2013-14
City of Santa Clara
Annual Budget

and 2014-15 through 2018-19
Five-Year Financial Plan

As adopted
June 11, 2013

Levis' Stadium is one of the most complex public-private partnerships undertaken by the City of Santa Clara. The $1.3 billion venue is expected to be LEED Certified and is on schedule to open for the 2014 NFL football season.

CITY OF SANTA CLARA
ANNUAL BUDGET

TABLE OF CONTENTS

Page No.

CITY MANAGER'S TRANSMITTAL LETTER I

BUDGET PRINCIPLES FOR 2013-14 XXIII

AWARD – OPERATING BUDGET XXIV

ROSTER OF COUNCIL AND COMMISSION MEMBERS XXV

CITY OF SANTA CLARA EXECUTIVE MANAGEMENT TEAM XXVI

CITY OF SANTA CLARA LOCATION MAP XXVII

CITY OF SANTA CLARA ORGANIZATION CHART XXVIII

CITY PROFILE XXIX

Exhibit I - Where the City Gets its Money and What Your Money Buys XXXII
Exhibit II – Outside Group Funding XXXIII

GENERAL INFORMATION AND SUMMARIES

Narrative on Budgetary Account, Graphs and Charts 1-1
Resources and Appropriations Graphs 1-2
General Operating Funds Revenue and Appropriation Graphs 1-3
General Fund Revenues - Ten Year Trend Line Charts 1-4
Operating Budget Revenue Estimates and Fee Impacts 1-6
2013-14 and 2012-13 Budget - Summary of Estimated Resources 1-7
2013-14 and 2012-13 Budget - Summary of Appropriations 1-8
Three Year Trend by Resource and Appropriation Categories 1-9
Expenditure Summary – All Funds FY 2010-11 Through FY 2013-14 1-10
Revenue Summary – All Funds FY 2010-11 Through FY 2013-14 1-12
Estimated Fund Balances 1-15
Estimated Resources - By Fund 1-16
Appropriations - By Program and Department 1-32
Personnel Allocation - By Department and Fund 1-44
Basic Salary Plans 1-46

APPROPRIATION DETAIL

CITY COUNCIL 2-1

CITY CLERK 3-1

CITY ATTORNEY 4-1

CITY MANAGER 5-1

City Manager 5-5
General Administration 5-9

CITY OF SANTA CLARA
ANNUAL BUDGET

TABLE OF CONTENTS

	Page No.
INFORMATION TECHNOLOGY	6-1
Applications Systems	6-5
Web Services	6-8
Network Computer Support	6-11
Contract Technology Support	6-14
Telephone/Cable Systems	6-17
HUMAN RESOURCES	7-1
Benefits, Compensation and Services	7-5
Recruitment, Selection and Classification	7-9
FINANCE	8-1
Administrative Services	8-5
Budget and Treasury	8-8
Accounting	8-13
Municipal Services	8-18
Purchasing	8-25
Debt Service	8-29
PARKS AND RECREATION	9-1
Parks and Playgrounds	9-6
Recreation	9-10
Special Recreation Programs - Senior Nutrition Program	9-16
Cemetery	9-18
LIBRARY	10-1
Administration	10-5
Youth & Extension Services	10-8
Adult Services	10-13
Collection Services	10-18
Support Services	10-21
PLANNING AND INSPECTION	11-1
Planning	11-5
Building Inspection	11-9
Housing and Community Services	11-13

CITY OF SANTA CLARA
ANNUAL BUDGET

TABLE OF CONTENTS

Page No.

PUBLIC WORKS

Engineering 12-1
Support Services 12-5
Design 12-9
Land & Property Development 12-13
Field Services 12-17
Traffic 12-21
Building Maintenance 12-27
Streets 12-33
Street Maintenance 12-38
Traffic Maintenance 12-44
Storm Drain 12-47
Parkways & Boulevards 12-51
Solid Waste 12-55
Downtown Parking District 12-62
Convention Center Maintenance District 12-65
Automotive Services 12-68
Automotive Services 12-71
Equipment Pool Revolving 12-74

POLICE 13-1
Field Operations 13-6
Investigations 13-10
Administrative Services 13-14
Technical Services 13-20
Communications Equipment Acquisition 13-23

FIRE 14-1
Protection 14-5
Prevention 14-9
Training 14-13
Hazardous Materials 14-16
Emergency Medical Services 14-19

ELECTRIC UTILITY 15-1
Administrative Services 15-6
Planning & Strategic Services - Customer Service & Marketing 15-9
Planning & Strategic Services - Resource Management 15-12
Operations 15-15

CITY OF SANTA CLARA
ANNUAL BUDGET

TABLE OF CONTENTS

Page No.

