY RANGES

## BARGAINING UNIT DESCRIPTION

## UNIT NO.

## SCHEDULE

Santa Clara Firefighters, International Association of Firefighters, Local 1171	1	C, C1
Police Officers Association	2	B
International Brotherhood of Electrical Workers, Local Union 1245	3	D1, D2, D3
Engineers of the City of Santa Clara	4	E, E2, E3
City of Santa Clara Employees Association	578	A
American Federation of State County and Municipal Employees, Local 101	6	G
Public Safety Non-Sworn Employees Association	10	H

## SCHEDULE A

Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7
0	3,321	3,485	3,663	3,857	4,057	4,157	4,256	16	4,894	5,153	5,407	5,688	5,976	6,132	6,285	32	7,250	7,615	8,000	8,403	8,813	9,042	9,273
1	3,407	3,574	3,760	3,956	4,157	4,256	4,354	17	5,022	5,280	5,547	5,833	6,132	6,285	6,433	33	7,433	7,808	8,202	8,608	9,042	9,273	9,509
2	3,485	3,663	3,857	4,057	4,256	4,354	4,451	18	5,153	5,407	5,688	5,976	6,285	6,433	6,589	34	7,615	8,000	8,403	8,813	9,273	9,509	9,743
3	3,574	3,760	3,956	4,157	4,354	4,451	4,565	19	5,280	5,547	5,833	6,132	6,433	6,589	6,760	35	7,808	8,202	8,608	9,042	9,509	9,743	9,974
4	3,663	3,857	4,057	4,256	4,451	4,565	4,676	20	5,407	5,688	5,976	6,285	6,589	6,760	6,931	36	8,000	8,403	8,813	9,273	9,743	9,974	10,207
5	3,760	3,956	4,157	4,354	4,565	4,676	4,785	21	5,547	5,833	6,132	6,433	6,760	6,931	7,092	37	8,202	8,608	9,042	9,509	9,974	10,207	10,463
6	3,857	4,057	4,256	4,451	4,676	4,785	4,894	22	5,688	5,976	6,285	6,589	6,931	7,092	7,250	38	8,403	8,813	9,273	9,743	10,207	10,463	10,724
7	3,956	4,157	4,354	4,565	4,785	4,894	5,022	23	5,833	6,132	6,433	6,760	7,092	7,250	7,433	39	8,608	9,042	9,509	9,974	10,463	10,724	10,991
8	4,057	4,256	4,451	4,676	4,894	5,022	5,153	24	5,976	6,285	6,589	6,931	7,250	7,433	7,615	40	8,813	9,273	9,743	10,207	10,724	10,991	11,260
9	4,157	4,354	4,565	4,785	5,022	5,153	5,280	25	6,132	6,433	6,760	7,092	7,433	7,615	7,808	41	9,042	9,509	9,974	10,463	10,991	11,260	11,548
10	4,256	4,451	4,676	4,894	5,153	5,280	5,407	26	6,285	6,589	6,931	7,250	7,615	7,808	8,000	42	9,273	9,743	10,207	10,724	11,260	11,548	11,829
11	4,354	4,565	4,785	5,022	5,280	5,407	5,547	27	6,433	6,760	7,092	7,433	7,808	8,000	8,202	43	9,509	9,974	10,463	10,991	11,548	11,829	12,122
12	4,451	4,676	4,894	5,153	5,407	5,547	5,688	28	6,589	6,931	7,250	7,615	8,000	8,202	8,403	44	9,743	10,207	10,724	11,260	11,829	12,122	12,418
13	4,565	4,785	5,022	5,280	5,547	5,688	5,833	29	6,760	7,092	7,433	7,808	8,202	8,403	8,608	45	9,974	10,463	10,991	11,548	12,122	12,418	12,726
14	4,676	4,894	5,153	5,407	5,688	5,833	5,976	30	6,931	7,250	7,615	8,000	8,403	8,608	8,813	46	10,207	10,724	11,260	11,829	12,418	12,726	13,042
15	4,785	5,022	5,280	5,547	5,833	5,976	6,132	31	7,092	7,433	7,808	8,202	8,608	8,813	9,042								

## SCHEDULE B

Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7
31	10,117	10,619	11,154	11,712	12,295	12,606	12,912	36	11,430	12,002	12,606	13,235	13,894	14,237	14,588	41	12,912	13,558	14,237	14,946	15,693	16,084	16,472
32	10,370	10,887	11,430	12,002	12,606	12,912	13,235	37	11,712	12,295	12,912	13,558	14,237	14,588	14,946	42	13,235	13,894	14,588	15,318	16,084	16,472	16,889
33	10,619	11,154	11,712	12,295	12,912	13,235	13,558	38	12,002	12,606	13,235	13,894	14,588	14,946	15,318	43	13,558	14,237	14,946	15,693	16,472	16,889	17,303
34	10,887	11,430	12,002	12,606	13,235	13,558	13,894	39	12,295	12,912	13,558	14,237	14,946	15,318	15,693	44	13,894	14,588	15,318	16,084	16,889	17,303	17,734
35	11,154	11,712	12,295	12,912	13,558	13,894	14,237	40	12,606	13,235	13,894	14,588	15,318	15,693	16,084	45	14,237	14,946	15,693	16,472	17,303	17,734	18,168

## SCHEDULE C

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

# SCHEDULE OF MONTHLY SALARY RANGES

## SCHEDULE C1

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

## SCHEDULE D1

Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7
24	7,341	7,724	8,094	8,501	8,910	9,128	9,351	30	8,501	8,910	9,351	9,829	10,302	10,561	10,819	36	9,829	10,302	10,819	11,383	11,963	12,262	12,557
25	7,533	7,911	8,298	8,705	9,128	9,351	9,589	31	8,705	9,128	9,589	10,067	10,561	10,819	11,103	37	10,067	10,561	11,103	11,672	12,262	12,557	12,875
26	7,724	8,094	8,501	8,910	9,351	9,589	9,829	32	8,910	9,351	9,829	10,302	10,819	11,103	11,383	38	10,302	10,819	11,383	11,963	12,557	12,875	13,190
27	7,911	8,298	8,705	9,128	9,589	9,829	10,067	33	9,128	9,589	10,067	10,561	11,103	11,383	11,672	39	10,561	11,103	11,672	12,262	12,875	13,190	13,521
28	8,094	8,501	8,910	9,351	9,829	10,067	10,302	34	9,351	9,829	10,302	10,819	11,383	11,672	11,963	40	10,819	11,383	11,963	12,557	13,190	13,521	13,850
29	8,298	8,705	9,128	9,589	10,067	10,302	10,561	35	9,589	10,067	10,561	11,103	11,672	11,963	12,262								

## SCHEDULE D2

Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7
18	6,339	6,660	7,009	7,365	7,728	7,921	8,114	21	6,834	7,186	7,547	7,921	8,318	8,523	8,727	23	7,186	7,547	7,921	8,318	8,727	8,933	9,155
19	6,498	6,834	7,186	7,547	7,921	8,114	8,318	22	7,009	7,365	7,728	8,114	8,523	8,727	8,933	24	7,365	7,728	8,114	8,523	8,933	9,155	9,380
20	6,660	7,009	7,365	7,728	8,114	8,318	8,523																

## SCHEDULE D3

Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7
32	8,358	8,770	9,206	9,656	10,143	10,404	10,665	35	8,990	9,434	9,902	10,404	10,942	11,220	11,479	37	9,434	9,902	10,404	10,942	11,479	11,737	12,029
33	8,562	8,990	9,434	9,902	10,404	10,665	10,942	36	9,206	9,656	10,143	10,665	11,220	11,479	11,737	38	9,656	10,143	10,665	11,220	11,737	12,029	12,324
34	8,770	9,206	9,656	10,143	10,665	10,942	11,220																

## SCHEDULE E

Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7
32	7,865	8,244	8,672	9,090	9,546	9,788	10,032	37	8,880	9,320	9,788	10,295	10,801	11,053	11,332	42	10,032	10,551	11,053	11,611	12,204	12,498	12,793
33	8,057	8,460	8,880	9,320	9,788	10,032	10,295	38	9,090	9,546	10,032	10,551	11,053	11,332	11,611	43	10,295	10,801	11,332	11,905	12,498	12,793	13,113
34	8,244	8,672	9,090	9,546	10,032	10,295	10,551	39	9,320	9,788	10,295	10,801	11,332	11,611	11,905	44	10,551	11,053	11,611	12,204	12,793	13,113	13,426
35	8,460	8,880	9,320	9,788	10,295	10,551	10,801	40	9,546	10,032	10,551	11,053	11,611	11,905	12,204	45	10,801	11,332	11,905	12,498	13,113	13,426	13,764
36	8,672	9,090	9,546	10,032	10,551	10,801	11,053	41	9,788	10,295	10,801	11,332	11,905	12,204	12,498	46	11,053	11,611	12,204	12,793	13,426	13,764	14,102

# SCHEDULE OF MONTHLY SALARY RANGES

## SCHEDULE E2

Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7
32	8,241	8,638	9,086	9,524	10,002	10,254	10,510	37	9,304	9,764	10,254	10,786	11,317	11,580	11,873	42	10,510	11,055	11,580	12,165	12,786	13,096	13,404
33	8,442	8,863	9,304	9,764	10,254	10,510	10,786	38	9,524	10,002	10,510	11,055	11,580	11,873	12,165	43	10,786	11,317	11,873	12,473	13,096	13,404	13,739
34	8,638	9,086	9,524	10,002	10,510	10,786	11,055	39	9,764	10,254	10,786	11,317	11,873	12,165	12,473	44	11,055	11,580	12,165	12,786	13,404	13,739	14,067
35	8,863	9,304	9,764	10,254	10,786	11,055	11,317	40	10,002	10,510	11,055	11,580	12,165	12,473	12,786	45	11,317	11,873	12,473	13,096	13,739	14,067	14,421
36	9,086	9,524	10,002	10,510	11,055	11,317	11,580	41	10,254	10,786	11,317	11,873	12,473	12,786	13,096	46	11,580	12,165	12,786	13,404	14,067	14,421	14,776

## SCHEDULE E3

Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7
32	8,625	9,040	9,509	9,968	10,468	10,733	11,000	37	9,737	10,219	10,733	11,289	11,844	12,120	12,426	42	11,000	11,571	12,120	12,733	13,382	13,706	14,028
33	8,836	9,276	9,737	10,219	10,733	11,000	11,289	38	9,968	10,468	11,000	11,571	12,120	12,426	12,733	43	11,289	11,844	12,426	13,054	13,706	14,028	14,380
34	9,040	9,509	9,968	10,468	11,000	11,289	11,571	39	10,219	10,733	11,289	11,844	12,426	12,733	13,054	44	11,571	12,120	12,733	13,382	14,028	14,380	14,722
35	9,276	9,737	10,219	10,733	11,289	11,571	11,844	40	10,468	11,000	11,571	12,120	12,733	13,054	13,382	45	11,844	12,426	13,054	13,706	14,380	14,722	15,094
36	9,509	9,968	10,468	11,000	11,571	11,844	12,120	41	10,733	11,289	11,844	12,426	13,054	13,382	13,706	46	12,120	12,733	13,382	14,028	14,722	15,094	15,465

## SCHEDULE G

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

## SCHEDULE H

Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7	Range	1	2	3	4	5	6	7
0	3,721	3,902	4,101	4,320	4,542	4,652	4,764	16	5,476	5,764	6,052	6,365	6,686	6,863	7,037	32	8,115	8,521	8,956	9,401	9,866	10,121	10,378
1	3,811	4,001	4,207	4,432	4,652	4,764	4,875	17	5,624	5,906	6,209	6,531	6,863	7,037	7,204	33	8,320	8,739	9,180	9,635	10,121	10,378	10,641
2	3,902	4,101	4,320	4,542	4,764	4,875	4,982	18	5,764	6,052	6,365	6,686	7,037	7,204	7,371	34	8,521	8,956	9,401	9,866	10,378	10,641	10,905
3	4,001	4,207	4,432	4,652	4,875	4,982	5,107	19	5,906	6,209	6,531	6,863	7,204	7,371	7,562	35	8,739	9,180	9,635	10,121	10,641	10,905	11,165
4	4,101	4,320	4,542	4,764	4,982	5,107	5,232	20	6,052	6,365	6,686	7,037	7,371	7,562	7,754	36	8,956	9,401	9,866	10,378	10,905	11,165	11,427
5	4,207	4,432	4,652	4,875	5,107	5,232	5,357	21	6,209	6,531	6,863	7,204	7,562	7,754	7,935	37	9,180	9,635	10,121	10,641	11,165	11,427	11,713
6	4,320	4,542	4,764	4,982	5,232	5,357	5,476	22	6,365	6,686	7,037	7,371	7,754	7,935	8,115	38	9,401	9,866	10,378	10,905	11,427	11,713	12,003
7	4,432	4,652	4,875	5,107	5,357	5,476	5,624	23	6,531	6,863	7,204	7,562	7,935	8,115	8,320	39	9,635	10,121	10,641	11,165	11,713	12,003	12,306
8	4,542	4,764	4,982	5,232	5,476	5,624	5,764	24	6,686	7,037	7,371	7,754	8,115	8,320	8,521	40	9,866	10,378	10,905	11,427	12,003	12,306	12,604
9	4,652	4,875	5,107	5,357	5,624	5,764	5,906	25	6,863	7,204	7,562	7,935	8,320	8,521	8,739	41	10,121	10,641	11,165	11,713	12,306	12,604	12,923
10	4,764	4,982	5,232	5,476	5,764	5,906	6,052	26	7,037	7,371	7,754	8,115	8,521	8,739	8,956	42	10,378	10,905	11,427	12,003	12,604	12,923	13,239
11	4,875	5,107	5,357	5,624	5,906	6,052	6,209	27	7,204	7,562	7,935	8,320	8,739	8,956	9,180	43	10,641	11,165	11,713	12,306	12,923	13,239	13,571
12	4,982	5,232	5,476	5,764	6,052	6,209	6,365	28	7,371	7,754	8,115	8,521	8,956	9,180	9,401	44	10,905	11,427	12,003	12,604	13,239	13,571	13,900
13	5,107	5,357	5,624	5,906	6,209	6,365	6,531	29	7,562	7,935	8,320	8,739	9,180	9,401	9,635	45	11,165	11,713	12,306	12,923	13,571	13,900	14,247
14	5,232	5,476	5,764	6,052	6,365	6,531	6,686	30	7,754	8,115	8,521	8,956	9,401	9,635	9,866	46	11,427	12,003	12,604	13,239	13,900	14,247	14,596
15	5,357	5,624	5,906	6,209	6,531	6,686	6,863	31	7,935	8,320	8,739	9,180	9,635	9,866	10,121								

## AS-NEEDED SALARY SCHEDULE

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





# City of Santa Clara

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## General Fund

## GENERAL FUND RESOURCES BY DEPARTMENT Fiscal Year 2017-18

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Budget	Budget Change
<b>Offices</b>					
City Attorney	\$ 873	\$ 23,947	\$ —	\$ —	—
City Clerk	245	201,468	6,300	20,000	13,700
City Council	—	—	—	—	—
City Manager	339,743	733,183	40,965	40,800	(165)
<b>Total - Offices</b>	<b>\$ 340,861</b>	<b>\$ 958,598</b>	<b>\$ 47,265</b>	<b>\$ 60,800</b>	<b>\$ 13,535</b>
<b>Departments</b>					
Community Development	\$ 9,542,073	\$ 16,784,812	\$ 14,800,822	\$ 18,380,145	\$ 3,579,323
Finance	1,211,993	1,183,419	1,203,000	1,028,000	(175,000)
Human Resources	95	—	—	—	—
Information Technology	1,303,417	1,402,325	1,315,300	1,450,000	134,700
Library	233,229	432,969	212,800	147,800	(65,000)
Parks And Recreation	2,373,583	2,506,443	2,707,600	2,699,000	(8,600)
Public Works	4,531,022	6,088,490	7,364,867	6,886,741	(478,126)
<b>Total - Departments</b>	<b>\$ 19,195,412</b>	<b>\$ 28,398,458</b>	<b>\$ 27,604,389</b>	<b>\$ 30,591,686</b>	<b>\$ 2,987,297</b>
<b>Public Safety</b>					
Fire	\$ 3,223,578	\$ 5,229,937	\$ 5,045,760	\$ 4,681,186	\$ (364,574)
Police	5,371,271	10,552,382	7,718,900	7,466,188	(252,712)
<b>Total - Public Safety</b>	<b>\$ 8,594,849</b>	<b>\$ 15,782,319</b>	<b>\$ 12,764,660</b>	<b>\$ 12,147,374</b>	<b>\$ (617,286)</b>
<b>General Purpose</b>					
General Purpose	\$ 156,063,395	\$ 154,021,551	\$ 163,495,796	\$ 178,854,627	\$ 15,358,831
<b>Total - General Purpose</b>	<b>\$ 156,063,395</b>	<b>\$ 154,021,551</b>	<b>\$ 163,495,796</b>	<b>\$ 178,854,627</b>	<b>\$ 15,358,831</b>
<b>Total - General Fund Resources</b>	<b>\$ 184,194,517</b>	<b>\$ 199,160,926</b>	<b>\$ 203,912,110</b>	<b>\$ 221,654,487</b>	<b>\$ 17,742,377</b>

## GENERAL FUND APPROPRIATIONS BY DEPARTMENT Fiscal Year 2017-18

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Budget	Budget Change
<b>Offices</b>					
City Attorney	\$ 1,329,191	\$ 1,490,899	\$ 1,654,536	\$ 1,719,032	\$ 64,496
City Clerk	1,057,977	994,826	1,947,373	1,349,777	(597,596)
City Council	301,746	443,112	620,931	909,425	288,494
City Manager	6,547,896	5,590,230	7,398,752	7,502,707	103,955
<b>Total - Offices</b>	<b>\$ 9,236,810</b>	<b>\$ 8,519,067</b>	<b>\$ 11,621,592</b>	<b>\$ 11,480,941</b>	<b>\$ (140,651)</b>
<b>Departments</b>					
Community Development	\$ 7,477,438	\$ 9,425,965	\$ 10,891,540	\$ 15,061,578	\$ 4,170,038
Finance	8,446,328	9,263,813	11,080,134	11,530,992	450,858
Human Resources	2,342,648	2,583,075	3,368,383	3,479,976	111,593
Information Technology	6,511,489	7,114,115	8,873,228	11,212,950	2,339,722
Library	7,561,631	8,908,735	9,895,173	10,225,270	330,097
Parks And Recreation	13,382,100	14,879,839	16,626,485	18,426,199	1,799,714
Public Works	15,426,343	17,377,259	22,145,059	24,423,426	2,278,367
<b>Total - Departments</b>	<b>\$ 61,147,977</b>	<b>\$ 69,552,801</b>	<b>\$ 82,880,002</b>	<b>\$ 94,360,391</b>	<b>\$ 11,480,389</b>
<b>Public Safety</b>					
Fire	\$ 34,944,634	\$ 38,805,136	\$ 42,554,811	\$ 45,264,279	\$ 2,709,468
Police	53,309,481	60,197,974	64,258,576	72,388,743	8,130,167
<b>Total - Public Safety</b>	<b>\$ 88,254,115</b>	<b>\$ 99,003,110</b>	<b>\$ 106,813,387</b>	<b>\$ 117,653,022</b>	<b>\$ 10,839,635</b>
<b>General Purpose</b>					
General Purpose	\$ 25,540,438	\$ 17,329,507	\$ 2,597,128	\$ (1,839,867)	\$ (4,436,995)
<b>Total - General Purpose</b>	<b>\$ 25,540,438</b>	<b>\$ 17,329,507</b>	<b>\$ 2,597,128</b>	<b>\$ (1,839,867)</b>	<b>\$ (4,436,995)</b>
<b>Total - General Fund Appropriations</b>	<b>\$ 184,179,340</b>	<b>\$ 194,404,485</b>	<b>\$ 203,912,109</b>	<b>\$ 221,654,487</b>	<b>\$ 17,742,378</b>
<b>Total Surplus/(Deficit)</b>	<b>\$ 11,740</b>	<b>\$ 4,750,323</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>



# City of Santa Clara

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## City Council Offices



## City Council Offices

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
City Council - Council	\$ 301,746	\$ 443,112	\$ 620,931	\$ 909,425
Total Expenditures	<u>\$ 301,746</u>	<u>\$ 443,112</u>	<u>\$ 620,931</u>	<u>\$ 909,425</u>
Full Time Equivalents (Budgeted)	8.50	9.00	10.00	11.00
Total Revenues	\$ —	\$ —	\$ —	\$ —

### Overview

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

The Mayor and Council Members serve on county, regional, and state organizations representing the City's interests. The Mayor and Council Members also serve as Agency and Authority Board Members, Commissioners or Directors of the Bayshore North Project Enhancement Authority, Housing Authority, Industrial Development Agency, Joint Financing Authority, Public Facilities Financing Corporation, Sports & Open Space Authority and Stadium Authority.

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

## **City Council Offices**

### **Mission**

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

### **Significant Accomplishments**

- Responded to all received concerns and inquiries within three business days.
- Approved and processed proclamations in time for proclaimed events.
- All travel requests and reimbursements processed within two weeks of receiving needed receipts and documentation.
- Responded to all requests for Mayor and/or Council's appearance within two weeks of request.

### **Significant Objectives**

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

## City Council Offices

### Department Budget Summary

General Fund	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Salaries	\$ 213,369	\$ 295,395	\$ 373,779	\$ 552,524	\$ 178,745
Benefits	65,702	95,910	183,640	261,860	78,220
Materials/Services/Supplies	17,292	45,251	48,780	75,917	27,137
Interfund Services	5,383	6,556	14,732	19,124	4,392
<b>Total Expenditures</b>	<b>\$ 301,746</b>	<b>\$ 443,112</b>	<b>\$ 620,931</b>	<b>\$ 909,425</b>	<b>\$ 288,494</b>
<b>Revenue Category</b>					
Other Revenues	\$ —	\$ —	\$ —	\$ —	\$ —
<b>Total Revenues</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Full Time Equivalents (Budgeted)</b>	8.50	9.00	10.00	11.00	1.00

### Budget Overview and Significant Changes

#### Service Level Impact

One additional staff position has been requested by the City Council Offices in FY 2017-18 to provide additional support to the City Council.

#### Expenditures

##### *Salaries changes from prior adopted budget*

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

##### *Benefits changes from prior adopted budget*

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

##### *Materials/Services/Supplies changes from prior adopted budget*

The increase to Materials/Service/Supplies costs is primarily due to an increase of supplies needed for additional concurrent meetings, as well as for electronic devices and their associated maintenance and insurance costs.

##### *Interfund Services changes from prior adopted budget*

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

#### Total Revenues

##### *Total Revenues changes from prior adopted budget*

There is no reportable or significant change.

## City of Santa Clara Divisional Organization Chart



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



# City Council Offices

## POSITION DETAIL

<b>General Fund</b>	<b>2014-15 Adopted</b>	<b>2015-16 Adopted</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Position Change</b>
<b>Position Title</b>					
Mayor (Stipend)*	1.00	1.00	1.00	1.00	—
City Council Member (Stipend)*	6.00	6.00	6.00	6.00	—
Uncl Executive Asst. to Mayor & City Council	1.00	1.00	1.00	1.00	—
A32 Staff Analyst I	—	—	1.00	1.00	—
A20 Office Specialist to City Council	0.50	1.00	1.00	1.00	—
A19 Office Records Specialist	—	—	—	1.00	1.00
<b>Full Time Equivalents (Budgeted)</b>	<b>8.50</b>	<b>9.00</b>	<b>10.00</b>	<b>11.00</b>	<b>1.00</b>

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

**Department: City Council Offices**  
**Division: City Council - Council**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
1611-City Council Program	\$ 301,746	\$ 443,112	\$ 620,931	\$ 909,425	\$ 288,494
Total Expenditures	<u>\$ 301,746</u>	<u>\$ 443,112</u>	<u>\$ 620,931</u>	<u>\$ 909,425</u>	<u>\$ 288,494</u>
Full Time Equivalents (Budgeted)	N/A	2.00	3.00	4.00	1.00
Total Direct Revenue	\$ 785	\$ —	\$ —	\$ —	\$ —

**Division Mission**

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

**Division Overview**

- Assist Mayor and Council Members with implementation of their established goals and objectives.
- Assist Mayor and Council Members in scheduling appointments, making travel arrangements, and corresponding with legislators, constituents and members of the community.
- Assist with the coordination of meetings for several City committees and several area wide/outside agency committees.
- Provide Mayor and Council Members with updates on controversial issues and coordinate concerns from members of the community in an effort to increase openness and responsiveness.
- Provide general administrative support to the Mayor and Council Members and facilitate the need for transparency.

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

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 213,369	\$ 295,395	\$ 373,779	\$ 552,524	\$ 178,745
Benefits	65,702	95,910	183,640	261,860	78,220
Materials/Services/Supplies	17,292	45,251	48,780	75,917	27,137
Interfund Services	5,383	6,556	14,732	19,124	4,392
<b>Total Expenditures</b>	<b>\$ 301,746</b>	<b>\$ 443,112</b>	<b>\$ 620,931</b>	<b>\$ 909,425</b>	<b>\$ 288,494</b>
Full Time Equivalent (Budgeted)	N/A	2.00	3.00	4.00	1.00
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Forward citizen concerns and inquiries to City Manager within three business days.	100%	90%	100%	100%	100%
2. Percent of approved proclamations processed in time for proclaimed event.	100%	100%	100%	100%	100%
3. Percent of all travel requests and reimbursements processed within two weeks of receiving needed documentation and receipts.	100%	100%	100%	100%	100%
4. Percent of response to all requests for Mayor and/or Council's personal appearance at events within two weeks of requests.	100%	100%	100%	100%	100%

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# City of Santa Clara

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## City Attorney's Office



# City Attorney's Office

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
City Attorney	\$ 1,329,191	\$ 1,490,899	\$ 1,654,535	\$ 1,719,032
Total Expenditures	<u>\$ 1,329,191</u>	<u>\$ 1,490,899</u>	<u>\$ 1,654,535</u>	<u>\$ 1,719,032</u>
Full Time Equivalents (Budgeted)	6.00	6.00	6.00	6.00
Total Revenues	\$ 873	\$ 23,946	\$ —	\$ —

## Overview

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

Represent and advise the City Council and all City officers in all matters of law pertaining to their offices.

Represent and appear on behalf of the City and any City officer or employee in all legal actions or proceedings which the City or any such officer or employee, in or by reason of his/her official capacity is a party.

Provide the City Council with information and advice regarding ongoing litigation and legislation affecting the City.

Attend all meetings of the City Council and give advice or an opinion in writing whenever requested to do so by the City Council or officers of the City.

Staff board and commission meetings as necessary.

Approve the form of all bonds given to and all contracts made by the City, endorsing approval thereon in writing.

Review and approve all ordinances and resolutions and amendments thereof.

Prosecute cases for violation of the Charter and City ordinances.

Assist and provide training on current issues in the law and City policy as needed.

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

## **City Attorney's Office**

### **Mission**

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

### **Significant Accomplishments**

- Completed negotiations, environmental review process and development entitlements for City Place project.

### **Significant Objectives**

- Update accessory dwelling unit ordinance to comply with new state law.
- Assist with implementation of a policy/ordinance regarding cultivation of recreational marijuana in advance of 1/1/2018 relating to Prop 64.
- Adopt affordable housing impact fee based on nexus study.
- Continue to assist staff with comprehensive zoning ordinance update.
- Complete Charter Review process in advance of June 2018.

# City Attorney's Office

## Department Budget Summary

General Fund	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Salaries	\$ 854,371	\$ 960,501	\$ 1,025,351	\$ 1,054,620	\$ 29,269
Benefits	366,846	437,419	518,374	533,427	15,053
Materials/Services/Supplies	80,844	56,919	76,560	81,571	5,011
Interfund Services	27,130	36,061	34,251	49,414	15,163
<b>Total Expenditures</b>	<b>\$ 1,329,191</b>	<b>\$ 1,490,900</b>	<b>\$ 1,654,536</b>	<b>\$ 1,719,032</b>	<b>\$ 64,496</b>
<b>Revenue Category</b>					
Charges for Services	\$ —	\$ 23,481	\$ —	\$ —	\$ —
Other Revenues	873	465	—	—	—
<b>Total Revenues</b>	<b>\$ 873</b>	<b>\$ 23,946</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Full Time Equivalents (Budgeted)</b>	6.00	6.00	6.00	6.00	—

## Budget Overview and Significant Changes

### Service Level Impact

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

### Expenditures

#### Salaries changes from prior adopted budget

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

#### Benefits changes from prior adopted budget

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

#### Materials/Services/Supplies changes from prior adopted budget

There is no reportable or significant change.

#### Interfund Services changes from prior adopted budget

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

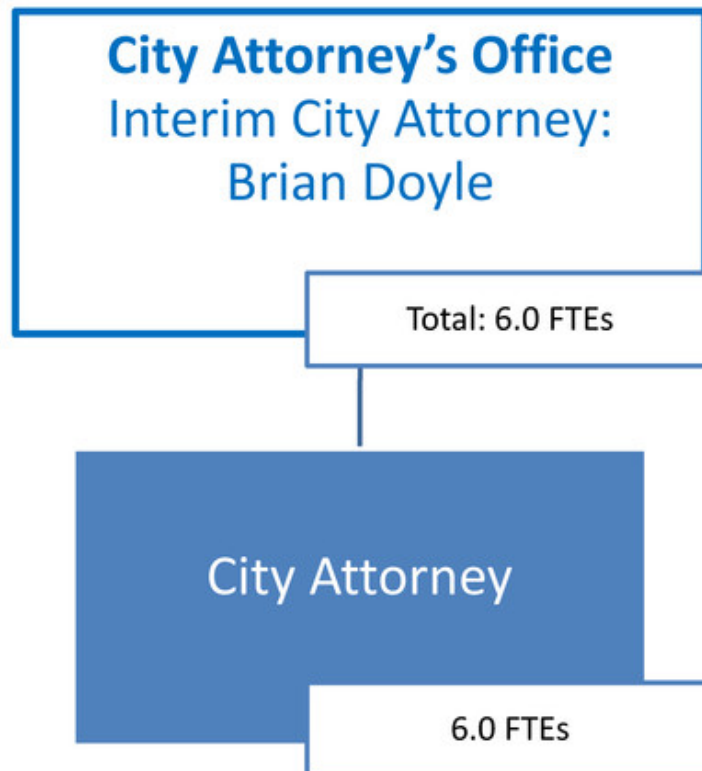
### Total Revenues

#### Total Revenues changes from prior adopted budget

There is no reportable or significant change.



## City of Santa Clara Divisional Organization Chart



# City Attorney's Office

## POSITION DETAIL

<b>General Fund</b>		<b>2014-15 Adopted</b>	<b>2015-16 Adopted</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Position Change</b>
<b>Position Title</b>						
Uncl	City Attorney	1.00	1.00	1.00	1.00	—
Uncl	Assistant City Attorney	2.00	2.00	2.00	2.00	—
Uncl	Deputy City Attorney I/II	1.00	1.00	1.00	1.00	—
Uncl	Executive Assistant to City Attorney	1.00	1.00	1.00	1.00	—
A24	Legal Office Specialist III	1.00	1.00	1.00	1.00	—
<b>Total Full Time Equivalents (Budgeted)</b>		<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>—</b>

**Department: City Attorney's Office**  
**Division: City Attorney**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
2411 - Program Administration	\$ 954,236	\$ 1,047,568	\$ 1,142,841	\$ 1,267,287	\$ 124,446
2412 - Program Litigation	374,955	443,331	511,694	451,745	(59,949)
<b>Total Expenditures</b>	<b>\$ 1,329,191</b>	<b>\$ 1,490,899</b>	<b>\$ 1,654,535</b>	<b>\$ 1,719,032</b>	<b>\$ 64,497</b>
Full Time Equivalents (Budgeted)	N/A	6.00	6.00	6.00	—
<b>Total Revenue</b>	<b>\$ 873</b>	<b>\$ 23,947</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>

**Division Mission**

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

**Division Overview**

- Oversee and direct outside counsel regarding 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.
- Ensure CEQA and zoning compliance for all property development.
- Initiate prosecutions when necessary to protect residents, employees, and the environment.
- Work with the Human Resources Department regarding personnel and discipline matters.

**Division: City Attorney**  
**Program: 2411 - Administration**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 603,130	\$ 670,250	\$ 708,149	\$ 789,948	\$ 81,799
Benefits	251,762	295,816	351,978	392,280	40,302
Materials/Services/Supplies	80,844	56,919	56,591	58,605	2,014
Interfund Services	18,500	24,583	26,123	26,454	331
Total Expenditures	<u>\$ 954,236</u>	<u>\$ 1,047,568</u>	<u>\$ 1,142,841</u>	<u>\$ 1,267,287</u>	<u>\$ 124,446</u>
Full Time Equivalents (Budgeted)	N/A	3.90	3.90	4.10	0.20
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of legal service requests reviewed within ten working days after receipt from the Department.	1,839	1,893	1,793	1,800	1,800
2. Number of training sessions presented for City officials and staff.	5	5	5	5	5
3. Number of ordinances and resolutions drafted or reviewed by CAO.	132	117	85	140	100

**Division: City Attorney**  
**Program: 2412 - Litigation**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 251,241	\$ 290,250	\$ 317,202	\$ 264,672	\$ (52,530)
Benefits	115,084	141,603	166,395	141,147	(25,248)
Materials/Services/Supplies	—	—	19,969	22,966	2,997
Interfund Services	8,630	11,478	8,128	22,960	14,832
Total Expenditures	<u>\$ 374,955</u>	<u>\$ 443,331</u>	<u>\$ 511,694</u>	<u>\$ 451,745</u>	<u>\$ (59,949)</u>
Full Time Equivalents (Budgeted)	N/A	2.10	2.10	1.90	(0.20)
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Issue quarterly litigation status reports.	4	4	4	4	4
2. Review, on a quarterly basis, the status of all workers' compensation claims and provide direction regarding litigation and claim review as needed to City staff and outside counsel.	4	4	4	4	4
3. Prosecute cases for violations of City Code.	141	86	75	80	80

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# City of Santa Clara

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## City Clerk's Office



## City Clerk's Office

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
City Clerk	\$ 904,227	\$ 825,454	\$ 1,766,724	\$ 1,180,539
City Auditor	153,751	169,371	180,649	169,238
Total Expenditures	<u>\$ 1,057,978</u>	<u>\$ 994,825</u>	<u>\$ 1,947,373</u>	<u>\$ 1,349,777</u>
Full Time Equivalents (Budgeted)	5.00	5.00	7.00	7.00
Total Revenues	\$ 245	\$ 201,468	\$ 6,300	\$ 20,000

### Overview

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

## City Clerk's Office

### **Mission**

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

### **Significant Accomplishments**

- Implemented RFP process and identified agenda and enterprise document management system vendors.  
Received City Clerks Association of California Award of Distinction for community engagement.
- Enhanced voter and community engagement programs, including an updated Pathway to Citizenship webpage.  
Provided staff support and expertise for the Charter Review Committee.
- Implemented the largest candidate election in the history of the City of Santa Clara.  
Implemented a concurrent special election for the consideration of four ballot measures.
- Implemented online system for the filing of the Form 700 statements of economic interest.

### **Significant Objectives**

- Work with the City Manager's Office and Information Technology Department to stabilize and improve current agenda and document management process by implementing new, contemporary agenda and enterprise document management systems.

Implement and support an electronic agenda workflow process by providing best practices, support documentation, ongoing support and subject matter expertise.

- Implement and support enhanced functionality for the enterprise document management system as a City-wide resource for records management, the use of forms, compatibility with mobile devices and other functionality as appropriate.
- Identify and focus on key elements of the agenda and enterprise document management systems that will enhance productivity and increase transparency through the public meeting process and access to information.

Continue to provide prompt and thorough responses to requests for public records and to assure that all official records and document are accessible by the public.

- Assess, improve and administer good government reporting practices such as the open calendar policy, lobbyist registration ordinance, statements of economic interest and campaign disclosure statements.
- Enhance community engagement programs such as citizenship outreach, board and commission recruitment, neighborhood engagement and others as appropriate.



## City Clerk's Office

### Department Budget Summary

General Fund	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Salaries	\$ 565,731	\$ 576,402	\$ 739,077	\$ 773,988	\$ 34,911
Benefits	218,167	244,963	409,706	430,533	20,827
Materials/Services/Supplies	259,198	146,761	761,632	121,286	(640,346)
Interfund Services	14,882	26,699	36,959	23,970	(12,989)
<b>Total Expenditures</b>	<b>\$ 1,057,978</b>	<b>\$ 994,825</b>	<b>\$ 1,947,374</b>	<b>\$ 1,349,777</b>	<b>\$ (597,597)</b>
<b>Revenue Category</b>					
Intergovernmental	\$ —	\$ 189,238	\$ —	\$ —	\$ —
Charges for Services	—	12,029	6,300	20,000	13,700
Other Revenues	245	201	—	—	—
<b>Total Revenues</b>	<b>\$ 245</b>	<b>\$ 201,468</b>	<b>\$ 6,300</b>	<b>\$ 20,000</b>	<b>\$ 13,700</b>
<b>Full Time Equivalents (Budgeted)</b>	5.00	5.00	7.00	7.00	—

### Budget Overview and Significant Changes

#### Service Level Impact

The City Clerk's Office is properly positioned to handle existing workloads and major projects in the upcoming fiscal year. Overall funding and staffing levels have been reviewed and are adequate to meet current and anticipated demands.

#### Expenditures

##### Salaries changes from prior adopted budget

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

##### Benefits changes from prior adopted budget

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

##### Materials/Services/Supplies changes from prior adopted budget

The main change in the budget for FY 17/18 include the reduction of \$640,346 in the contractual services fund. This included the elimination of funding related to the 2016 election cycle from the previous budget year as well as the reduction of \$140,000 for the Democracy Santa Clara program.

##### Interfund Services changes from prior adopted budget

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

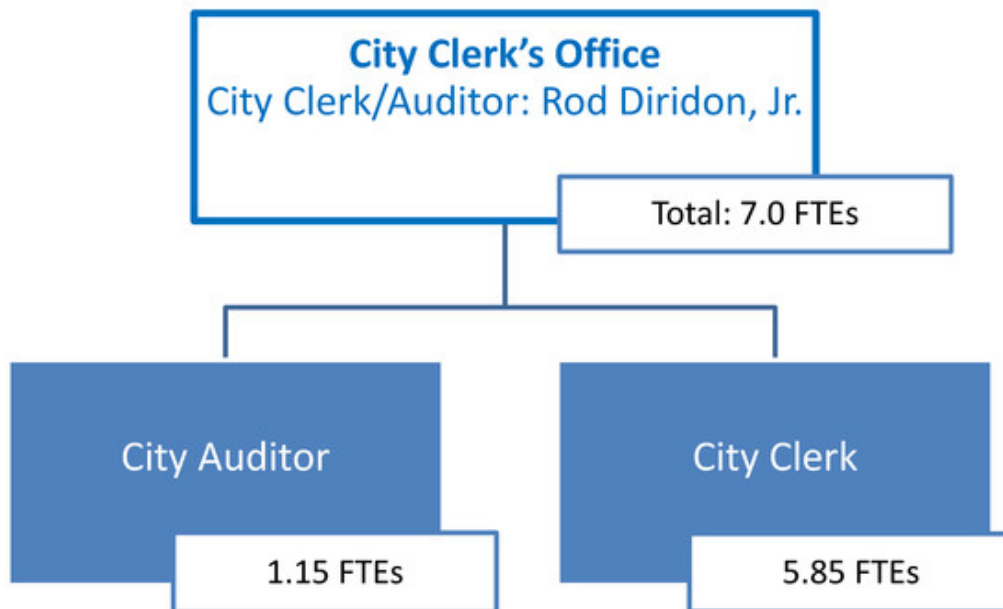
## City Clerk's Office

### **Total Revenues**

#### *Total Revenues changes from prior adopted budget*

Ordinance No. 1949 adds Chapter 2.155 (“Regulation of Lobbying Activities”) to Title 2 (“Administration and Personnel”) of “The Code of the City of Santa Clara, California.” The Ordinance requires lobbyist to register with the City of Santa Clara. These fees can be adjusted for inflation or cost increased by City Council resolution. The fee will be deposited into account 001-2312-56570 Miscellaneous Fees & Charges.

# City of Santa Clara Divisional Organization Chart



# City Clerk's Office

## POSITION DETAIL

<b>General Fund</b>		<b>2014-15 Adopted</b>	<b>2015-16 Adopted</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Position Change</b>
<b>Position Title</b>						
Uncl	City Clerk/City Auditor	1.00	1.00	1.00	1.00	—
Uncl	Assistant City Clerk	1.00	1.00	1.00	1.00	—
Uncl	Management Analyst	—	—	1.00	1.00	—
A24	Staff Aide I	1.00	1.00	2.00	2.00	—
A22	Office Specialist to the City Clerk	1.00	1.00	—	—	—
A22	Office Specialist III	—	—	1.00	1.00	—
A19	Office Records Specialist	1.00	1.00	1.00	1.00	—
<b>Total Full Time Equivalents (Budgeted)</b>		<b>5.00</b>	<b>5.00</b>	<b>7.00</b>	<b>7.00</b>	<b>—</b>

**Department: City Clerk's Office**  
**Division: City Clerk**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
2311-Council/Administration Support	\$ 396,221	\$ 361,631	\$ 420,373	\$ 454,333	\$ 33,960
2312-Public Information/Legislative Records Mgmt.	173,011	212,319	345,808	355,007	9,199
2313-Elections/Political Reform Act	334,995	251,504	1,000,543	371,199	(629,344)
<b>Total Expenditures</b>	<b>\$ 904,227</b>	<b>\$ 825,454</b>	<b>\$ 1,766,724</b>	<b>\$ 1,180,539</b>	<b>\$ (586,185)</b>
Full Time Equivalents (Budgeted)	N/A	3.85	5.85	5.85	—
<b>Total Revenues</b>	<b>\$ 245</b>	<b>\$ 201,468</b>	<b>\$ 6,300</b>	<b>\$ 20,000</b>	<b>\$ 13,700</b>

**Division Mission**

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

**Division Overview**

- To continue to work with all City departments to ensure accuracy of the Records Retention Schedules with emphasis on electronic records and historical and vital records.
- To continue to work with the Information Technology and the City Attorney's Office to ensure integrity and compliance with the Records Retention Program, including updating the Records Retention Schedules.
- To continue training for the records management software for City staff and work with departments in inventorying and classifying records.

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

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 274,881	\$ 253,093	\$ 254,352	\$ 277,807	\$ 23,455
Benefits	65,339	68,047	124,726	132,794	8,068
Materials/Services/Supplies	51,206	32,032	25,276	29,861	4,585
Interfund Services	4,795	8,459	16,019	13,871	(2,148)
<b>Total Expenditures</b>	<b>\$ 396,221</b>	<b>\$ 361,631</b>	<b>\$ 420,373</b>	<b>\$ 454,333</b>	<b>\$ 33,960</b>
Full Time Equivalents (Budgeted)	N/A	1.34	2.04	2.04	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Percent of Council minutes approved within four weeks.	100%	100%	100%	90%	90%
2. Percent of Council minutes approved without amendment.	97%	100%	100%	100%	100%

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

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 109,103	\$ 104,571	\$ 171,272	\$ 177,986	\$ 6,714
Benefits	49,236	53,390	102,597	108,616	6,019
Materials/Services/Supplies	11,274	48,238	64,971	65,040	69
Interfund Services	3,398	6,120	6,968	3,365	(3,603)
<b>Total Expenditures</b>	<b>\$ 173,011</b>	<b>\$ 212,319</b>	<b>\$ 345,808</b>	<b>\$ 355,007</b>	<b>\$ 9,199</b>
Full Time Equivalents (Budgeted)	N/A	1.28	1.88	1.88	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Percent of records authorized and provided by the department for destruction are destroyed within 30 days.	100%	100%	100%	100%	100%
2. Number of documents processed.	949	860	936	1,200	1,200

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

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 99,778	\$ 132,495	\$ 213,067	\$ 224,856	\$ 11,789
Benefits	44,194	56,780	122,119	129,710	7,591
Materials/Services/Supplies	187,726	55,961	656,825	11,825	(645,000)
Interfund Services	3,297	6,268	8,532	4,808	(3,724)
<b>Total Expenditures</b>	<b>\$ 334,995</b>	<b>\$ 251,504</b>	<b>\$ 1,000,543</b>	<b>\$ 371,199</b>	<b>\$ (629,344)</b>
Full Time Equivalent (Budgeted)	N/A	1.23	1.93	1.93	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Percent of Campaign Disclosure Statements distributed.	100%	100%	100%	100%	100%
2. Number of Campaign Disclosures Statements processed.	163	43	253	100	50
3. Number of Conflict of Interest forms processed.	248	249	305	200	250
4. Number of elections held.	1	0	1	1	0

**Department: City Clerk's Office**  
**Division: City Auditor**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
2321-City Auditor	\$ 153,751	\$ 169,371	\$ 180,649	\$ 169,238	\$ (11,411)
Total Expenditures	<u>\$ 153,751</u>	<u>\$ 169,371</u>	<u>\$ 180,649</u>	<u>\$ 169,238</u>	<u>\$ (11,411)</u>
Full Time Equivalents (Budgeted)	N/A	1.15	1.15	1.15	—
Total Revenue	\$ —	\$ —	\$ —	\$ —	\$ —

**Division Mission**

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

**Division Overview**

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



**Division: City Auditor**  
**Program: 2321 - City Auditor**

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 81,969	\$ 86,244	\$ 100,386	\$ 93,339	\$ (7,047)
Benefits	59,398	66,745	60,264	59,413	(851)
Materials/Services/Supplies	8,992	10,530	14,560	14,560	—
Interfund Services	3,392	5,852	5,439	1,926	(3,513)
<b>Total Expenditures</b>	<b>\$ 153,751</b>	<b>\$ 169,371</b>	<b>\$ 180,649</b>	<b>\$ 169,238</b>	<b>\$ (11,411)</b>
Full Time Positions	N/A	1.15	1.15	1.15	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Number of payroll checks processed.	31,831	33,183	35,536	35,000	35,000
2. Number of warrants audited.	13,003	11,996	10,803	15,000	15,000
3. Number of wire transfers and Automated Clearing House (ACH) payments audited.	N/A	N/A	2,434	5,000	5,000
4. Number of travel reports audited.	287	262	533	750	500

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# City of Santa Clara

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## City Manager's Office



## City Manager's Office

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
City Manager's Office	\$ 1,859,025	\$ 1,672,808	\$ 3,593,519	\$ 3,378,183
City Manager General Government	4,688,873	3,917,422	3,805,234	4,124,524
<b>Total Expenditures</b>	<b>\$ 6,547,898</b>	<b>\$ 5,590,230</b>	<b>\$ 7,398,753</b>	<b>\$ 7,502,707</b>
Full Time Equivalents (Budgeted)	9.00	9.30	13.00	14.00
<b>Total Revenues</b>	<b>\$ 339,743</b>	<b>\$ 733,183</b>	<b>\$ 40,965</b>	<b>\$ 40,800</b>

### Overview

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

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

## City Manager's Office

### **Mission**

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

### **Significant Accomplishments**

- Sold 1st Successor Agency property (Santa Clara Gateway Parcel 2) for \$112,250,000 and paid all outstanding obligations related to redevelopment debt.
- Secured approval of the State Legislature to modify the terms of BAREC grant deed and executed modifications.
- Secured certain approvals from landfill related State regulatory agencies in preparation for the CityPlace groundbreaking.
- Launched live streaming of City Council meetings, Planning Commission meetings and certain City-sponsored events and the Open City Hall event at the 2017 Art & Wine Festival.

### **Significant Objectives**

- Launch Open City Hall to increase transparency of services provided to the community.
- Complete Convention Center analysis and develop a strategic plan for future.
- Prepare Related/CityPlace project for 2019 groundbreaking.
- Complete sale of Santa Clara Hilton and commence/complete sale of other Successor Agency properties.
- Increase transparency of services provided to the community.

## City Manager's Office

### Department Budget Summary

General Fund	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Salaries	\$ 1,237,586	\$ 1,375,571	\$ 2,134,578	\$ 2,345,214	\$ 210,636
Benefits	524,099	560,856	1,043,188	1,171,290	128,102
Materials/Services/Supplies	4,683,362	3,546,570	4,104,007	3,895,388	(208,619)
Interfund Services	85,991	99,093	74,979	90,815	15,836
Capital Outlay	16,857	8,139	42,000	—	(42,000)
<b>Total Expenditures</b>	<b>\$ 6,547,895</b>	<b>\$ 5,590,229</b>	<b>\$ 7,398,752</b>	<b>\$ 7,502,707</b>	<b>\$ 103,955</b>
<b>Revenue Category</b>					
Licenses & Permits	\$ 212,510	\$ 384,048	\$ —	\$ —	\$ —
Interest and Rent	99,300	182,363	40,800	40,800	—
Intergovernmental	17,492	124,352	—	—	—
Charges for Services	5,000	—	—	—	—
Op Transfers	335	200	165	—	(165)
Other Revenues	5,106	42,220	—	—	—
<b>Total Revenues</b>	<b>\$ 339,743</b>	<b>\$ 733,183</b>	<b>\$ 40,965</b>	<b>\$ 40,800</b>	<b>\$ (165)</b>
<b>Full Time Equivalents (Budgeted)</b>	9.00	9.30	13.00	14.00	1.00

### Budget Overview and Significant Changes

#### Service Level Impact

As reflected in the Position Detail Summary, the department has an increase of 1.0 FTE in the 2017-18 budget. The City Manager's Office is adding a Management Analyst to assist with Economic Development efforts in the City, which will generate additional revenues to the City and enhance service levels provided to the community.

#### Expenditures

##### Salaries changes from prior adopted budget

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

##### Benefits changes from prior adopted budget

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

##### Materials/Services/Supplies changes from prior adopted budget

The decrease in Materials/Service/Supplies cost is primarily moving the contingency reserve to the General Purpose Program in 2017-18.

## City Manager's Office

### Interfund Services changes from prior adopted budget

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

### Capital Outlay changes from prior adopted budget

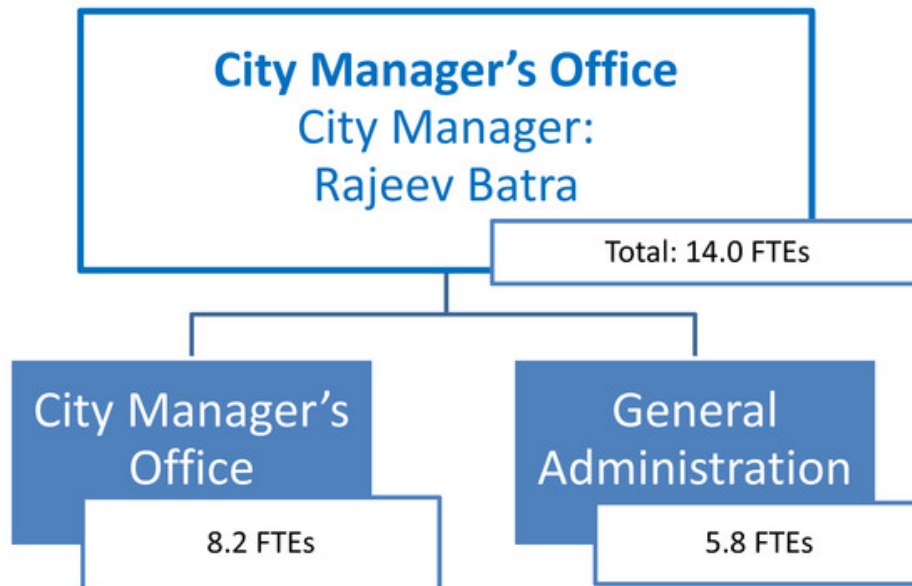
Capital Outlay costs have decreased, as the \$42k in funds in the 2016-17 budget were one-time costs for the purchase of workstations and furniture for new positions added in 2016-17.

### Total Revenues

#### Total Revenues changes from prior adopted budget

There is no reportable or significant change.

## City of Santa Clara Divisional Organization Chart





# City Manager's Office

## POSITION DETAIL

<b>General Fund</b>	<b>2014-15 Adopted</b>	<b>2015-16 Adopted</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Position Change</b>
<b>Position Title</b>					
Uncl City Manager	1.00	1.00	1.00	1.00	—
Uncl Assistant City Manager	2.00	2.00	2.00	1.00	(1.00)
Uncl Assistant City Manager (Sustainability Manager)	—	—	—	1.00	1.00
Uncl Economic Development Officer/Assistant City Manager	1.00	1.00	—	—	—
Uncl Assistant City Manager	—	—	1.00	1.00	—
Uncl Administrative Analyst	1.00	—	—	—	—
Uncl Deputy City Manager	—	0.30	1.00	1.00	—
Uncl Management Analyst	—	1.00	1.00	2.00	1.00
Uncl Community Relations Manager	1.00	1.00	1.00	1.00	—
Uncl Executive Asst. to the City Manager	1.00	1.00	1.00	1.00	—
Uncl Stadium Oversight Manager	—	—	1.00	1.00	—
A32 Staff Analyst I	—	—	1.00	—	(1.00)
A32 Communications Coordinator *	—	—	—	2.00	2.00
A30 Senior Staff Aide	1.00	1.00	—	—	—
A26 Staff Aide II	—	—	1.00	—	(1.00)
A22 Office Specialist III <sup>2</sup>	—	—	1.00	1.00	—
A18 Office Specialist II	1.00	1.00	1.00	1.00	—
<b>Total Full Time Equivalents (Budgeted)</b>	<b>9.00</b>	<b>9.30</b>	<b>13.00</b>	<b>14.00</b>	<b>1.00</b>

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

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

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
1011 - Management Administration	\$ 723,692	\$ 835,923	\$ 2,080,282	\$ 1,482,318	\$ (597,964)
1012 - SOSA & Authority Administration	803,944	497,929	901,155	1,361,857	460,702
1013 - Property Management	331,389	338,956	612,082	534,008	(78,074)
Total Expenditures	<u>\$ 1,859,025</u>	<u>\$ 1,672,808</u>	<u>\$ 3,593,519</u>	<u>\$ 3,378,183</u>	<u>\$ (215,336)</u>
Full Time Equivalents (Budgeted)	N/A	6.50	8.50	8.20	(0.30)
Total Revenues	\$ 109,406	\$ 224,325	\$ 40,800	\$ 40,800	\$ —

**Division Mission**

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

**Division Overview**

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

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

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 466,158	\$ 568,005	\$ 986,835	\$ 919,894	\$ (66,941)
Benefits	201,863	211,528	511,714	457,644	(54,070)
Materials/Services/Supplies	17,453	27,398	554,300	70,100	(484,200)
Interfund Services	21,361	20,853	25,433	34,680	9,247
Capital Outlay	16,857	8,139	2,000	—	(2,000)
Total Expenditures	\$ 723,692	\$ 835,923	\$ 2,080,282	\$ 1,482,318	\$ (597,964)
Full Time Equivalents (Budgeted)	N/A	3.30	6.40	4.70	(1.70)
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of citizen inquiries responded to by City Manager's Office.	352	300	345	450	350
2. Percent of contacts assigned out within 5 business days.	100%	100%	95%	95%	95%
3. General Fund expenditures per General Fund budgeted FTE.	234,074	242,872	232,717	252,454	267,452

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

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

Category	2013-14 Actuals	2014-15 Actuals	2015-16 Adopted	2016-17 Budget	Budget Change
Salaries	\$ 277,386	\$ 245,242	\$ 329,587	\$ 638,321	\$ 308,734
Benefits	96,301	85,953	113,869	268,467	154,598
Materials/Services/Supplies	421,158	153,971	449,910	450,026	116
Interfund Services	9,099	12,763	7,789	5,043	(2,746)
Total Expenditures	\$ 803,944	\$ 497,929	\$ 901,155	\$ 1,361,857	\$ 460,702
Full Time Equivalents (Budgeted)	N/A	3.30	6.40	4.70	(1.70)
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. No reportable performance measures.	N/A	N/A	N/A	N/A	N/A

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

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 202,171	\$ 203,205	\$ 256,013	\$ 200,626	\$ (55,387)
Benefits	98,003	97,098	126,699	97,536	(29,163)
Materials/Services/Supplies	23,345	27,489	222,500	230,500	8,000
Interfund Services	7,870	11,164	6,870	5,346	(1,524)
Total Expenditures	<u>\$ 331,389</u>	<u>\$ 338,956</u>	<u>\$ 612,082</u>	<u>\$ 534,008</u>	<u>\$ (78,074)</u>
Full Time Equivalents (Budgeted)	N/A	1.55	1.10	0.85	(0.25)
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Review property management's active files	N/A	N/A	13	12	12
2. Meet with Fire Marshal's Office, and Street Department staff semi-annually and as needed to identify City-owned parcels requiring weed abatement.	N/A	2	3	2	2

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

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
1042 - Advertising Community	\$ 2,807,293	\$ 2,796,421	\$ 2,646,615	\$ 2,828,477	\$ 181,862
1043 - Contract Management	841,972	888,252	681,062	443,728	(237,334)
1045 - Mandated Program	906,859	70,561	59,743	42,133	(17,610)
1046 - Video Service	132,749	162,188	417,814	810,186	392,372
Total Expenditures	<u>\$ 4,688,873</u>	<u>\$ 3,917,422</u>	<u>\$ 3,805,234</u>	<u>\$ 4,124,524</u>	<u>\$ 319,290</u>
Full Time Equivalents (Budgeted)	N/A	2.80	4.50	5.80	1.30
Total Revenues	\$ 230,337	\$ 508,858	\$ 165	\$ —	\$ (165)

**Division Mission**

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

**Division Overview**

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

**Division: City Manager General Administration**  
**Program: 1042 - Advertising Community Promotion**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 211,706	\$ 271,370	\$ 161,063	\$ 291,080	\$ 130,017
Benefits	92,685	121,460	86,601	165,836	79,235
Materials/Services/Supplies	2,490,807	2,388,324	2,393,604	2,368,365	(25,239)
Interfund Services	12,095	15,267	5,347	3,196	(2,151)
Total Expenditures	<u>\$ 2,807,293</u>	<u>\$ 2,796,421</u>	<u>\$ 2,646,615</u>	<u>\$ 2,828,477</u>	<u>\$ 181,862</u>
Full Time Equivalents (Budgeted)	N/A	2.05	1.10	2.45	1.35
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Prepare and distribute the Annual Report Calendar.	—	1	1	1	1
2. Prepare and distribute monthly utility bill inserts to utility customers.	12	12	12	12	12
3. Prepare City employee newsletter and distribute to all employees, six times per year.	6	6	0	6	6
4. Prepare and distribute the City newspaper to residents and businesses three times per year.	3	3	3	3	3

**Special Community Groups Detail**

Cultural Commission

Chalk Art	\$ 1,000
Event Development/International Village	15,108
Keep Santa Clara Clean	1,500
Performing Arts	13,200
Santa Clara Art in Public Places	8,000
Santa Clara Ballet	10,000
Santa Clara Players	5,850
Santa Clara Chorale	5,000
Street Dance	11,332
Supplies/Miscellaneous	1,475
Sub-Total Cultural Commission	\$ 72,465
Championship Teams	36,000
Convention-Visitors Bureau	1,461,601
Extended Day Care/Latch Key Program	108,450
Maintenance of Closed School Sites	36,000
Miss Santa Clara Scholarship Auxiliary	12,000
Mission City Scenes	18,000
Santa Clara Swim Club	20,000
Triton Museum	289,560
Unassigned Reserve - Community Promotions	246,000
<b>Total - Advertising and Promotions Account 87710</b>	<b>\$ 2,300,076</b>

**Division: City Manager General Administration**  
**Program: 1042 - Advertising Community Promotion**

**Board/Commissions Conference/Training Account**

Cultural Commission	\$ 12,514
Civil Service Commission	450
Historical and Landmarks Commission	8,370
Library Board of Trustees	450
Parks and Recreation Commission	5,179
Planning Commission	9,621
Senior Advisory Commission	2,250
Youth Commission	4,050
<b>Total Board/Commissions Conference/Training Account 87820</b>	<b>\$ 42,884</b>

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

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 15,756	\$ 10,933	\$ 180,604	\$ 15,949	\$ (164,655)
Benefits	7,517	7,407	93,446	9,775	(83,671)
Materials/Services/Supplies	786,479	835,272	379,485	379,485	—
Interfund Services	32,220	34,640	27,527	38,519	10,992
Total Expenditures	<u>\$ 841,972</u>	<u>\$ 888,252</u>	<u>\$ 681,062</u>	<u>\$ 443,728</u>	<u>\$ (237,334)</u>
Full Time Equivalents (Budgeted)	N/A	0.20	1.05	0.15	(0.90)

Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of agreements with community-based organizations and intergovernmental agencies updated and administered annually.	30	32	30	30	30
2. Respond to legislative inquiries from the League of California Cities, Association of Bay Area Governments, and Santa Clara County Cities Association within four working days.	97%	90%	90%	90%	100%

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

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 4,296	\$ —	\$ 11,434	\$ —	\$ (11,434)
Benefits	1,952	151	5,662	—	(5,662)
Materials/Services/Supplies	900,131	69,781	42,408	41,908	(500)
Interfund Services	480	629	239	225	(14)
<b>Total Expenditures</b>	<b>\$ 906,859</b>	<b>\$ 70,561</b>	<b>\$ 59,743</b>	<b>\$ 42,133</b>	<b>\$ (17,610)</b>
Full Time Equivalents (Budgeted)	N/A	0.05	0.05	—	(0.05)
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. This program has no reportable performance measures.	N/A	N/A	N/A	N/A	N/A

**Division: City Manager General Administration**  
**Program: 1046 - Video Services**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 60,115	\$ 76,817	\$ 209,043	\$ 279,344	\$ 70,301
Benefits	25,779	37,259	105,198	172,032	66,834
Materials/Services/Supplies	43,989	44,335	61,800	355,004	293,204
Interfund Services	2,866	3,777	1,773	3,806	2,033
Capital Outlay	—	—	40,000	—	(40,000)
<b>Total Expenditures</b>	<b>\$ 132,749</b>	<b>\$ 162,188</b>	<b>\$ 417,814</b>	<b>\$ 810,186</b>	<b>\$ 392,372</b>
Full Time Equivalents (Budgeted)	N/A	0.50	2.30	3.20	0.90
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Produce and cablecast Video Newsbriefs and "Extended" Newsbriefs each year to inform residents of current City programs, services, or topics of interest.	20	18	0	15	15
2. Provide live video coverage and playback of Council meetings, Council agendas, and special meetings at the request of the City Manager.	100%	100%	100%	100%	100%



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# City of Santa Clara

The Center of What's Possible

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## Finance Department



## Finance Department

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
Accounting	\$ 2,156,630	\$ 2,569,017	\$ 3,001,903	\$ 3,192,585
Administrative Services	398,624	535,001	597,711	630,706
Budget & Treasury	964,799	1,065,534	1,445,409	1,452,427
Municipal Services	4,156,074	4,287,472	4,917,476	5,007,648
Purchasing	743,286	806,823	1,117,638	1,247,626
Total Expenditures	<u>\$ 8,419,413</u>	<u>\$ 9,263,847</u>	<u>\$ 11,080,137</u>	<u>\$ 11,530,992</u>
Full Time Equivalents (Budgeted)	58.25	60.25	61.75	61.00
Total Revenue	\$ 1,211,993	\$ 1,183,420	\$ 1,203,000	\$ 1,028,000

### Overview

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

## **Finance Department**

### **Mission**

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

### **Significant Accomplishments**

- Redesigned the Electric Net Metering (Solar) Monthly Statement and Annual True-Up Bill to enhance customer experience.

### **Significant Objectives**

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

# Finance Department

## Department Budget Summary

General Fund	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Salaries	\$ 5,006,699	\$ 5,220,746	\$ 6,000,396	\$ 6,208,604	\$ 208,208
Benefits	2,381,518	2,614,736	3,427,874	3,619,917	192,043
Materials/Services/Supplies	759,262	1,039,512	1,277,775	1,216,702	(61,073)
Interfund Services	300,882	388,853	374,089	410,769	36,680
Capital Outlay	—	—	—	75,000	75,000
<b>Total Expenditures</b>	<b>\$ 8,448,360</b>	<b>\$ 9,263,845</b>	<b>\$ 11,080,134</b>	<b>\$ 11,530,992</b>	<b>\$ 450,858</b>
<b>Revenue Category</b>					
Licenses & Permits	\$ 764,278	\$ 751,519	\$ 775,000	\$ 675,000	\$ (100,000)
Interest and Rent	17,280	13,303	—	—	—
Charges for Services	430,416	418,598	428,000	353,000	(75,000)
Other Revenues	19	—	—	—	—
<b>Total Revenues</b>	<b>\$ 1,211,993</b>	<b>\$ 1,183,420</b>	<b>\$ 1,203,000</b>	<b>\$ 1,028,000</b>	<b>\$ (175,000)</b>
<b>Full Time Equivalents (Budgeted)</b>	58.25	60.25	61.75	61.00	(0.75)

## Budget Overview and Significant Changes

### Service Level Impact

The Finance Department reorganized existing positions to better align with changing service level demands. Two vacant positions in the Municipal Services division were consolidated to one to better align service changes and continued implementation of the Advanced Metering Infrastructure project. In addition, an 0.75 FTE Accountant was reclassified to a full-time Management Analyst to address the work demands of the Stadium Authority and other functions within the department.

### Expenditures

#### Salaries changes from prior adopted budget

Salary costs reflect contractually agreed upon wage increases for those bargaining units with current contracts and funding for additional positions where applicable. These increase in salaries costs also includes the reclassification of existing positions, as described under Service Level Impact above.

#### Benefits changes from prior adopted budget

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

#### Materials/Services/Supplies changes from prior adopted budget

Materials/Service/Supplies costs have decreased primarily due to anticipated maintenance cost savings for the financial system (PeopleSoft).

## Finance Department

### Interfund Services changes from prior adopted budget

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

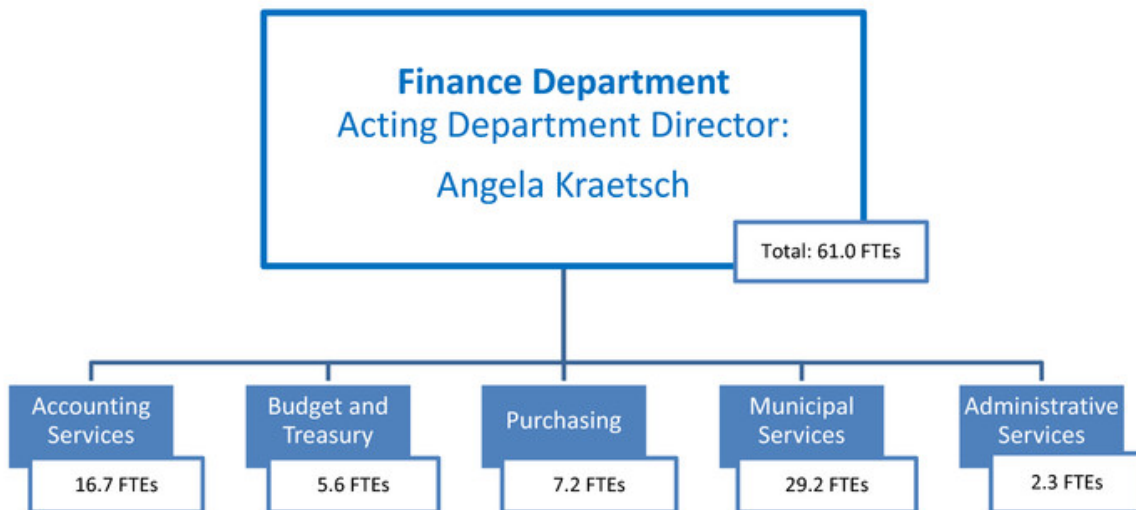
### **Total Revenues**

#### Total Revenues changes from prior adopted budget

2017-18 estimated revenues have been decreased by \$175,000 due to a decline in the number of overdue and penalty fees as a result of the overall economy improving and more customers making payments electronically online and through auto payment.

# Finance Department

## City of Santa Clara Divisional Organization Chart



# Finance Department

## POSITION DETAIL

<u>General Fund</u>	<u>2014-15 Adopted</u>	<u>2015-16 Adopted</u>	<u>2016-17 Adopted</u>	<u>2017-18 Budget</u>	<u>Position Change</u>
<b>Position Title</b>					
Uncl Director of Finance/Asst City Manager	1.00	1.00	—	—	—
Uncl Director of Finance	—	—	1.00	1.00	—
Uncl Assistant Director of Finance	1.00	1.00	1.00	1.00	—
Uncl Accounting Division Manager	1.00	1.00	1.00	1.00	—
Uncl Budget & Treasury Division Manager	—	—	1.00	1.00	—
Uncl Municipal Services Division Manager	1.00	1.00	1.00	1.00	—
Uncl Purchasing Division Manager	1.00	1.00	1.00	1.00	—
Uncl Principal Financial Analyst	2.00	2.00	2.00	2.00	—
Uncl Principal Accountant	2.00	2.00	2.00	2.00	—
Uncl Management Analyst	—	—	—	3.00	3.00
A35 Business Analyst	—	—	1.00	1.00	—
A33 Financial Analyst	2.00	2.00	2.00	—	(2.00)
A33 Payroll Analyst	0.75	0.75	1.00	1.00	—
A32 Chief Storekeeper/Buyer	1.00	1.00	—	—	—
A32 Chief Storekeeper	—	—	1.00	1.00	—
A32 Buyer	—	—	1.00	1.00	—
A31 Accountant	4.75	4.75	4.75	4.00	(0.75)
A28 Customer Service Supervisor	2.00	2.00	2.00	2.00	—
A28 Utility Services Technician	1.00	1.00	1.00	1.00	—
A28 Utility Field Services Supervisor	1.00	1.00	—	1.00	1.00
A26 Senior Accounting Technician	2.00	2.00	2.00	2.00	—
A24 Office Specialist IV	1.00	1.00	1.00	1.00	—
A23 Utility Field Services Worker	3.00	3.00	3.00	2.00	(1.00)
A23 Senior Materials Handler	1.00	1.00	1.00	1.00	—
A22 Office Specialist III	2.00	2.00	2.00	2.00	—
A22 Senior Customer Service Representative	4.00	5.00	5.00	5.00	—
A21 Meter Reader	4.00	4.00	4.00	3.00	(1.00)
A20 Accounting Technician I/II	2.75	4.75	5.00	5.00	—
A19 Materials Handler	2.00	2.00	2.00	2.00	—
A19 Purchasing Clerk	1.00	1.00	1.00	1.00	—
A19 Customer Service Representative	13.00	12.00	12.00	12.00	—
A15 Purchasing Utility Worker	1.00	1.00	—	—	—
<b>Total Full Time Equivalents (Budgeted)</b>	<b>58.25</b>	<b>60.25</b>	<b>61.75</b>	<b>61.00</b>	<b>(0.75)</b>



**Department: Finance**  
**Division: Administrative Services**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
3362 - City Wide Fiscal Planning	\$ 271,723	\$ 336,260	\$ 429,811	\$ 374,098	\$ (55,713)
3363 - Special Projects	126,901	198,741	167,900	256,608	88,708
<b>Total Expenditures</b>	<b>\$ 398,624</b>	<b>\$ 535,001</b>	<b>\$ 597,711</b>	<b>\$ 630,706</b>	<b>\$ 32,995</b>
Full Time Equivalents (Budgeted)	N/A	1.90	2.00	2.30	0.30
<b>Total Revenues</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>

**Division Mission**

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

**Division Overview**

- Provide leadership in preparing the fiscal year 2017-18 Budget and Five-Year Financial Plan.
- Develop strategies to balance the budget where possible.
- Assist with special projects.
- Monitor the State budget and related legislative activities.

**Division: Administrative Services**  
**Program: 3362 - City Wide Fiscal Planning & Administration**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 166,821	\$ 178,576	\$ 221,303	\$ 211,323	\$ (9,980)
Benefits	78,328	93,331	113,885	112,829	(1,056)
Materials/Services/Supplies	18,654	53,222	58,530	39,790	(18,740)
Interfund Services	7,920	11,131	36,093	10,156	(25,937)
Total Expenditures	<u>\$ 271,723</u>	<u>\$ 336,260</u>	<u>\$ 429,811</u>	<u>\$ 374,098</u>	<u>\$ (55,713)</u>
Full Time Equivalents (Budgeted)	N/A	1.25	1.30	1.30	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Prepare Operating Budget, Capital Improvement Plan, and CAFR documents.	3	3	3	3	3
2. Meet with staff at least quarterly to review work plans.	5	4	4	4	4

**Division: Administrative Services**  
**Program: 3363 - Special Projects**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 91,910	\$ 149,047	\$ 107,356	\$ 165,015	\$ 57,659
Benefits	32,042	45,328	56,223	86,666	30,443
Interfund Services	2,949	4,366	4,321	4,927	606
Total Expenditures	<u>\$ 126,901</u>	<u>\$ 198,741</u>	<u>\$ 167,900</u>	<u>\$ 256,608</u>	<u>\$ 88,708</u>
Full Time Equivalents (Budgeted)	N/A	0.65	0.70	1.00	0.30
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Percent of legislative analysis completed within negotiated time frame.	100%	100%	100%	100%	100%
2. Percent of special requests completed within negotiated time frame.	100%	100%	100%	100%	100%

**Department: Finance**  
**Division: Budget & Treasury**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
3312 - Debt and Treasury Management	\$ 384,168	\$ 335,202	\$ 430,633	\$ 325,367	\$ (105,266)
3315 - Budget & Financial Analysis	580,631	730,332	1,014,776	1,127,060	112,284
Total Expenditures	<u>\$ 964,799</u>	<u>\$ 1,065,534</u>	<u>\$ 1,445,409</u>	<u>\$ 1,452,427</u>	<u>\$ 7,018</u>
Full Time Equivalents (Budgeted)	N/A	5.60	6.50	5.60	(0.90)
Total Revenues	\$ —	\$ —	\$ —	\$ —	\$ —

**Division Mission**

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

**Division Overview**

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

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

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 219,828	\$ 190,402	\$ 259,868	\$ 190,677	\$ (69,191)
Benefits	129,439	116,120	144,138	104,631	(39,507)
Materials/Services/Supplies	24,776	13,873	18,010	18,010	—
Interfund Services	10,125	14,807	8,617	12,049	3,432
Total Expenditures	<u>\$ 384,168</u>	<u>\$ 335,202</u>	<u>\$ 430,633</u>	<u>\$ 325,367</u>	<u>\$ (105,266)</u>
Full Time Equivalents (Budgeted)	N/A	1.60	2.10	1.35	(0.75)
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Average weighted yield on unrestricted funds will be at least 100% of the twelve month average yield on two-year US Government Agency securities.	155%	133%	133%	100%	110%
2. Submit debt schedules to Council no later than January 31 and July 31 of each year.	100%	100%	100%	100%	100%

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

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 398,839	\$ 441,115	\$ 575,631	\$ 578,293	\$ 2,662
Benefits	144,462	209,652	312,528	322,717	10,189
Materials/Services/Supplies	21,162	55,819	104,510	124,510	20,000
Interfund Services	16,168	23,746	22,107	26,540	4,433
Capital Outlay	—	—	—	75,000	75,000
Total Expenditures	<u>\$ 580,631</u>	<u>\$ 730,332</u>	<u>\$ 1,014,776</u>	<u>\$ 1,127,060</u>	<u>\$ 112,284</u>
Full Time Equivalents (Budgeted)	N/A	4.00	4.40	4.25	(0.15)
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Complete special projects by agreed upon due dates.	100%	100%	100%	100%	100%
2. Receive California Society of Municipal Finance Officers (CSMFO) budget awards.	2	2	2	2	2

**Department: Finance**  
**Division: Accounting**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
3322 - General Accounting	\$ 1,310,028	\$ 1,704,461	\$ 2,076,230	\$ 2,066,729	\$ (9,501)
3323 - Payroll	419,595	425,469	538,545	596,450	57,905
3324 - Procurement	190,801	177,401	206,241	339,150	132,909
3325 - Receivables/Fixed Assets	236,206	261,686	180,887	190,256	9,369
Total Expenditures	<u>\$ 2,156,630</u>	<u>\$ 2,569,017</u>	<u>\$ 3,001,903</u>	<u>\$ 3,192,585</u>	<u>\$ 190,682</u>
Full Time Equivalents (Budgeted)	N/A	15.75	16.25	16.70	0.45
Total Revenues	\$ 3,000	\$ 16,154	\$ 3,000	\$ 3,000	\$ —

**Division Mission**

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

**Division Overview**

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

**Division: Accounting**  
**Program: 3322 - General Accounting**

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 841,693	\$ 910,328	\$ 1,055,516	\$ 1,081,588	\$ 26,072
Benefits	363,652	458,569	597,049	615,142	18,093
Materials/Services/Supplies	71,404	286,306	379,380	320,815	(58,565)
Interfund Services	33,279	49,258	44,285	49,184	4,899
<b>Total Expenditures</b>	<b>\$ 1,310,028</b>	<b>\$ 1,704,461</b>	<b>\$ 2,076,230</b>	<b>\$ 2,066,729</b>	<b>\$ (9,501)</b>
Full Time Equivalent (Budgeted)	N/A	9.65	9.90	9.10	(0.80)
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Complete the external audit process and preparation of City's Comprehensive Annual Financial Report with an unmodified audit opinion by December 31.	100%	100%	100%	100%	100%
2. Receive Government Financial Officers Association of the United States and Canada (GFOA) excellence in financial reporting award.	1	1	1	1	1
3. Complete the preparation and submission of various State, Local, and Federal Agency reports by due dates.	100%	100%	100%	100%	100%
4. Complete the month-end accounting close process and distribution of department budget status reports by the 15th working day of the following month.	92%	100%	100%	83%	83%

**Division: Accounting**  
**Program: 3323 - Payroll**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 265,394	\$ 274,149	\$ 324,039	\$ 355,986	\$ 31,947
Benefits	139,520	130,071	197,153	222,165	25,012
Materials/Services/Supplies	1,902	2,555	3,000	3,000	—
Interfund Services	12,779	18,694	14,353	15,299	946
Total Expenditures	\$ 419,595	\$ 425,469	\$ 538,545	\$ 596,450	\$ 57,905
Full Time Equivalents (Budgeted)	N/A	3.70	3.95	4.20	0.25

Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Process bi-weekly payroll and issuance of employee checks by the due date and time.	100%	100%	100%	100%	100%
2. Complete and file the required monthly/ quarterly State and federal tax returns before due date.	100%	100%	100%	100%	100%
3. Issue employee W-2 forms by January 31.	100%	100%	100%	100%	100%
4. Transmit the electronic version of W-2 to Social Security Administration by March 31.	100%	100%	100%	100%	100%

**Division: Accounting**  
**Program: 3324 - Accounts Payable**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 125,254	\$ 125,872	\$ 129,942	\$ 210,247	\$ 80,305
Benefits	51,872	35,735	62,058	115,093	53,035
Materials/Services/Supplies	9,022	8,966	8,800	9,000	200
Interfund Services	4,653	6,828	5,441	4,810	(631)
Total Expenditures	\$ 190,801	\$ 177,401	\$ 206,241	\$ 339,150	\$ 132,909
Full Time Equivalents (Budgeted)	N/A	1.20	1.20	2.20	1.00

Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of invoices processed.	45,478	53,934	43,006	52,000	54,000
2. Number of vendor warrants issued.	13,019	12,027	10,978	14,000	15,000
3. Percent of vendor invoices paid within 7 days of receipt.	93%	90%	87%	95%	95%
4. Number of quick invoice vouchers processed.	15,270	17,488	16,950	17,500	18,000

**Division: Accounting**  
**Program: 3325 - Receivables/Fixed Assets**

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 161,018	\$ 172,385	\$ 110,720	\$ 115,549	\$ 4,829
Benefits	70,728	83,045	65,092	69,337	4,245
Materials/Services/Supplies	212	22	200	200	—
Interfund Services	4,248	6,234	4,875	5,170	295
<b>Total Expenditures</b>	<b>\$ 236,206</b>	<b>\$ 261,686</b>	<b>\$ 180,887</b>	<b>\$ 190,256</b>	<b>\$ 9,369</b>
Full Time Equivalents (Budgeted)	N/A	1.20	1.20	1.20	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Percent of time that invoices are mailed within 10 working days of receipt of documentation from City departments.	100%	100%	100%	100%	100%



**Department: Finance**  
**Division: Municipal Services**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
3332 - Utility Billing Services	\$ 1,614,460	\$ 1,699,907	\$ 1,979,307	\$ 1,992,007	\$ 12,700
3333 - Revenue Receipting/ Cashiering	537,107	491,750	637,957	665,563	27,606
3334 - Business Certificate	269,297	269,448	291,452	294,889	3,437
3335 - Field Services	1,050,502	1,057,797	1,145,030	1,046,162	(98,868)
3336 - Administration	228,500	242,333	269,225	377,351	108,126
3337 - Contact Center/ Communication	456,208	526,237	594,505	631,676	37,171
<b>Total Expenditures</b>	<b>\$ 4,156,074</b>	<b>\$ 4,287,472</b>	<b>\$ 4,917,476</b>	<b>\$ 5,007,648</b>	<b>\$ 90,172</b>
Full Time Equivalents (Budgeted)	N/A	30.00	30.00	29.20	(0.8)
<b>Total Revenues</b>	<b>\$ 1,208,993</b>	<b>\$ 1,166,578</b>	<b>\$ 1,200,000</b>	<b>\$ 1,025,000</b>	<b>\$ (175,000)</b>

### **Division Mission**

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

### **Division Overview**

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

**Division: Municipal Services**  
**Program: 3332 - Utility Billing Services**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 756,649	\$ 802,315	\$ 903,165	\$ 893,821	\$ (9,344)
Benefits	392,379	409,915	540,925	555,485	14,560
Materials/Services/Supplies	435,316	443,105	499,155	499,700	545
Interfund Services	30,116	44,572	36,062	43,001	6,939
Total Expenditures	<u>\$ 1,614,460</u>	<u>\$ 1,699,907</u>	<u>\$ 1,979,307</u>	<u>\$ 1,992,007</u>	<u>\$ 12,700</u>
Full Time Equivalents (Budgeted)	N/A	9.65	10.65	10.60	(0.05)
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Percent of closed delinquent accounts collected in-house.	87%	91%	97%	95%	95%
2. Amount of late fees assessed.	\$ 764,278	\$ 751,519	\$ 648,761	\$ 775,000	\$ 675,000

**Division: Municipal Services**  
**Program: 3333 - Revenue Receipting**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 295,289	\$ 246,045	\$ 322,276	\$ 341,836	\$ 19,560
Benefits	156,720	143,595	202,851	217,762	14,911
Materials/Services/Supplies	72,932	84,233	99,650	90,700	(8,950)
Interfund Services	12,166	17,877	13,180	15,265	2,085
Total Expenditures	<u>\$ 537,107</u>	<u>\$ 491,750</u>	<u>\$ 637,957</u>	<u>\$ 665,563</u>	<u>\$ 27,606</u>
Full Time Equivalents (Budgeted)	N/A	3.95	4.35	4.35	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Average monthly number of utility accounts paying by automated methods.	32,872	36,265	38,602	34,000	34,000
2. Average monthly utility payments processed.	52,010	55,060	56,004	52,000	52,000
3. Percent of cash drawers reconciled.	100%	100%	100%	100%	100%

**Division: Municipal Services**  
**Program: 3334 - Business Certificate**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 165,720	\$ 139,307	\$ 149,484	\$ 146,902	\$ (2,582)
Benefits	86,046	79,163	90,322	92,312	1,990
Materials/Services/Supplies	10,669	40,960	43,800	48,600	4,800
Interfund Services	6,862	10,018	7,846	7,075	(771)
Total Expenditures	<u>\$ 269,297</u>	<u>\$ 269,448</u>	<u>\$ 291,452</u>	<u>\$ 294,889</u>	<u>\$ 3,437</u>
Full Time Equivalents (Budgeted)	N/A	2.10	1.80	1.80	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of business tax certificates processed annually.	12,968	12,486	12,378	12,500	12,500
2. Percent of delinquent tax certificates at fiscal year end.	2.0%	3.0%	1.9%	1.0%	2.0%

**Division: Municipal Services**  
**Program: 3335 - Field Services**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 633,107	\$ 617,047	\$ 661,456	\$ 592,761	\$ (68,695)
Benefits	310,957	326,158	376,299	347,874	(28,425)
Materials/Services/Supplies	12,516	17,666	20,000	20,987	987
Interfund Services	93,922	96,926	87,275	84,540	(2,735)
Total Expenditures	<u>\$ 1,050,502</u>	<u>\$ 1,057,797</u>	<u>\$ 1,145,030</u>	<u>\$ 1,046,162</u>	<u>\$ (98,868)</u>
Full Time Equivalents (Budgeted)	N/A	8.30	7.30	6.40	(0.90)
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Percent of monthly utility meters accurately read.	100%	100%	100%	100%	100%
2. Number of service requests processed yearly.	34,548	35,732	41,262	40,000	40,000
3. Average number of meters read monthly.	80,487	80,919	81,921	82,000	83,500
4. Number of months where all 200 routes are read and billed.	12	12	11	12	12

**Division: Municipal Services**  
**Program: 3336 - Administration**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 140,179	\$ 152,178	\$ 166,591	\$ 215,025	\$ 48,434
Benefits	70,786	78,069	95,350	120,940	25,590
Materials/Services/Supplies	10,049	1,459	260	260	—
Interfund Services	7,486	10,627	7,024	41,126	34,102
Total Expenditures	\$ 228,500	\$ 242,333	\$ 269,225	\$ 377,351	\$ 108,126
Full Time Equivalents (Budgeted)	N/A	1.60	1.60	1.80	0.20
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Percent of Accounts Receivables written off as bad debt annually.	0.41%	0.01%	—%	0.40%	0.40%
2. Number of major UMIS initiatives successfully implemented during the year.	4	5	4	4	4

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

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 283,945	\$ 341,639	\$ 360,337	\$ 381,469	\$ 21,132
Benefits	120,439	152,319	202,999	217,648	14,649
Materials/Services/Supplies	38,429	13,164	16,370	17,370	1,000
Interfund Services	13,395	19,115	14,799	15,189	390
Total Expenditures	\$ 456,208	\$ 526,237	\$ 594,505	\$ 631,676	\$ 37,171
Full Time Equivalents (Budgeted)	N/A	4.40	4.30	4.25	(0.05)
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Percent of customer calls answered within 90 seconds.	45%	53%	54%	40%	40%
2. Average hold time of sequenced calls (m:s).	3:41	1:23	1:40	3:00	2:30
3. Number of dropped calls to total calls.	18%	12%	8%	15%	15%
4. Percentage of calls with a call quality score of at least 4.75 out of 5.0.	N/A	N/A	74%	90%	90%

**Department: Financing**  
**Division: Purchasing**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
3341 - Warehouse	\$ 526,342	\$ 592,906	\$ 826,075	\$ 852,938	\$ 26,863
3343 - Purchasing	192,732	188,086	259,477	362,602	103,125
3344 - Mail Services	24,212	25,831	32,086	32,086	—
Total Expenditures	<u>\$ 743,286</u>	<u>\$ 806,823</u>	<u>\$ 1,117,638</u>	<u>\$ 1,247,626</u>	<u>\$ 129,988</u>
Full Time Equivalents (Budgeted)	N/A	7.00	7.00	7.20	0.20
Total Revenues	\$ —	\$ —	\$ —	\$ —	\$ —

**Division Mission**

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

**Division Overview**

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

**Division: Purchasing**  
**Program: 3341 - Warehouse**

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 320,229	\$ 347,319	\$ 472,474	\$ 483,030	\$ 10,556
Benefits	166,030	196,070	282,032	295,111	13,079
Materials/Services/Supplies	2,508	2,378	8,850	5,500	(3,350)
Interfund Services	37,575	47,139	62,719	69,297	6,578
<b>Total Expenditures</b>	<b>\$ 526,342</b>	<b>\$ 592,906</b>	<b>\$ 826,075</b>	<b>\$ 852,938</b>	<b>\$ 26,863</b>
Full Time Equivalents (Budgeted)	N/A	6.10	5.55	5.40	(0.15)
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Number of material requisitions.	3,945	3,721	3,513	3,500	3,500
2. Number of inventory items cycle counted.	2,059	2,492	2,573	2,000	2,100

**Division: Purchasing**  
**Program: 3343 - Purchasing**

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 112,954	\$ 114,376	\$ 155,240	\$ 220,082	\$ 64,842
Benefits	63,249	57,325	88,971	124,205	35,234
Materials/Services/Supplies	8,885	8,870	10,175	11,175	1,000
Interfund Services	7,644	7,515	5,091	7,140	2,049
<b>Total Expenditures</b>	<b>\$ 192,732</b>	<b>\$ 188,086</b>	<b>\$ 259,477</b>	<b>\$ 362,602</b>	<b>\$ 103,125</b>
Full Time Equivalents (Budgeted)	N/A	0.90	1.45	1.80	0.35
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Number of purchase orders.	1,259	1,159	1,258	1,200	1,200
2. Number of Procurement Card transactions.	N/A	9,573	10,355	8,100	8,500

**Division: Purchasing**  
**Program: 3344 - Mail Services**

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 18,191	\$ 18,646	\$ 25,000	\$ 25,000	\$ —
Benefits	263	270	—	—	—
Materials/Services/Supplies	5,758	6,915	7,085	7,085	—
<b>Total Expenditures</b>	<b>\$ 24,212</b>	<b>\$ 25,831</b>	<b>\$ 32,086</b>	<b>\$ 32,086</b>	<b>\$ —</b>
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Number of mail pieces processed.	151,260	144,693	178,407	147,000	147,000

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

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**Human Resources  
Department**



## Human Resources Department

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
Employee Benefits & Records	\$ 1,301,343	\$ 1,533,079	\$ 1,597,352	\$ 1,524,686
Recruitment, Classification & Staff Development	1,041,306	1,049,996	1,771,030	1,955,290
Total Expenditures	<u>\$ 2,342,649</u>	<u>\$ 2,583,075</u>	<u>\$ 3,368,382</u>	<u>\$ 3,479,976</u>
Full Time Equivalents (Budgeted)	14.50	14.50	15.00	15.00
Total Revenues	\$ 95	\$ —	\$ —	\$ —

### Overview

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

**Benefits:** Administers a variety of employee benefits, including health, dental, and retirement/retirement benefit programs, Flexible Spending Accounts, VEBA, Dental Reimbursement, Retiree Medical Reimbursement Programs and a City Employee Assistance Program. Growing a Wellness Program that currently consists of: Publishing a monthly newsletter; "Brown Bag Lunch Seminars"; Hosts an Annual Health Fair including Flu Shots and Blood Drives. Coordinates "Take Our Children to Work Day" and Employee Recognition/Service Awards. Affordable Care Act has been a new subject area that has created a host of new requirements by the Federal Government. HR has been working with subject matter experts to assist us through the process to be compliant to this law.