WATER AND SEWER UTILITIES 16-1
- Water Engineering 16-7
- Water Construction, Maintenance & Operations 16-11
- Sewer 16-15
- Solar Construction & Maintenance 16-21
- Recycled Water Construction & Maintenance 16-24

HUD PROGRAMS
- Community Development Block Grant Allocation 17-1
- Home Program 17-2

HOUSING AUTHORITY 17-3

SUCCESSOR AGENCY 17-5

SPORTS AND OPEN SPACE AUTHORITY 17-7

STADIUM AUTHORITY 17-9

SANTA CLARA CONVENTION CENTER & CONVENTION-VISITORS BUREAU
- Convention Center 18-1
- Convention-Visitors Bureau 18-5

FIVE-YEAR FINANCIAL PLAN
- 2014-15 – 2018-19 Financial Plan 19-1

ADDITIONAL INFORMATION
- Budgets and Accounting Summary 20-1
- Budget Calendar 20-5
- Financial Policies and Practices 20-6

REGIONAL COMPARISONS
- Per Capita Revenue Comparison 20-9

CAPITAL IMPROVEMENT PROJECT BUDGET
- 2013-14 Capital Improvement Project (CIP) Budget 20-13
- Index by Capital Project Theme 20-15

APPROPRIATIONS LIMIT
- Appropriations Limit for Fiscal Year 2013-14 20-19

STATISTICS
- Legal Debt Limit and Margin Information 20-25
- Assessed and Estimated Actual Value of Taxable Property 20-26
- Principal Property Taxpayers 20-27

CITY OF SANTA CLARA
ANNUAL BUDGET

TABLE OF CONTENTS

Page No.

Principal Private Employers 20-28
Capital Assets Statistics by Function 20-29
Demographic and Economic Statistics 20-30
Ratios of Outstanding Debt by Type 20-31

GLOSSARY 20-33

ACRONYMS 20-41

INDEX… 20-45

This page intentionally left blank.

THE CITY OF SANTA CLARA CALIFORNIA

JULIO J. FUENTES
CITY MANAGER

CITY HALL
1500 WARBURTON AVE.
SANTA CLARA, CA 95050
(408) 615-2210
FAX (408) 241-6771

July 1, 2013

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

Members of the City Council:

The adopted balanced budget for the City of Santa Clara is presented for fiscal year 2013-14. The total City budget for 2013-14 of $640.9 million for operations and capital improvement projects represents an increase of $63.5 million, or 11.0% compared to the fiscal year 2012-13 Adopted Budget. The operating budget of $563.7 million for all funds, including the general operating funds, special revenue funds, internal service funds, and enterprise funds, increased by $39.0 million or 7.4% over the prior fiscal year. The General Fund budget of $151.9 million represents an increase of $6.5 million or 4.4% compared to the 2012-13 Adopted Budget.

For several years, the City was severely impacted by what has been termed the "Great Recession". According to official records kept by the National Bureau of Economic Research, this recession began in December 2007 and ended in June 2009, making it the longest and deepest recession since the Great Depression. Despite the technical end to the recession and strong revenue growth in certain revenue categories, revenue collections are just now returning to pre-recession levels and it is expected that it will take several more years for the lingering effects of the housing bubble collapse and high unemployment to work their way through the economy. In addition, the City faces the impact of the State action to eliminate Redevelopment Agencies.

While the budget challenges of the past few years have been the most difficult anyone can recall, there is reason to be optimistic as the economic recovery seems to have taken hold, we have an outstanding and committed workforce, and a community that is working alongside its City government to meet the challenges. Santa Clara remains an excellent place to live, work, and do business.

As a result of the Great Recession, the City's three main economically sensitive revenue sources (i.e., sales tax, property tax, and transient occupancy tax) declined significantly leading to the use of reserves to maintain vital city services in 2008-09 and 2009-10, and necessitating significant cost reductions in 2010-11 and 2011-12 in an effort to bring ongoing expenditures in line with this "new normal" of ongoing revenues. Looking forward to 2013-14 and beyond, the City is continuing the multi-year effort aimed at increasing revenues, reducing expenditures, and bringing ongoing expenditures into alignment with ongoing revenues. Unfortunately, the magnitude of the problem has been exacerbated by State actions to dissolve all Redevelopment Agencies effective February 1, 2012. While the immediate impact on the City's General Fund is known, possible additional impacts may

cause the structural deficit to return. The elimination of the City's Redevelopment Agency is one of the most serious financial budget concerns facing the City now and over the next few years.

Table 1 summarizes the appropriations by fund categories:

- General Operating Funds: provides funding for most City operating departments, including public safety, public works, planning, parks and recreation, libraries, streets and administrative departments.
- Special Revenue Funds: funds such as Gas Tax Fund or HUD Program Fund, which provide repositories for selected revenues as allowed by law, or funding for special activities as provided by law or policy by the City of Santa Clara.
- Enterprise Funds: provides funding for the utilities (Electric, Water and Sewer, Solid Waste).
- Internal Service Funds: provides funding for Communications, Automotive Fleet and other city operations, wherein the departments are charged on a pro-rata share of their use of the services which the City manages internally.
- Capital Improvement Project Funds: provides funding for the City's capital projects across all funds except Sports and Open Space Authority (SOSA), Housing Authority and Stadium Authority which are reported separately.

Table 1
Total Budget by Fund Category

Fund	Adopted 2013-14	Adopted 2012-13	Increase (Decrease)	Percent Change
General Operating Funds (w/Debt)	$ 158,236,461	$ 151,686,237	$ 6,550,224	4.3%
Special Revenue Funds	1,661,814	1,585,267	76,547	4.8%
Enterprise Funds	394,519,366	364,396,441	30,122,925	8.3%
Internal Service Funds	9,304,387	7,061,908	2,242,479	31.8%
Operating Budget	563,722,028	524,729,853	38,992,175	7.4%
Capital Projects Funds	77,131,259	52,603,225	24,528,034	46.6%
TOTAL CITY BUDGET	$ 640,853,287	$ 577,333,078	$ 63,520,209	11.0%

Consistent with the City Charter, the 2013-14 Adopted Budget is a balanced budget. The appropriations approved for departments are consistent with City Council's goals and objectives and the City Manager's budget guidelines. In addition, the Budget was based on the Budget Principles approved by City Council on January 29, 2013. Staff has carefully analyzed all department budget requests, taking into account fiscal year projected resources, level of service desired by Santa Clara residents and businesses, and Council goals and objectives.

A strategic planning retreat was held at the Santa Clara Convention Center on March 1, 2013 with the City Council and the Executive Management Team. At this retreat, the City Council reaffirmed the Mission Statement and Vision for the City of Santa Clara:

Mission:

> *The mission of the City of Santa Clara is to promote a living and working environment that allows for the best quality of life by serving the community with resourceful, efficient, progressive and professional leadership.*

Vision:

> *SANTA CLARA: Superb, affordable services in a caring community that values our rich history and nurtures technologies that build the future.*

The Council selected the following four goals through a consensus process for the upcoming two year period and identified six-month strategic objectives under each goal which were subsequently approved at the March 26, 2013 City Council meeting:

- 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

The City Manager, with the assistance of City department heads, prepares and presents monthly status reports on strategic plan objectives.

ECONOMIC AND FINANCIAL OVERVIEW

Looking to fiscal year 2013-14 and beyond, the City is projecting that the regional economic recovery will continue leading to sustained revenue growth, although at a somewhat slower pace than experienced during the last two years. Over the last couple of years, Silicon Valley has seen job growth that has outpaced the rest of the state and nation. This growth has led to rising housing prices and a significant increase in commercial and residential development activity. One significant caution continues to be the impact of the European economic slump which has the potential to further impact the U.S. economy.

The budgets for 2013-14 are based on the most recent State, regional and local economic data, and a series of budget review meetings held with each department to review their revenue, expenditure and service assumptions. A listing of the basic assumptions underlying the major revenue projections is presented on page 1-6 in the General Information and Summaries section. The revenue and other resources included in this budget have been estimated based on the most recent economic and financial data available, and the City expects that it will realize these resources to cover the budgeted appropriations.

State Budget Impacts

In an effort to balance its budget, the State of California adopted ABx1 26 on June 28, 2011, amended by AB 1484 on June 27, 2012, which suspended all new redevelopment activities except for limited specified activities as of June 28, 2011 and dissolved redevelopment agencies on January 31, 2012.