**Recruitment/Testing/Classification:** Integrate job analysis into the selection process for each vacant position to ensure the accuracy of job specifications and the validity of examinations. Meeting with bargaining units on a city wide classification policy so that HR has a method to study positions while an incumbent is in a position. Considerable time, labor, and expense is involved with each recruitment especially for public safety positions where the process includes large pools of applicants and written, performance, and oral exams in addition to polygraph, psychological, comprehensive medical exams, and background investigations. The HR Team has taken courses to become familiar with classification and compensation studies and testing assessments.

**Employee Relations and Equal Employment Opportunity:** The Director of Human Resources (HR) is delegated as the Municipal Employee Relations Officer (MERO). The Employee Relations function is a direct function of the City Manager's Office that is delegated to the Director of HR. Employee Relations includes negotiating with Bargaining Units and Labor Unions to create agreed upon Memorandum of Understandings (MOU's) for each of the 10 specific represented groups as well as receives and reviews grievances filed by employees or unions. HR is also a board member to the Santa Clara County Leadership Academy where 17 local jurisdictions participate.

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

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

# Human Resources Department

## Mission

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

## Significant Accomplishments

- Hired/Promoted 227 Full Time Equivalent (FTE) positions in Calendar Year 2016; Hired/Promoted 134 FTE to date in fiscal year 2016/2017
- Negotiated Four (4) Memorandum of Understandings with the following Bargaining Units:  
Police Officers Association (POA) Unit 2  
American Federation of State, County and Municipal Employees Local 101 (AFSCME) Unit 6  
Police Management Association Unit 9A  
Public Safety Non Sworn Employees Association (PSNSEA) Unit 10
- Met the Affordable Care Act (ACA) requirements including testing the PeopleSoft ACA Bundles and auditing and mailing out 1000 forms as required by the IRS.
- Kicked off a new staff development series, titled "Customer Service", beginning in May. Also kicked off a Wellness program by hosting the City's first annual 12 Days of Wellness.

## Significant Objectives

- Continue to work on a City Wide Risk Management program to provide more attention to training and reduction in liability by incorporating more advanced practices
- Finalize the Meet and Confer on the City wide Classification/Reclassification Policy
- Maintain the Supervisors Sexual Harassment Prevention requirements State Mandated trainings including the new 2017 requirement of training Elected Officials
- Preparing for the next round of negotiations which will include the following Bargaining Units:  
International Fire Fighters Association (IAFF) Unit 1 ; American Federation of State, County Municipal Employees Local 101 (AFSCME) Unit 6; Employees Association Unit 5, 7 & 8; Miscellaneous and Fire Management Unit 9B
- Develop Supervisory Training Opportunities for current employees, including possibilities for Supervisory or Management interdepartmental temporary exchange program opportunities and train the trainer opportunities

# Human Resources Department

## Department Budget Summary

General Fund	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Salaries	\$ 1,256,560	\$ 1,364,854	\$ 1,773,704	\$ 1,801,548	\$ 27,844
Benefits	622,048	637,941	912,578	946,946	34,368
Materials/Services/Supplies	405,528	527,331	635,792	679,391	43,599
Interfund Services	51,223	52,950	46,310	52,091	5,781
Capital Outlay	7,289	—	—	—	—
<b>Total Expenditures</b>	<b>\$ 2,342,647</b>	<b>\$ 2,583,077</b>	<b>\$ 3,368,386</b>	<b>\$ 3,479,975</b>	<b>\$ 111,592</b>
<b>Revenue Category</b>					
Other Revenues	\$ 95	\$ —	\$ —	\$ —	\$ —
<b>Total Revenues</b>	<b>\$ 95</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Full Time Equivalents (Budgeted)</b>	14.50	14.50	15.00	15.00	—

## Budget Overview and Significant Changes

### Service Level Impact

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

### Expenditures

#### Salaries changes from prior adopted budget

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

#### Benefits changes from prior adopted budget

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

#### Materials/Services/Supplies changes from prior adopted budget

Materials/Service/Supplies have increased from the 2016-17 budget primarily due to additional funds added to update the current Injury Illness Prevention Program, a requirement per Cal/OSHA California Code of Regulations Title 8 Section 3203.

#### Interfund Services changes from prior adopted budget

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

#### Capital Outlay changes from prior adopted budget

There is no reportable or significant change.

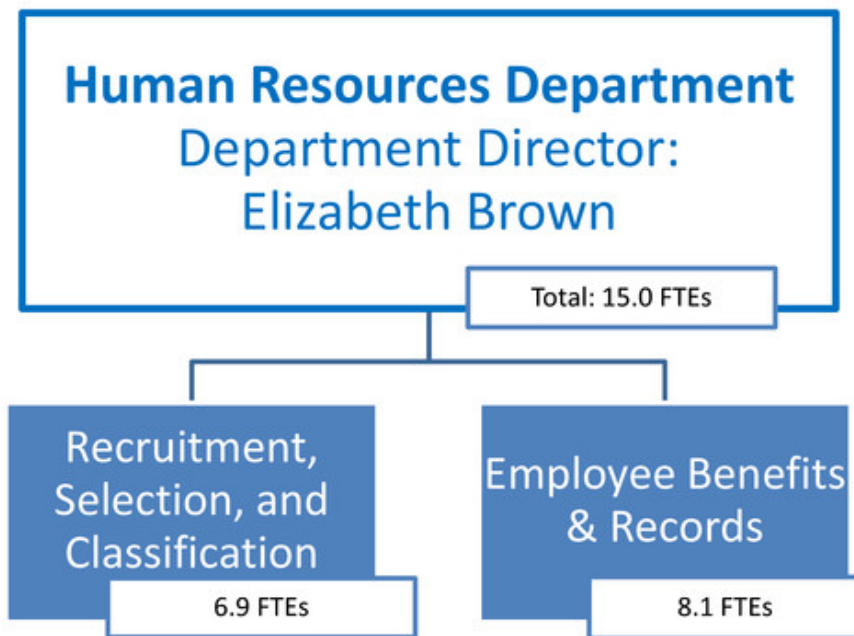
## Human Resources Department

### Total Revenues

Total Revenues changes from prior adopted budget

There is no reportable or significant change.

## City of Santa Clara Divisional Organization Chart



# Human Resources Department

## POSITION DETAIL

<b>General Fund</b>		<b>2014-15 Adopted</b>	<b>2015-16 Adopted</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Position Change</b>
<b>Position Title</b>						
Uncl	Director of Human Resources	1.00	1.00	1.00	1.00	—
Uncl	Assistant Director of Human Resources/ Equal Employment Opportunity Officer/ Safety and Training Officer	1.00	1.00	1.00	1.00	—
Uncl	Human Resources Division Manager	1.00	1.00	—	—	—
Uncl	Human Resources Division Manager - Recruitment, Classification, Labor Relations	—	—	1.00	1.00	—
Uncl	Human Resources Division Manager - Benefits, Compensation, Safety	—	—	1.00	1.00	—
Uncl	Management Analyst	—	2.00	2.00	2.00	—
Uncl	Administrative Analyst	2.00	—	—	—	—
A27	Human Resources Supervisor	1.00	1.00	—	—	—
A24	Senior Human Resources Technician	1.00	1.00	4.00	4.00	—
A24	Office Specialist IV	—	—	1.00	1.00	—
A23	Human Resources Technician	3.00	3.00	1.00	1.00	—
A22	Office Specialist III	1.00	1.00	—	—	—
A20	Senior Human Resources Assistant	0.50	0.50	3.00	3.00	—
A19	Human Resources Assistant	3.00	3.00	—	—	—
<b>Total Full Time Equivalents (Budgeted)</b>		<b>14.50</b>	<b>14.50</b>	<b>15.00</b>	<b>15.00</b>	<b>—</b>

**Department: Human Resources Department**  
**Division: Employee Benefits & Records**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
2514-Records-Compensation	\$ 1,015,949	\$ 1,242,890	\$ 953,936	\$ 1,017,436	\$ 63,500
2515-HR Workers Compensation & Safety	285,394	290,189	643,416	507,250	(136,166)
Total Expenditures	<u>\$ 1,301,343</u>	<u>\$ 1,533,079</u>	<u>\$ 1,597,352</u>	<u>\$ 1,524,686</u>	<u>\$ (72,666)</u>
Full Time Equivalents (Budgeted)	N/A	7.8	8.10	7.45	(0.65)
Total Revenues	\$ 95	\$ —	\$ —	\$ —	\$ —

**Division Mission**

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

**Division Overview**

- Administer current Memoranda of Understanding (MOU) with the City's ten bargaining groups. Prepare for labor negotiations and negotiate successor MOUs for many of the City's bargaining groups.
- Coordinate benefits administration for City employees including complying with the Affordable Care Act (ACA).
- Collaborate with internal and external counsel and advise other departments and the City Manager on grievance resolution, disciplinary action, and other labor relations issues.
- Strive to ensure equal employment opportunity and provide a work environment free of discrimination and harassment.
- Administer Retiree Medical Reimbursement programs and process retirements resulting from changing CalPERS retirement benefits and the City's workforce demographics.



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

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 516,225	\$ 602,363	\$ 492,475	\$ 526,180	\$ 33,705
Benefits	247,789	268,499	292,893	323,070	30,177
Materials/Services/Supplies	228,795	349,358	143,064	142,608	(456)
Interfund Services	21,954	22,670	25,504	25,578	74
Capital Outlay	1,186	—	—	—	—
<b>Total Expenditures</b>	<b>\$ 1,015,949</b>	<b>\$ 1,242,890</b>	<b>\$ 953,936</b>	<b>\$ 1,017,436</b>	<b>\$ 63,500</b>
Full Time Equivalent (Budgeted)	N/A	5.35	5.3	5.75	0.45
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Percent of employee benefits & compensation transactions processed accurately and timely.	100%	100%	100%	100%	100%
2. Percent of separation and retirement payoff calculations completed according to policy and within final pay period.	100%	100%	100%	100%	100%
3. Percent of new hires processed for pay and benefits in time for their first paycheck.	100%	100%	100%	100%	100%

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

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 175,541	\$ 181,071	\$ 426,423	\$ 331,083	\$ (95,340)
Benefits	90,819	90,580	185,854	129,697	(56,157)
Materials/Services/Supplies	10,211	9,788	25,660	38,420	12,760
Interfund Services	8,823	8,750	5,479	8,050	2,571
Capital Outlay	—	—	—	—	—
<b>Total Expenditures</b>	<b>\$ 285,394</b>	<b>\$ 290,189</b>	<b>\$ 643,416</b>	<b>\$ 507,250</b>	<b>\$ (136,166)</b>
Full Time Equivalent (Budgeted)	N/A	2.45	2.80	1.7	(1.10)
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Percent of Workers' Compensation claims processed within five business days of receipt in Human Resources Department.	100%	100%	100%	100%	100%
2. Percent of work hours lost as a result of industrial injuries and illnesses.	1.00%	0.99%	0.86%	2.00%	2.00%
3. Percent of City-sponsored training classes rated very good or above by attendees.	95.0%	95.0%	95.0%	95.0%	95.0%
4. Percent of City employees attending City sponsored training classes.	40.0%	90.9%	90.9%	40.0%	40.0%

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

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
2521-Selection-Classification	\$ 1,041,306	\$ 1,049,996	\$ 1,007,957	\$ 1,102,164	\$ 94,207
2525-RC&SD-Labor Relations	—	—	763,073	853,126	90,053
Total Expenditures	<u>\$ 1,041,306</u>	<u>\$ 1,049,996</u>	<u>\$ 1,771,030</u>	<u>\$ 1,955,290</u>	<u>\$ 184,260</u>
Full Time Equivalents (Budgeted)	N/A	6.7	6.90	7.55	0.65
Total Revenues	\$ —	\$ —	\$ —	\$ —	\$ —

**Division Mission**

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

**Division Overview**

- Develop and implement valid selection examinations designed to select and promote the most qualified candidates.
- Evaluate and revise the City's classification specifications at least every 5 years, in accordance with industry standards to ensure proper classification and updated duties and requirements.
- Review, streamline, and update human resources policies and procedures to improve efficiency and reflect current employment laws and industry best practices. Including creating a Policy for Classification/reclassification studies.
- Develop electronic enhancements to the City's website, intranet, and Citywide shared drive to make available to the public and employees employment information such as job opportunity announcements, job descriptions and salary and benefit data.
- Maintain City Volunteer Program for all departments utilizing Volgistics as the departments online volunteer application

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

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 564,794	\$ 581,420	\$ 554,372	\$ 611,314	\$ 56,942
Benefits	283,440	278,862	274,210	316,466	42,256
Materials/Services/Supplies	166,523	168,184	164,049	163,110	(939)
Interfund Services	20,446	21,530	15,326	11,274	(4,052)
Capital Outlay	6,103	—	—	—	—
Total Expenditures	<u>\$ 1,041,306</u>	<u>\$ 1,049,996</u>	<u>\$ 1,007,957</u>	<u>\$ 1,102,164</u>	<u>\$ 94,207</u>
Full Time Equivalents (Budgeted)	N/A	6.7	4.90	5.35	0.45
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Average employee turnover rate.	6%	8.51%	8%	7%	8%
2. Percent of recruitments completed within established timelines.	100%	100%	100%	97%	97%
3. Percent of recruitments for which a job analysis is completed.	95%	95%	95%	95%	95%

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

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ —	\$ —	\$ 300,434	\$ 332,971	\$ 32,537
Benefits	—	—	159,621	177,713	18,092
Materials/Services/Supplies	—	—	303,018	335,253	32,235
Interfund Services	—	—	—	7,189	7,189
Total Expenditures	<u>\$ —</u>	<u>\$ —</u>	<u>\$ 763,073</u>	<u>\$ 853,126</u>	<u>\$ 90,053</u>
Full Time Equivalents (Budgeted)	N/A	—	2.00	2.20	0.20
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Final MOU to be published within 60 days of City Council Ratification	N/A	N/A	N/A	N/A	1

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# Information Technology Department



## Information Technology Department

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
<b>Divisions</b>				
Contract Services	\$ 4,170,955	\$ 4,785,051	\$ 5,275,962	\$ 7,701,392
Enterprise Services	686,879	558,646	953,512	1,001,466
Infrastructure and Support	945,481	1,157,674	2,017,773	1,904,256
Telecommunication Services	708,175	612,745	625,980	605,836
<b>Total Expenditures</b>	<b>\$ 6,511,490</b>	<b>\$ 7,114,116</b>	<b>\$ 8,873,228</b>	<b>\$ 11,212,950</b>
<b>Full Time Equivalents (Budgeted)</b>	<b>5.00</b>	<b>5.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Total Revenues</b>	<b>\$ 1,303,418</b>	<b>\$ 1,402,324</b>	<b>\$ 1,315,300</b>	<b>\$ 1,450,000</b>

### Overview

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

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

# Information Technology Department

## Mission

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

## Significant Accomplishments

- Technology Infrastructure & Cybersecurity: Refresh of aging technology infrastructure was accomplished in a phased manner. Significant infrastructure and software upgrades were implemented to increase redundancy, performance and to allow for fault tolerant operations. Wi-Fi was added in City facilities that increased coverage and performance. Further improvements were made to the City's security environment including a major PCI Compliance effort to improve security of cardholder data in City systems.
- Application Modernization & Web: The lifecycle heat map tracking of over 180 applications citywide has raised the awareness of aging and at-risk business applications for end of life systems. Nine major systems were upgraded or replaced and numerous other applications/serves improved in FY16/17. This process continues to aid departments to budget and plan for application upgrades or replacement and has given rise to several major upcoming projects including 2017 website redesign and replacement of Agenda and Document Management systems. The cloud first strategy has resulted in 23% applications now hosted in the cloud.
- Enterprise Geographic System (GIS): Significant accomplishments include training numerous City staff in application use of GIS in their work duties; refreshed regional high-resolution imagery and mapping; continue to enhance public facing GIS services including traffic cams, story maps and MapSantaClara public viewer.
- Award & Recognition: The IT Department won several awards for extraordinary accomplishment over the year -MISAC Award for Excellence in Information Technology Practices; the CAPIO Award of Merit for Excellence in Communications through eGovernment Services with the entry of Development Projects Story Map; the City was selected to present at the Esri Users conference for Community Engagement through GIS and Story Maps.

## Significant Objectives

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



# Information Technology Department

## Department Budget Summary

General Fund	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Salaries	\$ 628,148	\$ 664,869	\$ 1,206,767	\$ 1,268,187	\$ 61,420
Benefits	246,646	310,640	548,024	578,247	30,223
Materials/Services/Supplies	5,604,588	6,063,055	7,058,799	9,329,100	2,270,301
Interfund Services	32,107	75,550	59,638	37,416	(22,222)
<b>Total Expenditures</b>	<b>\$ 6,511,490</b>	<b>\$ 7,114,114</b>	<b>\$ 8,873,228</b>	<b>\$ 11,212,950</b>	<b>\$ 2,339,722</b>
<b>Revenue Category</b>					
Taxes	\$ 1,301,776	\$ 1,364,933	\$ 1,315,300	\$ 1,335,000	\$ 19,700
Other Revenues	1,642	1,407	—	—	—
<b>Total Revenues</b>	<b>\$ 1,303,418</b>	<b>\$ 1,402,324</b>	<b>\$ 1,315,300</b>	<b>\$ 1,450,000</b>	<b>\$ 134,700</b>
<b>Full Time Equivalents (Budgeted)</b>	5.00	5.00	7.00	7.00	—

## Budget Overview and Significant Changes

### Service Level Impact

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

### Expenditures

#### Salaries changes from prior adopted budget

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

#### Benefits changes from prior adopted budget

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

#### Materials/Services/Supplies changes from prior adopted budget

Long term contract renewal with primary IT services provider, that trued up costs and needed services. Some expenses previously budgeted in other departments are now budgeted in IT Dept budget.

#### Interfund Services changes from prior adopted budget

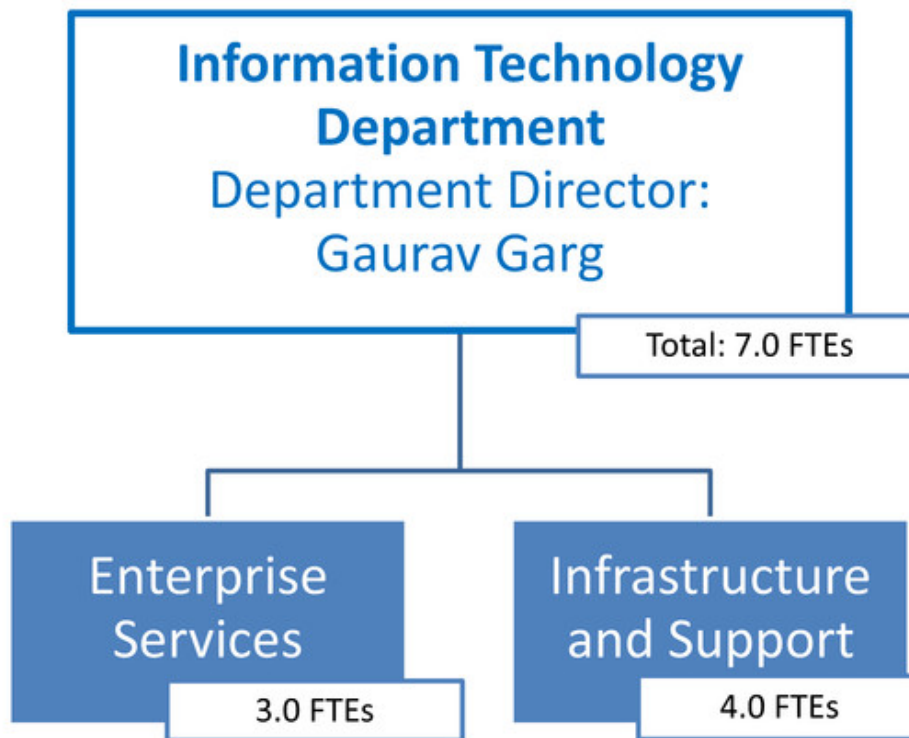
Interfund Services represent the cost of goods and services provided by one department or agency to other departments within the City, and reflect cost adjustments in providing those services. For further detail on these changes, refer to the Internal Service Funds section of this budget document.

### Total Revenues

#### Total Revenues changes from prior adopted budget

Pass through reimbursement for services provided to stadium during events.

## City of Santa Clara Divisional Organization Chart



# Information Technology Department

## POSITION DETAIL

<b>General Fund</b>		<b>2014-15 Adopted</b>	<b>2015-16 Adopted</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Position Change</b>
<b>Position Title</b>						
Uncl	Director of Information Technology/Chief Information Officer (CIO)	1.00	1.00	1.00	1.00	—
Uncl	Sr. Information Technology Services Manager	—	—	2.00	2.00	—
Uncl	Information Technology Services Manager	1.00	1.00	2.00	2.00	—
Uncl	Management Analyst	1.00	1.00	1.00	1.00	—
Uncl	Web and Digital Media Manager	1.00	1.00	—	—	—
A22	Office Specialist III	1.00	1.00	1.00	1.00	—
<b>Total Full Time Equivalentents (Budgeted)</b>		<b>5.00</b>	<b>5.00</b>	<b>7.00</b>	<b>7.00</b>	<b>—</b>

**Department: Information Technology**  
**Division: Contract Services**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
1931 - Contract Services	\$ 4,170,955	\$ 4,785,051	\$ 5,275,962	\$ 7,701,392	\$ 2,425,430
Total Expenditures	<u>\$ 4,170,955</u>	<u>\$ 4,785,051</u>	<u>\$ 5,275,962</u>	<u>\$ 7,701,392</u>	<u>\$ 2,425,430</u>
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—
Total Revenues	\$ —	\$ —	\$ —	\$ —	\$ —

**Division Mission**

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

**Division Overview**

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

**Division: Contract Services**  
**Program: 1931 - Contract Services**

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Materials/Services/Supplies	\$ 4,170,955	\$ 4,785,051	\$ 5,270,969	\$ 7,696,000	\$ 2,425,031
Interfund Services	—	—	4,993	5,392	399
<b>Total Expenditures</b>	<b>\$ 4,170,955</b>	<b>\$ 4,785,051</b>	<b>\$ 5,275,962</b>	<b>\$ 7,701,392</b>	<b>\$ 2,425,430</b>
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Percent of Help Desk clients rate provided technical service better than satisfactory.	97%	97%	100%	97%	97%
2. Maintain production server uptime (target 99.5%).	100%	100%	99.9%	99.9%	99.9%

**Department: Information Technology**  
**Division: Enterprise Services**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
1911 - Application Services	\$ 484,872	\$ 311,377	\$ 518,854	\$ 548,444	\$ 29,590
1912 - Web Services	202,007	247,269	375,658	393,684	18,026
1913 - GIS Services	—	—	59,000	59,338	338
Total Expenditures	<u>\$ 686,879</u>	<u>\$ 558,646</u>	<u>\$ 953,512</u>	<u>\$ 1,001,466</u>	<u>\$ 47,954</u>
Full Time Equivalents (Budgeted)	N/A	2	3.00	3.00	—
Total Revenues	\$ —	\$ —	\$ —	\$ 115,000	\$ 115,000

**Division Mission**

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

**Division Overview**

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

**Division: Enterprise Services**  
**Program: 1911 - Application Services**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 134,923	\$ 141,641	\$ 310,430	\$ 325,174	\$ 14,744
Benefits	62,178	68,414	164,666	172,332	7,666
Materials/Services/Supplies	280,159	83,627	33,400	33,900	500
Interfund Services	7,612	17,695	10,358	17,038	6,680
<b>Total Expenditures</b>	<b>\$ 484,872</b>	<b>\$ 311,377</b>	<b>\$ 518,854</b>	<b>\$ 548,444</b>	<b>\$ 29,590</b>
Full Time Equivalents (Budgeted)	N/A	1.00	2.00	2.00	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Complete/update strategic technology plan for the City.	100%	100%	100%	100%	100%
2. Percent of milestones completed according to project schedules.	91%	91%	90%	90%	90%

**Division: Enterprise Services**  
**Program: 1912 - Web Services**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 43,475	\$ 102,344	\$ 135,093	\$ 152,854	\$ 17,761
Benefits	21,351	51,008	70,266	80,226	9,960
Materials/Services/Supplies	130,845	79,182	162,100	158,000	(4,100)
Interfund Services	6,336	14,735	8,199	2,604	(5,595)
<b>Total Expenditures</b>	<b>\$ 202,007</b>	<b>\$ 247,269</b>	<b>\$ 375,658</b>	<b>\$ 393,684</b>	<b>\$ 18,026</b>
Full Time Equivalents (Budgeted)	N/A	1.00	1.00	1.00	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Updated City websites within agreed upon timeframe.	100%	100%	99%	98%	98%
2. Achieved incremental increases to number of unique users, pages views, number of pages per visit to the City website.	100%	100%	90%	100%	100%

**Division: Enterprise Services  
Program: 1913 - GIS Services**

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ —	\$ —	\$ 20,000	\$ 20,000	\$ —
Materials/Services/Supplies	—	—	39,000	39,300	300
Total Expenditures	\$ —	\$ —	\$ 59,000	\$ 59,338	\$ 338
Full Time Equivalent (Budgeted)	N/A	N/A	—	—	—

<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Percentage of project milestones completed according to specific schedule.	N/A	N/A	70%	90%	90%
2. Provide state of the art GIS based web tools and enhancements (target 3 improvements annually).	N/A	N/A	3	3	3
3. Update enterprise basemap layers on regular scheduled basis (weekly user requests, monthly interagency data)	N/A	N/A	100%	90%	90%



**Department: Information Technology**  
**Division: Infrastructure and Support**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
1921-Infrastructure and Support	\$ 945,481	\$ 1,157,674	\$ 2,017,773	\$ 1,904,256	\$ (113,517)
Total Expenditures	<u>\$ 945,481</u>	<u>\$ 1,157,674</u>	<u>\$ 2,017,773</u>	<u>\$ 1,904,256</u>	<u>\$ (113,517)</u>
Full Time Equivalents (Budgeted)	N/A	3.00	4.00	4.00	—
Total Revenues	\$ 1,642	\$ 37,392	\$ —	\$ —	\$ —

**Division Mission**

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

**Division Overview**

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

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

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 416,727	\$ 407,485	\$ 591,245	\$ 620,159	\$ 28,914
Benefits	162,635	191,028	313,092	325,689	12,597
Materials/Services/Supplies	347,960	516,041	1,077,520	946,090	(131,430)
Interfund Services	18,159	43,120	35,916	12,318	(23,598)
<b>Total Expenditures</b>	<b>\$ 945,481</b>	<b>\$ 1,157,674</b>	<b>\$ 2,017,773</b>	<b>\$ 1,904,256</b>	<b>\$ (113,517)</b>
Full Time Equivalent (Budgeted)	N/A	3	4.00	4.00	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Maintain availability and accessibility of the City's servers and network infrastructure during scheduled hours of operations.	100%	100%	99.9%	99.5%	99.5%

**Department: Information Technology**  
**Division: Telecommunication Services**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
1941-IT - Telecommunication Services	\$ 708,175	\$ 612,745	\$ 625,980	\$ 605,836	\$ (20,144)
Total Expenditures	<u>\$ 708,175</u>	<u>\$ 612,745</u>	<u>\$ 625,980</u>	<u>\$ 605,836</u>	<u>\$ (20,144)</u>
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—
Total Revenues	\$ 1,301,776	\$ 1,364,933	\$ 1,315,300	\$ 1,335,000	\$ 19,700

**Division Mission**

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

**Division Overview**

- Provide and maintain high quality telephone services to all City staff and departments.  
Assist in the planning and implementation of telecommunications services at City facilities.
- Review and process billing for all telecommunication services.  
Update the City's cell site lease agreements along with implementation of New Facilities.
- Review and process billing for all telecommunication services.  
Update the City's cell site lease agreements along with implementation of New Facilities.

**Division: Telecommunication Services**  
**Program: 1941 - Telecommunication Services**

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 33,023	\$ 13,400	\$ 150,000	\$ 150,000	\$ —
Benefits	483	191	—	—	—
Materials/Services/Supplies	674,669	599,154	475,810	455,810	(20,000)
Interfund Services	—	—	170	26	(144)
<b>Total Expenditures</b>	<b>\$ 708,175</b>	<b>\$ 612,745</b>	<b>\$ 625,980</b>	<b>\$ 605,836</b>	<b>\$ (20,144)</b>
Full Time Equivalent (Budgeted)	N/A	N/A	—	—	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Percent of requests for telephone service processed within two business days.	95%	95%	95%	95%	95%
2. Percent of citizen cable complaints responded to within two business days.	100%	100%	100%	100%	100%
3. Percent of reported/alleged Comcast Cable Franchise requirement infractions resolved within 5 business days.	95%	95%	95%	95%	95%



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# Community Development Department



## Community Development

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
Planning	\$ 2,386,777	\$ 2,627,927	\$ 3,236,780	\$ 5,619,794
Building	4,360,164	5,772,175	6,107,405	8,543,370
Housing	730,496	1,025,861	1,547,358	898,414
Total Expenditures	<u>\$ 7,477,438</u>	<u>\$ 9,425,963</u>	<u>\$ 10,891,543</u>	<u>\$ 15,061,578</u>
Full Time Equivalents (Budgeted)	44.00	48.70	56.00	64.00
Total Revenues	\$ 9,542,073	\$ 16,784,812	\$ 14,800,822	\$ 18,380,145

### Overview

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

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

# Community Development

## Mission

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

## Significant Accomplishments

- Performed plan reviews, issued permits and conducted inspections for numerous buildings and structures. Building permit valuations projected for permit activities in 2016-17 show \$1.3 billion in valuation attributed to 7,600 building permits and 39,000 field inspections. Performed plan reviews, issued permits and conducted inspections for Santa Clara Square, a residential/mixed used project located between Bowers Avenue and San Tomas Aquino Creek. The project consists of 2,200 rental apartment units in 8 apartment complexes and 40,000 square feet of retail space.
- Completed the Lawrence Station Area Plan, including approval of two projects totaling over 1,000 dwelling units and nearly 40,000 square feet of commercial space within the Plan boundary; Made significant progress on the Tasman East Specific Plan with planned adoption in the next fiscal year; Initiated the El Camino Real Precise Plan project; and Completed the first Climate Action Plan Annual Report.
- Completed entitlements to facilitate major expansions for Great America Theme Park and Santa Clara University; Completed entitlements on data center projects totaling nearly 600,000 square feet, office projects totaling nearly 400,000 square feet, a new automobile dealership, and a new 175-room hotel.
- Implemented process improvements within the Housing Division to comply with federal Housing and Urban Development (HUD) requirements.

## Significant Objectives

- Engage with the Santa Clara community to inform and involve community members in both long-range and current land use planning activities.
- Enhance economic development by meeting service demands, providing more timely development review and permit processing timeframes and inspections, keeping critical services in-house, providing consistency and continuity, and staying current with technology.
- Conduct recruitments expeditiously for additional regular positions in order to balance as-needed and contract staffing, which accounts for a large percentage of current staff.
- Complete significant advanced planning efforts, including the Zoning Ordinance update, Tasman East Area Plan, and El Camino Real Specific Plan.
- Begin the permit system replacement to streamline permit processes with online, electronic access, and integration with GIS.

# Community Development

## Department Budget Summary

General Fund	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Salaries	\$ 4,168,069	\$ 4,972,205	\$ 6,540,114	\$ 6,837,077	\$ 296,963
Benefits	1,768,819	2,067,430	3,399,118	4,139,037	739,919
Materials/Services/Supplies	1,261,928	2,010,795	607,594	3,616,120	3,008,526
Interfund Services	224,585	246,555	245,163	273,344	28,181
Capital Outlay	54,037	128,980	99,552	196,000	96,448
<b>Total Expenditures</b>	<b>\$ 7,477,438</b>	<b>\$ 9,425,965</b>	<b>\$ 10,891,542</b>	<b>\$ 15,061,578</b>	<b>\$ 4,170,037</b>
<b>Revenue Category</b>					
Licenses & Permits	\$ 6,035,325	\$ 7,599,725	\$ 7,952,000	\$ 6,952,000	\$ (1,000,000)
Charges for Services	4,995,120	7,498,882	6,698,822	7,875,000	1,176,178
Op Transfers	(1,629,927)	1,500,000	—	2,493,145	2,493,145
Other Revenues	141,555	178,185	150,000	150,000	—
<b>Total Revenues</b>	<b>\$ 9,542,073</b>	<b>\$ 16,784,812</b>	<b>\$ 14,800,822</b>	<b>\$ 18,380,145</b>	<b>\$ 3,579,323</b>
<b>Full Time Equivalents (Budgeted)</b>	44.00	48.70	56.00	64.00	8.00

## Budget Overview and Significant Changes

### Service Level Impact

The Department increased its staffing for both the Building and Planning Divisions to work toward matching the demand for services related to development activity. The Planning Division added 2.0 positions and the Building Division added a net 6.0 positions to improve service delivery to the public and the development community. These changes will enhance economic development by providing timely services, increasing efficiency, improving access to public information, and increasing community participation. Most of the new positions would allow a transition from delivery of services through contracted services to delivery by permanent employees.

### Expenditures

#### Salaries changes from prior adopted budget

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

#### Benefits changes from prior adopted budget

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

#### Materials/Services/Supplies changes from prior adopted budget

Operating supply changes are being applied to contractual services for the ability to meet service demand while employee acquisitions are being carried out. Additional funds are being utilized to make progress on replacing the current permit tracking system and digitization of paper records. This year's budget also reflects



## Community Development

the transfer of advance planning projects from the CIP budget to Operating budget. The Housing Division has contracted with both ABODE Tennant Based Rental Program to double the clients served and the County of Santa Clara office of Supportive Housing to assist primarily the low-and moderate-income people in the City of Santa Clara.

### Interfund Services changes from prior adopted budget

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

### Capital Outlay changes from prior adopted budget

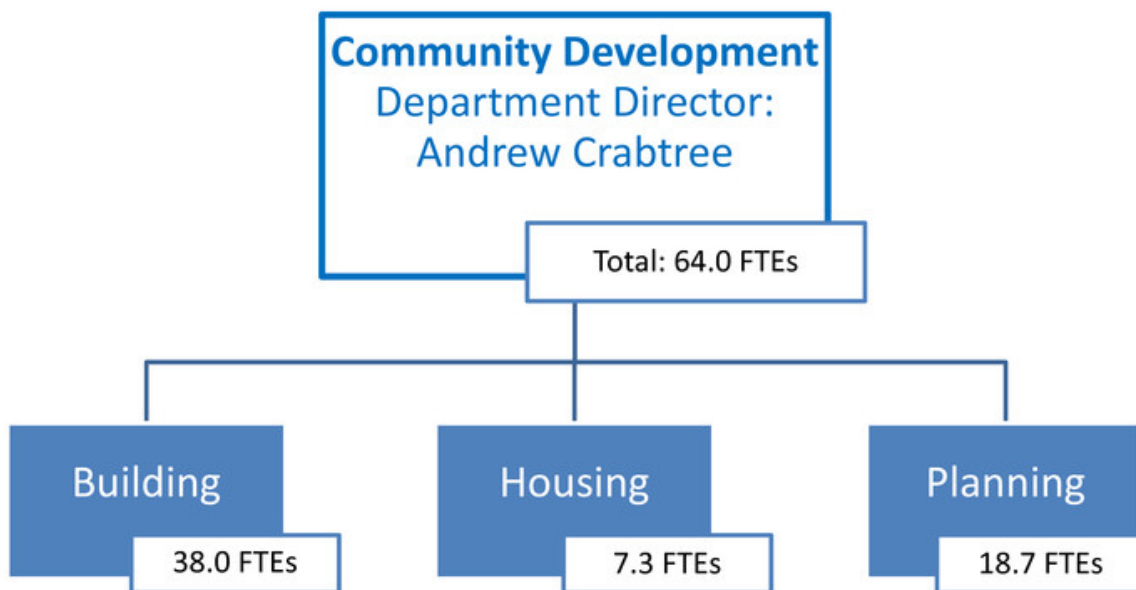
Both the Building and Planning Divisions will make minor reconfigurations to existing office space to accommodate additional employees and increase efficiency. Housing Division has completed their reconfiguration of office space.

## **Total Revenues**

### Total Revenues changes from prior adopted budget

The Planning Division participated in the User Fee Study in FY16-17 that resulted in significant increases to the Planning Fee Schedule, effective July 1, 2017. Additionally, a new General Plan Advanced Planning surcharge fee will be implemented that will collect revenue to fund long range and advanced planning efforts. Housing Division had a decrease in loan payoffs.

## City of Santa Clara Divisional Organization Chart



# Community Development

## POSITION DETAIL

<b>General Fund</b>		<b>2014-15 Adopted</b>	<b>2015-16 Adopted</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Position Change</b>
<b>Position Title</b>						
Uncl	Director of Community Development	1.00	1.00	1.00	1.00	—
Uncl	Deputy City Manager	—	0.70	—	—	—
Uncl	Building Official	1.00	1.00	1.00	1.00	—
Uncl	Assistant Building Official	—	—	1.00	1.00	—
Uncl	Development Review Officer	1.00	1.00	1.00	1.00	—
Uncl	Code Enforcement Manager/Principal Planner *	—	—	—	1.00	1.00
Uncl	Principal Planner	1.00	1.00	1.00	1.00	—
Uncl	Inspection Manager	1.00	1.00	1.00	1.00	—
Uncl	Housing & Community Services Div Mgr	1.00	—	1.00	1.00	—
Uncl	Housing Development Officer	1.00	1.00	1.00	1.00	—
Uncl	Planning Manager	1.00	1.00	1.00	1.00	—
Uncl	Permit Center Manager	1.00	1.00	—	—	—
Uncl	Plan Review Manager	—	—	1.00	1.00	—
Uncl	Management Analyst	—	1.00	1.00	1.00	—
A41	Senior Plans Examiner	1.00	2.00	1.00	3.00	2.00
A39	Senior Inspector	2.00	3.00	3.00	5.00	2.00
A39	Plans Examiner	3.00	4.00	4.00	5.00	1.00
A37	Combination Inspector	8.00	8.00	8.00	9.00	1.00
A36	Associate Planner	4.00	5.00	7.00	7.00	—
A35	Building/Housing Inspector *	—	—	—	1.00	1.00
A35	Housing Inspector	1.00	1.00	1.00	1.00	—
A34	Staff Analyst II	1.00	1.00	1.00	1.00	—
A32	Code Enforcement Officer	—	1.00	1.00	1.00	—
A32	Staff Analyst I	1.00	2.00	3.00	3.00	—
A31	Assistant Planner II	1.00	—	—	—	—
A29	Permit Center Supervisor	—	—	1.00	1.00	—
A27	Senior Permit Technician	1.00	1.00	1.00	1.00	—
A27	Assistant Planner I	—	—	1.00	1.00	—
A24	Office Specialist IV	1.00	1.00	1.00	1.00	—
A23	Permit Technician	2.00	2.00	4.00	4.00	—
A23	Code Enforcement Technician	2.00	1.00	1.00	1.00	—
A22	Office Specialist III	2.00	2.00	2.00	2.00	—
A19	Customer Service Rep-Permit Center	1.00	1.00	1.00	1.00	—
A18	Office Specialist II	4.00	4.00	4.00	4.00	—
<b>Total Full Time Equivalents (Budgeted)</b>		<b>44.00</b>	<b>48.70</b>	<b>56.00</b>	<b>64.00</b>	<b>8.00</b>

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

**Department: Community Development  
Division: Planning**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
5522-Development Review	\$ 874,993	\$ 980,416	\$ 1,407,220	\$ 1,865,426	\$ 458,206
5523-Advanced Planning	395,084	540,593	859,220	2,218,300	1,359,080
5524-Historical Preservation	456,568	443,045	571,709	581,369	9,660
5525-Code Enforcement	660,132	663,873	398,631	954,699	398,631
Total Expenditures	<u>\$ 2,386,777</u>	<u>\$ 2,627,927</u>	<u>\$ 3,236,780</u>	<u>\$ 5,619,794</u>	<u>\$ 2,225,577</u>
Full Time Equivalents (Budgeted)	N/A	13.50	17.00	18.70	1.70
Total Revenues	\$ 1,696,934	\$ 1,422,673	\$ 800,000	\$ 3,700,909	\$ 2,900,909

**Division Mission**

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

**Division Overview**

- Review proposed development projects for consistency with City policies, ensure compliance with the California Environmental Quality Act (CEQA), and confirm construction complies with development approvals.
- Continue streamlining the development process, and facilitate public access to information through new technologies (new permit system, GIS, SharePoint) and the Internet.
- Prepare and implement long range plans and, in coordination with consultants, update to the Zoning Ordinance and prepare area plans for the Tasman East Focus Area, Downtown, and the El Camino Real Focus Area.
- Support the City's historic preservation efforts, provide code enforcement to respond to community concerns, implement and update the Climate Action Plan, and work with the Valley Transportation Authority (VTA) on planning for transit services.
- Provide support for California Environmental Quality Act (CEQA)/National Environmental Policy Act (NEPA) review of City capital, affordable housing, and other public projects.

**Division: Planning**  
**Program: 5522 - Development Review**

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 556,990	\$ 630,488	\$ 891,464	\$ 943,702	\$ 52,238
Benefits	228,455	224,100	421,578	454,079	32,501
Materials/Services/Supplies	67,868	99,071	49,816	424,816	375,000
Interfund Services	21,680	26,757	44,362	22,829	(21,533)
Capital Outlay	—	—	—	20,000	20,000
<b>Total Expenditures</b>	<b>\$ 874,993</b>	<b>\$ 980,416</b>	<b>\$ 1,407,220</b>	<b>\$ 1,865,426</b>	<b>\$ 458,206</b>
Full Time Equivalents (Budgeted)	N/A	4.75	7.00	7.00	—

<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Number of items forwarded to the Planning Commission.	63	100	66	90	75
2. Number of items forwarded to the Architectural Committee	0	0	112	130	125
3. Number of items forwarded to the City Council	0	0	57	25	30
4. Present applications to applicable hearing body within 6 weeks of application deemed complete and environmental review	0	0	90%	90%	90%

**Division: Planning**  
**Program: 5523 - Advanced Planning**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 262,737	\$ 339,841	\$ 537,629	\$ 573,155	\$ 35,526
Benefits	121,196	161,599	295,839	319,534	23,695
Materials/Services/Supplies	1,032	27,867	14,646	1,312,523	1,297,877
Interfund Services	10,119	11,286	11,106	13,088	1,982
Total Expenditures	\$ 395,084	\$ 540,593	\$ 859,220	\$ 2,218,300	\$ 1,359,080
Full Time Equivalents (Budgeted)	N/A	3.40	4.65	4.65	—

Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Provide an annual report to the Planning Commission and City Council on the General Plan implementation.	1	1	1	1	1
2. Number of advanced-planning Agenda Reports sent to City Council.	24	15	14	15	15
3. Number of policy updates approved.	—	—	2	2	2

**Division: Planning**  
**Program: 5524 - Historical Preservation**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 304,352	\$ 293,520	\$ 364,934	\$ 363,621	\$ (1,313)
Benefits	141,167	137,026	195,630	202,265	6,635
Materials/Services/Supplies	—	—	1,723	6,722	4,999
Interfund Services	11,049	12,499	9,422	8,761	(661)
Total Expenditures	\$ 456,568	\$ 443,045	\$ 571,709	\$ 581,369	\$ 9,660
Full Time Equivalents (Budgeted)	N/A	3.05	3.05	3.05	—

Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of items forwarded to the Historical and Landmarks Commission.	63	27	17	50	30
2. Process applications to the Historical and Landmarks Commission within 8 weeks of application deemed complete and environmental review.	90%	90%	90%	90%	90%
3. Number of Planning Permit inquiries.	9,734	11,500	10,468	10,000	10,500

**Division: Planning**  
**Program: 5525 - Code Enforcement**

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 231,521	\$ 213,240	\$ 250,434	\$ 475,704	\$ 250,434
Benefits	112,972	100,632	138,915	268,840	138,915
Materials/Services/Supplies	306,579	338,644	2,100	183,100	2,100
Interfund Services	9,060	11,357	7,182	6,055	7,182
Capital Outlay	—	—	—	21,000	—
<b>Total Expenditures</b>	<b>\$ 660,132</b>	<b>\$ 663,873</b>	<b>\$ 398,631</b>	<b>\$ 954,699</b>	<b>\$ 398,631</b>
Full Time Equivalents (Budgeted)	N/A	2.30	2.30	4.00	1.70
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Number of complaints received.	1,424	1,329	1,158	700	800
2. Percent of complaints responded to in 5 business days.	90%	90%	95%	95%	95%
3. Percent of complaints resolved in 30 business days.	80%	90%	85%	90%	90%

**Department: Community Development**  
**Division: Building**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
5532-Building - Plan Review and Permit Services	\$ 2,520,745	\$ 3,357,001	\$ 3,303,207	\$ 5,000,803	\$ 1,697,596
5533-Building - Field Inspection	1,718,445	2,351,974	2,694,803	3,496,785	801,982
5534-Building - Housing Inspection	120,975	63,200	109,395	45,782	(63,613)
<b>Total Expenditures</b>	<b>\$ 4,360,164</b>	<b>\$ 5,772,175</b>	<b>\$ 6,107,405</b>	<b>\$ 8,543,370</b>	<b>\$ 2,435,965</b>
Full Time Equivalents (Budgeted)	N/A	28.50	32.00	38.00	6.00
<b>Total Revenues</b>	<b>\$ 7,573,509</b>	<b>\$ 15,362,139</b>	<b>\$ 13,302,000</b>	<b>\$ 14,679,236</b>	<b>\$ 1,377,236</b>

**Division Mission**

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

**Division Overview**

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



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

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 1,251,590	\$ 1,363,748	\$ 2,037,693	\$ 2,210,636	\$ 172,943
Benefits	553,585	544,111	992,243	1,225,096	232,853
Materials/Services/Supplies	674,035	1,368,572	217,481	1,396,718	1,179,237
Interfund Services	41,535	50,570	40,790	88,353	47,563
Capital Outlay	—	30,000	15,000	80,000	65,000
Total Expenditures	<u>\$ 2,520,745</u>	<u>\$ 3,357,001</u>	<u>\$ 3,303,207</u>	<u>\$ 5,000,803</u>	<u>\$ 1,697,596</u>
Full Time Equivalents (Budgeted)	N/A	13.65	17.00	20.00	3.00

Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Percent of express plan checks performed within two working days.	100%	67%	N/A	90%	90%
2. Percent of short cycle plan checks performed within ten business days.	89%	75%	N/A	80%	80%
3. Percent of regular cycle plan checks performed within thirty calendar days.	83%	72%	72%	75%	75%
4. Percent of service provided to all Permit Center customers within twenty minutes of their arrival.	72%	75%	84%	75%	90%

**Division: Building**  
**Program: 5533 - Field Inspection**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 1,080,429	\$ 1,464,725	\$ 1,620,601	\$ 2,055,015	\$ 434,414
Benefits	431,076	623,633	900,715	1,177,131	276,416
Materials/Services/Supplies	103,488	64,132	67,040	83,040	16,000
Interfund Services	103,452	100,504	106,447	106,599	152
Capital Outlay	—	98,980	—	75,000	75,000
Total Expenditures	<u>\$ 1,718,445</u>	<u>\$ 2,351,974</u>	<u>\$ 2,694,803</u>	<u>\$ 3,496,785</u>	<u>\$ 801,982</u>
Full Time Equivalents (Budgeted)	N/A	14.20	14.40	17.90	3.50

Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Percent of code complaints responded to within two working days.	76%	78%	90%	60%	80%
2. Percent of inspections performed the next working day.	81%	21%	21%	60%	60%

**Division: Building**  
**Program: 5534 - Housing Inspection**

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 79,395	\$ 37,863	\$ 52,991	\$ 18,797	\$ (34,194)
Benefits	37,752	20,324	31,754	9,669	(22,085)
Materials/Services/Supplies	—	—	23,000	16,000	(7,000)
Interfund Services	3,828	5,013	1,650	1,316	(334)
<b>Total Expenditures</b>	<b>\$ 120,975</b>	<b>\$ 63,200</b>	<b>\$ 109,395</b>	<b>\$ 45,782</b>	<b>\$ (63,613)</b>
Full Time Equivalent (Budgeted)	N/A	0.65	0.60	0.10	(0.50)
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Percent of multi-family rental housing complexes inspected per month.	0%	0%	N/A	1%	1%
2. Percent of housing code complaints responded to within two business days.	N/A	N/A	N/A	90%	90%

**Department: Community Development  
Division: Housing**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
5542-Federal & State Grant Administration	\$ 473,206	\$ 579,243	\$ 353,084	\$ —	\$ (353,084)
5543-Neighborhood Conservation & Improvement	15,590	109,680	312,805	412,502	99,697
5544-Community Development Projects	108,382	120,226	312,322	—	(312,322)
5545-Affordable Housing	133,318	216,712	569,147	485,912	(83,235)
<b>Total Expenditures</b>	<b>\$ 730,496</b>	<b>\$ 1,025,861</b>	<b>\$ 1,547,358</b>	<b>\$ 898,414</b>	<b>\$ (648,944)</b>
Full Time Equivalents (Budgeted)	N/A	6.70	7.00	7.30	0.30
<b>Total Revenues</b>	<b>\$ 271,630</b>	<b>\$ —</b>	<b>\$ 698,822</b>	<b>\$ —</b>	<b>\$ (698,822)</b>

**Division Mission**

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

**Division Overview**

- Complete an annual Consolidated Plan for utilizing federal funding received by the City. The plan identifies community development and affordable housing needs and determines activities to be implemented that will assist low- and moderate-income people.
- Complete in a timely fashion those budgeted capital improvement projects receiving funds from the federal Community Development Block Grant Program and HOME Investment Partnership Act Program. The FY 17-18 budget includes estimates for: CDBG: \$833,110 HOME: \$299,478 as actual notification of HUD grant award is not known at this time.
- Achieve the community service goals required of City-funded public service agencies.
- Encourage and finance the construction and maintenance of housing affordable to lower and moderate-income households utilizing the revenues from the following three housing funds: Housing Successor, City Affordable Housing, and Housing Authority. Provide opportunities for affordable home ownership to moderate-income households.

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

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 323,785	\$ 493,099	\$ 215,971	\$ —	\$ (215,971)
Benefits	99,714	44,790	96,074	—	(96,074)
Materials/Services/Supplies	37,249	27,942	30,517	—	(30,517)
Interfund Services	12,458	13,412	10,522	—	(10,522)
Total Expenditures	<u>\$ 473,206</u>	<u>\$ 579,243</u>	<u>\$ 353,084</u>	<u>\$ —</u>	<u>\$ (353,084)</u>
Full Time Equivalents (Budgeted)	N/A	1.30	1.55	—	(1.55)
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Note: This program has been merged with 5543 starting in the 2017-18 Budget.					N/A

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

*Program Mission: Improve the local housing stock for the protection of residents and the enhancement of the City. Meet the expectations of City residents in delivering needed community services while meeting program administration requirements stipulated by the U.S. Department of Housing and Urban Development.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 6,925	\$ 34,160	\$ 194,144	\$ 60,350	\$ (133,794)
Benefits	—	66,196	107,502	269,920	162,418
Materials/Services/Supplies	4,021	3,150	6,793	65,295	58,502
Interfund Services	4,644	6,174	4,366	16,937	12,571
Total Expenditures	<u>\$ 15,590</u>	<u>\$ 109,680</u>	<u>\$ 312,805</u>	<u>\$ 412,502</u>	<u>\$ 99,697</u>
Full Time Equivalents (Budgeted)	N/A	1.60	1.70	4.20	2.50
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Complete minor and substantial rehabilitation of up to 50 owner-occupied houses.	27	21	22	50	50

Note: Program 5542 has been merged with 5543 starting in the 2017-18 Budget.

**Division: Housing**  
**Program: 5544 - Community Development Projects**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 18,517	\$ 12,001	\$ 150,497	\$ —	\$ (150,497)
Benefits	19,842	29,839	86,848	—	(86,848)
Materials/Services/Supplies	67,557	75,017	71,628	—	(71,628)
Interfund Services	2,466	3,369	3,349	—	(3,349)
Total Expenditures	<u>\$ 108,382</u>	<u>\$ 120,226</u>	<u>\$ 312,322</u>	<u>\$ —</u>	<u>\$ (312,322)</u>
Full Time Equivalents (Budgeted)	N/A	1.4	1.45	—	(1.45)
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
This program has been merged with 5545 starting in the 2017-18 Budget.					N/A

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

*Program Mission: Promote and facilitate the construction and retention of housing affordable to households with lower and moderate incomes. Implement in a timely manner budgeted projects and programs that are identified as meeting particular community needs, primarily of low- and moderate-income people.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 51,829	\$ 89,519	\$ 223,757	\$ 136,097	\$ (87,660)
Benefits	23,060	115,179	132,020	212,503	80,483
Materials/Services/Supplies	98	6,400	122,850	127,906	5,056
Interfund Services	4,294	5,614	5,968	9,406	3,438
Capital Outlay	54,037	—	84,552	—	(84,552)
Total Expenditures	<u>\$ 133,318</u>	<u>\$ 216,712</u>	<u>\$ 569,147</u>	<u>\$ 485,912</u>	<u>\$ (83,235)</u>
Full Time Equivalents (Budgeted)	N/A	2.40	2.30	3.10	0.80
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Facilitate the inclusion of ten percent of each year's residential homeownership units as affordable housing.	10%	10%	10%	10%	10%

Note: Program 5544 has been merged with 5545 starting in the 2017-18 Budget.



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

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**Public Works  
Department**



## Public Works Department

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
<b>Divisions</b>				
Facility Services	\$ 1,728,570	\$ 1,925,227	\$ 2,334,687	\$ 2,637,183
Engineering - Administration	593,493	611,608	1,067,342	1,190,280
Engineering - Design	1,249,509	1,314,836	1,697,366	2,310,487
Engineering - Field Services	1,310,537	1,528,538	2,135,474	2,057,510
Engineering - Land and Property Development	1,182,656	1,310,952	1,579,658	1,686,259
Engineering - Traffic	1,537,369	1,708,763	2,581,185	2,850,031
Streets and Automotive Services	7,824,209	8,977,330	10,749,347	11,691,676
<b>Total Expenditures</b>	<b>\$ 15,426,344</b>	<b>\$ 17,377,256</b>	<b>\$ 22,145,059</b>	<b>\$ 24,423,426</b>
Full Time Equivalents (Budgeted)	104.15	107.15	105.05	106.65
<b>Total Revenues</b>	<b>\$ 4,531,021</b>	<b>\$ 6,088,490</b>	<b>\$ 7,364,867</b>	<b>\$ 6,886,741</b>

### Overview

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

## Public Works Department

### Mission

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

### Significant Accomplishments

- Facilitated development projects, such as Monticello Village Project at Monroe St. and French St., Santa Clara Technology Campus at Augustine Dr./Scott Blvd. and Bowers Ave., and Data Centers at various locations through effective and efficient processing of site reviews, subdivision maps, property title documents, public improvement plan checks, and development fee collections.
- Completed the following Capital Improvement Projects (CIP): Trimble Road Trunk Sanitary Sewer Improvements, Great America Parkway Pavement Rehabilitation, Graham Lane Neighborhood Streets Improvements, Eastside & Westside Storm Drain Pump Station Electrical Upgrades, Annual Slurry Seal Project, and Annual American Disabilities Act (ADA) Curb Ramp Project. Completed installation of new traffic signals at El Camino Real and McCormick Drive, and at Scott Boulevard and Anna Drive/Clay Street. Completed installation of about 31 electronic feedback signs at various locations throughout the City.
- Provided effective construction inspection, materials testing, surveying and administration services for Capital Improvement Projects, such as the streets rehabilitation projects, sanitary sewer replacement projects, traffic signal interconnect and coordination projects, various Capital Improvement Projects and approximately 400 Encroachment permits inspected.

### Significant Objectives

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



## **Public Works Department**

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

# Public Works Department

## Department Budget Summary

General Fund	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Salaries	\$ 7,876,106	\$ 8,754,788	\$ 11,126,429	\$ 12,152,146	\$ 1,025,717
Benefits	3,740,223	4,314,655	5,867,760	6,611,490	743,730
Materials/Services/Supplies	2,232,750	2,759,354	3,368,809	3,839,532	470,723
Interfund Services	1,577,264	1,548,462	1,620,060	1,672,858	52,798
Capital Outlay	—	—	162,000	147,400	(14,600)
<b>Total Expenditures</b>	<b>\$ 15,426,344</b>	<b>\$ 17,377,259</b>	<b>\$ 22,145,058</b>	<b>\$ 24,423,426</b>	<b>\$ 2,278,368</b>
<b>Revenue Category</b>					
Taxes	\$ 607,545	\$ 710,757	\$ 745,000	\$ 754,500	\$ 9,500
Licenses & Permits	43,233	35,760	34,000	34,000	—
Interest and Rent	13,023	15,315	(1,582)	—	1,582
Intergovernmental	—	22,657	—	—	—
Charges for Services	4,426,280	4,844,474	5,234,791	5,416,900	182,109
Op Transfers	(759,131)	186,711	1,053,352	421,121	(632,231)
Other Revenues	200,071	272,816	299,306	260,220	(39,086)
<b>Total Revenues</b>	<b>\$ 4,531,021</b>	<b>\$ 6,088,490</b>	<b>\$ 7,364,867</b>	<b>\$ 6,886,741</b>	<b>\$ (478,126)</b>
<b>Full Time Equivalents (Budgeted)</b>	104.15	107.15	105.05	106.65	1.60

## Budget Overview and Significant Changes

### Service Level Impact

Public Works has added a total of 2.0 FTEs to its General Fund department budget in 2017-18: (1.0) Code Enforcement Officer and an (1.0) Associate Engineer. This was offset by 0.4 FTEs in other positions being re-allocated to the Solid Waste Fund. The City is not able to perform the state mandated required number of stormwater inspections in FY 16/17. The Code Enforcement Officer will be supervise the current 2 Code Enforcement Technicians and be required to maintain active professional certification in the stormwater field. The Associate Engineer is needed to assist the current senior civil engineer with delivering various CIP projects. Along with Public Works' primary responsibility of Storm, Sanitary, and Roadway infrastructure projects, Public Works staff is assisting various departments including Parks and Recreation, Fire, Police, and Library with new park development, building renovation, and replacement projects; and with ongoing maintenance projects. Public Works has also re-aligned existing staff to reflect current duties being performed as well as to better meet service demands. This reorganization includes the reclassification of 4 foreman (2 landscape foreman, 1 street maintenance foreman, and 1 traffic foreman), including the elimination of the Landscape Superintendent, to 4 Public Works Supervisors, and a reclass of a Solid Waste Foreman to an Environmental Programs Manager.

### Expenditures

#### Salaries changes from prior adopted budget

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

## Public Works Department

### Benefits changes from prior adopted budget

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

### Materials/Services/Supplies changes from prior adopted budget

The increase in costs to Materials/Service/Supplies is primarily due to: (1) increase in contractual obligations for full trash capture devices and funding required to mow the drainage swale connecting the Tasman East Station to the Eastside Retention Basin (\$101k), Citywide tree trimming (\$59k) (2) increase in utilities expenses of the Landscape Division (\$80k), and (3) an increase in traffic signal and lighted crosswalks maintenance.

### Interfund Services changes from prior adopted budget

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

### Capital Outlay changes from prior adopted budget

There is no reportable or significant change.

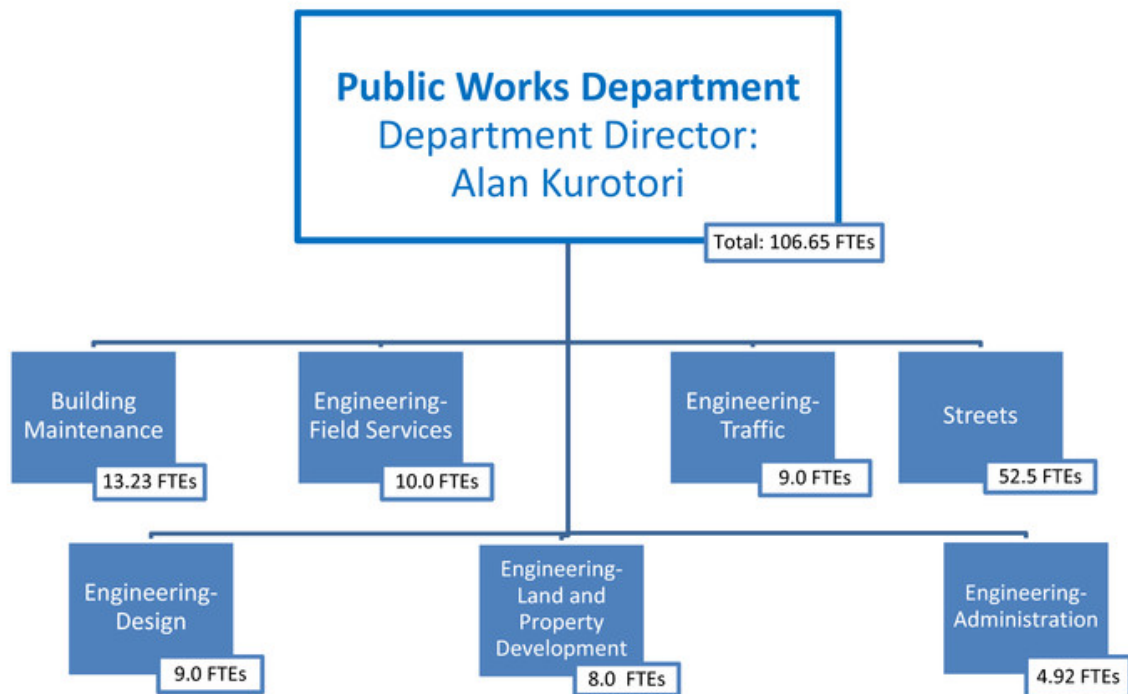
## **Total Revenues**

### Total Revenues changes from prior adopted budget

Operating transfers has decreased by \$632k primarily due to Gas Tax transfers that have been redirected to fund capital improvement projects in 2017-18. The General Fund will now be absorbing operating costs previously funded by Gas Tax, which is primarily for the maintenance of the traffic signals and lighted crosswalks. The increase estimated in 2017-18 for Charges for Services is primarily due to an anticipated increase in reimbursement of staffing of traffic control positions for large stadium events and an increase in encroachment permits, offset by an anticipated decrease in engineering fees.

# Public Works Department

## City of Santa Clara Divisional Organization Chart



# Public Works Department

## POSITION DETAIL

General Fund		2014-15 Adopted	2015-16 Adopted	2016-17 Adopted	2017-18 Budget	Position Change
Position Title						
Uncl	Director of Public Works	1.00	1.00	1.00	1.00	—
Uncl	Asst Dir of Public Works/City Engineer	1.00	1.00	1.00	1.00	—
Uncl	Deputy Public Works Director	—	—	0.45	0.45	—
Uncl	Traffic Engineer	1.00	1.00	1.00	1.00	—
Uncl	Principal Engineer	3.00	3.00	3.00	3.00	—
Uncl	Principal Planner	—	—	1.00	1.00	—
Uncl	Building Maintenance Manager	0.90	0.90	0.90	0.90	—
Uncl	Superintendent of Street and Solid Waste	1.00	1.00	—	—	—
Uncl	Landscape Superintendent/City Arborist	1.00	1.00	1.00	—	(1.00)
Uncl	Compliance Manager	—	—	0.70	0.80	0.10
Uncl	Environmental Programs Manager *	—	—	—	0.50	0.50
Uncl	Public Works Supervisor *	—	—	—	4.00	4.00
G29	Mechanical Maintenance Worker-Building	2.00	2.00	3.00	3.00	—
G29	Street Maintenance Worker IV	5.00	5.00	7.00	7.00	—
G27	Equipment Operator	2.00	2.00	2.00	2.00	—
G26	Building Maintenance Worker	5.00	5.00	5.00	5.00	—
G26	Senior Tree Trimmer	2.00	2.00	2.00	2.00	—
G23	Street Maintenance Worker III	15.00	15.00	14.50	14.50	—
G23	Grounds Maintenance Worker III	3.00	3.00	—	—	—
G21	Grounds Maintenance Worker II	2.50	2.50	—	—	—
G21/19	Street Maintenance Worker I/II	6.00	6.00	16.00	16.00	—
G19	Utility Worker	1.00	1.00	1.00	1.00	—
G19	Grounds Maintenance Worker I	8.00	10.00	—	—	—
E41	Senior Engineer (Civil)	8.00	8.00	9.00	9.00	—
E38	Traffic Operations Engineer	1.00	1.00	1.00	1.00	—
E3-36	Construction Project Engineer	1.00	1.00	—	—	—
E34	Associate Engineer (Civil)	8.00	8.00	9.00	10.00	1.00
E32	Assistant Engineer (Civil)	—	—	1.00	1.00	—
A37	Landscape Foreman / Forewoman	2.00	2.00	2.00	—	(2.00)
A35	Street Maintenance Foreperson	1.00	1.00	1.00	—	(1.00)
A34	Chief of Party	1.00	1.00	1.00	1.00	—
A34	Materials Testing Technician	1.00	1.00	1.00	1.00	—
A33	Public Works Inspector	4.00	4.00	4.00	4.00	—

# Public Works Department

General Fund		2014-15 Adopted	2015-16 Adopted	2016-17 Adopted	2017-18 Budget	Position Change
Position Title						
A32	Principal Engineering Aide	1.00	1.00	1.00	1.00	—
A32	Code Enforcement Officer	—	—	—	1.00	1.00
A31	Building Maintenance Foreperson	1.00	1.00	1.00	1.00	—
A31	Mechanical Maintenance Foreperson	1.00	1.00	1.00	1.00	—
A31	Traffic Foreman / Forewoman	1.00	1.00	1.00	—	(1.00)
A28	Senior Engineering Aide	4.00	4.00	2.00	2.00	—
A28	Time and Material Clerk	0.75	0.75	—	—	—
A26	Staff Aide II - Environmental Programs	—	1.00	1.00	1.00	—
A24	Office Specialist IV	1.00	1.00	1.65	1.75	0.10
A23	Account Clerk II	1.00	1.00	1.00	1.00	—
A23	Code Enforcement Technician	2.00	2.00	2.00	1.90	(0.10)
A22	Office Specialist III	0.50	0.50	0.35	0.35	—
A18	Office Specialist II	3.50	3.50	3.50	3.50	—
<b>Total Full Time Equivalents (Budgeted)</b>		<b>104.15</b>	<b>107.15</b>	<b>105.05</b>	<b>106.65</b>	<b>1.60</b>

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

**Department: Public Works**  
**Division: Facility Services**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
2222 - Maintenance Repair	\$ 1,446,616	\$ 1,621,496	\$ 2,004,835	\$ 2,307,981	\$ 303,146
2223 - Janitorial	281,954	303,731	329,852	329,202	(650)
Total Expenditures	<u>\$ 1,728,570</u>	<u>\$ 1,925,227</u>	<u>\$ 2,334,687</u>	<u>\$ 2,637,183</u>	<u>\$ 302,496</u>
Full Time Equivalents (Budgeted)	N/A	10.90	12.90	13.23	0.33
Total Revenues	\$ 500	\$ —	\$ (560,145)	\$ —	\$ 560,145

**Division Mission**

*Perform cost effective repair and maintenance procedures which will ensure that City-owned buildings remain safe, attractive and energy efficient in the service of the citizens and employees of the City of Santa Clara.*

**Division Overview**

- The Facility Services Division is responsible for repair and maintenance of approximately 700,000 square feet of City-owned buildings. The Division provides janitorial services to most City buildings using contracted services.

**Division: Facility Services**  
**Program: 2222 - Maintenance Repair**

*Program Mission: Perform cost effective repair and maintenance procedures which will ensure that City-owned buildings remain safe, attractive and energy efficient in the service of citizens and employees of the City of Santa Clara.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 774,338	\$ 857,227	\$ 1,076,749	\$ 1,227,910	\$ 151,161
Benefits	397,871	451,045	613,590	699,065	85,475
Materials/Services/Supplies	143,821	186,569	122,107	190,130	68,023
Interfund Services	130,586	126,655	109,789	115,876	6,087
Capital Outlay	—	—	82,600	75,000	(7,600)
<b>Total Expenditures</b>	<b>\$ 1,446,616</b>	<b>\$ 1,621,496</b>	<b>\$ 2,004,835</b>	<b>\$ 2,307,981</b>	<b>\$ 303,146</b>
Full Time Equivalents (Budgeted)	N/A	9.82	11.72	12.15	0.43
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Percent of all requests for service responded to within four business days.	100%	100%	100%	95%	95%

**Division: Facility Services**  
**Program: 2223 - Janitorial**

*Program Mission: Maintain City-owned buildings in a clean and attractive manner using efficient cost effective methods. Perform cost effective janitorial services that will maintain City-owned buildings in a clean and healthful environment.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 101,754	\$ 113,256	\$ 117,477	\$ 117,380	\$ (97)
Benefits	51,058	58,550	65,482	67,110	1,628
Materials/Services/Supplies	122,864	124,715	140,081	140,081	—
Interfund Services	6,278	7,210	4,412	4,631	219
Capital Outlay	—	—	2,400	—	(2,400)
<b>Total Expenditures</b>	<b>\$ 281,954</b>	<b>\$ 303,731</b>	<b>\$ 329,852</b>	<b>\$ 329,202</b>	<b>\$ (650)</b>
Full Time Equivalents (Budgeted)	N/A	1.08	1.18	1.08	(0.10)
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Clean all the rest rooms in all major buildings daily.	100%	100%	100%	95%	95%



**Department: Public Works**  
**Division: Engineering - Administration**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
4411 - General Services	\$ 313,464	\$ 260,688	\$ 438,151	\$ 451,214	\$ 13,063
4412 - Developer Projects	126,074	157,997	310,990	365,776	54,786
4413 - Capital Improvement Projects	153,955	192,923	318,201	373,290	55,089
Total Expenditures	<u>\$ 593,493</u>	<u>\$ 611,608</u>	<u>\$ 1,067,342</u>	<u>\$ 1,190,280</u>	<u>\$ 122,938</u>
Full Time Equivalents (Budgeted)	N/A	6.25	4.25	4.92	0.67
Total Revenues	\$ —	\$ 17	\$ 1,000,000	\$ 1,065,000	\$ 65,000

**Division Mission**

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

**Division Overview**

- Provide management oversight of all Department activities, represent the department at the City Council meetings, and represent the City at various agency meetings.
- Provide an efficient and cost effective Department operating budget and public works capital improvement budget.
- Provide management and assistance in the development and delivery of various Capital Improvement Projects.

**Division: Engineering - Administration**  
**Program: 4411 - Administration**

*Program Mission: Provide efficient administration of the Public Works department through efficient handling of department tasks and accounting services. Provide support to departmental staff, the public, outside agencies and other City departments, and chair the Americans With Disabilities Act Committee.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 237,291	\$ 180,175	\$ 197,311	\$ 211,923	\$ 14,612
Benefits	66,294	71,187	105,121	111,820	6,699
Materials/Services/Supplies	2,699	816	14,972	20,252	5,280
Interfund Services	7,180	8,510	120,747	107,219	(13,528)
Total Expenditures	<u>\$ 313,464</u>	<u>\$ 260,688</u>	<u>\$ 438,151</u>	<u>\$ 451,214</u>	<u>\$ 13,063</u>
Full Time Equivalents (Budgeted)	N/A	2.04	1.41	1.41	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Percent of Agenda reports completed on time.	62%	88%	93%	90%	90%
2. Percent of Agenda reports completed satisfactorily.	96%	96%	93%	90%	90%
3. Percent of City Manager assignment requests responded within time requested.	N/A	N/A	93%	90%	90%
4. Percent of customers surveyed that are very satisfied.	90%	100%	100%	90%	90%

**Division: Engineering - Administration**  
**Program: 4412 - Developer Projects**

*Program Mission: Provide management support to other staff during the review of proposed private developments by staff, and provide the public with quick and accurate response to requests for information.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 60,323	\$ 87,913	\$ 197,985	\$ 231,962	\$ 33,977
Benefits	59,055	62,157	105,121	126,276	21,155
Interfund Services	6,696	7,927	7,884	7,538	(346)
Total Expenditures	<u>\$ 126,074</u>	<u>\$ 157,997</u>	<u>\$ 310,990</u>	<u>\$ 365,776</u>	<u>\$ 54,786</u>
Full Time Equivalents (Budgeted)	N/A	1.84	1.41	1.74	0.33
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. This program's performance measures are covered under Program 4411.					N/A

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

*Program Mission: Provide management oversight, planning, retention of consultant services, and project management and administration for various capital improvement projects, and to provide budget and accounting support.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 66,576	\$ 97,660	\$ 201,188	\$ 236,629	\$ 35,441
Benefits	79,260	85,661	107,299	128,973	21,674
Interfund Services	8,119	9,602	9,714	7,688	(2,026)
<b>Total Expenditures</b>	<b>\$ 153,955</b>	<b>\$ 192,923</b>	<b>\$ 318,201</b>	<b>\$ 373,290</b>	<b>\$ 55,089</b>
Full Time Equivalents (Budgeted)	N/A	2.38	1.44	1.78	0.34
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. This program's performance measures are covered under Program 4411.					N/A

**Department: Public Works**  
**Division: Engineering - Design**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
4441 - General Services	\$ 383,972	\$ 501,058	\$ 334,539	\$ 452,900	\$ 118,361
4442 - Developer Projects	95,243	97,670	139,017	191,411	52,394
4443 - Capital Improvement Projects	770,294	716,108	1,223,810	1,666,176	442,366
Total Expenditures	<u>\$ 1,249,509</u>	<u>\$ 1,314,836</u>	<u>\$ 1,697,366</u>	<u>\$ 2,310,487</u>	<u>\$ 613,121</u>
Full Time Equivalents (Budgeted)	N/A	9.00	7.00	9.00	2.00
Total Revenue	\$ 1,276,568	\$ 1,115,534	\$ 275,000	\$ 308,750	\$ 33,750

**Division Mission**

*To serve our customers and the community through efficient and effective delivery of Capital Improvement Projects and encourage professional development and fulfillment of the Staff.*

**Division Overview**

- Provide effective Capital Improvement Project administration and development for various infrastructure improvement projects for Street Pavement, Storm Drain, Sanitary Sewer, and various City Buildings; some of which are Annual Street Pavement Rehabilitation, City Wide Sanitary Sewer Repairs, San Tomas-Monroe Park and Community Garden, Reed-Grant Sports Park, Mission Branch Library Remodel, Fire Station Fuel Tank Replacement (FS 7, 8, 9), Police Building Security Upgrades, Storm Drain Fee Study, City's Pavement Management Program, and various other sanitary sewer system, storm drain system, bridge, and roadway improvement projects.
- Continue to work with the Federal Emergency Management Agency (Community Rating System) to maintain the City's current Class 8 rating. This provides a reduction in flood insurance premiums for those property owners with flood insurance in the City of Santa Clara.
- Continue to provide property owners with the information needed to properly submit a Federal Emergency Management Agency (FEMA) Elevation Certificate, Letter of Map Amendment, or Letter of Map Revision to obtain the appropriate flood insurance premium rate reduction.
- Enhance the effectiveness and efficiency of the Design Division through ongoing training of staff on various City design procedures and by developing newer procedures to streamline the process.

**Division: Engineering - Design**  
**Program: 4441 - General Services**

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 237,509	\$ 345,953	\$ 194,897	\$ 262,712	\$ 67,815
Benefits	107,765	116,476	99,894	140,104	40,210
Materials/Services/Supplies	30,862	29,274	30,286	32,592	2,306
Interfund Services	7,836	9,355	9,462	7,492	(1,970)
<b>Total Expenditures</b>	<b>\$ 383,972</b>	<b>\$ 501,058</b>	<b>\$ 334,539</b>	<b>\$ 452,900</b>	<b>\$ 118,361</b>
Full Time Equivalents (Budgeted)	N/A	2.00	1.50	1.90	0.40
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. This program's performance measures are covered under Program 4443.					N/A

**Division: Engineering - Design**  
**Program: 4442 - Developer Projects**

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 47,887	\$ 45,928	\$ 89,002	\$ 122,442	\$ 33,440
Benefits	43,758	47,556	45,650	65,531	19,881
Interfund Services	3,598	4,186	4,365	3,438	(927)
<b>Total Expenditures</b>	<b>\$ 95,243</b>	<b>\$ 97,670</b>	<b>\$ 139,017</b>	<b>\$ 191,411</b>	<b>\$ 52,394</b>
Full Time Equivalents (Budgeted)	N/A	0.9	0.70	0.90	0.20
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. This program's performance measures are covered under Program 4443.					N/A

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

*Program Mission: To maintain or enhance the quality of life for the community through the effective and efficient design and management of Capital Improvement Projects that meet or exceed the Project Goals.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 446,877	\$ 372,324	\$ 841,787	\$ 1,074,938	\$ 233,151
Benefits	298,831	324,881	310,953	449,778	138,825
Materials/Services/Supplies	—	—	41,250	108,750	67,500
Interfund Services	24,586	18,903	29,820	32,710	2,890
<b>Total Expenditures</b>	<b>\$ 770,294</b>	<b>\$ 716,108</b>	<b>\$ 1,223,810</b>	<b>\$ 1,666,176</b>	<b>\$ 442,366</b>
Full Time Equivalent (Budgeted)	N/A	6.10	4.80	6.20	1.40
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Percent of Capital Improvement Projects designed within budget.	100%	100%	80%	80%	80%
2. Percent of Capital Improvement Projects designed within approved schedule.	100%	100%	80%	80%	80%

**Department: Public Works**  
**Division: Engineering - Field Services**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
4461 - General Services	\$ 188,117	\$ 254,718	\$ 382,515	\$ 359,097	\$ (23,418)
4462 - Developer Projects	510,327	592,061	632,662	610,440	(28,622)
4463 - Capital Improvement Projects	612,093	681,759	1,120,297	1,087,973	(32,324)
Total Expenditures	<u>\$ 1,310,537</u>	<u>\$ 1,528,538</u>	<u>\$ 2,135,474</u>	<u>\$ 2,057,510</u>	<u>\$ (84,364)</u>
Full Time Equivalents (Budgeted)	N/A	9.00	11.00	10.00	(1.00)
Total Revenues	\$ 1,394,779	\$ 1,667,334	\$ 1,826,713	\$ 773,552	\$ (1,053,161)

**Division Mission**

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

**Division Overview**

- Provide effective construction inspection, materials testing, surveying and administration services for Capital Improvement Projects, such as the Substandard Streets Improvements Project, various sanitary sewer replacement projects, various traffic signal interconnect and coordination projects, and annual curb ramp projects.
- Provide effective construction inspection, material testing, surveying and administration services for private developments that involves the City's infrastructure, such as the Cobalt Apartments at 50 Saratoga Ave., the Lawson Lane Office Campus at 2215 Lawson Lane, the Santa Clara Gateway Offices at 5451-5455 Great America Parkway, the Scott Blvd. Office Campus at 3333 Scott Blvd. and the Santa Clara Square- Residential/Mixed Use developments along Augustine Drive, Montgomery Drive, Scott Blvd., Coronado Drive and Octavius Drive.

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

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 110,600	\$ 145,233	\$ 123,757	\$ 123,526	\$ (231)
Benefits	35,273	35,028	66,736	66,536	(200)
Materials/Services/Supplies	6,420	25,510	130,374	131,434	1,060
Interfund Services	35,824	48,947	36,648	37,601	953
Capital Outlay	—	—	25,000	—	(25,000)
<b>Total Expenditures</b>	<b>\$ 188,117</b>	<b>\$ 254,718</b>	<b>\$ 382,515</b>	<b>\$ 359,097</b>	<b>\$ (23,418)</b>
Full Time Equivalents (Budgeted)	N/A	0.60	1.00	0.90	(0.10)
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Percent of complaints responded to within one business day.	86%	93%	100%	90%	90%
2. Number of construction activity complaints.	59	30	45	50	50

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

*Program Mission: To provide effective and efficient inspection and materials testing services for private development construction that involves the City's infrastructure.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 378,635	\$ 441,303	\$ 402,602	\$ 379,163	\$ (23,439)
Benefits	122,672	139,494	216,852	209,324	(7,528)
Interfund Services	9,020	11,264	13,208	15,553	2,345
Capital Outlay	—	—	—	6,400	
<b>Total Expenditures</b>	<b>\$ 510,327</b>	<b>\$ 592,061</b>	<b>\$ 632,662</b>	<b>\$ 610,440</b>	<b>\$ (28,622)</b>
Full Time Equivalents (Budgeted)	N/A	3.00	3.50	3.10	(0.40)
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Percent of inspection requests responded to within one business day.	100%	100%	98%	95%	95%



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

*Program Mission: To maintain or enhance the quality of life for the community through effective and efficient administration, inspection, surveying, and materials testing of Capital Improvement Projects.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 397,533	\$ 443,124	\$ 708,033	\$ 675,010	\$ (33,023)
Benefits	200,194	220,788	392,211	385,223	(6,988)
Materials/Services/Supplies	31	155	—	—	—
Interfund Services	14,335	17,692	20,053	27,740	7,687
<b>Total Expenditures</b>	<b>\$ 612,093</b>	<b>\$ 681,759</b>	<b>\$ 1,120,297</b>	<b>\$ 1,087,973</b>	<b>\$ (32,324)</b>
Full Time Equivalent (Budgeted)	N/A	5.40	6.50	6.00	(0.50)
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Percent of Capital Improvement projects that reached substantial completion within the construction contract time.	100%	100%	75%	75%	75%
2. Percent of Capital Improvement Projects completed within approved budget.	100%	75%	100%	100%	100%
3. Percent of customers rating services as satisfactory.	100%	100%	100%	100%	100%
4. Percent of Capital Improvement Projects completed with change orders under 5% of construction cost.	75%	75%	75%	75%	75%

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

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
4451 - General Services	\$ 138,249	\$ 250,777	\$ 242,646	\$ 263,646	\$ 21,000
4452 - Development Support & Review	1,044,407	1,060,175	1,337,012	1,422,613	85,601
<b>Total Expenditures</b>	<b>\$ 1,182,656</b>	<b>\$ 1,310,952</b>	<b>\$ 1,579,658</b>	<b>\$ 1,686,259</b>	<b>\$ 106,601</b>
Full Time Equivalents (Budgeted)	N/A	8.00	8.00	8.00	—
<b>Total Revenues</b>	<b>\$ 706,622</b>	<b>\$ 567,497</b>	<b>\$ 613,742</b>	<b>\$ 1,338,213</b>	<b>\$ 724,471</b>

**Division Mission**

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

**Division Overview**

- Facilitate development of projects, such as Santa Clara Square Residential/Mixed Use Project at Augustine Dr./Scott Blvd./Montgomery Dr. and Octavius Dr., Lawrence Station Area Plan at Kifer Road, Lawrence Expressway and Central Expressway, and City Place Santa Clara at Tasman Dr./Lafayette St./and Great America Parkway (on City's golf course) by providing effective and efficient processing of site reviews, subdivision maps, property title documents, public improvement plan checks, and development fee collections.
- Continue to be significantly involved in the development of various public projects.
- Develop new procedures to streamline processes and use new technology to facilitate current procedures.