In order to protect our Redevelopment Agency's projects, the Agency and City entered into Cooperation Agreements in February 2011. Additionally, to protect against the possible loss of Agency assets, the Agency and City took actions on March 8, 2011 to convey Agency-owned property to the City, to assign the Agency's interest in certain leases, subleases, and Cooperation Agreements to the City, transfer stadium-related Agency CIP projects and appropriations to the Stadium Authority, and transfer non-stadium-related Agency CIP projects and appropriations to the City (housing-related projects were subsequently transferred to the Housing Authority).

The City elected to become the Successor Agency and on February 1, 2012, the Redevelopment Agency's remaining net assets were distributed to the Successor Agency. ABx1 26 required the establishment of an Oversight Board to oversee the activities of the Successor Agency. The Oversight Board held its first meeting on March 23, 2012. The Successor Agency has been working its way through the administrative process of winding down the affairs of the former Redevelopment Agency. The steps involve completing various reviews led by the County of Santa Clara, the State Department of Finance, and the State Controller's Office.

On June 27, 2013, the Governor signed into law the State budget for 2013-14 which shows that the State has a balanced budget for 2013-14 largely as a result of spending cuts enacted over the last two years and the temporary revenues flowing from the passage of Proposition 30. The State budget continues to count on monies from the redevelopment dissolution process to help reduce the State's school funding obligation. For the first time in several years, there are no other significant negative impacts on local government as a result of the State's budget.

The City Manager will keep the Council/Successor Agency apprised of any new developments on the impacts of State budget actions.

Pension Costs

Pension costs have escalated considerably due to the investment losses the California Public Employees' Retirement System (CalPERS) experienced in fiscal year 2008-09 (24.0% loss vs. an expected gain of 7.75%). The CalPERS Board took extraordinary steps to buffer the impact of this loss by adopting a special smoothing change for this one year only that phases in the impact over three fiscal years beginning in 2011-12. 2013-14 is the final year of the three year phase in.

In March 2012, the CalPERS Board approved a recommendation to lower the investment return assumption from 7.75% to 7.5% effective with employer rates for fiscal year 2013-14. This lowering will cause employer contribution rates to rise over a two year period.

In September 2012, the Governor signed the Public Employees' Pension Reform Act of 2013 (PEPRA) which establishes new reduced benefit pension formulas for new members hired after December 31, 2012. These new lower cost plans will slowly lower pension costs over the next generation of employees.

In their April 2013 Board meeting, the CalPERS Board approved significant changes to actuarial policies which will result in increased employer rates beginning in 2015-16. The new policies, which are designed to enhance the long-term stability of the fund, will change amortization and smoothing policies causing employer rates to climb over a six year period.

Additionally, CalPERS had indicated that next year they will be considering another possible reduction in the assumed annual investment return and will be updating mortality assumptions, likely

recommending generational mortality improvement. Each of these possible changes will further increase employer rates.

Together these pension rate increases are resulting in millions of dollars per year in additional costs for the City. In line with agreements reached with most of the City's bargaining groups, the City agreed to exclude additional pension costs and additional health care costs based on the Kaiser employee only rate, from total compensation-based salary calculations while the furloughs are in effect. See our Five-Year Financial Plan for a complete discussion on pension costs.

Capital Improvement Project (CIP) Budget

Capital improvement project appropriations, detailed in the separately issued 2013-14 CIP Budget document, are based on the need for essential new facilities and/or maintenance, refurbishment and replacement of existing City facilities. These expenditures are generally one-time in nature and as such, past expenditure levels are not necessarily a good indicator of future (short-term) expenditure trends.

The 2013-14 CIP Budget for the City (which includes utilities and general government projects and programs) and its component units (which includes the Housing Authority, Sports and Open Space Authority, and Stadium Authority) is $77.5 million. This is an increase of 47.1% or $24.8 million from last year. Most of the increase is in the enterprise funds where the Electric Fund has an increase of $22.3 million primarily due to the installation of a phase shifting transformer at the Northern Receiving Station ($15.8 million) and normal fluctuations in substation construction and upgrades.