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

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 102,753	\$ 188,977	\$ 148,886	\$ 159,800	\$ 10,914
Benefits	32,447	54,611	75,927	82,360	6,433
Materials/Services/Supplies	1,326	5,175	12,398	15,764	3,366
Interfund Services	1,723	2,014	5,435	5,722	287
<b>Total Expenditures</b>	<b>\$ 138,249</b>	<b>\$ 250,777</b>	<b>\$ 242,646</b>	<b>\$ 263,646</b>	<b>\$ 21,000</b>
Full Time Equivalents (Budgeted)	N/A	1.00	0.99	0.99	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. This program's performance measures are covered under Program 4452.					N/A

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

*Program Mission: To provide effective and efficient encroachment permit, site review, easement acquisition, development fee, subdivision map, and agreement services during the project development and public improvement design phases.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 680,864	\$ 634,664	\$ 857,200	\$ 898,703	\$ 41,503
Benefits	342,779	401,057	446,659	490,580	43,921
Interfund Services	20,764	24,454	33,153	33,330	177
<b>Total Expenditures</b>	<b>\$ 1,044,407</b>	<b>\$ 1,060,175</b>	<b>\$ 1,337,012</b>	<b>\$ 1,422,613</b>	<b>\$ 85,601</b>
Full Time Equivalents (Budgeted)	N/A	7.00	7.01	7.01	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Percent of subdivision maps first submittals reviewed within 20 business days and subsequent submittals reviewed within 10 business days.	38%	56%	52%	50%	50%
2. Percent of title documents drafted within 10 business days.	87%	65%	76%	85%	85%
3. Percent of private development plans reviewed on first review within 20 business days.	46%	51%	66%	50%	60%
4. Percent of private development plans reviewed on subsequent reviews within 15 business days.	71%	67%	89%	50%	60%

**Department: Public Works**  
**Division: Engineering - Traffic**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
4431 - General Services	\$ 417,454	\$ 477,977	\$ 587,506	\$ 669,381	\$ 81,875
4432 - Developer Projects	315,000	338,624	346,078	368,414	22,336
4433 - Capital Improvement Projects	194,681	234,961	495,054	546,704	51,650
4434 - Traffic Signal Management	591,147	637,015	1,081,499	1,189,648	108,149
4435 - Traffic Striping & Signing	19,087	20,186	71,048	75,884	4,836
<b>Total Expenditures</b>	<b>\$ 1,537,369</b>	<b>\$ 1,708,763</b>	<b>\$ 2,581,185</b>	<b>\$ 2,850,031</b>	<b>\$ 268,846</b>
Full Time Equivalents (Budgeted)	N/A	6.00	9.00	9.00	—
<b>Total Revenues</b>	<b>\$ 129,577</b>	<b>\$ 829,116</b>	<b>\$ 873,206</b>	<b>\$ 207,087</b>	<b>\$ (666,119)</b>

**Division Mission**

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

**Division Overview**

- Increase safety for pedestrians and bicyclists through implementation of new or improved facilities such as bike lanes and intersection improvements.
- Enhance safety and reduce delays for all users of the City roadway system through implementation and installation of new innovative technologies.
- Review, design and install traffic signals, traffic signal modifications, and other traffic related infrastructure improvements as needed to maintain level of service and safety.
- Maintain and upgrade traffic and parking facilities in an efficient and timely manner.
- Apply for and process transportation grants to augment the City's finances for improving traffic, pedestrian, and bicycle-related infrastructure.

**Division: Engineering - Traffic**  
**Program: 4431 - General Services**

*Program Mission: Process service requests, provide information, issue special (over-size/weight) transportation permits, process parking restrictions resolutions, and apply for and process transportation-related grants.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 305,576	\$ 357,154	\$ 360,106	\$ 400,499	\$ 40,393
Benefits	83,694	89,173	191,382	219,716	28,334
Materials/Services/Supplies	12,555	16,960	20,859	25,796	4,937
Interfund Services	15,629	14,690	15,159	23,370	8,211
<b>Total Expenditures</b>	<b>\$ 417,454</b>	<b>\$ 477,977</b>	<b>\$ 587,506</b>	<b>\$ 669,381</b>	<b>\$ 81,875</b>
Full Time Equivalent (Budgeted)	N/A	1.50	2.95	2.95	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Number of grants applied for or being processed.	3	5	22	5	15
2. Number of special transportation permits issued.	530	700	615	560	600
3. Number of citizen/customer requested studies completed.	87	149	141	65	160

**Division: Engineering - Traffic**  
**Program: 4432 - Developer Projects**

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 278,140	\$ 298,507	\$ 225,250	\$ 236,825	\$ 11,575
Benefits	31,460	33,835	114,286	122,962	8,676
Interfund Services	5,400	6,282	6,542	8,627	2,085
<b>Total Expenditures</b>	<b>\$ 315,000</b>	<b>\$ 338,624</b>	<b>\$ 346,078</b>	<b>\$ 368,414</b>	<b>\$ 22,336</b>
Full Time Equivalent (Budgeted)	N/A	1.30	1.50	1.50	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Number of preliminary site and development plans for Project Clearance and Subdivision Committee reviewed.	135	178	107	95	95
2. Number of encroachment permits, capital improvement projects, and traffic control plans reviewed.	284	325	277	155	260

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

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 135,429	\$ 167,532	\$ 321,551	\$ 344,461	\$ 22,910
Benefits	53,452	60,580	166,086	189,689	23,603
Interfund Services	5,800	6,849	7,417	12,554	5,137
<b>Total Expenditures</b>	<b>\$ 194,681</b>	<b>\$ 234,961</b>	<b>\$ 495,054</b>	<b>\$ 546,704</b>	<b>\$ 51,650</b>
Full Time Equivalent (Budgeted)	N/A	1.65	2.75	2.75	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Number of traffic projects under design.	3	3	6	4	6
2. Number of projects under construction requiring Traffic Division support.	—	4	1	5	5

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

*Program Mission: Time and coordinate traffic signals.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 53,848	\$ 82,495	\$ 353,702	\$ 374,188	\$ 20,486
Benefits	51,400	56,191	92,754	114,053	21,299
Materials/Services/Supplies	481,481	492,932	628,900	694,308	65,408
Interfund Services	4,418	5,397	6,143	7,099	956
<b>Total Expenditures</b>	<b>\$ 591,147</b>	<b>\$ 637,015</b>	<b>\$ 1,081,499</b>	<b>\$ 1,189,648</b>	<b>\$ 108,149</b>
Full Time Equivalent (Budgeted)	N/A	1.20	1.45	1.45	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Number of timing, coordination, detection, equipment, or other signal management requests responded to.	220	207	148	230	190

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

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 9,067	\$ 9,117	\$ 46,239	\$ 48,218	\$ 1,979
Benefits	9,003	9,735	23,519	25,873	2,354
Materials/Services/Supplies	—	133	—	—	—
Interfund Services	1,017	1,201	1,290	1,793	503
<b>Total Expenditures</b>	<b>\$ 19,087</b>	<b>\$ 20,186</b>	<b>\$ 71,048</b>	<b>\$ 75,884</b>	<b>\$ 4,836</b>
Full Time Equivalent (Budgeted)	N/A	0.35	0.35	0.35	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Number of work orders created for Street Department action.	56	83	129	75	120

**Department: Public Works**  
**Division: Streets and Automotive Services**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
<b>Programs</b>					
2911 - Street Maintenance	\$ 1,599,647	\$ 2,229,061	\$ 2,577,563	\$ 2,880,488	\$ 294,925
2912 - Curb, Gutter & Sidewalk Maintenance	136,569	—	—	—	—
2913 - Annual Clean-Up Campaign	142,207	—	—	—	—
2914 - Utility Trenching Pavement Restoration	88,599	—	—	—	—
2915 - Leaf Vacuuming	146,606	—	—	—	—
2921 - Storm System Maintenance	507,486	882,918	951,249	1,078,118	126,869
2922 - Storm Pump Station	324,326	—	—	—	—
2923 - Clean Up Campaign	61,535	—	—	—	—
2924 - Non-Point Source	233,254	388,785	957,846	1,320,309	362,463
2951 - Landscape Maintenance	2,546,561	3,567,493	3,805,475	3,767,709	(37,766)
2952 - Street Tree Program	916,714	942,543	1,054,050	996,882	(57,168)
2953 - Clean Up Campaign	54,103	—	—	—	—
2954 - Tasman Dr Parking Structure	131,752	—	—	—	—
2971 - Traffic Maintenance	934,850	966,532	1,403,164	1,648,170	245,006
<b>Total Expenditures</b>	<b>\$ 7,824,209</b>	<b>\$ 8,977,330</b>	<b>\$10,749,347</b>	<b>\$11,691,676</b>	<b>\$ 934,329</b>
Full Time Equivalents (Budgeted)	N/A	58.00	52.90	52.50	(0.40)
<b>Total Revenues</b>	<b>\$ 1,022,976</b>	<b>\$ 1,908,993</b>	<b>\$ 3,271,351</b>	<b>\$ 3,813,744</b>	<b>\$ 542,393</b>

**Division Mission**

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

**Division Overview**

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



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

*Program Mission: Maintain and repair City street and public right-of-ways to efficient levels of pavement condition to provide safe and smooth passage to City residents and travelers.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 683,080	\$ 1,022,924	\$ 1,173,156	\$ 1,291,249	\$ 118,093
Benefits	224,985	485,719	670,769	770,669	99,900
Materials/Services/Supplies	247,345	288,215	291,176	319,368	28,192
Interfund Services	444,237	432,203	442,462	491,202	48,740
Capital Outlay	—	—	—	8,000	8,000
<b>Total Expenditures</b>	<b>\$ 1,599,647</b>	<b>\$ 2,229,061</b>	<b>\$ 2,577,563</b>	<b>\$ 2,880,488</b>	<b>\$ 294,925</b>
Full Time Equivalents (Budgeted)	N/A	19.3	13.65	13.90	0.25
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Percent of pothole repair requests responded to within three business days, except during Clean-Up Campaign.	90%	90%	90%	90%	85%
2. Percent of sidewalk tripping complaints inspected within three (3) work days.	95%	100%	95%	90%	95%
3. Percent of pedestrian tripping hazards repaired within thirty (30) days of notification.	98%	85%	95%	80%	80%
4. Percent of minor utility trench repairs completed within thirty (30) days after notification and release.	95%	25%	75%	85%	35%

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

*Program Mission: Maintain City sidewalks, remove drainage problems and remove pedestrian tripping hazards from the City right-of-ways.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 31,144	\$ —	\$ —	\$ —	\$ —
Benefits	84,430	—	—	—	—
Interfund Services	20,995	—	—	—	—
<b>Total Expenditures</b>	<b>\$ 136,569</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>
Full Time Equivalents (Budgeted)	N/A	—	—	—	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
The performance and workload measures for this program have been incorporated into the Street Maintenance program (001/2911).					N/A

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

*Program Mission: Maintain City sidewalks, remove drainage problems and remove pedestrian tripping hazards from the City right-of-ways.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 106,637	\$ —	\$ —	\$ —	\$ —
Benefits	29,211	—	—	—	—
Interfund Services	6,359	—	—	—	—
<b>Total Expenditures</b>	<b>\$ 142,207</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>
Full Time Equivalents (Budgeted)	N/A	—	—	—	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
The performance and workload measures for this program have been incorporated into the Street Maintenance program (001/2911).					N/A

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

*Program Mission: Maintain City sidewalks, remove drainage problems and remove pedestrian tripping hazards from the City right-of-ways.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 43,025	\$ —	\$ —	\$ —	\$ —
Benefits	35,479	—	—	—	—
Interfund Services	10,095	—	—	—	—
<b>Total Expenditures</b>	<b>\$ 88,599</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>
Full Time Equivalents (Budgeted)	N/A	—	—	—	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
The performance and workload measures for this program have been incorporated into the Street Maintenance program (001/2911).					N/A

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

*Program Mission: Maintain City sidewalks, remove drainage problems and remove pedestrian tripping hazards from the City right-of-ways.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 70,084.92	\$ —	\$ —	\$ —	\$ —
Benefits	62,521.83	—	—	—	—
Interfund Services	13,999	—	—	—	—
Total Expenditures	\$ 146,606	\$ —	\$ —	\$ —	\$ —
Full Time Equivalents (Budgeted)	N/A	—	—	—	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
The performance and workload measures for this program have been incorporated into the Street Maintenance program (001/2911).					N/A

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

*Program Mission: Maintain and operate the City's storm water collection system. Facilitate the rapid removal of storm runoff to protect areas draining to City property from flooding emergencies.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 251,616	\$ 433,272	\$ 358,910	\$ 394,944	\$ 36,034
Benefits	101,511	143,770	207,137	242,412	35,275
Materials/Services/Supplies	43,517	183,011	242,527	303,448	60,921
Interfund Services	110,842	122,865	142,675	137,314	(5,361)
Total Expenditures	\$ 507,486	\$ 882,918	\$ 951,249	\$ 1,078,118	\$ 126,869
Full Time Equivalents (Budgeted)	N/A	4.45	4.45	4.45	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Percent of catch basin inlets cleaned annually	100%	100%	100%	100%	100%
2. Percent of pump station wet wells cleaned annually	75%	60%	58%	70%	70%
3. Percent of pump station storm drain outfalls visually inspected annually	100%	100%	100%	100%	100%

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

*Program Mission: Work in collaboration with Engineering and Water/Sewer Departments to maintain the City's storm pump stations for the protection of areas of draining to City right of way/property and private.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 110,838	\$ —	\$ —	\$ —	\$ —
Benefits	36,974	—	—	—	—
Materials/Services/Supplies	168,445	—	—	—	—
Interfund Services	8,069	—	—	—	—
<b>Total Expenditures</b>	<b>\$ 324,326</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>
Full Time Equivalents (Budgeted)	N/A	—	—	—	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
The performance and workload measures for this program have been incorporated into the Storm Maintenance Program (001/2912).					N/A

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

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 45,176	\$ —	\$ —	\$ —	\$ —
Benefits	13,608	—	—	—	—
Interfund Services	2,751	—	—	—	—
<b>Total Expenditures</b>	<b>\$ 61,535</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>
Full Time Equivalents (Budgeted)	N/A	—	—	—	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
This program has no reportable performance measures.					N/A

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

*Program Mission: Comply with the provisions of the California Regional Water Quality Control Board Municipal Regional Storm Water National Pollution Discharge Elimination System (NPDES) Storm Water Discharge Permit.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 130,400	\$ 184,665	\$ 335,003	\$ 503,069	\$ 168,066
Benefits	76,223	177,257	203,247	309,313	106,066
Materials/Services/Supplies	10,099	11,309	386,525	448,715	62,190
Interfund Services	16,532	15,554	33,071	31,212	(1,859)
Total Expenditures	\$ 233,254	\$ 388,785	\$ 957,846	\$ 1,320,309	\$ 362,463
Full Time Equivalents (Budgeted)	N/A	4.10	4.20	5.70	1.50
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Percent of industrial/commercial facilities re-inspected within ten business days following a notice of violation.	100%	100%	100%	100%	100%
2. Percent of active construction sites over one acre inspected once a month during the wet season.	100%	100%	100%	100%	100%
3. Administration and on-time submittal of all program required reports and reporting	100%	100%	100%	100%	100%

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

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 1,113,509	\$ 1,479,095	\$ 1,628,369	\$ 1,562,867	\$ (65,502)
Benefits	572,779	715,903	899,285	941,648	42,363
Materials/Services/Supplies	509,622	885,920	788,733	816,471	27,738
Interfund Services	350,651	486,575	437,088	426,723	(10,365)
Capital Outlay	—	—	52,000	20,000	(32,000)
Total Expenditures	\$ 2,546,561	\$ 3,567,493	\$ 3,805,475	\$ 3,767,709	\$ (37,766)
Full Time Equivalents (Budgeted)	N/A	17.8	18.10	17.10	(1.00)
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Remove graffiti from public property within one working day once notified and properly documented.	90%	85%	90%	95%	93%
2. Respond to public trash container complaints within two (2) business days, following notification.	100%	100%	100%	100%	100%
3. Keep the Tasman Parking Garage open and operational all year long	100%	100%	100%	100%	100%

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

*Program Mission: Reduce backlog of citizen requests and provide high quality tree care service that assures a safe Citywide urban forest; promote proper tree care education to the public and a sense of stewardship.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 312,975	\$ 323,872	\$ 436,723	\$ 358,150	\$ (78,573)
Benefits	162,621	179,937	243,164	205,101	(38,063)
Materials/Services/Supplies	296,698	402,457	356,621	416,423	59,802
Interfund Services	144,420	36,277	17,542	17,208	(334)
Total Expenditures	<u>\$ 916,714</u>	<u>\$ 942,543</u>	<u>\$ 1,054,050</u>	<u>\$ 996,882</u>	<u>\$ (57,168)</u>
Full Time Equivalent (Budgeted)	N/A	4.20	4.25	3.15	(1.1)
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Percent of citizen requested inspections completed within 30 days.	100%	100%	100%	100%	100%
2. Maintain "Tree City USA" certification.	Yes	Yes	Yes	Yes	Yes

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

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 41,845	\$ —	\$ —	\$ —	\$ —
Benefits	9,455	—	—	—	—
Materials/Services/Supplies	1,895	—	—	—	—
Interfund Services	908	—	—	—	—
Total Expenditures	<u>\$ 54,103</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>
Full Time Equivalent (Budgeted)	N/A	—	—	—	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
This program has no reportable performance measures.					N/A

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

*Program Mission: Maintain Tasman Drive Parking Structure*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 64,506	\$ —	\$ —	\$ —	\$ —
Benefits	229	—	—	—	—
Materials/Services/Supplies	48,066	—	—	—	—
Interfund Services	18,951	—	—	—	—
<b>Total Expenditures</b>	<b>\$ 131,752</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>
Full Time Positions	N/A	—	—	—	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
The performance and workload measures for this program have been incorporated into the Landscape Maintenance Programs (001/2951).					N/A

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

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 446,270	\$ 442,417	\$ 730,547	\$ 915,578	\$ 185,031
Benefits	263,930	294,062	404,637	447,374	42,737
Materials/Services/Supplies	105,004	106,203	162,000	176,000	14,000
Interfund Services	119,646	123,850	105,980	109,218	3,238
<b>Total Expenditures</b>	<b>\$ 934,850</b>	<b>\$ 966,532</b>	<b>\$ 1,403,164</b>	<b>\$ 1,648,170</b>	<b>\$ 245,006</b>
Full Time Equivalents (Budgeted)	N/A	8.15	8.25	8.20	(0.05)
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Percentage of traffic signs repaired or replaced within three (3) working days.	90%	96%	97%	90%	95%

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# City of Santa Clara

The Center of What's Possible

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## Library Department



## Library Department

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
<b>Divisions</b>				
Administration	\$ 449,881	\$ 565,542	\$ 851,184	\$ 1,047,892
Adult Services	1,396,680	2,003,434	2,001,024	1,518,106
Branch Services	1,456,361	1,595,241	1,468,118	1,386,904
Customer Services	1,631,019	1,475,221	1,863,724	1,909,513
Facilities & Technology	1,207,189	1,368,986	1,554,524	1,613,772
Technical Services	522,290	756,908	931,103	1,614,459
Youth Services	898,213	1,143,346	1,225,497	1,134,624
<b>Total Expenditures</b>	<b>\$ 7,561,633</b>	<b>\$ 8,908,678</b>	<b>\$ 9,895,174</b>	<b>\$ 10,225,270</b>
Full Time Equivalents (Budgeted)	46.50	47.00	45.50	45.50
<b>Total Revenue</b>	<b>\$ 233,228</b>	<b>\$ 432,967</b>	<b>\$ 212,800</b>	<b>\$ 147,800</b>

### Overview

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

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

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

Literacy – Provide high quality adult and family literacy instruction.

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

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

Facilities - Buildings that encourage community building and provide a clean, safe, and welcoming place to study, learn, and connect.

## **Library Department**

### **Mission**

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

### **Significant Accomplishments**

- Hosted the second STEM Central event that attracted 7,500 people and supported the community's growing interest in initiatives for science, technology, engineering, arts, and math.
- Participated in large scale City-wide community events (Tree Lighting, Art & Wine), hosted Library events like Comic con, author visits, and a Harry Potter Prom, and partnered with Parks and Recreation to provide improved computer access to Seniors.
- Checked out 2.8 million items.
- 90,000 children, teens and adults attended Library Programs

### **Significant Objectives**

- Reopen the newly remodeled Mission Branch Library to provide robust library services, expanded hours and collections to the surrounding community.
- Replace the Library's Automated Materials Handler with a new, more efficient and reliable system.
- Increase staff efficiencies by implementing new workflows, such as room and event management software.
- Establish Mobile Library/Bookmobile Service to the Community.

# Library Department

## Department Budget Summary

General Fund	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Salaries	\$ 4,085,836	\$ 4,526,729	\$ 5,136,624	\$ 5,233,636	\$ 97,012
Benefits	1,569,581	1,938,324	2,464,178	2,585,240	121,062
Materials/Services/Supplies	1,790,882	2,287,410	2,166,691	2,279,498	112,807
Interfund Services	115,333	156,272	127,680	126,896	(784)
<b>Total Expenditures</b>	<b>\$ 7,561,632</b>	<b>\$ 8,908,735</b>	<b>\$ 9,895,173</b>	<b>\$ 10,225,270</b>	<b>\$ 330,097</b>
<b>Revenue Category</b>					
Licenses & Permits	\$ 232,248	\$ 229,152	\$ 210,000	\$ 145,000	\$ (65,000)
Interest and Rent	2,271	3,711	2,800	2,800	—
Charges for Services	169	104	—	—	—
Op Transfers	(1,460)	200,000	—	—	—
Other Revenue	—	3	—	—	—
<b>Total Revenues</b>	<b>\$ 233,228</b>	<b>\$ 432,967</b>	<b>\$ 212,800</b>	<b>\$ 147,800</b>	<b>\$ (65,000)</b>
<b>Full Time Equivalents (Budgeted)</b>	46.50	47.00	45.50	45.50	—

## Budget Overview and Significant Changes

### Service Level Impact

The new Bookmobile service will provide critical access to books and resources that promote early childhood literacy, enrich the lives of our seniors, and be a gateway for low income residents and new immigrants to a world of reading, learning and information.

### Expenditures

#### Salaries changes from prior adopted budget

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

#### Benefits changes from prior adopted budget

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

#### Materials/Services/Supplies changes from prior adopted budget

Budget increases in utilities costs, general maintenance and contract services, cooperative memberships and continuing staff education. Book and media purchases are now consolidated under one program –1251/ Technical Services-- rather than budgeted across separate programs.

#### Interfund Services changes from prior adopted budget

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

## Library Department

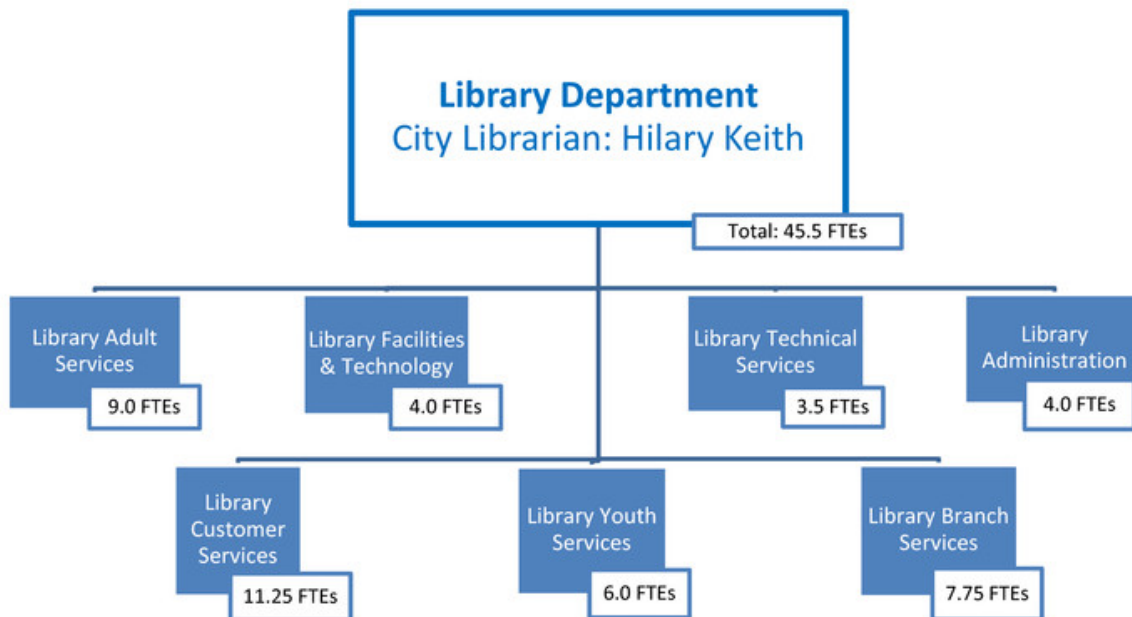
### Total Revenues

Total Revenues changes from prior adopted budget

Daily fines for Juvenile materials were eliminated, resulting in a net revenue decrease of \$65K.

# Library Department

## City of Santa Clara Divisional Organization Chart



# Library Department

## POSITION DETAIL

<b>General Fund</b>	<b>2014-15 Adopted</b>	<b>2015-16 Adopted</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Position Change</b>
<b>Position Title</b>					
Uncl City Librarian	1.00	1.00	1.00	1.00	—
Uncl Assistant City Librarian	1.00	1.00	1.00	1.00	—
Uncl Library Division Manager - Youth & Extension Services	1.00	—	—	—	—
Uncl Library Division Manager - Support Services	1.00	1.00	—	—	—
Uncl Library Division Manager - Collection Services	1.00	1.00	—	—	—
Uncl Library Division Manager	—	—	1.00	1.00	—
A35 Business Analyst	—	—	1.00	1.00	—
A34 Library Program Coordinator - Youth Services	2.00	1.00	1.00	1.00	—
A34 Library Program Coordinator - Reference	1.00	1.00	—	—	—
A34 Library Program Coordinator - Cataloging	1.00	1.00	—	—	—
A34 Library Program Coordinator - Technology	1.00	1.00	1.00	1.00	—
A34 Library Program Coordinator	1.00	1.00	3.00	3.00	—
A30 Librarian I/II	9.00	11.00	11.00	11.00	—
A28 Library Circulation Supervisor	1.00	1.00	1.00	1.00	—
A28 Literacy Program Supervisor	1.00	1.00	1.00	1.00	—
A25 Senior Library Assistant	5.00	5.00	4.00	4.00	—
A25 Library Technology Assistant	1.00	1.00	1.00	1.00	—
A20 Library Assistant I/II	15.50	16.00	16.00	16.00	—
A20 Literacy Student/Tutor Coordinator	1.00	1.00	1.00	1.00	—
A18 Office Specialist II	0.50	0.50	—	—	—
A15 Library Material Mender/Processor	1.00	1.00	1.00	1.00	—
A12 Literacy Advocate	0.50	0.50	0.50	0.50	—
<b>Total Full Time Equivalent (Budgeted)</b>	<b>46.50</b>	<b>47.00</b>	<b>45.50</b>	<b>45.50</b>	<b>—</b>

**Department: Library**  
**Division: Administration**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
1221-Administration	\$ 449,881	\$ 565,542	\$ 851,184	\$ 1,047,892	\$ 196,708
Total Expenditures	<u>\$ 449,881</u>	<u>\$ 565,542</u>	<u>\$ 851,184</u>	<u>\$ 1,047,892</u>	<u>\$ 196,708</u>
Full Time Equivalents (Budgeted)	N/A	3.00	3.00	4.00	1.00
Total Revenue	\$ —	\$ —	\$ —	\$ —	\$ —

**Division Mission**

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

**Division Overview**

- Promote implementation of technology upgrades and enhancements to provide responsive, patron-centric service to the Santa Clara community, and establish partnerships with community organizations to support the Library and the City's goals.
- Collaborate with departments city-wide to implement programs that support the City Council Principles and Priorities.
- Manage the Mission Library renovation project, ensuring better service to our community.
- Ensure clean, safe, and welcoming facilities.
- Launch Bookmobile service to outlying, underserved, and corporate communities where they work, play, create, learn and live regardless of physical, economic, social, and geographic barriers.



**Division: Administration**  
**Program: 1221 - Administration**

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 269,603	\$ 343,190	\$ 459,028	\$ 564,794	\$ 105,766
Benefits	126,146	160,182	242,566	305,087	62,521
Materials/Services/Supplies	35,433	39,415	112,025	132,705	20,680
Interfund Services	18,699	22,755	37,565	45,306	7,741
<b>Total Expenditures</b>	<b>\$ 449,881</b>	<b>\$ 565,542</b>	<b>\$ 851,184</b>	<b>\$ 1,047,892</b>	<b>\$ 196,708</b>
Full Time Equivalent (Budgeted)	N/A	3.00	3.00	4.00	1.00
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Number of items circulated annually via the Bookmobile	N/A	N/A	N/A	N/A	5,000
2. Number of patron visits to existing Library facilities annually	1,132,723	1,013,064	1,249,900	975,000	975,000
3. Visits per capita	N/A	N/A	10.39	7.5	7.5
4. Library materials held per capita	3.77	3.88	3.88	3.75	3.75
*Mission Library will be closed during renovation.					

**Department: Library**  
**Division: Adult Services**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
1234-Read Santa Clara	\$ 56,766	\$ 172,119	\$ 334,843	\$ 365,049	\$ 30,206
1241-Reference and Adult Collections	1,037,764	1,527,903	1,517,489	984,242	(533,247)
1243-Periodicals	198,596	164,538	—	—	—
1244-Local History	103,554	138,874	148,692	168,815	20,123
Total Expenditures	<u>\$ 1,396,680</u>	<u>\$ 2,003,434</u>	<u>\$ 2,001,024</u>	<u>\$ 1,518,106</u>	<u>\$ (482,918)</u>
Full Time Equivalents (Budgeted)	N/A	7.50	9.00	9.00	—
Total Revenue	\$ —	\$ —	\$ —	\$ —	\$ —

### **Division Mission**

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

### **Division Overview**

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

**Division: Adult Services**  
**Program: 1234 - Read Santa Clara**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 32,081	\$ 107,718	\$ 207,279	\$ 224,574	\$ 17,295
Benefits	22,278	60,940	125,061	133,434	8,373
Materials/Services/Supplies	—	—	200	2,510	2,310
Interfund Services	2,407	3,461	2,303	4,531	2,228
Total Expenditures	<u>\$ 56,766</u>	<u>\$ 172,119</u>	<u>\$ 334,843</u>	<u>\$ 365,049</u>	<u>\$ 30,206</u>
Full Time Equivalents (Budgeted)	N/A	0	2.50	2.50	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. New adult learners admitted to program	N/A	N/A	39	40	40
2. Number of active participants completing their roles and goals	N/A	N/A	88	80	80
3. Number of volunteer hours	N/A	N/A	4,211	5,000	5,000
4. Number of program attendees including Migrant Ed, Families for Literacy, etc.	N/A	N/A	5,198	5,000	5,000

\*Due to reorganization, budget figures prior to 16-17 do not represent actual funding for the READ Santa Clara program.

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

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 523,197	\$ 586,411	\$ 637,984	\$ 641,461	\$ 3,477
Benefits	209,587	270,718	316,157	326,579	10,422
Materials/Services/Supplies	290,617	650,431	547,700	4,000	(543,700)
Interfund Services	14,363	20,343	15,648	12,202	(3,446)
Total Expenditures	<u>\$ 1,037,764</u>	<u>\$ 1,527,903</u>	<u>\$ 1,517,489</u>	<u>\$ 984,242</u>	<u>\$ (533,247)</u>
Full Time Equivalents (Budgeted)	N/A	5.5	5.50	5.50	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of reference and reader's advisory questions answered annually	97,873	95,371	45,341	80,000	80,000
2. Number of programs offered to adults	239	303	254	100	100
3. Total attendance at programs offered to adults	8,740	17,273	8,627	6,500	6,500

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

**Division: Adult Services**  
**Program: 1243 - Periodicals**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 113,553	\$ 105,979	\$ —	\$ —	\$ —
Benefits	43,219	47,666	—	—	—
Materials/Services/Supplies	39,548	7,631	—	—	—
Interfund Services	2,276	3,262	—	—	—
Total Expenditures	<u>\$ 198,596</u>	<u>\$ 164,538</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>
Full Time Equivalents (Budgeted)	N/A	1.0	—	—	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of periodicals checked in and processed monthly	3,948	413	N/A	N/A	N/A
2. Number of requests for Service resolved by Periodicals staff monthly	3,020	3,039	N/A	N/A	N/A

Budget for Periodicals was moved to Reference and Adult Collections in Fiscal Year 2016-17.

**Division: Adult Services**  
**Program: 1244 - Local History**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 62,254	\$ 85,509	\$ 90,053	\$ 105,295	\$ 15,242
Benefits	33,074	46,711	52,755	61,376	8,621
Materials/Services/Supplies	5,314	2,469	3,375	175	(3,200)
Interfund Services	2,912	4,185	2,509	1,969	(540)
Total Expenditures	<u>\$ 103,554</u>	<u>\$ 138,874</u>	<u>\$ 148,692</u>	<u>\$ 168,815</u>	<u>\$ 20,123</u>
Full Time Equivalents (Budgeted)	N/A	1.0	1.0	1.0	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of programs presented/ sponsored annually	24	62	65	20	20
2. Number of displays developed annually	6	4	28	5	N/A
3. Research inquiries answered annually	2,003	4,806	1,959	1,500	1,500
4. Number of unique items digitized per year	N/A	N/A	—	100	N/A

**Department: Library**  
**Division: Branch Services**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
1233-Mission Library	\$ 556,173	\$ 613,167	\$ 360,837	\$ 352,139	\$ (8,698)
1235-Northside Branch	900,188	982,074	1,107,281	1,034,765	(72,516)
Total Expenditures	<u>\$ 1,456,361</u>	<u>\$ 1,595,241</u>	<u>\$ 1,468,118</u>	<u>\$ 1,386,904</u>	<u>\$ (81,214)</u>
Full Time Equivalents (Budgeted)	N/A	—	7.75	7.75	—
Total Revenue	\$ —	\$ —	\$ —	\$ —	\$ —

**Division Mission**

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

**Division Overview**

- Provides relevant collections of books, movies and music that appeal to diverse users.
- Clean and safe facilities that are the pride of their neighborhoods.
- Creates community through popular, informative, and cultural programming that engenders life-long learning.
- Drives economic and entrepreneurial growth by offering free Wifi, computers, and group study rooms.

**Division: Branch Services**  
**Program: 1233 - Mission Library**

*Program Mission: Provide programs, services, and collections of materials for the informational, cultural, educational, technical, and entertainment interests of the Santa Clara community at the Mission Branch.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 338,443	\$ 365,791	\$ 184,665	\$ 189,739	\$ 5,074
Benefits	147,446	166,595	92,395	97,724	5,329
Materials/Services/Supplies	62,053	68,909	76,000	61,500	(14,500) *
Interfund Services	8,231	11,872	7,777	3,176	(4,601)
Total Expenditures	\$ 556,173	\$ 613,167	\$ 360,837	\$ 352,139	\$ (8,698)
Full Time Equivalents (Budgeted)	N/A	—	2.00	2.00	—

Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of items circulated	22,645	26,555	33,861	13,000	13,000
2. Number of programs for children and/or adults	50	98	54	10	9
3. Number of participants registered in Summer Reading Club.	163	221	409	300	N/A
4. Number of children and/or adults attending programs	N/A	732	4,502	400	300

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

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

**Division: Branch Services**  
**Program: 1235 - Northside Branch**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 405,930	\$ 506,340	\$ 526,771	\$ 550,947	\$ 24,176
Benefits	107,725	217,733	270,743	292,076	21,333
Materials/Services/Supplies	368,831	238,297	296,058	182,225	(113,833) *
Interfund Services	17,702	19,704	13,709	9,517	(4,192)
Total Expenditures	\$ 900,188	\$ 982,074	\$ 1,107,281	\$ 1,034,765	\$ (72,516)
Full Time Equivalents (Budgeted)	N/A	—	5.75	5.75	—

Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of items circulated annually	320,971	414,995	329,215	460,000	460,000
2. Number of programs for children and/or adults	125	282	378	100	100
3. Number of children and/or adults attending programs	13,882	32,819	29,846	10,000	10,000
4. Number of participants registered in the Summer Reading Program	1,000	800	1,575	600	N/A

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

**Department: Library**  
**Division: Customer Services**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
1245-Customer Services	\$ 1,631,019	\$ 1,475,221	\$ 1,863,724	\$ 1,909,513	\$ 45,789
Total Expenditures	<u>\$ 1,631,019</u>	<u>\$ 1,475,221</u>	<u>\$ 1,863,724</u>	<u>\$ 1,909,513</u>	<u>\$ 45,789</u>
Full Time Equivalents (Budgeted)	N/A	10.25	11.25	11.25	—
Total Revenue	\$217,583.95	\$ 219,852.1	\$ 212,800	\$ 147,800	\$ (65,000)

### **Division Mission**

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

### **Division Overview**

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

**Division: Customer Services**  
**Program: 1245 - Customer Services**

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 1,165,154	\$ 1,022,941	\$ 1,267,543	\$ 1,276,068	\$ 8,525
Benefits	403,529	374,074	543,585	573,555	29,970
Materials/Services/Supplies	41,986	48,843	32,000	40,600	8,600
Interfund Services	20,350	29,363	20,596	19,290	(1,306)
<b>Total Expenditures</b>	<b>\$ 1,631,019</b>	<b>\$ 1,475,221</b>	<b>\$ 1,863,724</b>	<b>\$ 1,909,513</b>	<b>\$ 45,789</b>
Full Time Equivalent (Budgeted)	N/A	10.25	11.25	11.25	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Number of items circulated annually	2,361,714	2,606,691	2,700,315	2,400,000	2,400,000
2. Number of patrons registered annually	19,722	17,674	22,718	15,000	15,000



**Department: Library**  
**Division: Facilities & Technology**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
1271-Facilities	\$ 717,619	\$ 817,958	\$ 855,207	\$ 888,546	\$ 33,339
1272-Technology	489,570	551,028	699,317	725,226	25,909
Total Expenditures	<u>\$ 1,207,189</u>	<u>\$ 1,368,986</u>	<u>\$ 1,554,524</u>	<u>\$ 1,613,772</u>	<u>\$ 59,248</u>
Full Time Equivalents (Budgeted)	N/A	4.0	4.00	4.00	—
Total Revenue	\$ —	\$ —	\$ —	\$ —	\$ —

**Division Mission**

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

**Division Overview**

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

**Division: Facilities & Technology**  
**Program: 1271 - Facilities**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 122,388	\$ 138,542	\$ 150,045	\$ 153,099	\$ 3,054
Benefits	58,584	64,936	75,019	78,131	3,112
Materials/Services/Supplies	533,532	610,011	626,595	654,395	27,800
Interfund Services	3,115	4,469	3,548	2,921	(627)
Total Expenditures	<u>\$ 717,619</u>	<u>\$ 817,958</u>	<u>\$ 855,207</u>	<u>\$ 888,546</u>	<u>\$ 33,339</u>
Full Time Equivalents (Budgeted)	N/A	1.00	1.00	1.00	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of safety inspections made annually	12	12	12	12	36
2. Percent of facility issues resolved within 48 hours of report	99%	99%	85.71%	99%	N/A

**Division: Facilities & Technology**  
**Program: 1272 - Technology**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 227,458	\$ 263,636	\$ 321,636	\$ 337,093	\$ 15,457
Benefits	95,027	105,237	157,229	168,095	10,866
Materials/Services/Supplies	162,035	174,880	215,445	214,235	(1,210)
Interfund Services	5,050	7,275	5,007	5,803	796
Total Expenditures	<u>\$ 489,570</u>	<u>\$ 551,028</u>	<u>\$ 699,317</u>	<u>\$ 725,226</u>	<u>\$ 25,909</u>
Full Time Equivalents (Budgeted)	N/A	3.00	3.00	3.00	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Percent of problem reports responded to within 24 hours of receipt	100%	98%	98%	100%	N/A
2. Number of tickets/requests for services resolved by Technology Staff	3,431	3,746	2,694	2,000	N/A
3. Number of tickets/request for services resolved by Technology Aides	18,078	17,204	19,707	12,000	N/A
4. Number of Library public computer users and laptop users combined	108,000	430,114	178,924	178,000	178,000

**Department: Library**  
**Division: Technical Services**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
1251-Technical Services	\$ 512,146	\$ 601,546	\$ 931,103	\$ 1,614,459	\$ 683,356
1254-Collection Management	10,144	155,362	—	—	—
Total Expenditures	<u>\$ 522,290</u>	<u>\$ 756,908</u>	<u>\$ 931,103</u>	<u>\$ 1,614,459</u>	<u>\$ 683,356</u>
Full Time Equivalents (Budgeted)	N/A	5.00	4.50	3.50	(1.00)
Total Revenue	\$ —	\$ —	\$ —	\$ —	\$ —

**Division Mission**

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

**Division Overview**

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

**Division: Technical Services**  
**Program: 1251 - Technical Services**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 286,336	\$ 350,863	\$ 554,545	\$ 440,121	\$ (114,424)
Benefits	135,873	158,200	257,740	198,538	(59,202)
Materials/Services/Supplies	82,219	81,673	109,793	966,203	856,410 *
Interfund Services	7,718	10,810	9,025	9,597	572
<b>Total Expenditures</b>	<b>\$ 512,146</b>	<b>\$ 601,546</b>	<b>\$ 931,103</b>	<b>\$ 1,614,459</b>	<b>\$ 683,356</b>
Full Time Equivalentents (Budgeted)	N/A	3.00	4.50	3.50	(1.00)
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of items added to the collection each month.	5,393	5,437	51,565	3,800	3,800

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

**Division: Technical Services**  
**Program: 1254 - Collection Management**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 299	\$ 99,491	\$ —	\$ —	\$ —
Benefits	5,125	51,533	—	—	—
Materials/Services/Supplies	2,450	300	—	—	—
Interfund Services	2,270	4,038	—	—	—
<b>Total Expenditures</b>	<b>\$ 10,144</b>	<b>\$ 155,362</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>
Full Time Equivalentents (Budgeted)	N/A	2.00	—	—	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Books held per capita	3.3	2.05	N/A	N/A	N/A
2. Total items per capita	3.77	3.88	N/A	N/A	N/A
3. Library materials expenditures per capita	\$ 3.80	\$ 9.32	N/A	N/A	N/A

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

**Department: Library**  
**Division: Youth Services**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
1231-Youth Services.	\$ 817,838	\$ 1,000,606	\$ 1,048,379	\$ 957,996	\$ (90,383)
1232-Young Adult	80,375	142,740	177,118	176,628	(490)
Total Expenditures	<u>\$ 898,213</u>	<u>\$ 1,143,346</u>	<u>\$ 1,225,497</u>	<u>\$ 1,134,624</u>	<u>\$ (90,873)</u>
Full Time Equivalents (Budgeted)	N/A	18.25	6.00	6.00	—
Total Revenue	\$ 15,645	\$ 213,117	\$ —	\$ —	\$ —

### **Division Mission**

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

### **Division Overview**

- Support the role of parents as their child's first and most important teacher through collections, programs, and resources; targeted to children age 0 to 5.
- Recognize and honor the cultures of our diverse community through programming and collection development.
- Provide engaging, meaningful volunteer opportunities for populations such as teens, seniors, and adult who want to make a difference in their community.
- Publicize the Library's resources, services, and programs to elementary, middle, and high schools within the City of Santa Clara, and position the Library as a community educational partner.

**Division: Youth Services**  
**Program: 1231 - Youth Services**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 494,962	\$ 467,711	\$ 632,484	\$ 642,451	\$ 9,967
Benefits	159,963	171,352	272,285	288,147	15,862
Materials/Services/Supplies	154,299	349,145	135,600	17,100	(118,500) *
Interfund Services	8,614	12,398	8,010	10,298	2,288
Total Expenditures	\$ 817,838	\$ 1,000,606	\$ 1,048,379	\$ 957,996	\$ (90,383)
Full Time Equivalents (Budgeted)	N/A	3.25	5.00	5.00	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of programs for children and parents offered	224	385	321	300	300
2. Number of reference and reader's advisory questions answered annually	39,186	95,371	32,692	35,000	35,000
3. Number of children's materials circulated annually	N/A	N/A	N/A	N/A	1,440,000
4. Number of children and adults attending programs	30,000	68,688	41,502	30,000	30,000

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

**Division: Youth Services**  
**Program: 1232 - Young Adult**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 44,179	\$ 82,552	\$ 104,591	\$ 107,994	\$ 3,403
Benefits	22,005	42,446	58,643	62,498	3,855
Materials/Services/Supplies	12,565	15,405	11,900	3,850	(8,050) *
Interfund Services	1,626	2,337	1,984	2,286	302
Total Expenditures	\$ 80,375	\$ 142,740	\$ 177,118	\$ 176,628	\$ (490)
Full Time Equivalents (Budgeted)	N/A	0.853	1.00	1.00	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of Young Adult programs offered	84	73	98	50	50
2. Number of Young Adult items circulated	67,016	67,586	64,538	75,000	75,000
3. Number of participants in the Teen Summer Reading Program	844	823	1,088	1,000	N/A
4. New Young Adult cards issued	N/A	N/A	409	600	N/A

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

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

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**Parks and Recreation  
Department**





## Parks & Recreation Department

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
Administration	\$ 223,955	\$ 581,984	\$ 911,985	\$ 1,109,879
Parks	7,652,664	8,138,762	9,243,382	10,514,676
Recreation	5,505,480	6,159,093	6,471,120	6,801,592
Total Expenditures	<u>\$ 13,382,100</u>	<u>\$ 14,879,839</u>	<u>\$ 16,626,487</u>	<u>\$ 18,426,145</u>
Full Time Equivalents (Budgeted)	76.57	76.75	74.00	75.75
Total Revenue	\$ 2,373,583	\$ 2,506,443	\$ 2,707,600	\$ 2,699,000

### Overview

Provide planning, development, operation, maintenance and rehabilitation of the City's 26 neighborhood parks, 5 mini parks, 1 community park, 3 open space sites, 14 recreation facilities, and 10 joint use facilities that support a vital quality of life for all ages and abilities. The department provides public recreation facilities, community services, cultural programs and special events, enhanced natural environment, as well as sports and aquatics opportunities.

# Parks & Recreation Department

## Mission

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

## Significant Accomplishments

- Engaged community in final design and approval of San Tomas & Monroe new Neighborhood Park & Community Garden and Reed & Grant Youth Sports Facility.  
Rehabilitated Youth Soccer park Turf (Field 2), Bracher Park Playground (received Award of Excellence from CPRS), Carli Playground, and the Senior Center Computer Lab.
- Completed CEQA and initial capital campaign for International Swim Center, Community Recreation Center, Swimming Hall of Fame (ISC/CRC/ISHOF).
- Applied for the Age Friendly City designation with the World Health Organization.
- Hosted the International Pony Baseball World Series Tournament at Washington Ball Park.

## Significant Objectives

- Complete Parks Asset Inventory and Facility Condition Assessment.
- Complete Senior Needs Assessment and gap analysis.
- Develop funding options and test public opinions of funding sources for ISC/CRC project (infrastructure bond, sales tax, commercial development impact fee, donations, sponsors, other).
- Implement public-facing electronic work order system for parks and facilities.
- Complete community input to redesign and rehabilitate Homeridge Park playground and picnic areas, and Machado Park and Bowers Park playgrounds.

## Parks & Recreation Department

### Department Budget Summary

General Fund	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Salaries	\$ 6,677,851	\$ 7,278,304	\$ 8,348,297	\$ 8,779,159	\$ 430,862
Benefits	2,591,626	2,775,674	3,775,165	4,158,181	383,016
Materials/Services/Supplies	3,336,754	3,966,875	3,690,429	4,493,376	802,947
Interfund Services	767,732	858,986	812,594	867,431	54,837
Capital Outlay	7,846	—	—	128,000	128,000
<b>Total Expenditures</b>	<u>\$ 13,381,810</u>	<u>\$ 14,879,840</u>	<u>\$ 16,626,485</u>	<u>\$ 18,426,147</u>	<u>\$ 1,799,660</u>
<b>Revenue Category</b>					
Interest and Rent	\$ 172,829	\$ 275,077	\$ 457,500	\$ 492,000	\$ 34,500
Charges for Services	2,200,538	2,227,198	2,250,100	2,207,000	(43,100)
Other Revenues	216	1,668	—	—	—
<b>Total Revenues</b>	<u>\$ 2,373,583</u>	<u>\$ 2,506,443</u>	<u>\$ 2,707,600</u>	<u>\$ 2,699,000</u>	<u>\$ (8,600)</u>
<b>Full Time Equivalents (Budgeted)</b>	76.57	76.75	74.00	75.75	1.75

### Budget Overview and Significant Changes

#### Service Level Impact

The department is adding 1.75 entry level FTE's to enhance additional programming necessitated by the development of new parkland. The new positions will aide the department in succession planning.

#### Expenditures

##### Salaries changes from prior adopted budget

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

##### Benefits changes from prior adopted budget

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

##### Materials/Services/Supplies changes from prior adopted budget

Of the \$803k increase in Materials/Services/Supplies costs, \$484k represents funding that was moved from the CIP to Operating budget in 2017-18. The remainder of the amount is for increase in projected costs for contractual services and supplies, including security and sound and lighting for Citywide special events.

##### Interfund Services changes from prior adopted budget:

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

## **Parks & Recreation Department**

### Capital Outlay changes from prior adopted budget

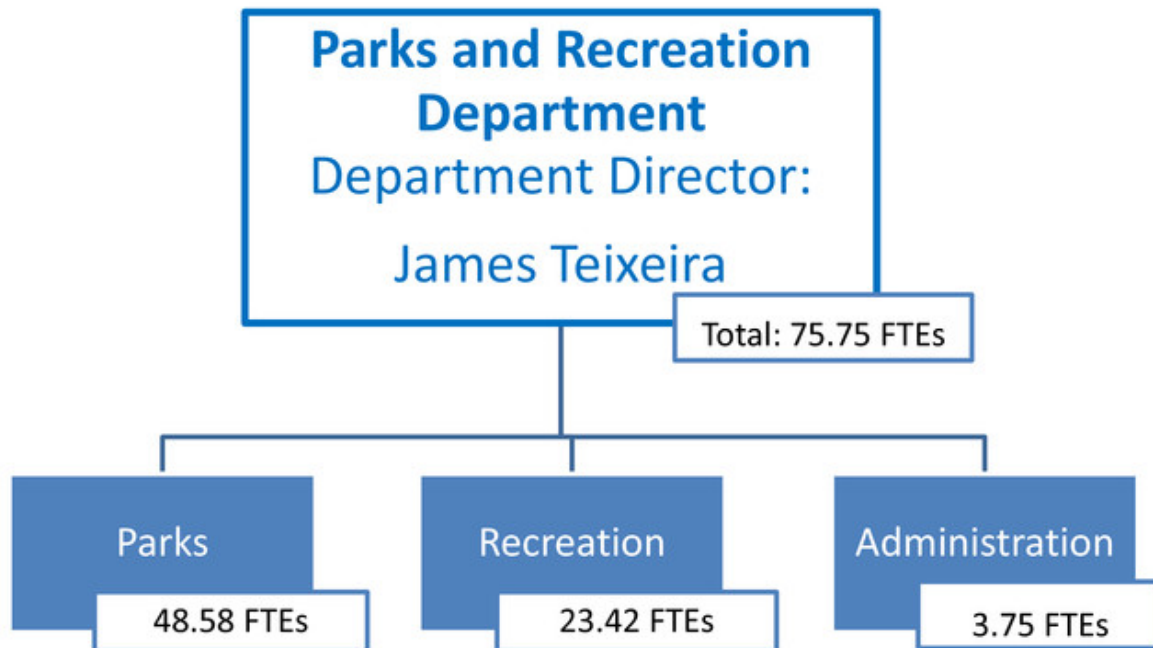
Capital outlay costs have increased due to funding requests for two maintenance trucks, a trailer and two mowers to maintain City parks acreage being added to the maintenance schedule.

### Total Revenues

#### Total Revenues changes from prior adopted budget

An overall decrease of \$8,600 is based on an increase in rents and decrease in Charges for services, based on actual historical revenue collected.

## City of Santa Clara Divisional Organization Chart



# Parks & Recreation Department

## POSITION DETAIL

<b>General Fund</b>		<b>2014-15 Adopted</b>	<b>2015-16 Adopted</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Position Change</b>
<b>Position Title</b>						
Uncl	Parks and Recreation Director	1.00	1.00	1.00	1.00	—
Uncl	Deputy Parks & Recreation Director	1.00	1.00	1.00	1.00	—
Uncl	Recreation Manager	1.00	1.00	1.00	1.00	—
Uncl	Park Maintenance and Operations Supervisor	1.00	1.00	1.00	1.00	—
Uncl	Parks Construction, Maintenance, and Repair Supervisor	1.00	1.00	1.00	1.00	—
Uncl	Management Analyst	—	—	1.00	1.00	—
G29	Park Maintenance Crafts Worker	2.00	2.00	2.00	2.00	—
G23	Grounds Maintenance Worker III	8.00	8.00	8.00	8.00	—
G21	Grounds Maintenance Worker II	17.00	16.00	14.00	14.00	—
G19	Grounds Maintenance Worker I	18.00	18.00	17.00	17.00	—
A33	Park Foreperson	3.00	3.00	3.00	3.00	—
A32	Recreation Supervisor	8.00	8.00	8.00	8.00	—
A27	Senior Center Coordinator	0.82	1.00	1.00	1.00	—
A27	Recreation Coordinator-Therapeutic	1.00	1.00	1.00	1.00	—
A27	Recreation Coordinator	4.00	4.00	4.00	4.75	0.75
A26	Staff Aide II	—	—	1.00	1.00	—
A24	Staff Aide I	—	1.00	—	—	—
A23	Health & Wellness Coordinator	0.75	0.75	1.00	1.00	—
A22	Office Specialist III	3.00	3.00	3.00	3.00	—
A18	Office Specialist II	6.00	6.00	5.00	5.00	—
AN/A0	Recreation Specialist	—	—	—	1.00	1.00
<b>Total Full Time Equivalents (Budgeted)</b>		<b>76.57</b>	<b>76.75</b>	<b>74.00</b>	<b>75.75</b>	<b>1.75</b>

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

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
1121-Parks & Recreation Administration	\$ —	\$ —	\$ 337,446	\$ 368,600	\$ 31,154
1122-Park Development	—	—	133,440	160,981	27,541
1123-Park Projects	—	—	38,286	41,225	2,939
1171-CW Special Events	223,955	581,984	402,813	539,073	136,260
<b>Total Expenditures</b>	<b>\$ 223,955</b>	<b>\$ 581,984</b>	<b>\$ 911,985</b>	<b>\$ 1,109,879</b>	<b>\$ 197,894</b>
Full Time Equivalents (Budgeted)	N/A	0.73	3.48	3.76	0.28
<b>Total Revenue</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 46,100</b>	<b>\$ 75,000</b>	<b>\$ 28,900</b>

**Division Mission**

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

**Division Overview**

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

**Division: Administration**  
**Program: 1121 - Parks & Recreation Administration**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ —	\$ —	\$ 219,259	\$ 216,532	\$ (2,727)
Benefits	—	—	118,187	117,083	(1,104)
Interfund Services	—	—	—	34,985	34,985
Total Expenditures	\$ —	\$ —	\$ 337,446	\$ 368,600	\$ 31,154
Full Time Equivalents (Budgeted)	N/A	—	1.60	1.60	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of volunteers recruited, trained, and supervised	N/A	150	300	150	150
2. Amount of funds raised through grants	N/A	N/A	N/A	N/A	\$ 500,000

**Division: Administration**  
**Program: 1122 - Park Development**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ —	\$ —	\$ 84,296	\$ 96,980	\$ 12,684
Benefits	—	—	49,144	60,019	10,875
Interfund Services	—	—	—	3,982	3,982
Total Expenditures	\$ —	\$ —	\$ 133,440	\$ 160,981	\$ 27,541
Full Time Equivalents (Budgeted)	N/A	—	0.88	1.13	0.25
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Maintain public parkland acres at or above current standard level of service of (2.53) per 1,000 residents (projects reviewed for Mitigation Fee Act at 2.53 acres and Quimby Act at 3 acres per 1000 residents)	N/A	N/A	N/A	N/A	80



**Division: Administration**  
**Program: 1123 - Park Projects**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ —	\$ —	\$ 25,479	\$ 26,926	\$ 1,447
Benefits	—	—	12,807	13,124	317
Interfund Services	—	—	—	1,175	1,175
Total Expenditures	\$ —	\$ —	\$ 38,286	\$ 41,225	\$ 2,939
Full Time Equivalents (Budgeted)	N/A	—	0.12	0.12	—

Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of parks playgrounds rehabilitated	N/A	3	2	2	2
2. Number of community input meetings held (Online Surveys incl.)	N/A	13	6	3	3
3. Number of parks rehabilitation projects completed	N/A	3	2	2	2
4. Number of new parks projects initiated	N/A	1	6	1	1

**Division: Administration**  
**Program: 1171 - CW Special Events**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 34,856	\$ 205,118	\$ 162,755	\$ 163,202	\$ 447
Benefits	1,961	32,357	49,414	50,015	601
Materials/Services/Supplies	187,138	344,509	187,157	321,775	134,618
Interfund Services	—	—	3,487	4,081	594
Total Expenditures	\$ 223,955	\$ 581,984	\$ 402,813	\$ 539,073	\$ 136,260
Full Time Equivalents (Budgeted)	N/A	0.73	0.88	0.905	0.025

Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Net income from the Art and Wine Festival available for charitable purposes.	\$ 55,000	\$ 55,000	\$ 65,000	\$ 55,000	\$ 55,000

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

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
1132-Park Maintenance	\$ 5,221,827	\$ 5,754,305	\$ 6,635,747	\$ 7,409,928	\$ 774,181
1133-Pool Maintenance	984,511	917,990	1,181,521	1,263,341	81,820
1134-Building Maintenance	689,107	873,558	1,079,686	1,347,519	267,833
1135-Park Operations	757,219	592,909	346,428	493,888	147,460
Total Expenditures	<u>\$ 7,652,664</u>	<u>\$ 8,138,762</u>	<u>\$ 9,243,382</u>	<u>\$ 10,514,676</u>	<u>\$ 1,271,294</u>
Full Time Equivalents (Budgeted)	N/A	50.67	47.83	48.58	0.75
Total Revenue	\$ 49,432	\$ 83,240.3	\$ 49,000	\$ —	\$ (49,000)

**Division Mission**

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

**Division Overview**

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

**Division: Parks**  
**Program: 1132- Park Maintenance**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 2,341,707	\$ 2,561,334	\$ 2,941,413	\$ 3,188,635	\$ 247,222
Benefits	1,112,032	1,173,491	1,712,534	1,949,643	237,109
Materials/Services/Supplies	1,157,872	1,364,481	1,335,142	1,620,844	285,702
Interfund Services	602,370	654,999	646,658	650,806	4,148
Capital Outlay	7,846	—	—	—	—
Total Expenditures	\$ 5,221,827	\$ 5,754,305	\$ 6,635,747	\$ 7,409,928	\$ 774,181
Full Time Equivalents (Budgeted)	N/A	37.02	36.52	37.27	0.75
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Park acre/FTE maintenance staff 274.39/37.02	7.09	7.41	7.41	7.21	7.36
2. Cost per acre maintained.	\$ 22,195	\$ 22,774	22,774	\$ 22,775	\$ 22,775
3. Number of playgrounds compliant with current safety standards (50%)	N/A	N/A	17	N/A	19

**Division: Parks**  
**Program: 1133- Pool Maintenance**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 330,817	\$ 323,975	\$ 400,037	\$ 402,176	\$ 2,139
Benefits	172,783	156,959	212,834	227,081	14,247
Materials/Services/Supplies	463,439	415,047	550,290	616,760	66,470
Interfund Services	17,472	22,009	18,360	17,324	(1,036)
Total Expenditures	\$ 984,511	\$ 917,990	\$ 1,181,521	\$ 1,263,341	\$ 81,820
Full Time Equivalents (Budgeted)	—	4.60	4.10	4.10	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Schedule and track weekly equipment maintenance.	N/A	N/A	N/A	N/A	52
2. Vacuum pools a minimum of one time per week.	52	52	52	52	52

**Division: Parks**  
**Program: 1134- Building Maintenance**

*Program Mission: Maintain and support use of clean, safe, fully functional, attractive community center, senior center, youth activity center, teen center, and neighborhood park buildings.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 266,105	\$ 353,415	\$ 537,010	\$ 573,879	\$ 36,869
Benefits	150,200	194,025	273,085	306,207	33,122
Materials/Services/Supplies	251,756	299,870	246,663	445,528	198,865
Interfund Services	21,046	26,248	22,928	21,905	(1,023)
<b>Total Expenditures</b>	<b>\$ 689,107</b>	<b>\$ 873,558</b>	<b>\$ 1,079,686</b>	<b>\$ 1,347,519</b>	<b>\$ 267,833</b>
Full Time Equivalents (Budgeted)	N/A	6.57	5.57	5.57	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Cost per square foot of building maintained (269,769 s.f.).	\$ 3.69	\$ 3.82	\$ 4.00	\$ 3.75	\$ 5.00
2. Number of work orders completed for buildings	N/A	N/A	N/A	N/A	50

**Division: Parks**  
**Program: 1135- Park Operations**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 484,778	\$ 347,474	\$ 175,309	\$ 190,709	\$ 15,400
Benefits	202,302	155,967	100,106	108,027	7,921
Materials/Services/Supplies	46,124	61,677	55,424	62,140	6,716
Interfund Services	24,015	27,791	15,589	8,012	(7,577)
Capital Outlay	—	—	—	125,000	125,000
<b>Total Expenditures</b>	<b>\$ 757,219</b>	<b>\$ 592,909</b>	<b>\$ 346,428</b>	<b>\$ 493,888</b>	<b>\$ 147,460</b>
Full Time Equivalents (Budgeted)	N/A	2.48	1.64	1.64	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Percentage of staff provided training and certifications for Certified Pool Operators	N/A	N/A	N/A	N/A	40%
2. Percentage of staff provided training and certification for Qualified Applicator Certificate	N/A	N/A	N/A	N/A	80%
3. Annual number of work orders completed for parks	N/A	N/A	N/A	N/A	50

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

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
1141 - Health and Wellness	\$ —	\$ —	\$ 171,339	\$ 187,308	\$ 15,969
1142 - Administration	154,058	396,442	469,696	407,970	(61,726)
1143 - Youth Activity Ctr & Program	770,702	894,266	1,012,358	1,109,597	94,239
1144 - Senior Center & Therapeutic Recreation Programs	1,305,501	1,374,879	1,351,452	1,384,808	33,356
1145 - Community Rec Ctr and Programs	2,010,028	2,217,524	2,102,257	2,279,898	177,641
1146 - Recreation Facilities	60,263	149,603	108,968	113,721	4,753
1147 - Aquatics	333,083	294,620	359,587	375,326	15,739
1148 - Sports and Athletics	183,776	191,806	235,109	248,876	13,767
1149 - Teen Center Activities and Programs	688,069	639,953	660,354	694,088	33,734
<b>Total Expenditures</b>	<b>\$ 5,505,480</b>	<b>\$ 6,159,093</b>	<b>\$ 6,471,120</b>	<b>\$ 6,801,592</b>	<b>\$ 327,472</b>
Full Time Equivalents (Budgeted)	N/A	25.35	22.69	23.42	0.73
<b>Total Revenue</b>	<b>\$ 2,324,151</b>	<b>\$ 2,423,202</b>	<b>\$ 2,612,500</b>	<b>\$ 2,624,000</b>	<b>\$ 11,500</b>

**Division Mission**

*Provide recreation opportunities for all residents of Santa Clara at the Community Recreation Center, Youth Activity Center, Senior Center, Teen Center, Youth Soccer Park, City parks and athletic facilities and City pools.*

**Division Overview**

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

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

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

**Division: Recreation**  
**Program: 1141 - Health & Wellness**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ —	\$ —	\$ 124,502	\$ 132,629	\$ 8,127
Benefits	—	—	46,837	51,200	4,363
Interfund Services	—	—	—	3,479	3,479
Total Expenditures	\$ —	\$ —	\$ 171,339	\$ 187,308	\$ 15,969
Full Time Equivalents (Budgeted)	N/A	—	1.00	1.00	—

Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of hours of free biometric screenings and resource referrals at Northside (Ended 1/1/17 due to low participation)	N/A	169	18	18	18
2. Number of I.D. Fit assessments for participants with special needs	N/A	366	64	90	90
3. Number of hours of free biometric screenings and resource referrals on-site at the Senior Center	N/A	N/A	N/A	N/A	80
4. Average monthly Health & Wellness participants	N/A	N/A	N/A	N/A	400

**Division: Recreation**  
**Program: 1142 - Recreation Administration**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 76,911	\$ 228,527	\$ 237,839	\$ 195,918	\$ (41,921)
Benefits	41,587	133,925	144,502	117,036	(27,466)
Materials/Services/Supplies	31,649	27,265	65,275	58,810	(6,465)
Interfund Services	3,911	6,725	22,080	36,206	14,126
Total Expenditures	\$ 154,058	\$ 396,442	\$ 469,696	\$ 407,970	\$ (61,726)
Full Time Equivalents (Budgeted)	N/A	5.61	2.80	1.95	(0.85)

Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of accounts in Active (Live 12/20/15)	N/A	10,186	32,133	13,000	2,000
2. Number of ActiveNet POS transactions processed	N/A	8,834	21,616	120	120
3. Number of park building and picnic rental bookings processed	N/A	1,282	1,199	1,010	1,000
4. Percentage of registration processed online	N/A	N/A	N/A	N/A	75%

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

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 478,206	\$ 550,415	\$ 617,163	\$ 667,746	\$ 50,583
Benefits	138,441	155,657	165,736	204,364	38,628
Materials/Services/Supplies	139,906	170,470	215,703	220,801	5,098
Interfund Services	14,149	17,724	13,756	13,686	(70)
Capital Outlay	—	—	—	3,000	
Total Expenditures	\$ 770,702	\$ 894,266	\$ 1,012,358	\$ 1,109,597	\$ 94,239
Full Time Equivalents (Budgeted)	N/A	2.98	2.98	3.88	0.90
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of After School Open Gym/ Special Activities participants.	30,147	32,249	32,738	33,000	33,000
2. Number of Summer Sports Camp participants.	766	842	832	825	825
3. Number of special events offered at the youth activity center.	N/A	10	11	10	10

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

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 923,054	\$ 965,543	\$ 935,493	\$ 957,116	\$ 21,623
Benefits	240,745	258,558	253,138	265,240	12,102
Materials/Services/Supplies	115,428	117,340	140,826	143,200	2,374
Interfund Services	26,274	33,438	21,995	19,252	(2,743)
Total Expenditures	\$ 1,305,501	\$ 1,374,879	\$ 1,351,452	\$ 1,384,808	\$ 33,356
Full Time Equivalents (Budgeted)	N/A	5.43	4.68	4.68	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of senior trip and tour participants.	2,050	1,420	2,357	2,200	2,000
2. Average monthly Fitness attendance.	7,103	7,074	9,654	6,800	70,000
3. Senior Center membership cards issued.	5,750	6,044	6,546	5,900	5,900
4. Number of classes offered by the City	N/A	N/A	N/A	N/A	500



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

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 859,629	\$ 858,061	\$ 959,813	\$ 999,609	\$ 39,796
Benefits	254,239	237,415	311,653	339,790	28,137
Materials/Services/Supplies	870,175	1,090,829	809,029	914,533	105,504
Interfund Services	25,985	31,219	21,762	25,966	4,204
Total Expenditures	<u>\$ 2,010,028</u>	<u>\$ 2,217,524</u>	<u>\$ 2,102,257</u>	<u>\$ 2,279,898</u>	<u>\$ 177,641</u>
Full Time Equivalents (Budgeted)	N/A	5.57	5.47	6.15	0.68
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of recreation class participants.	10,325	10,198	9,406	11,000	11,000
2. Number of parent/child youth and adult classes offered.	N/A	664	1,187	890	1,000
3. Number of drop-in program participants	N/A	N/A	6,260	N/A	5,900

**Division: Recreation**  
**Program: 1146 - Recreation Facilities**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 58,417	\$ 129,376	\$ 83,320	\$ 86,591	\$ 3,271
Benefits	1,846	20,227	22,846	24,334	1,488
Materials/Services/Supplies	—	—	1,000	1,035	35
Interfund Services	—	—	1,802	1,761	(41)
Total Expenditures	<u>\$ 60,263</u>	<u>\$ 149,603</u>	<u>\$ 108,968</u>	<u>\$ 113,721</u>	<u>\$ 4,753</u>
Full Time Equivalents (Budgeted)	N/A	0.45	0.45	0.45	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Annual Santa Clara Youth Sports groups field permits.	26	26	29	25	25
2. Ability to accommodate field use requests for returning resident soccer and softball adult user groups.	90%	95%	90%	90%	90%

**Division: Recreation**  
**Program: 1147 - Aquatics**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 271,626	\$ 242,940	\$ 287,010	\$ 297,415	\$ 10,405
Benefits	50,832	41,435	64,548	68,896	4,348
Materials/Services/Supplies	5,338	3,088	2,556	3,630	1,074
Interfund Services	5,287	7,157	5,473	5,385	(88)
Total Expenditures	\$ 333,083	\$ 294,620	\$ 359,587	\$ 375,326	\$ 15,739
Full Time Equivalents (Budgeted)	N/A	1.04	1.04	1.04	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of summer swim lesson classes provided.	192	240	248	190	190
2. Number of summer swim lesson participants.	1,029	1,225	826	1,225	1,125
3. Number of Noon Hours Swim punch passes sold	N/A	N/A	N/A	N/A	400

**Division: Recreation**  
**Program: 1148 - Sports & Athletics**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 103,511	\$ 111,534	\$ 144,855	\$ 151,789	\$ 6,934
Benefits	46,461	52,411	58,568	63,388	4,820
Materials/Services/Supplies	25,007	18,148	27,463	28,780	1,317
Interfund Services	8,797	9,713	4,223	4,919	696
Total Expenditures	\$ 183,776	\$ 191,806	\$ 235,109	\$ 248,876	\$ 13,767
Full Time Equivalents (Budgeted)	N/A	1.00	1.00	1.00	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of registered adult softball teams.	41	43	44	41	41
2. Number of registered adult basketball teams.	23	25	32	29	29

**Division: Recreation**  
**Program: 1149 - Teen Center Activities & Programs**

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 448,233	\$ 400,593	\$ 412,745	\$ 431,307	\$ 18,562
Benefits	178,198	163,246	179,226	192,734	13,508
Materials/Services/Supplies	43,212	54,151	53,901	55,540	1,639
Interfund Services	18,426	21,963	14,482	14,507	25
<b>Total Expenditures</b>	<b>\$ 688,069</b>	<b>\$ 639,953</b>	<b>\$ 660,354</b>	<b>\$ 694,088</b>	<b>\$ 33,734</b>
Full Time Equivalent (Budgeted)	N/A	3.27	3.27	3.27	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Number of hours Teen Center open per week for drop-in activities.	22	22	18.5	22	22
2. Number of special events for teens per year.	10	11	5	11	11
3. Number of drop-in participants per year	N/A	N/A	N/A	N/A	N/A

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

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**Fire  
Department**



## Fire Department

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
Protection	\$ 29,977,550	\$ 33,595,685	\$ 35,492,126	\$ 37,502,080
Prevention/Hazardous Materials	2,477,188	2,925,014	4,157,081	4,728,489
Training	1,665,137	1,172,045	2,028,036	2,116,905
Incremental EMS	824,757	1,112,392	877,570	916,805
Total Expenditures	<u>\$ 34,944,632</u>	<u>\$ 38,805,136</u>	<u>\$ 42,554,813</u>	<u>\$ 45,264,279</u>
Full Time Equivalents (Budgeted)	179.50	179.50	166.50	167.50
Total Revenue	\$ 3,223,578	\$ 5,229,937	\$ 5,045,760	\$ 4,681,186

### Overview

The Fire Department responds with highly trained and equipped personnel to emergency scenes, maintaining a City-wide response time of less than 5:30 minutes to 90% of all high level emergency calls. Response time is measured from the time of dispatch to the time of arrival at a call.

The Fire Department also provides emergency services training and coordination for the City in the event of a large-scale emergency requiring Emergency Operations Center activation.

The Fire Prevention/Hazardous Materials Division provides plan review and inspection services that assure the incorporation of all appropriate life safety standards, as well as code compliance, are in all regulated, new construction in the City. This division also investigates the cause and origin of fires and hazardous materials releases, conducts in excess of 10,000 inspections annually, and provides public education on fire safety at various community events.

The Training Division conducts situational drills, assessments and classes to ensure Fire Department personnel are performing to the highest degree to ensure public and employee safety; maintains documentation of training records to support State and Federal certification programs; and develops and implements local and regional response / mitigation exercises focused on large-scale community events.

The Emergency Medical Services (EMS) Division provides first responder medical services to all residents and visitors within the guidelines determined by the Santa Clara County EMS Authority.

## Fire Department

### Mission

*It is the mission of the Santa Clara Fire Department to protect and enhance the quality of life of the people we serve. We will provide caring, customer-oriented service to protect life, property and the environment through education, prevention, emergency preparedness and emergency response.*

### Significant Accomplishments

- Adopted and implemented the 2016 California Fire Code with local amendments.
- Completed a 5 year community driven strategic plan as the first phase of pursuing department accreditation with the Center for Public Safety Excellence (CPSE) and Commission on Fire Accreditation International (CFAI).
- Increased emergency response staffing from 33 to 39 Firefighters on-duty each day as recommended by the City staffing consultant. This adds a fourth firefighter on both truck companies, 2 firefighters to staff an additional ambulance and staffing for the hazardous materials response vehicle and rescue vehicle.
- Successfully implemented an emergency medical supply inventory management system, which reduces costs through more efficient tracking of medications and supplies.

### Significant Objectives

- Develop and implement a mobile inspection reporting module for fire department personnel. Inspections can be completed using tablet based technology with findings being emailed directly to the customer and department personnel.
- Implement, as part of a City-wide program, a comprehensive records management program that can archive permits, plan check, and inspection data.
- Complete the CPSE/CFAI Standard of Cover and Self-assessment phase of department accreditation with a goal of full accreditation in August of 2018.
- Become an Accredited Local Academy (ALA) capable of providing California State Fire Marshal Firefighter 1 training during recruit firefighter academies.
- Complete evaluation and implementation of an updated Quality Assurance/Quality Improvement (QA/QI) program for the Emergency Medical Services Division (EMS), which will be specific and data driven using the newly available Image Trend Elite documentation platform and key personnel assigned with the EMS Division.

# Fire Department

## Department Budget Summary

General Fund	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Salaries	\$ 22,009,001	\$ 24,504,008	\$ 25,518,225	\$ 26,558,181	\$ 1,039,956
Benefits	9,811,446	11,024,086	13,409,627	14,776,052	1,366,425
Materials/Services/Supplies	890,829	1,231,880	1,245,424	1,423,745	178,321
Interfund Services	2,210,045	2,005,069	2,282,535	2,392,301	109,766
Capital Outlay	23,313	40,092	99,000	114,000	15,000
<b>Total Expenditures</b>	<b>\$ 34,944,634</b>	<b>\$ 38,805,135</b>	<b>\$ 42,554,811</b>	<b>\$ 45,264,278</b>	<b>\$ 2,709,468</b>
<b>Revenue Category</b>					
Intergovernmental	\$ 396,482	\$ 590,797	\$ 50,000	\$ 50,000	\$ —
Charges for Services	2,819,448	4,631,243	4,990,460	4,625,886	(364,574)
Other Revenues	7,648	7,897	5,300	5,300	—
<b>Total Revenues</b>	<b>\$ 3,223,578</b>	<b>\$ 5,229,937</b>	<b>\$ 5,045,760</b>	<b>\$ 4,681,186</b>	<b>\$ (364,574)</b>
<b>Full Time Equivalents (Budgeted)</b>	179.50	179.50	166.50	167.50	1.00

## Budget Overview and Significant Changes

### Service Level Impact

The Fire Department is adding a new Fire Application Data Analyst position for maintenance and technical support of the Fire records management system and other emergency response related technology needs. Benefits are the only additional cost for this position since salary and equipment costs were previously budgeted in Contractual Services. A Senior Staff Aide position in the Administration Division has been reclassified to a Staff Analyst I due to the increased responsibilities of this position over the last few years. The staffing increases, training enhancements and equipment and technology upgrades in the FY 17/18 Fire Department budget will raise the overall level of service provided to the community.

### Expenditures

#### Salaries changes from prior adopted budget

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

#### Benefits changes from prior adopted budget

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

#### Materials/Services/Supplies changes from prior adopted budget

Changes to Materials/Service/Supplies accounts reflect increasing supply and maintenance costs and technology upgrades to improve efficiency. The cost of contract services to develop a written crisis



## Fire Department

communication plan has also been included in order to complete the City's Local Hazard Mitigation Plan, which is required to receive federal disaster funds. Training and conference costs have increased due to new regulations, employee attrition and hiring to fill long vacant and previously unfunded positions to meet current workload demands. Multi-functional devices will be leased for each fire station to allow for wireless printing and scanning capability, which are necessary for daily operations.

### *Interfund Services changes from prior adopted budget*

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

### *Capital Outlay changes from prior adopted budget*

Capital Outlay changes include eight automated external defibrillators (AEDs) in City facilities and six chemical protection suits, all of which have reached the end of their serviceable life and require replacement. Two additional portable radios are necessary for increased emergency response staffing, as recommended by a City Council approved staffing study in 2016. Vehicle extrication and other rescue equipment will be replaced to improve safety and efficiency and a new unmanned aerial vehicle (drone) will allow firefighters to immediately determine fire, rescue and hazardous materials response needs.

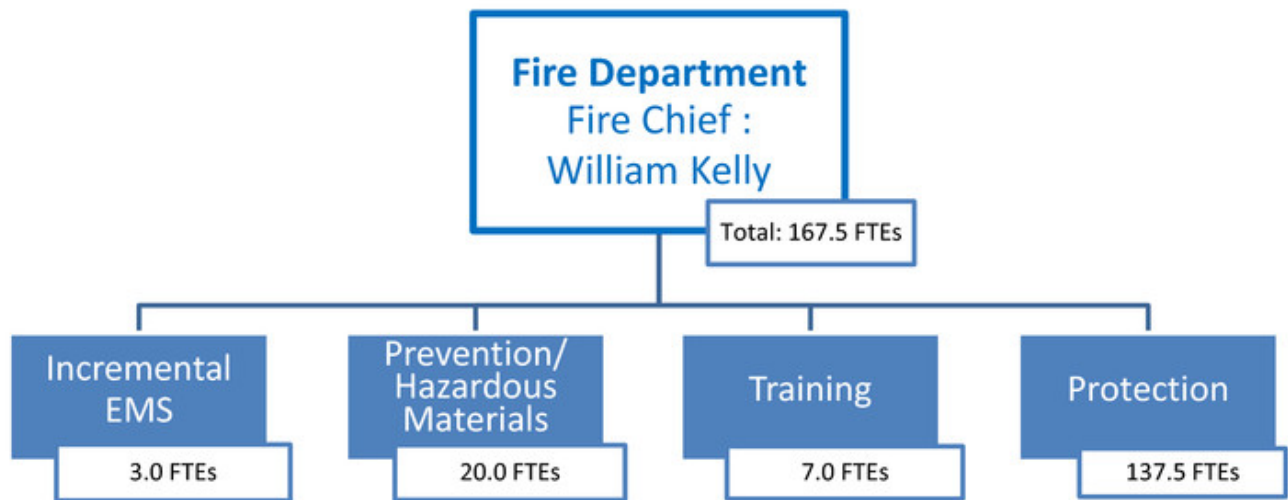
## **Total Revenues**

### *Total Revenues changes from prior adopted budget*

A comprehensive evaluation of Fire Prevention and Hazardous Materials Division fees was completed as part of a City fee study conducted by a consultant in 2015-16. The proposed 2017-18 fees take into account this study, the Fire Department's goal to accurately reflect the true cost of services, fee accountability legislation, and the City's cost recovery goals. The majority of Fire Department fees were increased by the 2016 consumer price index for local urban areas, which is 3.5%.

**Fire Department**

# City of Santa Clara Divisional Organization Chart



# Fire Department

## POSITION DETAIL

General Fund		2014-15 Adopted	2015-16 Adopted	2016-17 Adopted	2017-18 Budget	Position Change
Position Title						
Uncl	Fire Chief	1.00	1.00	1.00	1.00	—
Uncl	Deputy Fire Chief	2.00	2.00	2.00	2.00	—
Uncl	Battalion Chief	2.00	2.00	2.00	2.00	—
Uncl	Battalion Chief 24 Hours	3.00	3.00	3.00	3.00	—
Uncl	Fire Marshal	1.00	1.00	1.00	1.00	—
Uncl	Assistant Fire Marshal	1.00	1.00	1.00	1.00	—
Uncl	Emergency Services Coordinator	1.00	1.00	1.00	1.00	—
Uncl	Quality Improvement Nurse	—	—	1.00	1.00	—
H41	Fire Protection Engineer *	—	—	1.00	1.00	—
H35	Fire Prevention Specialist	2.00	2.00	2.00	2.00	—
H12	Fire Prevention Aide	—	—	2.00	2.00	—
C41	Fire Captain-Training	2.00	—	—	—	—
C40	Deputy Fire Marshal/Hazardous Materials	4.00	4.00	—	—	—
C38	Deputy Fire Marshal	5.00	5.00	—	—	—
C40	Deputy Fire Marshal III *	—	—	2.00	2.00	—
C38	Deputy Fire Marshal II *	—	—	5.00	5.00	—
C34	Deputy Fire Marshal I *	—	—	2.00	2.00	—
C1-41	Assistant Training Officer	3.00	3.00	4.00	4.00	—
C1-38	Fire Captain	37.00	39.00	31.00	31.00	—
C1-33	Driver Engineer	48.00	48.00	41.00	41.00	—
C1-30	Firefighter I/II	58.00	58.00	54.00	54.00	—
A32	Staff Analyst I	—	—	—	1.00	1.00
A32	Fire Application Data Analyst *	—	—	—	1.00	1.00
A30	Senior Staff Aide	1.00	1.00	1.00	—	(1.00)
A25	Fire Plan Draftsperson	1.00	1.00	1.00	1.00	—
A24	Staff Aide I	2.00	2.00	2.00	2.00	—
A24	Office Specialist IV	1.00	1.00	1.00	1.00	—
A18	Office Specialist II	4.00	4.00	5.00	5.00	—
A12	Office Assistant	0.50	0.50	0.50	0.50	—
<b>Total Full Time Equivalents (Budgeted)</b>		<b>179.50</b>	<b>179.50</b>	<b>166.50</b>	<b>167.50</b>	<b>1.00</b>

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

**Department: Fire  
Division: Protection**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
7821 - Administration	\$ 2,321,391	\$ 3,058,330	\$ 3,037,738	\$ 3,359,469	\$ 321,731
7822 - Emergency Response	27,656,159	30,537,355	32,454,388	34,142,611	1,688,224
Total Expenditures	<u>\$29,977,550</u>	<u>\$33,595,685</u>	<u>\$35,492,126</u>	<u>\$37,502,080</u>	<u>\$ 2,009,955</u>
Full Time Equivalents (Budgeted)	N/A	154.5	137.50	137.50	—
Total Revenue	\$ 572,346	\$ 1,844,512	\$ 460,460	\$ 495,886	\$ 35,426

**Division Mission**

*To protect and enhance the quality of life of the people we serve by providing caring, customer-oriented emergency service to protect life, property and the environment.*

**Division Overview**

- Maintain a City-wide emergency response standard of 5 minute 30 seconds from time of fire crew notification to arrival on scene 90 percent of the time to all high-level emergency incidents.
- To have an effective firefighting force on scene in less than 15 minutes from dispatch of alarm at least 90% of the time.
- Provide hazardous materials response designed to protect the community from hazards associated with uncontrolled release of hazardous and toxic materials, while also responding to technical rescue emergencies as efficiently and effectively as possible with enough trained personnel to facilitate a successful rescue.
- Provide Emergency Services Coordination in the City of Santa Clara Emergency Operations Center in the event of a large-scale emergency requiring activation.
- Provide special event (Fire and EMS) services to Levi Stadium and all other large special events held in the City of Santa Clara.

**Division: Protection**  
**Program: 7821 - Administration**

*Program Mission: To provide management, organization, and administrative/clerical support for the various divisions of the Fire Department, as well as Emergency Operations activities, special events and community volunteers.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 1,346,045	\$ 1,936,783	\$ 1,654,021	\$ 1,851,823	\$ 197,802
Benefits	511,465	621,336	725,376	863,103	137,727
Materials/Services/Supplies	307,875	436,957	472,524	450,175	(22,349)
Interfund Services	156,006	63,254	185,817	194,368	8,551
Total Expenditures	<u>\$ 2,321,391</u>	<u>\$ 3,058,330</u>	<u>\$ 3,037,738</u>	<u>\$ 3,359,469</u>	<u>\$ 321,731</u>
Full Time Equivalents (Budgeted)	N/A	9.50	9.50	10.50	1.00
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Emergency Operations Center activations (includes drills and exercises).	N/A	13	15	10	15
2. Emergency Operations Center training sessions/planning meetings.	N/A	12	36	10	20
3. Customer service rating based on survey (%)	N/A	N/A	N/A	N/A	95%
4. Number of special event planning hours.	N/A	2,560	431	1,000	N/A

**Division: Protection**  
**Program: 7822 - Emergency Response**

*Program Mission: Provide quality emergency response to the citizens of Santa Clara at the most reasonable cost possible.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 17,356,245	\$ 19,248,662	\$ 19,796,390	\$ 20,284,513	\$ 488,123
Benefits	8,197,602	9,129,586	10,427,923	11,353,500	925,577
Materials/Services/Supplies	381,776	483,753	383,200	510,770	127,570
Interfund Services	1,697,223	1,635,262	1,824,874	1,894,828	69,954
Capital Outlay	23,313	40,092	22,000	99,000	77,000
Total Expenditures	<u>\$ 27,656,159</u>	<u>\$ 30,537,355</u>	<u>\$ 32,454,388</u>	<u>\$ 34,142,611</u>	<u>\$ 1,688,224</u>
Full Time Equivalents (Budgeted)	N/A	145.00	128.00	127.00	(1.00)
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Response time in 90% of all high level emergency calls.	6:10 min.	5:54 min.	6:00 min.	5:30 min.	5:30
2. Number of calls for service.	N/A	8,913	8,849	9,000	10,000
3. Number of hours contributed by the Volunteer/Reserve Division.	9,018	8,349	4,950	10,000	6,000

**Department: Fire**  
**Division: Prevention/Hazardous Materials**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
7832 - Code Enforcement/ Public Education	\$ 1,923,493	\$ 2,327,892	\$ 2,825,484	\$ 3,233,740	\$ 408,256
7833 - Hazardous Materials	553,696	597,122	1,331,597	1,494,749	163,152
<b>Total Expenditures</b>	<b>\$ 2,477,188</b>	<b>\$ 2,925,014</b>	<b>\$ 4,157,081</b>	<b>\$ 4,728,489</b>	<b>\$ 571,408</b>
Full Time Equivalents (Budgeted)	N/A	15.00	19.00	20.00	1.00
<b>Total Revenue</b>	<b>\$ 2,274,212</b>	<b>\$ 3,005,778</b>	<b>\$ 4,205,300</b>	<b>\$ 3,805,300</b>	<b>\$ (400,000)</b>

**Division Mission**

*The mission of the Fire Prevention and Hazardous Materials Division is to protect life, property, and the environment through education, engineering, and enforcement.*

**Division Overview**

- Provide plan review and inspection services that assures the incorporation of all appropriate life safety standards, as well as code compliance, in all regulated, new construction in the City.
- Supervise and coordinate in excess of 10,000 fire and life safety inspections annually; inspect all commercial occupancies at least once a year; and correct more than 5,000 fire and life safety code violations annually.
- Investigate the cause and origin of fires and hazardous materials releases.
- In cooperation with the Santa Clara County Fire Marshals, complete review and amendment process for State and International Fire Codes for adoption by the City.
- Provide public education at various community events to help educate the public on fire safety in the home and in the community.

**Division: Prevention/Hazardous Materials**  
**Program: 7832 - Code Enforcement/Public Education**

*Program Mission: Enforce all applicable Federal, State and local fire, life safety, hazardous materials, and non-point source regulations in the most accurate and efficient manner possible. Continue public education to reduce the potential loss of life and property during emergencies such as fire and earthquakes.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 1,271,718	\$ 1,517,638	\$ 1,645,042	\$ 1,904,171	\$ 259,129
Benefits	509,862	673,469	943,649	1,106,249	162,600
Materials/Services/Supplies	35,600	26,102	72,800	114,600	41,800
Interfund Services	106,313	110,683	106,993	108,720	1,727
Capital Outlay	—	—	57,000	—	(57,000)
<b>Total Expenditures</b>	<b>\$ 1,923,493</b>	<b>\$ 2,327,892</b>	<b>\$ 2,825,484</b>	<b>\$ 3,233,740</b>	<b>\$ 408,256</b>
Full Time Equivalents (Budgeted)	N/A	9.00	13.00	14.00	1.00
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Fire and life safety inspections completed by Prevention and Protection divisions.	N/A	N/A	N/A	N/A	5,300
2. State mandated inspections completed within statutory requirements.	N/A	N/A	N/A	N/A	1,790
3. Initial plan reviews completed within 30 working days of submission.	N/A	N/A	N/A	N/A	1,200
4. Permit fee payments processed within 48 hours of submittal.	N/A	N/A	N/A	N/A	1,400

**Division: Prevention/Hazardous Materials**  
**Program: 7833 - Hazardous Materials**

*Program Mission: To provide professional and competent investigation and inspection services for high hazard level occupancies, hazardous material accidents or releases and code enforcement under the authority of the State Fire Marshal and Cal EPA.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 298,761	\$ 348,753	\$ 816,270	\$ 884,284	\$ 68,014
Benefits	148,743	166,554	458,794	525,043	66,249
Materials/Services/Supplies	536	1,541	1,700	11,700	10,000
Interfund Services	105,656	80,274	54,833	73,722	18,889
<b>Total Expenditures</b>	<b>\$ 553,696</b>	<b>\$ 597,122</b>	<b>\$ 1,331,597</b>	<b>\$ 1,494,749</b>	<b>\$ 163,152</b>
Full Time Equivalents (Budgeted)	N/A	6.00	6.00	6.00	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Aboveground Petroleum Storage Tank (APSA) inspections completed within statutory requirements.	N/A	N/A	N/A	N/A	45
2. Hazardous Materials Business Plan (HMBP) inspections completed within statutory requirements.	N/A	N/A	N/A	N/A	300
3. California Accidental Release Prevention (Cal-ARP) inspections completed within statutory requirements.	N/A	N/A	N/A	N/A	2
4. Underground Storage Tank (UST) inspections completed within statutory requirements.	N/A	N/A	N/A	N/A	68



**Department: Fire  
Division: Training**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
7841 - Fire	\$ 1,665,137	\$ 1,172,045	\$ 2,028,036	\$ 2,116,905	\$ 88,869
Total Expenditures	<u>\$ 1,665,137</u>	<u>\$ 1,172,045</u>	<u>\$ 2,028,036</u>	<u>\$ 2,116,905</u>	<u>\$ 88,869</u>
Full Time Equivalents (Budgeted)	N/A	8.00	7.00	7.00	—
Total Revenue	\$ 311	\$ —	\$ —	\$ —	\$ —

**Division Mission**

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

**Division Overview**

- Provide annual, semi-annual and quarterly drills in the areas of firefighting, hazardous materials, and rescue operations to members of the fire department for continuous skill development.
- Maintain training records to support State and Federally required training certifications for specific disciplines.
- Perform annual physical agility and protective equipment testing for compliance with State and Federal regulations.

**Division: Training**  
**Program: 7841 - Training**

*Program Mission: To conduct training evolutions in the areas of firefighting, hazardous materials, emergency medical response, and rescue operations. This division also manages the probationary and recruit firefighter academies and testing.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 1,146,417	\$ 673,899	\$ 1,176,973	\$ 1,221,497	\$ 44,524
Benefits	400,290	295,438	626,336	688,365	62,029
Materials/Services/Supplies	54,178	133,562	144,200	139,700	(4,500)
Interfund Services	64,252	69,145	60,527	67,343	6,816
Capital Outlay	—	—	20,000	—	(20,000)
<b>Total Expenditures</b>	<b>\$ 1,665,137</b>	<b>\$ 1,172,045</b>	<b>\$ 2,028,036</b>	<b>\$ 2,116,905</b>	<b>\$ 88,869</b>
Full Time Equivalent (Budgeted)	N/A	8.00	7.00	7.00	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Number of fire prevention training hours.	487	555	848	500	400
2. Number of hazardous materials training hours.	752	948	1,979	500	1,000
3. Total department training hours.	N/A	N/A	N/A	N/A	8,000

**Department: Fire**  
**Division: Incremental EMS**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
7861 - Paramedic Services	\$ 824,757	\$ 1,112,392	\$ 877,570	\$ 916,805	\$ 24,235
Total Expenditures	<u>\$ 824,757</u>	<u>\$ 1,112,392</u>	<u>\$ 877,570</u>	<u>\$ 916,805</u>	<u>\$ 24,235</u>
Full Time Equivalents (Budgeted)	N/A	2.00	3.00	3.00	—
Total Revenue	\$ 376,709	\$ 379,647	\$ 380,000	\$ 380,000	\$ —

**Division Mission**

*Deliver quality emergency medical services to citizens and visitors of Santa Clara. This is presently delivered through staffing of ten fire stations with emergency medical technicians, and five fire stations strategically located throughout the City with paramedics.*

**Division Overview**

- Provide first responder paramedic services to all neighborhoods to 90% of the higher priority medical incidents within at least 7:59 minutes/seconds from fire crew notification per the County EMS Medical Authority.
- Monitor and process medical certifications and licenses for all Fire Department personnel.
- Provide quality assurance/quality improvement processes for all clinical based EMS delivery.
- Monitor and maintain patient medical records.
- Provide high quality EMS/EMT training to all Fire Department personnel and local stakeholders as needed.

**Division: Incremental EMS**  
**Program: 7861 - Paramedic Service**

*Program Mission: Deliver quality Basic Life Support (BLS) and Advanced Life Support (ALS) emergency medical services to our citizens and to those who work in and visit the City of Santa Clara.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 589,815	\$ 778,273	\$ 429,530	\$ 411,893	\$ (17,637)
Benefits	43,484	137,703	227,550	239,792	12,242
Materials/Services/Supplies	110,863	149,965	171,000	196,800	25,800
Interfund Services	80,595	46,451	49,490	53,320	3,830
Capital Outlay	—	—	—	15,000	
<b>Total Expenditures</b>	<b>\$ 824,757</b>	<b>\$ 1,112,392</b>	<b>\$ 877,570</b>	<b>\$ 916,805</b>	<b>\$ 24,235</b>
Full Time Equivalents (Budgeted)	N/A	2.00	3.00	3.00	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Response time in 90% of all advanced life support (ALS) calls with at least one Paramedic arriving on scene.	N/A	N/A	N/A	N/A	<8:00
2. Number of City employees trained in Cardiopulmonary Resuscitation/ Automated External Defibrillator (CPR/AED) or BLS Provider.	124	320	569	210	700
3. Number of Emergency Medical Services (EMS) training hours.	1,385	1,460	4,571	1,500	1,400

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

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# City of Santa Clara

The Center of What's Possible

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## Police Department



## Police Department

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
Administrative Services	\$ 12,950,868	\$ 13,728,158	\$ 15,199,644	\$ 16,254,631
Field Operations	24,348,843	27,042,147	30,954,808	36,188,731
Investigations	16,009,767	19,427,305	18,104,127	11,562,051
Special Operations	—	—	—	8,383,330
Total Expenditures	<u>\$ 53,309,478</u>	<u>\$ 60,197,610</u>	<u>\$ 64,258,579</u>	<u>\$ 72,388,743</u>
Full Time Equivalents (Budgeted)	219.00	222.00	231.00	239.00
Total Revenue	\$ 5,371,271	\$ 10,552,381	\$ 7,718,900	\$ 7,466,188

### Overview

The Police Department provides law enforcement and other policing services to the City of Santa Clara. After a one-year pilot, the Department now consists of four Divisions.

The Field Operations Division (Patrol) is comprised of the "first responders" who respond to the vast majority of calls for service and is made up of patrol teams, a motorcycle traffic unit, community service officers for parking control and vehicle abatement, and traffic and hit-and-run investigators. The Temporary Holding Facility (THF) and Jail Service Officers (JSO) are also managed by the Field Operations Division.

The Investigations Division (Detective Bureau) is responsible for the majority of follow up investigations, particularly for major crimes. Detectives are assigned by type of crime, which includes homicide, assaults, robbery, theft, burglary, sexual assault, financial crimes, arson and juvenile crimes. The Investigations Division keeps track of and continues to pursue "cold cases". The Investigations Division has a Forensic Coordinator and a Management (Crime) Analyst. The Records Unit is also part of the Investigations Division. The Records Unit is responsible for maintaining all crime reports (approximately 15,000 reports 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 is responsible for the release of information to the public. The Records Unit also performs customer service functions to members of the public at the front desk of the police building.

The Special Operations Division serves as the liaison between the City and outside agencies for special event permits (e.g. walk/run, parade, festival, etc.), provides security support for dignitary visits and demonstrations, and develops operational orders for the law enforcement, traffic and neighborhood protection needs associated with Levi's Stadium. The Reserve Police Officer program is also a new addition to this Division. Finally, this Division is home to a number of specialized teams within the Department, such as the K-9 Unit, Hostage Negotiation Team, Special Response Team (SWAT) and the AED program.

The Administrative Services Division (Services) is made up of the Chief's Office, Property and Evidence, Professional Standards Unit (hiring), Internal Affairs, Training Unit, Communications Center, the Community Services Unit and the Northside Substation. The Communications Center receives and processes emergency and non-emergency calls for the Police and Fire Departments. In 2016, the Communications Center received 169,590 calls, of which 89,065 resulted in a call for service (50,211 Police; 28,374 Self-Initiated Police Calls for Service; 10,480 Fire). The Community Services Unit has many functions: Neighborhood Watch, Crime Prevention, Nuisance Suppression Unit, Permits, School Services Officers, DARE, Crossing Guard, Safety Patrol, Police Activities League (PAL).

# Police Department

## Mission

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

## Significant Accomplishments

- In 2015, SCPD hired the Center of Public Safety Management, LLC (CPSM) to conduct a comprehensive staffing study. On 1/26/16, Council agreed with CPSM's recommendation to fund 19 new employees, unfreeze 5 frozen positions and create job descriptions to civilianize select positions over the FY16/17 and FY17/18 budget cycles. In 2016, SCPD successfully hired 22 employees (14 Police Officers, 5 Dispatchers, 1 Records Specialist and 2 professional staff). During the same timeframe, 12 individuals departed the organization for a net gain of ten new employees.
- Secured grant funds (approximately \$200,000) and utilized Asset Forfeiture dollars (approximately \$90,000) to purchase TASER's, Patrol rifles, riot gear, in-car radios for detective vehicles, canine equipment, evidence related technology, tactical vests for the Special Response Team and third floor conference room refurbishment
- Named the 11th Safest City in America by American City and County Magazine (compiled by Business Insider by Niche data).
- After a one-year pilot, SCPD has now implemented a four Division structure: Field Operations, Investigations, Special Operations and Administrative Services

## Significant Objectives

- Implement phase two of the 2015 Staffing Study's hiring model, to include 25 Police Officers, 5 Community Service Officers, 2 Records Specialists, 1 Public Safety Dispatcher, 1 Police Training Coordinator and 1 Staff Aide.
- In 2016, the Police Department replaced the City's 9-1-1 phone system. This is the first phase of a multi-faceted plan to implement Next Generation 9-1-1, an internet protocol-based system. The Communications Center will be implementing Text-to-911 in Fiscal Year 2017-2018. This technology will allow individuals to send a text message through the 9-1-1 network and reach Public Safety Dispatchers.
- Staff is implementing strategies to become P.O.S.T. compliant and develop a 5-year plan for Advanced Officer Training and the Training Matrix. This includes accreditation of the City's Public Safety Dispatchers to limit the center's liability and risk exposure by achieving internationally recognized standards
- Conduct a facility assessment on the Police Building, built in 2000, allowing the City to budget for equipment maintenance and replacement.
- The Police Department expects to receive the Measure J Audit findings and will address the recommendations made. The workload impact and associated costs to implement the findings are unknown at this time.



# Police Department

## Department Budget Summary

General Fund	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Salaries	\$ 31,356,905	\$ 34,381,729	\$ 37,356,177	\$ 40,939,458	\$ 3,583,281
Benefits	14,358,452	15,849,411	18,122,302	22,207,607	4,085,305
Materials/Services/Supplies	4,212,826	6,276,858	4,880,139	4,981,044	100,905
Interfund Services	3,381,297	3,689,607	3,899,958	4,185,634	285,676
Capital Outlay	—	—	—	75,000	75,000
<b>Total Expenditures</b>	<u>\$ 53,309,481</u>	<u>\$ 60,197,606</u>	<u>\$ 64,258,577</u>	<u>\$ 72,388,743</u>	<u>\$ 8,130,167</u>
<b>Revenue Category</b>					
Licenses & Permits	\$ 1,243,983	\$ 1,474,271	\$ 1,578,300	\$ 1,344,300	\$ (234,000)
Interest and Rent	38,500	13,900	40,000	40,000	—
Intergovernmental	275,387	603,530	155,000	185,000	30,000
Charges for Services	3,813,077	8,457,087	5,940,200	5,896,488	(43,712)
Other Revenues	324	3,593	5,400	400	(5,000)
<b>Total Revenues</b>	<u>\$ 5,371,271</u>	<u>\$ 10,552,381</u>	<u>\$ 7,718,900</u>	<u>\$ 7,466,188</u>	<u>\$ (252,712)</u>
<b>Full Time Equivalents (Budgeted)</b>	219.00	222.00	231.00	239.00	8.00

## Budget Overview and Significant Changes

### Service Level Impact

Through this budget request, the Police Department will be able to maintain its current high level of service to the community. In order to maintain this level of service, the Department will have a net change of 8 new positions. Funding for 7 of these 8 positions continues the phased-in implementation of the Police Operations and Staffing Study recommendations that were presented to City Council in January of 2016.

### Expenditures

#### Salaries changes from prior adopted budget

Salary costs reflect contractually agreed upon wage increases for those bargaining units with current contracts. The increases in the Salary Accounts are due in large part to two factors: (1) Several bargaining units representing employees in the police department have negotiated contractual pay increases (Units 2, 5, 7, 8, 9A, 10) and; (2) the funding of 8 new positions, 7 of which is to continue the phased-in implementation of the Police Operations and Staffing Study recommendations that were presented to City Council in January 2016.

#### Benefits changes from prior adopted budget

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

## Police Department

### Materials/Services/Supplies changes from prior adopted budget

For FY 2017-18, the Police Department is seeking an increase of \$100,905. This is attributed to an increase in the budget for recruiting and hiring as well as the Body Worn Camera program. The overall increase was offset by moving the IT costs out of the Police Department's budget and into the IT Department's budget.

### Interfund Services changes from prior adopted budget

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

### Capital Outlay changes from prior adopted budget

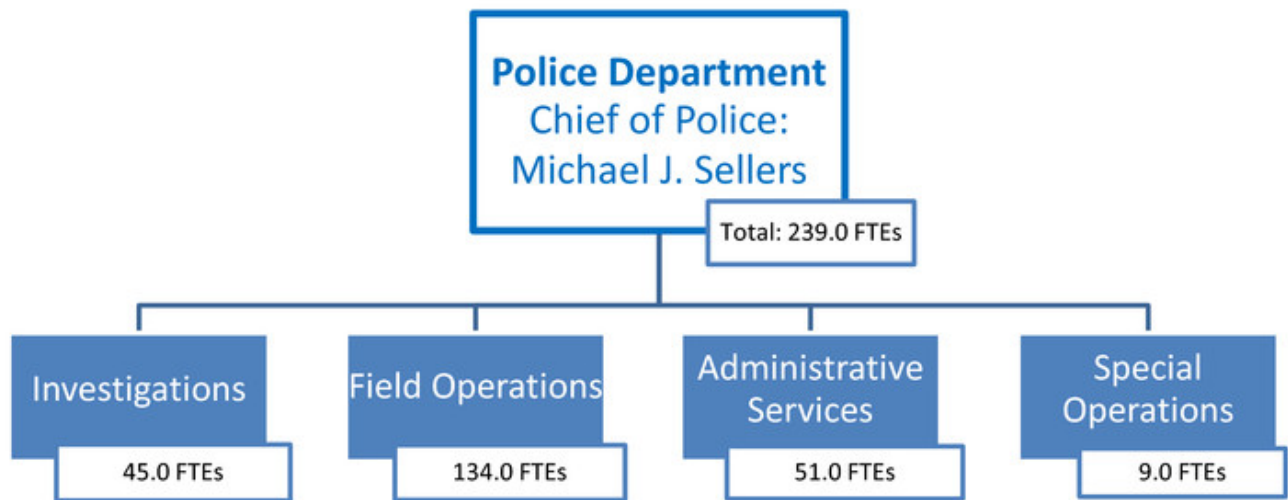
The Police Department is seeking \$75,000 in the Capital Outlay budget. This request is directly tied to an MOU agreement with Unit 2 (POA) for the purchase of outer load bearing vests.

## Total Revenues

### Total Revenues changes from prior adopted budget

The Police Department is anticipating a \$252,712 decrease in revenue largely due to license, permit, fine, and penalty collections. The largest portion of this decrease (\$135,000) comes from lowered off-site parking revenue from Levi's Stadium.

# City of Santa Clara Divisional Organization Chart



# Police Department

## POSITION DETAIL

General Fund	2014-15 Adopted	2015-16 Adopted	2016-17 Adopted	2017-18 Budget	Position Change
<b>Position Title</b>					
Uncl Police Chief	1.00	1.00	1.00	1.00	—
Uncl Assistant Police Chief	1.00	1.00	1.00	1.00	—
Uncl Police Captain	3.00	3.00	3.00	4.00	1.00
Uncl Communications Operations Manager	1.00	1.00	1.00	1.00	—
Uncl Management Analyst	1.00	1.00	2.00	1.00	(1.00)
Uncl Police Records Manager	1.00	1.00	1.00	1.00	—
B43 Police Lieutenant	8.00	8.00	8.00	7.00	(1.00)
B37 Police Sergeant	31.00	31.00	31.00	31.00	—
B31 Police Officer	103.00	105.00	111.00	115.00	4.00
H34 Senior Public Safety Dispatcher	3.00	3.00	3.00	3.00	—
H31 Public Safety Dispatcher III	3.00	3.00	3.00	3.00	—
H28 Public Safety Dispatcher I/II	13.00	13.00	15.00	16.00	1.00
H26 Police Records Supervisor	4.00	4.00	3.00	4.00	1.00
H22 Jail Service Officer	5.00	5.00	6.00	6.00	—
H22 Police Records Specialist I/II	14.00	14.00	14.00	14.00	—
H22 Community Service Officer I/II	16.00	17.00	17.00	19.00	2.00
A34 Forensic Coordinator	1.00	1.00	1.00	1.00	—
A34 Staff Analyst II	—	—	1.00	—	(1.00)
A32 Communications Technician I/II	1.00	1.00	1.00	1.00	—
A32 Crime Analyst	2.00	1.00	—	1.00	1.00
A32 Staff Analyst I	—	1.00	1.00	—	(1.00)
A26 Police Training Coordinator	—	—	—	1.00	1.00
A24 Office Specialist IV	1.00	1.00	1.00	1.00	—
A24 Staff Aide I	—	—	—	1.00	1.00
A22 Office Specialist III	3.00	3.00	3.00	3.00	—
A18 Office Specialist II	3.00	3.00	3.00	3.00	—
<b>Total Full Time Equivalents (Budgeted)</b>	<b>219.00</b>	<b>222.00</b>	<b>231.00</b>	<b>239.00</b>	<b>8.00</b>

**Department: Police**  
**Division: Administrative Services**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
7742 - Administration	\$ 1,833,866	\$ 2,044,361	\$ 3,033,501	\$ 3,044,010	\$ 10,509
7744 - Professional Standard	1,158,356	1,227,734	890,593	1,320,728	430,135
7745 - Department Support	3,082,430	3,033,889	3,190,337	2,979,333	(211,004)
7746 - Community Services Police	2,889,649	3,192,770	3,364,387	3,553,116	188,729
7747 - 911 Dispatch/ Communications	3,986,567	4,229,403	4,720,826	5,357,444	636,618
Total Expenditures	<u>\$12,950,868</u>	<u>\$13,728,158</u>	<u>\$15,199,644</u>	<u>\$16,254,631</u>	<u>\$ 1,054,987</u>
Full Time Equivalent (Budgeted)	N/A	49.50	50.00	51.00	1.00
Total Revenue	\$ 372,697	\$ 669,682	\$ 157,000	\$ 225,600	\$ 68,600

**Division Mission**

*Provides support for the operational divisions of the Police Department, including Records Management Services; recruits and hires Police Officers and support staff; organizes in-service training for officers and civilian employees; and Internal Affairs. This support also includes community-oriented policing in the form of a pro-active Crime Prevention Unit and school services programs.*

**Division Overview**

- In 2017-18 the Professional Standards Unit (PSU) will continue to recruit and hire highly qualified and motivated people to serve the Santa Clara community. PSU works closely with the City's Human Resources Department to ensure Santa Clara recruits, hires, and retains quality individuals. PSU is responsible for hiring police officers, dispatchers, records specialists, jail service officers, community service officers, the support staff for the entire department, and the per diem police officers for special events.
- In FY17-18 the Police Department's 911 Dispatch/Communication Unit, which handles approximately 50,000 calls for service a year, will bring on-line the soon to be state mandated Text to 911 service. This service will allow our citizens to text message their request for service directly into our dispatch center further enhancing our overall service model, especially to our deaf community.
- One of the most successful programs in the department continues in 2017-18. Drug Abuse Resistance Education (D.A.R.E.) enters its 19th year. This highly acclaimed program teaches children strategic skills for decision making, dealing with peer pressure and bullying. Our three D.A.R.E. officers currently teach all of the 5th grade students in over 20 schools, both public and private, in the city. We also have conducted D.A.R.E. refresher training in our middle schools. The department will also continue with our "Every 15 Minutes" program in our high schools. This program educates students about the dangers of driving under the influence of alcohol.

**Department: Police**  
**Division: Administrative Services**

- Another successful program in the department that continues in 2017-18 is the Santa Clara Police Athletic League. PAL currently has nine different programs with over 2,500 participating youth. The programs include BMX, bowling, boxing, deep sea fishing, explorers, judo, soccer, softball, and wrestling. PAL also provides two Community Outreach Projects made possible with the help of volunteers and charitable contributions: The "Back to School Backpack" project that reaches 700 local school children, and the Christmas "Shop With A PAL" project in which 50 middle school and high school students participate.

**Division: Administrative Services**  
**Program: 7742 - Administration**

*Program Mission: Provide the administrative and clerical support for the Police Department and ensure that the philosophy of Community Oriented Policing and Problem Solving is maintained.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 1,025,110	\$ 1,061,491	\$ 1,341,360	\$ 1,182,485	\$ (158,875)
Benefits	541,371	567,163	768,793	763,707	(5,086)
Materials/Services/Supplies	194,517	192,015	287,847	309,646	21,799
Interfund Services	72,868	223,692	635,501	788,172	152,671
Total Expenditures	<u>\$ 1,833,866</u>	<u>\$ 2,044,361</u>	<u>\$ 3,033,501</u>	<u>\$ 3,044,010</u>	<u>\$ 10,509</u>
Full Time Equivalents (Budgeted)	N/A	6.00	9.00	7.00	(2.00)
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. No reportable performance and workload measures.					N/A

**Division: Administrative Services**  
**Program: 7744 - Professional Standards**

*Program Mission: Manage the personnel functions within the Police Department to include recruiting and hiring, training, and Internal Affairs.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 568,900	\$ 582,677	\$ 359,481	\$ 501,109	\$ 141,628
Benefits	341,632	330,871	193,993	308,073	114,080
Materials/Services/Supplies	201,801	264,433	309,043	494,043	185,000
Interfund Services	46,023	49,753	28,076	17,503	(10,573)
Total Expenditures	<u>\$ 1,158,356</u>	<u>\$ 1,227,734</u>	<u>\$ 890,593</u>	<u>\$ 1,320,728</u>	<u>\$ 430,135</u>
Full Time Equivalents (Budgeted)	N/A	3.50	2.00	4.00	2.00
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Complete 100% of all Internal Affairs investigations within the time constraints set by the MOU	100%	100%	100%	100%	100%
2. Respond to all recruiting inquiries within 72 hours.	100%	100%	100%	100%	100%

**Division: Administrative Services**  
**Program: 7745 - Department Support**

*Program Mission: Support the department's total enforcement effort using effective crime analysis and evidence management, and oversee the purchase and accountability of all department supplies and equipment.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 171,797	\$ 358,667	\$ 345,162	\$ 373,861	\$ 28,699
Benefits	103,939	205,827	202,933	236,164	33,231
Materials/Services/Supplies	981,556	1,098,327	1,269,010	922,606	(346,404)
Interfund Services	1,825,138	1,371,068	1,373,232	1,371,702	(1,530)
Capital Outlay	—	—	—	75,000	75,000
<b>Total Expenditures</b>	<b>\$ 3,082,430</b>	<b>\$ 3,033,889</b>	<b>\$ 3,190,337</b>	<b>\$ 2,979,333</b>	<b>\$ (211,004)</b>
Full Time Equivalents (Budgeted)	N/A	4.00	3.00	3.00	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Percent of accuracy related to the documentation, storage, and disposal of firearms, drug, and money cases.	100%	100%	100%	100%	100%

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

**Division: Administrative Services**  
**Program: 7746 - Community Services Police**

*Program Mission: To provide the non-emergency community outreach and education function of the Police Department, including D.A.R.E. in the Schools.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 1,876,950	\$ 2,053,749	\$ 2,181,869	\$ 2,229,485	\$ 47,616
Benefits	892,689	1,004,955	1,053,856	1,193,441	139,585
Materials/Services/Supplies	34,994	30,286	38,172	38,172	—
Interfund Services	85,016	103,780	90,490	92,018	1,528
<b>Total Expenditures</b>	<b>\$ 2,889,649</b>	<b>\$ 3,192,770</b>	<b>\$ 3,364,387</b>	<b>\$ 3,553,116</b>	<b>\$ 188,729</b>
Full Time Equivalents (Budgeted)	N/A	14.00	13.00	13.00	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Provide Crime Prevention presentations during the fiscal year.	140	83	79	100	100
2. Conduct Code Red training sessions.	25	10	14	25	25
3. Number of continuing issues classified as Nuisance Suppression Unit investigations.	300	250	290	300	300
4. Number of quality of life/nuisance associated citations and arrests by the Nuisance Suppression Unit	250	300	190	250	250



**Division: Administrative Services**  
**Program: 7747 - 911 Dispatch/Communications**

*Program Mission: Ensure efficient staffing to receive, process, and document all 9-1-1 calls, other emergency calls and routine phone calls requesting emergency and non-emergency assistance from the Police and Fire Departments 365 days a year.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 2,393,284	\$ 2,501,764	\$ 2,826,240	\$ 3,166,465	\$ 340,225
Benefits	1,175,687	1,271,090	1,446,539	1,717,614	271,075
Materials/Services/Supplies	298,740	308,098	324,913	339,913	15,000
Interfund Services	118,856	148,451	123,134	133,452	10,318
<b>Total Expenditures</b>	<b>\$ 3,986,567</b>	<b>\$ 4,229,403</b>	<b>\$ 4,720,826</b>	<b>\$ 5,357,444</b>	<b>\$ 636,618</b>
Full Time Equivalent (Budgeted)	N/A	22.00	23.00	24.00	1.00
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Percent of life-threatening medical calls for service dispatched within 60 seconds.	67.0%	98.0%	89.3%	85.0%	85.0%
2. Percent of 9-1-1 calls answered within 10 seconds.	90.0%	97.0%	99.8%	95.0%	95.0%

**Department: Police**  
**Division: Field Operations**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
7722 - General Patrol	\$ 19,602,479	\$ 21,669,904	\$ 25,473,135	\$ 30,194,080	\$ 4,720,945
7723 - Traffic	3,169,897	2,643,295	3,339,835	3,693,242	353,407
7724 - Emergency Response/ Temporary Holding Facility	1,199,070	1,368,027	1,737,663	1,927,347	189,684
7725 - Reserves	377,397	441,366	404,174	374,062	(30,112)
7726 - Animal Control	—	919,555	—	—	—
Total Expenditures	<u>\$ 24,348,843</u>	<u>\$ 27,042,147</u>	<u>\$ 30,954,808</u>	<u>\$ 36,188,731</u>	<u>\$ 5,233,924</u>
Full Time Equivalents (Budgeted)	N/A	118.00	129.00	134.00	5.00
Total Revenue	\$ 1,194,886	\$ 1,172,198	\$ 1,299,600	\$ 1,008,700	\$ (290,900)

**Division Mission**

*Provide immediate police services to the citizens of our City. We are the first responders to all emergencies 24 hours a day. Protect and serve with honesty, fairness, professionalism, and integrity. Maintain a community atmosphere that will provide our citizens with a quality of life that will enable them to enjoy our community to the fullest.*

**Division Overview**

- The Traffic Enforcement Unit will continue to monitor traffic violations and enforce laws at identified problem areas and intersections. Emphasis will be placed on pedestrian safety.
- Field Operations personnel will continue to identify, track, and curtail gang activity in the City.
- Field Operations personnel will continue to address alcohol and disturbance violations caused by residents and others visiting the Santa Clara University area.
- The Field Training program will continue to train all newly hired officers this coming year.
- Field Operations personnel will continue to address laptop computer and GPS thefts from vehicles by frequent patrols and educating the public.

**Division: Field Operations**  
**Program: 7722 - General Patrol**

*Program Mission: Be the immediate responders to any emergency or other problem perceived by the community as needing police attention, any time of the day or night. Resolve the problem as quickly as possible, with fairness, professionalism, and integrity, utilizing all available resources.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 12,374,270	\$ 13,453,563	\$ 15,898,373	\$ 18,158,496	\$ 2,260,123
Benefits	6,361,525	7,205,196	8,696,443	11,032,180	2,335,737
Materials/Services/Supplies	83,435	75,495	81,663	84,398	2,735
Interfund Services	783,249	935,650	796,656	919,006	122,350
Total Expenditures	<u>\$ 19,602,479</u>	<u>\$ 21,669,904</u>	<u>\$ 25,473,135</u>	<u>\$ 30,194,080</u>	<u>\$ 4,720,945</u>
Full Time Equivalents (Budgeted)	N/A	96.55	106.00	111.00	5.00
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Average response time to priority one Calls For Service (CFS). *See note	4:35 min.	4:07 min.	4:28 min.	See Note	See Note
2. Ratio of CFS to officer self-initiated events.	3:1	3:1	3:1	3:1	3:1
3. Arrests by beat officers.	4,470	4,349	3,889	4,500	4,500
4. Citations by beat officers.	4,500	3,367	3,504	3,500	3,500

\* The figure has been provided in recent years based on available data at the time and has varied in definition from pick-up to queue, queue to assign and assign to arrive. Response times are one variable to measure performance and can fluctuate according to technology in place, geographic restrictions, resource limitations and how emergency calls are prioritized. SCPD's antiquated technology poses technical challenges to consistently obtain accurate data from its current system. As such, times for this measure have varied from 4:35 to 2.7 minutes from the same report. To address this measure, SCPD has requested a new CAD/RMS system as a Fiscal Year 2016-17 Capital Improvement Project.

**Division: Field Operations**  
**Program: 7723 - Traffic**

*Program Mission: Provide the citizens of our community a safe environment for traveling upon our streets, safe pedestrian movement, and the abatement of abandoned vehicles.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 1,934,569	\$ 1,596,205	\$ 2,070,347	\$ 2,184,767	\$ 114,420
Benefits	1,051,171	897,267	1,140,668	1,367,027	226,359
Materials/Services/Supplies	85,298	28,430	38,732	43,832	5,100
Interfund Services	98,859	121,393	90,088	97,616	7,528
Total Expenditures	<u>\$ 3,169,897</u>	<u>\$ 2,643,295</u>	<u>\$ 3,339,835</u>	<u>\$ 3,693,242</u>	<u>\$ 353,407</u>
Full Time Equivalents (Budgeted)	N/A	13.45	13.50	13.50	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of moving violation and equipment violation citations.	8,473	9,877	8,335	8,400	8,400
2. Parking citations issued.	7,183	6,059	5,487	7,000	7,000
3. Abandoned vehicles abated.	2,600	1,641	1,701	2,000	2,000

**Division: Field Operations**  
**Program: 7724 - Emergency Response/Temporary Holding Facility**

*Program Mission: Provide officers who are specially trained in teams to handle a wide variety of extraordinary and sometimes life-threatening incidents encountered in our community. These teams are the extra layer of protection that the men and women of the Field Operations Division provide in addition to normal patrol.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 712,854	\$ 807,340	\$ 1,052,447	\$ 1,158,413	\$ 105,966
Benefits	407,899	474,476	611,052	714,688	103,636
Materials/Services/Supplies	26,268	24,846	32,638	2,250	(30,388)
Interfund Services	52,049	61,365	41,526	51,996	10,470
Total Expenditures	<u>\$ 1,199,070</u>	<u>\$ 1,368,027</u>	<u>\$ 1,737,663</u>	<u>\$ 1,927,347</u>	<u>\$ 189,684</u>
Full Time Equivalents (Budgeted)	N/A	7.50	9.00	9.00	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Pass annual State and Federal facility inspections.	100%	100%	100%	100%	100%
2. Number of Administrative Citations issued around Santa Clara University zone	300	230	250	200	200

**Division: Field Operations**  
**Program: 7725 - Reserves**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 291,011	\$ 334,880	\$ 287,869	\$ 299,415	\$ 11,546
Benefits	50,651	57,841	54,420	69,595	15,175
Materials/Services/Supplies	30,555	42,333	57,100	—	(57,100)
Interfund Services	5,180	6,312	4,785	5,052	267
Total Expenditures	<u>\$ 377,397</u>	<u>\$ 441,366</u>	<u>\$ 404,174</u>	<u>\$ 374,062</u>	<u>\$ (30,112)</u>
Full Time Equivalents (Budgeted)	N/A	7.50	9.00	9.00	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Ratio of paid to unpaid hours.	3:2	2:1	N/A	N/A	N/A
2. Hours of continuing professional training hours per officer.	40	40	N/A	N/A	N/A
3. Number of arrests.	41	88	N/A	N/A	N/A
4. Number of citations.	1,200	657	N/A	N/A	N/A

The program budget has been moved to program 7765 starting in 2017-18.

**Division: Field Operations**  
**Program: 7726 - Animal Control**

*Program Mission: Provide the cities of Santa Clara, Campbell, Monte Sereno, and Mountain View with the care of sick, injured, lost, and abandoned companion animals, animal cruelty investigations, enforcement of animal laws, education and outreach programs, volunteer and foster programs. This program is conducted as part of the City's participation in the regional operations of the Silicon Valley Animal Control Shelter.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Materials/Services/Supplies	\$ —	\$ 919,555	\$ —	\$ —	\$ —
Total Expenditures	\$ —	\$ 919,555	\$ —	\$ —	\$ —
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Attend meetings with the Silicon Valley Animal Control Authority (SVACA) and participating cities concerning Animal Control Services.	6	5	N/A	N/A	N/A
2. Number of SVACA Control Officer animal responses.	3,978	4,004	N/A	N/A	N/A

The program budget was moved to the General Purpose-Citywide program budget in 2016-17.

**Department: Police**  
**Division: Investigations**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
7732 - General Investigation	\$ 6,089,768	\$ 5,969,064	\$ 5,460,141	\$ 6,498,379	\$ 1,038,238
7733 - Special Enforcement Team	1,403,188	827,129	1,391,272	1,552,242	160,970
7734 - Records	2,810,715	3,101,920	3,254,424	3,511,430	257,006
7735 - Homeland Security/ Special Events	5,706,096	9,529,190	7,998,289	—	(7,998,289)
Total Expenditures	<u>\$16,009,767</u>	<u>\$19,427,305</u>	<u>\$18,104,127</u>	<u>\$11,562,051</u>	<u>\$ (6,542,075)</u>
Full Time Equivalents (Budgeted)	N/A	54.50	52.00	45.00	(7.00)
Total Revenue	\$ 3,803,689	\$ 8,710,502	\$ 6,212,300	\$ 109,388	\$ (6,102,912)

### **Division Mission**

*The Investigations Division will receive reports of crimes that have occurred in our community and will conduct follow-up investigations, utilizing statements, physical evidence, crime analysis, and deductive reasoning to identify perpetrators of crime. The Special Enforcement Team (SET) will continue to operate as a proactive unit dedicated to the suppression of crime in our community. The Subpoenas Unit will ensure that subpoenas for trial witness be promptly delivered. The Records Unit will keep accurate records and provide timely service to the public.*

### **Division Overview**

- We will proactively serve the City's residents by combatting crime and identifying those responsible.
- We will continue to aggressively track and monitor registered sexual offenders.
- We will continue to fulfill Public Records Act requests in a timely manner.
- The Special Enforcement Team (SET) will proactively investigate and seek out criminals resulting in a high volume of prosecutable cases.

**Division: Investigations**  
**Program: 7732 - General Investigation**

*Program Mission: Working together and in partnership with the Community, provide a full array of criminal investigative services in an effort to better the quality of life in the City.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 3,769,991	\$ 3,422,400	\$ 3,040,041	\$ 3,453,703	\$ 413,662
Benefits	1,886,813	1,769,275	1,591,164	2,034,435	443,271
Materials/Services/Supplies	290,657	358,446	388,662	601,327	212,665
Interfund Services	142,307	418,943	440,274	408,914	(31,360)
Total Expenditures	<u>\$ 6,089,768</u>	<u>\$ 5,969,064</u>	<u>\$ 5,460,141</u>	<u>\$ 6,498,379</u>	<u>\$ 1,038,238</u>
Full Time Equivalent (Budgeted)	N/A	23.75	19.00	21.00	2.00
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Percent of Part I crime cases cleared per the CA Uniform Crime Report clearance rate. *See note	80%	79%	79%	See Note	See Note
2. Number of non-traffic cases submitted to the District Attorney's Office for filing.	2,827	2,840	2,952	2,500	2,800

\*In January, 2016, a tracking mechanism was implemented consistent with California guidelines. Not enough time has transpired to have a baseline to reflect upon.

**Division: Investigations**  
**Program: 7733 - Special Enforcement Team**

*Program Mission: Reduce criminal activities in the City of Santa Clara through criminal investigation and prosecution; conduct surveillances and other pro-active operations as needed.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 887,809	\$ 502,047	\$ 903,833	\$ 962,109	\$ 58,276
Benefits	475,003	271,654	446,348	547,451	101,103
Materials/Services/Supplies	951	2,127	4,000	4,000	—
Interfund Services	39,425	51,301	37,091	38,682	1,591
Total Expenditures	<u>\$ 1,403,188</u>	<u>\$ 827,129</u>	<u>\$ 1,391,272</u>	<u>\$ 1,552,242</u>	<u>\$ 160,970</u>
Full Time Equivalent (Budgeted)	N/A	5.00	5.00	5.00	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of SET initiated cases submitted to the District Attorney's Office for filing.	66	239	205	300	300

**Division: Investigations  
Program: 7734 - Records**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 1,600,069	\$ 1,809,434	\$ 1,800,773	\$ 1,932,570	\$ 131,797
Benefits	874,413	972,052	1,098,640	1,216,369	117,729
Materials/Services/Supplies	223,906	190,100	273,359	273,359	—
Interfund Services	112,327	130,334	81,652	89,132	7,480
Total Expenditures	<u>\$ 2,810,715</u>	<u>\$ 3,101,920</u>	<u>\$ 3,254,424</u>	<u>\$ 3,511,430</u>	<u>\$ 257,006</u>
Full Time Equivalent (Budgeted)	N/A	20.00	19.00	19.00	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Percent of all requests for police reports by allied agencies or the public processed within three days.	95%	95%	98%	95%	95%

**Division: Investigations  
Program: 7735 - Homeland Security/Special Events**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 3,750,289	\$ 5,897,512	\$ 5,248,382	\$ —	\$ (5,248,382)
Benefits	195,659	821,745	817,453	—	(817,453)
Materials/Services/Supplies	1,760,148	2,742,368	1,775,000	—	(1,775,000)
Interfund Services	—	67,565	157,454	—	(157,454)
Total Expenditures	<u>\$ 5,706,096</u>	<u>\$ 9,529,190</u>	<u>\$ 7,998,289</u>	<u>\$ —</u>	<u>\$ (7,998,289)</u>
Full Time Equivalent (Budgeted)	N/A	5.75	9.00	—	(9.00)
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of managed pre-planned events.	23	26	35	35	N/A

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



**Department: Police**  
**Division: Special Operations**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
7761 - General	\$ —	\$ —	\$ —	\$ 8,290,832	\$ (5,460,141)
7764 - Specialized Teams	—	—	—	35,398	(1,391,272)
7765 - Reserves	—	—	—	57,100	(3,254,424)
Total Expenditures	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ 8,383,330</u>	<u>\$ (10,105,837)</u>
Full Time Equivalents (Budgeted)	N/A	N/A	N/A	9.00	9.00
Total Revenue	\$ —	\$ —	\$ —	\$ 6,070,500	\$ 6,070,500

**Division Mission**

*The Special Operations Division is responsible for planning all special events that occur within the City. The City of Santa Clara is a year-round destination for events, which include parades, charity runs, concerts, and major sporting events. These citywide events require an on-going planning effort and the presence of public safety personnel to ensure the safety of all attendees.*

**Division Overview**

- Continue to staff all special events with highly trained and committed public safety personnel to ensure the safety of all attendees
- Utilize technology to provide real-time updates during events to provide complete situational awareness
- Continue to provide a safe environment for guests attending all events and venues within the City
- Maintain critical information sharing and partnerships with Federal, State and Local law enforcement agencies to ensure the safety and security of the community

**Division: Special Operations**  
**Program: 7761 - General**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ —	\$ —	\$ —	\$ 5,336,580	\$ 5,336,580
Benefits	—	—	—	1,006,863	1,006,863
Materials/Services/Supplies	—	—	—	1,775,000	1,775,000
Interfund Services	—	—	—	172,389	172,389
Total Expenditures	\$ —	\$ —	\$ —	\$ 8,290,832	\$ 8,290,832
Full Time Equivalents (Budgeted)	N/A	N/A	N/A	9.00	9.00
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of managed pre-planned events.	N/A	N/A	N/A	N/A	35
Program 7761 is a new program for the 2017-18 budget (moved from 7735)					

**Division: Special Operations**  
**Program: 7764 - Specialized Teams**

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

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Materials/Services/Supplies	\$ —	\$ —	\$ —	\$ 35,398	\$ 35,398
Total Expenditures	\$ —	\$ —	\$ —	\$ 35,398	\$ 35,398
Full Time Equivalents (Budgeted)	N/A	N/A	N/A	N/A	N/A
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
No reportable performance measures					N/A
Program 7764 is a new program for the 2017-18 budget (moved from 7735)					

**Division: Special Operations**  
**Program: 7765 - Reserves**

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Materials/Services/Supplies	\$ —	\$ —	\$ —	\$ 57,100	\$ 57,100
Total Expenditures	\$ —	\$ —	\$ —	\$ 57,100	\$ 57,100
Full Time Equivalents (Budgeted)	N/A	N/A	N/A	N/A	N/A
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Ratio of paid to unpaid hours.	N/A	N/A	3:2	3:2	3:2
2. Hours of continuing professional training hours per officer.	N/A	N/A	40	40	40
3. Number of arrests.	N/A	N/A	57	40	40
4. Number of citations.	N/A	N/A	1,260	1,200	1,200
Program 7765 is a new program for the 2017-18 budget (moved from 7735)					

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# City of Santa Clara

The Center of What's Possible

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## General Purpose



## General Purpose

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
Citywide Programs	\$ 23,037,818	\$ 14,830,532	\$ 93,098	\$ (4,344,588)
Debt Service	2,502,620	2,498,975	2,504,030	2,504,721
Total Expenditures	<u>\$ 25,540,438</u>	<u>\$ 17,329,507</u>	<u>\$ 2,597,128</u>	<u>\$ (1,839,867)</u>
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenue	\$156,063,395	\$154,021,551	\$163,495,796	\$178,654,627

### Overview

The General Purpose Department provides a way to report general revenues and expenditures which are not attributable to a single department, but a function of the City in general. Examples of this include budgeting for sales tax revenue and payments for employee separation, which would not otherwise be known prior to an employee giving notice.

## General Purpose

### Department Budget Summary

General Fund	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Salaries	\$ —	\$ —	\$ (1,500,000)	\$ (6,450,000)	\$ (4,950,000)
Benefits	—	—	—	130,000	130,000
Materials/Services/Supplies	23,037,818	14,830,532	1,592,499	1,975,331	382,832
Interfund Services	—	—	599	81	(518)
Debt Service	2,502,620	2,498,975	2,504,030	2,504,721	691
<b>Total Expenditures</b>	<u>\$ 25,540,438</u>	<u>\$ 17,329,507</u>	<u>\$ 2,597,128</u>	<u>\$ (1,839,867)</u>	<u>\$ (4,436,995)</u>
<b>Revenue Category</b>					
Taxes	\$108,392,906	\$119,446,522	\$134,250,975	\$134,033,275	\$ (217,700)
Licenses & Permits	937,873	917,100	915,000	915,000	—
Interest and Rent	10,017,900	14,388,566	13,038,831	12,443,897	(594,934)
Intergovernmental	2,219,061	295,198	165,000	165,000	—
Charges for Services	16,765,906	16,749,159	13,867,231	14,762,252	895,021
Op Transfers	201,046	(16,906,148)	(18,393,861)	(5,326,700)	13,067,161
Other Financing	—	—	—	—	—
Other Revenues	17,528,703	19,131,153	19,652,620	21,661,903	2,009,283
<b>Total Revenues</b>	<u>\$156,063,395</u>	<u>\$154,021,551</u>	<u>\$163,495,796</u>	<u>\$178,654,627</u>	<u>\$ 15,158,831</u>
<b>Full Time Equivalents (Budgeted)</b>	—	—	—	—	—

### Budget Overview and Significant Changes

#### Service Level Impact

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

#### Expenditures

##### Salaries changes from prior adopted budget

Salaries decrease due to a true up of attrition and separation payout assumptions for 2017-18 based on current and past experience.

##### Materials/Services/Supplies changes from prior adopted budget

Increase in Materials/Service/Supplies costs represent the move of contingency reserves previously included as part of the City Manager's Office budget.

##### Interfund Services changes from prior adopted budget

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

## General Purpose

### Debt Service changes from prior adopted budget

Minor change based on debt service schedule.

### Total Revenues

#### Total Revenues changes from prior adopted budget

Information on major changes to these City-wide revenue sources can be found in the City Manager's Transmittal letter.



**Department: General Purpose**  
**Division: Citywide Programs**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
3611-Citywide Programs	\$ 23,037,818	\$ 14,830,532	\$ 93,098	\$ (4,344,588)	\$ (4,437,686)
Total Expenditures	<u>\$ 23,037,818</u>	<u>\$ 14,830,532</u>	<u>\$ 93,098</u>	<u>\$ (4,344,588)</u>	<u>\$ (4,437,686)</u>
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenue	\$ 153,557,338	\$ 151,516,458	\$160,991,766	\$176,149,906	\$ 15,158,140

**Division Overview**

*Provides a way to report non debt-related general revenues and expenses which are not attributable to a single department, but a function of the City in general.*

**Division: General Purpose - Citywide Programs**  
**Program: 3611 Citywide Programs**

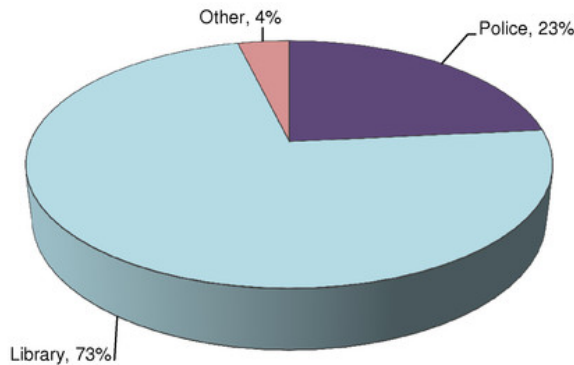
*Program Mission: No reportable program mission*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ —	\$ —	\$ (1,500,000)	\$ (6,450,000)	\$ (4,950,000)
Benefits	—	—	—	130,000	130,000
Materials/Services/Supplies	23,037,818	14,830,532	1,592,499	1,975,331	382,832
Interfund Services	—	—	599	81	(518)
<b>Total Expenditures</b>	<b>\$23,037,818</b>	<b>\$14,830,532</b>	<b>\$ 93,098</b>	<b>\$ (4,344,588)</b>	<b>\$ (4,437,686)</b>
Full Time Equivalents (Budgeted)	—	—	—	—	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
No reportable performance					N/A

**Department: General Purpose  
Division: Debt Service**

<b>General Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
3394-2010 Lease (Refunding 1997 COPS)	\$ 1,094,710	\$ 1,097,250	\$ 1,098,105	\$ 1,097,346	\$ (759)
3395-2013 COPS (Refunding 2002A)	1,407,910	1,401,725	1,405,925	1,407,375	1,450
<b>Total Expenditures</b>	<b>\$ 2,502,620</b>	<b>\$ 2,498,975</b>	<b>\$ 2,504,030</b>	<b>\$ 2,504,721</b>	<b>\$ 691</b>
Full Time Equivalents (Budgeted)	—	—	—	—	—
<b>Total Revenue</b>	<b>\$ 2,506,057</b>	<b>\$ 2,505,093</b>	<b>\$ 2,504,030</b>	<b>\$ 2,504,721</b>	<b>\$ 691</b>

**Breakdown of the General Fund Outstanding Debt By Function**



**Summary of General Fund Outstanding Debt by Source**

	<u>Outstanding as of June 30, 2017</u>	<u>Issue Date</u>	<u>Final Maturity</u>	<u>Interest Rates</u>
2010 Lease Agreement (Refunding of 1997 COPS)	\$ 4,966,000	7/13/2010	8/1/2022	3.65
2013 Refunding COPS Unamortized Premium/Discount	15,410,000 800,878	3/28/2013	2/1/2032	2.00-3.75
<b>TOTAL PRINCIPAL</b>	<b>\$ 21,176,878</b>			

**Division: General Purpose - Debt Service**  
**Program: 3394 - 2010 Lease (Refunding 1997 COPS)**

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Debt Service	\$ 1,094,710	\$ 1,097,250	\$ 1,098,105	\$ 1,097,346	\$ (759)
Total Expenditures	\$ 1,094,710	\$ 1,097,250	\$ 1,098,105	\$ 1,097,346	\$ (759)
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
No reportable performance measures.					N/A

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

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Debt Service	1,407,910	1,401,725	\$ 1,405,925	\$ 1,407,375	\$ 1,450
Total Expenditures	\$ 1,407,910	\$ 1,401,725	\$ 1,405,925	\$ 1,407,375	\$ 1,450
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
No reportable performance measures.					N/A

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# City of Santa Clara

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## Special Revenue Funds



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

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**Fund 025 - Downtown  
Parking Maintenance  
District**



## Fund 025 Downtown Parking Maintenance

<b>Fund 025 Downtown Parking Maintenance</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
Streets Division	\$ 111,976	\$ 98,959	\$ 177,795	\$ 233,599
Total Expenditures	<u>\$ 111,976</u>	<u>\$ 98,959</u>	<u>\$ 177,795</u>	<u>\$ 233,599</u>
Full Time Equivalents (Budgeted)	0.50	0.50	0.50	0.50
Total Revenue	\$ 168,929	\$ 163,427	\$ 177,795	\$ 233,599

### Overview

The purpose of the Downtown Parking Maintenance District is to maintain the grounds of the Franklin Square complex. The Franklin Square complex is bounded by Monroe Street to the west, Jackson street to the east, Benton Street to the north, and Homestead Road to the south. The maintenance to the landscape infrastructure is paid for by the General Fund. Extraordinary repairs to the asphalt parking lot and concrete walkways are funded by property owner assessments that are capped at \$14,200 per year.



## **Fund 025 Downtown Parking Maintenance**

### **Mission**

*Provide maintenance on all landscaping and exterior amenities with minimum impact to daily merchant operations while enhancing property value.*

### **Significant Accomplishments**

- The fountain was put back in operation following the end of the drought.

### **Significant Objectives**

- Inspect and evaluate the sweeping contractor's performance at the site.

## Fund 025 Downtown Parking Maintenance

### Fund Summary

Fund 025 Downtown Parking Maintenance	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Salaries	\$ 28,959	\$ 30,172	\$ 42,402	\$ 45,188	\$ 2,786
Benefits	21,092	22,858	24,590	27,486	2,896
Materials/Services/Supplies	42,128	44,715	99,920	99,559	(361)
Interfund Services	1,297	1,214	10,882	11,366	484
Capital Outlay	18,500	—	—	50,000	50,000
<b>Total Expenditures</b>	<u>\$ 111,976</u>	<u>\$ 98,959</u>	<u>\$ 177,794</u>	<u>\$ 233,599</u>	<u>\$ 55,806</u>
<b>Revenue Category</b>					
Interest and Rent	\$ 1,197	\$ 1,683	\$ 1,197	\$ 1,683	\$ 486
Charges for Services	12,056	12,936	13,003	12,517	(486)
Op Transfers	155,676	148,808	163,595	219,399	55,804
<b>Total Revenues</b>	<u>\$ 168,929</u>	<u>\$ 163,427</u>	<u>\$ 177,795</u>	<u>\$ 233,599</u>	<u>\$ 55,804</u>
<b>Full Time Equivalents (Budgeted)</b>	0.50	0.50	0.50	0.50	—

### Budget Overview and Significant Changes

#### **Service Level Impact**

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

#### **Expenditures**

##### *Salaries changes from prior adopted budget*

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

##### *Benefits changes from prior adopted budget*

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

##### *Materials/Services/Supplies changes from prior adopted budget*

Materials/Service/Supplies were reduced from previous year's budget to better reflect actual spending.

##### *Interfund Services changes from prior adopted budget*

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

##### *Capital Outlay changes from prior adopted budget*

Capital Outlay planned for repairs of interior walkways and to upgrade solid waste storage area.

## **Fund 025 Downtown Parking Maintenance**

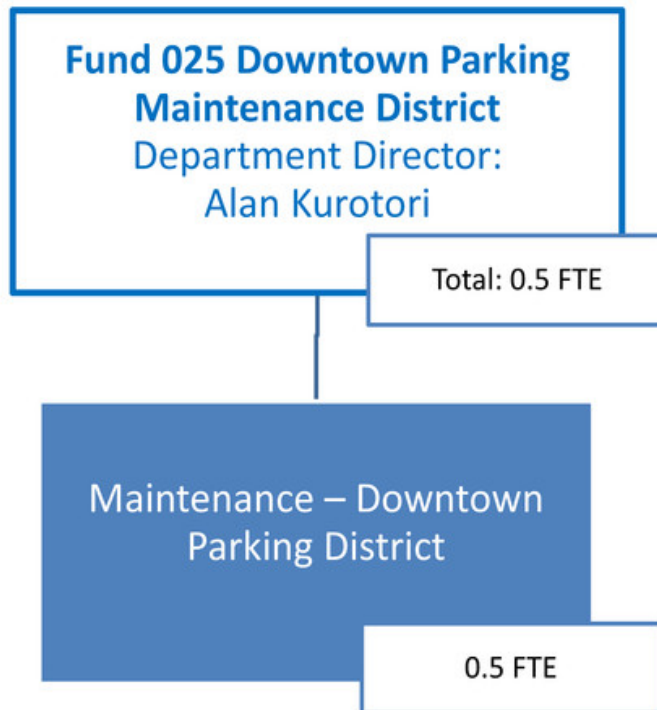
### **Total Revenues**

#### *Total Revenues changes from prior adopted budget*

The total amount of revenue charged to property owners remains fixed from current 2016-17 charges.

**Fund 025 Downtown Parking Maintenance**

**City of Santa Clara  
Divisional Organization Chart**



# Fund 025 Downtown Parking Maintenance

## POSITION DETAIL

<b>Fund 025 Downtown Parking Maintenance</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Position Change</b>
<b>Position Title</b>					
G23 Street Maintenance Worker III	—	—	0.50	0.50	—
G21 Grounds Maintenance Worker II	0.50	0.50	—	—	—
<b>Total Full Time Equivalents (Budgeted)</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>—</b>

**Fund 025 - Downtown Parking Maintenance**  
**Division: Streets Division**

<b>Fund 025 Downtown Parking Maintenance</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
2941-Parking District Maintenance	\$ 111,976	\$ 98,959	\$ 177,795	\$ 233,599	\$ 55,805
Total Expenditures	<u>\$ 111,976</u>	<u>\$ 98,959</u>	<u>\$ 177,795</u>	<u>\$ 233,599</u>	<u>\$ 55,805</u>
Full Time Equivalents (Budgeted)	N/A	0.50	0.50	0.50	—
Total Revenue	\$ 168,929	\$ 163,427	\$ 177,795	\$ 233,599	\$ 55,804

**Division Mission**

*Provide high quality maintenance on all landscaping, roadways, sidewalks, fountains and exterior amenities with minimum impact to daily merchant operations.*

**Division Overview**

- Repair damaged parking lots and walkways.
- Remove graffiti swiftly.
- Monitor street sweeping contractor.

**Division: Streets Division**  
**Program: 2941 - Parking District Maintenance**

*Program Mission: Provide high quality maintenance on all landscaping, roadways, sidewalks, fountains and exterior amenities with minimum impact to daily merchant operations while enhancing property value.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 28,959	\$ 30,172	\$ 42,402	\$ 45,188	\$ 2,786
Benefits	21,092	22,858	24,590	27,486	2,896
Materials/Services/Supplies	42,128	44,715	99,920	99,559	(361)
Interfund Services	1,297	1,214	10,882	11,366	484
Capital Outlay	18,500	—	—	50,000	50,000
<b>Total Expenditures</b>	<b>\$ 111,976</b>	<b>\$ 98,959</b>	<b>\$ 177,795</b>	<b>\$ 233,599</b>	<b>\$ 55,805</b>
Full Time Equivalents (Budgeted)	N/A	0.50	0.50	0.50	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Inspect and evaluate the sweeping contractors performance at the site every Wednesday, and provide contractor with City's monthly report.	100%	100%	100%	100%	100%



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**Fund 026 -  
Convention Center  
Maintenance**





## Fund 026 Convention Center Maintenance

<b>Fund 026 Convention Center Maintenance</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
Public Works - Building Maintenance	\$ 1,234,195	\$ 1,239,425	\$ 1,338,684	\$ 1,488,685
Total Expenditures	<u>\$ 1,234,195</u>	<u>\$ 1,239,425</u>	<u>\$ 1,338,684</u>	<u>\$ 1,488,685</u>
Full Time Equivalents (Budgeted)	0.10	0.10	0.10	0.10
Total Revenue	\$ 1,282,629	\$ 1,315,010	\$ 1,338,685	\$ 1,488,685

### Overview

Provide maintenance and landscaping to the common grounds assuring a safe environment while enhancing the property value.

## **Fund 026 Convention Center Maintenance**

### **Mission**

*To provide a safe, clean, and well maintained public space in support of the Hotel, Convention Center, and office building.*

### **Significant Accomplishments**

- Undertook a ground property condition assessment.
- Repaved Bunker Hill Lane.
- Repaired waterproofing issues in the parking garage.

### **Significant Objectives**

- Ongoing improvements to the grounds, surfaces and garage structure. Grounds includes landscaping improvements, surfaces include sidewalk and roadway condition, garage structure included rust repair, overall coatings and paint.
- Upgrading the quality of the landscaping of the Convention Center Maintenance District complex.

## Fund 026 Convention Center Maintenance

### Fund Summary

Fund 026 Convention Center Maintenance	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Salaries	\$ 12,827	\$ 13,671	\$ 14,653	\$ 15,797	\$ 1,144
Benefits	5,843	6,546	7,713	9,099	1,386
Materials/Services/Supplies	1,161,307	1,164,004	1,233,194	1,368,914	135,720
Interfund Services	54,218	55,204	83,125	94,875	11,750
<b>Total Expenditures</b>	<b>\$ 1,234,195</b>	<b>\$ 1,239,425</b>	<b>\$ 1,338,684</b>	<b>\$ 1,488,685</b>	<b>\$ 150,001</b>
<b>Revenue Category</b>					
Interest and Rent	\$ 2,607	\$ 2,490	\$ —	\$ —	\$ —
Charges for Services	676,567	702,039	728,204	818,744	90,540
Op Transfers	603,455	610,481	610,481	669,941	59,460
<b>Total Revenues</b>	<b>\$ 1,282,629</b>	<b>\$ 1,315,010</b>	<b>\$ 1,338,685</b>	<b>\$ 1,488,685</b>	<b>\$ 150,000</b>
<b>Full Time Equivalents (Budgeted)</b>	0.10	0.10	0.10	0.10	—

### Budget Overview and Significant Changes

#### Service Level Impact

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

#### Expenditures

##### Salaries changes from prior adopted budget

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

##### Benefits changes from prior adopted budget

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

##### Materials/Services/Supplies changes from prior adopted budget

The increase in Materials/Service/Supplies costs is due to additional funding requested in 2017-18 to maintain the site and address deferred maintenance issues.

##### Interfund Services changes from prior adopted budget

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

## **Fund 026 Convention Center Maintenance**

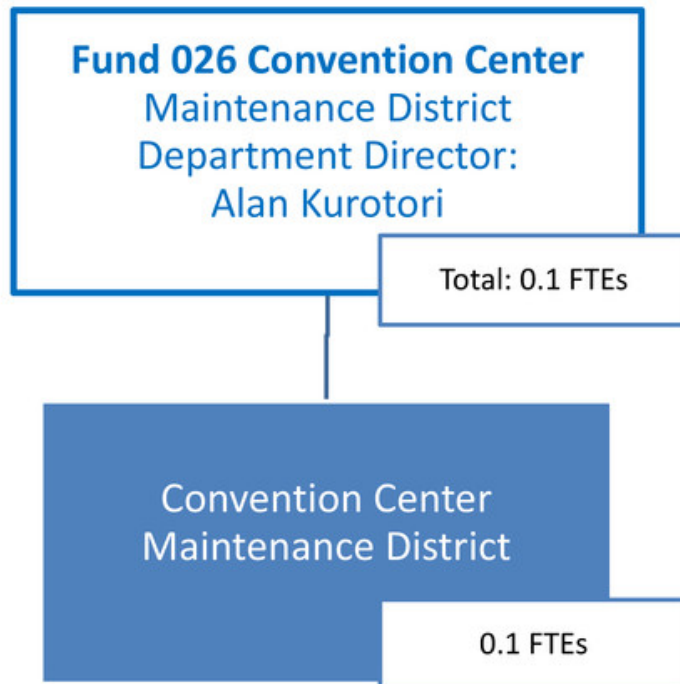
### **Total Revenues**

#### *Total Revenues changes from prior adopted budget*

The increase of \$150,000 in 2017-18 represents additional budgeted contribution from the City and property owners to cover the additional expense in 2017-18 to maintain the site and address deferred maintenance issues.

**Fund 026 Convention Center Maintenance**

**City of Santa Clara  
Divisional Organization Chart**



# Fund 026 Convention Center Maintenance

## POSITION DETAIL

<b>Fund 026 Convention Center Maintenance</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Position Change</b>
<b>Position Title</b>					
Uncl Building Maintenance Manager	—	0.10	0.10	0.10	—
Uncl Deputy Public Works Director	0.10	—	—	—	—
<b>Total Full Time Equivalents (Budgeted)</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>	<b>—</b>

**Fund 026 - Convention Center Maintenance**  
**Division: Building Maintenance**

<b>Fund 053 Automotive Services</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
2961-Convention Center Maintenance District	\$ 1,234,195	\$ 1,239,425	\$ 1,338,684	\$ 1,488,685	\$ 150,001
Total Expenditures	<u>\$ 1,234,195</u>	<u>\$ 1,239,425</u>	<u>\$ 1,338,684</u>	<u>\$ 1,488,685</u>	<u>\$ 150,001</u>
Full Time Equivalents (Budgeted)	N/A	0.10	0.10	0.10	—
Total Revenue	\$ 1,282,629	\$ 1,315,010	\$ —	\$ —	\$ —

**Division Mission**

*Provide maintenance on all landscaping and exterior amenities to assure a safe environment while enhancing aesthetics and property value.*

**Division Overview**

- Repair and/or replace damaged and deteriorated equipment, signs, and landscaping.
- Replace failing concrete sidewalk, curb and gutter.
- Repaint electroliers on all surface parking lots, service roads, and pedestrian bridges.
- Repaint railings and repair railing footings in the garage and pedestrian bridges.
- Continue to improve landscaping in the Complex.

**Division: Building Maintenance**  
**Program: 2961 - Convention Center Maintenance District**

*Program Mission: Provide high quality maintenance on all landscaping, roadways, sidewalks, garage structure and exterior amenities with minimum impact to daily events/operations while enhancing aesthetics, public safety and property value.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 12,827	\$ 13,671	\$ 14,653	\$ 15,797	\$ 1,144
Benefits	5,843	6,546	7,713	9,099	1,386
Materials/Services/Supplies	1,161,307	1,164,004	1,233,194	1,368,914	135,720
Resource & Production	—	—	—	—	—
Interfund Services	54,218	55,204	83,125	94,875	11,750
In-Lieu/Franchise	—	—	—	—	—
Capital Outlay	—	—	—	—	—
Debt Service	—	—	—	—	—
<b>Total Expenditures</b>	<b>\$ 1,234,195</b>	<b>\$ 1,239,425</b>	<b>\$ 1,338,684</b>	<b>\$ 1,488,685</b>	<b>\$ 150,001</b>
Full Time Equivalents (Budgeted)	N/A	0.10	0.10	0.10	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Percent of all requests for service by the Hyatt Hotel, Techmart Office Building, Santa Clara Convention Center and the Public completed within 3 days of request.	98%	98%	98%	98%	98%





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**Fund 111 -  
Park & Rec Operating  
Grant Trust Fund**



## Fund 111 Park & Rec Operating Grant Trust Fund

<b>Fund 111 Park &amp; Rec Operating Grant Trust Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
Parks & Recreation - Senior Nutrition Program	\$ 155,025	\$ 150,380	\$ 158,000	\$ 148,353
Total Expenditures	<u>\$ 155,025</u>	<u>\$ 150,380</u>	<u>\$ 158,000</u>	<u>\$ 148,353</u>
Full Time Equivalents (Budgeted)	—	0.18	—	—
Total Revenue	\$ 161,772	\$ 158,512	\$ 158,000	\$ 148,353

### Overview

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

## **Fund 111 Park & Rec Operating Grant Trust Fund**

### **Mission**

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

### **Significant Accomplishments**

- Provided approximately 20,088 seniors with nutritional meals in the Monday - Friday senior nutrition program. (81 meals x 248 service days)

### **Significant Objectives**

- Provide approximately 17,500 nutritional meals to seniors in the Monday - Friday senior nutrition program. (71 meals x 247 service days)

## Fund 111 Park & Rec Operating Grant Trust Fund

### Fund Summary

Fund 111 Park & Rec Operating Grant Trust Fund	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Salaries	\$ 39,949	\$ 42,899	\$ 40,648	\$ 39,248	\$ (1,400)
Benefits	1,948	52	—	—	—
Materials/Services/Supplies	113,129	107,429	117,352	109,105	(8,247)
<b>Total Expenditures</b>	<b>\$ 155,026</b>	<b>\$ 150,380</b>	<b>\$ 158,000</b>	<b>\$ 148,353</b>	<b>\$ (9,647)</b>
<b>Revenue Category</b>					
Intergovernmental	\$ 155,669	\$ 158,512	\$ 158,000	\$ 148,353	\$ (9,647)
Other Revenues	6,103	—	—	—	—
<b>Total Revenues</b>	<b>\$ 161,772</b>	<b>\$ 158,512</b>	<b>\$ 158,000</b>	<b>\$ 148,353</b>	<b>\$ (9,647)</b>
<b>Full Time Equivalents (Budgeted)</b>	—	0.18	—	—	—

### Budget Overview and Significant Changes

#### Service Level Impact

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

#### Expenditures

##### Salaries changes from prior adopted budget

Salary costs reflect contractually agreed upon amounts based on agreement with the Santa Clara County.

##### Benefits changes from prior adopted budget

No reportable or significant change.

##### Materials/Services/Supplies changes from prior adopted budget

Change in Materials/Services/Supplies based on agreement with Santa Clara County.

#### Total Revenues

##### Total Revenues changes from prior adopted budget

Change in revenue based on agreement with Santa Clara County.

# Fund 111 Park & Rec Operating Grant Trust Fund

## POSITION DETAIL

Fund 111 Park & Rec Operating Grant Trust Fund	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Position Change
<b>Position Title</b>					
A27 Senior Center Coordinator	—	0.18	—	—	—
<b>Full Time Equivalents (Budgeted)</b>	—	<b>0.18</b>	—	—	—

**Fund 111 - Park & Rec Operating Grant Trust Fund**  
**Division: Parks & Recreation - Senior Nutrition Program**

<b>Fund 111 Park &amp; Rec Operating Grant Trust Fund</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
1112-Senior Nutrition Program	\$ 155,025	\$ 150,380	\$ 158,000	\$ 148,353	\$ (9,647)
Total Expenditures	<u>\$ 155,025</u>	<u>\$ 150,380</u>	<u>\$ 158,000</u>	<u>\$ 148,353</u>	<u>\$ (9,647)</u>
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Direct Revenue	\$ 161,771	\$ 158,512	\$ 158,000	\$ 148,353	\$ (9,647)

**Division Mission**

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

**Division Overview**

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

**Division: Parks & Recreation - Senior Nutrition Program**  
**Program: 1112 - Senior Nutrition Program**

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 39,949	\$ 42,899	\$ 40,648	\$ 39,248	\$ (1,400)
Benefits	1,948	52	—	—	—
Materials/Services/Supplies	113,129	107,429	117,352	109,105	(8,247)
<b>Total Expenditures</b>	<b>\$ 155,025</b>	<b>\$ 150,380</b>	<b>\$ 158,000</b>	<b>\$ 148,353</b>	<b>\$ (9,647)</b>
Full Time Equivalents (Budgeted)	—	—	—	—	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Average number of daily participants in the Senior Nutrition Program.	81	81	69	83	83
2. Total number of unduplicated participants in the Senior Nutrition Program, annually.	401	354	275	575	575
3. Total Annual Meals Served.	21,397	20,088	15,641	20,534	20,534



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**Fund 164 -  
Housing Authority**





## Fund 164 Housing Authority

<b>Fund 164 Housing Authority</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
Community Development - Housing	\$ —	\$ —	\$ 279,052	\$ 143,126
Total Expenditures	<u>\$ —</u>	<u>\$ —</u>	<u>\$ 279,052</u>	<u>\$ 143,126</u>
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenue	\$ —	\$ —	\$ 279,052	\$ 143,126

### Overview

On February 22, 2011, the Santa Clara Housing Authority (SCHA) was established to assume responsibility for managing and monitoring of housing assets from the dissolution of the Redevelopment Agency (RDA). On March 8, 2011, the City, former RDA and the SCHA executed an assignment and assumption agreement whereby the SCHA assumed this responsibility prior to the creation of the Housing Successor that holds the majority of housing assets after the RDA dissolution. The small remaining balance of housing assets transferred to the SCHA consists of a few first time home buyer loans and a housing developmental loan. These loans represent approximately 7% of the total loan portfolio managed by the Housing and Community Services Division. The Santa Clara Housing Authority program income is utilized to support loan monitoring, administration and other programs and projects of the Housing and Community Services Division.

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

## **Fund 164 Housing Authority**

### **Mission**

*Support affordable housing mission and functions to preserve affordable housing inventory of low and moderate income units.*

### **Significant Accomplishments**

- Participated in the county-wide bi-annual 2017 Homeless Census and Survey.

### **Significant Objectives**

- Continue to monitor compliance of existing loan portfolio.
- Prepare and file Fiscal Year 2016-17 Housing Authority Annual Report to the California State Department of Housing and Community Development pursuant to California Health and Safety Code Sections 34328 and 34328.1.

## Fund 164 Housing Authority

### Fund Summary

Fund 164 Housing Authority	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Salaries	\$ —	\$ —	\$ 50,000	\$ 54,026	\$ 4,026
Materials/Services/Supplies	—	—	144,500	89,100	(55,400)
Interfund Services	—	—	84,552	—	(84,552)
<b>Total Expenditures</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 279,052</b>	<b>\$ 143,126</b>	<b>\$ (135,926)</b>
<b>Revenue Category</b>					
Interest and Rent	\$ —	\$ —	\$ 7,000	\$ 7,000	\$ —
Op Transfers	—	—	—	(38,848)	(38,848)
Other Revenues	—	—	272,052	174,974	(97,078)
<b>Total Revenues</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 279,052</b>	<b>\$ 143,126</b>	<b>\$ (135,926)</b>
<b>Full Time Equivalents (Budgeted)</b>	—	—	—	—	—

### Budget Overview and Significant Changes

#### **Service Level Impact**

Service level in the ABODE TBRA program is expected to increase with budgeted funding to support an additional Case Manager. This will result in a decrease in the City's homeless population as more individuals/families are assisted.

#### **Expenditures**

##### *Salaries changes from prior adopted budget*

Salary costs reflect an adjustment in the allocation between Management Analyst and Division Manager.

##### *Materials/Service/Supplies changes from prior adopted budget*

Budgeted costs in 2017-18 reflect a projected increase in contractual services and supplies. Additionally, an increase in contractual services and supplies was added for an additional contract with ABODE for the Tenant Based Rental Assistance Program (TBRA).

##### *Interfund Services changes from prior adopted budget*

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

#### **Total Revenues**

##### *Total Revenues changes from prior adopted budget*

Change in revenue reflects a decrease in projected loan payoffs and program income.

**Fund 164 - Housing Authority**  
**Division: Community Development - Housing**

<b>Fund 164 Housing Authority</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
5546 Community Development - Housing Authority	\$ —	\$ —	\$ 279,052	\$ 143,126	\$ (135,926)
Total Expenditures	<u>\$ —</u>	<u>\$ —</u>	<u>\$ 279,052</u>	<u>\$ 143,126</u>	<u>\$ (135,926)</u>
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenue	\$ —	\$ —	\$ 279,052	\$ 143,126	\$ —

**Division Mission**

*Manage and monitor housing assets from the dissolution of the Redevelopment Agency.*

**Division Overview**

- Continue monitoring and compliance of existing loan portfolio.
- Prepare and file to the California State Department of Housing and Community Development Fiscal Year 2016-17 Housing Authority Annual Report pursuant to California Health and Safety Code Sections 34328 and 34328.1.

**Division: Community Development - Housing**  
**Program: 164-5546 Community Development - Housing Authority**

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ —	\$ —	\$ 50,000	\$ 54,026	\$ 4,026
Materials/Services/Supplies	—	—	144,500	89,100	(55,400)
Interfund Services	—	—	84,552	—	(84,552)
<b>Total Expenditures</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 279,052</b>	<b>\$ 143,126</b>	<b>\$ (135,926)</b>
Full Time Equivalentents (Budgeted)	—	—	—	—	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
This program has no reportable performance measures.					N/A

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**Fund 165 -  
City Affordable  
Housing**



## Fund 165 City Affordable Housing Fund

<b>Fund 565 City Affordable Housing</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
Community Development-Housing	\$ —	\$ —	\$ 1,175,665	\$ 1,336,244
Total Expenditures	<u>\$ —</u>	<u>\$ —</u>	<u>\$ 1,175,665</u>	<u>\$ 1,336,244</u>
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenue	\$ —	\$ —	\$ 1,175,665	\$ 1,336,244

### Overview

Since 1995, the City of Santa Clara has operated a Below-Market Price Purchase Program to help low- and moderate-income families achieve the goal of homeownership and to fulfill State mandates for the production of housing for all income levels.

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



## **Fund 165 City Affordable Housing Fund**

### **Mission**

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

### **Significant Accomplishments**

- Closed escrow on 16 completed BMP units in the City, providing the realization of home ownership to low- and moderate-income families.
- Entered into Affordable Housing Agreement with developer for 4 BMP units in the City to be completed in 2017-18.

### **Significant Objectives**

- Continue to work with developers and encourage construction which will provide opportunities for affordable home ownership to low and moderate-income households.
- Close escrow on remaining inventory of 9 BMP units providing the realization of homeownership to low- and moderate-income families.

## Fund 165 City Affordable Housing Fund

### Fund Summary

Fund 165 City Affordable Housing	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Salaries	\$ —	\$ —	\$ 125,000	\$ 116,526	\$ (8,474)
Materials/Services/Supplies	—	—	947,500	1,219,718	272,218
Interfund Services	—	—	103,165	—	(103,165)
<b>Total Expenditures</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 1,175,665</b>	<b>\$ 1,336,244</b>	<b>\$ 160,579</b>
<b>Revenue Category</b>					
Interest and Rent	\$ —	\$ —	\$ 14,500	\$ 14,500	\$ —
Op Transfers	—	—	—	1,025,449	1,025,449
Other Revenues	—	—	1,161,165	296,295	(864,870)
<b>Total Revenues</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 1,175,665</b>	<b>\$ 1,336,244</b>	<b>\$ 160,579</b>
<b>Full Time Equivalents (Budgeted)</b>	—	—	—	—	—

### Budget Overview and Significant Changes

#### Service Level Impact

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

#### Expenditures

##### Salaries changes from prior adopted budget

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

##### Materials/Services/Supplies changes from prior adopted budget

Budgeted costs in 2017-18 reflect a projected increase in contractual services and supplies. Additionally, an increase in contractual services and supplies was added for the County of Santa Clara Intensive Case Management and new County Homeless prevention program for chronically homeless individuals and families, and for additional services from ABODE for the Tenant-Based Rental Assistance program.

##### Interfund Services changes from prior adopted budget

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

#### Total Revenues

##### Total Revenues changes from prior adopted budget

Change in revenue reflects projects BMP loan payoffs and program income in 2016-17.

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

<b>Fund 165 City Affordable Housing</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
5547 Community Development-Affordable Housing	\$ —	\$ —	\$ 1,175,665	\$ 1,336,244	\$ 160,579
Total Expenditures	<u>\$ —</u>	<u>\$ —</u>	<u>\$ 1,175,665</u>	<u>\$ 1,336,244</u>	<u>\$ 160,579</u>
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Direct Revenue	\$ —	\$ —	\$ 1,175,665	\$ 1,336,244	\$ 160,579

**Division Mission**

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

**Division Overview**

- Monitor the administrative services of the Housing Trust Silicon Valley for the City's Below Market Rate Program.
- Facilitate and monitor affordable housing agreements with developers for affordable housing units.

**Division: Community Development - Housing**  
**Program: 165-5547 Community Development - Affordable Housing**

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ —	\$ —	\$ 125,000	\$ 116,526	\$ (8,474)
Materials/Services/Supplies	—	—	947,500	1,219,718	272,218
Interfund Services	—	—	103,165	—	(103,165)
<b>Total Expenditures</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 1,175,665</b>	<b>\$ 1,336,244</b>	<b>\$ 160,579</b>
Full Time Equivalents (Budgeted)	—	—	—	—	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Facilitate the inclusion of ten percent of each year's residential homeownership units as affordable housing	N/A	N/A	10%	10%	10%

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**Fund 169 -  
Housing Successor  
Agency**



## Fund 169 Housing Successor Agency

<b>Fund 169 Housing Successor Agency</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
Community Development - Housing	\$ —	\$ —	\$ 1,053,648	\$ 1,280,189
Total Expenditures	<u>\$ —</u>	<u>\$ —</u>	<u>\$ 1,053,648</u>	<u>\$ 1,280,189</u>
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenue	\$ —	\$ —	\$ 1,053,648	\$ 1,280,189

### Overview

All California redevelopment agencies (RDA) were dissolved on February 1, 2012. After dissolution, the City was designated as the Housing Successor to the former RDA and assumed rights, obligations and a majority of the former RDA Housing Assets. The acquired Housing Assets transferred to this Fund are governed by Community Redevelopment Law and Senate Bill 341.

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

## **Fund 169 Housing Successor Agency**

### **Mission**

*Use Housing Asset Fund to develop, acquire, rehabilitate, acquire long term affordability covenants for, or preserve lower income housing; Support homelessness prevention and rapid rehousing services; Management of Housing Successor portfolio which includes monitoring and compliance of loans and covenants to preserve and maintain the affordability of units.*

### **Significant Accomplishments**

- Completed and filed Fiscal Year 2015-16 Housing Successor Annual Report to the California State Department of Housing and Community Development.
- Assisted 31 households through the funding of two homelessness prevention programs which focus on housing the chronically homeless and those at risk of being homeless in the City of Santa Clara.

### **Significant Objectives**

- Continue to coordinate funding with Federal HOME funds for the Tenant-Based Rental Assistance program under Council goal for the development of an affordable housing plan with focus on the homeless and housing vulnerable.
- Provide multifamily project rehabilitation loans to maintain City of Santa Clara's lower income housing inventory.
- Working with HTSV to develop and implement a First Time Home Buyer down payment assistance program for qualified borrowers. \$550,000 is funded for this down payment program.
- Continue management of Housing Successor portfolio which includes monitoring and compliance of loans and covenants to preserve and maintain the affordability of units.
- Consider resolution in accordance with section 33334.16 to extend the time period required of Housing Successor to initiate activities for additional five years from initial deadline of July 16, 2018 for three parcels acquired by the former Redevelopment Agency.



# Fund 169 Housing Successor Agency

## Fund Summary

Fund 169 Housing Successor Agency	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Salaries	\$ —	\$ —	\$ 50,000	\$ 254,315	\$ 204,315
Materials/Services/Supplies	—	—	840,500	1,025,874	185,374
Interfund Services	—	—	163,148	—	(163,148)
<b>Total Expenditures</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 1,053,648</b>	<b>\$ 1,280,189</b>	<b>\$ 226,541</b>
<b>Revenue Category</b>					
Interest and Rent	\$ —	\$ —	\$ 196,000	\$ 42,000	\$ (154,000)
Op Transfers	—	—	—	635,625	635,625
Other Revenues	—	—	857,648	602,564	(255,084)
<b>Total Revenues</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 1,053,648</b>	<b>\$ 1,280,189</b>	<b>\$ 226,541</b>
<b>Full Time Equivalents (Budgeted)</b>	—	—	—	—	—

## Budget Overview and Significant Changes

### Service Level Impact

Service level is expected to increase with the outsourcing of the First Time Home Buyers loan portfolio, providing improved customer service needs for our borrowers through online access. The First Time Home Buyers Down Payment Assistance program will help many eligible buyers realize the dream of home ownership.

### Expenditures

#### Salaries changes from prior adopted budget

Salary costs reflect the addition of as-need staff to assist with the management of Housing Successor portfolio which includes monitoring and compliance of loans and covenants to preserve and maintain the affordability of units.

#### Materials/Service Supplies changes from prior adopted budget

Budgeted costs in 2017-18 reflect a projected increase in contractual services and supplies. Additionally, an increase in contractual services and supplies was added for additional services from ABODE for the Tenant-Based Rental Assistance program and for Ameri-National, a third party loan servicer for our First Time Home Buyers loan portfolio.

#### Interfund Services changes from prior adopted budget

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

## Fund 169 Housing Successor Agency

### Total Revenues

*Total Revenues changes from prior adopted budget*

Change in revenue reflects projected FTHB loan payoffs and program income.

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

<b>Fund 169 Housing Successor Agency</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
5548 Community Development Housing Successor	\$ —	\$ —	\$ 1,053,648	\$ 1,280,189	\$ 226,541
Total Expenditures	<u>\$ —</u>	<u>\$ —</u>	<u>\$ 1,053,648</u>	<u>\$ 1,280,189</u>	<u>\$ 226,541</u>
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenue	\$ —	\$ —	\$ 1,053,648	\$ 1,280,189	\$ 226,541

**Division Mission**

*To manage Successor portfolio which includes monitoring and compliance of loans and covenants to preserve lower income housing and maintain the affordability of these units.*

**Division Overview**

- Develop and plan use of Low and Moderate Income Housing Asset Fund program income to develop, acquire, rehabilitate, acquire long term affordability covenants for, or preserve and maintain the affordability of units to persons and families of lower income.
- Managing and monitoring Housing Successor loan portfolio to ensure compliance with loans, agreements and covenants.

**Division: Community Development - Housing**  
**Program: 5548 Community Development Housing Successor**

*Program Mission: To manage Housing Successor portfolio which includes monitoring and compliance of loans and covenants to preserve lower income housing and maintain the affordability of these units.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ —	\$ —	\$ 50,000	\$ 254,315	\$ 204,315
Materials/Services/Supplies	—	—	840,500	1,025,874	185,374
Interfund Services	—	—	163,148	—	(163,148)
<b>Total Expenditures</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 1,053,648</b>	<b>\$ 1,280,189</b>	<b>\$ 226,541</b>
Full Time Equivalents (Budgeted)	—	—	—	—	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Prepare and file Housing Successor Annual Report to the California State Department of Housing and Community Development	N/A	N/A	1.00	1.00	1.00



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**Fund 562 -  
Housing and Urban  
Development**



## Fund 562 Housing and Urban Development

<b>Fund 562 Housing and Urban Development</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
Community Development - Housing	\$ —	\$ —	\$ —	\$ 2,527,559
Total Expenditures	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ 2,527,559</u>
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenue	\$ —	\$ —	\$ —	\$ 2,527,559

### Overview

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

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

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

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



## Fund 562 Housing and Urban Development

### **Mission**

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

### **Significant Accomplishments**

- Executed 11 grant agreements with public service agencies to achieve community service goals consistent with our Consolidated Plan.

### **Significant Objectives**

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



## Fund 562 Housing and Urban Development

### Fund Summary

Fund 562 Housing and Urban Development	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Salaries	\$ —	\$ —	\$ —	\$ 374,927	\$ 374,927
CIP Expenditures	—	—	—	2,152,632	2,152,632
<b>Total Expenditures</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 2,527,559</b>	<b>\$ 2,527,559</b>
<b>Revenue Category</b>					
Intergovernmental	\$ —	\$ —	\$ —	\$ 1,557,588	\$ 1,557,588
Op Transfers	—	—	—	463,971	463,971
<b>Total Revenues</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 2,527,559</b>	<b>\$ 2,527,559</b>
<b>Full Time Equivalents (Budgeted)</b>	—	—	—	—	—

### Budget Overview and Significant Changes

#### Service Level Impact

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

#### Expenditures

##### Salaries changes from prior adopted budget

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

##### CIP Expenditures change from prior adopted budget

Budgeted costs in 2017-18 are for increase in services contract with Abode Services to expand program to assist an additional 25 individuals or households.