Adopted capital improvement appropriations also include funding for: Upgrades to Electric Utility substations; Advanced Metering Infrastructure (AMI) Project; improvements to the City's water utility system; sanitary sewer improvements within the City and at the San Jose/Santa Clara Water Pollution Control Plant; ongoing street, curb, gutter and sidewalk maintenance programs; Central Park Library carpet replacement, Parks and Recreation field and facility upgrades, additional technology improvements and upgrades, as well as funding for ongoing repair and maintenance/modification projects.

BUDGET THEMES AND SIGNIFICANT ISSUES AND PROGRAMS

Several important themes were considered as the budget was developed. The themes are Economic Development; Minimizing Impacts on City Services; Innovative Service Delivery and Cost Savings Measures; and Santa Clara Utilities. Selected items and related issues, programs, and/or projects which are significant in the 2013-14 Adopted Budget under the theme categories are presented below.

Economic Development

The services, programs and projects within this theme category are consistent with previously established Council goals to encourage enhancement of the "Entertainment Theme" in the Convention Center/Theme Park/Stadium area and to plan for economic development to retain/attract new businesses. Economic Development remains a key priority for the City. On March 26, 2013, the City Council adopted Goals for 2013-15 that include "Promote and Enhance Economic and Housing Development". Working with the Chamber of Commerce, the City places a focus on reliable, low-cost utilities, understanding and responding to business needs including "speed to market" timelines, and fostering local business success, expansion, and relocation to Santa Clara. The City also supports the

tourist and visitor economy through funding to the Convention-Visitors Bureau and the operation of the Santa Clara Convention Center.

Recovery from the Great Recession has resulted in restarting a number of significant private development projects that were previously approved by the City, but that had been placed on hold by the developers. These projects are providing construction jobs and tenant employment, leading to secondary jobs, homes sales, and consumer and business spending, thereby enhancing both property tax and sales tax revenues. Below is a sampling of current activity.

New Businesses

- Dell, Arista and GLOBALFOUNDRIES are corporate entities that have signed leases to occupy the Irvine Company's *Santa Clara Gateway Project*.
- *One Workplace*, an office systems designer/installer for such large entities as Google and Santa Clara University, opened their new showroom/warehouse.
- *Justin's* restaurant, in the former *Wilson's Bakery* in Franklin Square, opened in early March and is planning to add outdoor café seating.

Projects Under Construction

- *The Gallery at Central Park:* The developer is beginning construction of 550 apartments on the former Kaiser site across from Central Park, with approximately 240 townhomes and single family units to follow.
- *Levi's Stadium*: 68,500 seat NFL stadium commenced construction in April 2012 and is scheduled to be complete in the summer of 2014.
- The Irvine Company *Santa Clara Gateway Project:* All phases of the 911,000 square feet of office space in six 5-story buildings are under construction with first occupancies expected by late 2013.
- *Midtown Village* by SummerHill Homes at 90 North Winchester: 110 new single family homes are under construction and selling several models.
- *Menlo Equities Office R&D* project of 735,000 square feet has 3 of 5 buildings under construction; an anticipated amendment to the approval will increase the overall floor area to approximately 1.2 million square feet for an undisclosed single tenant.
- *Arrillaga Development* is erecting 295,000 square feet of office on Stevens Creek Boulevard for Apple.
- The 107-room *Marriott Town Suites Hotel* on Lakeside Drive is underway.
- *Camino del Rey* is a 48-unit affordable senior apartment project by ROEM.
- *Tuscany* is a 133-unit market rate apartment project by Citation Homes.
- *Santa Clara Town Centre* brings a new Target store to the former Mervyn's Plaza. Architectural upgrades to the existing west wing are underway, with demolition and new construction of other stores commencing in mid-2013 and completion in fall 2014.

Projects Under Review or Approved, But Not Yet Under Construction

- *Lawson Lane Office/R&D:* Approved in April 2013 for increase in floor area of Phase II on the west campus site, for a total of 638,000 square feet, where 516,000 was previously approved.
- *Santa Clara Technology Center* by the Irvine Company purchased and has redesigned the previously approved EOP 2-million square foot office development/commercial retail center at Augustine and Bowers, south of Highway 101; the revised proposal will involve approximately 1.2 million square feet of office on the 30 acre site.
- *NVIDIA*: Approved in December 2008, Phases I and II of three phases will each be 500,000 square feet of redesigned space; overall, the project encompasses 1.95 million square feet on 35 acres at Central and San Tomas Expressways.
- *Regency Towers*: South Bay Development has requested an extension of the entitlement for 280,000 square feet of office space and 30,000 square feet of retail at Mission College and Juliette Lane, approved initially by the City Council in April 2009.
- *Yahoo!:* 3 million square feet in 3 phases on 46 acres on Tasman Drive, site demolition of 6 buildings completed (4 leasable buildings remain).
- *3000 Bowers Office Project by Sobrato* is a 2-building 300,000 square foot campus that was approved by Council in April 2013.
- *Great America Corporate Center* Expansion by Sobrato is 600,000 square feet (net) of new office space at Great America Parkway at Patrick Henry Drive, the application is moving forward.
- *CORESITE Data Centers* is developing a campus master plan allowing three new data center buildings at 3000, 3001, and 3016 Coronado Drive

Future Projects

- City Council approved an Exclusive Negotiating Rights Agreement with *Related California* for the potential development of 230 acres in the Bayshore North Area. The development concept includes a mixed use of retail, entertainment, office and residential uses.
- The *Montana Group* continues to develop its development concepts for the 7-acre Tasman Lots site at Tasman and Centennial under an Exclusive Negotiating Rights Agreement. The project will include hotel and restaurant uses.
- *SummerHill Apartment Communities* has filed an application for a mixed use higher density pure residential project for 186 units in a 4-story building over underground parking on the combined parcels of El Real Nursery, Russell's Furniture and Pizza Hut.
- *Essex Properties* has proposed a mixed use project as redevelopment of the Kohl's property at the southwest corner of El Camino Real and Lawrence Expressway, providing approximately 86,000 square feet of commercial space and 475 apartments.
- New retail and other commercial development to revitalize the Downtown area continue to be a Council priority and a variety of opportunities are being studied to move forward on this goal in the near future.

Bayshore North Project Area

Due to the dissolution of the Redevelopment Agency (RDA) on February 1, 2012, no additional project funding is available.

The CIP budget includes previously appropriated funding for the Stadium project. The City concluded a feasibility study and entered into negotiations with the San Francisco 49ers for a new stadium in the Bayshore North project area in early 2008. The term sheet was approved by the City Council in June

2009 and the Environmental Impact Report (EIR) was approved by the City Council in March 2010. In June 2010, the Santa Clara electorate approved Measure J authorizing the stadium to move forward. In 2010-11, the Stadium Authority was formed and the RDA completed the sale of tax allocation bonds to fund a portion of its $40 million commitment. In 2011-12, the Disposition and Development Agreement (DDA) was executed that led to follow-up agreements including the Ground Lease and Stadium Lease, Design-Build Agreement, Parking Rights Agreement, Non-Relocation Agreement, Financial Financing Plan and Final Development Budget. The commencement of construction took place in April 2012 and construction activity will continue during 2013-14. The Stadium project is expected to have significant positive economic impact on the City and the region.

University Project Area
Due to RDA dissolution, no additional funding is available to fund projects.

Minimizing Impacts on City Services

Balancing the budget the last several years has been a difficult task resulting in many tough decisions having to be made. Staff continues to do its best to minimize the impact of budget reductions on vital city services.

The budget continues to keep all City facilities open including the City's ten fire stations, Police Administration Building and Northside Police Substation. Both City libraries and all Parks & Recreation facilities also remain open, but with the continuation of reduced hours, corresponding to the times when those facilities have the least use. City Hall and other City offices remain open five days per week, except during scheduled unpaid furlough days which are published on the City’s website and posted in advance at City facilities. With significant reductions in staffing levels, there has been an unavoidable impact on City programs and service levels. Following is a partial listing of facility and program impacts, and creative steps that have been undertaken to help the City to bring forward a balanced budget:

- Central Park Library continues to maintain seven days a week service. Currently it is open 55 hours a week. The Mission Library Family Reading Center is open four days per week, providing service 26 hours each week. All library programs currently offered will continue.

- The Senior Center will continue to be open 53 hours with six day per week operation.

- Teen Center hours were reduced in fiscal year 2009-10, which will continue. No further reductions have been made.

- Significant reductions were made in overtime in all departments, including Police and Fire, emphasizing close controls of discretionary overtime. The as-needed staffing budget was also significantly reduced, reducing assistance levels in all departments for conducting City services.

- Consistent with the effort to maintain City services even while making required reductions, several specific citywide programs were reduced and will continue to be impacted in 2013-14. For example the City's quarterly newspaper, "Inside Santa Clara," will continue to have three editions per year rather than four.