#### Total Revenues

##### Total Revenues changes from prior adopted budget

No reportable or significant change.



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

<b>Fund 562 Housing and Urban Development</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
5541 Housing and Community Services	\$ —	\$ —	\$ —	\$ 2,527,559	\$ 2,527,559
Total Expenditures	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ 2,527,559</u>	<u>\$ 2,527,559</u>
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenue	\$ —	\$ —	\$ —	\$ 2,527,559	\$ 2,527,559

**Division Mission**

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

**Division Overview**

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

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

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ —	\$ —	\$ —	\$ 374,927	\$ 374,927
CIP Expenditures	—	—	—	2,152,632	2,152,632
Total Expenditures	\$ —	\$ —	\$ —	\$ 2,527,559	\$ 2,527,559
Full Time Equivalents (Budgeted)	—	—	—	—	—

<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Obtain approval by HUD of the City's Annual Action Plan	N/A	N/A	N/A	N/A	1
2. Obtain approval by HUD of the City's Consolidated Annual Performance and Evaluation Report.	N/A	N/A	N/A	N/A	1
3. Provide Tenant Based Rental Assistance up to 50 households	N/A	N/A	N/A	N/A	50
4. Provide services to at least 7945 residents through public service agencies contracts.	N/A	N/A	N/A	N/A	7,945

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## Enterprise Funds



# City of Santa Clara

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## **Electric Utility - SVP (Silicon Valley Power)**



## Electric Utility Department

<b>Electric Utility Department</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
<b>Funds</b>				
Fund 091 Electric Utility	\$309,254,823	\$328,509,118	\$325,847,728	\$361,306,666
Fund 191 Electric Operating Grant Trust Fund	4,637,475	7,292,090	10,039,402	10,064,215
Fund 491 Electric Debt Service	15,082,873	17,319,373	18,066,666	20,707,289
<b>Total Expenditures</b>	<u><u>\$328,975,171</u></u>	<u><u>\$353,120,581</u></u>	<u><u>\$353,953,796</u></u>	<u><u>\$392,078,170</u></u>
Full Time Equivalents (Budgeted)	156.00	166.00	179.00	186.00
Fund 091 Electric Utility	\$300,005,617	\$329,736,453	\$325,847,728	\$361,306,666
Fund 191 Electric Operating Grant Trust Fund	6,528,518	10,484,589	10,039,402	10,064,215
Fund 491 Electric Debt Service	15,272,638	15,844,556	18,066,666	20,707,289
<b>Total Revenues</b>	<u><u>\$321,806,773</u></u>	<u><u>\$356,065,598</u></u>	<u><u>\$353,953,796</u></u>	<u><u>\$392,078,170</u></u>

# Electric Utility Department

## POSITION DETAIL

Electric Department		2014-15 Adopted	2015-16 Adopted	2016-17 Adopted	2017-18 Budget	Position Change
<b>Fund 091 Electric Utility</b>						
<b>Position Title</b>						
Uncl	Director of Electric Utility	1.00	1.00	1.00	1.00	—
Uncl	Asst. City Manager/COO	—	1.00	1.00	1.00	—
Uncl	Asst. Dir. of Electric Utility-Planning & Strat.	1.00	1.00	1.00	1.00	—
Uncl	Asst. Dir. of Electric Utility-Energy Dist.	1.00	1.00	1.00	1.00	—
Uncl	Senior Electric Division Manager	3.00	3.00	3.00	3.00	—
Uncl	Senior Elec. Div. Mgr-Mrt. Anal. & Pricing	1.00	1.00	1.00	1.00	—
Uncl	Electric Division Manager	9.00	9.00	9.00	10.00	1.00
Uncl	Electric Div. Manager-Customer Services	1.00	1.00	1.00	1.00	—
Uncl	Electric Program Manager	1.00	2.00	3.00	5.00	2.00
Uncl	Compliance Manager	1.00	1.00	1.00	1.00	—
Uncl	Power Trader	3.00	3.00	3.00	2.00	(1.00)
Uncl	Senior Power Analyst	1.00	1.00	1.00	1.00	—
Uncl	Senior Power System Scheduler Trader	1.00	1.00	1.00	1.00	—
Uncl	Power System Scheduler/Trader	6.00	6.00	6.00	6.00	—
Uncl	Principal Utility Information Systems Manager	1.00	1.00	1.00	1.00	—
Uncl	Risk Control Analyst	1.00	1.00	1.00	1.00	—
Uncl	Principal Engineer	—	—	4.00	4.00	—
E3-46	Senior Electric Utility Engineer	9.00	9.00	6.00	6.00	—
E3-46	Senior Electric Utility Engineer - Distribution Planning	1.00	1.00	—	—	—
E3-46	Senior Electric Utility Engineer - Fiber	1.00	1.00	1.00	1.00	—
E3-46	Senior Electric Utility Engineer - Transmission Operations Planning	—	1.00	1.00	1.00	—
E3-42	Electric Utility Engineer	2.00	3.00	5.00	5.00	—
E3-32	Assistant Electric Utility Engineer	—	—	—	1.00	1.00
D2-22	Electric Maintenance Worker	2.00	2.00	2.00	2.00	—
D2-22	Electric Utility Equipment Operator	2.00	2.00	2.00	2.00	—
D2-22	Utility Locator	1.00	1.00	1.00	1.00	—
D2-20	Electric Helper/Driver	4.00	4.00	4.00	4.00	—
D1-40	Senior Electric & Water System Operator	1.00	1.00	1.00	1.00	—
D1-39	Cable Splicer Leader	1.00	1.00	1.00	1.00	—

# Electric Utility Department

Electric Department (continued)	2014-15 Adopted	2015-16 Adopted	2016-17 Adopted	2017-18 Budget	Position Change
<b>Fund 091 Electric Utility</b>					
<b>Position Title</b>					
D1-39 Electric Crew Foreperson	4.00	3.00	3.00	3.00	—
D1-38 Senior Electrician Technician	2.00	2.00	2.00	2.00	—
D1-38 Senior Electric Utility Generation Tech	5.00	5.00	5.00	5.00	—
D1-38 Senior Electric Meter Technician	1.00	1.00	1.00	1.00	—
D1-38 Senior Instrument and Control Technician	1.00	1.00	1.00	1.00	—
D1-38 Troubleshooter	2.00	2.00	2.00	2.00	—
D1-37 Service Coordinator-Inspector	1.00	1.00	1.00	1.00	—
D1-36 Underground Crew Leader	—	1.00	1.00	1.00	—
D1-36 Electric & Water System Operator	5.00	5.00	6.00	6.00	—
D1-35 Utility Electrician Technician	4.00	4.00	4.00	4.00	—
D1-35 Electric Utility Generation Technician	9.00	9.00	9.00	9.00	—
D1-35 Principal Electrical Estimator	1.00	1.00	1.00	1.00	—
D1-35 Journey Lineworker	12.00	12.00	12.00	12.00	—
D1-34 Service Coordinator-Inspector (Fiber)	2.00	2.00	2.00	2.00	—
D1-32 Electrician	6.00	7.00	7.00	7.00	—
D1-32 Electric Meter Technician	3.00	3.00	3.00	3.00	—
D1-32 Fiber Splicing Technician	1.00	1.00	1.00	2.00	1.00
D1-31 Senior Electrical Estimator	4.00	4.00	4.00	4.00	—
D1-26 Journey Lineworker Apprentice	—	—	3.00	3.00	—
A45 Database Administrator	—	—	—	1.00	1.00
A43 Senior Energy Systems Analyst	2.00	3.00	3.00	3.00	—
A43 Senior Resource Analyst	1.00	1.00	1.00	1.00	—
A43 Electric Utility Network Administrator	1.00	1.00	2.00	2.00	—
A39 Senior Key Customer Representative	1.00	1.00	1.00	1.00	—
A38 Senior Business Analyst	1.00	1.00	1.00	1.00	—
A36 Electric Utility Programmer/Analyst	1.00	2.00	4.00	4.00	—
A35 Resource Analyst II	1.00	2.00	2.00	2.00	—
A35 Business Analyst- Fiber	1.00	1.00	1.00	1.00	—
A35 Key Customer Representative	2.00	2.00	2.00	2.00	—
A35 Project Manager	1.00	1.00	1.00	1.00	—
A33 Power Contract Specialist	1.00	1.00	1.00	1.00	—
A32 Principal Engineering Aide	—	1.00	1.00	1.00	—
A28 Senior Engineering Aide	2.00	2.00	3.00	3.00	—
A28 Time & Materials Clerk	—	—	2.00	2.00	—
A26 Staff Aide II	2.00	2.00	3.00	4.00	1.00



# Electric Utility Department

Electric Department (continued)		2014-15 Adopted	2015-16 Adopted	2016-17 Adopted	2017-18 Budget	Position Change
<b>Fund 091 Electric Utility</b>						
<b>Position Title</b>						
A25	Account Clerk III	1.00	1.00	1.00	1.00	—
A25	Power Account Clerk III	1.00	1.00	1.00	1.00	—
A24	Office Specialist IV	1.00	1.00	—	—	—
A23	Account Clerk II	2.00	2.00	2.00	2.00	—
A23	Senior Materials Handler	1.00	1.00	1.00	1.00	—
A22	Office Specialist III	2.00	2.00	2.00	2.00	—
A21	Engineering Aide (Fiber)	1.00	1.00	1.00	1.00	—
A21	Engineering Aide (Electric)	3.00	3.00	4.00	4.00	—
A19	Power Account Clerk I	1.00	1.00	1.00	1.00	—
A19	Account Clerk I	1.00	1.00	—	—	—
A18	Office Specialist II	3.00	3.00	3.00	4.00	1.00
<b>Total Full Time Equivalents (Budgeted)</b>		<u>153.00</u>	<u>162.00</u>	<u>175.00</u>	<u>182.00</u>	<u>7.00</u>
<b>Fund 191 Electric Operating Grant Trust Fund</b>						
<b>Position Title</b>						
Uncl	Electric Program Manager	1.00	1.00	1.00	1.00	—
A35	Business Analyst-Public Benefits	1.00	1.00	1.00	1.00	—
A28	Energy Conservation Coordinator	1.00	1.00	1.00	1.00	—
A21	Energy Conservation Specialist	—	1.00	1.00	1.00	—
<b>Total Full Time Equivalents (Budgeted)</b>		<u>3.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>—</u>
<b>Total Full Time Equivalents (Budgeted) - Electric Department</b>		<u><u>156.00</u></u>	<u><u>166.00</u></u>	<u><u>179.00</u></u>	<u><u>186.00</u></u>	<u><u>7.00</u></u>



# City of Santa Clara

The Center of What's Possible

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## Fund 091 - Electric Utility



## Fund 091 Electric Utility

<b>Fund 091 Electric Utility</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
Administrative Services	\$266,268,161	\$287,269,933	\$273,361,681	\$300,357,278
Energy Distribution	27,971,466	28,926,792	32,184,153	40,315,629
Planning & Strategic Services	15,015,196	12,312,392	20,301,894	20,633,759
<b>Total Expenditures</b>	<b>\$309,254,823</b>	<b>\$328,509,118</b>	<b>\$325,847,728</b>	<b>\$361,306,666</b>
Full Time Equivalents (Budgeted)	153.00	162.00	175.00	182.00
<b>Total Revenues</b>	<b>\$300,005,617</b>	<b>\$329,736,453</b>	<b>\$325,847,728</b>	<b>\$361,306,666</b>

### Overview

Silicon Valley Power provides electric power to over 53,000 City customers. The City has more than 1,675 industrial accounts that comprise more than 90% of the City's load and approximately 88% of customer service revenues. The Electric Department has a staff of 179 employees who provide such diverse services as operating, maintaining and dispatching electric service, engineering, system planning, administrative and financial management, marketing, customer services, power trading, outdoor Wi-Fi services and dark fiber leasing services, all of which work together to make Silicon Valley Power successful for the City and its citizens.

## **Fund 091 Electric Utility**

### **Mission**

*Be a progressive, service-oriented utility, offering reliable, competitively priced energy services for the benefit of the City of Santa Clara and its customers.*

### **Significant Accomplishments**

- Provided reliable, environmentally responsible power for all customers in Santa Clara and at an average rate that is significantly less than those in surrounding communities.
- Met all renewable power and greenhouse gas emission compliance requirements and helped over 4,000 residents choose a 100% green power option.
- Connected over 1,100 new customer meters, installed nearly 7 miles of new electric cable and replaced over 70 transformers throughout the City.
- Installed Electric Vehicle chargers at the Northside Library.

### **Significant Objectives**

- Maintain a continuous focus on customer service.
- Provide economic value to the City of Santa Clara and its customers, by maintaining low residential rates and offering competitive market rates for all customer classes.
- Manage debt and resources to achieve and maintain a competitive position.
- Be a strategically-driven organization with a focus on our performance as an energy services supplier.
- Operate Silicon Valley Power in a safe, reliable, efficient and environmentally responsible manner.

## Fund 091 Electric Utility

### Fund Summary

Fund 091 Electric Utility	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Salaries	\$ 18,629,887	\$ 19,261,200	\$ 23,856,818	\$ 26,712,096	\$ 2,855,278
Benefits	7,883,812	8,848,674	11,706,305	13,639,744	1,933,439
Materials/Services/Supplies	17,158,788	14,785,892	18,313,826	20,314,256	2,000,430
Resource & Production	237,017,810	254,479,609	241,288,220	267,661,334	26,373,114
Interfund Services	10,927,175	11,669,319	10,458,939	10,989,333	530,394
In-Lieu/Franchise	17,492,882	19,057,004	19,652,620	21,661,903	2,009,283
Capital Outlay	144,468	407,421	571,000	328,000	(243,000)
<b>Total Expenditures</b>	<b>\$ 309,254,822</b>	<b>\$328,509,118</b>	<b>\$325,847,728</b>	<b>\$361,306,666</b>	<b>\$ 35,458,938</b>
<b>Revenue Category</b>					
Interest and Rent	\$ 4,205,098	\$ 5,531,590	\$ 4,885,586	\$ 6,352,667	\$ 1,467,081
Charges for Services	331,441,153	366,814,020	372,868,848	409,703,637	36,834,789
Op Transfers	(36,795,676)	(44,117,969)	(37,222,777)	(77,374,638)	(40,151,861)
Other Financing	74,500	—	3,000,000	17,000,000	14,000,000
Other Revenues	1,080,542	1,508,812	(17,683,929)	5,625,000	23,308,929
<b>Total Revenues</b>	<b>\$ 300,005,617</b>	<b>\$329,736,453</b>	<b>\$325,847,728</b>	<b>\$361,306,666</b>	<b>\$ 35,458,938</b>
<b>Full Time Equivalents (Budgeted)</b>	153.00	162.00	175.00	182.00	7.00

### Budget Overview and Significant Changes

#### Service Level Impact

The department added 7.0 FTEs in the 17-18 Budget to keep pace with demand for service, reduce budgeted overtime, lower contractual services expenditures, meet compliance requirements, expand in-house expertise, and for succession planning. Even with the funding for these positions, the total salaries and benefits costs are less than 9% of the fund's expenditures. The department has reviewed the approved funded staffing levels and believe it will address current service level demands.

#### Expenditures

##### Salaries changes from prior adopted budget

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

##### Benefits changes from prior adopted budget

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

## Fund 091 Electric Utility

### Materials/Services/Supplies changes from prior adopted budget

Cost increases occurred in mandated programs, NERC compliance contractual services, and hydro electric operation and maintenance costs.

### Resource & Production changes from prior adopted budget

The cost of producing and procuring energy is projected to increased by 15.7%, primarily due to higher electric transmission costs, increased gas transportation costs, and higher power purchase and generation expenses to serve the projected increase in retail load.

### Interfund Services changes from prior adopted budget

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

### In-Lieu/Franchise changes from prior adopted budget

Contribution in lieu has increased due to an expected increase in revenues. This figure is based on 5% of anticipated revenues.

### Capital Outlay changes from prior adopted budget

There is no reportable or significant change.

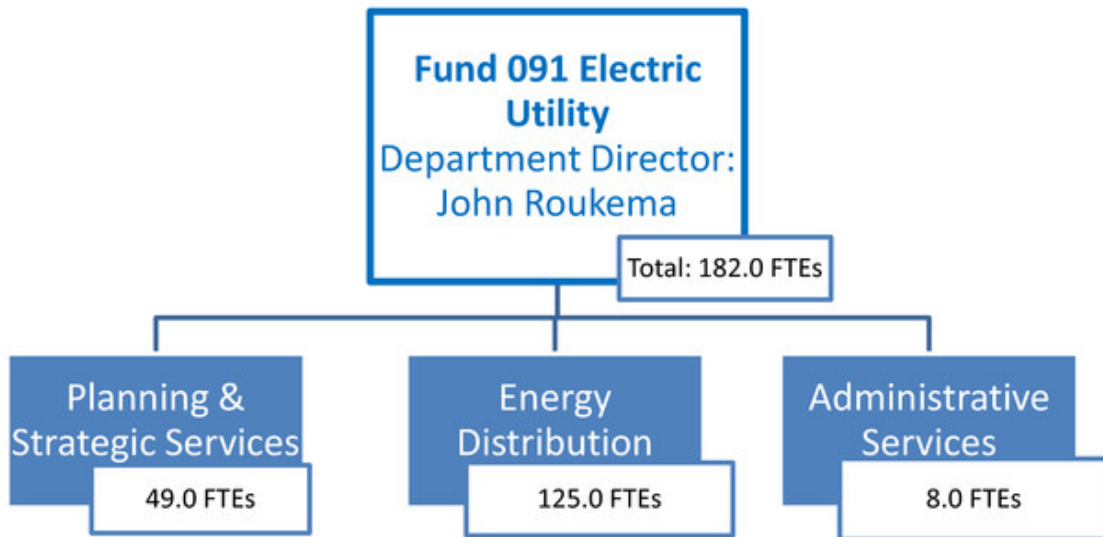
## **Total Revenues**

### Total Revenues changes from prior adopted budget

While Charges for Services increased nearly 10%, due to load growth, Total Revenues is offset by a \$27.3M decrease in transfers out to debt service, capital projects, and contribution to reserves.

**Fund 091 Electric Utility**

# City of Santa Clara Divisional Organization Chart



# Fund 091 Electric Utility

## POSITION DETAIL

Fund 091 Electric Utility		2014-15 Adopted	2015-16 Adopted	2016-17 Adopted	2017-18 Budget	Position Change
Position Title						
Uncl	Director of Electric Utility	1.00	1.00	1.00	1.00	—
Uncl	Asst. City Manager/COO	—	1.00	1.00	1.00	—
Uncl	Asst. Dir. of Electric Utility-Planning & Strat.	1.00	1.00	1.00	1.00	—
Uncl	Asst. Dir. of Electric Utility-Energy Dist.	1.00	1.00	1.00	1.00	—
Uncl	Senior Electric Division Manager	3.00	3.00	3.00	3.00	—
Uncl	Senior Elec. Div. Mgr-Mrt. Anal. & Pricing	1.00	1.00	1.00	1.00	—
Uncl	Electric Division Manager	9.00	9.00	9.00	10.00	1.00
Uncl	Electric Div. Manager-Customer Services	1.00	1.00	1.00	1.00	—
Uncl	Electric Program Manager	1.00	2.00	3.00	5.00	2.00
Uncl	Compliance Manager	1.00	1.00	1.00	1.00	—
Uncl	Power Trader	3.00	3.00	3.00	2.00	(1.00)
Uncl	Senior Power Analyst	1.00	1.00	1.00	1.00	—
Uncl	Senior Power System Scheduler Trader	1.00	1.00	1.00	1.00	—
Uncl	Power System Scheduler/Trader	6.00	6.00	6.00	6.00	—
Uncl	Principal Utility Information Systems Manager	1.00	1.00	1.00	1.00	—
Uncl	Risk Control Analyst	1.00	1.00	1.00	1.00	—
Uncl	Principal Engineer	—	—	4.00	4.00	—
E3-46	Senior Electric Utility Engineer	9.00	9.00	6.00	6.00	—
E3-46	Senior Electric Utility Engineer - Distribution Planning	1.00	1.00	—	—	—
E3-46	Senior Electric Utility Engineer - Fiber	1.00	1.00	1.00	1.00	—
E3-46	Senior Electric Utility Engineer - Transmission Operations Planning	—	1.00	1.00	1.00	—
E3-42	Electric Utility Engineer	2.00	3.00	5.00	5.00	—
E3-32	Assistant Electric Utility Engineer	—	—	—	1.00	1.00
D2-22	Electric Maintenance Worker	2.00	2.00	2.00	2.00	—
D2-22	Electric Utility Equipment Operator	2.00	2.00	2.00	2.00	—
D2-22	Utility Locator	1.00	1.00	1.00	1.00	—
D2-20	Electric Helper/Driver	4.00	4.00	4.00	4.00	—
D1-40	Senior Electric & Water System Operator	1.00	1.00	1.00	1.00	—



## Fund 091 Electric Utility

### POSITION DETAIL

<u>Fund 091 Electric Utility</u>	<u>2014-15 Adopted</u>	<u>2015-16 Adopted</u>	<u>2016-17 Adopted</u>	<u>2017-18 Budget</u>	<u>Position Change</u>
<b>Position Title (continued)</b>					
D1-39 Cable Splicer Leader	1.00	1.00	1.00	1.00	—
D1-39 Electric Crew Foreperson	4.00	3.00	3.00	3.00	—
D1-38 Senior Electrician Technician	2.00	2.00	2.00	2.00	—
D1-38 Senior Electric Utility Generation Tech	5.00	5.00	5.00	5.00	—
D1-38 Senior Electric Meter Technician	1.00	1.00	1.00	1.00	—
D1-38 Senior Instrument and Control Technician	1.00	1.00	1.00	1.00	—
D1-38 Troubleshooter	2.00	2.00	2.00	2.00	—
D1-37 Service Coordinator-Inspector	1.00	1.00	1.00	1.00	—
D1-36 Underground Crew Leader	—	1.00	1.00	1.00	—
D1-36 Electric & Water System Operator	5.00	5.00	6.00	6.00	—
D1-35 Utility Electrician Technician	4.00	4.00	4.00	4.00	—
D1-35 Electric Utility Generation Technician	9.00	9.00	9.00	9.00	—
D1-35 Principal Electrical Estimator	1.00	1.00	1.00	1.00	—
D1-35 Journey Lineworker	12.00	12.00	12.00	12.00	—
D1-34 Service Coordinator-Inspector (Fiber)	2.00	2.00	2.00	2.00	—
D1-32 Electrician	6.00	7.00	7.00	7.00	—
D1-32 Electric Meter Technician	3.00	3.00	3.00	3.00	—
D1-32 Fiber Splicing Technician	1.00	1.00	1.00	2.00	1.00
D1-31 Senior Electrical Estimator	4.00	4.00	4.00	4.00	—
D1-26 Journey Lineworker Apprentice	—	—	3.00	3.00	—
A45 Database Administrator	—	—	—	1.00	1.00
A43 Senior Energy Systems Analyst	2.00	3.00	3.00	3.00	—
A43 Senior Resource Analyst	1.00	1.00	1.00	1.00	—
A43 Electric Utility Network Administrator	1.00	1.00	2.00	2.00	—
A39 Senior Key Customer Representative	1.00	1.00	1.00	1.00	—
A38 Senior Business Analyst	1.00	1.00	1.00	1.00	—
A36 Electric Utility Programmer/Analyst	1.00	2.00	4.00	4.00	—
A35 Resource Analyst II	1.00	2.00	2.00	2.00	—
A35 Business Analyst- Fiber	1.00	1.00	1.00	1.00	—
A35 Key Customer Representative	2.00	2.00	2.00	2.00	—
A35 Project Manager	1.00	1.00	1.00	1.00	—
A33 Power Contract Specialist	1.00	1.00	1.00	1.00	—
A32 Principal Engineering Aide	—	1.00	1.00	1.00	—
A28 Senior Engineering Aide	2.00	2.00	3.00	3.00	—

# Fund 091 Electric Utility

## POSITION DETAIL

<b>Fund 091 Electric Utility</b>		<b>2014-15 Adopted</b>	<b>2015-16 Adopted</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Position Change</b>
<b>Position Title (continued)</b>						
A28	Time & Materials Clerk	—	—	2.00	2.00	—
A26	Staff Aide II	2.00	2.00	3.00	4.00	1.00
A25	Account Clerk III	1.00	1.00	1.00	1.00	—
A25	Power Account Clerk III	1.00	1.00	1.00	1.00	—
A24	Office Specialist IV	1.00	1.00	—	—	—
A23	Account Clerk II	2.00	2.00	2.00	2.00	—
A23	Senior Materials Handler	1.00	1.00	1.00	1.00	—
A22	Office Specialist III	2.00	2.00	2.00	2.00	—
A21	Engineering Aide (Fiber)	1.00	1.00	1.00	1.00	—
A21	Engineering Aide (Electric)	3.00	3.00	4.00	4.00	—
A19	Power Account Clerk I	1.00	1.00	1.00	1.00	—
A19	Account Clerk I	1.00	1.00	—	—	—
A18	Office Specialist II	3.00	3.00	3.00	4.00	1.00
<b>Total Full Time Equivalents (Budgeted)</b>		<b>153.00</b>	<b>162.00</b>	<b>175.00</b>	<b>182.00</b>	<b>7.00</b>

**Fund 091 - Electric Utility**  
**Division: Administrative Services**

<b>Fund 091 Electric Utility</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
1321-Administrative Services	\$266,268,161	\$286,772,639	\$271,987,032	\$299,227,114	\$ 27,240,082
1324-Compliance	—	497,294	1,374,649	1,130,164	(244,485)
Total Expenditures	<u>\$266,268,161</u>	<u>\$287,269,933</u>	<u>\$273,361,681</u>	<u>\$300,357,278</u>	<u>\$ 26,995,597</u>
Full Time Equivalents (Budgeted)	N/A	8.00	8.50	8.00	(0.50)
Total Revenues	\$298,167,130	\$327,101,805	\$325,147,728	\$361,306,666	\$ 36,158,938

**Division Mission**

*Plan, develop, coordinate and support the administrative activities of the department.*

**Division Overview**

- Develop plans utilizing the issues in the Strategic Plan to achieve strategic goals and objectives.
- Secure required organizational resources.
- Develop staff training and growth opportunities.
- Enhance the use of technology to meet increasing information demands of Silicon Valley Power.
- Maintain regulatory and legislative compliance and system security.

**Division: Administrative Services**  
**Program: 1321- Administrative Services**

*Program Mission: Plan, develop, coordinate and support the administrative activities of the department.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 671,499	\$ 677,153	\$ 620,388	\$ 665,007	\$ 44,619
Benefits	243,530	196,061	319,799	342,234	22,435
Materials/Services/Supplies	2,961,996	749,471	825,600	1,954,919	1,129,319
Resource & Production	235,190,283	255,818,158	241,288,220	264,761,334	23,473,114
Interfund Services	9,707,971	10,274,792	9,280,405	9,841,717	561,312
In-Lieu/Franchise	17,492,882	19,057,004	19,652,620	21,661,903	2,009,283
Total Expenditures	<u>\$ 266,268,161</u>	<u>\$ 286,772,639</u>	<u>\$ 271,987,032</u>	<u>\$ 299,227,114</u>	<u>\$ 27,240,082</u>
Full Time Equivalents (Budgeted)	N/A	4.00	4.00	4.00	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Administrative and general expenses per retail customer (excludes wholesale trading expenses).	\$ 582	\$ 578	\$ 572	\$ 570	\$ 571

**Division: Administrative Services**  
**Program: 1324- Compliance**

*Program Mission: Manage a culture of safety and compliance throughout the utility, while meeting the legislated and regulatory reporting requirements.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ —	\$ 363,369	\$ 616,742	\$ 484,139	\$ (132,603)
Benefits	—	133,925	327,580	266,479	(61,101)
Materials/Services/Supplies	—	—	343,000	343,000	—
Interfund Services	—	—	32,327	31,546	(781)
Capital Outlay	—	—	55,000	5,000	(50,000)
Total Expenditures	<u>\$ —</u>	<u>\$ 497,294</u>	<u>\$ 1,374,649</u>	<u>\$ 1,130,164</u>	<u>\$ (244,485)</u>
Full Time Equivalents (Budgeted)	N/A	4.00	4.50	4.00	(0.50)
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. OSHA reportable injuries (All Department Employees)	6	2	1	0	0

**Fund 091 - Electric Utility**  
**Division: Energy Distribution**

<b>Fund 091 Electric Utility</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
1361-SVP Engineering	\$ 3,212,414	\$ 4,066,499	\$ 6,701,512	\$ 8,000,446	\$ 1,298,934
1362-Power System Controls	2,986,748	3,116,483	3,264,742	4,059,648	794,906
1371- Communications & Meter Technical Support	986,536	1,224,081	1,211,880	1,667,026	455,146
1372- Substation Maintenance	3,186,554	3,108,953	3,292,221	3,654,773	362,552
1375- Generation Maintenance	385	(1,724.54)	—	—	—
1376-Transmission & Distribution	5,744,770	5,857,269	8,280,490	9,205,752	925,262
1377-Generation	10,375,277	10,574,921	8,305,437	11,952,049	3,646,612
1378-Field Administration	1,478,782	980,311	1,127,871	1,775,935	648,064
<b>Total Expenditures</b>	<b>\$27,971,466</b>	<b>\$28,926,792</b>	<b>\$32,184,153</b>	<b>\$40,315,629</b>	<b>\$ 8,131,476</b>
Full Time Equivalents (Budgeted)	N/A	108.00	117.00	125.00	8.00
<b>Total Revenues</b>	<b>\$ (1,067,274)</b>	<b>\$ (1,008,567)</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>

**Division Mission**

*Provide safe and reliable energy to the City of Santa Clara and its customers*

**Division Overview**

- Maintain continuous effort to improve reliability. Track duration and number of electric outages. Target areas for improvement. Implement plan to improve reliability. Perform scheduled maintenance and inspections
- Strengthen the electric distribution infrastructure. Identify aging equipment. Research, design and develop plans to replace equipment. Replace equipment and optimize the capacity to provide energy.
- Continue to build and improve the knowledge base of the Electric distribution workforce. Review and develop operating and safety procedures. Ensure compliance with outside regulatory agencies. Train employees to enhance job skills and leadership ability.

**Division: Energy Distribution**  
**Program: 1361 - SVP Engineering**

*Program Mission: Research, design, and develop plans to optimize and expand the physical assets of the utility system, and develop operating and safety procedures.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 1,851,018	\$ 2,195,333	\$ 3,986,918	\$ 4,806,746	\$ 819,828
Benefits	1,106,311	1,384,630	2,041,980	2,498,360	456,380
Materials/Services/Supplies	103,687	240,335	356,000	360,200	4,200
Interfund Services	151,398	208,576	186,614	205,140	18,526
Capital Outlay	—	37,625	130,000	130,000	—
Total Expenditures	<u>\$ 3,212,414</u>	<u>\$ 4,066,499</u>	<u>\$ 6,701,512</u>	<u>\$ 8,000,446</u>	<u>\$ 1,298,934</u>
Full Time Equivalents (Budgeted)	N/A	26.00	31.00	34.00	3.00
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. See 1378					N/A

**Division: Energy Distribution**  
**Program: 1362 - Power System Controls**

*Program Mission: Monitor and control system operations and manage emergency outages.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 2,029,346	\$ 2,118,027	\$ 1,877,121	\$ 2,315,032	\$ 437,911
Benefits	581,648	691,216	913,556	1,178,027	264,471
Materials/Services/Supplies	213,540	202,413	387,300	471,050	83,750
Interfund Services	98,614	104,827	86,765	95,539	8,774
Capital Outlay	63,600	—	—	—	—
Total Expenditures	<u>\$ 2,986,748</u>	<u>\$ 3,116,483</u>	<u>\$ 3,264,742</u>	<u>\$ 4,059,648</u>	<u>\$ 794,906</u>
Full Time Equivalents (Budgeted)	N/A	10.00	13.00	15.00	2.00
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. See 1378					N/A

**Division: Energy Distribution**  
**Program: 1371 - Communications & Meter Technical Support**

*Program Mission: Install and perform schedule maintenance of meters and other connected field equipment for the utility.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 475,215	\$ 564,575	\$ 712,457	\$ 918,299	\$ 205,842
Benefits	206,670	237,967	368,296	503,726	135,430
Materials/Services/Supplies	269,107	273,205	84,000	83,000	(1,000)
Interfund Services	35,544	46,744	47,127	38,001	(9,126)
Capital Outlay	—	101,590	—	124,000	124,000
Total Expenditures	\$ 986,536	\$ 1,224,081	\$ 1,211,880	\$ 1,667,026	\$ 455,146
Full Time Equivalents (Budgeted)	N/A	7.00	6.00	7.00	1.00
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. See 1378					N/A

**Division: Energy Distribution**  
**Program: 1372 - Substation Maintenance**

*Program Mission: Install and perform schedule maintenance of meters and other connected field equipment for the utility.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 1,996,523	\$ 1,869,794	\$ 1,898,638	\$ 2,045,463	\$ 146,825
Benefits	833,168	799,255	902,767	1,036,880	134,113
Materials/Services/Supplies	233,057	274,632	311,000	427,000	116,000
Interfund Services	123,806	134,251	113,816	91,430	(22,386)
Capital Outlay	—	31,021	66,000	54,000	(12,000)
Total Expenditures	\$ 3,186,554	\$ 3,108,953	\$ 3,292,221	\$ 3,654,773	\$ 362,552
Full Time Equivalents (Budgeted)	N/A	15.00	14.00	14.00	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. See 1378					N/A

**Division: Energy Distribution**  
**Program: 1375 - Generation Maintenance**

*Program Mission: [None] This program will be closed in 2016-17*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ —	\$ (1,724.54)	\$ —	\$ —	\$ —
Materials/Services/Supplies	385	—	—	—	—
Total Expenditures	\$ 385	\$ (1,724.54)	\$ —	\$ —	\$ —
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. See 1378					N/A

**Division: Energy Distribution**  
**Program: 1376 - Transmission & Distribution**

*Program Mission: Construct and maintain overhead and underground electrical lines.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 2,614,686	\$ 2,538,366	\$ 4,193,941	\$ 4,648,643	\$ 454,702
Benefits	1,234,562	1,498,039	1,928,437	2,314,096	385,659
Materials/Services/Supplies	1,641,515	1,535,906	1,700,900	2,047,900	347,000
Interfund Services	183,225	233,564	202,212	195,113	(7,099)
Capital Outlay	70,782	51,394	255,000	—	(255,000)
<b>Total Expenditures</b>	<b>\$ 5,744,770</b>	<b>\$ 5,857,269</b>	<b>\$ 8,280,490</b>	<b>\$ 9,205,752</b>	<b>\$ 925,262</b>
Full Time Equivalents (Budgeted)	N/A	29.00	32.00	32.00	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. See 1378					N/A

**Division: Energy Distribution**  
**Program: 1377 - Generation**

*Program Mission: Manage and maintain the generation assets of the utility.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 2,776,512	\$ 2,863,698	\$ 2,747,164	\$ 3,120,334	\$ 373,170
Benefits	1,004,274	993,071	1,155,487	1,459,481	303,994
Materials/Services/Supplies	4,022,750	3,946,713	4,266,974	4,335,974	69,000
Resource & Production	2,381,222	2,481,509	—	2,900,000	2,900,000
Interfund Services	190,519	193,682	135,812	121,260	(14,552)
Capital Outlay	—	96,248	—	15,000	15,000
<b>Total Expenditures</b>	<b>\$ 10,375,277</b>	<b>\$ 10,574,921</b>	<b>\$ 8,305,437</b>	<b>\$ 11,952,049</b>	<b>\$ 3,646,612</b>
Full Time Equivalents (Budgeted)	N/A	18.00	18.00	19.00	1.00
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. See 1378					N/A



**Division: Energy Distribution**  
**Program: 1378 - Field Administration**

*Program Mission: Provide safe and reliable energy to the City of Santa Clara and its customers.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 772,895	\$ 290,764	\$ 396,640	\$ 567,149	\$ 170,509
Benefits	311,193	149,088	200,579	293,588	93,009
Materials/Services/Supplies	334,319	396,665	475,625	896,000	420,375
Interfund Services	50,289	54,251	20,027	19,198	(829)
Capital Outlay	10,086	89,543	35,000	—	(35,000)
<b>Total Expenditures</b>	<b>\$ 1,478,782</b>	<b>\$ 980,311</b>	<b>\$ 1,127,871</b>	<b>\$ 1,775,935</b>	<b>\$ 648,064</b>
Full Time Equivalents (Budgeted)	N/A	3.00	3.00	4.00	1.00
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Average System Availability Index (ASAI) Percent of time power is available to each customer.	99.98%	99.99%	99.99%	99.99%	99.99%
2. System Average Interruption Duration Index (SAIDI). Average outage duration for each customer served.	81.94 min.	53.07 ,in.	74.29 min,	60 min.	70 min.

**Fund 091 - Electric Utility**  
**Division: Planning & Strategic Services**

<b>Fund 091 Electric Utility</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
<b>Programs</b>					
1311-Rates and Budget	\$ 954,479	\$ 1,484,125	\$ 1,005,070	\$ 1,049,576	\$ 44,506
1313-Key Accounts	1,354,027	1,545,757	1,881,863	1,930,087	48,224
1315-Green Power Program	626,608	572,729	700,839	1,000,718	299,879
1316- Marketing Customer Service Administration	397,886	420,234	458,325	485,813	27,488
1317-Fiber Ent.	1,169,504	905,102	979,878	1,116,583	136,705
1318-Utility Communication infra	114,390	184,645	—	—	—
1351-SVP Systems Support	5,284,569	4,170,928	5,909,832	5,470,610	(439,222)
1353-Joint Action Coordination	1,579,092	1,258,943	1,528,028	1,600,795	72,767
1356-Resource Management	1,075,744	2,778,328	4,663,043	4,763,252	100,209
1358-Risk Management	3,012,591	2,811,660	3,175,013	3,216,325	(58,454)
1359-GHG Resources	(553,694)	(3,820,059)	—	—	—
<b>Total Expenditures</b>	<b>\$15,015,196</b>	<b>\$12,312,392</b>	<b>\$20,301,894</b>	<b>\$20,633,759</b>	<b>\$ 232,102</b>
<b>Full Time Equivalents (Budgeted)</b>	N/A	46.00	49.50	49.00	(0.50)
<b>Total Revenues</b>	<b>\$ 2,905,760</b>	<b>\$ 3,643,215</b>	<b>\$ 700,000</b>	<b>\$ —</b>	<b>\$ (700,000)</b>

**Division Mission**

*Planning and Strategic Services oversees Customer Service and Marketing, and Resource Management. The mission of the Division is to retain and attract electric utility customers to the Santa Clara electric system by enhancing the value of our utility to the City and all stakeholders and by pursuing cost effective debt management options, supporting environmental improvement programs, leveraging fiber optic assets and implementing a sound marketing and communication strategy to accomplish the utility's goals. The mission of the Resource Management Division is to manage the adequacy and cost of the Electric Utility's fuel and electric resources in a competitive market.*

**Division Overview**

- Assure adequate generation resources for reliable, economically-competitive services to all SVP customers and which meet all state and federal reliability and environmental compliance requirements.
- Optimize value of assets through power trading and scheduling, procure cost-competitive fuel resources for power production, and manage outstanding debt requirements.
- Actively seek understanding of electric customers' valuation of energy service needs and amend the marketing plan as necessary to meet the needs of a dynamic market place, including technologies responsive to customer needs.
- Maintain the utility's technology systems and manage a fiber optic network, an outdoor wi-fi system, and an outdoor distributed antennae system.
- Work with other public power agency partners to explore new generation and transmission resources to service growing sales and to reduce SVP's risks and average costs.

**Division: Planning & Strategic Services**  
**Program: 1311 - Rates and Budget**

*Program Mission: Provide rate analysis, budget development, and pursue cost effective debt management options.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 585,169	\$ 894,490	\$ 492,049	\$ 522,275	\$ 30,226
Benefits	237,769	451,820	255,488	271,476	15,988
Materials/Services/Supplies	98,779	97,641	230,100	230,100	—
Interfund Services	32,762	40,174	27,433	25,725	(1,708)
<b>Total Expenditures</b>	<b>\$ 954,479</b>	<b>\$ 1,484,125</b>	<b>\$ 1,005,070</b>	<b>\$ 1,049,576</b>	<b>\$ 44,506</b>
Full Time Equivalent (Budgeted)	N/A	3.00	3.00	3.00	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Maintain Investment Rating (Fitch Ratings)	"A+" rating	"A+" rating	"A+" rating	"A+" rating	"A+" rating

**Division: Planning & Strategic Services**  
**Program: 1313 - Key Accounts**

*Program Mission: Retain and attract large electric utility customers through enhanced customer service and delivery of specific customer information and analysis.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 672,187	\$ 795,105	\$ 771,605	\$ 807,243	\$ 35,638
Benefits	270,507	292,429	387,611	412,765	25,154
Materials/Services/Supplies	363,169	406,114	688,570	672,300	(16,270)
Interfund Services	48,164	52,109	34,077	37,779	3,702
<b>Total Expenditures</b>	<b>\$ 1,354,027</b>	<b>\$ 1,545,757</b>	<b>\$ 1,881,863</b>	<b>\$ 1,930,087</b>	<b>\$ 48,224</b>
Full Time Equivalent (Budgeted)	N/A	5.00	6.00	6.00	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Percent of sales under contract	48.4%	51.6%	49.6%	35.0%	35.0%

**Division: Planning & Strategic Services**  
**Program: 1315 - Green Power Program**

*Program Mission: Provide an environmentally enhance energy service for concerned customers.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Materials/Services/Supplies	\$ 626,608	\$ 572,729	\$ 700,000	\$ 1,000,000	\$ 300,000
Interfund Services	—	—	839	718	(121)
Total Expenditures	<u>\$ 626,608</u>	<u>\$ 572,729</u>	<u>\$ 700,839</u>	<u>\$ 1,000,718</u>	<u>\$ 299,879</u>
Full Time Equivalents (Budgeted)	N/A	—	—	—	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Percent of customers enrolled in Santa Clara Green Program	7.8%	7.9%	7.8%	10.0%	10.0%
2. Cumulative total GWh enrolled in Santa Clara Green Program	162 GWh	181 GWh	270 GWh	200 GWh	425 GWh

**Division: Planning & Strategic Services**  
**Program: 1316 - Marketing Customer Service Administration**

*Program Mission: Implement a sound marketing and communication strategy to accomplish the utility's goals.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 261,497	\$ 267,826	\$ 290,583	\$ 310,805	\$ 20,222
Benefits	113,075	126,410	152,239	160,020	7,781
Materials/Services/Supplies	4,800	6,025	—	—	—
Interfund Services	18,514	19,973	15,503	14,988	(515)
Total Expenditures	<u>\$ 397,886</u>	<u>\$ 420,234</u>	<u>\$ 458,325</u>	<u>\$ 485,813</u>	<u>\$ 27,488</u>
Full Time Equivalents (Budgeted)	N/A	2.00	2.00	2.00	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. See 1312, 1313, 1315, and 1317					N/A

**Division: Planning & Strategic Services**  
**Program: 1317 - Fiber Enterprise**

*Program Mission: Provide services to support and maintain SVP Fiber Enterprise in a reliable, secure and consistent manner.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 229,534	\$ 228,894	\$ 293,115	\$ 315,509	\$ 22,394
Benefits	106,308	116,918	138,402	151,131	12,729
Materials/Services/Supplies	816,197	540,450	533,966	636,243	102,277
Interfund Services	17,465	18,840	14,395	13,700	(695)
<b>Total Expenditures</b>	<b>\$ 1,169,504</b>	<b>\$ 905,102</b>	<b>\$ 979,878</b>	<b>\$ 1,116,583</b>	<b>\$ 136,705</b>
Full Time Equivalents (Budgeted)	N/A	2.00	2.00	2.00	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Annual SVP Fiber Leasing Services gross revenue	\$2.46M	\$2.78M	\$2.72M	\$2.40M	\$2.5M

**Division: Planning & Strategic Services**  
**Program: 1318 - Utility Communication Infrastructure**

*Program Mission: [None] This program will be closed in 2016-17*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Materials/Services/Supplies	\$ 108,159	\$ 182,068	\$ —	\$ —	\$ —
Interfund Services	6,231	2,577	—	—	—
<b>Total Expenditures</b>	<b>\$ 114,390</b>	<b>\$ 184,645</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>
Full Time Equivalents (Budgeted)	N/A	—	—	—	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
No reportable performance and workload measures for this program.					N/A

**Division: Planning & Strategic Services**  
**Program: 1351 - SVP Systems Support**

*Program Mission: Manage and maintain utility's technology systems and communications connections with the Bulk Electric Grid.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 2,012,727	\$ 938,856	\$ 1,700,435	\$ 1,712,193	\$ 11,758
Benefits	896,125	486,188	852,181	869,818	17,637
Materials/Services/Supplies	2,234,094	2,594,246	3,255,676	2,803,400	(452,276)
Interfund Services	141,623	151,638	71,540	85,199	13,659
Capital Outlay	—	—	30,000	—	(30,000)
<b>Total Expenditures</b>	<b>\$ 5,284,569</b>	<b>\$ 4,170,928</b>	<b>\$ 5,909,832</b>	<b>5,470,610</b>	<b>\$ (439,222)</b>
Full Time Equivalents (Budgeted)	N/A	9.00	12.00	11.00	(1.00)
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. See 1356					N/A

**Division: Planning & Strategic Services**  
**Program: 1353 - Joint Action Coordination**

*Program Mission: Work with Joint Power Agencies to enhance value of joint projects and services.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 155,235	\$ 161,531	\$ 169,454	\$ 176,833	\$ 7,379
Benefits	65,989	73,187	85,476	94,263	8,787
Materials/Services/Supplies	1,346,475	1,011,936	1,262,415	1,319,792	57,377
Interfund Services	11,393	12,289	10,683	9,907	(776)
<b>Total Expenditures</b>	<b>\$ 1,579,092</b>	<b>\$ 1,258,943</b>	<b>\$ 1,528,028</b>	<b>\$ 1,600,795</b>	<b>\$ 72,767</b>
Full Time Equivalents (Budgeted)	N/A	1.00	1.00	1.00	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. See 1356					N/A

**Division: Planning & Strategic Services**  
**Program: 1356 - Resource Management**

*Program Mission: Explore and procure generation and transmission resources and optimize value of existing assets through power trading and scheduling in order to provide reliable, economically-competitive services to all SVP customers.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 481,644	\$ 1,580,352	\$ 2,147,268	\$ 2,271,018	\$ 123,750
Benefits	241,058	801,859	1,132,345	1,181,397	49,052
Materials/Services/Supplies	316,503	357,162	1,266,000	1,199,668	(66,332)
Interfund Services	36,539	38,955	117,430	111,169	(6,261)
Total Expenditures	<u>\$ 1,075,744</u>	<u>\$ 2,778,328</u>	<u>\$ 4,663,043</u>	<u>\$ 4,763,252</u>	<u>\$ 100,209</u>
Full Time Equivalents (Budgeted)	N/A	14.00	14.00	14.00	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Cost stabilization contribution from wholesale transactions	N/A	\$2.7M	\$5.3M	\$1.8M	\$2.8M

**Division: Planning & Strategic Services**  
**Program: 1358 - Risk Management**

*Program Mission: Enact appropriate controls on power trading and maintain SVP's settlement requirements of the Balance Authority.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 1,044,199	\$ 914,791	\$ 942,299	\$ 1,025,408	\$ 83,109
Benefits	431,625	416,611	544,081	606,003	61,922
Materials/Services/Supplies	1,463,649	1,398,181	1,626,700	1,533,710	(92,990)
Interfund Services	73,118	82,077	61,933	51,204	(10,729)
Total Expenditures	<u>\$ 3,012,591</u>	<u>\$ 2,811,660</u>	<u>\$ 3,175,013</u>	<u>\$ 3,216,325</u>	<u>\$ 41,312</u>
Full Time Equivalents (Budgeted)	N/A	10.00	9.50	10.00	0.50
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. See 1356					N/A

**Division: Planning & Strategic Services**  
**Program: 1359 - GHG Resources**

*Program Mission: [None] This program has no budget in 2016-17, and is presented for historical purposes only*

<b>Category</b>	<b>2013-14 Actuals</b>	<b>2014-15 Actuals</b>	<b>2015-16 Adopted</b>	<b>2016-17 Budget</b>	<b>Budget Change</b>
Resource & Production	\$ (553,694)	\$ (3,820,059)	\$ —	\$ —	\$ —
Total Expenditures	\$ (553,694)	\$ (3,820,059)	\$ —	\$ —	\$ —
Full Time Equivalents (Budgeted)	N/A	—	—	—	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. See 1356					N/A





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

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**Fund 191 -  
Electric Operating  
Grant**



## Fund 191 Electric Operating Grant Trust Fund

<b>Fund 191 Electric Operating Grant</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
Electric - Planning & Strategic Services	\$ 4,637,475	\$ 7,292,090	\$ 10,039,402	\$ 10,064,215
Total Expenditures	<u>\$ 4,637,475</u>	<u>\$ 7,292,090</u>	<u>\$ 10,039,402</u>	<u>\$ 10,064,215</u>
Full Time Equivalents (Budgeted)	3.00	4.00	4.00	4.00
Total Revenues	\$ 6,528,518	\$ 10,484,589	\$ 10,039,402	\$ 10,064,215

### Overview

Provide administration of the State required Public Benefits Program to meet authorized priorities in Energy Efficiency, Low-Income Programs, Renewables generation, and related research and development.

## **Fund 191 Electric Operating Grant Trust Fund**

### **Mission**

*To implement cost-effective energy efficiency programs and renewable energy programs, support emerging technologies to speed up market acceptance, and assist low income customers with paying their electric bills and improving the energy efficiency of their residences in accordance with state and federal legislation.*

### **Significant Accomplishments**

- Saved over 18.6 million net kWh in first year savings, which will result in a lifetime savings of over 255 million kWh in energy savings.
- Served over 800 small business customers with free energy audits and energy efficiency upgrades.
- Invested in Research and Development of emerging technologies through participation with the California Lighting Technology Center, the Super-Efficient Dryer Initiative, and the American Public Power Association's, Demonstration in Energy & Efficiency Developments program.
- Funded approximately \$2.7 million in renewable energy rebates.

### **Significant Objectives**

- Implement cost-effective energy efficiency programs to lower energy use. The cost to implement energy efficiency programs should be lower than the capital cost to build new generation and benefits of the total programs should exceed costs under the Total Resource Cost (TRC) test under the methodology reviewed and approved by the Northern California Public Agency (NCPA) Public Benefits Committee, of which Silicon Valley Power's PBC program manager is a member
- Provide the PBC programs in a manner that creates value to the community and meets all applicable legal requirements
- Implement programs to support renewable power generation that increase resource diversity and minimize adverse environmental impacts from electric generation and operation of the electric system
- Support emerging technologies to speed up market acceptance therefore, allowing energy efficiency services and products to compete in the open market
- Assist low-income residents in helping them to pay their electric bills and in installing energy efficient appliances and other measures

## Fund 191 Electric Operating Grant Trust Fund

### Fund Summary

Fund 191 Electric Operating Grant Trust Fund	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Salaries	\$ 345,375	\$ 379,921	\$ 455,925	\$ 452,898	\$ (3,027)
Benefits	153,805	182,531	242,781	248,829	6,048
Materials/Services/Supplies	4,113,551	6,700,817	9,236,862	9,258,662	21,800
Interfund Services	24,744	24,884	103,834	103,826	(8)
Capital Outlay	—	3,937	—	—	—
<b>Total Expenditures</b>	<u>\$ 4,637,475</u>	<u>\$ 7,292,090</u>	<u>\$10,039,402</u>	<u>\$10,064,215</u>	<u>\$ 24,813</u>
<b>Revenue Category</b>					
Intergovernmental	\$ 65,000	\$ —	\$ —	\$ —	\$ —
Charges for Services	9,463,518	10,487,708	10,576,875	11,622,164	1,045,289
Op Transfers	(3,000,000)	(3,119)	—	(1,557,949)	(1,557,949)
Other Revenues	—	—	(537,473)	—	537,473
<b>Total Revenues</b>	<u>\$ 6,528,518</u>	<u>\$10,484,589</u>	<u>\$10,039,402</u>	<u>\$10,064,215</u>	<u>\$ 24,813</u>
<b>Full Time Equivalents (Budgeted)</b>	3.00	4.00	4.00	4.00	—

### Budget Overview and Significant Changes

#### Service Level Impact

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

#### Expenditures

##### Salaries changes from prior adopted budget

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

##### Benefits changes from prior adopted budget

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

##### Materials/Services/Supplies changes from prior adopted budget

There is no reportable or significant change.

##### Interfund Services changes from prior adopted budget

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

## Fund 191 Electric Operating Grant Trust Fund

Capital Outlay changes from prior adopted budget

There is no reportable or significant change.

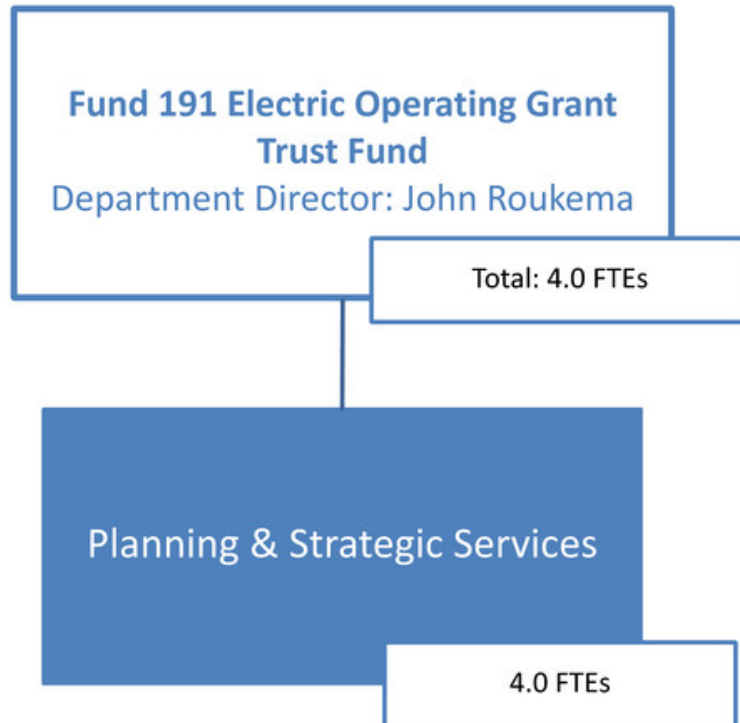
**Total Revenues**

Total Revenues changes from prior adopted budget

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

**Fund 191 Electric Operating Grant Trust Fund**

**City of Santa Clara  
Divisional Organization Chart**



# Fund 191 Electric Operating Grant Trust Fund

## POSITION DETAIL

Fund 191 Electric Operating Grant Trust Fund		2014-15 Adopted	2015-16 Adopted	2016-17 Adopted	2017-18 Budget	Position Change
<u>Position Title</u>						
Uncl	Electric Program Manager	1.00	1.00	1.00	1.00	—
A35	Business Analyst-Public Benefits	1.00	1.00	1.00	1.00	—
A28	Energy Conservation Coordinator	1.00	1.00	1.00	1.00	—
A21	Energy Conservation Specialist	—	1.00	1.00	1.00	—
<b>Total Full Time Equivalents (Budgeted)</b>		<b>3.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>—</b>

**Fund 191 - Electric Operating Grant Trust Fund**  
**Division: Electric - Planning & Strategic Services**

<b>Fund 191 Electric Operating Grant</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
1312-Public Benefits	\$ 4,637,475	\$ 7,292,090	\$10,039,402	\$10,064,215	\$ 24,813
Total Expenditures	<u>\$ 4,637,475</u>	<u>\$ 7,292,090</u>	<u>\$10,039,402</u>	<u>\$10,064,215</u>	<u>\$ 24,813</u>
Full Time Equivalents (Budgeted)	N/A	4.00	4.00	4.00	—
Total Revenues	\$ 6,528,518	\$10,484,589	\$10,039,402	\$10,064,215	\$ 24,813

**Division Mission**

*To implement cost-effective energy efficiency programs and renewable energy programs, support emerging technologies to speed up market acceptance, and assist low income customers with paying their electric bills and improving the energy efficiency of their residences in accordance with state and federal legislation.*

**Division Overview**

- Saved over 18.6 million net kWh in first year savings, which will result in a lifetime savings of almost 255 million kWh in energy savings.
- Funded approximately \$3 million in renewable energy rebates.



**Division: Electric - Planning & Strategic Services**  
**Program: 1312 - Public Benefits**

*Program Mission: Provide administration of the State required Public Benefits Program to meet authorized priorities in Energy Efficiency, Low-Income Programs, Renewables generation, and related research and development.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 345,375	\$ 379,921	\$ 455,925	\$ 452,898	\$ (3,027)
Benefits	153,805	182,531	242,781	248,829	6,048
Materials/Services/Supplies	4,113,551	6,700,817	9,236,862	9,258,662	21,800
Interfund Services	24,744	24,884	103,834	103,826	(8)
Capital Outlay	—	3,937	—	—	—
<b>Total Expenditures</b>	<b>\$ 4,637,475</b>	<b>\$ 7,292,090</b>	<b>\$ 10,039,402</b>	<b>\$ 10,064,215</b>	<b>\$ 24,813</b>
Full Time Equivalents (Budgeted)	N/A	4.00	4.00	4.00	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Annual net GWh's saved through energy efficiency programs	12.0 GWh	18.6 GWh	16.5 GWh	24.3 GWh	12.8 GWh



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Santa Clara**  
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**Fund - 491  
Electric Debt  
Service**



## Fund 491 Electric Debt Service

<b>Fund 491 Electric Debt Service</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
Electric - Debt Service	\$ 15,082,873	\$ 17,319,373	\$ 18,066,666	\$ 20,707,289
Total Expenditures	<u>\$ 15,082,873</u>	<u>\$ 17,319,373</u>	<u>\$ 18,066,666</u>	<u>\$ 20,707,289</u>
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenues	\$ 15,272,638	\$ 15,844,556	\$ 18,066,666	\$ 20,707,289

### Overview

The City provides electric service within the city through its electric utility department under the name Silicon Valley Power. The City owns and operates the electric utility, which includes generation, transmission and distribution facilities. The City has issued bonds to finance a portion of the costs of the design, acquisition, construction and installation of various electric generating facilities and land acquisition.

## Fund 491 Electric Debt Service

### Fund Summary

Fund 491 Electric Debt Service	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Debt Service	\$ 15,082,873	\$17,319,373	\$18,066,666	\$20,707,289	\$ 2,640,623
<b>Total Expenditures</b>	<u>\$ 15,082,873</u>	<u>\$17,319,373</u>	<u>\$18,066,666</u>	<u>\$20,707,289</u>	<u>\$ 2,640,623</u>
<b>Revenue Category</b>					
Interest and Rent	\$ 250,244	\$ 276,899	\$ —	\$ —	\$ —
Op Transfers	9,022,394	15,567,657	18,066,666	20,707,289	2,640,623
Other Financing	6,000,000	—	—	—	—
<b>Total Revenues</b>	<u>\$ 15,272,638</u>	<u>\$15,844,556</u>	<u>\$18,066,666</u>	<u>\$20,707,289</u>	<u>\$ 2,640,623</u>
<b>Full Time Equivalents (Budgeted)</b>	—	—	—	—	—

### Budget Overview and Significant Changes

#### Service Level Impact

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

#### Expenditures

##### Debt Service changes from prior adopted budget

Increased expense for the short term loan that funded the phase shifting transformer project.

#### Total Revenues

##### Total Revenues changes from prior adopted budget

Revenues are transfers from Electric Utility Fund 091.

**Fund 491 - Electric Debt Service**  
**Division: Electric - Debt Service**

<b>Fund 491 Electric Debt Service</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
1335-Phase Shifting Transformer	\$ 45,000	\$ 2,099,477	\$ —	\$ —	\$ —
1341-1998A Revenue Bond	64,275	16,539	—	—	—
1342-2013A Revenue Bond	5,453,475	5,926,555	5,943,844	5,955,744	11,900
1347-2008A Revenue Bond	—	1,700	—	—	—
1348-2008B Revenue Bond Rf	6,561,792	6,314,670	6,619,934	7,592,434	972,500
1349-2011A Revenue Refund Bond	2,958,331	2,960,431	5,502,888	7,159,111	1,656,223
<b>Total Expenditures</b>	<b>\$15,082,873</b>	<b>\$17,319,373</b>	<b>\$18,066,666</b>	<b>\$20,707,289</b>	<b>\$ 2,640,623</b>
Full Time Equivalents (Budgeted)	N/A	N/A	N/A	N/A	N/A
<b>Total Revenues</b>	<b>\$15,272,638</b>	<b>\$15,844,556</b>	<b>\$18,066,666</b>	<b>\$20,707,289</b>	<b>\$ 2,640,623</b>

**Division: Electric - Debt Service  
Program: 1335 - Phase Shifting**

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Debt Service	\$ 45,000	\$ 2,099,477	\$ —	\$ —	\$ —
Total Expenditures	\$ 45,000	\$ 2,099,477	\$ —	\$ —	\$ —
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
No reportable performance and workload measures for this program.					N/A

**Division: Electric - Debt Service  
Program: 1341 - 1998A Revenue Bond**

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Debt Service	\$ 64,275	\$ 16,539.37	\$ —	\$ —	\$ —
Total Expenditures	\$ 64,275	\$ 16,539.37	\$ —	\$ —	\$ —
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
No reportable performance and workload measures for this program.					N/A

**Division: Electric - Debt Service  
Program: 1342 - 2013A Revenue Bond**

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Debt Service	\$5,453,475	\$5,926,555	\$5,943,844	\$5,955,744	\$11,900
Total Expenditures	\$5,453,475	\$5,926,555	\$5,943,844	\$5,955,744	\$11,900
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
No reportable performance and workload measures for this program.					N/A

**Division: Electric - Debt Service**  
**Program: 1347 - 2008A Revenue Bond**

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Debt Service	\$ —	\$ 1,700	\$ —	\$ —	\$ —
Total Expenditures	\$ —	\$ 1,700	\$ —	\$ —	\$ —
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
No reportable performance and workload measures for this program.					N/A

**Division: Electric - Debt Service**  
**Program: 1348 - 2008B Bond Rf**

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Debt Service	\$ 6,561,792	\$ 6,314,670	\$ 6,619,934	\$ 7,592,434	\$ 972,500
Total Expenditures	\$ 6,561,792	\$ 6,314,670	\$ 6,619,934	\$ 7,592,434	\$ 972,500
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
No reportable performance and workload measures for this program.					N/A

**Division: Electric - Debt Service**  
**Program: 1349 - Revenue Refund Bond**

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Debt Service	\$ 2,958,331	\$ 2,960,431	\$ 5,502,888	\$ 7,159,111	\$ 1,656,223
Total Expenditures	\$ 2,958,331	\$ 2,960,431	\$ 5,502,888	\$ 7,159,111	\$ 1,656,223
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
No reportable performance and workload measures for this program.					N/A

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# City of Santa Clara

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## Water and Sewer Utilities



## Water and Sewer Utilities Department

<b>Water and Sewer Utilities Department</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
<b>Funds</b>				
Fund 092 Water Utility	\$ 27,826,679	\$ 30,398,787	\$ 38,691,181	\$ 39,034,889
Fund 097 Recycled Water	2,802,548	3,206,733	4,446,872	4,539,955
Fund 094 Sewer Utility	17,037,113	17,514,175	21,470,401	24,057,883
Fund 494 Sewer Debt Service	—	69,036	1,150,000	942,449
<b>Total Expenditures</b>	<b>\$ 47,666,340</b>	<b>\$ 51,188,731</b>	<b>\$ 65,758,454</b>	<b>\$ 68,575,176</b>
Full Time Equivalents (Budgeted)	65.00	70.00	74.00	73.00
Fund 092 Water Utility	\$ 27,800,806	\$ 28,030,859	\$ 38,691,181	\$ 39,034,889
Fund 097 Recycled Water	2,921,294	3,173,777	4,446,872	4,539,955
Fund 094 Sewer Utility	19,437,597	24,416,938	21,470,401	24,057,883
Fund 494 Sewer Debt Service	1,140,000	(2,069,305)	1,150,000	942,449
<b>Total Revenues</b>	<b>\$ 51,299,697</b>	<b>\$ 53,552,269</b>	<b>\$ 65,758,454</b>	<b>\$ 68,575,176</b>



## Water and Sewer Utilities Department

### POSITION DETAIL

Fund 092 Water Utility	2014-15 Adopted	2015-16 Adopted	2016-17 Adopted	2017-18 Budget	Position Change
<b>Position Title</b>					
Uncl Director of Water and Sewer Utilities	0.60	0.60	0.60	0.60	—
Uncl Assistant Director of Water & Sewer Utilities	0.65	0.65	0.65	0.65	—
Uncl Principal Engineer-Water	0.50	0.50	—	0.50	0.50
Uncl Water & Sewer Superintendent	0.75	0.75	0.75	0.65	(0.10)
Uncl Assistant Water & Sewer Superintendent	0.60	0.60	0.60	0.60	—
Uncl Compliance Manager	0.60	0.60	0.60	0.40	(0.20)
Uncl Utility Business Systems Manager	0.50	0.50	0.50	0.40	(0.10)
Uncl Management Analyst	0.50	0.50	0.50	0.70	0.20
Uncl Sr. Project Engineer	—	—	0.60	0.40	(0.20)
Uncl Division Manager	—	—	1.50	—	(1.50)
G27 Pump Maintenance Technician - Solar	1.00	1.00	1.00	1.00	—
G27 Pump Maintenance Technician - Water	1.00	1.00	1.00	1.00	—
G27 Equipment Operator	4.00	4.00	4.00	4.00	—
G27 Facilities Technician	1.00	1.00	1.00	1.00	—
G27 Water Service Technician I/II	5.75	5.75	5.75	4.75	(1.00)
G23 Water & Sewer Maintenance Worker I/II	11.70	11.70	11.70	12.70	1.00
E41 Senior Water Utility Engineer	0.90	0.90	0.90	0.90	—
E34 Water Utility Engineer	1.80	1.80	1.80	0.85	(0.95)
E32 Assistant Engineer (Civil)	—	—	—	1.30	1.30
A38 Assistant Water Superintendent	1.80	1.80	1.80	1.75	(0.05)
A37 Sr. Water & Sewer System Operator	—	—	0.50	0.50	—
A35 Utility Crew Supervisor	2.00	2.00	2.00	2.00	—
A35 Utility Crew Supervisor/Water	3.00	3.00	3.00	3.00	—
A35 Maintenance Systems Specialist	0.50	0.50	0.50	0.50	—
A35 Water and Sewer System Operator	—	2.00	2.00	2.00	—
A35 Facilities Inspection Supervisor	—	1.00	1.00	1.00	—
A34 Water Resource Planner	1.00	1.00	1.00	0.70	(0.30)
A28 Senior Engineering Aide	2.00	2.00	2.00	0.70	(1.30)
A24 Office Specialist IV	0.60	0.60	0.60	0.60	—
A23 Code Enforcement Technician	0.15	0.15	0.15	0.10	(0.05)
A22 Office Specialist III	—	—	0.50	1.00	0.50
A18 Office Specialist II	1.00	1.00	1.00	1.00	—
<b>Total Full Time Equivalents (Budgeted)</b>	<b>43.90</b>	<b>46.90</b>	<b>49.50</b>	<b>47.25</b>	<b>(2.25)</b>



## Water and Sewer Utilities Department

### POSITION DETAIL

Fund 097 Water Recycling Program	2014-15 Adopted	2015-16 Adopted	2016-17 Adopted	2017-18 Budget	Position Change
<b>Position Title</b>					
Unc Division Manager	—	—	0.10	—	(0.10)
Unc Management Analyst	1.00	1.00	1.00	0.50	(0.50)
Unc Principal Engineer-Water & Sewer	0.10	0.10	—	0.10	0.10
Unc Utility Business Systems Manager	0.10	0.10	0.10	0.10	—
Unc Compliance Manager	—	—	—	0.20	0.20
Unc Sr Project Engineer	—	—	—	0.20	0.20
G27 Facilities Technician	0.20	0.20	0.20	0.20	—
G27 Water Service Technician I/II	0.25	0.25	0.25	0.25	—
G23 Water & Sewer Maintenance Worker I/II	0.30	0.30	0.30	0.30	—
E41 Senior Water Utility Engineer	0.10	0.10	0.10	0.10	—
E34 Water Utility Engineer	0.20	0.20	0.20	0.15	(0.05)
E32 Assistant Engineer	—	—	—	0.15	0.15
A38 Asst. Water Superintendent	0.20	0.20	0.20	0.25	0.05
A34 Water Resource Planner	—	—	—	0.15	0.15
A28 Sr Engineering Aide	—	—	—	0.15	0.15
A23 Code Enforcement Technician	0.75	0.75	0.75	0.80	0.05
<b>Total Full Time Equivalents (Budgeted)</b>	<b>3.20</b>	<b>3.20</b>	<b>3.20</b>	<b>3.60</b>	<b>0.40</b>



## Water and Sewer Utilities Department

### POSITION DETAIL

Fund 094 Sewer Utility	2014-15 Adopted	2015-16 Adopted	2016-17 Adopted	2017-18 Budget	Position Change
<b>Position Title</b>					
Uncl Director of Water & Sewer Utilities	0.40	0.40	0.40	0.40	—
Uncl Assistant Director Water & Sewer Utilities	0.35	0.35	0.35	0.35	—
Uncl Principal Engineer-Water & Sewer	0.40	0.40	—	0.40	0.40
Uncl Compliance Manager	0.40	0.40	0.40	0.40	—
Uncl Water & Sewer Superintendent	0.25	0.25	0.25	0.35	0.10
Uncl Assistant Water & Sewer Superintendent	0.40	0.40	0.40	0.40	—
Uncl Sr. Project Engineer	—	—	0.40	0.40	—
Uncl Utility Business Systems Manager	0.40	0.40	0.40	0.50	0.10
Uncl Management Analyst	0.50	0.50	0.50	0.80	0.30
Uncl Division Manager	—	—	0.40	—	(0.40)
G27 Pump Maintenance Technician - Sewer	1.00	1.00	1.00	1.00	—
G27 Equipment Operator	1.00	1.00	1.00	1.00	—
G27 Facilities Technician	0.80	0.80	0.80	0.80	—
G27 Sewer Inspection Technician	2.00	2.00	2.00	2.00	—
G23 Water & Sewer Maintenance Worker I/II	5.00	5.00	5.00	5.00	—
E32 Assistant Engineer (Civil)	—	—	—	0.55	0.55
A38 Assistant Sanitary Sewer Superintendent	1.00	1.00	1.00	1.00	—
A37 Sr. Water & Sewer System Operator	—	—	0.50	0.50	—
A35 Utility Crew Supervisor	2.00	2.00	2.00	2.00	—
A35 Maintenance Systems Specialist	0.50	0.50	0.50	0.50	—
A35 Water and Sewer System Operator	—	2.00	2.00	2.00	—
A34 Water Resource Planner	—	—	—	0.15	0.15
A28 Sr Engineering Aide	—	—	—	0.15	0.15
A24 Office Specialist IV	0.40	0.40	0.40	0.40	—
A23 Code Enforcement Technician	0.10	0.10	0.10	0.10	—
A22 Office Specialist III	—	—	0.50	—	(0.50)
A19 Office Records Specialist	1.00	1.00	1.00	1.00	—
<b>Total Full Time Equivalents (Budgeted)</b>	<b>17.90</b>	<b>19.90</b>	<b>21.30</b>	<b>22.15</b>	<b>0.85</b>
<b>Total Full Time Equivalents (Budgeted) - Water and Sewer Utilities Department</b>	<b>65.00</b>	<b>70.00</b>	<b>74.00</b>	<b>73.00</b>	<b>(1.00)</b>



# City of Santa Clara

The Center of What's Possible

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## Fund 092 - Water Utility



## Water and Sewer Utilities Department

<b>Fund 092 Water Utility</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
Water & Sewer Utility - Solar Utility	\$ 161,848	\$ 135,279	\$ 229,840	\$ 264,169
Water & Sewer Utility - Water Construction, Maintenance,	25,132,734	27,676,437	34,764,900	11,835,274
Water & Sewer Utility - Water	2,532,097	2,587,071	3,696,441	26,935,446
Total Expenditures	<u>\$ 27,826,679</u>	<u>\$ 30,398,787</u>	<u>\$ 38,691,181</u>	<u>\$ 39,034,889</u>
Full Time Equivalents (Budgeted)	43.90	46.90	49.50	47.25
Total Revenues	\$ 27,800,806	\$ 28,030,859	\$ 38,691,181	\$ 39,034,889

### Overview

The Department of Water and Sewer Utilities is a utility enterprise which provides planning, design, construction, maintenance and operation of the City's water distribution system. In 2016, the utilities produced and distributed 6.7 billion gallons of water to approximately 25,600 service connections. This is a 16% decrease from 2013 water production. Of the total water supply, 49% is obtained from the City's own wells; 34% is treated water purchased from two wholesale potable water agencies; and 17% is from recycled water delivered through the South Bay Water Recycling system, which is a jointly-owned regional recycled water system. The Department of Water and Sewer Utilities provides for the design, construction, distribution, metering, quality monitoring and system maintenance for both potable and recycled water.

## **Fund 092 Water Utility**

### **Mission**

*Provide customers with a dependable supply of safe, healthful and potable water in an efficient, cost-effective and environmentally sound manner.*

### **Significant Accomplishments**

- Completed construction projects: 2 million gallon water storage tank at the Corporation Yard and the SCADA Support Building.
- Construction of a new water intertie with the City of San Jose.
- Design and installation of 6,700 linear feet of water main replacement.
- Abandonment of two water production wells.

### **Significant Objectives**

- Complete the Supervisory Control And Data Acquisition (SCADA) replacements and process control improvements, and start construction of SCADA replacement at various water and sewer facilities.
- Complete the construction of approximately 10,000 linear feet of water main annually.
- Start the RFP process for the design of two new wells.
- Complete the assessment of Serra Tanks (3) and Downtown Tank.



## Fund 092 Water Utility

### Fund Summary

Fund 092 Water Utility	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Salaries	\$ 3,223,181	\$ 3,429,576	\$ 5,225,433	\$ 4,739,346	\$ (486,087)
Benefits	1,888,113	2,072,793	2,802,825	2,870,970	68,145
Materials/Services/Supplies	2,988,469	3,701,928	3,329,210	3,717,800	388,590
Resource & Production	16,740,872	18,070,242	23,810,000	24,040,000	230,000
Interfund Services	2,986,043	3,124,248	3,515,713	3,651,773	136,060
Capital Outlay	—	—	8,000	15,000	7,000
<b>Total Expenditures</b>	<b>\$27,826,677</b>	<b>\$30,398,788</b>	<b>\$38,691,181</b>	<b>\$39,034,889</b>	<b>\$ 343,708</b>
<b>Revenue Category</b>					
Interest and Rent	\$ 146,815	\$ 148,287	\$ 215,000	\$ 220,905	\$ 5,905
Intergovernmental	—	61,500	—	—	—
Charges for Services	30,855,239	30,292,043	39,403,000	44,394,697	4,991,697
Op Transfers	(3,414,826)	(2,742,720)	(926,819)	(5,580,713)	(4,653,894)
Other Revenues	213,578	271,749	—	—	—
<b>Total Revenues</b>	<b>\$27,800,806</b>	<b>\$28,030,859</b>	<b>\$38,691,181</b>	<b>\$39,034,889</b>	<b>\$ 343,708</b>
<b>Full Time Equivalents (Budgeted)</b>	43.90	46.90	49.50	47.25	(2.25)

### Budget Overview and Significant Changes

#### Service Level Impact

The Water and Sewer Department eliminated a total of 1.0 FTE (Division Manager) for the 17-18 budget to reduce expenses and minimize rate increases. The Water Fund shows a net decrease of 2.25 FTE as a result of re-allocating an additional 1.25 FTEs to the Sewer and Recycled Water Funds. Overall service level to customers will remain the same.

#### Expenditures

##### Salaries changes from prior adopted budget

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

##### Benefits changes from prior adopted budget

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

##### Materials/Services/Supplies changes from prior adopted budget

Increase in costs is to allow for additional infrastructure maintenance in 17-18.

## **Fund 092 Water Utility**

### Resource & Production changes from prior adopted budget

Increase in costs are attributed to direct charges from wholesale agencies from which the utility purchases water.

### Interfund Services changes from prior adopted budget

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

### Capital Outlay changes from prior adopted budget

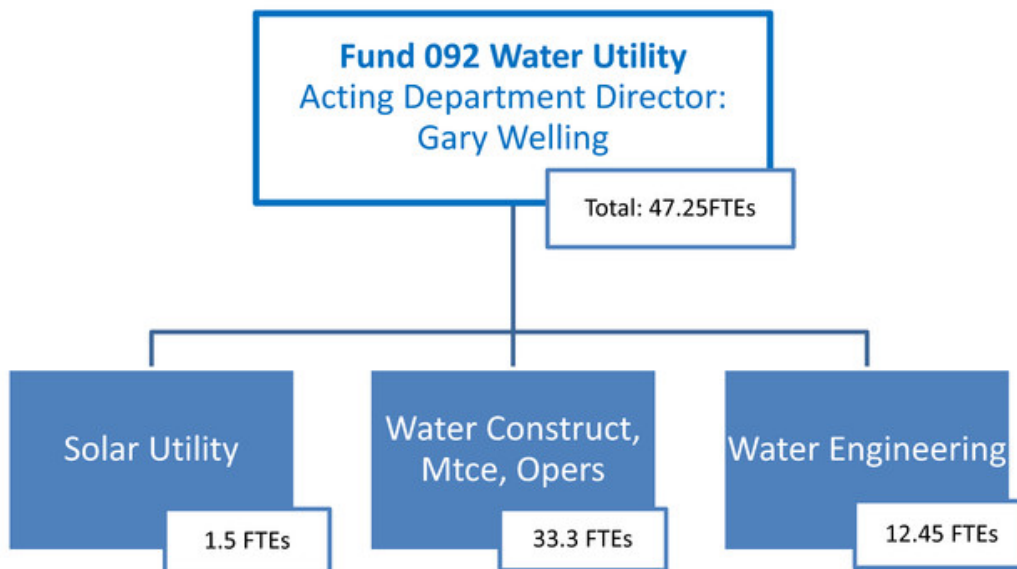
There is no reportable or significant change.

### **Total Revenues**

### Total Revenues changes from prior adopted budget

Higher revenues are projected due to an increase in service charges.

## City of Santa Clara Divisional Organization Chart



## Fund 092 Water Utility

### POSITION DETAIL

Fund 092 Water Utility	2014-15 Adopted	2015-16 Adopted	2016-17 Adopted	2017-18 Budget	Position Change
<u>Position Title</u>					
Uncl Director of Water and Sewer Utilities	0.60	0.60	0.60	0.60	—
Uncl Assistant Director of Water & Sewer Utilities	0.65	0.65	0.65	0.65	—
Uncl Principal Engineer-Water	0.50	0.50	—	0.50	0.50
Uncl Water & Sewer Superintendent	0.75	0.75	0.75	0.65	(0.10)
Uncl Assistant Water & Sewer Superintendent	0.60	0.60	0.60	0.60	—
Uncl Compliance Manager	0.60	0.60	0.60	0.40	(0.20)
Uncl Utility Business Systems Manager	0.50	0.50	0.50	0.40	(0.10)
Uncl Management Analyst	0.50	0.50	0.50	0.70	0.20
Uncl Sr. Project Engineer	—	—	0.60	0.40	(0.20)
Uncl Division Manager	—	—	1.50	—	(1.50)
G27 Pump Maintenance Technician - Solar	1.00	1.00	1.00	1.00	—
G27 Pump Maintenance Technician - Water	1.00	1.00	1.00	1.00	—
G27 Equipment Operator	4.00	4.00	4.00	4.00	—
G27 Facilities Technician	1.00	1.00	1.00	1.00	—
G27 Water Service Technician I/II	5.75	5.75	5.75	4.75	(1.00)
G23 Water & Sewer Maintenance Worker I/II	11.70	11.70	11.70	12.70	1.00
E41 Senior Water Utility Engineer	0.90	0.90	0.90	0.90	—
E34 Water Utility Engineer	1.80	1.80	1.80	0.85	(0.95)
E32 Assistant Engineer (Civil)	—	—	—	1.30	1.30
A38 Assistant Water Superintendent	1.80	1.80	1.80	1.75	(0.05)
A37 Sr. Water & Sewer System Operator	—	—	0.50	0.50	—
A35 Utility Crew Supervisor	2.00	2.00	2.00	2.00	—
A35 Utility Crew Supervisor/Water	3.00	3.00	3.00	3.00	—
A35 Maintenance Systems Specialist	0.50	0.50	0.50	0.50	—
A35 Water and Sewer System Operator	—	2.00	2.00	2.00	—
A35 Facilities Inspection Supervisor	—	1.00	1.00	1.00	—
A34 Water Resource Planner	1.00	1.00	1.00	0.70	(0.30)
A28 Senior Engineering Aide	2.00	2.00	2.00	0.70	(1.30)
A24 Office Specialist IV	0.60	0.60	0.60	0.60	—
A23 Code Enforcement Technician	0.15	0.15	0.15	0.10	(0.05)
A22 Office Specialist III	—	—	0.50	1.00	0.50
A18 Office Specialist II	1.00	1.00	1.00	1.00	—
<b>Total Full Time Equivalents (Budgeted)</b>	<b>43.90</b>	<b>46.90</b>	<b>49.50</b>	<b>47.25</b>	<b>(2.25)</b>

**Fund 092 - Water Utility**  
**Division: Water & Sewer Utility - Solar Utility**

<b>Fund 092 Water Utility</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
1532-Solar - System Maintenance	\$ 161,848	\$ 135,279	\$ 229,840	\$ 264,169	\$ 34,329
Total Expenditures	<u>\$ 161,848</u>	<u>\$ 135,279</u>	<u>\$ 229,840</u>	<u>\$ 264,169</u>	<u>\$ 34,329</u>
Full Time Equivalents (Budgeted)	N/A	1.50	1.50	1.50	—
Total Revenues	\$ 1,362.5	\$ 1,780	\$ 133,000	\$ 103,205	\$ (29,795)

**Division Mission**

*Provide installation and maintenance of solar heating systems for commercial, residential and pool water heating.*

**Division Overview**

- Maintain more than 184 swimming pool systems.
- Maintain 11 domestic solar hot water systems.

**Division: Water & Sewer Utility - Solar Utility  
Program: 1532 - System Maintenance**

*Program Mission: Provide for maintenance of solar heating systems for commercial, residential and pool water heating.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 69,602	\$ 46,865	\$ 110,203	\$ 120,871	\$ 10,668
Benefits	41,995	47,122	66,984	76,421	9,437
Materials/Services/Supplies	16,752	5,922	16,250	30,000	13,750
Interfund Services	33,499	35,370	36,403	36,877	474
<b>Total Expenditures</b>	<b>\$ 161,848</b>	<b>\$ 135,279</b>	<b>\$ 229,840</b>	<b>\$ 264,169</b>	<b>\$ 34,329</b>
Full Time Equivalent (Budgeted)	N/A	1.50	1.50	1.50	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Number of systems provided with semi-annual winterization service.	93	87	108	55	55
2. Number of removal and reinstallation requests.	27	11	8	6	6

**Fund 092 - Water Utility**  
**Division: Water & Sewer Utility - Water Construction, Maintenance, Operations**

<b>Fund 092 Water Utility</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
1422-Water System Maintenance	\$ 1,448,793	\$ 1,663,263	\$ 1,964,716	\$ 1,847,778	\$ (116,938)
1423-Water Construction	1,619,492	1,763,021	2,814,604	2,920,010	105,406
1424-Water System Operations	22,064,449	24,250,153	29,985,580	7,067,486	(22,918,094)
<b>Total Expenditures</b>	<b>\$25,132,734</b>	<b>\$27,676,437</b>	<b>\$34,764,900</b>	<b>\$11,835,274</b>	<b>\$(22,929,626)</b>
Full Time Equivalents (Budgeted)	N/A	34.40	34.40	33.30	(1.10)
<b>Total Revenues</b>	<b>\$ 33,818</b>	<b>\$ 41,732</b>	<b>\$ 500,000</b>	<b>\$ 871,492</b>	<b>\$ 371,492</b>

**Division Mission**

*Operate and maintain the Water Utility in the most efficient manner and to assure that the customers' level of service are met.*

**Division Overview**

- Increase reliability of the water system through replacement of obsolete mains and appurtenances.
- Two water wells will be rehabilitated to continue to provide reliable water service.
- Test and repair or replace 1,000 meters to ensure accurate customer billing.

**Division: Water & Sewer Utility - Water Construction, Maintenance, Operations**  
**Program: 1422 - Water System Maintenance**

*Program Mission: Maintain City's water system for the most efficient operation and provide prompt and courteous response to service requests.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 628,417	\$ 708,523	\$ 707,276	\$ 711,191	\$ 3,915
Benefits	321,548	365,657	397,435	418,016	20,581
Materials/Services/Supplies	199,349	354,555	572,883	439,000	(133,883)
Interfund Services	299,479	234,528	279,122	279,571	449
Capital Outlay	—	—	8,000	—	(8,000)
<b>Total Expenditures</b>	<b>\$ 1,448,793</b>	<b>\$ 1,663,263</b>	<b>\$ 1,964,716</b>	<b>\$ 1,847,778</b>	<b>\$ (116,938)</b>
Full Time Equivalent (Budgeted)	N/A	7.25	7.25	7.00	(0.25)
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Maintain an industrial standard for unaccounted water of 5% or less.	<5%	<5%	<5%	<5%	< or = 8%
2. Number of responses to customer service requests.	1,726	1,410	1,245	1,600	1,600
3. Respond to customer service requests within 30 minutes of receipt of calls (excluding scheduled appointments and after hours call back requests).	93%	96%	88%	80%	80%
4. Number of backflow prevention devices tested.	2,000	3,283	3,140	2,000	2,000



**Division: Water & Sewer Utility - Water Construction, Maintenance, Operations**  
**Program: 1423 - Water Construction**

*Program Mission: Provide a dependable, efficient, and safe construction operation to ensure that the customers' needs are met.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 409,983	\$ 450,835	\$ 1,262,221	\$ 1,305,119	\$ 42,898
Benefits	521,863	570,117	729,737	785,164	55,427
Materials/Services/Supplies	51,651	49,884	59,083	43,000	(16,083)
Interfund Services	635,995	692,185	763,563	786,727	23,164
<b>Total Expenditures</b>	<b>\$ 1,619,492</b>	<b>\$ 1,763,021</b>	<b>\$ 2,814,604</b>	<b>\$ 2,920,010</b>	<b>\$ 105,406</b>
Full Time Equivalents (Budgeted)	N/A	14.10	14.10	13.80	(0.30)
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of lineal feet of water mains installed.	9,154	5,503	6,201	7,500	5,000
2. Number of new service installations.	98	133	110	50	80
3. Number of underground utility locates performed.	4,773	5,796	7,142	2,000	3,000

**Division: Water & Sewer Utility - Water Construction, Maintenance, Operations**  
**Program: 1424 - Water System Operations**

*Program Mission: Provide for the efficient, reliable, and safe operation of the City's water distribution system.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 942,534	\$ 1,134,570	\$ 1,198,823	\$ 944,135	\$ (254,688)
Benefits	455,620	574,358	688,390	716,760	28,370
Materials/Services/Supplies	2,212,568	2,636,781	2,219,284	2,414,800	195,516
Resource & Production	16,740,872	18,070,242	23,810,000	810,000	(23,000,000)
Interfund Services	1,712,855	1,834,202	2,069,083	2,181,791	112,708
<b>Total Expenditures</b>	<b>\$ 22,064,449</b>	<b>\$ 24,250,153</b>	<b>\$ 29,985,580</b>	<b>\$ 7,067,486</b>	<b>\$(22,918,094)</b>
Full Time Equivalents (Budgeted)	N/A	13.05	13.05	12.50	(0.55)
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Perform routine maintenance on City fire hydrants.	745	826	171	750	600
2. Number of production meters read and recorded.	768	768	853	800	600
3. Number of mainline water valves tested and exercised.	386	489	524	800	400

**Fund 092 - Water Utility**  
**Division: Water & Sewer Utility - Water Engineering**

<b>Fund 092 Water Utility</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
1411 - Administration Design	\$ 2,067,566	\$ 2,102,485	\$ 3,190,815	\$ 3,052,648	\$ (138,167)
1412 - Water Quality	242,225	200,609	289,569	304,903	15,334
1413 - Water Resources	222,306	283,977	216,057	23,577,895	23,361,838
<b>Total Expenditures</b>	<b>\$ 2,532,097</b>	<b>\$ 2,587,071</b>	<b>\$ 3,696,441</b>	<b>\$26,935,446</b>	<b>\$23,239,005</b>
Full Time Equivalents (Budgeted)	N/A	11.00	13.60	12.45	(1.15)
<b>Total Revenues</b>	<b>\$27,765,626</b>	<b>\$27,987,347</b>	<b>\$38,058,181</b>	<b>\$38,060,192</b>	<b>\$ 2,011</b>

**Division Mission**

*Provide Engineering services that improve and protect the water supply and distribution system while planning for future expansion and upgrades to infrastructure to ensure future reliability.*

**Division Overview**

- Continue to improve seismic safety of water utility system.
- Enhance the use of technology to optimize the computerized maintenance management system.
- Construct improvements to Santa Clara Valley Water District Turnout.
- Undertake engineering studies of the condition and reliability of water system assets.

**Division: Water & Sewer Utility - Water Engineering**  
**Program: 1411 - Administration Design**

*Program Mission: Provide professional administrative and engineering support for the Water Utility and manage water projects in an efficient, cost-effective, and environmentally-sound manner.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 1,048,381	\$ 1,002,600	\$ 1,730,427	\$ 1,567,537	\$ (162,890)
Benefits	483,920	470,530	834,075	823,421	(10,654)
Materials/Services/Supplies	272,082	344,939	304,810	327,000	22,190
Interfund Services	263,183	284,416	321,503	319,690	(1,813)
Capital Outlay	—	—	—	15,000	15,000
<b>Total Expenditures</b>	<b>\$ 2,067,566</b>	<b>\$ 2,102,485</b>	<b>\$ 3,190,815</b>	<b>\$ 3,052,648</b>	<b>\$ (138,167)</b>
Full Time Equivalents (Budgeted)	N/A	9.80	12.40	11.75	(0.65)
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of plans reviewed.	487	619	743	220	400
2. Complete review of plans by the required due dates.	88%	75%	92%	90%	90%

**Division: Water & Sewer Utility - Water Engineering**  
**Program: 1412 - Water Quality**

*Program Mission: Ensure the City's potable water supply continues to meet federal and State drinking water quality standards.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 74,019	\$ 51,769	\$ 67,864	\$ 52,589	\$ (15,275)
Benefits	25,968	15,994	38,443	30,328	(8,115)
Materials/Services/Supplies	115,401	104,109	151,500	189,000	37,500
Interfund Services	26,837	28,737	31,762	32,986	1,224
<b>Total Expenditures</b>	<b>\$ 242,225</b>	<b>\$ 200,609</b>	<b>\$ 289,569</b>	<b>\$ 304,903</b>	<b>\$ 15,334</b>
Full Time Equivalents (Budgeted)	N/A	0.60	0.60	0.45	(0.15)
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Create and publish the Annual Consumer Confidence Report in accordance with the California Safe Drinking Water Act requirement.	1	1	1	1	1
2. Number of water quality samples processed.	3,741	3,319	3,294	3,000	2,800

**Division: Water & Sewer Utility - Water Engineering**  
**Program: 1413 - Water Resources**

*Program Mission: Promote water conservation and use of alternative water supplies in accordance with*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 50,245	\$ 34,414	\$ 148,619	\$ 37,904	\$ (110,715)
Benefits	37,200	29,014	47,761	20,860	(26,901)
Materials/Services/Supplies	120,666	205,739	5,400	275,000	269,600
Resource & Production	—	—	—	23,230,000	23,230,000
Interfund Services	14,195	14,810	14,277	14,131	(146)
<b>Total Expenditures</b>	<b>\$ 222,306</b>	<b>\$ 283,977</b>	<b>\$ 216,057</b>	<b>\$ 23,577,895</b>	<b>\$ 23,361,838</b>
Full Time Equivalents (Budgeted)	N/A	0.60	0.60	0.25	(0.35)
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Promote water conservation at public events.	9	17	9	4	4



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

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**Fund 097 -  
Water Recycling  
Program**



## Fund 097 Water Recycling Program

<b>Fund 097 Water Recycling Program</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
Water & Sewer Utility - Water Recycling Program	\$ 2,802,548	\$ 3,206,733	\$ 4,446,872	\$ 4,539,955
Total Expenditures	<u>\$ 2,802,548</u>	<u>\$ 3,206,733</u>	<u>\$ 4,446,872</u>	<u>\$ 4,539,955</u>
Full Time Equivalents (Budgeted)	3.20	3.20	3.20	3.60
Total Revenues	\$ 2,921,294	\$ 3,173,777	\$ 4,446,872	\$ 4,539,955

### Overview

The Department constructs, operates and maintains the recycled water system within the Santa Clara City limits. This recycled water system distributes highly treated wastewater for non-potable use.

Other activities include:

- Design and construction of new recycled water pipelines by City forces.
- Provide connection of water services for landscape irrigation of commercial and industrial sites, City parks and school fields.
- Contract management for construction of new South Bay Recycled Water pipelines.
- Coordinate planning efforts for the future expansions of recycled water systems in the County.
- Maintain compliance with State regulations through development plan reviews and site inspections.

## **Fund 097 Water Recycling Program**

### **Mission**

*Provide for the safe, efficient and reliable distribution of a sustainable and high quality recycled water product which meets all requirements of State regulations and local codes. We deliver service in a cost effective and efficient manner with our focus on outstanding customer service.*

### **Significant Accomplishments**

- Provided a consistent supply of recycled water to existing and new customers while completing maintenance of 33 miles of the recycled water system in coordination with South Bay Water Recycling.

### **Significant Objectives**

- Optimize the recycled water system while focusing on expansion opportunities to City Parks.

## Fund 097 Water Recycling Program

### Fund Summary

Fund 097 Water Recycling Program	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Salaries	\$ 200,883	\$ 300,606	\$ 312,355	\$ 377,448	\$ 65,093
Benefits	96,272	138,030	180,809	222,587	41,778
Materials/Services/Supplies	193,147	194,210	248,800	238,500	(10,300)
Resource & Production	2,214,193	2,467,153	3,600,000	3,600,000	—
Interfund Services	98,053	106,735	104,908	101,420	(3,488)
<b>Total Expenditures</b>	<b>\$ 2,802,548</b>	<b>\$ 3,206,734</b>	<b>\$ 4,446,871</b>	<b>\$ 4,539,955</b>	<b>\$ 93,083</b>
<b>Revenue Category</b>					
Interest and Rent	\$ 25,774	\$ 32,767	\$ 23,000	\$ 27,613	\$ 4,613
Intergovernmental	264,187	230,029	310,000	311,250	1,250
Charges for Services	3,181,211	3,361,149	4,580,000	4,992,200	412,200
Op Transfers	(550,000)	(450,168)	(466,128)	(791,108)	(324,980)
Other Revenues	122	—	—	—	—
<b>Total Revenues</b>	<b>\$ 2,921,294</b>	<b>\$ 3,173,777</b>	<b>\$ 4,446,872</b>	<b>\$ 4,539,955</b>	<b>\$ 93,083</b>
<b>Full Time Equivalents (Budgeted)</b>	3.20	3.20	3.20	3.60	0.40

### Budget Overview and Significant Changes

#### Service Level Impact

The Water and Sewer Department eliminated a total of 1.0 FTE (Division Manager) for the 17-18 budget to reduce expenses and minimize rate increases. The Recycled Water Fund shows a net increase of 0.40 FTE as a result of re-allocating an additional 0.40 FTE from the Water Fund. Overall service level to customers will remain the same.

#### Expenditures

##### Salaries changes from prior adopted budget

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

##### Benefits changes from prior adopted budget

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

##### Materials/Services/Supplies changes from prior adopted budget

There is no reportable or significant change.



## **Fund 097 Water Recycling Program**

### Resource & Production changes from prior adopted budget

There is no reportable or significant change.

### Interfund Services changes from prior adopted budget

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

### Total Revenues

#### Total Revenues changes from prior adopted budget

An increase in Charges for Services is estimated for 2017-18 to offset higher rate charges by South Bay Water Recycling and an increase in fees charged for development and other services.

**Fund 097 Water Recycling Program**

**City of Santa Clara  
Divisional Organization Chart**



## Fund 097 Water Recycling Program

### POSITION DETAIL

Fund 097 Water Recycling Program	2014-15 Adopted	2015-16 Adopted	2016-17 Adopted	2017-18 Budget	Position Change
<b>Position Title</b>					
Uncl Division Manager	—	—	0.10	—	(0.10)
Uncl Management Analyst	1.00	1.00	1.00	0.50	(0.50)
Uncl Principal Engineer-Water & Sewer	0.10	0.10	—	0.10	0.10
Uncl Utility Business Systems Manager	0.10	0.10	0.10	0.10	—
Uncl Compliance Manager	—	—	—	0.20	0.20
Uncl Sr Project Engineer	—	—	—	0.20	0.20
G27 Facilities Technician	0.20	0.20	0.20	0.20	—
G27 Water Service Technician I/II	0.25	0.25	0.25	0.25	—
G23 Water & Sewer Maintenance Worker I/II	0.30	0.30	0.30	0.30	—
E41 Senior Water Utility Engineer	0.10	0.10	0.10	0.10	—
E34 Water Utility Engineer	0.20	0.20	0.20	0.15	(0.05)
E32 Assistant Engineer	—	—	—	0.15	0.15
A38 Asst. Water Superintendent	0.20	0.20	0.20	0.25	0.05
A34 Water Resource Planner	—	—	—	0.15	0.15
A28 Sr Engineering Aide	—	—	—	0.15	0.15
A23 Code Enforcement Technician	0.75	0.75	0.75	0.80	0.05
<b>Total Full Time Equivalents (Budgeted)</b>	<b>3.20</b>	<b>3.20</b>	<b>3.20</b>	<b>3.60</b>	<b>0.40</b>

**Fund 097 - Recycled Water Program**  
**Division: Water & Sewer Utility - Recycled Water Program**

<b>Fund 097 Recycled Water Program</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
1522-System Maintenance	\$ 2,572,520	\$ 2,929,102	\$ 4,127,220	\$ 4,215,930	\$ 88,710
1525-South Bay Water Recycling Maintenance	230,028	277,631	319,652	324,025	4,373
<b>Total Expenditures</b>	<b>\$ 2,802,548</b>	<b>\$ 3,206,733</b>	<b>\$ 4,446,872</b>	<b>\$ 4,539,955</b>	<b>\$ 93,083</b>
Full Time Equivalents (Budgeted)	N/A	3.20	3.20	3.60	0.40
<b>Total Revenues</b>	<b>\$ 2,921,294</b>	<b>\$ 3,173,777</b>	<b>\$ 4,446,872</b>	<b>\$ 4,539,955</b>	<b>\$ 93,083</b>

**Division Mission**

*Provide for the safe, efficient and reliable distribution of a sustainable and high quality recycled water product which meets all requirements of State regulations and local codes. We deliver service in a cost effective and efficient manner with our focus on outstanding customer service.*

**Division Overview**

- Provide connection of water services for landscape irrigation of commercial and industrial sites, City parks and school fields.
- Contract management for construction of new South Bay Recycled Water pipelines.
- Coordinate planning efforts for the future expansions of recycled water systems in the County, and coordinate and compile semi-annual site inspections required by the State.
- Maintain compliance with state regulations through development plan reviews and site inspections.
- Design, construction, and maintenance of recycled water pipelines by City forces.

**Division: Water & Sewer Utility - Recycled Water Program**  
**Program: 1522 - System Maintenance**

*Program Mission: Provide safe, efficient maintenance of City owned facilities and customer services in support of the recycled water system.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 58,518	\$ 121,290	\$ 146,565	\$ 207,624	\$ 61,059
Benefits	39,688	73,821	84,797	122,038	37,241
Materials/Services/Supplies	180,862	181,908	212,900	202,600	(10,300)
Resource & Production	2,214,193	2,467,153	3,600,000	3,600,000	—
Interfund Services	79,259	84,930	82,958	83,668	710
<b>Total Expenditures</b>	<b>\$ 2,572,520</b>	<b>\$ 2,929,102</b>	<b>\$ 4,127,220</b>	<b>\$ 4,215,930</b>	<b>\$ 88,710</b>
Full Time Equivalents (Budgeted)	N/A	1.35	1.35	1.85	0.50
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of recycled water meters greater than 2" tested annually.	0	0	0	18	5

**Division: Water & Sewer Utility - Recycled Water Program**  
**Program: 1525 - South Bay Water Recycling System Maintenance**

*Program Mission: Provide for the operation and maintenance of the South Bay Water Recycling pipelines as required in Agreement for Services and in the operations and maintenance manuals.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 142,365	\$ 179,316	\$ 165,790	\$ 169,824	\$ 4,034
Benefits	56,584	64,209	96,012	100,549	4,537
Materials/Services/Supplies	12,285	12,301	35,900	35,900	—
Interfund Services	18,794	21,805	21,950	17,752	(4,198)
<b>Total Expenditures</b>	<b>\$ 230,028</b>	<b>\$ 277,631</b>	<b>\$ 319,652</b>	<b>\$ 324,025</b>	<b>\$ 4,373</b>
Full Time Equivalents (Budgeted)	N/A	1.85	1.85	1.75	(0.10)
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Provide all O & M services as required in Agreement for Services.	100%	100%	100%	100%	100%



# City of Santa Clara

The Center of What's Possible

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## Fund 094 - Sewer Utility



## Fund 094 Sewer Utility

<b>Fund 094 Sewer Utility</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
Water & Sewer Utility - Sewer	\$ 17,037,113	\$ 17,514,175	\$ 21,470,401	\$ 24,057,883
Total Expenditures	<u>\$ 17,037,113</u>	<u>\$ 17,514,175</u>	<u>\$ 21,470,401</u>	<u>\$ 24,057,883</u>
Full Time Equivalents (Budgeted)	17.90	19.90	21.30	22.15
Total Revenues	\$ 19,437,597	\$ 24,416,938	\$ 21,470,401	\$ 24,057,883

### Overview

The Sewer Utility operates and maintains a sanitary sewage collection system which collects and conveys wastewater to the jointly-owned San Jose-Santa Clara Regional Wastewater Facility for treatment and disposal. The Sewer Utility maintains sewer pump stations and assists the Street Department in the operation and maintenance of the storm pump stations.

Additional services:

-Property line clean-outs installed for access to maintain residential sewer laterals.

-Maintain seven sanitary and twenty-one storm water pump stations to ensure reliable service.

-Assist the industrial waste inspectors from the RWF (Regional Wastewater Facility) in some investigations of City industries.

-Implement Sanitary Sewer Management Plan as submitted to the State and Regional Water Quality Control Board regulations.

## **Fund 094 Sewer Utility**

### **Mission**

*Collect, treat and dispose of wastewater in an efficient, cost-effective and environmentally safe manner. Provide for efficient maintenance of storm water pump stations. We delivery service in a cost effective and efficient manner with our focus on outstanding customer service.*

### **Significant Accomplishments**

- Cleaned, assessed, and rated (by Closed Circuit TV) 110,000 linear feet of sanitary sewer main.
- Point repaired approximately 50 PACP 5 (Pipeline Assessment and Certification Program) rated sewer mains.
- Cleaned, assessed and rated (by Closed Circuit TV) 19 of the City's sewer siphon assemblies.
- In addition to the Trimble Road Sewer rehabilitation, three siphon barrels at Great America Parkway and San Tomas Aquino Creek were lined.

### **Significant Objectives**

- Clean and assess the condition of approximately four sanitary sewer siphons.
- Repair the PACP 5 rated sewer mains.
- Cleaned and assess the condition of 200,000 linear feet of sanitary sewer main.



## Fund 094 Sewer Utility

### Fund Summary

Fund 094 Sewer Utility	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Salaries	\$ 1,620,049	\$ 1,881,928	\$ 2,359,623	\$ 2,162,120	\$ (197,503)
Benefits	709,457	817,341	1,210,879	1,375,644	164,765
Materials/Services/Supplies	1,647,660	1,688,128	1,809,145	2,291,000	481,855
Resource & Production	11,702,588	11,681,988	14,250,750	15,739,300	1,488,550
Interfund Services	1,357,358	1,444,789	1,832,004	1,989,819	157,815
Capital Outlay	—	—	8,000	500,000	492,000
<b>Total Expenditures</b>	<u>\$17,037,112</u>	<u>\$17,514,175</u>	<u>\$21,470,401</u>	<u>\$24,057,883</u>	<u>\$ 2,587,482</u>
<b>Revenue Category</b>					
Interest and Rent	\$ 256,208	\$ 388,889	\$ 426,300	\$ 441,810	\$ 15,510
Intergovernmental	—	—	65,000	63,750	(1,250)
Charges for Services	33,062,541	35,582,539	37,378,875	37,342,121	(36,754)
Op Transfers	(14,047,056)	(11,786,329)	(17,636,054)	(13,898,567)	3,737,487
Other Revenues	165,904	225,014	1,236,280	108,769	(1,127,511)
<b>Total Revenues</b>	<u>\$19,437,597</u>	<u>\$24,416,938</u>	<u>\$21,470,401</u>	<u>\$24,057,883</u>	<u>\$ 2,587,482</u>
<b>Full Time Equivalents (Budgeted)</b>	17.90	19.90	21.30	22.15	0.85

### Budget Overview and Significant Changes

#### Service Level Impact

The Water and Sewer Department eliminated a total of 1.0 FTE (Division Manager) for the 17-18 budget to reduce expenses and minimize rate increases. The Sewer Fund shows a net increase of 0.85 FTE as a result of re-allocating an additional 0.85 FTE from the Water Fund. Overall service level to customers will remain the same.

#### Expenditures

##### Salaries changes from prior adopted budget

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

##### Benefits changes from prior adopted budget

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

##### Materials/Services/Supplies changes from prior adopted budget

Increase in costs for 2017-18 is due to anticipated additional infrastructure maintenance and higher costs of materials, services, and supplies necessary for the operation of the utility.

## **Fund 094 Sewer Utility**

### Resource & Production changes from prior adopted budget

Resource and production costs are direct charges from the San Jose/Santa Clara Regional Wastewater Facility (RWF).

### Interfund Services changes from prior adopted budget

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

### Capital Outlay changes from prior adopted budget

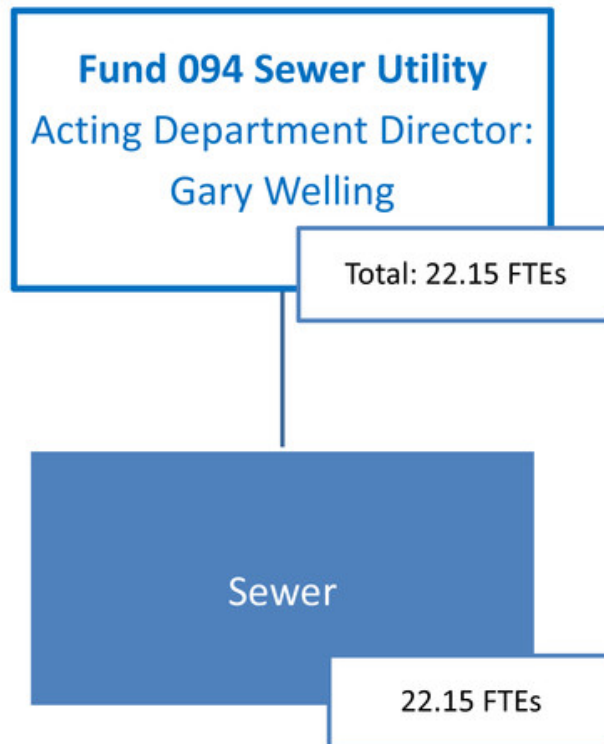
Purchase of a vacuum truck (455,000), van (30,000), and sedan (shared cost of \$15,000).

## **Total Revenues**

### Total Revenues changes from prior adopted budget

There is no reportable or significant change.

## City of Santa Clara Divisional Organization Chart



## Fund 094 Sewer Utility

### POSITION DETAIL

Fund 094 Sewer Utility	2014-15 Adopted	2015-16 Adopted	2016-17 Adopted	2017-18 Budget	Position Change
<b>Position Title</b>					
Uncl Director of Water & Sewer Utilities	0.40	0.40	0.40	0.40	—
Uncl Assistant Director Water & Sewer Utilities	0.35	0.35	0.35	0.35	—
Uncl Principal Engineer-Water & Sewer	0.40	0.40	—	0.40	0.40
Uncl Compliance Manager	0.40	0.40	0.40	0.40	—
Uncl Water & Sewer Superintendent	0.25	0.25	0.25	0.35	0.10
Uncl Assistant Water & Sewer Superintendent	0.40	0.40	0.40	0.40	—
Uncl Sr. Project Engineer	—	—	0.40	0.40	—
Uncl Utility Business Systems Manager	0.40	0.40	0.40	0.50	0.10
Uncl Management Analyst	0.50	0.50	0.50	0.80	0.30
Uncl Division Manager	—	—	0.40	—	(0.40)
G27 Pump Maintenance Technician - Sewer	1.00	1.00	1.00	1.00	—
G27 Equipment Operator	1.00	1.00	1.00	1.00	—
G27 Facilities Technician	0.80	0.80	0.80	0.80	—
G27 Sewer Inspection Technician	2.00	2.00	2.00	2.00	—
G23 Water & Sewer Maintenance Worker I/II	5.00	5.00	5.00	5.00	—
E32 Assistant Engineer (Civil)	—	—	—	0.55	0.55
A38 Assistant Sanitary Sewer Superintendent	1.00	1.00	1.00	1.00	—
A37 Sr. Water & Sewer System Operator	—	—	0.50	0.50	—
A35 Utility Crew Supervisor	2.00	2.00	2.00	2.00	—
A35 Maintenance Systems Specialist	0.50	0.50	0.50	0.50	—
A35 Water and Sewer System Operator	—	2.00	2.00	2.00	—
A34 Water Resource Planner	—	—	—	0.15	0.15
A28 Sr Engineering Aide	—	—	—	0.15	0.15
A24 Office Specialist IV	0.40	0.40	0.40	0.40	—
A23 Code Enforcement Technician	0.10	0.10	0.10	0.10	—
A22 Office Specialist III	—	—	0.50	—	(0.50)
A19 Office Records Specialist	1.00	1.00	1.00	1.00	—
<b>Total Full Time Equivalents (Budgeted)</b>	<b>17.90</b>	<b>19.90</b>	<b>21.30</b>	<b>22.15</b>	<b>0.85</b>

**Fund 094 - Sewer Utility**  
**Division: Water & Sewer Utility - Sewer**

<b>Fund 094 Sewer Utility</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
1511-System Administration	\$ 2,135,625	\$ 2,260,982	\$ 2,764,611	\$ 2,967,559	\$ 202,948
1512-System Maintenance	1,733,742	1,960,457	2,073,005	2,627,140	554,135
1514-Operations	601,839	681,120	1,208,667	1,464,853	256,186
1515-SJ SC Water Pollution Control Plant	12,464,007	12,506,103	15,282,752	16,843,273	1,560,521
1516-Storm Pump Maintenance	101,901	105,514	141,366	155,058	13,692
<b>Total Expenditures</b>	<b>\$17,037,113</b>	<b>\$17,514,175</b>	<b>\$21,470,401</b>	<b>\$24,057,883</b>	<b>\$ 2,587,482</b>
Full Time Equivalents (Budgeted)	N/A	19.90	21.30	22.15	0.85
<b>Total Revenues</b>	<b>\$19,437,597</b>	<b>\$24,416,939</b>	<b>\$21,470,401</b>	<b>\$24,057,883</b>	<b>\$ 2,587,481</b>

**Division Mission**

*Collect, treat and dispose of wastewater in an efficient, cost-effective and environmentally safe manner. Also provide for maintenance of storm water pump stations. We deliver service in a cost effective and efficient manner with our focus on outstanding customer service.*

**Division Overview**

- Additional property line clean-outs will be installed for access to maintain residential sewer laterals.
- Maintain seven sanitary and twenty-two storm water pump stations to ensure reliable service.
- Assist the industrial waste inspectors from the RWF (Regional Wastewater Facility) in some investigations of City establishments.
- Implement Sanitary Sewer Management Plan as submitted to the State and Regional Water Quality Control Board regulations.
- Clean, assess, and repair sanitary sewer mains.

**Division: Water & Sewer Utility - Sewer  
Program: 1511 - System Administration**

*Program Mission: Provide oversight of and administrative support for the safe, efficient, and reliable collection treatment and disposal of sanitary sewer flows, and the efficient and reliable operation of sewer pumping stations.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 431,421	\$ 481,874	\$ 806,607	\$ 758,551	\$ (48,056)
Benefits	167,111	199,408	351,053	429,095	78,042
Materials/Services/Supplies	1,439,509	1,476,237	1,486,585	1,606,000	119,415
Interfund Services	97,584	103,463	120,366	158,913	38,547
Capital Outlay	—	—	—	15,000	15,000
<b>Total Expenditures</b>	<b>\$ 2,135,625</b>	<b>\$ 2,260,982</b>	<b>\$ 2,764,611</b>	<b>\$ 2,967,559</b>	<b>\$ 202,948</b>
Full Time Equivalents (Budgeted)	N/A	3.50	4.90	5.80	0.90
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Prepare annual Sewer Revenue Program (as required for federal program and WPCP cost distribution) by due dates each year.	1	2	2	2	2
2. Prepare monthly status reports and Treatment Plant Advisory Committee (TPAC) agenda reports.	12	12	11	12	12

**Division: Water & Sewer Utility - Sewer  
Program: 1512 - System Maintenance**

*Program Mission: Provide for the safe, efficient, and reliable collection of sanitary sewer flows through the maintenance of all sewer mains and the public right-of-way portion of all customer laterals.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 935,147	\$ 1,146,401	\$ 1,056,775	\$ 1,129,009	\$ 72,234
Benefits	416,053	476,230	585,570	646,861	61,291
Materials/Services/Supplies	123,217	184,479	223,330	598,000	374,670
Interfund Services	259,325	153,347	199,330	223,270	23,940
Capital Outlay	—	—	8,000	30,000	22,000
Total Expenditures	\$ 1,733,742	\$ 1,960,457	\$ 2,073,005	\$ 2,627,140	\$ 554,135
Full Time Equivalents (Budgeted)	N/A	11.55	11.55	11.55	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of feet of mainlined jettted. Percentage of sanitary sewer	66,309	109,700	167,000	350,000	350,000
2. Percentage of sanitary sewer overflows reported to the State CIQWS database within the time frame required by regulations.	100%	100%	100%	100%	100%
3. Number of reportable sewer spills.	3	0	5	<3	<3

**Division: Water & Sewer Utility - Sewer  
Program: 1514 - Operations**

*Program Mission: Provide for the efficient, reliable, and safe operation of all sewer pumps, generators and pump stations.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 178,090	\$ 177,957	\$ 388,087	\$ 161,506	\$ (226,581)
Benefits	79,257	88,976	216,051	235,870	19,819
Materials/Services/Supplies	84,913	27,412	99,230	87,000	(12,230)
Resource & Production	84,948	76,304	123,750	125,000	1,250
Interfund Services	174,631	310,471	381,549	400,477	18,928
Capital Outlay	—	—	—	455,000	455,000
Total Expenditures	\$ 601,839	\$ 681,120	\$ 1,208,667	\$ 1,464,853	\$ 256,186
Full Time Equivalents (Budgeted)	N/A	3.85	3.85	3.80	(0.05)
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of pump and metering stations inspections performed.	396	396	396	396	396
2. Provide all preventative and routine maintenance as specified in operations and maintenance manuals.	100%	100%	100%	100%	100%

**Division: Water & Sewer Utility - Sewer  
Program: 1515 - S.J./S.C. Water Pollution Control Plant**

*Program Mission: Provide support for the Joint Powers Authority and the City of San Jose as administering agency for the San Jose/Santa Clara Water Pollution Control Plant, which provides the treatment and disposal of the City's sewage.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 21,166	\$ 22,739	\$ 23,059	\$ 21,645	\$ (1,414)
Benefits	8,143	9,192	11,246	11,064	(182)
Materials/Services/Supplies	22	—	—	—	—
Resource & Production	11,617,640	11,605,684	14,127,000	15,614,300	1,487,300
Interfund Services	817,036	868,488	1,121,447	1,196,264	74,817
Total Expenditures	<u>\$ 12,464,007</u>	<u>\$ 12,506,103</u>	<u>\$ 15,282,752</u>	<u>\$ 16,843,273</u>	<u>\$ 1,560,521</u>
Full Time Equivalents (Budgeted)	N/A	0.10	0.10	0.10	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Support TPAC (Treatment Plant Advisory Committee) members to represent the City in matters relating to the WPCP (Water Pollution Control Plant) at monthly meetings.	12	12	11	12	12
2. Provide sufficient funding for all WPCP approved projects.	75%	100%	100%	100%	100%

**Division: Water & Sewer Utility - Sewer  
Program: 1516 - Storm Pump Maintenance**

*Program Mission: Provide for the efficient, reliable and safe operation of all storm water pumps, generators and pump stations.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 54,226	\$ 52,958	\$ 85,095	\$ 91,409	\$ 6,314
Benefits	38,893	43,536	46,959	52,754	5,795
Interfund Services	8,782	9,020	9,312	10,895	1,583
Total Expenditures	<u>\$ 101,901</u>	<u>\$ 105,514</u>	<u>\$ 141,366</u>	<u>\$ 155,058</u>	<u>\$ 13,692</u>
Full Time Equivalents (Budgeted)	N/A	0.90	0.90	0.90	—
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Number of storm pump stations inspected.	408	408	408	408	408
2. Provide all preventative and routine maintenance as specified in operations and maintenance manuals.	100%	100%	100%	100%	100%
3. Coordinate annual load test for generators.	0	2	2	10	10





# City of Santa Clara

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## Fund 494 - Sewer Debt Service



## Fund 494 Sewer Debt Services

<b>Fund 494 Sewer Debt Services</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
Water & Sewer Utility - Sewer Division	\$ —	\$ 69,036	\$ 1,150,000	\$ 942,449
Total Expenditures	<u>\$ —</u>	<u>\$ 69,036</u>	<u>\$ 1,150,000</u>	<u>\$ 942,449</u>
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenues	\$ 1,140,000	\$ (2,069,305)	\$ 1,150,000	\$ 942,449

### Overview

The Debt service is being used to pay for repairs and rehabilitation of the Trimble Road Sanitary Sewer main trunk for approximately the next 14 years. Debt service is used to mitigate rate increases while allowing for the repair and replacement of critical infrastructure.

## Fund 494 Sewer Debt Services

### Fund Summary

Fund 494 Sewer Debt Services	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Debt Service	\$ —	\$ 69,036	\$ 1,150,000	\$ 942,449	\$ (207,551)
<b>Total Expenditures</b>	<u>\$ —</u>	<u>\$ 69,036</u>	<u>\$ 1,150,000</u>	<u>\$ 942,449</u>	<u>\$ (207,551)</u>
<b>Revenue Category</b>					
Interest and Rent	\$ —	\$ 7,178.04	\$ —	\$ —	\$ —
Op Transfers	1,140,000	(14,076,483)	1,150,000	942,449	(207,551)
Other Financing	—	12,000,000	—	—	—
<b>Total Revenues</b>	<u>\$ 1,140,000</u>	<u>\$ (2,069,305)</u>	<u>\$ 1,150,000</u>	<u>\$ 942,449</u>	<u>\$ (207,551)</u>
<b>Full Time Equivalents (Budgeted)</b>	—	—	—	—	—

### Budget Overview and Significant Changes

#### Service Level Impact

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

#### Expenditures

##### Interfund Services changes from prior adopted budget

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

##### Debt Service changes from prior adopted budget

Minor change based on debt service schedule.

#### Total Revenues

##### Total Revenues changes from prior adopted budget

No reportable or significant change.

**Fund 494 - Sewer Debt Services**  
**Division: Water & Sewer Utility - Sewer Division**

<b>Fund 494 Sewer Debt Services</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
1519-Debt Service - Sewer	\$ —	\$ 69,036	\$ 1,150,000	\$ 942,449	\$ (207,551)
Total Expenditures	<u>\$ —</u>	<u>\$ 69,036</u>	<u>\$ 1,150,000</u>	<u>\$ 942,449</u>	<u>\$ (207,551)</u>
Full Time Equivalents (Budgeted)	N/A	N/A	N/A	N/A	N/A
Total Revenues	\$ 1,140,000	\$ (2,069,305)	\$ 1,150,000	\$ 942,449	\$ (207,551)

**Division: Water & Sewer Utility - Sewer Division**  
**Program: 1519 - Sewer**

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Debt Service	\$ —	\$ 69,036	\$ 1,150,000	\$ 942,449	\$ (207,551)
Total Expenditures	\$ —	\$ 69,036	\$ 1,150,000	\$ 942,449	\$ (207,551)
Full Time Equivalents (Budgeted)	N/A	N/A	—	—	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. No reportable performance measures.					N/A



# City of Santa Clara

The Center of What's Possible

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## Other Enterprises



# City of Santa Clara

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## Fund 093 - Cemetery



## Fund 093 Cemetery

<b>Fund 093 Cemetery</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
Parks & Recreation - Cemetery Department	\$ 794,548	\$ 714,873	\$ 934,801	\$ 1,007,138
Total Expenditures	<u>\$ 794,548</u>	<u>\$ 714,873</u>	<u>\$ 934,801</u>	<u>\$ 1,007,138</u>
Full Time Equivalents (Budgeted)	6.00	6.00	5.00	5.00
Total Revenues	\$ 869,469	\$ 943,011	\$ 934,803	\$ 1,007,138

### Overview

Provides planning, development, operation, and maintenance of the City's two cemetery properties to support families before, during and after their time of need. The Division maintains 33,000 interment sites in a peaceful public park and providing customer service in a professional, respectful manner, demonstrating sensitivity to our diverse community.



## **Fund 093 Cemetery**

### **Mission**

*The Mission City Memorial Park provides exemplary cemetery services in a well maintained, park-like setting with a customer oriented atmosphere.*

*The Agnew Historic Cemetery maintains space for reflection and interprets historical artifacts.*

### **Significant Accomplishments**

- Completed Municipal Fee Study and updated fee structure to align with best practices, simplify pricing for customers, and improve communication with customers, and enable greater cost recovery.
- Conducted systematic survey of cemetery plots and maps to verify available gravesites in the field; resulting in additional inventory and updated maps.
- Completed tree inventory, including location, type, condition, age and value to better manage the assets.

### **Significant Objectives**

- Store and archive historic documents and maps.
- Integrate the Cemetery Division finances into Point of Sale (POS) through Active Net to simplifying the Cemetery Division deposit process and provide enhanced customer service.
- Increase sales of available inventory through marketing.

## Fund 093 Cemetery

### Fund Summary

Fund 093 Cemetery	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Salaries	\$ 376,278	\$ 255,975	\$ 406,061	\$ 415,712	\$ 9,651
Benefits	148,928	125,399	243,737	263,615	19,878
Materials/Services/Supplies	145,637	184,308	136,173	147,390	11,217
Interfund Services	123,706	149,192	148,832	168,421	19,589
<b>Total Expenditures</b>	<b>\$ 794,549</b>	<b>\$ 714,873</b>	<b>\$ 934,803</b>	<b>\$ 1,007,138</b>	<b>\$ 72,335</b>
<b>Revenue Category</b>					
Charges for Services	\$ 578,946	\$ 614,518	\$ 581,150	\$ 581,150	\$ —
Op Transfers	290,523	328,493	353,653	425,988	72,335
<b>Total Revenues</b>	<b>\$ 869,469</b>	<b>\$ 943,011</b>	<b>\$ 934,803</b>	<b>\$ 1,007,138</b>	<b>\$ 72,335</b>
<b>Full Time Equivalents (Budgeted)</b>	6.00	6.00	5.00	5.00	—

### Budget Overview and Significant Changes

#### Service Level Impact

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

#### Expenditures

##### Salaries changes from prior adopted budget

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

##### Benefits changes from prior adopted budget

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

##### Materials/Services/Supplies changes from prior adopted budget

There is no reportable or significant change.

##### Interfund Services changes from prior adopted budget

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

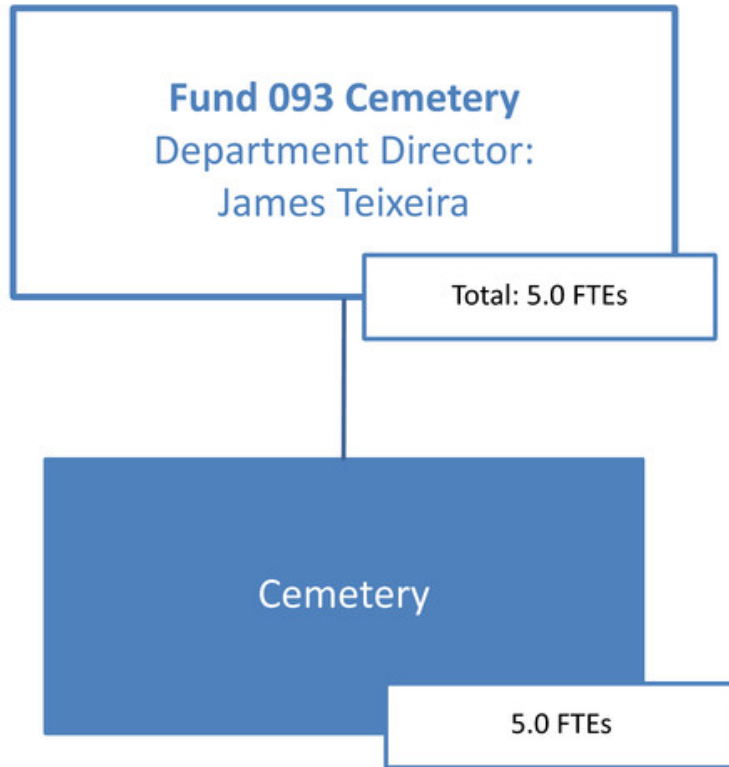
#### Total Revenues

##### Total Revenues changes from prior adopted budget

There is no reportable or significant change.

**Fund 093 Cemetery**

**City of Santa Clara  
Divisional Organization Chart**



# Fund 093 Cemetery

## POSITION DETAIL

<b>Fund 093 Cemetery</b>		<b>2014-15 Adopted</b>	<b>2015-16 Adopted</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Position Change</b>
<b>Position Title</b>						
Uncl	Cemetery Operations Superintendent	1.00	1.00	1.00	1.00	—
G23	Cemetery Worker III	1.00	1.00	1.00	1.00	—
G21	Cemetery Worker II	2.00	2.00	2.00	2.00	—
G19	Cemetery Worker I	1.00	1.00	1.00	1.00	—
A23	Cemetery Services Clerk	1.00	1.00	—	—	—
<b>Total Full Time Equivalents (Budgeted)</b>		<b>6.00</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>	<b>—</b>

**Fund 093 - Cemetery**  
**Division: Parks & Recreation - Cemetery Department**

<b>Fund 093 Cemetery</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
1162 - Maintenance Of Grounds	\$ 495,866	\$ 495,679	\$ 635,559	\$ 658,299	\$ 22,740
1163 - Maintenance Of Buildings	81,603	84,709	48,763	50,704	1,942
1164 - Operations	217,079	134,485	250,479	298,135	47,656
<b>Total Expenditures</b>	<b>\$ 794,548</b>	<b>\$ 714,873</b>	<b>\$ 934,801</b>	<b>\$ 1,007,138</b>	<b>\$ 72,338</b>
Full Time Equivalents (Budgeted)	N/A	6.00	5.00	5.00	—
<b>Total Revenues</b>	<b>\$ 869,469</b>	<b>\$ 943,011</b>	<b>\$ 934,803</b>	<b>\$ 1,007,138</b>	<b>\$ 72,335</b>

**Division Mission**

*Provide burial and cemetery services in a well maintained, park-like setting with a customer oriented atmosphere.*

**Division Overview**

- Mowing and trimming of turf areas weekly; pruning and planting of trees as needed for safety and maintenance of existing canopy.
- Maintain cemetery buildings daily, in keeping with City standards.
- Maintain accurate documentation and use best practices and current technology to map and record all transactions and burials in the cemetery.
- Develop In-ground and niche bank spaces to provide additional interment options for families in need.

**Division: Parks & Recreation - Cemetery Department**  
**Program: 1162 - Maintenance of Grounds**

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 233,389	\$ 214,597	\$ 279,245	\$ 285,156	\$ 5,911
Benefits	118,778	113,936	168,185	183,167	14,982
Materials/Services/Supplies	84,250	86,173	117,193	125,762	8,569
Interfund Services	59,449	80,973	70,936	64,214	(6,722)
<b>Total Expenditures</b>	<b>\$ 495,866</b>	<b>\$ 495,679</b>	<b>\$ 635,559</b>	<b>\$ 658,299</b>	<b>\$ 22,740</b>
Full Time Equivalents (Budgeted)	N/A	3.70	3.70	3.70	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Mow and trim turf areas once a week.	45	45	45	45	N/A
2. Prepare and complete all burials daily.	100%	100%	100%	100%	N/A
3. Prune needed trees annually for safety.	100%	100%	100%	100%	N/A
4. Cost per acre maintained. (22.6 ac.)	\$ 20,438	\$ 27,488	\$ 28,122	\$ 28,122	\$ 28,122

**Division: Parks & Recreation - Cemetery Department**  
**Program: 1163 - Maintenance of Buildings**

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

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 15,272	\$ 13,663	\$ 22,663	\$ 22,770	\$ 107
Benefits	8,863	8,049	13,645	14,708	1,063
Materials/Services/Supplies	56,889	62,295	11,895	12,773	878
Interfund Services	579	702	561	453	(108)
<b>Total Expenditures</b>	<b>\$ 81,603</b>	<b>\$ 84,709</b>	<b>\$ 48,763</b>	<b>\$ 50,704</b>	<b>\$ 1,942</b>
Full Time Equivalents (Budgeted)	N/A	0.30	0.30	0.30	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Clean and maintain all buildings daily.	100%	100%	100%	100%	N/A
2. Cost per square foot maintained (10,656 s.f.).	\$ 3.01	\$ 4.38	\$ 4.58	\$ 3.14	\$ 3.14

**Division: Parks & Recreation - Cemetery Department**  
**Program: 1164 - Operations**

*Program Mission: Cemetery existing capacity remaining (est.).*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 127,616	\$ 27,715	\$ 104,153	\$ 107,786	\$ 3,633
Benefits	21,287	3,413	61,907	65,740	3,833
Materials/Services/Supplies	4,498	35,840	7,085	8,855	1,770
Interfund Services	63,678	67,517	77,334	103,754	26,420
Capital Outlay	—	—	—	12,000	12,000
<b>Total Expenditures</b>	<b>\$ 217,079</b>	<b>\$ 134,485</b>	<b>\$ 250,479</b>	<b>\$ 298,135</b>	<b>\$ 47,656</b>
Full Time Equivalent (Budgeted)	N/A	2.00	1.00	1.00	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Cemetery existing capacity remaining (est.).	1%	1%	1%	2%	N/A



# City of Santa Clara

The Center of What's Possible

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## Fund 096 - Solid Waste Program





## Fund 096 Solid Waste Program

<b>Fund 096 Solid Waste Program</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
Public Works - Streets Division	\$ 19,693,240	\$ 20,431,042	\$ 21,781,680	\$ 22,827,740
Total Expenditures	<u>\$ 19,693,240</u>	<u>\$ 20,431,042</u>	<u>\$ 21,781,680</u>	<u>\$ 22,827,740</u>
Full Time Equivalents (Budgeted)	7.75	6.75	6.10	5.50
Total Revenues	\$ 20,052,491	\$ 20,324,355	\$ 21,781,680	\$ 22,827,740

### Overview

Provide garbage, Clean Green, recycling, street sweeping, household hazardous waste, and Clean-Up Campaign services.

## **Fund 096 Solid Waste Program**

### **Mission**

*Implement reliable, cost-effective solid waste programs that maximize landfill diversion.*

### **Significant Accomplishments**

- Implemented the first phase of commercial business food scrap recycling program.
- In addition to the Trimble Road Sewer rehabilitation, three siphon barrels at Great America Parkway and San Tomas Aquino Creek were lined.

### **Significant Objectives**

- Expand the food scrap recycling program for commercial businesses.
- Implement a pilot residential food scrap recycling program.
- Complete audit of non-exclusive franchise solid waste service providers to ensure compliance with mandatory commercial recycling and organics recycling requirements and to ensure correct payment of quarterly non-exclusive franchise fees.

## Fund 096 Solid Waste Program

### Fund Summary

Fund 096 Solid Waste Program	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Salaries	\$ 818,457	\$ 777,268	\$ 723,001	\$ 644,464	\$ (78,537)
Benefits	351,631	354,178	355,922	333,907	(22,015)
Materials/Services/Supplies	1,254,973	1,258,005	1,468,728	1,507,454	38,726
Resource & Production	15,674,438	16,340,327	17,299,000	18,302,000	1,003,000
Interfund Services	1,005,235	1,088,130	1,280,030	1,379,915	99,885
In-Lieu/Franchise	588,506	613,134	655,000	660,000	5,000
<b>Total Expenditures</b>	<u>\$19,693,240</u>	<u>\$20,431,042</u>	<u>\$21,781,680</u>	<u>\$22,827,740</u>	<u>\$ 1,046,060</u>
<b>Revenue Category</b>					
Intergovernmental	\$ 338,984	\$ 437,485	\$ 246,000	\$ 350,000	\$ 104,000
Charges for Services	20,135,548	21,098,715	22,190,175	22,852,145	661,970
Op Transfers	(430,647)	(1,221,742)	(519,058)	(374,405)	144,653
Other Revenues	8,606	9,897	(135,437)	—	135,437
<b>Total Revenues</b>	<u>\$20,052,491</u>	<u>\$20,324,355</u>	<u>\$21,781,680</u>	<u>\$22,827,740</u>	<u>\$ 1,046,060</u>
<b>Full Time Equivalents (Budgeted)</b>	7.75	6.75	6.10	5.50	(0.60)

### Budget Overview and Significant Changes

#### Service Level Impact

Enhanced services to be provided this fiscal year include a pilot residential food scrap recycling program at approximately 5,000 households and further expansion of existing commercial business organics recycling program.

#### Expenditures

##### Salaries changes from prior adopted budget

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

##### Benefits changes from prior adopted budget

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

##### Materials/Services/Supplies changes from prior adopted budget

There is no reportable or significant change.

## **Fund 096 Solid Waste Program**

### Resource & Production changes from prior adopted budget

Resource and Production costs reflect contractually obligated adjustments to rates charged by service providers for collection, transportation, recycling, and disposal of waste. The higher cost to recycle food scrap than to dispose of it in a landfill is also responsible for a significant portion of the increase.

### Interfund Services changes from prior adopted budget

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

### In-Lieu/Franchise changes from prior adopted budget

There is no reportable or significant change.

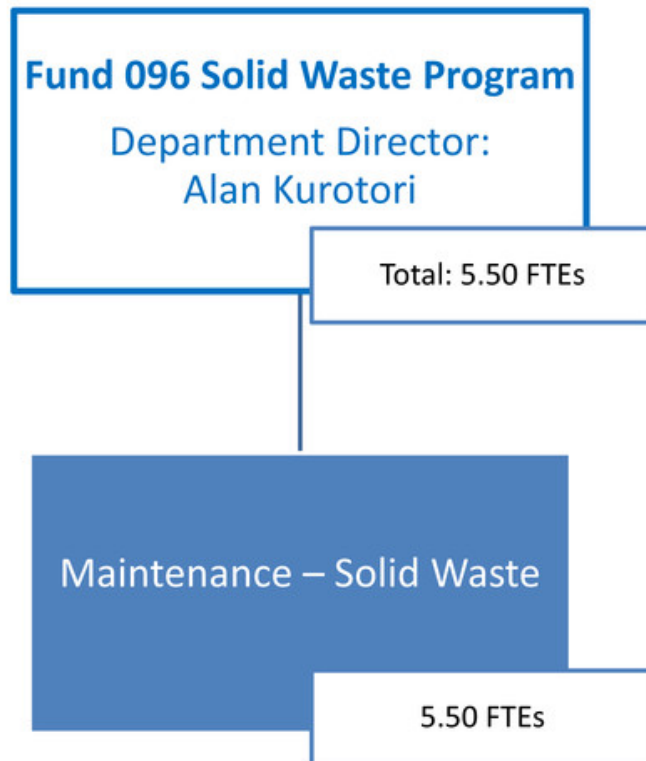
## **Total Revenues**

### Total Revenues changes from prior adopted budget

Solid waste rates that generate the revenue necessary to fully fund the solid waste program have been increased to cover program costs.

**Fund 096 Solid Waste Program**

**City of Santa Clara  
Divisional Organization Chart**



## Fund 096 Solid Waste Program

### POSITION DETAIL

<b>Fund 096 Solid Waste Program</b>	<b>2014-15 Adopted</b>	<b>2015-16 Adopted</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Position Change</b>
<b>Position Title</b>					
Uncl Deputy Public Works Director	1.00	1.00	0.50	0.50	—
Uncl Compliance Manager	—	—	0.10	—	(0.10)
Uncl Environmental Programs Manager *	—	—	—	0.50	0.50
G28 Street Sweeper Operator	3.00	3.00	3.00	3.00	—
A35 Solid Waste Foreman/Forewoman	1.00	1.00	1.00	—	(1.00)
A32 Staff Analyst I	—	—	1.00	1.00	—
A32 Code Enforcement Officer	—	—	—	0.10	0.10
A28 Time & Material Clerk	0.25	0.25	—	—	—
A26 Staff Aide II - Environmental Program	1.00	—	—	—	—
A26 Staff Aide II - Public Works/Recycling	1.00	1.00	—	—	—
A24 Office Specialist IV	—	—	0.25	0.15	(0.10)
A22 Office Specialist III	0.50	0.50	0.25	0.25	—
<b>Total Full Time Equivalentents (Budgeted)</b>	<b>7.75</b>	<b>6.75</b>	<b>6.10</b>	<b>5.50</b>	<b>(0.60)</b>

\*New classification and range subject to Human Resource Department study.

**Fund 096 - Solid Waste Program**  
**Division: Public Works - Streets Division**

<b>Fund 096 Solid Waste Program</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
2931-Garbage Collection	\$13,105,756	\$13,895,899	\$14,792,793	\$15,835,352	\$ 1,042,559
2932-Clean Green Col	2,211,242	2,286,203	2,340,545	2,265,668	(74,877)
2933-Clean Up Campaign	1,872,939	1,687,679	2,006,929	2,002,841	(4,088)
2934-Residential Recycle	1,625,576	1,677,451	1,669,130	1,773,501	104,371
2935-Street Sweeping	713,220	821,728	879,152	853,516	(25,637)
2936-Household Hazardous Waste	70,123	62,048	93,131	96,862	3,730
2937-Nuisance Abatement	91,336	—	—	—	—
2938-Urban Runoff Pollution Prevention	5,113	—	—	—	—
<b>Total Expenditures</b>	<b>\$19,695,305</b>	<b>\$20,431,008</b>	<b>\$21,781,680</b>	<b>\$22,827,740</b>	<b>\$ 1,046,060</b>
Full Time Equivalents (Budgeted)	N/A	6.75	6.10	5.50	(0.60)
<b>Total Revenues</b>	<b>\$20,052,491</b>	<b>\$20,324,355</b>	<b>\$21,781,680</b>	<b>\$22,827,740</b>	<b>\$ 1,046,060</b>

**Division Mission**

*Implement reliable, cost-effective solid waste programs that maximize landfill diversion.*

**Division Overview**

- Garbage collection and disposal
- Clean Green collection and composting
- Recycling collection and processing
- Residential and commercial/industrial street sweeping
- Residential and commercial/industrial street sweeping

**Division: Public Works - Streets Division**  
**Program: 2931 - Garbage Collection**

*Program Mission: Administer the residential garbage collection contract, non-exclusive franchise (industrial) hauling contracts and proper disposal of City refuse.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 132,412	\$ 121,657	\$ 154,845	\$ 142,477	\$ (12,368)
Benefits	65,583	52,538	66,605	60,727	(5,878)
Materials/Services/Supplies	40,260	225,694	251,600	279,271	27,671
Resource & Production	11,522,078	12,082,892	12,746,000	13,712,000	966,000
Interfund Services	756,917	799,984	918,743	980,877	62,134
In-Lieu/Franchise	588,506	613,134	655,000	660,000	5,000
<b>Total Expenditures</b>	<b>\$ 13,105,756</b>	<b>\$ 13,895,899</b>	<b>\$ 14,792,793</b>	<b>\$ 15,835,352</b>	<b>\$ 1,042,559</b>
Full Time Equivalents (Budgeted)	N/A	0.95	1.00	0.90	(0.10)
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Ensure that garbage collection contractor services all of regularly scheduled collection routes.	100%	100%	100%	100%	99%
2. Respond and resolve complaints of missed collection within one (1) working day of initial contact.	100%	100%	100%	100%	99%
3. Administer landfill disposal contract to ensure that all of the refuse collected is processed and disposed of properly.	100%	100%	100%	100%	100%



**Division: Public Works - Streets Division**  
**Program: 2932 - Clean Green Collection**

*Program Mission: Administer the weekly collection and processing of compostable materials set out at curbside by residents.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 39,873	\$ 32,474	\$ 35,214	\$ —	\$ (35,214)
Benefits	17,874	22,005	19,193	—	(19,193)
Materials/Services/Supplies	2,526	11,629	—	—	—
Resource & Production	2,148,550	2,217,246	2,283,000	2,262,000	(21,000)
Interfund Services	2,419	2,849	3,138	3,668	530
<b>Total Expenditures</b>	<b>\$ 2,211,242</b>	<b>\$ 2,286,203</b>	<b>\$ 2,340,545</b>	<b>\$ 2,265,668</b>	<b>\$ (74,877)</b>
Full Time Equivalents (Budgeted)	N/A	0.40	0.30	—	(0.30)
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Ensure that Clean Green Green collection contractor services all of regularly scheduled collection routes.	100%	100%	100%	100%	100%
2. Respond and resolve complaints of missed collection within one (1) working day of initial contact.	100%	100%	100%	100%	100%

**Division: Public Works - Streets Division**  
**Program: 2933 - Clean Up Campaign**

*Program Mission: Administer the City's Annual Clean-Up Campaign providing residents the opportunity to dispose of unwanted bulky items and other debris not usually included in weekly garbage or clean green collection.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 81,689	\$ 86,360	\$ 88,795	\$ 83,960	\$ (4,835)
Benefits	31,665	33,781	33,053	33,883	830
Materials/Services/Supplies	1,164,795	976,805	1,124,045	1,130,600	6,555
Resource & Production	593,547	588,795	759,000	752,000	(7,000)
Interfund Services	1,243	1,938	2,036	2,398	362
<b>Total Expenditures</b>	<b>\$ 1,872,939</b>	<b>\$ 1,687,679</b>	<b>\$ 2,006,929</b>	<b>\$ 2,002,841</b>	<b>\$ (4,088)</b>
Full Time Equivalents (Budgeted)	N/A	0.60	0.55	0.50	(0.05)
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Complete annual Clean-Up Campaign within a four week (20 day) time frame.	100%	100%	100%	100%	100%

**Division: Public Works - Streets Division**  
**Program: 2934 - Residential Recycling**

*Program Mission: Administer, expand, and encourage source reduction and recycling opportunities for residents and businesses to divert solid wastes from landfilling.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 158,625	\$ 154,114	\$ 97,291	\$ 120,502	\$ 23,211
Benefits	55,876	63,667	54,586	70,176	15,590
Materials/Services/Supplies	8,093	13,401	3,577	3,757	180
Resource & Production	1,400,988	1,442,953	1,511,000	1,576,000	65,000
Interfund Services	1,994	3,316	2,676	3,066	390
Total Expenditures	<u>\$ 1,625,576</u>	<u>\$ 1,677,451</u>	<u>\$ 1,669,130</u>	<u>\$ 1,773,501</u>	<u>\$ 104,371</u>
Full Time Equivalents (Budgeted)	N/A	1.35	1.00	1.20	0.20
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Ensure that recycling collection contractor services all of regularly scheduled collection routes.	100%	100%	100%	100%	99%
2. Respond and resolve complaints of missed collection within one (1) working day of initial contact.	100%	100%	100%	100%	99%

**Division: Public Works - Streets Division**  
**Program: 2935 - Street Sweeping**

*Program Mission: Sweep City residential streets on a regular basis (at least once every two weeks), and sweep industrial streets at least once every eight working days, and remove accumulated debris and leaves from the gutterline.*

Category	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
Salaries	\$ 303,238	\$ 350,478	\$ 326,051	\$ 274,087	\$ (51,964)
Benefits	144,617	166,910	171,163	156,660	(14,503)
Materials/Services/Supplies	24,360	25,298	29,255	33,575	4,320
Interfund Services	241,005	279,042	352,684	389,194	36,510
Total Expenditures	<u>\$ 713,220</u>	<u>\$ 821,728</u>	<u>\$ 879,152</u>	<u>\$ 853,516</u>	<u>\$ (25,637)</u>
Full Time Equivalents (Budgeted)	N/A	3.25	3.10	2.75	(0.35)
Performance and Workload Measures	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2016-17 Adopted	2017-18 Budget
1. Percent of sweeping complaints resolved within one (1) work day.	100%	100%	100%	100%	98%
2. Percent of residential streets swept on a bi-weekly basis.	96%	96%	95%	95%	96%

**Division: Public Works - Streets Division**  
**Program: 2936 - Household Hazardous Waste**

*Program Mission: Administer the disposal of hazardous wastes generated from residential households and City departments.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 29,540	\$ 32,184	\$ 20,804	\$ 23,438	\$ 2,634
Benefits	13,630	15,277	11,323	12,461	1,138
Materials/Services/Supplies	17,003	5,144	60,251	60,251	—
Resource & Production	9,275	8,442	—	—	—
Interfund Services	675	1,001	754	712	(42)
<b>Total Expenditures</b>	<b>\$ 70,123</b>	<b>\$ 62,048</b>	<b>\$ 93,131</b>	<b>\$ 96,862</b>	<b>\$ 3,730</b>
Full Time Equivalents (Budgeted)	N/A	0.20	0.15	0.15	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Corporation Yard hazardous waste sheds serviced.	75%	100%	100%	100%	100%

**Division: Public Works - Streets Division**  
**Program: 2937 - Nuisance Abatement**

*Program Mission: Administer the illegal sign removal program, graffiti abatement program, and various other nuisance abatement programs on an as-needed basis.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 71,518	\$ —	\$ —	\$ —	\$ —
Benefits	18,982	—	—	—	—
Interfund Services	836	—	—	—	—
<b>Total Expenditures</b>	<b>\$ 91,336</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>
Full Time Equivalents (Budgeted)	N/A	N/A	N/A	N/A	N/A
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
The performance and workload measures for this program have been incorporated in the Street Maintenance Program (001/2911)					N/A

**Division: Public Works - Streets Division**  
**Program: 2938 - Urban Runoff Pollution Prevention**

*Program Mission: Comply with the California Regional Water Quality Control Board Municipal Regional Storm Water National Pollution Discharge Elimination System (NPDES) Storm Water Discharge Permit*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 1,562	\$ —	\$ —	\$ —	\$ —
Benefits	3,405	—	—	—	—
Interfund Services	146	—	—	—	—
<b>Total Expenditures</b>	<b>\$ 5,113</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>
Full Time Equivalents (Budgeted)	N/A	N/A	N/A	N/A	N/A
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
The performance and workload measures for this program have been incorporated into the Urban Runoff Pollution Prevention Program (001/2924).					N/A



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# Internal Service Funds



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**Fund 048 -  
Communication  
Acquisitions**



## Fund 048 Communication Acquisitions

<b>Fund 048 Communication Acquisitions</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
Police - Fund 048 Amortization Fund	\$ 112,090	\$ —	\$ 235,279	\$ 520,488
Total Expenditures	<u>\$ 112,090</u>	<u>\$ —</u>	<u>\$ 235,279</u>	<u>\$ 520,488</u>
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenue	\$ 235,279	\$ 235,279	\$ 235,279	\$ 520,488

### Overview

Provide continued funding for communications equipment replacement as necessary.

## **Fund 048 Communication Acquisitions**

### **Mission**

*Replace amortized electronic equipment within the City.*

### **Significant Accomplishments**

- Funds have allowed replacement of communication equipment as necessary.

### **Significant Objectives**

- Funds allow for communication equipment replacement as necessary.



## Fund 048 Communication Acquisitions

### Fund Summary

Fund 048 Communication Acquisitions	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Capital Outlay	\$ 112,090	\$ —	\$ 235,279	\$ 520,488	\$ 285,209
<b>Total Expenditures</b>	\$ 112,090	\$ —	\$ 235,279	\$ 520,488	\$ 285,209
<b>Revenue Category</b>					
Charges for Services	\$ 235,279	\$ 235,279	\$ —	\$ 350,000	\$ 350,000
Op Transfers	—	—	235,279	170,488	(64,791)
<b>Total Revenues</b>	\$ 235,279	\$ 235,279	\$ 235,279	\$ 520,488	\$ 285,209
<b>Full Time Equivalents (Budgeted)</b>	—	—	—	—	—

### Budget Overview and Significant Changes

#### **Service Level Impact**

The increase of \$285k is primarily due to the collection of maintenance fees amounting to \$30/radio to replace annual insurance and maintenance costs. Additionally, there was an increase to the number of radios for the 17-18 budget.

#### **Expenditures**

##### *Capital Outlay changes from prior adopted budget*

As noted in Service Level Impact, this increase is primarily due to the collection of maintenance fees amounting to \$30/radio to replace annual insurance and maintenance costs. Additionally, there was an increase to the number of radios for the 17-18 budget.

#### **Total Revenues**

##### *Total Revenues changes from prior adopted budget*

Total revenues have increased \$285k, or 121%, from the 2016-17 budget. As noted above under Service Level Impact, this is due to the new maintenance fees of \$30/radio. Due to the significant increase from 2016-17, the fund will draw \$170k from reserves to gradually phase in the collection of revenues from Citywide departments to cover these increased costs.

**Fund 048 - Communication Acquisitions**  
**Division: Police - Fund 048 Amortization Fund**

<b>Fund 048 Communication Acquisitions</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
7781-Communication Equipment Acquisition	\$ 112,090	\$ —	\$ 235,279	\$ 520,488	\$ 285,209
Total Expenditures	<u>\$ 112,090</u>	<u>\$ —</u>	<u>\$ 235,279</u>	<u>\$ 520,488</u>	<u>\$ 285,209</u>
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenue	\$ 235,279	\$ 235,279	\$ 235,279	\$ 520,488	\$ 285,209

**Division Mission**

*Replace amortized electronic equipment within the City.*

**Division Overview**

- Provide continued funding for communications equipment replacement as necessary. All departments with radios are charged annually so at the end of 15 years replacement radios will be fully funded.

**Division: Police - Fund 048 Amortization Fund**  
**Program: 7781 - Communication Equipment Acquisition**

*Program Mission: Replace all aging and economically not-feasible-to-repair amortized electronic equipment for the City.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Capital Outlay	\$ 112,090	\$ —	\$ 235,279	\$ 520,488	\$ 285,209
Total Expenditures	\$ 112,090	\$ —	\$ 235,279	\$ 520,488	\$ 285,209
Full Time Equivalents (Budgeted)	—	—	—	—	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Percent of budgeted equipment acquisitions accomplished.	100%	100%	100%	100%	100%

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# City of Santa Clara

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## Fund 050 - Equipment Pool Revolving



## Fund 050 Equipment Pool Revolving

<b>Fund 050 Equipment Pool Revolving</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
PW Streets & Auto Services - Fleet Management	\$ 3,964,748	\$ 3,843,868	\$ 4,935,000	\$ 3,700,000
Total Expenditures	<u>\$ 3,964,748</u>	<u>\$ 3,843,868</u>	<u>\$ 4,935,000</u>	<u>\$ 3,700,000</u>
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenue	\$ 3,015,986	\$ 2,902,495	\$ 4,935,000	\$ 3,700,000

### Overview

To collaborate with using departments on the procurement, up fit and disposal of all vehicles and equipment within the City.

## **Fund 050 Equipment Pool Revolving**

### **Mission**

*To promote and maintain the highest standards of personal and professional conduct among all involved with Fleet Management.*

### **Significant Accomplishments**

- Ensured all vehicles and equipment purchased met the highest air quality standards for on and off road equipment by California Air Resources Board.
- Procured 3 all electric vehicles.
- Procured 85 vehicles/equipment.

### **Significant Objectives**

- Procure all equipment and vehicles identified for replacement during fiscal year.
- Continue to evaluate most costs-effective means of procuring equipment and vehicles.
- Evaluate alternative fuel options before procuring new equipment.
- Collaborate with departments on replacement equipment and vehicles before each purchase.

## Fund 050 Equipment Pool Revolving

### Fund Summary

Fund 050 Equipment Pool Revolving	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Capital Outlay	\$ 3,964,748	\$ 3,843,868	\$ 4,935,000	\$ 3,700,000	\$ (1,235,000)
<b>Total Expenditures</b>	<u>\$ 3,964,748</u>	<u>\$ 3,843,868</u>	<u>\$ 4,935,000</u>	<u>\$ 3,700,000</u>	<u>\$ (1,235,000)</u>
<b>Revenue Category</b>					
Charges for Services	\$ 2,550,790	\$ 2,589,210	\$ 2,966,247	\$ 3,129,932	\$ 163,685
Op Transfers	—	—	—	470,068	470,068
Other Financing	371,397	313,285	100,000	100,000	—
Other Revenues	93,799	—	1,868,753	—	(1,868,753)
<b>Total Revenues</b>	<u>\$ 3,015,986</u>	<u>\$ 2,902,495</u>	<u>\$ 4,935,000</u>	<u>\$ 3,700,000</u>	<u>\$ (1,235,000)</u>
<b>Full Time Equivalents (Budgeted)</b>	—	—	—	—	—

### Budget Overview and Significant Changes

#### Service Level Impact

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

#### Expenditures

##### Capital Outlay changes from prior adopted budget

No reportable or significant change.

#### Total Revenues

##### Total Revenues changes from prior adopted budget

No reportable or significant change.



**Fund 050 - Equipment Pool Revolving  
Division: Fleet Management**

<b>Fund 053 Automotive Services</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
2111 - Fleet Acquisitions	\$ 3,964,748	\$ 3,843,868	\$ 4,935,000	\$ 3,700,000	\$ (1,235,000)
Total Expenditures	<u>\$ 3,964,748</u>	<u>\$ 3,843,868</u>	<u>\$ 4,935,000</u>	<u>\$ 3,700,000</u>	<u>\$ (1,235,000)</u>
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenue	\$ 3,015,986	\$ 2,902,495	\$ 4,935,000	\$ 3,700,000	\$ (1,235,000)

**Division Mission**

*To promote and maintain the highest standards of personal and professional conduct among all involved with  
Fleet Management*

**Division Overview**

- Procure equipment and vehicles identified for replacement.
- Collaborate with using departments on replacement equipment and vehicles before each purchase.
- Evaluate alternative fuel options before purchasing new vehicles or equipment.
- Ensure purchases of vehicles and equipment meet the highest air quality standards set by California Air Resources Board.

**Division: Fleet Management**  
**Program: 2111 - Fleet Acquisitions**

*Program Mission: To collaborate with using departments on the procurement, up fit, and disposal of all vehicles and equipment within the City.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Capital Outlay	\$ 3,964,748	\$ 3,843,868	\$ 4,935,000	\$ 3,700,000	\$ (1,235,000)
Total Expenditures	\$ 3,964,748	\$ 3,843,868	\$ 4,935,000	\$ 3,700,000	\$ (1,235,000)
Full Time Equivalent (Budgeted)	—	—	—	—	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Procure equipment and vehicles identified for replacement during fiscal year.	91%	87%	75%	90%	90%
2. Collaborate with using departments on replacement equipment and vehicles before each purchase.	100%	100%	100%	100%	100%
3. Evaluate Alternative fuel options before purchasing new equipment.	100%	100%	100%	100%	100%

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**Fund 053 -  
Automotive  
Services**



## Fund 053 Automotive Services

<b>Fund 053 Automotive Services</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
PW Streets & Auto Services - Fleet Management	\$ 3,911,643	\$ 3,895,030	\$ 4,669,453	\$ 4,689,432
Total Expenditures	<u>\$ 3,911,643</u>	<u>\$ 3,895,030</u>	<u>\$ 4,669,453</u>	<u>\$ 4,689,432</u>
Full Time Equivalents (Budgeted)	15.00	15.00	15.75	15.75
Total Revenue	\$ 4,205,424	\$ 4,149,616	\$ 4,669,453	\$ 4,689,432

### Overview

To provide support for the City's diverse fleet operations ensuring safe, cost-effective and sustainable maintenance, repair, fueling, replacement, and compliance of City-owned vehicles and equipment.

## **Fund 053 Automotive Services**

### **Mission**

*To promote and maintain the highest standards of personal and professional conduct among all involved with Fleet Management.*

### **Significant Accomplishments**

- Maintained over 90% PM compliance.
- Installed passive fueling technology on all light duty vehicles procured during fiscal year.
- Installed new 2-post vehicle lift in shop bay.
- Completed 100% Biennial Inspection of Terminals (BIT) on applicable equipment as required by California Highway Patrol (CHP) regulations on or before due date.

### **Significant Objectives**

- Replace 4 above ground diesel fuel tanks.
- Install fuel management and fuel monitoring software at 4 above ground fuel sites.
- Complete installation of passive fueling technology on Police Department fleet.

## Fund 053 Automotive Services

### Fund Summary

Fund 053 Automotive Services	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Salaries	\$ 1,251,471	\$ 1,292,741	\$ 1,480,528	\$ 1,545,522	\$ 64,994
Benefits	598,612	668,353	850,488	927,721	77,233
Materials/Services/Supplies	1,911,535	1,750,010	2,208,345	2,054,650	(153,695)
Interfund Services	150,025	183,926	130,092	161,539	31,447
<b>Total Expenditures</b>	<b>\$ 3,911,643</b>	<b>\$ 3,895,030</b>	<b>\$ 4,669,453</b>	<b>\$ 4,689,432</b>	<b>\$ 19,979</b>
<b>Revenue Category</b>					
Intergovernmental	\$ 1,118	\$ 8,841	\$ 37,000	\$ 4,000	\$ (33,000)
Charges for Services	4,188,186	4,246,448	4,390,680	4,392,168	1,488
Op Transfers	(2,759)	(112,582)	(13,316)	290,064	303,380
Other Revenues	18,879	6,909	255,089	3,200	(251,889)
<b>Total Revenues</b>	<b>\$ 4,205,424</b>	<b>\$ 4,149,616</b>	<b>\$ 4,669,453</b>	<b>\$ 4,689,432</b>	<b>\$ 19,979</b>
<b>Full Time Equivalents (Budgeted)</b>	15.00	15.00	15.75	15.75	—

### Budget Overview and Significant Changes

#### Service Level Impact

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

#### Expenditures

##### Salaries changes from prior adopted budget

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

##### Benefits changes from prior adopted budget

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

##### Materials/Services/Supplies changes from prior adopted budget

No reportable or significant change.

##### Interfund Services changes from prior adopted budget

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

## Fund 053 Automotive Services

### Total Revenues

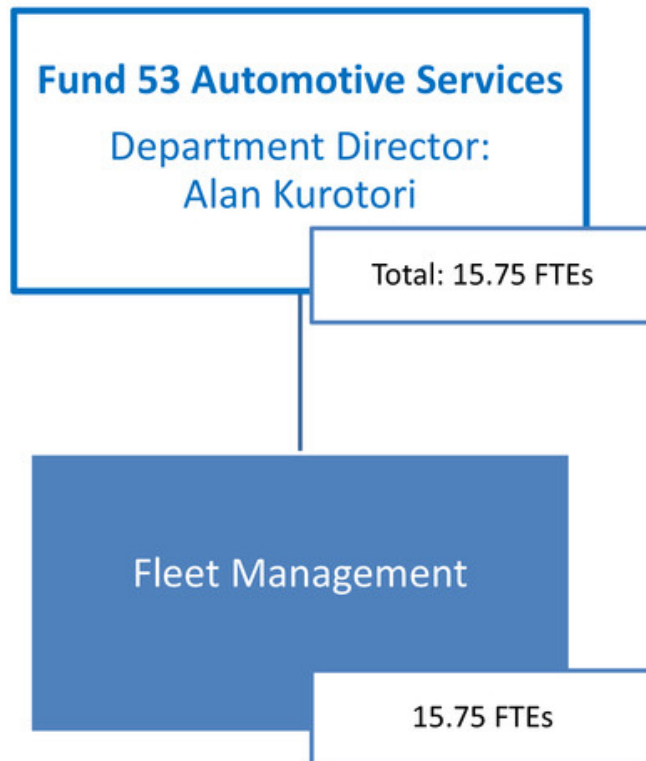
Total Revenues changes from prior adopted budget

No reportable or significant change.



**Fund 053 Automotive Services**

**City of Santa Clara  
Divisional Organization Chart**



## Fund 053 Automotive Services

### POSITION DETAIL

Fund 053 Automotive Services	2014-15 Adopted	2015-16 Adopted	2016-17 Adopted	2017-18 Budget	Position Change
<b>Position Title</b>					
Uncl Fleet Manager	1.00	1.00	1.00	1.00	—
Uncl Compliance Manager	—	—	0.20	0.20	—
Uncl Public Works Supervisor *	—	—	—	2.00	2.00
A30 Automotive Foreman/Forewoman	2.00	2.00	2.00	—	(2.00)
G28 Automotive Technician III	7.00	7.00	7.00	6.00	(1.00)
G22 Automotive Technician II	—	—	1.00	1.00	—
G20 Automotive Technician I	—	—	—	2.00	2.00
A26 Fleet Coordinator *	—	—	—	1.00	1.00
A24 Auto Services Coordinator	1.00	1.00	1.00	—	(1.00)
A24 Deputy PW Director	—	—	0.05	0.05	—
A23 Fleet Assistant	1.00	1.00	1.00	—	(1.00)
A23 Senior Materials Handler	—	—	—	1.00	1.00
A22 Office Specialist III	—	—	0.40	0.40	—
A22 Office Specialist IV	—	—	0.10	0.10	—
A19 Account Clerk I	1.00	1.00	—	—	—
A19 Materials Handler/Auto Parts Technician	1.00	1.00	1.00	—	(1.00)
A15 Automotive Services Utility Worker	1.00	1.00	1.00	1.00	—
<b>Full Time Equivalents (Budgeted)</b>	<b>15.00</b>	<b>15.00</b>	<b>15.75</b>	<b>15.75</b>	<b>—</b>

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

**Fund 053 - Automotive Services**  
**Division: Fleet Management**

<b>Fund 053 Automotive Services</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
2123-Fleet Operations	\$ 3,911,643	\$ 3,895,030	\$ 4,669,453	\$ 4,689,432	\$ 19,979
Total Expenditures	<u>\$ 3,911,643</u>	<u>\$ 3,895,030</u>	<u>\$ 4,669,453</u>	<u>\$ 4,689,432</u>	<u>\$ 19,979</u>
Full Time Equivalents (Budgeted)	N/A	15.00	15.75	15.75	—
Total Revenue	\$ 4,205,423	\$ 4,149,615	\$ 4,669,453	\$ 4,689,432	\$ 19,979

**Division Mission**

*To promote and maintain the highest standards of personal and professional conduct among all involved with Fleet Management*

**Division Overview**

- Ongoing evaluation of Preventive Maintenance (PM) program to minimize costs and maximize serviceability.
- Complete Biennial Inspection of Terminals (BIT) on applicable equipment as required by California Highway Patrol (CHP) regulations on or before due date.
- Comply with all City, County, and State regulatory agencies as it involves Fleet Operations.

**Division: Fleet Management**  
**Program: 2123 - Fleet Operations**

*Program Mission: Optimize safety, cost, and availability of vehicles and equipment through established preventative maintenance and repair programs.*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Salaries	\$ 1,251,471	\$ 1,292,741	\$ 1,480,528	\$ 1,545,522	\$ 64,994
Benefits	598,612	668,353	850,488	927,721	77,233
Materials/Services/Supplies	1,911,535	1,750,010	2,208,345	2,054,650	(153,695)
Interfund Services	150,025	183,926	130,092	161,539	31,447
<b>Total Expenditures</b>	<b>\$ 3,911,643</b>	<b>\$ 3,895,030</b>	<b>\$ 4,669,453</b>	<b>\$ 4,689,432</b>	<b>\$ 19,979</b>
Full Time Equivalents (Budgeted)	N/A	15.00	15.75	15.75	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
1. Compliance with Department of California Highway Patrol (CHP) Biennial Inspection of Terminals (BIT) program.	100%	100%	100%	100%	100%
2. Percentage of Preventive Maintenance (PM) completed on all vehicles within two weeks of due date.	90%	91%	90%	92%	90%



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# **Fund 081 - Workers' Compensation**



## Fund 081 Workers' Compensation

<b>Fund 081 Workers' Compensation</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
General Purpose - Citywide Programs	\$ 3,360,324	\$ 3,504,744	\$ 4,000,000	\$ 4,000,000
Total Expenditures	<u>\$ 3,360,324</u>	<u>\$ 3,504,744</u>	<u>\$ 4,000,000</u>	<u>\$ 4,000,000</u>
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenue	\$ 4,158,758	\$ 4,530,785	\$ 4,000,000	\$ 4,000,000

### Overview

The City of Santa Clara began its self-insured workers' compensation program on July 1, 1982. The current self-insured retention is \$500,000 and excess coverage is provided by the CSAC Excess Insurance Authority. Claims administration services is provided by a third party administrator.

### Mission

*The City utilizes internal service funds to account for the financing of goods and services provided by one department or agency to other departments or agencies of the City. These funds play an important role in the overall ability of the City to conduct business. The Workers' Compensation Fund encompasses the budget for Citywide Workers' Compensation costs, which include the projected costs of premiums, claims administration, and claims expenses.*

## Fund 081 Workers' Compensation

### Fund Summary

Fund 081 Workers' Compensation	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Materials/Services/Supplies	\$ 2,803,729	\$ 2,855,607	\$ 3,320,000	\$ 2,988,395	\$ (331,605)
Interfund Services	556,595	649,137	680,000	1,011,605	331,605
<b>Total Expenditures</b>	<u>\$ 3,360,324</u>	<u>\$ 3,504,744</u>	<u>\$ 4,000,000</u>	<u>\$ 4,000,000</u>	<u>\$ —</u>
<b>Revenue Category</b>					
Charges for Services	\$ 3,500,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ —
Other Revenues	658,758	530,785	—	—	—
<b>Total Revenues</b>	<u>\$ 4,158,758</u>	<u>\$ 4,530,785</u>	<u>\$ 4,000,000</u>	<u>\$ 4,000,000</u>	<u>\$ —</u>
<b>Full Time Equivalents (Budgeted)</b>	—	—	—	—	—

### Budget Overview and Significant Changes

#### Service Level Impact

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

#### Expenditures

##### Materials/Services/Supplies changes from prior adopted budget

The budget has decreased for 2017-18, primarily due to increasing reserve levels and utilization of the reserve based on recent trends.

##### Interfund Services changes from prior adopted budget

The overall budget for Interfund Services has increased primarily due to rising premium costs.

#### Total Revenues

##### Total Revenues changes from prior adopted budget

No reportable or significant change.

**Fund 081 Workers' Compensation**  
**Division: General Purpose - Citywide Programs**

<b>Fund 081 Workers Compensation</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
0136-WorkersCompensation	\$ 3,360,324	\$ 3,504,744	\$ 4,000,000	\$ 4,000,000	\$ —
Total Expenditures	<u>\$ 3,360,324</u>	<u>\$ 3,504,744</u>	<u>\$ 4,000,000</u>	<u>\$ 4,000,000</u>	<u>\$ —</u>
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenue	\$ 4,158,758	\$ 4,530,785	\$ 4,000,000	\$ 4,000,000	\$ —

**Division Mission**

*To budget for Citywide Workers' Compensation costs, including insurance premiums and claims*



**Division: General Purpose - Citywide Programs**  
**Program: 0136 - Workers' Compensation**

*Program Mission: To budget for Citywide Workers' Compensation costs, including insurance premiums and claims*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Materials/Services/Supplies	\$ 2,803,729	\$ 2,855,607	\$ 3,320,000	\$ 2,988,395	\$ (331,605)
Interfund Services	556,595	649,137	680,000	1,011,605	331,605
<b>Total Expenditures</b>	<b>\$ 3,360,324</b>	<b>\$ 3,504,744</b>	<b>\$ 4,000,000</b>	<b>\$ 4,000,000</b>	<b>\$ —</b>
Full Time Equivalents (Budgeted)	—	—	—	—	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
No reportable performance measures					N/A



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## **Fund 082 - Special Liability Insurance**



## Fund 082 Special Liability Insurance

<b>Fund 082 Special Liability Insurance</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
General Purpose - Citywide Programs	\$ 2,306,606	\$ 2,825,724	\$ 2,452,109	\$ 2,764,000
Total Expenditures	<u>\$ 2,306,606</u>	<u>\$ 2,825,724</u>	<u>\$ 2,452,109</u>	<u>\$ 2,764,000</u>
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenue	\$ 2,034,576	\$ 2,732,163	\$ 2,452,109	\$ 2,764,000

### Overview

The Special Liability Insurance Fund includes the budget for Citywide liability and property insurances. The City's Liability coverage was established to fund liability exposures the City, including general liability, auto liability, errors & omissions, and employment practices. The City's Property coverage provides for property and boiler and machinery insurance for physical damage to buildings and other specified structures. The program insures all City owned property and provides coverage to property that is in the City's care, custody or control, or that the City is contractually obligated to insure.

### Mission

*The City utilizes internal service funds to account for the financing of goods and services provided by one department or agency to other departments or agencies of the City. These funds play an important role in the overall ability of the City to conduct business. The Special Liability Insurance Fund includes the budget for Citywide general liability and property, including insurance premiums, claims, and related legal expenses.*

## Fund 082 Special Liability Insurance

### Fund Summary

Fund 082 Special Liability Insurance	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Materials/Services/Supplies	\$ 1,183,538	\$ 1,618,341	\$ 992,000	\$ 1,191,000	\$ 199,000
Interfund Services	1,123,068	1,207,383	1,460,109	1,573,000	112,891
<b>Total Expenditures</b>	<b>\$ 2,306,606</b>	<b>\$ 2,825,724</b>	<b>\$ 2,452,109</b>	<b>\$ 2,764,000</b>	<b>\$ 311,891</b>
<b>Revenue Category</b>					
Charges for Services	\$ 2,034,576	\$ 2,136,900	\$ 2,452,109	\$ 2,764,000	\$ 311,891
<b>Total Revenues</b>	<b>\$ 2,034,576</b>	<b>\$ 2,732,163</b>	<b>\$ 2,452,109</b>	<b>\$ 2,764,000</b>	<b>\$ 311,891</b>
<b>Full Time Equivalents (Budgeted)</b>	—	—	—	—	—

### Budget Overview and Significant Changes

#### Service Level Impact

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

#### Expenditures

##### Materials/Services/Supplies changes from prior adopted budget

Materials/Service/Supplies are 20% higher than the 2016-17 budget primarily due to a projected increase in legal expenses for 2017-18.

##### Interfund Services changes from prior adopted budget

Interfund Services represent estimated insurance premiums costs, and reflect an average 11% projected premium increases for 2017-18.

#### Total Revenues

##### Total Revenues changes from prior adopted budget

Charges for services represent charges to Citywide departments based on a model that factors in specific insurance coverage, claims experience, and percentage of overall budgeted salary costs. The increase of 12.7% projected for 2017-18 is primarily due to projected increases in insurance premiums and legal expenses.

**Fund 082 - Special Liability Insurance**  
**Division: General Purpose - Citywide Programs**

<b>Fund 082 Special Liability Insurance</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
0141-Special Liability Insurance	\$ 1,781,059	\$ 2,321,070	\$ 1,792,958	\$ 2,093,000	\$ 300,042
0142-Special Liability Property Insurance	525,547	504,654	659,151	671,000	11,849
Total Expenditures	<u>\$ 2,306,606</u>	<u>\$ 2,825,724</u>	<u>\$ 2,452,109</u>	<u>\$ 2,764,000</u>	<u>\$ 311,891</u>
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenue	\$ 2,034,576	\$ 2,732,163	\$ 2,452,109	\$ 2,764,000	\$ 311,891

**Division Mission**

*To budget for Citywide insurance costs related to general liability and property, including insurance premiums, claims, and related legal expenses.*

**Division: General Purpose - Citywide Programs**  
**Program: 0141 - Special Liability Insurance**

*Program Mission: To budget for Citywide insurance costs related to general liability and property, including insurance premiums, claims, and related legal expenses*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Materials/Services/Supplies	\$ 1,183,538	\$ 1,618,341	\$ 992,000	\$ 1,191,000	\$ 199,000
Interfund Services	597,521	702,729	800,958	902,000	101,042
Total Expenditures	<u>\$ 1,781,059</u>	<u>\$ 2,321,070</u>	<u>\$ 1,792,958</u>	<u>\$ 2,093,000</u>	<u>\$ 300,042</u>
Full Time Equivalents (Budgeted)	—	—	—	—	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
No reportable performance measures					N/A

**Division: General Purpose - Citywide Programs**  
**Program: 0142 - Special Liability Property Insurance**

*Program Mission: To budget for Citywide insurance costs related to general liability and property, including insurance premiums, claims, and related legal expenses*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Interfund Services	\$ 525,547	\$ 504,654	\$ 659,151	\$ 671,000	\$ 11,849
Total Expenditures	<u>\$ 525,547</u>	<u>\$ 504,654</u>	<u>\$ 659,151</u>	<u>\$ 671,000</u>	<u>\$ 11,849</u>
Full Time Equivalents (Budgeted)	—	—	—	—	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
No reportable performance measures					N/A



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**Fund 087 -  
Unemployment  
Insurance**



## Fund 087 Unemployment Insurance

<b>Fund 087 Unemployment Insurance</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
Divisions				
General Purpose - Citywide Programs	\$ 72,775	\$ 82,756	\$ 125,000	\$ 81,645
Total Expenditures	<u>\$ 72,775</u>	<u>\$ 82,756</u>	<u>\$ 125,000</u>	<u>\$ 81,645</u>
Full Time Equivalents (Budgeted)	—	—	—	—
Total Revenue	\$ 130,000	\$ 130,000	\$ 125,000	\$ 81,645

### Overview

The Unemployment Insurance Fund provides for the cost of unemployment insurance claims, and is budgeted based on current experience and historical costs.

### Mission

*The City utilizes internal service funds to account for the financing of goods and services provided by one department or agency to other departments or agencies of the City. These funds play an important role in the overall ability of the City to conduct business. The Unemployment Insurances Fund includes the budget for projected Citywide unemployment claims.*



## Fund 087 Unemployment Insurance

### Fund Summary

Fund 087 Unemployment Insurance	2014-15 Actuals	2015-16 Actuals	2016-17 Adopted	2017-18 Budget	Budget Change
<b>Expenditure Category</b>					
Materials/Services/Supplies	\$ 72,775	\$ 82,756	\$ 125,000	\$ 81,645	\$ (43,355)
<b>Total Expenditures</b>	<u>\$ 72,775</u>	<u>\$ 82,756</u>	<u>\$ 125,000</u>	<u>\$ 81,645</u>	<u>\$ (43,355)</u>
<b>Revenue Category</b>					
Charges for Services	\$ 130,000	\$ 130,000	\$ 125,000	\$ 70,000	\$ (55,000)
Op Transfers	—	—	—	11,645	11,645
<b>Total Revenues</b>	<u>\$ 130,000</u>	<u>\$ 130,000</u>	<u>\$ 125,000</u>	<u>\$ 81,645</u>	<u>\$ (43,355)</u>
<b>Full Time Equivalents (Budgeted)</b>	—	—	—	—	—

### Budget Overview and Significant Changes

#### Service Level Impact

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

#### Expenditures

##### *Materials/Services/Supplies changes from prior adopted budget*

Based on recent trends in unemployment insurance claims, and the projected ending balance in the fund's reserve for 2016-17, the budget has been set to draw down reserves over the next five years to achieve and maintain a level that will cover approximately \$200k/year in claims. This is based on the highest expenditure from the fund in the last ten years.

#### Total Revenues

##### *Total Revenues changes from prior adopted budget*

Charges for services represent charges to Citywide departments based on a pro rata share of the department's budgeted salary costs. This has decreased to \$81,645 based on the projected ending balance in the fund's reserve for 2016-17, and setting the fund to draw down reserves over the next five years to achieve and maintain a level that will cover approximately \$200k/year in claims. The increase of \$11,645 in Op Transfers represents the gradual draw down of reserves in year one of the next five years.

**Fund 087 - Unemployment Insurance**  
**Division: General Purpose - Citywide Programs**

<b>Fund 087 Unemployment Insurance</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Programs					
0155-Unemployment Insurance Clearing Account	\$ 72,775	\$ 82,756	\$ 125,000	\$ 81,645	\$ (43,355)
Total Expenditures	<u>\$ 72,775</u>	<u>\$ 82,756</u>	<u>\$ 125,000</u>	<u>\$ 81,645</u>	<u>\$ (43,355)</u>
Full Time Equivalents (Budgeted)	—	—	—	—	—
Total Revenue	\$ 130,000	\$ 130,000	\$ 125,000	\$ 81,645	\$ (43,355)

**Division Mission**

*To budget for Citywide unemployment costs.*

**Division: General Purpose - Citywide Programs**  
**Program: 0155 - Unemployment Insurance Clearing Account**

*Program Mission: To budget for Citywide unemployment costs*

<b>Category</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>	<b>Budget Change</b>
Materials/Services/Supplies	\$ 72,775	\$ 82,756	\$ 125,000	\$ 81,645	\$ (43,355)
Total Expenditures	\$ 72,775	\$ 82,756	\$ 125,000	\$ 81,645	\$ (43,355)
Full Time Equivalents (Budgeted)	—	—	—	—	—
<b>Performance and Workload Measures</b>	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2016-17 Adopted</b>	<b>2017-18 Budget</b>
No reportable performance measures					N/A



# City of Santa Clara

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## Other Agencies



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**Santa Clara  
Convention Center &  
Convention-Visitors  
Bureau**

**CITY OF SANTA CLARA**  
**CONVENTION CENTER & CONVENTION-VISITORS BUREAU BUDGET**

**Fiscal Year 2017-18**

**Convention Center & Convention-Visitors Bureau  
Functions and Activities**

Through a contract with the City of Santa Clara, the Convention and Visitor's Bureau ("CVB") provides marketing to potential businesses, including generating leads and booking opportunities for businesses within the City. The goal of the CVB is to grow revenues for the City by increasing visitor and convention spending in local hotels, businesses, and the Convention Center. The budget for the Convention-Visitors Bureau is provided for informational purposes and contracted contribution is appropriated as a contract payment within the City's General Fund.

Through an agreement with the Santa Clara Chamber of Commerce, management of the Convention Center is provided with the goal of operating a venue for conventions, trade shows, and other events which result in economic activity in the community and which generate direct revenue to cover the costs of operations and generate net income to the City's General Fund.

## CONVENTION CENTER BUDGET

<b>Fiscal Year 2017-18</b>			
<b><u>OPERATING INCOME</u></b>	<b>2016-17</b>	<b>2017-18</b>	<b>Change</b>
	<b>Budget</b>	<b>Adopted</b>	
Space Rental	\$ 2,600,000	\$ 2,800,000	\$ 200,000
Audio Visual	758,734	927,052	168,318
Telephone	300,000	300,000	—
Catering	2,600,000	2,647,923	47,923
Electrical	360,000	341,575	(18,425)
Advertisements	40,000	40,000	—
Other Income/Interest/Etc.	176,239	208,000	31,761
<b>Total Operating Income</b>	<b>\$ 6,834,973</b>	<b>\$ 7,264,550</b>	<b>\$ 429,577</b>
Total Expenses	\$ 6,723,225	\$ 7,146,834	\$ 423,609
<b>Net Income/(Loss)</b>	<b>\$ 111,748</b>	<b>\$ 117,716</b>	<b>\$ 5,968</b>

## CONVENTION-VISITORS BUREAU BUDGET

<b>Fiscal Year 2017-18</b>				
<b>OPERATING INCOME</b>	<b>2016-17</b>	<b>2017-18</b>		
	<b>Budget</b>	<b>Adopted</b>	<b>Change</b>	
Beginning Balance	\$ 173,433	\$ 181,051	\$	7,618
<b>City Contract</b>	<b>\$ 1,489,315</b>	<b>\$ 1,461,601</b>	<b>\$</b>	<b>(27,714)</b>
<b>Direct Income</b>				
TID Reimbursement	\$ 32,400	\$ 12,000	\$	(20,400)
Discount Tickets Sales	11,030	—		(11,030)
Registration Services	500	—		(500)
Hotel Reservations	2,000	—		(2,000)
Commissions	—	13,300		13,300
Other Income/Interest/Etc.	50	50		—
<b>Direct Income Total</b>	<b>\$ 45,980</b>	<b>\$ 25,350</b>	<b>\$</b>	<b>(20,630)</b>
<b>Total Operating Income</b>	<b>\$ 1,708,728</b>	<b>\$ 1,668,002</b>	<b>\$</b>	<b>(40,726)</b>
<b>EXPENSES</b>				
Convention Sales and Marketing	\$ 1,060,626	\$ 1,045,156	\$	(15,470)
Convention Service	134,042	138,939		4,897
Visitor Marketing and Communications	514,060	483,907		(30,153)
<b>Total Expenses</b>	<b>\$ 1,708,728</b>	<b>\$ 1,668,002</b>	<b>\$</b>	<b>(40,726)</b>



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

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**Sports and Open  
Space Authority**

**CITY OF SANTA CLARA**  
**SPORTS AND OPEN SPACE AUTHORITY BUDGET**

**Fiscal Year 2017-18**

**Sports and Open Space Authority Functions and Activities**

The Sports and Open Space Authority of the City of Santa Clara (Authority) was created by the City Council in 1974 to establish a separate entity to acquire and develop open space within the City of Santa Clara. The validity of the Authority and its legal existence was established in 1975 by final judgment of the Santa Clara County Superior Court. Since its creation, the Authority has been involved in a number of successful projects for, and on behalf of, the City. These projects include the Santa Clara Golf and Tennis Club developed by the Authority on City -owned land and operated under a management agreement with a private company and a private restaurant facility at the Golf and Tennis Club leased to a private operator. In 1997-98, the City Council set aside approximately 40 acres of the former golf course site to be preserved and maintained as open space, and in 1999 the Authority approved the sale of 4.3 acres of the former golf course property to the City's Redevelopment Agency to be disposed of as a site for development of affordable housing.

## SPORTS AND OPEN SPACE AUTHORITY BUDGET

### Fiscal Year 2017-18

	Golf Course Fund	SOSA Administration	Total
Estimated Revenues:			
Loan from General Contingency Reserve	\$ 589,868	\$ —	\$ 589,868
Rent Revenue (David's Restaurant)	—	54,000	54,000
Golf Course Revenue <sup>1</sup>	1,763,000	—	1,763,000
<b>Total Estimated Revenues</b>	<b>\$ 2,352,868</b>	<b>\$ 54,000</b>	<b>\$ 2,406,868</b>
Appropriations:			
Golf Course Expenditures <sup>1</sup>	\$ 2,352,868	\$ —	\$ 2,352,868
Legal, Consulting and Administrative	—	9,000	9,000
Operating Transfer to City	—	45,000	45,000
<b>Total 2017-18 Appropriations</b>	<b>\$ 2,352,868</b>	<b>\$ 54,000</b>	<b>\$ 2,406,868</b>

1. Santa Clara Golf and Tennis Club revenues are shown net of Cost of Sales; and appropriations include operating and capital outlay expenses.



# City of Santa Clara

The Center of What's Possible

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## Five-Year Financial Plan



## 2018-19 through 2022-23 Five-Year Financial Plan

June 27, 2017

### ***ABOUT THIS REPORT***

The purpose of the Five-Year Financial Plan is to provide policy-makers and the public an updated assessment of the City's fiscal health that takes into account the latest economic developments. The report includes historical perspective on revenues and expenditures and a five-year financial outlook beyond the adopted budget year. The value of this type of analysis is to give the City Council, staff, and the public a tool to assist with strategic decision-making as they work to adopt the budget for the coming year.

The Five-Year Financial Plan is a collaborative effort between the City Manager's Office, Finance Department, and City departments. Individual projections of revenues and expenditures are developed based on trend analysis, input from available economic reports, consultant recommendations (e.g., our sales tax consultant MuniServices), and input from other subject matter experts. The most current information available is incorporated into the City's Plan and refined on a moving forward basis as part of the City's commitment to fiscal responsibility.

### ***EXECUTIVE SUMMARY***

The combination of an improved economy, careful management of limited resources, development and redevelopment projects happening throughout the City, and monies flowing to the City from events at Levi's Stadium have generated General Fund budget surpluses the last several years which have allowed the City to fully fund its Working Capital Reserve, make additional contributions to the Capital Projects Reserve which funded an increase in capital project funding, and to establish a Pension Trust Program to pre-fund pension obligations. Looking to fiscal year 2017-18 and beyond, the City is projecting that the regional economy will continue to grow at a moderate rate. However, due to rising pension costs it is projected that the City's expenditures will begin to outpace revenues in the next five years.

As with any multi-year forecast, the accuracy of the results are only as good as the assumptions upon which they are based. While this Plan has been based on the primary assumption that the economy will continue to grow at a moderate rate, an appropriate amount of conservatism has been built into the projections given the typical amount of economic volatility in the local and regional economies. For example, although there are several large development projects currently under review that are likely to begin construction in the next couple of years, the forecast does not include the likely positive impact that these projects will have on General Fund tax collections.

### ***ECONOMIC OUTLOOK***

The U.S. Economy is in its eighth consecutive year of expansion and most economists believe that the economic recovery will continue for the next few years but at a slower rate of growth. The Department of Commerce records show that the nation's Gross Domestic Product (GDP), the broadest measure of economic

activity, has continued to rise over the last three years. However, this increase is less than expected due to low productivity growth. The key economic trend for 2017-18 continues to be the high cost of living.

Over the last four years, job growth picked up significantly and unemployment rates have continued to decline to more healthy levels, particularly in Silicon Valley. According to data from the Bureau of Labor Statistics, the national unemployment rate peaked at 10.0% in October 2009, the first time the rate had been at 10% or above since 1983. Over the last 12 months, the U.S. unemployment rate has declined from 4.7% in May 2016 to 4.3% in May 2017.

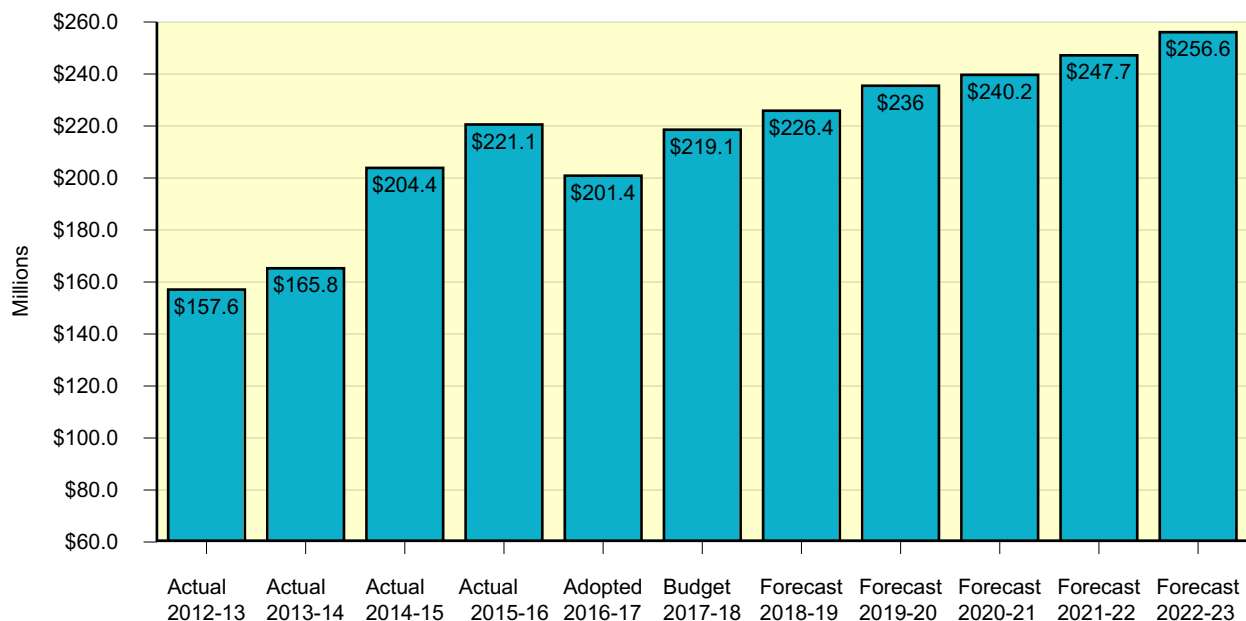
California’s economy is projected to remain strong with continued job growth, pressure to raise salaries and hourly rates of pay, and a robust technology industry. The Employment Development Department reported California’s unemployment rate rose past the 10% level in February 2009, reached a peak of 12.4% in early 2010, and began declining in late 2010. In the last year, the California unemployment rate declined from 5.5% in April 2016 to 4.8% in April 2017. Santa Clara County’s and the City of Santa Clara’s experience over the last year have been similar with unemployment rates declining to 3.1% and 2.8% respectively.

**SANTA CLARA’S FINANCES**

Total General Fund resources are estimated at \$219.1 million in 2017-18, representing an increase of \$17.7 million or 8.8% when compared to the adopted 2016-17 Budget (see Chart 1). The primary reason for the increase is due to lowered contributions to reserves and more specifically the reduction of the contribution to Capital Projects Reserve from \$12.6M in 2016-17 to no contribution in 2017-18. There were moderate increases in revenues in the areas of Charges for Services, which reflects the City Council’s budget principle to establish fees based on full cost recovery, and in Contribution In-Lieu of Taxes received from Silicon Valley Power based on projected increase in customer services charges for electric usage.

As shown in Chart 1, General Fund resources, which began to recover in 2010-11, are expected to grow at an average annual rate of 3.2% in the out years as moderate economic growth continues, reaching an estimated \$256.6 million by the end of the forecast period (i.e., 2022-23).

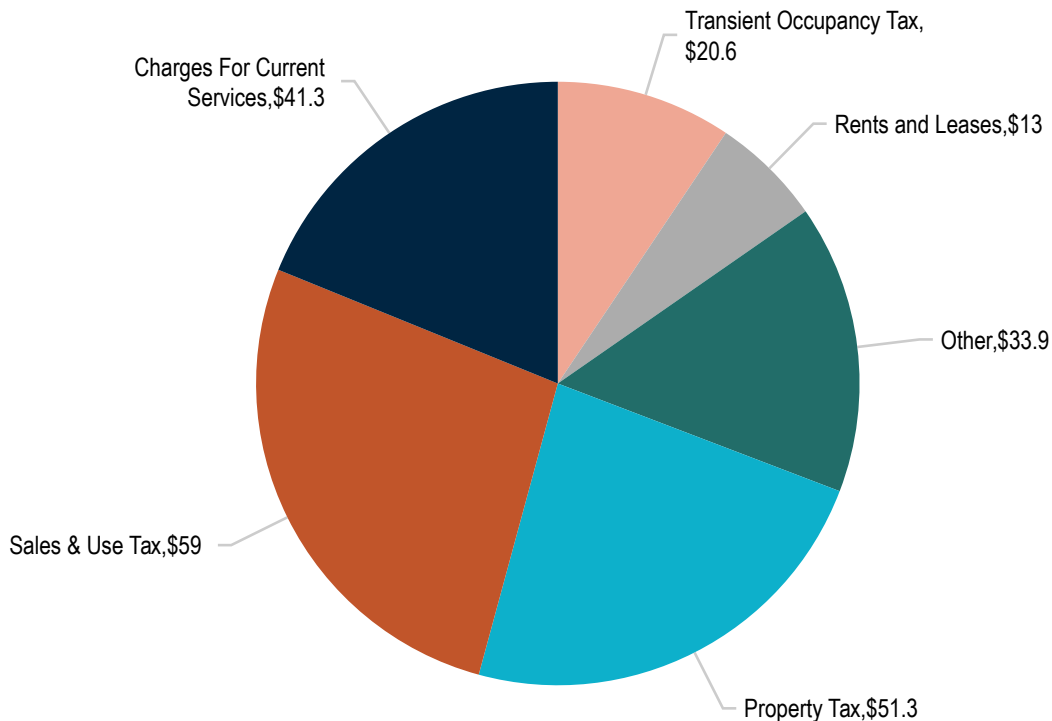
**Chart 1  
General Fund Resources**



## Sources of General Fund Revenues

Major sources of revenue for the General Fund are shown in Chart 2. Sales tax and property tax comprise the largest sources of General Fund revenues, representing a combined \$110.3 million or 50.3% of the total. These and other major sources of revenue are described on the following pages.

**Chart 2**  
**2017-18 General Fund Resources**  
**Total General Fund Resources = \$219.1 Million**



### Sales Tax

Santa Clara's sales tax collections are directly influenced by local, regional, national, and international economic and business cycles. Because of this, sales tax collections are one of the most economically sensitive General Fund revenue sources. As the City's largest revenue source, sales tax collections reached a dot-com high of \$51.1 million in 2000-01. After falling almost \$17.0 million by 2002-03, collections rebounded to \$43.2 million by 2006-07 as rising home values and stock prices fueled consumer spending. Over the next three years, sales tax revenues fell \$13.1 million or 30% due to the impact of the Great Recession. Sales tax revenues began to grow again in 2010-11, and the strong growth in collections the last five fiscal years is expected to continue in 2017-18 (see Chart 3). The 2016-17 fiscal year included a one-time \$7.0 million true-up payment due to the unwinding of the State's Triple Flip. The triple flip was due to the State's takeaway of  $\frac{1}{4}$  of the local Bradley-Burns 1% sales tax rate which the State then used to guarantee their economic recovery bonds (flip 1). They then directed counties to backfill the loss to local agencies with property tax revenue from the County Education Revenue Augmentation Fund known as ERAF (flip 2). The shortfall in ERAF monies was then backfilled from the State General Fund (flip 3).

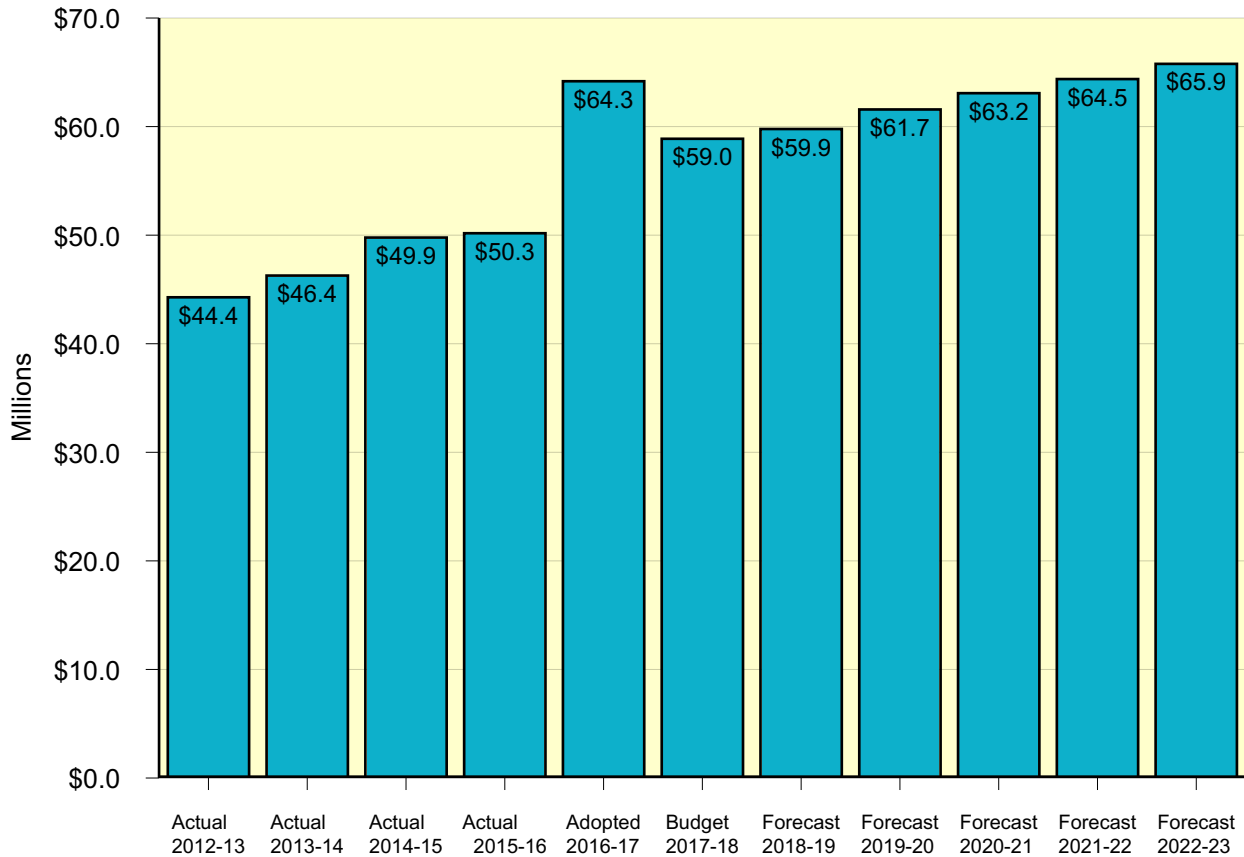
The 2017-18 projection of \$59.0 million is 26.9% of total General Fund resources. This projection is based on information from the City's sales tax consultant, MuniServices. Their estimates are based on individual



category/segment projections with adjustments for known individual business anomalies such as missed payments or misallocations.

Based on projections, we expect collections to grow at an average annual rate of 2.2% over the five years of the forecast period. Based on these projections, annual collections will continue to surpass the 2000-01 all-time high of \$51.1 million.

**Chart 3  
General Fund Sales Tax Revenue**



*Note: 2016-17 includes one-time \$7.0 million true-up payment due to the unwinding of the State's Triple Flip.*

**Property Tax**

Property tax has traditionally been one of the City’s most stable sources of revenue. After strong growth for much of the last decade, property tax revenues reached a peak of \$29.9 million in 2008-09. Property valuations, the basis for the 1% Proposition 13 property tax of which the City receives about 10%, tend to lag the economy by one to two years. Due to the recession-related decline in both home and commercial values in the late-2000s, property owners were able to request Proposition 8 temporary valuation adjustments based on comparable sales data. Additionally, the County Assessor’s Office was proactive in implementing adjustments based on their own analysis of property values. These reductions in valuation resulted in actual property tax collection declines of \$0.5 million in 2009-10 and \$1.5 million in 2010-11.

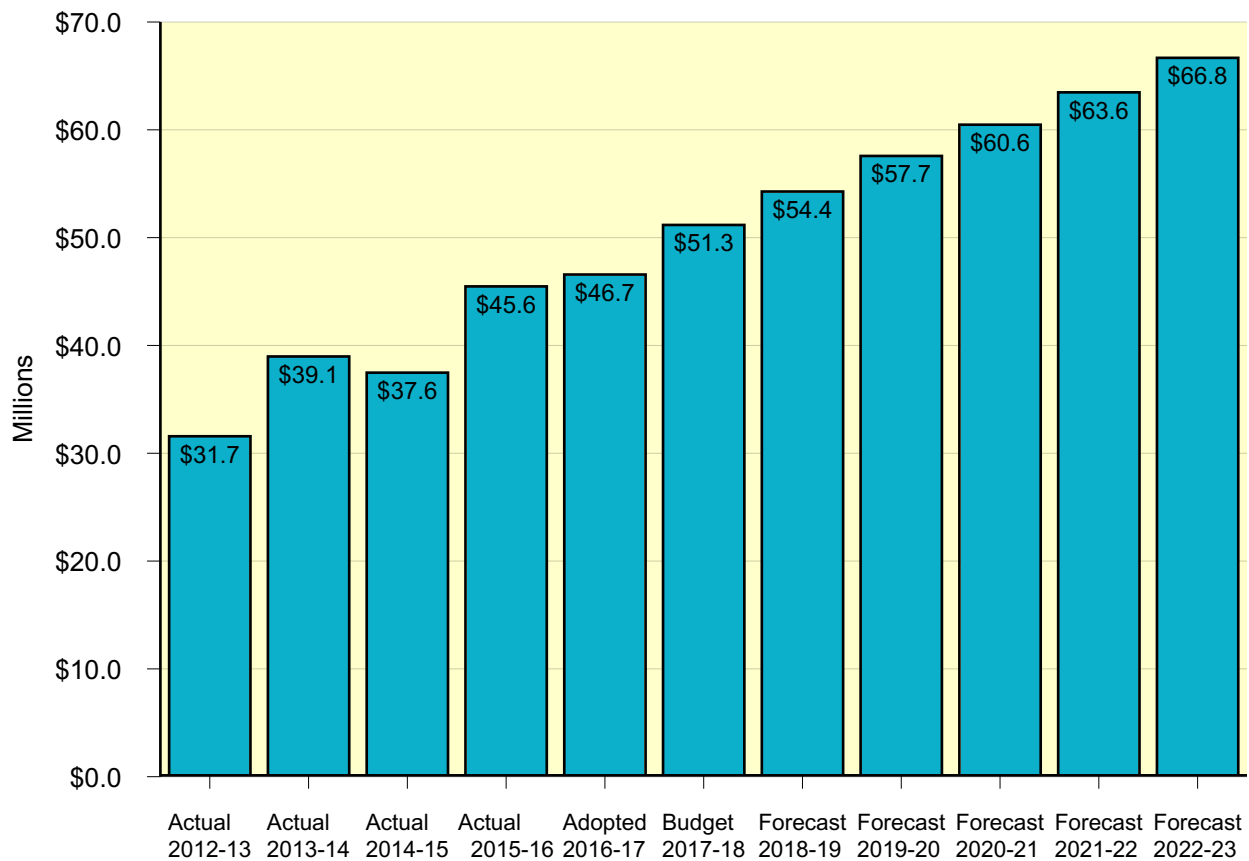
This trend reversed in 2011-12 when collections rose \$0.4 million to \$28.3 million. Growth continued in 2012-13 with actual collections of \$31.7 million, passing the 2008-09 pre-recession high of \$29.9 million (four

years later). Note that 2012-13 actual collections included \$1.1 million of one-time revenues for prior year overpayment of property tax administration fees. In 2013-14, collections continued to rise as the Proposition 8 temporary valuation adjustments began rolling off and \$6.1 million of one-time monies were received as a result of the dissolution of the Redevelopment Agency (RDA).

Assessed valuation growth on secured property for 2017-18 was projected at 6.6% based on rising home values and the value of new construction projects being added to the rolls. Property tax collections are then projected to rise at an average rate of 5.4% in the forecasted years as more of the projects currently under construction are added to the assessment rolls (see Chart 4).

Note that these projections do not include new property tax collections for development projects that are either already entitled or currently under review. This Five-Year Financial Plan only includes new development impacts once the projects are fully entitled and under construction. There are currently billions of dollars of construction projects in various stages of the development review process. Should any of these projects move forward, actual property tax collections should exceed the projections reflected below in Chart 4.

**Chart 4  
General Fund Property Tax Revenue**



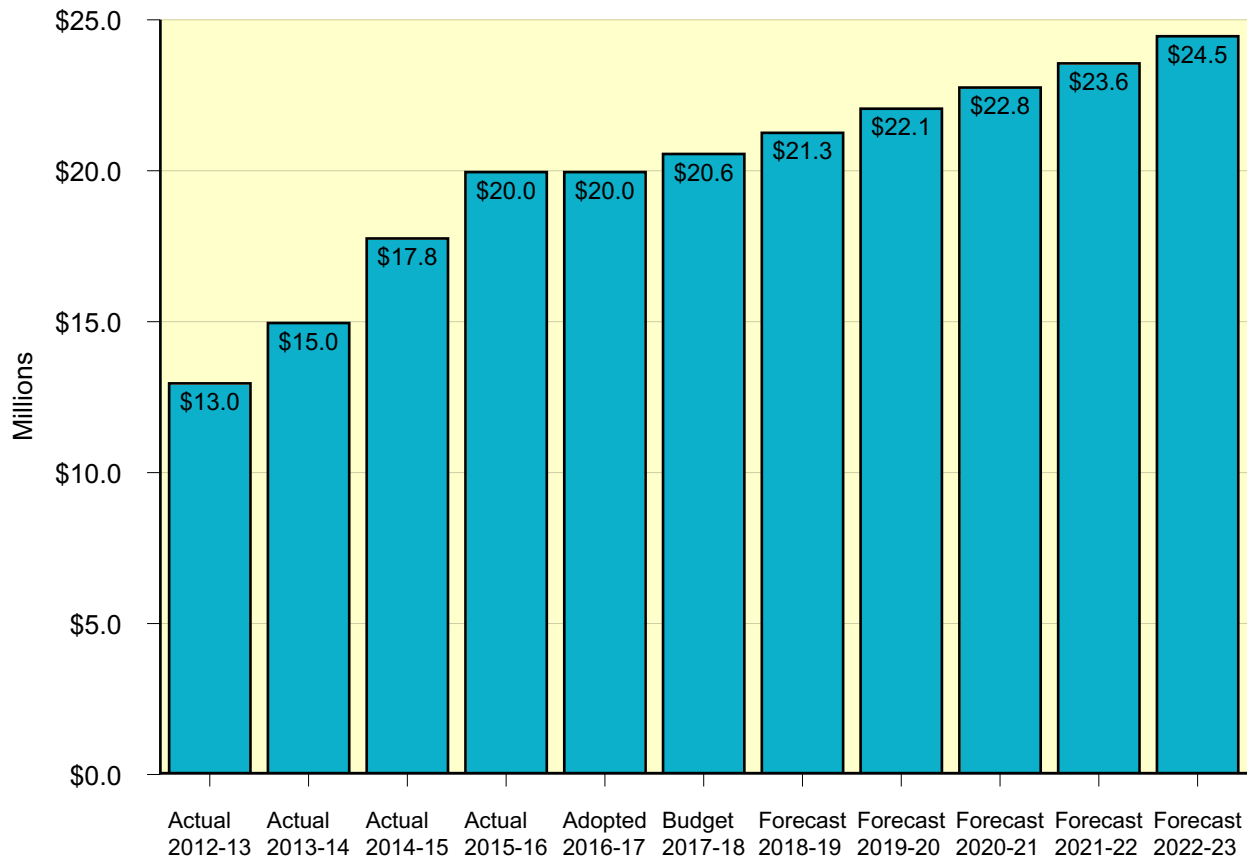
*Note: 2013-14 includes one-time \$6.1 million of one-time monies due to Redevelopment Agency dissolution.*

## Transient Occupancy Tax

Transient occupancy tax (TOT), also known as hotel/motel tax, is another key revenue source for the General Fund. As with sales tax, TOT is sensitive to business cycles and therefore prone to volatility. After reaching a pre-recession peak of \$11.3 million in 2007-08, this revenue source fell to \$8.1 million in 2009-10. Collections began to grow again in 2010-11 due to the combination of higher occupancy levels and increases in the average daily rate (ADR) and strong growth occurred each year through 2016-17 with year-end collections expected to reach \$20.0 million (influenced by high weekday demand from tech companies, Convention and Visitors Bureau bookings, and Levi's Stadium events).

The 2017-18 TOT budget projection is for collections to be slightly higher than 2015-16 and 2016-17 at \$20.6 million (see Chart 5). The forecast model projects that out-year TOT collections will grow at a rate of 3.5% per year from 2017-18 through the end of the Plan horizon in 2022-23 (based on the assumption that ADR will rise with inflation). Although several new hotels have been proposed in the Stadium area, they will not be included in the forecast until they start construction.

**Chart 5**  
**General Fund Transient Occupancy Tax Revenue**



### Charges for Current Services

Charges for current services are estimated at \$41.3 million in 2017-18, up \$1.9 million or 4.7% over the 2016-17 Budget of \$39.4 million. The increases are primarily due to fee increases to move toward full cost recovery (based on the results of comprehensive fee studies conducted every three to five years) and higher levels of development activity.

Major sources of revenue within this category include charges for services provided to outside entities and other funds, such as the City's utility enterprise funds of (\$16.8 million), fire prevention and HazMat charges (\$3.8 million), planning and engineering fees (\$9.5 million), and various other customer service fees. The amount charged to outside entities and other funds also includes \$7.0 million to reimburse the General Fund for stadium-related services provided to the San Francisco 49ers and the Santa Clara Stadium Authority.

### Contribution In-Lieu of Taxes

In accordance with the City's charter, Silicon Valley Power pays 5.0% of gross revenues to the General Fund as contribution-in-lieu of taxes (CLT). For 2017-18, CLT is projected to total \$21.7 million. The forecast is that CLT will increase to \$24.2 million by the end of the forecast period. The forecast is primarily driven by market projections for electric consumption and any rate increases assumed in the Electric Five-Year Financial Plan.

### Rents and Leases

In 2017-18, revenue recorded as rents and leases is estimated to total \$11.0 million. The amount projected for 2017-18 includes the ground lease with the Santa Clara Stadium Authority for the Levi's Stadium site (includes ground rent, performance rent, and the Senior and Youth Fee totaling \$3.0 million), right-of-way rental fees charged to the water and sewer utilities (\$3.3 million), and other smaller leases (\$4.7 million). Growth projections for the Five-Year Financial Plan are based on individual lease agreements.

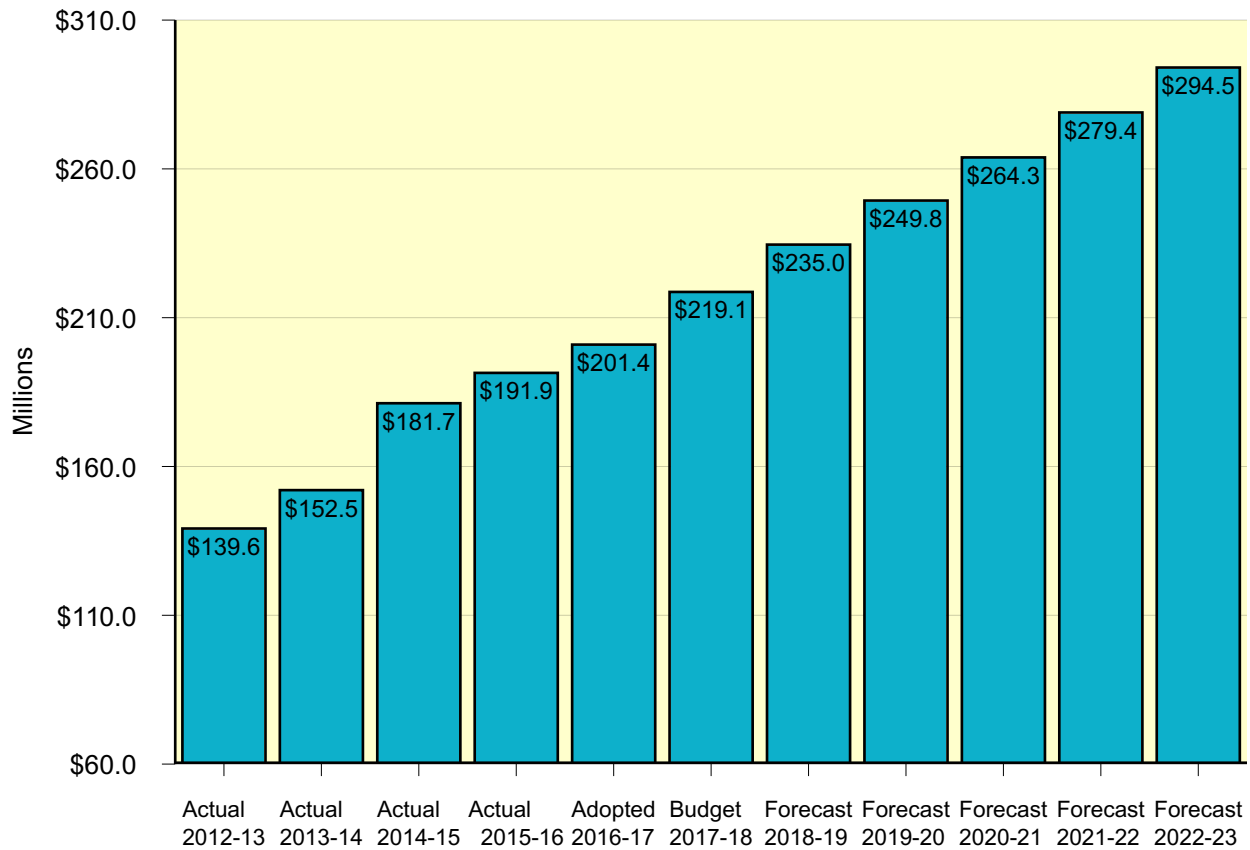
### Interest Income

The City invests all funds not needed for current cash requirements in accordance with the City Council approved Investment Policy. These funds are invested in securities having a maximum maturity of five years. The factors that directly influence General Fund interest income include prevailing interest rates, the size of the portfolio, and the relative percentage of the portfolio allocated to the General Fund. Over the last several fiscal years, the return on the City's portfolio declined from 4.92% in 2005-06 to a low of 0.68% in August 2014. These declines are primarily due to the extraordinary actions by the Federal Reserve to hold interest rates low. The City's portfolio return has increased over the last year with the May 2017 earnings return coming in at 1.21%. Based on the expectation that the Federal Reserve will gradually increase interest rates over the next couple of years, the General Fund is expected to receive \$2.0 million in interest in 2017-18 and earnings are projected to grow slowly through the remaining years of the forecast period.

## Expenditures

Chart 6 provides historic information on General Fund expenditures. To help balance a structural budget deficit, General Fund expenditure growth was constrained in 2009-10 as a managed hiring freeze was put in place and positions were left unfilled. Actual expenditures declined in 2010-11 and 2011-12 due to an expanded hiring freeze, the elimination of positions, and the implementation of unpaid furloughs for most bargaining groups. In total, more than 100 positions were eliminated, frozen, or held vacant, generating significant savings. In 2012-13, expenditures began to increase once again as unpaid furloughs rolled off and pension costs climbed. In 2013-14, the frozen and held vacant positions were carefully managed to cover additional revenue losses associated with the dissolution of the Redevelopment Agency. In 2014-15, 2015-16, and 2016-17, positions were added, unfrozen, or restored. Expenditures are projected to grow to \$219.1 million in 2017-18 and to \$294.5 million by the end of the forecast period.

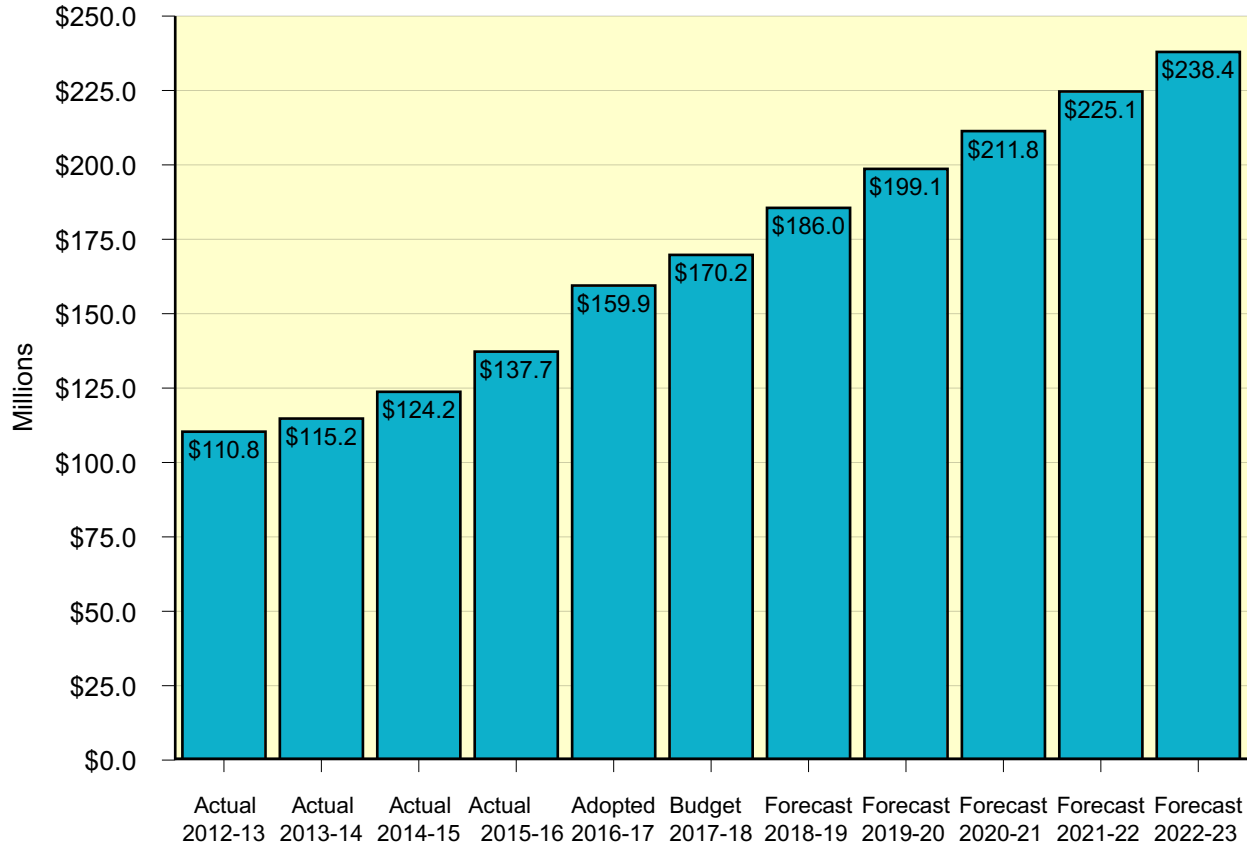
**Chart 6**  
**General Fund Expenditures**



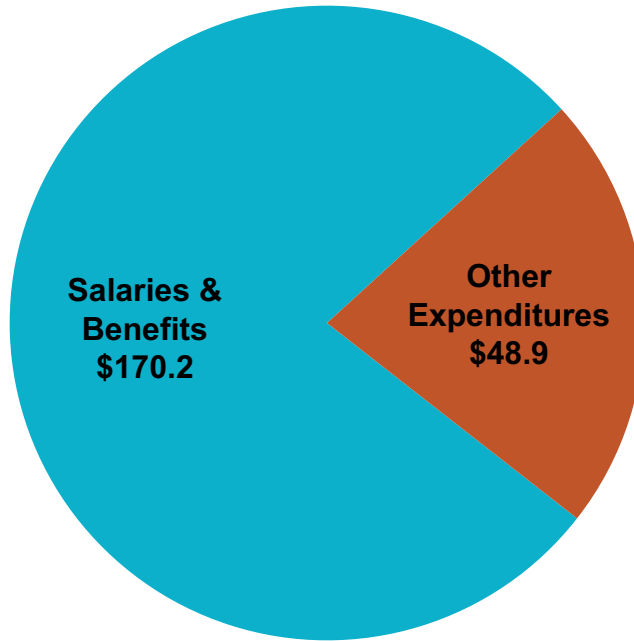
Despite actions to reduce expenditure growth, the primary growth driver continues to be increases in benefit costs. Consistent with calendar year Memorandums of Understanding (MOUs), 2017-18 includes general salary adjustments and other benefit enhancements for bargaining groups that have current agreements with the City. Beyond the term of any existing MOU, a 3% adjustment is assumed for the forecast years.

As shown in Charts 7 and 8, salary and benefits costs represent the majority (\$170.2 million) of budgeted 2017-18 operating expenditures. Salary and benefits costs as a percentage of total operating expenditures grew from 75.6% in 2001-02 to 77.7% in 2017-18 (see Chart 9). Significant factors driving this growth include the addition of newly funded positions, negotiated labor agreements, and rising pension costs. During this same time period, other operating expenses, consisting mainly of materials, services, and supplies, fell from 24.4% to 22.3% of total operating expenditures.

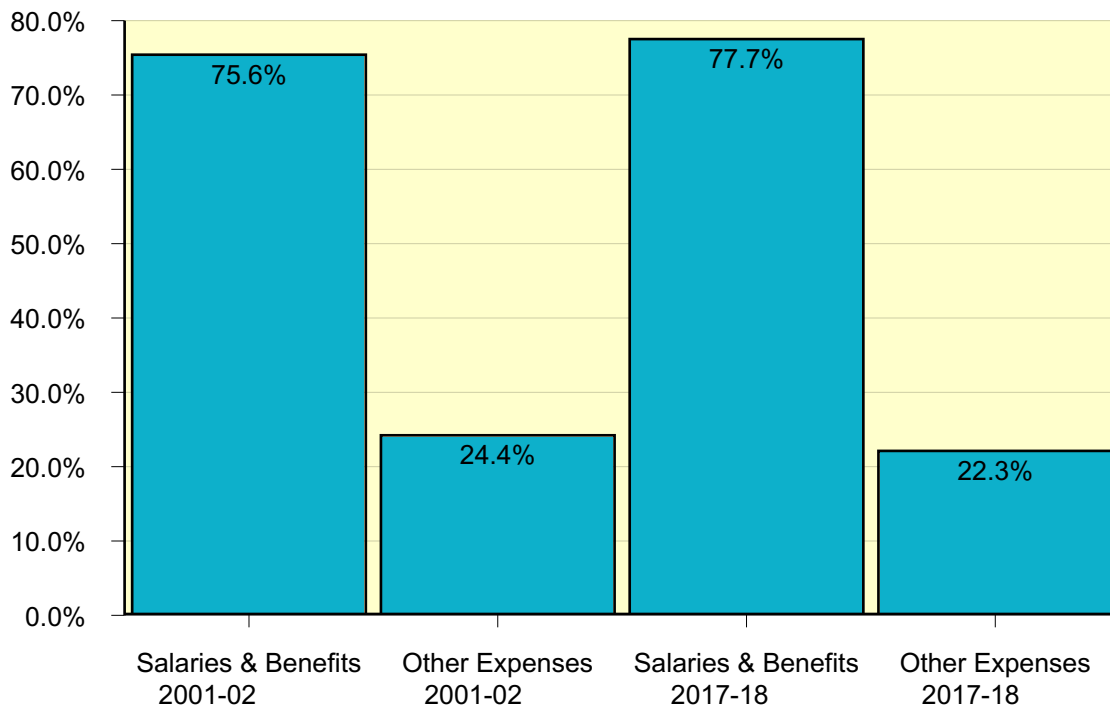
**Chart 7  
General Fund Salary & Benefit Expenditures**



**Chart 8**  
**2017-18 General Fund Expenditure Components**  
**Total General Fund Expenditures = \$219.1 Million**



**Chart 9**  
**Time Comparison of Major Expenditure Categories**



## Retirement Costs

The City contributes to the California Public Employees Retirement System (CalPERS), which provides a defined benefit plan for participating public entities within the State of California. CalPERS offers a menu of benefit provisions that are established by State statutes within the Public Employee Retirement Law. The City selected its benefit provisions from the benefit menu by contract with CalPERS and adopted those benefits through local ordinance, following negotiations with employee bargaining groups.

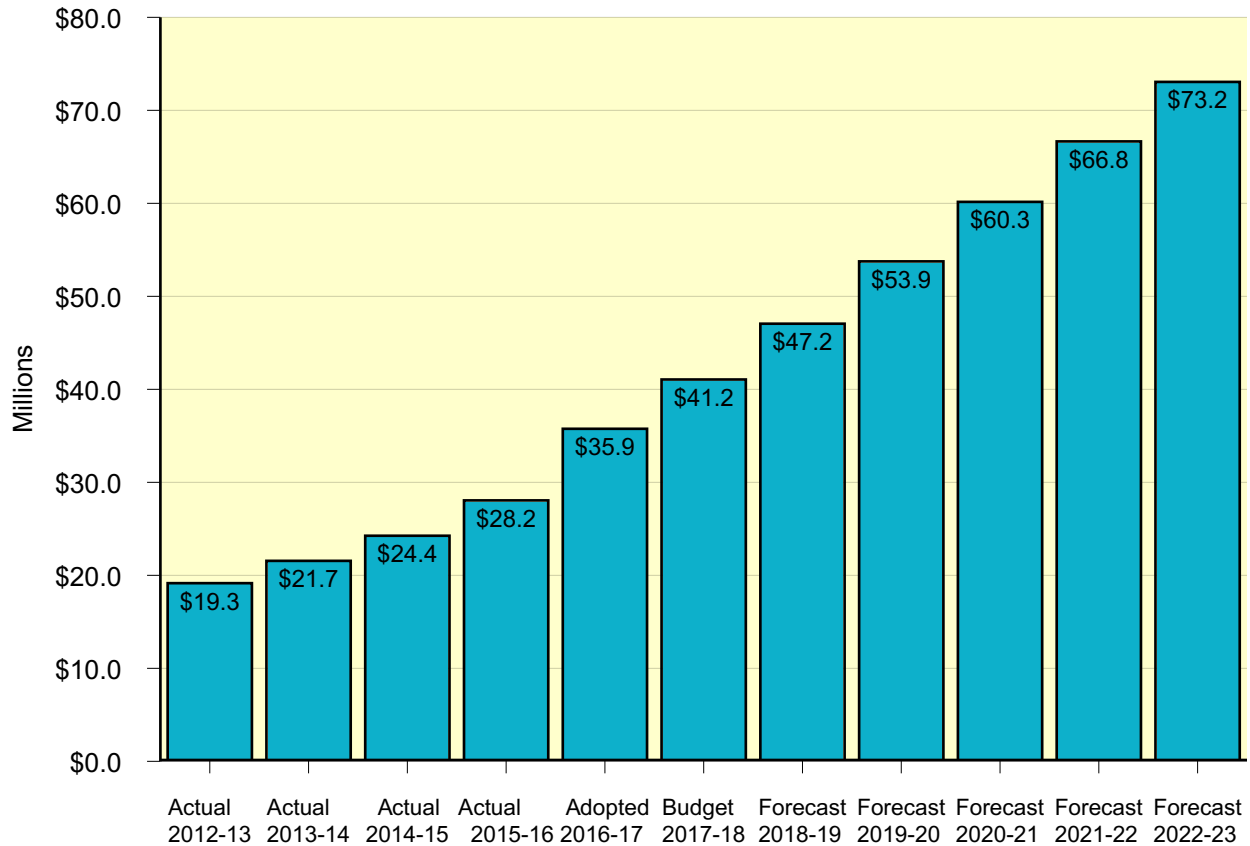
The City's two defined benefit pension plans (Miscellaneous Plan and Safety Plan) with CalPERS provide retirement and disability benefits, annual cost-of-living adjustments, and death benefits to plan members and beneficiaries. Benefits for employees in the Miscellaneous Plan and Safety Plan vest after five years of CalPERS credited service. The retirement benefits under both plans are based on the retiree's age, years of CalPERS credited service, and a benefit factor of 2.7% at age 55 for Miscellaneous Plan members and 3.0% at age 50 for Safety Plan members.

In September 2012, the Governor signed AB 340, the Public Employees' Pension Reform Act of 2013 (PEPRA). This Act replaced existing pension benefit formulas for new hires with new lower benefit formulas for those new members who begin service January 1, 2013 or after. The City's PEPRA Miscellaneous Plan benefit formula is 2.0% at age 62 and the PEPRA Safety Plan benefit formula is 2.7% at age 57. Additionally, the salary basis for the retirement benefit is changed for all new hires from single highest year to highest average annual compensation over a three-year period. These changes are expected to slowly reduce rates over the next generation of employees.

CalPERS retirement costs rose sharply over the past decade as a result of the market losses in the early 2000s followed by benefit enhancements in the mid-2000s. In 2011-12, General Fund pension costs were \$18.9 million; six years later, 2017-18 pension costs are projected to be \$41.2 million. As shown in Chart 10, retirement payments on behalf of employees are expected to rise dramatically as required employer rate increases are rolled in to make up for investment losses in fiscal years 2007-08 and 2008-09, a lower investment return assumption, shorter smoothing and amortization periods, and other demographic assumption changes including longer lifespans for retirees. These increases accelerated beginning in 2011-12, and continue to ramp up as CalPERS phases each of them in. By the end of the Five-Year Financial Plan period, PERS expenditures are projected to reach an estimated \$73.2 million and consume an estimated 28.5% of General Fund revenues.



**Chart 10**  
**General Fund PERS Expenditures**



The first major driver behind current and future rising retirement costs is the steep market losses experienced during the Great Recession. The CalPERS investment portfolio lost 4.9% in 2007-08 and 24.0% in 2008-09. CalPERS' actuarial assumption at that time was that it would earn a 7.75% annual investment return; this is the rate of growth needed to keep employer rates stable, all other things being equal. Given this assumption, CalPERS fell short of its actuarial estimate by 44.4% over this two year period, placing significant upward pressure on future rates. Rate increases to make up for these losses were phased in over three years beginning in 2011-12.

The second major driver behind pension rate increases are decisions made by the CalPERS Board. In 2012, the CalPERS Board revised their investment earnings assumption downward from 7.75% to 7.5% and in 2013 the Board modified smoothing policies from 15-year rolling average to five-year direct smoothing and changed the amortization period for investment gains and losses from a rolling to a fixed 30-year period. These changes were designed to help agencies move toward 100% funding faster than under the prior policies. The lower investment earnings assumption was incorporated into the calculation of rates beginning in 2014-15. The smoothing and amortization policy changes are being implemented beginning in 2016-17. In 2014, the CalPERS Board approved new actuarial assumptions including mortality assumptions which show that retirees and their beneficiaries are expected to live longer than previously assumed, necessitating higher rates to fund higher lifetime pension payouts. These changes will be implemented over the five year period beginning in 2017-18. Most recently, the CalPERS Board approved lowering the investment earnings assumption (discount rate) downward 7.5% to 7.0% over the next three years. This change will increase rates beginning in Fiscal Year 2018-19.

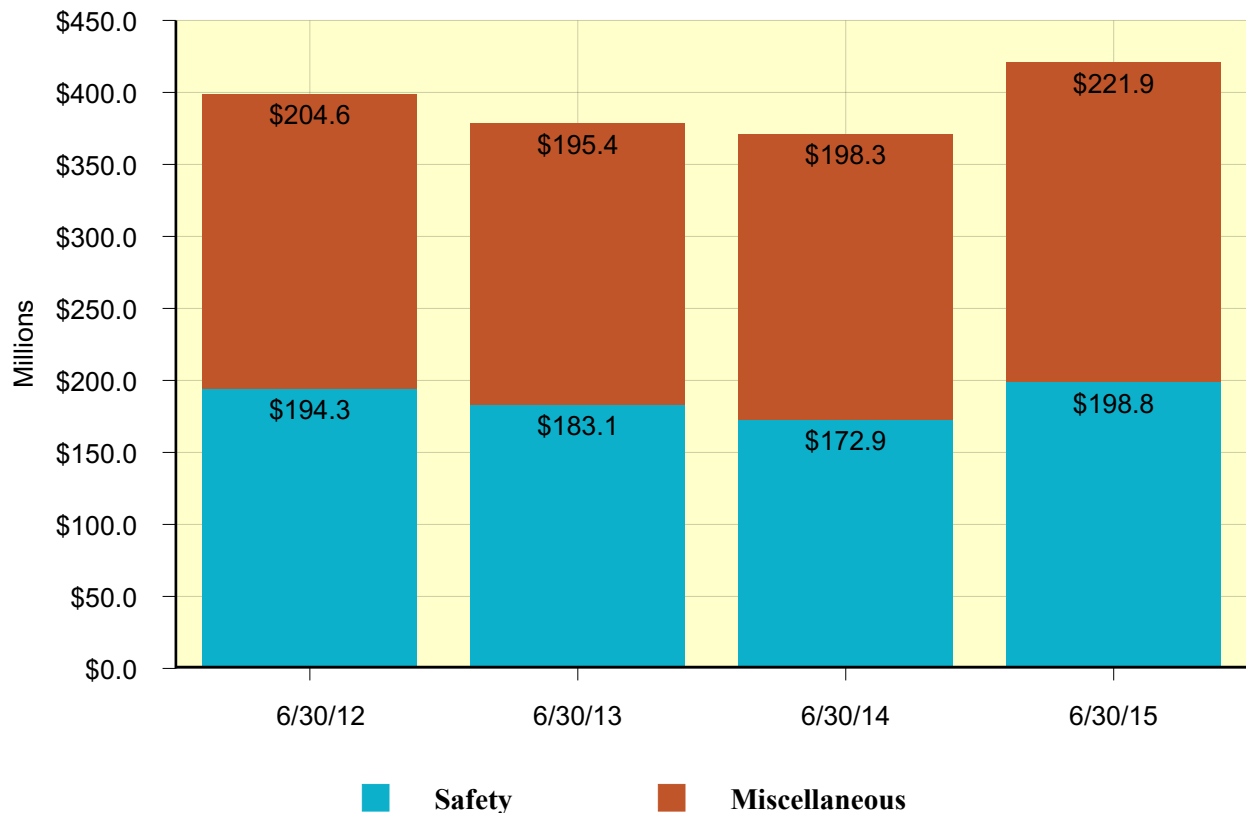
Year-by-year pension rate projections are shown in Table 1.

**Table 1  
Projected CalPERS Employer Rates**

Fiscal Year	Percent of Salary:	
	Miscellaneous Plan	Safety Plan
2015-16	29.562%	41.948%
2016-17	32.267%	44.431%
2017-18	33.430%	47.317%
2018-19	36.700%	51.100%
2019-20	40.100%	56.200%
2020-21	42.800%	60.300%
2021-22	45.000%	64.300%
2022-23	46.900%	67.600%

Chart 11 examines the City’s unfunded PERS liability. In 2000-01, after years of double-digit returns on PERS investments, the value of the City’s assets held by CalPERS actually exceeded projected liabilities, resulting in a super-funded scenario that allowed rates for the Miscellaneous Plan to drop to zero. However, due to investment losses, changes in actuarial assumptions, and benefit enhancements, by June 30, 2015 (the most recent actuarial valuation date) the unfunded liability increased to \$420.7 million with the funded status decreasing to 64.6% for the Miscellaneous Plan and 69.7% for the Safety Plan.

**Chart 11  
PERS Actuarial Unfunded Liability**



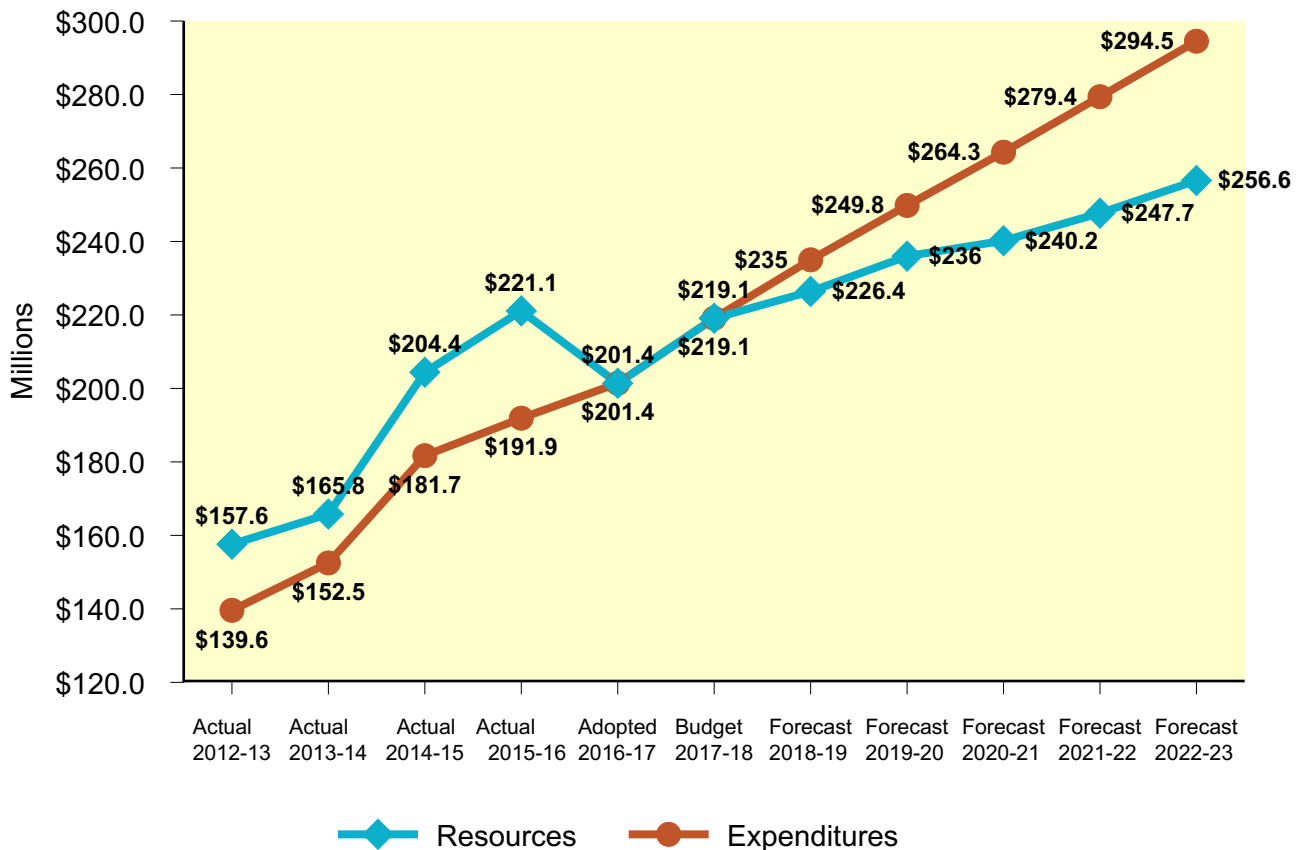
**Budget Deficits Projected for the Forecast Horizon**

For the first time since the Great Recession, the General Fund is reflecting a budget deficit beginning in 2018-19 and continuing to grow in the out years of the forecast (as shown in Chart 13). While revenues are anticipated to continue to grow at a moderate pace during the five-year forecast, expenditures are projected to outpace revenues beginning in 2018-19. The primary drivers behind the higher growth rate for expenditures continue to be rising pension rates and increases in salary and other benefit costs.

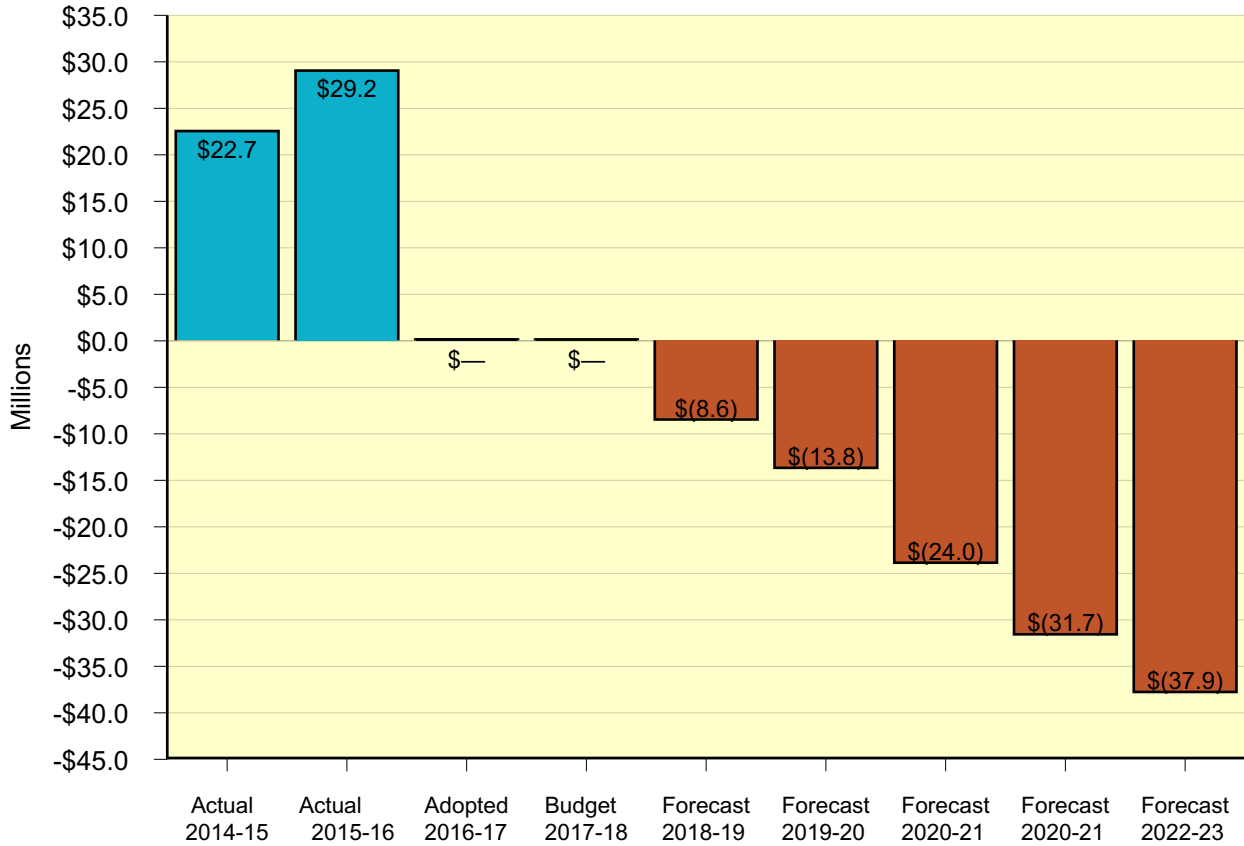
The 2017-18 General Fund budget is balanced and includes a \$4.7 million transfer to the Working Capital Reserve. However, there was not sufficient funding to transfer to the Capital Projects Reserve.

It is important to note that revenue projections assume a moderately growing economy throughout the forecast period but do not include project specific revenues that may result from several large commercial and residential development projects currently under review or entitled but not yet under construction. If any of the development projects are completed and yield positive economic benefit, the outlook would improve. In addition, this forecast does not include a possible recession scenario.

**Chart 12  
General Fund Resources and Expenditures**



**Chart 13  
General Fund Operating Surplus/(Deficits)**



**Reserves**

During 1985-86, the City Council established a policy regarding use of the City’s General Contingency Reserve funds. Under that policy, two separate reserves were established: a *Working Capital Reserve* and a *Capital Projects Reserve*. The Working Capital Reserve is funded to protect vital General Fund services during economic downturns or to handle financial crisis or disaster situations. The target size for the Working Capital Reserve is 25% of General Fund expenditures or enough to provide funding for 90 days of operations.

During fiscal years 2002-03, 2003-04 and 2004-05, the City drew down its Working Capital Reserve to meet its financial needs. By 2004-05, the reserve ended with a balance of \$13.8 million (see Chart 14). The City rebuilt the reserve to \$21.1 million by 2007-08, thanks to strong economic growth and three consecutive years of operating surpluses. But as revenues began to fall in 2008-09, the City again had to turn to its reserves in an effort to protect vital services for its residents and other stakeholders, leaving a balance of only \$2.5 million at June 30, 2010. Using the reserve helped sustain service levels but depleted a key source of funding that provides flexibility to respond to unanticipated operating events.

Economic recovery began to take hold in 2010-11 and as a result of five consecutive years of surpluses, the reserve level rose to \$47.9 million as of June 30, 2015. A 2015-16 budgetary shortfall in the Cemetery Fund brought the reserve balance down to \$47.5 million.

The 2016-17 Adopted Budget increased the target balance to \$50.1 million and a \$2.6 million General Fund transfer to the Working Capital Reserve has been budgeted to keep the balance in the reserve at or above the target.

**Chart 14**  
**Working Capital Reserve Ending Balances**

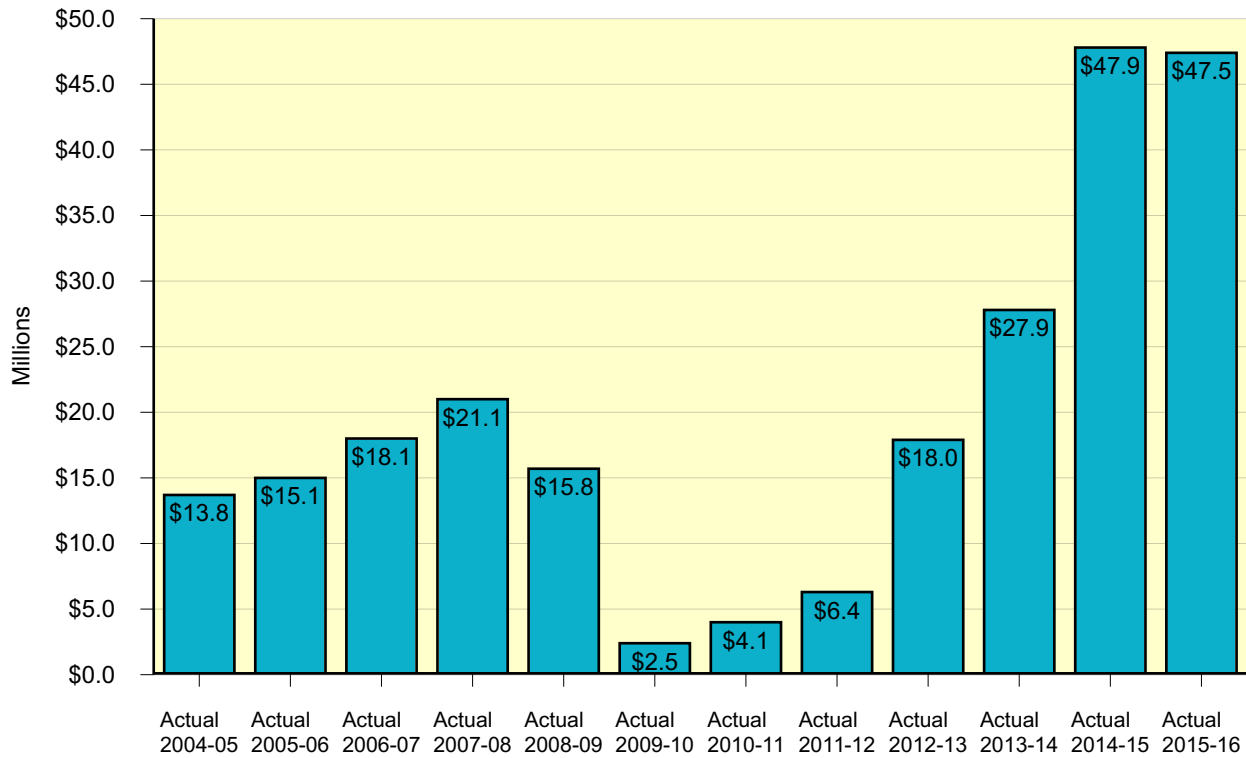
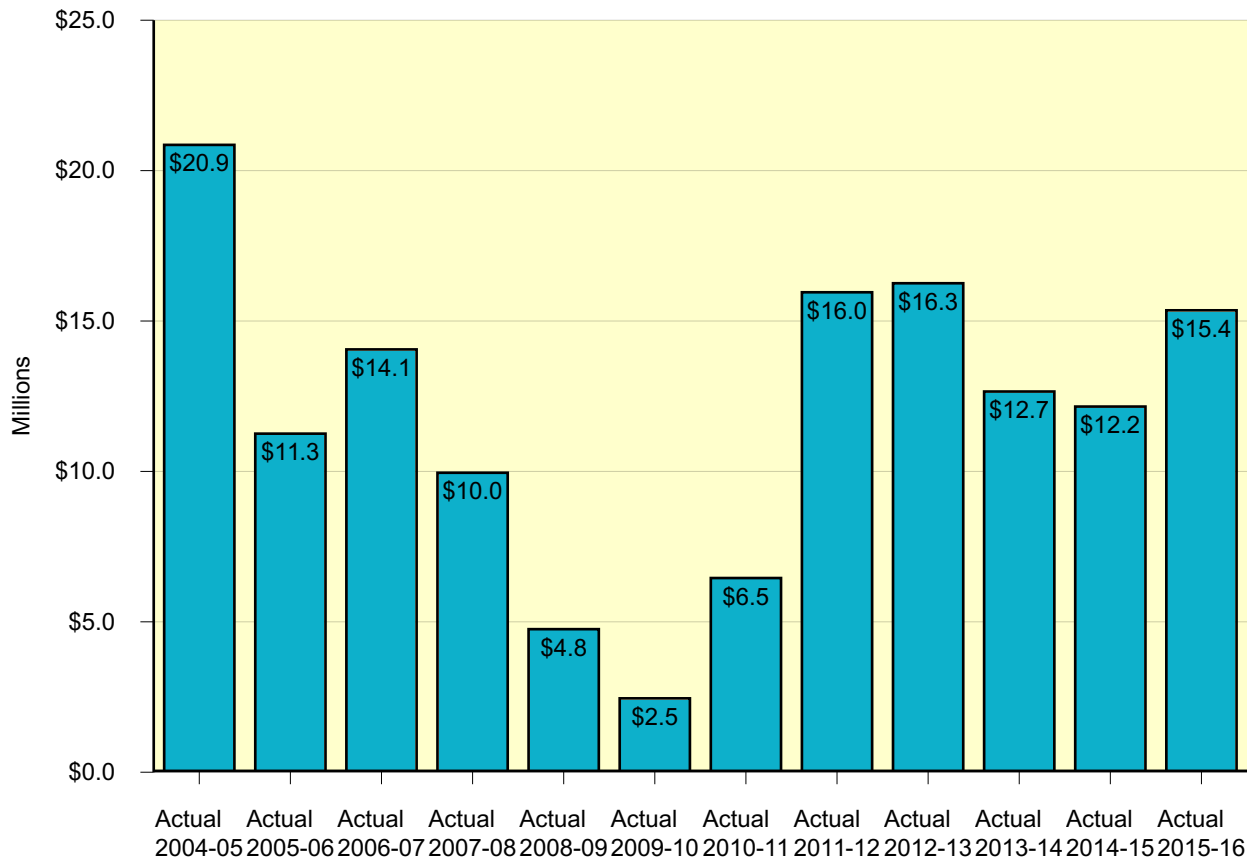


Chart 15 tells a similar story for the City’s Capital Projects Reserve. This reserve is set aside to fund the portion of the City’s capital spending program that has no other funding sources to support it. The projects funded from this critical reserve provide basic City infrastructure and quality facilities. The Council adopted a policy in 1996-97 to maintain a minimum of \$5.0 million in the Capital Projects Reserve. Since 2000-01, the City drew down this key resource from \$69.1 million to a low of \$2.5 million on June 30, 2010. Surpluses the last five fiscal years have allowed for year-end contributions to the Capital Projects Reserve and the funding of capital projects that had been delayed during the recession. The balance has now exceeded the reserve target each of the last five years. At June 30, 2016, the balance stood at \$15.4 million. The 2016-17 Budget includes a \$12.6 million General Fund transfer to the Capital Projects Reserve.

**Chart 15**  
**Capital Projects Reserve Ending Balances**



## **ENTERPRISE TYPE ACTIVITIES**

The City owns and operates various enterprise type activities including the Electric, Water, and Sewer utilities, City Cemetery, and Solid Waste program. A five-year projection of major enterprise fund revenues and expenses is included in the attached schedules. The projections were prepared by the respective entities with underlying economic and other pertinent assumptions that may differ from those outlined in this plan. Presentation of enterprise fund information in this plan is designed to draw attention to their financial relationship to the City's General Fund.

### ***Silicon Valley Power***

Silicon Valley Power (SVP) provides electric power and services to over 54,000 City customers. In calendar year 2016, the City of Santa Clara served approximately 1,660 industrial accounts that comprised 90% of the City's load and more than 88% of customer service revenues. The Electric Department provides diverse services including operating, maintaining and dispatching electric service, engineering, system design and planning, administrative and financial management, marketing, customer services, power trading, free outdoor Wi-Fi (powered by SVP Meter Connect) and dark fiber leasing services -- all of which make Silicon Valley Power a successful and reliable resource for the City and its citizens. SVP owns power generation facilities, invests in joint ventures that produce electric power, and trades power on the open market. Its primary goals are to provide safe, reliable service while remaining competitive in the marketplace and placing a premium on a high level of customer satisfaction. While the business environment has changed, SVP remains dedicated to responsive, low cost and reliable customer service.

Over the next five years, SVP will continue to build and expand its state-of-the-art power and communications infrastructure. SVP's mission is to be a progressive, service-oriented utility, offering reliable, competitively priced energy services for the benefit of Santa Clara and its customers. This means implementing energy efficiency programs, green technologies, ensuring reliable service, streamlining operations, and improving communications. SVP continually works with Santa Clara customers to enhance the value they receive from municipal ownership of their electric utility.

Also, over the coming years, significant activities will be required to comply with continually increasing legislative and regulatory mandates such as California State's Renewable Portfolio Standard (RPS) and the carbon cap-and-trade program. The State's RPS program requires electric service providers to increase procurement from eligible renewable energy resources to 33% of total procurement by 2020 and the Governor has recently signed Senate Bill 350 increasing that to 50% of total procurement by 2030. While SVP already exceeds current state-wide RPS goals, the RPS requires the utility to continue its support of this broad range of programs encouraging wise use of energy resources, especially renewable energy generation. The California carbon cap-and-trade program began in mid-2012 and works to cap and reduce CO<sub>2</sub> emissions by auctioning emission allowances and investing the proceeds in consumer benefits such as energy efficiency, renewable energy, and other clean energy technologies. At a Federal level, the North American Electric Reliability Corporation (NERC) has issued new reliability standards with mandatory requirements to ensure power system reliability throughout the country. SVP has established a framework to assure that the City is in and stays in compliance with NERC mandatory standards. Finally, SVP's upgraded bond ratings have reinforced the need to maintain a positive net income in normal operating years and rebuild Electric Utility reserves to the \$120 to \$180 million target range.

The cost of producing and procuring energy is projected to increase primarily due to higher electric transmission costs, increased gas transportation costs, and higher power purchase and generation expenses to serve the projected increase in retail load. Because the additional renewable resources were acquired to meet future state mandates and are not immediately needed, the additional costs are being partially offset by wholesale sales of the renewable energy. Special efforts were made to assure that costs for the procurement of natural gas and emissions allowances for carbon are properly projected.

To ensure safety and reliability requirements, SVP continues its multi-year substation rebuilding projects. The forecast assumes capital expenditures including substation upgrades, equipment replacement, new technology deployment, and economic development projects. Two projects (Northern Receiving Station Phase Shifting Transformer and SVP Fiber Optic Expansion Project) will result in reduced operating costs as well as improving the Utility's communications and business opportunities. The Phase Shifting Transformer project has been funded by a short-term loan, which will be repaid through the operating cost savings. The Fiber Optic expansion will be funded by Electric Customer Service Charges.

In other ongoing capital projects, the Electric Department continues to improve, demonstrate, and implement new technologies to support tomorrow's power grid. Some key projects being deployed in this area are the continuing development of an Advanced Metering Infrastructure (AMI) Project; the SVP Meter Connect program (which powers the City's free outdoor Wi-Fi); the ongoing Operational and Technology Project, updating the power scheduling and back office systems required to schedule, track and settle power purchase, sales and delivery transactions; LED streetlight upgrade projects; and the improvement of the electric system cyber and physical security as required by mandatory federal reliability standards.

SVP continues to improve electric infrastructure to provide a reliable and low-cost business environment so Santa Clara's economy can grow and thrive. Rapid growth in energy demand, aging grids, communication technologies, and environmental impacts are driving change in how utilities do business and operate. New services, customer demand, and regulatory requirements continue to drive the need for advanced technology solutions to improve customer energy services.

The Electric Department's Five-Year Financial Plan (see Schedule B) assumes no rate increase in January 2018, subject to further review and to City Council approval. Even with no rate increase, the Department maintains a positive net income required to rebuild reserve levels to the \$120 million target range. Santa Clara's Electric Utility projects that it will continue to offer among the lowest system average electric rates in the State of California.

### ***Water and Sewer Utilities***

Water Utility (see Schedule C) - Water Utility expenditures are projected to increase by 6% between 2017-18 and 2018-19 and increase between 6% and 11% per year over the five-year planning period, primarily due to projected increases in the wholesale cost of water. Moderate increases are also projected in salaries and benefits, right-of-way fees, other operating expenditures, and Internal Service Fund allocations.

Sewer Utility (see Schedule D) - Expenditures in the Sewer Utility are projected to increase between 3% and 4% for the duration of the 5 year forecast period. Increases are driven primarily by increases in operations and maintenance (O&M) costs for the San Jose/Santa Clara Regional Wastewater Facility (RWF), as well as moderate increases in salaries and benefits, right-of-way fees, and Internal Service allocations.

Recycled Water Utility (see Schedule E) - Recycled Water Utility expenditures are projected to increase by 9% between 2017-18 and 2018-19, and by 8% per year over the remainder of the planning period. Increasing demand for and sale of, recycled water are the primary component of the projected increases.

Even with the projected increases in expenditures, the Utilities anticipate maintaining combined water, sewer, and recycled water rates at a competitive level that is affordable for residents and attractive for businesses.



**Parks and Recreation Department  
Cemetery Division**

In continuous operation since 1864, Mission City Memorial Park (MCMP) is a 25+ acre historic property, a place of reverence and peace. Parks and Recreation staff honors the Park's past and are positioning MCMP for the future.

Fees for property and services are reviewed annually to ensure they are set appropriately. The inventory of available graves, niches, and crypts is managed to ensure residents have continued choices. Marketing strategies are employed to ensure Santa Clara residents are aware of MCMP as an excellent choice for their final resting place. Expenses are continuously evaluated to ensure resources are used efficiently and effectively, while maintaining MCMP in optimal condition.

Revenues for fiscal year 2016-17 are trending 5% more than the prior fiscal year. The upward trend is expected to continue as additional burial locations in the Park are verified and fees are adjusted.

The following category of sales has seen an increase in the past three fiscal years:

1. Interment rights (facilities) are a one-time fee which reserves a person's space in a grave, niche, or crypt;
2. Perpetual care (endowment) is a one-time fee collected for each person interred and whose principal and growth is reserved and portion of interest on growth is used to support future maintenance of the grounds and buildings;
3. Materials sold include burial vaults, flower vases and rings, niche plaques, and mono-bars;
4. Marker setting fees include the permanent placement of a personalized stone marker onto a grave;
5. Site preparation (labor) includes staff time required to prepare a site for burial, it is collected only at time of need, and each time the site is accessed.

To assure future maintenance funds are available to support grounds and buildings, a 25% increase in perpetual care (endowment) was established in fiscal year 2016-17 which resulted in increased revenue. Continued increases in perpetual care and interment rights in 2017-18 will have a positive effect on revenues.

The Cemetery's salaries and benefits, other operating expenditures, and Internal Service Fund allocations are projected to increase by 4% per year over the five-year planning period (see Schedule F). Salary and benefit cost savings from previous years, which were the result of vacant positions, are anticipated to decrease as budgeted vacant positions are filled.

**CONCLUSION**

The Five-Year Financial Plan provides policy-makers and the public an updated assessment of the City's financial condition that takes into account the latest projections of economic conditions. The benefit of the Five-Year Financial Plan is to provide the City Council, staff, and community a clear assessment of the City's finances and facilitate an informed discussion during budget deliberations. The Plan serves as a starting point to provide perspective and analysis of what will happen if current financial decisions and operating practices continue into the future.

**CITY OF SANTA CLARA  
GENERAL FUND  
FIVE-YEAR FINANCIAL PLAN**

	<b>2012-13 Actual</b>		<b>2013-14 Actual</b>		<b>2014-15 Actual</b>		<b>2015-16 Actual</b>		<b>2016-17 Budget</b>
<b>ESTIMATED RESOURCES</b>									
Property Tax	\$ 31,747,458	\$	39,135,396	\$	37,576,165	\$	45,621,226	\$	46,690,000
Sales Tax	44,351,021		46,408,534		49,933,156		50,254,965		64,267,475
Transient Occupancy Tax	13,046,576		15,042,438		17,843,363		20,034,096		20,000,000
Franchise Tax	3,342,501		3,515,786		3,698,326		3,822,934		3,853,800
Documentary Transfer Tax	1,004,613		1,189,605		1,251,217		1,788,993		1,500,000
<b>Subtotal</b>	<b>93,492,169</b>		<b>105,291,759</b>		<b>110,302,227</b>		<b>121,522,214</b>		<b>136,311,275</b>
Licenses and Permits	4,461,962		4,789,470		7,571,732		9,291,969		9,594,000
Fines and Penalties	2,157,223		2,059,613		1,897,719		2,099,606		1,870,300
Interest	2,153,871		1,676,679		1,528,318		1,728,451		1,000,000
Rents and Leases	16,876,124		5,399,653		8,832,662		13,163,166		12,578,347
Revenue From Other Agencies	390,988		613,147		2,908,422		1,836,292		370,000
Charges For Current Services	24,714,568		30,771,701		35,455,954		44,898,240		39,415,907
Contribution In-Lieu of Taxes	15,218,781		16,591,452		17,492,882		19,057,004		19,652,620
Other Revenue	354,204		955,512		393,614		582,604		460,006
<b>Subtotal</b>	<b>66,327,721</b>		<b>62,857,227</b>		<b>76,081,303</b>		<b>92,657,332</b>		<b>84,941,180</b>
<b>Net Interfund Transfers</b>	<b>(2,192,161)</b>		<b>(2,383,729)</b>		<b>17,999,949</b>		<b>6,926,589</b>		<b>(19,844,374)</b>
<b>Total Estimated Resources</b>	<b>\$ 157,627,729</b>	<b>\$</b>	<b>165,765,257</b>	<b>\$</b>	<b>204,383,479</b>	<b>\$</b>	<b>221,106,135</b>	<b>\$</b>	<b>201,408,081</b>
<b>ESTIMATED EXPENDITURES</b>									
Salaries	76,153,460		78,634,215		85,107,542		92,932,775		104,279,518
Separation Payouts	2,388,903		1,290,295		828,690		1,943,326		1,500,000
Benefits	32,295,012		35,323,866		38,265,174		42,872,044		54,081,534
Materials, Services, and Supplies	20,878,681		28,701,805		48,572,118		44,789,439		31,514,929
Interfund Services	7,914,369		8,497,212		8,793,854		9,190,715		9,629,546
Capital Outlay	7,631		16,209		109,342		177,211		402,554
<b>Total Estimated Expenditures</b>	<b>\$ 139,638,056</b>	<b>\$</b>	<b>152,463,602</b>	<b>\$</b>	<b>181,676,720</b>	<b>\$</b>	<b>191,905,510</b>	<b>\$</b>	<b>201,408,081</b>
<b>Surplus/(Deficit)</b>	<b>\$ 17,989,673</b>	<b>\$</b>	<b>13,301,655</b>	<b>\$</b>	<b>22,706,759</b>	<b>\$</b>	<b>29,200,625</b>	<b>\$</b>	<b>—</b>

**RESOURCE AND EXPENDITURE TREND  
GENERAL FUND**

	<b>2017-18 Budget</b>	<b>2018-19 Forecast</b>	<b>2019-20 Forecast</b>	<b>2020-21 Forecast</b>	<b>2021-22 Forecast</b>	<b>2022-23 Forecast</b>
<b>ESTIMATED RESOURCES</b>						
Property Tax	\$ 51,359,000	\$ 54,440,540	\$ 57,706,972	\$ 60,592,321	\$ 63,621,937	\$ 66,803,034
Sales Tax	59,047,475	59,914,087	61,726,455	63,211,606	64,546,567	65,854,367
Transient Occupancy Tax	20,600,000	21,321,000	22,067,235	22,839,588	23,638,974	24,466,338
Franchise Tax	3,916,300	4,053,371	4,195,238	4,342,072	4,494,044	4,651,336
Documentary Transfer Tax	1,200,000	1,242,000	1,285,470	1,330,461	1,377,028	1,425,224
<b>Subtotal</b>	<b>136,122,775</b>	<b>140,970,997</b>	<b>146,981,371</b>	<b>152,316,048</b>	<b>157,678,550</b>	<b>163,200,298</b>
Licenses and Permits	8,459,000	8,755,065	9,061,492	9,378,645	9,706,897	10,046,638
Fines and Penalties	1,606,300	1,662,521	1,720,709	1,780,934	1,843,266	1,907,781
Interest	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Rents and Leases	11,019,497	11,019,497	11,019,497	11,019,497	11,019,497	11,019,497
Revenue From Other Agencies	1,310,000	400,000	400,000	400,000	400,000	400,000
Charges For Current Services	41,271,526	42,721,771	44,223,033	45,777,110	47,385,861	49,051,213
Contribution In-Lieu of Taxes	21,661,903	22,522,070	23,709,696	23,236,272	23,449,094	23,715,648
Other Revenue	415,920	430,477	445,544	461,138	477,278	493,982
<b>Subtotal</b>	<b>87,744,146</b>	<b>89,511,401</b>	<b>92,579,971</b>	<b>94,053,594</b>	<b>96,281,892</b>	<b>98,634,759</b>
<b>Net Interfund Transfers</b>	<b>(4,717,155)</b>	<b>(4,032,819)</b>	<b>(3,596,728)</b>	<b>(6,137,524)</b>	<b>(6,278,622)</b>	<b>(5,204,744)</b>
<b>Total Estimated Resources</b>	<b>\$ 219,149,766</b>	<b>\$ 226,449,579</b>	<b>\$ 235,964,614</b>	<b>\$ 240,232,118</b>	<b>\$ 247,681,820</b>	<b>\$ 256,630,313</b>
<b>ESTIMATED EXPENDITURES</b>						
Salaries	106,054,342	114,957,037	120,041,604	125,268,476	130,848,558	136,593,243
Separation Payouts	2,000,000	2,090,000	2,184,050	2,282,332	2,385,037	2,492,364
Benefits	62,149,879	68,987,590	76,849,834	84,285,084	91,860,124	99,310,299
Materials, Services, and Supplies	38,008,001	38,069,465	39,401,897	40,780,963	42,208,297	43,685,587
Interfund Services	10,202,144	10,559,219	10,928,792	11,311,299	11,707,195	12,116,947
Capital Outlay	735,400	345,638	345,638	345,638	345,638	345,638
<b>Total Estimated Expenditures</b>	<b>\$ 219,149,766</b>	<b>\$ 235,008,949</b>	<b>\$ 249,751,815</b>	<b>\$ 264,273,792</b>	<b>\$ 279,354,849</b>	<b>\$ 294,544,078</b>
<b>Surplus/(Deficit)</b>	<b>\$ —</b>	<b>\$ (8,559,370)</b>	<b>\$ (13,787,201)</b>	<b>\$ (24,041,674)</b>	<b>\$ (31,673,029)</b>	<b>\$ (37,913,765)</b>

Note: Net interfund transfers includes one-time budgeted transfers to the Working Capital, Capital Projects, and Building Inspection Reserves totaling \$18.0 million in 2016-17.

**CITY OF SANTA CLARA  
ELECTRIC UTILITY (FUND 091,191,491)  
FIVE-YEAR FINANCIAL PLAN**

Forecast

	<b>Budget 2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
<b>ESTIMATED REVENUE</b>						
Transfers From (To) Reserves <sup>2</sup>	\$ (2,874,800)	\$ (15,654,707)	\$ (19,033,126)	\$ (1,924,191)	\$ (22,821,823)	\$ (23,015,005)
Customer Service Charges <sup>1</sup>	407,795,213	421,938,090	431,925,233	436,582,945	440,948,775	445,358,262
Mandated Revenues	11,622,164	12,025,236	12,309,869	12,442,614	12,567,040	12,692,710
Rents, Interest, & Other Fees	8,261,091	8,378,074	9,908,819	10,799,875	10,666,060	10,911,981
Other Revenue	5,625,000	8,100,000	20,050,000	4,900,000	4,800,000	5,350,000
Land Sales	17,000,000	—	—	—	—	—
Transfers In	1,108,000	648,000	918,000	918,000	—	—
Intra-transfers Out (CIP)	(55,465,200)	(41,341,400)	(43,096,400)	(43,400,400)	(17,817,600)	(17,120,000)
Transfers Out	(993,298)	(1,001,469)	(948,735)	(824,934)	—	—
<b>Total Revenues</b>	<b>\$ 392,078,170</b>	<b>\$ 393,091,824</b>	<b>\$ 412,033,660</b>	<b>\$ 419,493,909</b>	<b>\$ 428,342,452</b>	<b>\$ 434,177,948</b>
<b>ESTIMATED EXPENDITURES</b>						
Salaries and Benefits	\$ 40,351,840	\$ 39,845,118	\$ 41,080,317	\$ 42,394,887	\$ 43,793,919	\$ 44,888,766
Mat/Serv/Sup	18,756,307	19,318,996	19,917,885	20,555,257	21,233,581	21,764,420
Resource and Production	267,661,334	267,792,476	282,952,744	288,295,028	294,208,929	297,574,772
Interfund Services	10,989,333	11,319,013	11,669,902	12,043,339	12,440,769	12,751,789
Contribution In Lieu of Taxes	21,661,903	22,522,070	23,709,696	23,236,272	23,449,094	23,715,648
Public Benefits Expense	11,622,164	12,025,236	12,309,869	12,442,614	12,567,040	12,692,710
Capital Improvements & Outlay	328,000	337,840	348,313	359,459	371,321	380,604
Debt Service	20,707,289	19,931,074	20,044,934	20,167,053	20,277,799	20,409,239
<b>Total Expenditures</b>	<b>\$ 392,078,170</b>	<b>\$ 393,091,824</b>	<b>\$ 412,033,660</b>	<b>\$ 419,493,909</b>	<b>\$ 428,342,452</b>	<b>\$ 434,177,948</b>
<b>Operating Surplus/(Deficit)</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>

1. Assumes no rate increase in 2017-18 through 2022-23, subject to further review and to City Council approval.

2. Includes contributions to Rate Stabilization, which includes the Cost Reduction Fund.

**CITY OF SANTA CLARA  
WATER UTILITY (FUND 092)  
REVENUE AND EXPENDITURE PROJECTIONS**

Forecast

	<b>Budget 2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
<b>REVENUE</b>						
Transfers From (To) Reserves	\$ (5,580,713)	\$ (8,460,818)	\$ (7,984,970)	\$ (9,434,590)	\$ (10,141,309)	\$ (10,943,863)
Cust. Serv. Charges & Fees <sup>1</sup>	43,400,000	48,725,180	52,696,282	56,991,029	61,635,797	66,659,116
Other Revenue	994,697	994,697	994,697	994,697	994,697	994,697
Use of Money and Property <sup>2</sup>	220,905	225,323	229,830	234,426	239,115	243,897
<b>Total Revenues</b>	<b>\$ 39,034,889</b>	<b>\$ 41,484,383</b>	<b>\$ 45,935,839</b>	<b>\$ 48,785,562</b>	<b>\$ 52,728,300</b>	<b>\$ 56,953,847</b>
<b>EXPENDITURES</b>						
Salaries and Benefits <sup>3</sup>	\$ 7,610,316	\$ 7,914,729	\$ 8,231,318	\$ 8,560,570	\$ 8,902,993	\$ 9,259,113
Other Operating Expenditures <sup>3</sup>	2,022,000	2,102,880	2,186,995	2,274,475	2,365,454	2,460,072
Resource and Production <sup>4</sup>	24,040,000	25,872,590	29,681,611	31,862,304	35,108,307	38,608,259
Internal Service Fund Allocations <sup>3</sup>	3,651,773	3,797,844	3,949,758	4,107,748	4,272,058	4,442,940
Right-of-Way Fee <sup>5</sup>	1,710,800	1,796,340	1,886,157	1,980,465	2,079,488	2,183,462
<b>Total Expenditures</b>	<b>\$ 39,034,889</b>	<b>\$ 41,484,383</b>	<b>\$ 45,935,839</b>	<b>\$ 48,785,562</b>	<b>\$ 52,728,300</b>	<b>\$ 56,953,847</b>
<b>Operating Surplus/(Deficit)</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>

- 1. Assumes 3% increase in sales each year; also assumes 9% rate increase in 2018-19, and 5% in each subsequent year.
- 2. Assumes 2% per year increase.
- 3. Assumes 4% per year increase.
- 4. Assumes agency projections for wholesale rates.
- 5. Assumes 5% per year increase.

**CITY OF SANTA CLARA  
SEWER UTILITY (FUND 094,494)  
REVENUE AND EXPENDITURE PROJECTIONS**

		Forecast					
		Budget 2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
<b>REVENUE</b>							
Transfers From (To) Reserves		\$ (12,956,118)	\$ (13,716,295)	\$ (14,374,236)	\$ (15,061,143)	\$ (15,778,269)	\$ (16,526,922)
Cust. Serv. Charges & Fees <sup>1</sup>		37,300,000	38,792,000	40,343,680	41,957,427	43,635,724	45,381,153
Other Misc. Revenue		214,640	223,226	232,155	241,441	251,098	261,142
Use of Money and Property		441,810	450,646	459,659	468,852	478,229	487,794
<b>Total Revenue</b>		<b>\$ 25,000,332</b>	<b>\$ 25,749,577</b>	<b>\$ 26,661,258</b>	<b>\$ 27,606,578</b>	<b>\$ 28,586,782</b>	<b>\$ 29,603,167</b>
<b>EXPENDITURES</b>							
Salaries and Benefits <sup>2</sup>		\$ 3,537,764	\$ 3,679,275	\$ 3,826,446	\$ 3,979,503	\$ 4,138,683	\$ 4,304,231
Other Operating Expenditures		1,358,500	1,412,840	1,469,354	1,528,128	1,589,253	1,652,823
Resource and Production <sup>3</sup>		15,739,300	16,160,801	16,726,429	17,311,854	17,917,768	18,544,890
Internal Service Fund Allocations <sup>2</sup>		1,989,819	2,069,412	2,152,188	2,238,276	2,327,807	2,420,919
Right-of-Way Fee <sup>4</sup>		1,432,500	1,489,800	1,549,392	1,611,368	1,675,822	1,742,855
Debt Service		942,449	937,449	937,449	937,449	937,449	937,449
<b>Total Expenditures</b>		<b>\$ 25,000,332</b>	<b>\$ 25,749,577</b>	<b>\$ 26,661,258</b>	<b>\$ 27,606,578</b>	<b>\$ 28,586,782</b>	<b>\$ 29,603,167</b>
<b>Operating Surplus/(Deficit)</b>		<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>

1. Assumes rate increases of 4% per year for the duration of the forecast period.  
 2. Assumes 4% per year increase.  
 3. Assumes agency projections operations and maintenance (O&M) allocations for the Regional Wastewater Facility (RWF).  
 4. Assumes 5% per year increase.

**CITY OF SANTA CLARA  
RECYCLED WATER UTILITY (FUND 097)  
REVENUE AND EXPENDITURE PROJECTIONS**

**Forecast**

	<b>Budget 2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
<b>ESTIMATED REVENUE</b>						
Transfers From (To) Reserves	\$ (791,108)	\$ (908,957)	\$ (1,101,276)	\$ (1,323,698)	\$ (1,580,281)	\$ (1,875,487)
Customer Service Charges <sup>1</sup>	4,992,200	5,541,342	6,150,890	6,827,487	7,578,511	8,412,147
Other Revenue	311,250	311,250	311,250	311,250	311,250	311,250
Use of Money and Property <sup>2</sup>	27,613	28,165	28,729	29,303	29,889	30,487
<b>Total Revenue</b>	<b>\$ 4,539,955</b>	<b>\$ 4,971,800</b>	<b>\$ 5,389,592</b>	<b>\$ 5,844,342</b>	<b>\$ 6,339,369</b>	<b>\$ 6,878,397</b>
<b>ESTIMATED EXPENDITURES</b>						
Salaries and Benefits <sup>3</sup>	\$ 600,035	\$ 624,000	\$ 649,000	\$ 675,000	\$ 702,000	\$ 730,100
Other Operating Expenditures <sup>3</sup>	36,900	38,376	39,911	41,507	43,168	44,894
Resource and Production <sup>4</sup>	3,600,000	3,926,880	4,283,441	4,672,377	5,096,629	5,559,403
Internal Service Fund Allocations <sup>3</sup>	101,420	105,477	109,696	114,084	118,647	123,393
Right-of-Way Fee <sup>5</sup>	201,600	277,067	307,544	341,374	378,926	420,607
<b>Total Expenditures</b>	<b>\$ 4,539,955</b>	<b>\$ 4,971,800</b>	<b>\$ 5,389,592</b>	<b>\$ 5,844,342</b>	<b>\$ 6,339,369</b>	<b>\$ 6,878,397</b>
<b>Operating Surplus/(Deficit)</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>

1. Assumes 2% increase in sales and 9% increase in retail rates each year.
2. Assumes 2% per year increases.
3. Assumes 4% increase per year.
4. Assumes agency projections for wholesale rates.
5. Based on 5% of Customer Service Charges starting in 18-19.

**CITY OF SANTA CLARA  
CEMETERY (FUND 093)  
REVENUE AND EXPENDITURE PROJECTIONS**

	Budget 2017-18	Forecast				
		2018-19	2019-20	2020-21	2021-22	2022-23
<b>ESTIMATED REVENUE</b>						
Sales-Facilities <sup>1</sup>	\$ 184,728	\$ 190,639	\$ 196,740	\$ 203,035	\$ 209,533	\$ 217,914
Sales-Labor	263,160	271,581	280,272	289,240	298,496	310,435
Sales-Endowment Care <sup>2</sup>	155	160	165	170	176	183
Sales-Material <sup>3</sup>	151,704	156,559	161,568	166,739	172,074	178,956
Capital Projects Reserve	10,000	60,000	15,000	65,000	15,000	15,600
General Fund Subsidy <sup>4</sup>	397,391	416,005	437,597	460,210	483,892	557,650
<b>Total Revenue</b>	<b>\$ 1,007,138</b>	<b>\$ 1,094,944</b>	<b>\$ 1,091,341</b>	<b>\$ 1,184,395</b>	<b>\$ 1,179,171</b>	<b>\$ 1,280,738</b>
<b>ESTIMATED EXPENDITURES</b>						
Salaries and Benefits	\$ 679,327	\$ 706,500	\$ 734,760	\$ 764,150	\$ 794,717	\$ 826,505
Other Operating Expenditures	147,390	153,286	159,417	165,794	172,425	179,322
Internal Service Fund Allocations	168,421	175,158	182,164	189,451	197,029	204,910
Capital Improvements & Outlay	12,000	60,000	15,000	65,000	15,000	70,000
<b>Total Expenditures</b>	<b>\$ 1,007,138</b>	<b>\$ 1,094,944</b>	<b>\$ 1,091,341</b>	<b>\$ 1,184,395</b>	<b>\$ 1,179,171</b>	<b>\$ 1,280,738</b>
<b>Operating Surplus/(Deficit)</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>

1. Pre-need sales throughout the Park.

2. Related to quantity (volume) of new property purchases and increased fees.

3. Sale of pre-installed crypt(s) at time of property purchase.

4. Includes loan from Working Capital Reserve to cover revenue shortfalls.



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# City of Santa Clara

The Center of What's Possible

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## Additional Information

## **BUDGET ALLOCATIONS AND FUND ACCOUNTING**

The following information is presented to help the reader understand the way the City allocates budgets and accounts for the operations of the City. Explanations are presented in two categories: Budget Allocation and Fund Accounting.

### **BUDGET ALLOCATION**

#### **A. GENERAL OVERVIEW**

##### **Definition of a Budget**

The budget of the City is a detailed operating plan that identifies estimated costs and program benefits in relation to estimated revenues. The budget is prepared on a non-GAAP budgetary accounting basis and the annual financial reports include the reconciliation between GAAP modified and/or full accrual accounting for the financial reports and the budgetary basis budget. All of the year-end financial reports are kept on the basis of modified or full accrual accounting. The budget includes:

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

##### **Budget Process**

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

The procedures to establish the budget are as follows:

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

From the effective date of the budget, the amounts stated therein, as proposed expenditures become appropriations to the applicable governmental funds. The City Council may amend the budget by motion during the fiscal year. The legal level of budgetary control (that is, the level at which expenditures cannot legally exceed the appropriated amount) is at the departmental object category level within the fund.

The operating budget is prepared at the object level within programs in departments. Budget information is presented on a non-GAAP budgetary basis.

In addition to the annual appropriated operating budget, each year a project length Capital Improvement Project (CIP) Budget is adopted and a Five-Year Financial Plan is updated and accepted by the City Council for the City's anticipated capital projects to be funded over the next five years. For the CIP Budget, the legal level of budgetary control is at the project level.

## B. BUDGET BREAKDOWN

### Funding Allocation

The City budgets for the operating services at the fund level which is further broken down into departments, divisions, and programs. The capital improvement expenditures of the City are also budgeted at the fund level and further broken down into departments, divisions, and projects. The City produces two separate annual budget documents for the operating and capital improvement budgets of the City.

**Operating Funds** - This budget document is organized into four major operating fund categories: General and Debt Service Funds, Special Revenue Funds, Enterprise Funds, and Internal Service Funds. Within the General and Debt Service Funds category, department summaries are presented. Within the remaining fund categories, the budget is presented by fund summaries. Each summary is further broken down into a Division summary and Program Detail. A description of each fund can be found under the Fund Accounting section below.

**Departments** - These are the grouping of divisions which serve to provide a level of unique expertise in all levels of government service. Departments have general “overview”, “mission”, “significant accomplishments”, and “significant objectives” statements which highlight the overall function, purpose or services provided, and outline some major prior accomplishments and objectives the department is seeking to accomplish. An example of a department would be the Finance Department.

**Divisions** - These are groups of programs and are the key areas of like services. Divisions have “mission” and “overview” statements which highlight the main purpose or service provided and outlines some major objectives the division is seeking to accomplish. An example of a division would be the Administrative Services division the Finance Department.

**Programs** - These are the core services provided either directly to the public or other internal City departments. Programs have a “mission” which is a statement of what core service is provided by that program. Multiple programs that have related services are grouped into Divisions. Divisions and Programs allow Council and the public to prioritize services and see the costs of meaningful groupings of these core service activities. An example would be the programs of City-Wide Fiscal Planning and Special Projects as related services under the Administrative Services division in the Finance Department. The performance of programs supports the mission and objectives of a division. The performance of programs are measured through Performance and Workload Measures, which are explained in further detail below,

## C. BUDGET PRESENTATION DETAIL

### Understanding the Details

There are many levels of financial information presented at various levels of detail depending on the section of the operating budget book being reviewed. The purpose was to allow the reader to absorb the information to the level they choose and to give varying perspective of the data pending on the readers need, This is also somewhat dictated by local membership organizations in order to receive recognition such as the Operating Budget Excellence Award presented by the California Society of Municipal Finance Officers. Below is a short description of information presented at the program level. This detail would then be grouped into broader reporting summaries throughout the document.

**Full Time Equivalent “FTE’s” (Budgeted)** - Represents the number of approved full time benefited City employees authorized by Council for a specific program. Employees may work hours in multiple programs, with an estimate of those hours budgeted to each program. An example would be the Director of Finance working in roles for both the City-Wide Fiscal Planning and Special Projects programs. City employees working less than 40 hours are pro-rated equal to be number of hours approved and budgeted by each department.(1.0 FTE equals 40 hours per week)

## **Category of Expenses**

**Salaries** - Includes regular salaries, overtime pay, vacation pay, holiday, separation payouts and premium pays such as out-of-class pay, night differential pay, hazard pay, evidence tech pay, and paramedic pay. These costs are primarily driven by the number of FTE's budgeted within the program.

**Benefits** - Includes Medicare, social security, health allocation, other post-employment benefits (OPEB), and CalPERS retirement costs. Other benefits such as VEBA, dental, life insurance, uniform allowance, meal allowance, employee assistance program, auto allowance, mobile phone allowance, and professional development are included if applicable.

**Materials/Services/Supplies** - Includes all expenditure items that the department has direct control over such as contract costs, supplies, equipment purchases and utility charges.

**Resource and Production** - Consists mainly of costs related to the purchasing or generating of electricity, water, or recycled water as well as disposing of solid waste matter and sewage effluent for the respective City utilities.

**Interfund Services** - Includes two types of expenses. The first type is for charges that one department or fund charges to another for services provided, which includes charges calculated by the Indirect Cost Allocation Plan. An example would be charges that Automotive Services makes to the General Fund Police Department to maintain police vehicles. The Indirect Cost Allocation Plan includes costs that are typically termed "citywide overhead". Most of these costs are those expenditures which provide support services or oversight to another department or fund citywide. These costs are allocated based on an allocation factor, such as employee count or budgeted expenditures, which is used as the basis for distributing costs to departments or funds receiving the support or benefit. Examples of such expenditures that are allocated are for services provided by the City Manager's Office, City Attorney's Office, Finance, Information Technology, and Human Resources. These service costs are allocated to other departments or funds in the Full Cost Allocation Plan. This plan is updated by a third-party consultant every three years and by the change in the CPI between updates. The second type of allocated charge is citywide in nature; for example, citywide liability insurance costs are apportioned to departments or funds in the City.

**Capital Outlay** - Includes small capital expense purchases not budgeted within the Capital Improvement Projects budget. Most individual capital purchases with a cost of less than \$5,000 are expensed in this category.

**Total Revenue** - Direct revenue and transfers as a result of the activities of the specific program.

## **Performance and Workload Measures**

In program budgeting, Performance and Workload Measures are used to measure the performance of the department. These are ways by which City staff will be held accountable for budget dollars allocated to provide services. Performance and Workload Measures will also allow the public to see what they are getting for their tax dollars. These measures provide insight into how efficiently or effectively the City is providing services in each major program. They are the measures through which the value of services can be assessed by Council and the public. Workload measures provide insight into the volume of effort that is required to provide each service. Performance and Workload Measures tend to remain the same year after year to provide longitudinal data which allows trends to be evaluated. There are, however, some programs which do not have performance measures. These are in areas where quantifiable results are either not appropriate or where it would be too costly to gather the information. Additionally, there are programs where there are no results/budget for particular years, as noted by "N/A". This indicates that the measure was either: (1) new for the the budget year, (2) the program is closed/closing for the budget year, or (3) the measure moved to another program due to a department reorganization of structure.

## FUND ACCOUNTING

The accounts of the City are organized and operated on the basis of funds, each of which is considered a separate accounting entity. Government resources are allocated to and accounted for in individual funds based upon the purposes for which the resources are to be spent. A general description of each follows:

### Governmental Fund Types

Governmental funds are those through which most governmental functions of the City are financed. The following are the City's Governmental Fund Types:

**General Fund** - Used to account for the general operations of the City.

**Special Revenue Funds** - Used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specific purposes. Examples of Special Revenue Funds would be the Downtown Parking Maintenance District Fund and the Housing Authority Fund.

**Debt Service Funds** - Used to account for the accumulation of financial resources to be used for the payment of principal and interest on General Government Operating and Capital long-term obligations, which are not accounted for in proprietary funds. These funds consist of the General 2010 Lease Agreement that refunded the 1997 Certificates of Participation ("COPS") issued for the Police Administration building and the 2013 COPS issued for the Central Park Library building.

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

### Proprietary Fund Types

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

**Enterprise Funds** - Used to account for operations (a) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs and expenses, including depreciation, of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. Examples of Enterprise Funds would be the Electric Utility Fund and the Water Utility Fund.

**Internal Service Funds** - Used to account for the financing of goods, services or facilities provided by one department or agency to other departments or agencies of the City, or to other governments, on a cost-reimbursement basis. Services provided include automotive, communications equipment, special liability insurance claims, workers' compensation insurance and claims, and unemployment insurance. Examples of Internal Service Funds would be the Automotive Services Fund and Workers' Compensation Fund.

## 2017-18 Budget Calendar

January 24	Adoption of Proposed Budget Hearing Dates and Budget Principles
January 13	Citizen Advisory Committee meeting to receive input on budget priorities.
February 17	Joint study session to receive Council and public input on budget priorities.
February 21	Joint study session to receive Council and public input on budget priorities
February 27	Operating Budget Message and Kick-off Meeting
April 3 - April 21	City Manager Meetings of Operating Budget Submissions
April 4	Study session to receive Council and public input on proposed Municipal Fee Schedule
April 18	Public hearing and adoption of proposed Municipal Fee Schedule
May 23	Joint study session to review proposed Operating Budget and Five-Year Forecast
13-Jun	Public hearing and adoption of proposed Annual Operating Budget

## **FINANCIAL POLICIES AND PRACTICES**

We present the relevant policies and practices that define specifically the way the City manages its budget, investments, debts and reserves.

### **BUDGETS**

#### **Control**

The City Council is responsible in approving the appropriation of fiscal resources to cover estimated expenditures for a budget year. This action is undertaken through the adoption of the annual budget. City Council action is also required for the following: amendment of the budget by motion during the fiscal year, use of Reserves or Designated Fund Balances, and approval of appropriations of grant monies.

The City Manager presents the proposed budget to City Council. After the budget is adopted, the City Manager is responsible for transfers within expenditure account categories City. Departments are responsible to administer, control, and review budgetary spending at the department and fund level. These include purchase transactions, payments for personnel and other expenses, and deposit of City revenues.

#### **Reporting**

Financial reports on actual performance in relation to budget are prepared by the Finance Department through monthly financial statements. City Departments are responsible for reviewing these reports and identifying potential budget problems and recommending corrections. The Finance Department also prepares a Five-Year Financial Plan which is incorporated into the budget planning process and presented to the City Council annually.

### **INVESTMENTS**

#### **Purpose**

The City undertakes investment related activities that are made with prudence. On an annual basis, the City formalizes these activities in the Investment Policy Statement which is adopted by a resolution of the City Council. The policy is to invest public funds, including bond proceeds, reserves and other special City funds, in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow demands of the City and conforming to all state and local statutes governing the investment of public funds.

#### **Authority and Controls**

The City of Santa Clara Charter gives the Director of Finance the authority and responsibility to deposit and invest all City funds. It authorizes the Director of Finance to invest the City's idle cash in allowable investment vehicles with a maximum remaining maturity of five years at the time of purchase. The City Council may grant express authority either specifically or as part of an approved investment program to invest in vehicles with remaining maturity that exceeds the five-year restriction. Authority must be given to the Director of Finance at least three months prior to the investment. California Government Code also allows the City to invest in the same investment vehicles as authorized by the City Council. The Director of Finance establishes written depository and investment policy procedures for the operation of the investment program consistent with the City Investment policy, establishes a process of independent review by an external auditor and provides monthly investment reports to the City Council.



## DEBT

### Purpose

The City believes that debt is an equitable means of financing projects and represents an important source of meeting fiscal responsibilities. The City obtains and maintains long-term debt for large Capital Improvement projects. The Finance Department manages the City's debt with prudence, diligence, and with attention to prevailing economic conditions and applicable laws.

### Administration and Reporting

The Finance Department is responsible for the administration of the City's debt and related activities. It manages issuance of debt, administers debt proceeds, prepares ongoing disclosure, handles debt and tax compliance, and makes debt service payments. City Departments with debt-financed capital programs coordinate with the Finance Department in implementing and handling debt related transactions. Semiannual updates to the City Council are prepared by the Finance Department on outstanding debt for the City of Santa Clara, its Agencies and Corporations. This report is presented as a standard management practice that provides a valuable overview of the current status of the City's long-term debt obligations.

## RESERVES

### General Contingency

The City Council annually approves the transfer of any budgetary surplus to the General Contingency Reserve resulting from General Fund revenues in excess of expenditures during the preceding fiscal year. The City Council established a policy regarding use of the City's General Contingency Reserve, under which two separate reserves were established, the Working Capital Reserve and the Capital Projects Reserve.

The Working Capital Reserve is set aside for weathering economic downturns, emergency financial crisis, or disaster situations. The reserve target is equal to the cost of the City's General Fund operations for three months (90-day working capital reserve). Per Council direction, a year-end transfer to this Reserve is made during years where there are operating surpluses while money may be appropriated from this Reserve during years of revenue decline.

The Capital Projects Reserve supports the City's five-year capital spending program. The yearly CIP Budget includes appropriations from this Reserve while the close out of projects with remaining balances and reductions in project budgets release back money to the Reserve. The minimum policy target is \$5.0 million.

The City Council also established the General Contingency Reserve for Land Sale Reserves. The net proceeds from the sale of City owned land are held in this account.

The City Council approved the establishment of the Building Inspection Reserve to account for surplus funds generated from user fees in the Planning Department's Building's Inspection Division. The funds from this reserve are used to fund additional services or projects directly related to the Building Inspection Division's long-range planning activities, and can only be used when Building Inspection revenues are not sufficient to cover related costs.

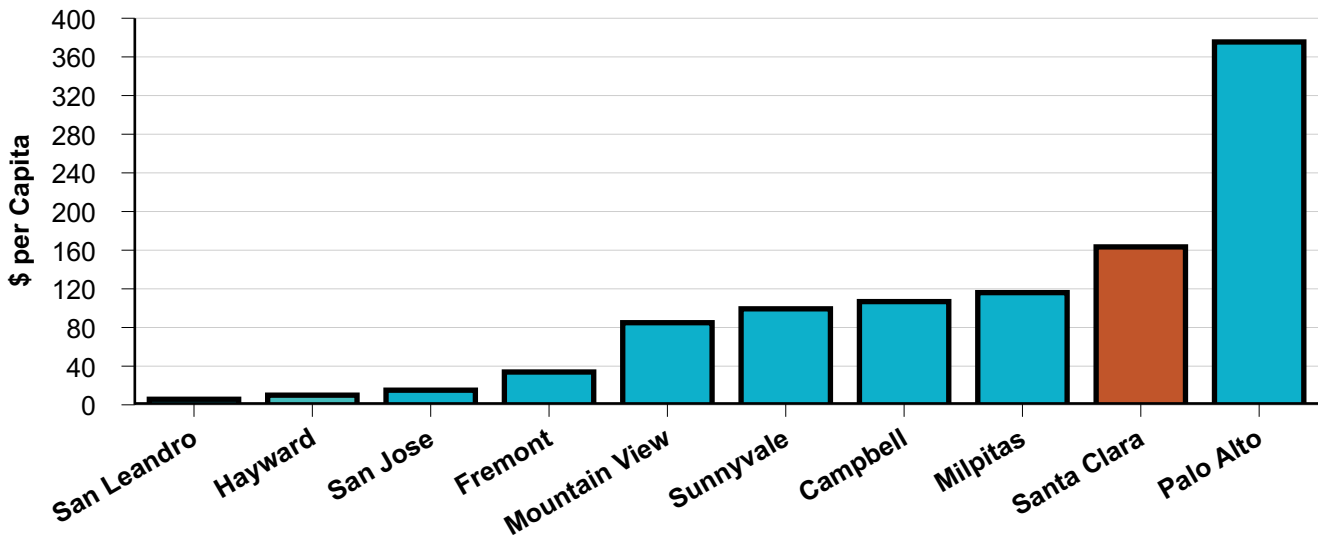
The City Council reviews this policy annually as part of the yearly budget process.

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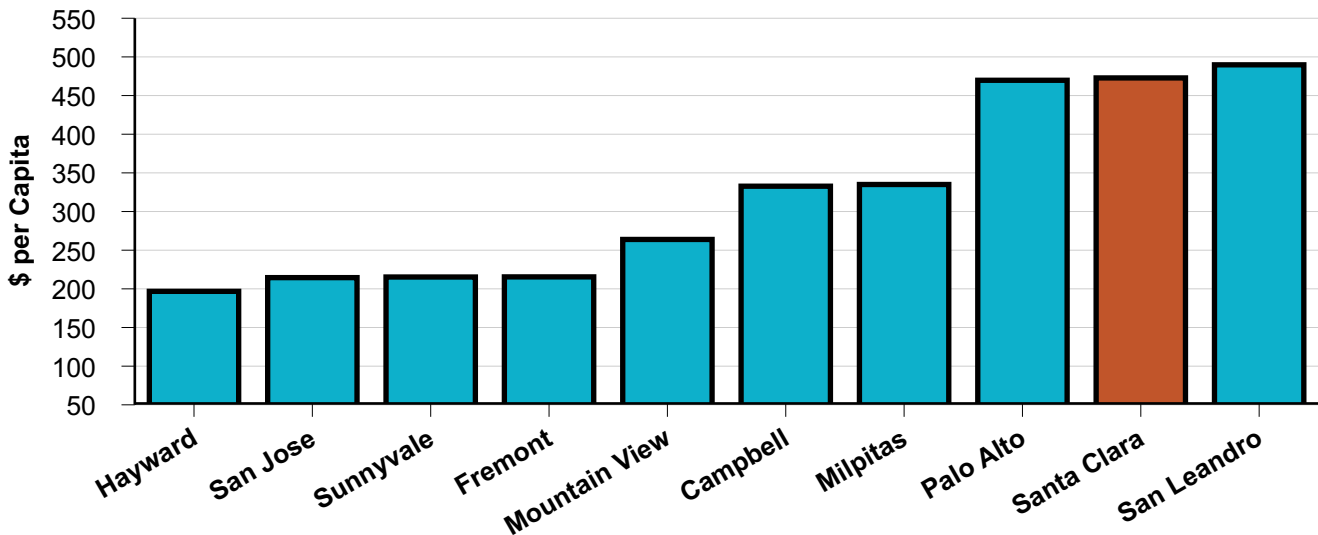
## Per Capita Revenue Comparison Santa Clara Compared to Other Cities in the Local Area

The bar graphs below compare fiscal year 2017-18 budgeted per capita revenues from key sources in the City of Santa Clara to other cities in our area. This data is assembled each year by the City of Milpitas. Sales tax and property tax are the top two revenue sources for the City of Santa Clara. The sources of revenue compared on a per capita basis are property tax, transient occupancy tax (TOT), sales tax, building permits and franchise fees. As shown below, Santa Clara compares favorably with other cities for TOT and sales tax but unfavorably for property tax, building permit fees and franchise fees.

### FY 17-18 Transient Occupancy Tax - Per Capita - Comparison with Other Jurisdictions

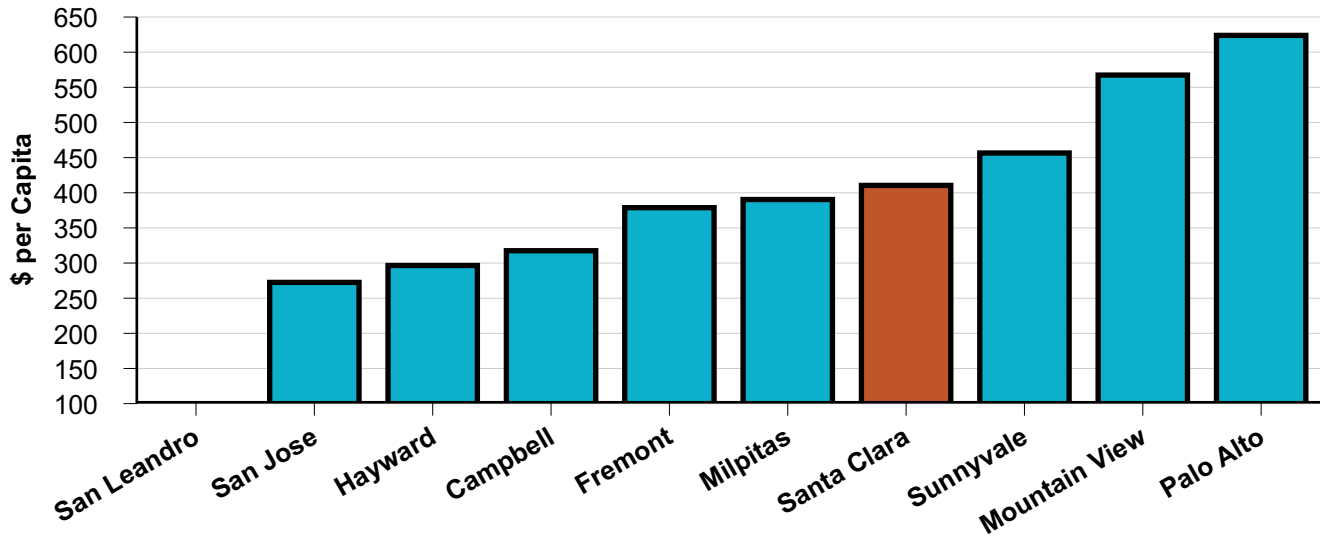


### FY 17-18 Sales Tax - Per Capita - Comparison with Other Jurisdictions

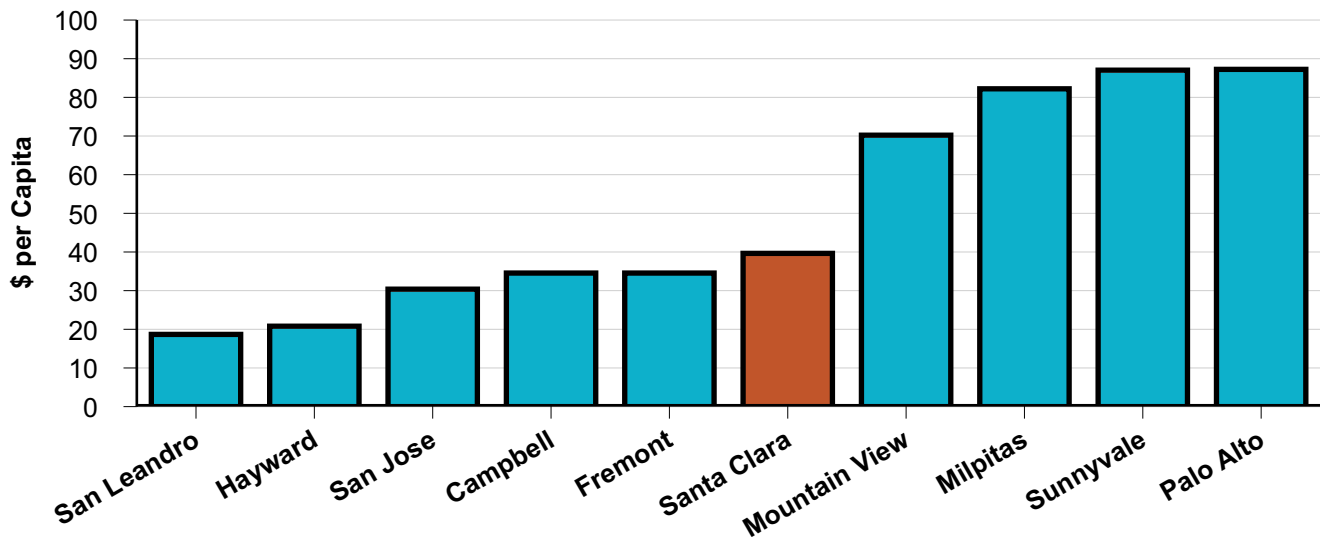


## Per Capita Revenue Comparison Santa Clara Compared to Other Cities in the Local Area (cont'd)

### FY 17-18 Property Tax - Per Capita - Comparison with Other Jurisdictions

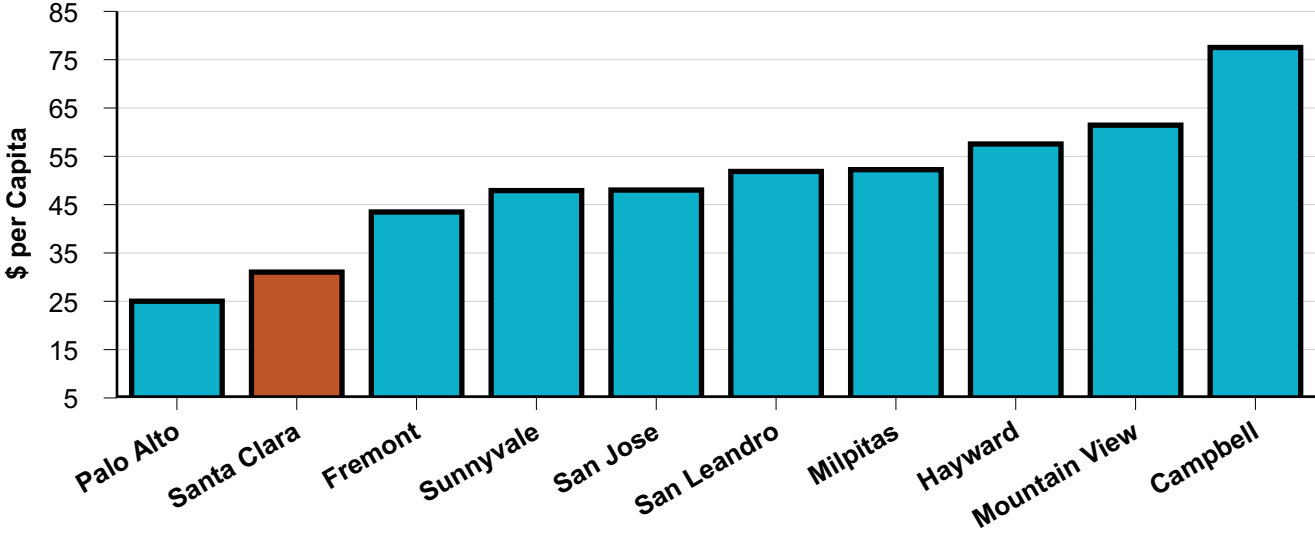


### FY 17-18 Building Permit Revenue - Per Capita- Comparison with Other Justifications



**Per Capita Revenue Comparison  
Santa Clara Compared to Other Cities in the Local Area (cont'd)**

**FY 17-18 Franchise Fee Revenue - Per Capita-  
Comparison with Other Justifications**



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**Date:** June 13, 2017

**To:** City Manager for Council Action

**From:** Director of Finance

**Subject:** Adoption of Resolution Establishing Fiscal Year 2017-18 Appropriations Limit

### **EXECUTIVE SUMMARY**

On November 6, 1979, the California electorate passed Proposition 4, which created Article XIII B of the State Constitution placing limits on the amount of revenue that can be spent by governmental agencies. This section of the Constitution placed a restriction on the amount of revenue that the City can appropriate in any fiscal year. Not all revenues are restricted by the limit, only those that are categorized as proceeds of taxes.

The City's limit has been based on actual appropriations during fiscal year 1978-79, increased annually by an adjustment factor. On June 5, 1990, the California electorate approved Proposition 111 which modified the method of adjusting the annual Appropriations Limit. Beginning with the 1990-91 appropriations limit, the City may choose from the following indices when arriving at an adjustment factor:

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

AND

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

In computing the fiscal year 2017-18 appropriations limit, we used the annual population growth of the County of Santa Clara (0.81%) and the annual growth in the California Per Capita Income (3.69%). For fiscal year 2017-18, the City of Santa Clara appropriations limit is \$429,451,171 (Schedule 1). An analysis of the request for appropriations from estimated proceeds of taxes, as reflected in the proposed fiscal year 2017-18 budget, indicates that for fiscal year 2017-18 the City will be at 37.45% (\$160,838,861) of its limit.

Schedule 1 provides the history of the City's appropriations limits as adopted by Council for fiscal year 2008-09 through fiscal year 2016-17, including allowable retroactive adjustments, and the appropriations limit being recommended for adoption for fiscal year 2017-18.

### **ADVANTAGES AND DISADVANTAGES OF ISSUE**

By adopting the fiscal year 2017-18 appropriations limit, the City will be in compliance with the existing State law.

Subject: Resolution for Fiscal Year 2017-18 Appropriations Limit  
Page 2

**ECONOMIC/FISCAL IMPACT**

By adopting the resolution, the City will have a total increase of its appropriations limit of \$18,610,621.

**RECOMMENDATION**

That the Council adopt a resolution establishing the City's fiscal year 2017-18 appropriations limit of \$429,451,171.

  
\_\_\_\_\_  
Angela Kraetsch  
Acting Director of Finance

APPROVED:

  
\_\_\_\_\_  
Rajeev Batra  
City Manager

*Documents Related to this Report:*

- 1) *Schedule 1*
- 2) *Resolution for Appropriations Limit*



SCHEDULE 1 (UPDATED 06/01/17)

CITY OF SANTA CLARA  
 PROPOSITION 4 APPROPRIATIONS LIMIT  
 FYs 2008-09 THROUGH 2017-18

FISCAL YEAR	BEGINNING APPROPRIATIONS LIMIT (1)	PRICE FACTOR (2)	POPULATION FACTOR (3)	ADJUSTMENT FACTOR (4) = (2) X (3)	ENDING APPROPRIATIONS LIMIT (1) X (4)	REVENUE SUBJECT TO APPROPRIATIONS (1) X (4)	% of LIMIT
2017-18	\$ 410,840,550	1.0369	X 1.0081	= 1.0453	\$ 429,451,171	\$ 160,838,861	37.45%
2016-17	363,345,984	1.1108	X 1.0179	= 1.1307	410,840,550	156,954,895	38.20%
2015-16	341,156,650	1.0531	X 1.0113	= 1.0650	363,345,984	133,461,118	36.73%
2014-15	327,531,346	1.0262	X 1.0150	= 1.0416	341,156,650	123,316,251	36.15%
2013-14	306,762,357	1.0512	X 1.0157	= 1.0677	327,531,346	115,952,115	35.40%
2012-13	291,996,814	1.0377	X 1.0124	= 1.0506	306,762,357	104,189,998	33.96%
2011-12	280,361,369	1.0251	X 1.0160	= 1.0415	291,996,814	96,358,949	33.00%
2010-11	283,808,346	0.9746	X 1.0136	= 0.9879	280,361,369	161,572,257	57.63%
2009-10	276,718,902	1.0062	X 1.0193	= 1.0256	283,808,346	170,487,959	60.07%
2008-09	260,849,378	1.0429	X 1.0172	= 1.0608	276,718,902	190,535,647	68.86%

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

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

AND

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

The 1990-91 appropriations limit was revised by applying the new growth factors to the appropriations limits for 1986-87 and each subsequent year. In computing the FY 2017-18 appropriations limit, the population growth of the County of Santa Clara and the annual growth in California Per Capita Income was used.

**RESOLUTION NO. 17-8450**

**A RESOLUTION OF THE CITY OF SANTA CLARA, CALIFORNIA  
ESTABLISHING FISCAL YEAR 2017-18 APPROPRIATIONS LIMIT  
PURSUANT TO ARTICLE XIII B OF THE CALIFORNIA STATE  
CONSTITUTION AS IMPLEMENTED BY TITLE 1, DIVISION 9  
(ENTITLED "EXPENDITURE LIMITATIONS" – SECTION 7900 ET  
SEQ.) OF THE CALIFORNIA GOVERNMENT CODE**

**BE IT RESOLVED BY THE CITY OF SANTA CLARA AS FOLLOWS:**

**WHEREAS**, Proposition 4, commonly known as the Gann Initiative, was adopted by voters on November 6, 1979;

**WHEREAS**, the Proposition created Article XIII B of the California State Constitution placing limits on the amount of revenue which can be spent by all entities of government;

**WHEREAS**, the limit based on the Proposition 4 formula is updated annually using growth data supplied by the State Department of Finance; and,

**WHEREAS**, the appropriation limit is required to be adopted by the legislative body of each government entity.

**NOW THEREFORE, BE IT FURTHER RESOLVED BY THE CITY OF SANTA CLARA AS FOLLOWS:**

1. Appropriations Limit. That the appropriations limit for fiscal year 2017-18 be Four Hundred Twenty Nine Million Four Hundred Fifty One Thousand One Hundred and Seventy One Dollars (\$429,451,171).
2. Calculation Factors. Pursuant to Section 8 of Article XIII B of the California Constitution, the City Council determines that for 2017-18 the change in the cost of living shall be measured by the percentage change in California per capita personal income or the growth in the non-residential assessed valuation due to new construction within the City and the change in population shall be measured by the annual growth in the County or the City's population as provided by the State Department of Finance, whichever is higher.

3. Factors for 2017-18. That for purposes of computing the appropriations limit for 2017-18, the annual growth in the California Per Capita Income is 3.69% and the annual percent change in County population as provided by the State Department of Finance is 0.81%.

4. Notice of Action to be Taken. Pursuant to Government Code Section 7910, no judicial action or proceeding to attack, review, set aside, void, or annul the action of the City Council in establishing the appropriations limit for 2017-18 shall be brought unless such action or proceeding shall have been commenced within forty-five (45) days of the date of adoption of this resolution.

5. Constitutionality, severability. If any section, subsection, sentence, clause, phrase, or word of this resolution is for any reason held by a court of competent jurisdiction to be unconstitutional or invalid for any reason, such decision shall not affect the validity of the remaining portions of the resolution. The City of Santa Clara, California, hereby declares that it would have passed this resolution and each section, subsection, sentence, clause, phrase, and word thereof, irrespective of the fact that any one or more section(s), subsection(s), sentence(s), clause(s), phrase(s), or word(s) be declared invalid.

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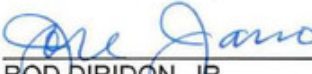
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6. Effective date. This resolution shall become effective immediately.

I HEREBY CERTIFY THE FOREGOING TO BE A TRUE COPY OF A RESOLUTION PASSED AND ADOPTED BY THE CITY OF SANTA CLARA, CALIFORNIA, AT A REGULAR MEETING THEREOF HELD ON THE 13<sup>th</sup> DAY OF JUNE 2017, BY THE FOLLOWING VOTE:

AYES:	COUNCILORS:	Caserta, Davis, Kolstad, O'Neill, and Watanabe and Mayor Gillmor
NOES:	COUNCILORS:	None
ABSENT:	COUNCILORS:	Mahan
ABSTAINED:	COUNCILORS:	None

ATTEST:

  
for ROD DIRIDON, JR.  
CITY CLERK  
CITY OF SANTA CLARA

Attachments incorporated by reference: None

J:\Budget\2017-18 Budget\Public Hearings-Ag Rpts and Powerpoint\Appropriations Limit\Appropriations Limit 17-18 Reso.doc

**CITY OF SANTA CLARA  
LEGAL DEBT MARGIN INFORMATION  
Last Ten Fiscal Years  
(In Thousands)**

**Table 1**

Fiscal Year Ending June 30	Net Assessed Valuation	Debt Limit- 15% of Assessed Valuation*	Debt Applicable to Limit	Legal Debt Margin
2006 / 07	\$ 20,365,381	\$ 3,054,807	20,000	3,034,807
2007 / 08	22,125,638	3,318,846	—	3,318,846
2008 / 09	24,362,076	3,654,311	—	3,654,311
2009 / 10	24,556,241	3,683,436	—	3,683,436
2010 / 11	23,587,425	3,538,114	—	3,538,114
2011 / 12	23,715,437	3,557,316	—	3,557,316
2012 / 13	25,182,664	3,777,400	—	3,777,400
2013 / 14	26,902,139	4,035,321	—	4,035,321
2014 / 15	28,650,444	4,297,567	—	4,297,567
2015 / 16	32,821,489	4,923,223	—	4,923,223

Notes:

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

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

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

**Table 2**

<b>Fiscal Year Ending June 30</b>	<b>Net Local Secured Roll (1)</b>	<b>State Assessed Valuation</b>	<b>Net Unsecured Roll</b>	<b>Net Assessed Valuation</b>	<b>Total Assessed Valuation</b>	<b>Ratio of Net Assessed Valuation To Total Assessed Valuation</b>	<b>% of Growth of Assessed Valuation</b>	<b>Total Direct Tax Rate</b>
2006 / 07	\$17,458,047	\$1,605	\$2,905,729	\$20,365,381	\$20,478,830	99.45%	8.89%	1.14%
2007 / 08	19,148,464	909	2,976,265	22,125,638	22,241,709	99.48%	8.64%	1.08%
2008 / 09	20,545,808	3,689	3,812,579	24,362,076	24,479,723	99.52%	10.11%	1.12%
2009 / 10	20,707,612	3,689	3,844,940	24,556,241	24,674,410	99.52%	0.80%	1.13%
2010 / 11	19,949,252	3,689	3,634,484	23,587,425	23,704,433	99.51%	(3.95)%	1.11%
2011 / 12	19,818,648	4,641	3,892,148	23,715,437	23,830,461	99.52%	0.54%	1.14%
2012 / 13	20,475,348	4,641	4,702,675	25,182,664	25,295,792	99.55%	6.19%	1.16%
2013 / 14	22,216,962	4,641	4,680,536	26,902,139	27,012,697	99.59%	6.83%	1.14%
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%

Notes:

(1) Net of Home Owner Property Tax Relief.

Source: County of Santa Clara, Department of Finance

**CITY OF SANTA CLARA  
PRINCIPAL PROPERTY TAX PAYERS  
2015-16 AND 2005-06 COMPARISON FOR GENERAL FUND  
(In Thousands)**

**Table 3**

Taxpayers	2015-16		2005-06	
	Assessed Valuation	Percentage of Total Assessed Valuation	Assessed Valuation	Percentage of Total Assessed Valuation
Intel Corporation	\$ 1,459,395	4.43%	\$ 974,576	4.71%
Forty Niners SC Stadium Company LLC	1,454,707	4.42%	—	—%
Sobrato Interest (Sobrato Development Company)	811,564	2.46%	308,442	1.49%
Xeres Ventures LLC	433,206	1.32%	—	—%
The Irvine Company	401,956	1.22%	—	—%
Nvidia Corporation (formerly Nvidia Land Development LLC)	337,283	1.02%	170,066	0.82%
Oracle America Inc (formerly Sun Microsystems)	312,326	0.95%	210,109	1.02%
Microsoft Corporation	281,487	0.85%	—	—%
PR 3975 Freedom Circle LLC	280,750	0.85%	—	—%
Agilent Technologies	278,607	0.85%	306,451	1.48%
Applied Materials, Inc.	—	—%	238,795	1.16%
Marvell Technology Inc	—	—%	200,350	0.97%
Silicon Valley California LLC	—	—%	194,215	0.94%
Harvest 2400 LLC	—	—%	177,420	0.86%
National Semiconductor Corporation	—	—%	168,780	0.82%
Top Ten Total	\$ 6,051,281	18.37%	\$ 2,949,204	14.27%
City Total	<u>\$ 32,927,777</u>		<u>\$ 20,672,989</u>	

Source: Santa Clara County Assessor 2015-16 and 2010-11 Combined Tax Rolls through HdL Coren & Cone.  
FY2015-16: Using 2010-11 Comparison data (Assessed Valuation) since 2006-07 data is in REVENUE and not Assessed Valuation.

**CITY OF SANTA CLARA  
PRINCIPAL PRIVATE EMPLOYERS  
Current Year and Ten Years Ago**

**Table 4**

<b>Company</b>	<b>2016</b>		<b>2006</b>	
	<b>Number of Employees</b>	<b>Percentage of Total City Employment</b>	<b>Number of Employees</b>	<b>Percentage of Total City Employment</b>
Applied Materials, Inc.	8,500	22.1%	—	0.0%
Intel Corporation	7,801	20.3%	5,700	11.2%
California's Great America	2,500	6.5%	—	0.0%
Avaya Inc.	2,000	5.2%	—	0.0%
Santa Clara City Hall	1,759	4.6%	—	0.0%
EMC Corporation	1,338	3.5%	—	0.0%
Macy's	1,200	3.1%	—	0.0%
Santa Clara University	1,200	3.1%	—	0.0%
Catalyst Semiconductor Inc	1,100	2.9%	—	0.0%
Lsa Global	1,001	2.6%	—	0.0%
National Semiconductor Corporation	—	—	5,100	10%
Advanced Cardiovascular Systems	—	—	4,200	8.3%
Oracle Corporation (Sun Microsystems)	—	—	3,500	6.9%
Coast Personnel	—	—	1,895	3.7%
Nortel Networks	—	—	1,500	2.9%
Kaiser Foundation Hospitals	—	—	1,200	2.4%
Coherent Inc.	—	—	1,082	2.1%
Iseva Inc.	—	—	1,000	2.0%
Guidant Corp	—	—	850	1.7%
<b>Total Top Ten</b>	<b>28,399</b>	<b>73.9%</b>	<b>26,027</b>	<b>51.2%</b>
All Others	10,022	26.1%	24,873	48.8%
<b>Total Employment</b>	<b>38,421</b>	<b>100%</b>	<b>50,900</b>	<b>100%</b>

**Source:** Fiscal Year 2016: ReferenceUSA database, Infogroup, Inc., Papillion, Nebraska  
Fiscal Year 2006: Northern California Business Directory, California Employment Development Department



**CITY OF SANTA CLARA  
CAPITAL ASSETS STATISTICS BY FUNCTION  
Last Ten Fiscal Years**

**Table 5**

	<b>Fiscal Year Ending June 30</b>									
	<b>2016</b>	<b>2015</b>	<b>2014</b>	<b>2013</b>	<b>2012</b>	<b>2011</b>	<b>2010</b>	<b>2009</b>	<b>2008</b>	<b>2007</b>
<b>Culture and Recreation:</b>										
Number of community centers	4	4	4	4	4	4	4	4	4	4
Number of parks	34	34	32	32	32	32	32	32	32	32
Park acreage	274	273	273	273	273	273	273	282	282	282
Number of golf courses	1	1	1	1	1	1	1	1	1	1
Number of swimming pools (1)	5	5	5	5	5	5	5	5	5	4
Number of tennis courts	28	28	28	28	28	28	28	28	28	28
Number of lawn bowling greens	1	1	1	1	1	1	1	1	1	1
Number of lighted soccer fields	3	3	3	3	3	3	3	3	3	3
Number of lighted softball fields	7	7	7	7	7	7	7	7	7	7
Number of neighborhood park buildings	8	8	8	8	8	8	8	8	8	8
Number of gymnastic centers	1	1	1	1	1	1	1	1	1	1
Number of skate parks	1	1	1	1	1	1	1	1	1	1
Number of community theaters	1	1	1	1	1	1	1	1	1	1
Number of libraries	2	2	2	2	2	2	2	2	2	2
Cemetery	2	2	2	2	2	2	2	2	2	2
<b>Fire Protection:</b>										
Number of stations	10	10	10	10	10	10	10	10	10	10
<b>Police Protection:</b>										
Number of stations	2	2	2	2	2	2	2	2	2	2
<b>Electric System:</b>										
Number of meters	53,824	53,360	52,775	52,957	52,867	52,327	52,090	51,832	51,514	50,858
Miles of high voltage lines	605	591	590	586	582	579	573	573	548	479
Number of substations (1)	27	27	26	26	26	26	24	23	23	23
<b>Sewerage System:</b>										
Miles of sanitary sewers	288	288	288	288	286	285	285	279	279	282
Miles of storm sewers	195	195	—	141	141	140	140	140	140	138
Number of treatment plants	1 Tertiary	1 Tertiary	1 Tertiary	1 Tertiary	1 Tertiary	1 Tertiary	1 Tertiary	1 Tertiary	1 Tertiary	1 Tertiary
<b>Water System:</b>										
Miles of water mains	310	335	335	335	335	335	335	335	335	335
Number of fire hydrants	3,383	3,315	3,315	3,315	3,315	3,315	3,315	3,313	3,285	3,261
Miles of recycled water mains	33	33	33	33	33	23	21	20	20	20
<b>Streets:</b>										
Miles of Streets	252	252	249	249	249	249	249	249	249	249
Number of Street Lights	8,103	8,097	8,054	8,077	8,046	7,993	7,990	7,976	8,481	8,181
Number of Traffic Signals	206	200	196	191	188	188	188	188	187	187

(1) Certain amounts in the prior years have been reclassified in order to be consistent with current years presentation.

Source: City of Santa Clara

**CITY OF SANTA CLARA  
DEMOGRAPHIC AND ECONOMIC STATISTICS  
Last Ten Calendar Years**

**Table 6**

<b>Year</b>	<b>Population</b>	<b>Personal Income (\$000)</b>	<b>Per Capita Buying Income</b>	<b>Median Age</b>	<b>Public School Enrollment</b>	<b>County Unemployment Rate</b>	<b>City Unemployment Rate</b>
2006 / 07	110,771	3,831,569	34,590	—	13,366	5%	4.3%
2007 / 08	115,503	4,121,147	35,680	34.4	13,802	4.7%	4.3%
2008 / 09	117,242	4,225,531	36,738	34.4	14,729	11.8%	10.9%
2009 / 10	116,308	4,291,695	36,607	34.9	14,446	11.3%	10.4%
2010 / 11	118,169	4,727,907	40,010	34.3	14,731	10.3%	9.4%
2011 / 12	118,813	4,399,786	37,031	33.8	14,686	8.7%	8%
2012 / 13	120,284	4,530,093	37,662	34.1	14,705	6.8%	6.2%
2013 / 14	121,229	4,739,710	39,097	35	15,169	5.4%	4.9%
2014 / 15	120,973	4,952,711	40,941	34.4	15,169	3.9%	3.6%
2015 / 16	123,752	5,194,006	41,971	34.3	15,388	4.2%	3.7%

Note: (-) Data unavailable

Sources:

- Population data by the California Department of Finance Projections as provided by MuniServices LLC
- Starting in FY 2006-07 Personal Income Data is determined using 2005 American Community Survey Data and adjusted for inflation in accordance with rates provided by the Bureau of Labor Statistics as provided by MuniServices LLC.
- Public School Enrollment data provided by the Santa Clara Unified School District.
- Unemployment Data by the State of California Employment Development Department.

**CITY OF SANTA CLARA  
RATIOS OF OUTSTANDING DEBT BY TYPE  
Last Ten Fiscal Years  
(In Thousands)**

Table 7

Fiscal Year Ending June 30	Governmental Activities				Former Redevelopment Agency	Business Activities	Santa Clara Stadium Authority	Total Primary Government	Population	Debt per Capita	Total Personal Income (\$000)	Debt/Income Ratio
	Public Financing Authority				Tax Allocation Bonds (2)	Revenue Bonds (1)	Revenue Bonds					
	Certificates of Participation	Insurance Funding Bonds	Assessment Bonds	Total Governmental Activities								
2006 / 07	\$ 59,850	\$ 20,000	\$ 5,015	\$ 84,865	\$ 135,325	\$ 258,015	\$ —	\$ 478,205	\$ 110,771	\$ 4,317	\$ 3,831,569	12.48%
2007 / 08	56,240	—	4,110	60,350	130,640	230,970	—	421,960	115,503	3,653	4,121,147	10.24%
2008 / 09	52,500	—	3,155	55,655	125,335	227,390	—	408,380	117,242	3,483	4,225,531	9.66%
2009 / 10	48,620	—	2,155	50,775	119,660	223,170	—	393,605	118,830	3,312	4,291,695	9.17%
2010 / 11	43,822	—	—	43,822	138,511	223,920	—	406,253	118,169	3,438	4,727,907	8.59%
2011 / 12	39,528	—	—	39,528	—	210,646	132,630	382,804	118,813	3,222	4,399,786	8.7%
2012 / 13	34,784	—	—	34,784	—	199,676	396,140	630,600	120,284	5,243	4,530,093	13.92%
2013 / 14	26,210	—	—	26,210	—	227,163	653,367	906,740	121,229	7,480	4,739,710	19.13%
2014 / 15	24,579	—	—	24,579	—	226,828	561,556	812,963	120,973	6,720	4,952,711	16.41%
2015 / 16	22,905	—	—	22,905	—	229,719	464,720	717,344	123,752	5,797	5,194,006	13.81%

Sources: Note 11, Note 2; Statement of Net Position; MuniServices LLC

(1) Fiscal Year 2011-12 amounts have been restated to include related premiums, discounts, and adjustments.

(2) Beginning Fiscal Year 2011-12, Tax Allocation Bonds Direct Debt amounts for the Former Redevelopment Agency are shown in the Successor Agency of the City of Santa Clara's CAFR Statistical Section, Table 4.

**Note: Oct. 8, 2013 Per Maze Auditors, the amounts presented in the debt capacity schedule should be the same amounts reported in the basic financial statements (net of related premiums, discounts, and adjustments). Similarly, the amounts shown for deep-discounted debt should agree with the accrete amounts reported in the basic financial statements. [Q&A 9.24.6; GAAFR, page 627] CAFR for FY ended June 30, 2012 - See Page 193, Table 9 Business-type Activities. Refer to page 91 (Note 11 Table A - Summary of Long-Term Obligations)**

Added a foot note to account for the change in Bond amounts presentation.

## DEBT SERVICE Fiscal Year 2017-18

### Debt Service

Debt Service expenditures include payments of principal, interest, and related costs such as trustee fees and reserve requirements for issued debt.

In general, the City has issued Certificates of Participation to finance capital requirements of general government (non-enterprise) departments. These requirements include police facilities and libraries. Debt service on this debt is paid from any source of available funds of the City. To finance the capital programs of enterprise departments, the City has used revenue bonds secured by and repaid from revenues of the enterprises. The main source of revenue for the enterprise departments are customer service charges. The City currently has outstanding debt issued for the Electric Utility and Sewer Utility.

City of Santa Clara Summary of Long-Term Obligations Fiscal Year 2017-18				
Type of Indebtedness	Issue Date	Final Maturity	Outstanding, as of June 30, 2017	2017-18 Principal Payment*
<b>General Fund:</b>				
2010 City of Santa Clara Lease Agreement	7/13/2010	7/1/2022	\$ 4,966,000	\$ 921,000
2013 Refunding Certificates of Participation	3/28/2013	2/1/2032	15,410,000	810,000
Unamortized Premium/Discount			800,878	
<b>Subtotal General Fund Debt</b>			<b>21,176,878</b>	<b>1,731,000</b>
<b>Enterprise Funds:</b>				
Electric Utility:				
2008 Series B Revenue Bonds	5/26/2008	7/1/2027	63,705,000	4,440,000
2011 Series A Revenue Bonds	3/22/2011	7/1/2032	54,830,000	2,958,331
2013 Series A Revenue Bonds	4/24/2013	7/1/2028	54,910,000	3,575,000
2014 Bank of America Loan Agreement	6/16/2014	7/1/2024	29,891,000	3,401,000
Unamortized Premium/Discount			6,174,995	
Sewer Utility:				
2016 Trimble Road Loan	3/8/2016	7/1/2031	11,289,034	699,587
<b>Subtotal Enterprise Funds Debt</b>			<b>209,510,995</b>	<b>14,374,331</b>
<b>Total Long-Term Debt Obligations</b>			<b>\$ 230,687,873</b>	<b>\$ 16,105,331</b>
*Amounts represent 2017-18 principal payments except for 2011 Series A Revenue Bonds which represents interest-only payments until 2028.				



# City of Santa Clara

The Center of What's Possible

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## Glossary

The following explanations of glossary and terms are presented to aid in understanding the information included in this document:

**Abatement** - A complete or partial cancellation of a levy imposed by a government and usually applied to tax levies, special assessments and service charges.

**Accounting System** - The total structure of records and procedures which discover, record, classify, summarize and report information on the results of operations and the financial position of a government or any of its funds, fund types, balanced account groups, or organizational components.

**Accrual Basis of Accounting** - A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

**Adopted Budget** - The annual City budget as approved by City Council on or before June 30 for the fiscal year beginning July 1. This adopted budget establishes the legal authority for the expenditure of funds. To adopt the budget requires at least five out of seven Council votes. This formal action by the City Council sets the spending path for the year.

**Agency** - Redevelopment Agency of the City of Santa Clara. Also see RDA.

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

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

**Annual Budget** - A consolidated budget document presented on an annual basis that includes the City's Operating Budget and the City's Capital Improvement Project (CIP) Budget.

**Appropriation** - A legal authorization granted by the City Council to make expenditures and to incur obligations for specific purposes. For purposes of the Capital Improvement Project budget, appropriations are automatically renewed, for the life of the project, unless altered or revoked. For the operating budget, appropriations lapse at the end of the fiscal year to the extent they have not been expended or encumbered.

**Appropriations Limit** - The California State Constitution limits a city's appropriations growth rate to two factors: changes in population, and either the change in California per capita income or the change in the local assessment roll due to non-residential new construction.

**Assessed Valuation** - A valuation set upon real estate or other property by a government as a basis for levying taxes. In California, the assessed valuation subject to ad valorem tax levy is governed by Proposition 13 and AB8 (1978).

**Assets** - A probable future economic benefit obtained or controlled by a particular entity as a result of past transactions or events. This includes financial resources such as cash, receivables, inventory, and plant and equipment, net of depreciation.

**Audit** - A formal examination of the City's accounts by an independent audit firm to determine whether the City's financial statements fairly present the City's financial position and results of operations in conformity with Generally Accepted Accounting Principles.

**Authorized Positions** - Regular positions authorized in the budget to be employed during the fiscal year.

**Balanced Budget** - The budget for a fund is balanced when total budgeted resources, including revenues, transfers in from other funds, and available fund balance from the previous year, meets or exceeds total budgeted uses of resources, including expenditures and transfers out to other funds.

**Basis of Accounting** - The timing of recognition, that is, when the effects of transactions or events are recognized for financial reporting or budgeting purposes. The three bases of accounting for governmental agencies are: (1) cash basis (when cash is received or paid), (2) accrual basis (when the underlying transaction or event takes place), and (3) modified accrual basis (revenues are recognized in the accounting period in which they become available and measurable and expenditures are recognized in the accounting period in which the fund liability occurred).

**Beginning Fund Balance** - The amount of prior year's unappropriated funds used to finance appropriated expenditures in the current budget year.

**Bond** - A city may raise capital by issuing a written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, together with periodic interest at a specific rate.

**Bond Rating** - An evaluation of a bond issuer's credit quality and perceived ability to pay the principal and interest on time and in full. Three agencies regularly review city bonds and generate bond ratings: Moody's Investors

Service, Standard and Poor's and Fitch Ratings.

**Budget** - A plan of financial operation embodying an estimate of proposed expenditures for a given period and the estimated financial resources available to finance them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year.

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

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

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

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

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

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

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

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

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

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

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

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

**Debt** - Obligations of the City to repay, with or without interest, in installments and/or at a later date, some amount of money utilized resulting from the borrowing of money or from the purchase of goods and services. Debts of governments include bonds, notes, or certificates of participation (COPs).

**Debt Financing** - Issuance of bonds and other debt instruments to finance municipal improvements and services.

**Debt Service** - Payment of the principal and interest on an obligation resulting from the issuance of bonds, notes or certificates of participation (COPs).

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

**Department** - An organizational unit comprised of divisions and/or programs. It is the basic unit of service responsibility encompassing a broad mandate of related activities. Department directors generally report directly to the City Manager's Office, for instance, Fire and Finance.

**Depreciation** - An allocation of the cost of fixed assets (buildings, plant or equipment) over the estimated useful life of the asset.

**Designation** - A portion of fund equity set aside by Council Action for a specific purpose.

**Dissolution Act** - Also known as Redevelopment Dissolution Act; on December 29, 2011 the California Supreme Court found the Dissolution Act (ABx1 26) constitutional in the California Redevelopment Association vs. Matosantos case. The Act continued the suspension and prohibition of most redevelopment activities in effect since late June 2011; dissolved RDAs as of February 1, 2012; created successor agencies and oversight boards; and established roles for the County-Auditor Controller, the Department of Finance and State

Controller's Office in the dissolution process and satisfaction of enforceable obligations of former RDAs.

**Division** - An organizational unit within a City department. For instance, Fire Protection, Fire Prevention, and Fire Training.

**Encumbrance** - Obligations in the form of purchase orders, contracts, or salary commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid.

**Enterprise Fund** - Used to account for the following operations: a) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs and expenses, including depreciation or capital replacement, of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

**Environmental Impact Report (EIR)** - An assessment of the likely influence a project might have on the environment.

**Equity** - The net assets of a fund (i.e. the assets less the liabilities on a fund balance sheet).

**Expenditure** - Actual cash disbursements for the cost of goods delivered or services rendered to the City.

**Expenditure Object Category (Expenditure Category)** - Expenditure categories are a group of similar expenditure objects. The expenditure categories used in Santa Clara's Operating Budget, are, in most programs (1) Salaries and Benefits, (2) Other Operating Supplies, (3) Interfund Services and (4) Debt Service. In some programs there are also (5) Resource and Production Costs and (6) Contribution In-Lieu of Taxes & Franchise Fees.

**Fee** - The payment for direct receipt of a public service by the party who benefits from the service.

**Fiscal Year** - The time period designated by the City signifying the beginning and ending period for recording financial transactions. Consistent with all cities and counties in the State of California, the City of Santa Clara has specified July 1 to June 30 as its fiscal year.

**Five-Year Financial Plan** - A strategic planning document showing the estimated results of operations and capital improvement project requirements over the next five years. This plan is reviewed and accepted by Council and no



appropriations result from that acceptance.

**Fixed Assets** - Assets of a long-term character such as land, buildings, machinery, furniture and other equipment with a value greater than \$1,000 and a useful life longer than one year.

**Franchise** - A special privilege granted by a government, permitting the continued use of public property, such as city streets and usually involving the elements of a monopoly or regulation, for example cable TV, gas, refuse, and others.

**Fund** - An independent fiscal and accounting entity with a self-balancing set of accounts recording its assets, liabilities, fund equity, revenues and expenditures or expenses and other changes in residual fund equity or balances, segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, limitations, or public policy.

**Fund Balance** - The amount of financial resources immediately available for use. Generally, this represents the difference between unrestricted current assets over current liabilities.

**Fund Type** - A category into which funds with similar characteristics are grouped. The fund types used in the City budget are General, Special Revenue, Capital Projects, Enterprise, and Internal Service funds.

**Furlough** - A planned temporary unpaid leave of employees designed to create budgetary savings necessitated by a budget deficit.

**General Fund** - The primary fund of the City used to account for all revenues and expenditures of the City not accounted for in another fund. Examples of departmental operations accounted for in the General Fund include the City Council, Police and Fire Departments, Library, Parks and Recreation, and others.

**Generally Accepted Accounting Principles (GAAP)** - Uniform minimum standards and guidelines for financial accounting and reporting that govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the GASB (Governmental Accounting Standards Board).

**Governmental Accounting** - The composite activity of analyzing, recording, summarizing, reporting, and interpreting the financial transactions of governments.

**Governmental Accounting Standards Board (GASB)** - The authoritative accounting and financial reporting standard-setting body for government entities.

**Governmental Fund** - A fund type to account for tax-supported activities. There are five different types of governmental funds: the General Fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

**Grant** - Contributions of cash or other assets from another government entity to be used or expended for a specific purpose, activity, or facility. An example is the Community Development Block Grant given by the federal government.

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

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

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

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

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

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

**Interfund Transfers** - With Council approval, resources may be transferred from one City fund to another. The purpose of the majority of transfers is to reimburse a fund that has made expenditure on behalf of another fund. Less often, a transfer may be made to open or close a fund.

**Intergovernmental** - Revenue received from other government entities (example: grants).

**Internal Service Funds** - These funds account for special activities and services performed by a designated department for other departments in the City on a cost reimbursement basis

**Legal Debt Limit** - Per section 6.07 of the City Charter, bonded indebtedness of the City may not exceed 10% of the total assessed valuation of property within the City, exclusive of any indebtedness incurred for the purpose of water supply or sewers or storm drains.

**Levi's Stadium** - The stadium is located at 4900 Marie P. DeBartolo Way, Santa Clara, CA 95054 and is the home of the San Francisco 49ers professional football team, It has a permanent seating capacity of approximately 68,500 seats with expansion to approximately 75,000 seats for larger events, such as an NFL Super Bowl. The stadium was built based on the City of Santa Clara approved Measure J, the Santa Clara Stadium Taxpayer Protection and Economic Progress Act, on June 8, 2010.

**Levy** - An amount of taxes, special assessments or service charges imposed by a government for the support of government activities.

**Liability** - Probable future sacrifices of economic benefits arising from present obligations of a particular entity to transfer assets or provide services to other entities in the future as a result of past transactions or events. That is, a financial obligation or claim of financial resources of a specific fund to be liquidated at a future date.

**Long-term Debt** - Debt with a maturity of more than one year after the date of issue.

**Mission** - The overriding purpose of the department, division, or program.

**Modified Accrual Basis of Accounting** - Revenues are recognized in the accounting period in which they become available and measurable; expenditures are recognized in the accounting period in which the fund liability is incurred (if measurable), except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

**Municipal Code** - A compilation of City Council approved ordinances currently in effect. The Code defines City policy in various categories, for example, Civil Service rules, traffic regulations, sanitation and health standards, building regulations, and planning and zoning regulations.

**Object Category** - See Expenditure Object Category.

**Operating Budget** - The portion of the budget that pertains to the City's daily operations and activities engaged in to provide services to the community. The operating budget contains appropriations for such expenditures as personnel (salaries, wages and benefits), supplies and materials, utilities, travel and fuel.

**Ordinance** - A formal legislative enactment by City Council. It has the full force and effect of law within City boundaries unless pre-empted by a higher form of law (State or Federal). An ordinance has a higher legal standing than a resolution. Revenue raising measures, such as the imposition of taxes, special assessments and service charges are some examples of actions that would require the enactment of an ordinance.

**Other Financing Sources** - Changes in residual fund equity or balances not arising from revenues or expenditures/expenses. Includes governmental fund general long-term debt proceeds, amounts equal to the present value of minimum lease payments arising from capital leases, proceeds from the sale of general fixed assets, and operating transfers in.

**Performance Measures** - This is a non-financial measurement of activity such as number of meters read, number of bills sent, number of customer service calls handled and response time to emergency calls. Performance-based budgeting

incorporates performance measures into the budget process.

**Program** - The program is a service activity that may or may not correspond to an organizational unit such as a division. The presentation of budgeted expenditures is the expenditure category for a program.

**Property Tax** - An ad valorem (based on value) tax on real property and tangible personal property levied by the local government on the property located within the City's jurisdiction. Property tax is determined by two factors: the assessed value of the property and the tax rate for the area in which the property is located.

**Public Facilities Financing Corporation (PFFC)** - The City of Santa Clara Public Facilities Financing Corporation (PFFC) was formed in 1997 for the purpose of issuing Certificates of Participation (COPs) to provide financing for the construction of major City facilities. Members of the City Council are also members of the PFFC Board. Debt service on the COPs is secured by lease payments made by the City's General Fund to the PFFC for the use of the constructed facilities for public purposes. In accordance with lease agreements, the PFFC assigns lease payments received from the City to the trustee for payment to the certificate holders.

**Redevelopment Agency of the City of Santa Clara (RDA)** - The Redevelopment Agency of the City of Santa Clara (Agency) was established by the City Council in 1957 with the authority and responsibility for developing and upgrading blighted areas of the City. The members of the City Council are also members of the Agency's Board of Directors and, as such, are authorized to transact business and exercise power to plan, engineer, and implement projects of the Redevelopment Plan.

**Redevelopment Dissolution Act** - See Dissolution Act.

**Reimbursement** - Repayments of amounts remitted on behalf of another party, or interfund transactions that constitute reimbursements to a fund for expenditures or expenses initially made from it but properly applied to another fund.

**Reserve** - An account used to earmark a portion of fund balance to indicate that it is not available for expenditure or legally segregated for a specific future use.

**Resolution** - A special or temporary legislative order of the City Council/Agency/Authority. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the City. A resolution requires less legal formality and has a lower legal status than an ordinance.

**Revenue** - Resources received by the government available for use in supporting services including such items as taxes, fees, permits, licenses, grants and interest.

**Risk Management** - An organized attempt to protect a government's assets against accidental loss in the most economical method. The City is exposed to various risks of losses related to torts, errors and omissions, general liability, injuries to employees and unemployment claims. Claims, expenditures and liabilities are reported when it is probable that a loss has occurred and the amount of that loss can be reasonably estimated using actuarial methods or other estimating techniques. These losses include an estimate of claims that have been incurred but not reported.

**Sales Tax** - A tax imposed by the government on retailers at the point of sale for the privilege of selling tangible personal property. It is usually calculated as a percentage of the selling price and collected by the retailer from the consumer. The rate in the City of Santa Clara is 8.75%.

**Silicon Valley Power (SVP)** - The City's Electric Utility Department provides electricity to City residents and businesses under the name Silicon Valley Power.

**Special Assessment** - A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

**Special Revenue Fund** - A fund in which revenue collected is restricted by the city, state or federal government as to how the city might spend its resources.

**Sports and Open Space Authority (SOSA)** - The City of Santa Clara Sports and Open Space Authority (SOSA) was created by the City Council in 1974 for the acquisition and development of open space within the City. The members of the City Council are also members of SOSA's Board of Directors and, as such, are authorized to transact business and exercise power to purchase, lease or otherwise obtain and dispose of real and personal property, to acquire, construct, maintain, repair, manage and operate real and personal property, including

leasing to private operators for commercial purposes, surplus space which is not economical to use for open space planning.

**Stadium Authority** - As required by the Term Sheet between the City and the 49ers Stadium Company, the City and the Redevelopment Agency entered into a joint powers agreement creating the Stadium Authority in 2011. The Stadium Authority's governing board is the seven members of the City Council. The Stadium Authority will build, own and operate the Stadium, and have all powers granted to it by the City and the Agency. The Stadium Authority is a separate and distinct legal entity, and neither the City nor the Agency is liable for the debts or obligations of the Stadium Authority.

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

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

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

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

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

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

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

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# Acronyms

## List of Acronyms

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

## List of Acronyms

<b>FTHB</b>	First Time Homebuyer
<b>GAAP</b>	Generally Accepted Accounting Practices
<b>GASB</b>	Governmental Accounting Standards Board
<b>GDP</b>	Gross Domestic Product
<b>GIS</b>	Geographical Information Systems
<b>GFGC</b>	General Fund General Contingency
<b>GFOA</b>	Government Finance Officers Association
<b>GPS</b>	Global Positioning System
<b>GWh</b>	Giga Watt Hour
<b>HA</b>	Housing Authority
<b>HIPPA</b>	Health Insurance Portability and Accountability Act
<b>HOME</b>	Home Investment Partnerships Act
<b>HR</b>	Human Resources
<b>HMG</b>	Hazard Mitigation Grant
<b>HUD</b>	Housing and Urban Development
<b>IBEW</b>	International Brotherhood of Electric Workers
<b>ISC/CRC</b>	International Swim Center/Community Recreation Center
<b>JPA</b>	Joint Power Agreement
<b>kWh</b>	Kilo Watt Hour
<b>LED</b>	Light Emitting Diodes
<b>LEED</b>	Leadership in Energy and Environmental Design
<b>LPD</b>	Land, Property & Development
<b>LLEBG</b>	Local Law Enforcement Block Grants Program
<b>m:s</b>	minutes: seconds
<b>MOU</b>	Memorandum of Understanding
<b>Muni</b>	Municipal
<b>N/A</b>	Not Applicable
<b>NCIP</b>	Neighborhood Conservation and Improvement Program
<b>NCPA</b>	Northern California Power Agency
<b>NEPA</b>	National Environmental Policy Act
<b>O&amp;M</b>	Operations and Maintenance
<b>OBAG</b>	One Bay Area Grant
<b>OSHA</b>	Occupational Safety and Health Administration
<b>OTS</b>	California Office Traffic Safety
<b>PBC</b>	Public Benefits Charge
<b>PEMCHA</b>	Public Employees' Medical and Hospital Care Act (California)
<b>PEPRA</b>	Public Employees' Pension Reform Act of 2013



## List of Acronyms

<b>PERS</b>	Public Employees' Retirement System
<b>PG&amp;E</b>	Pacific Gas and Electric
<b>POP</b>	Problem Oriented Policing
<b>RDA</b>	Redevelopment Agency
<b>RMRP</b>	Retiree Medical Reimbursement Program
<b>ROPS</b>	Recognized Obligation Payment Schedule
<b>SA</b>	Successor Agency
<b>SAIDI</b>	System Average Interruption Duration Index
<b>SB</b>	Senate Bill
<b>SCAT</b>	Specialized Crime Action Team
<b>SCPD NSU</b>	Santa Clara Police Department - Nuisance Suppression Unit
<b>SCSA</b>	Santa Clara Stadium Authority
<b>SOSA</b>	Sports and Open Space Authority
<b>SRT</b>	Special Response Team
<b>STEM</b>	Science, Technology, Engineering and Math
<b>SVACA</b>	Silicon Valley Animal Control Authority
<b>SVP</b>	Silicon Valley Power (City owned Electric Utility)
<b>TDA</b>	Transportation Development Act
<b>TDM</b>	Traffic Demand Management
<b>TMP</b>	Transportation Management Program
<b>TOT</b>	Transient Occupancy Tax
<b>TPAC</b>	Treatment Plant Advisory Committee
<b>UMIS</b>	Utility Management Information System
<b>Uncl</b>	Unclassified Employee
<b>VoIP</b>	Voice over Internet Protocol
<b>VLF</b>	Vehicle License Fee
<b>WiFi</b>	Wireless Fidelity Communication Technology
<b>WPCP</b>	Water Pollution Control Plant

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