During these difficult times, we ask residents and other stakeholders to be patient. While they may notice some degradation in service levels such as tree trimming, street and sidewalk repair, park and parkway maintenance, and other impacts, our dedicated City workforce will do their best to deliver the quality services that Santa Clarans have come to expect.

Innovative Service Delivery and Cost Savings Measures

Staff continue to explore new and innovative service delivery methods and measures to reduce costs while maintaining or in some cases improving service delivery. Several recent and planned efforts have already yielded positive results including:

- The Parks and Recreation Department negotiated an agreement with the Santa Clara Swim Club (SCSC) to operate Mary Gomez Pool. The five year agreement will expand the existing 8-week public swim program, provide new annual lease revenues, contribute towards daily maintenance costs, provide an 8% resident discount on SCSC learn to swim programs, add a public lap swim program in 2014, and allow City seasonal labor cost savings to be reallocated to other recreation programs.

- The Parks and Recreation Department negotiated an agreement with Lifetime Tennis to operate and maintain the Central Park Tennis Center and public tennis programs at the facility. Lifetime Tennis (LT) was selected by a panel including the Santa Clara Tennis Club to provide increased community programs, special tennis events and daily supervision of the facility. LT will be contributing capital funds to improve the facility as well as annual lease payments. City seasonal labor cost savings will be reallocated to increase the level of service in other City sports programs.

- The Parks and Recreation Department continues to identify and establish formal Memorandums of Understanding (MOU) with non-profit service providers as well as recruit, train and schedule volunteers to staff programs and services, including the Santa Clara Senior Center. In 2012-13, over 130 volunteers provided over 11,000 hours of volunteer service at the Senior Center, the equivalent of over 5 full-time staff. Staff will be identifying at least one new partnership for every program and service as a Council Objective in 2013-14.

- The Parks and Recreation Department embraced a new partnership with the Santa Clara Rotary Club to initiate a new summer special event, the "Silicon Valley BBQ Championships & All City Picnic." The new two day event will take place the last weekend of June each year and feature over 60 professional BBQ teams, car show, Kid Zone carnival, hours of live music, and Food Alley featuring Santa Clara non-profits raising funds for local charity. The event will feature hundreds of volunteers and cost recovery opportunities for the event to remain fiscally sound.

- The Electric Utility collaborated with the Public Works Department on the installation of a 200 kW solar system on the top level of the new Tasman Garage. This system will serve as a new renewable energy source for the Utility.

- The Finance Department completed the sale of 2013 Refunding Certificates of Participation which refinanced the Series 2002A Certificates of Participation related to the Central Park Library. This sale saved the General Fund an average of about $225,000 per year through final maturity in 2031.

- The Electric Utility collaborated with the Finance department and completed the sale of 2013 Electric Refunding Bonds to refinance the Series 2003A Electric Revenue Bonds. This refunding saved the Electric Utility an average of $1.13 million per year through final maturity in 2028.

- Central Park Library is working with the Santa Clara Police Department on its project to streamline building security City-wide. This project enables the Library to reduce security expenses moving forward by eliminating software upgrade agreements and maintenance contracts. Also, the Library and Building Maintenance continue to work together on designing and fabricating tables using materials re-purposed from other areas of the library. This collaboration allows the Library to add much needed seating in the public areas. The Library continues to apply for and be awarded grants, which include providing additional new materials for the Library collection and enhanced services for the Santa Clara community.

- The Information Technology Department working with all City departments launched a redesigned City website that incorporated recommendations from a comprehensive assessment of the City's web properties. Improvements included better utilization of web content management features and optimized navigation providing increased opportunities for business outreach, support of economic development, and increased the community outreach.

- The Information Technology Department received the 2011-12 Award for Excellence in Information Technology Practices from the Municipal Information Systems Association of California (MISAC), acknowledging exemplary performance that exceeds best practices, and excellence in the efficient and innovative use of technology. This is the seventh time the department has received this award.

In preparing the budget, staff continued to explore departmental reorganizations in order to realize efficiencies and/or budgetary savings. Two reorganizations have been approved for fiscal year 2013-14:

- The Water and Sewer Utilities will implement a reorganization in this budget cycle to allocate resources to address changes in regulations, further improve responsiveness to customers, enhance long range planning, and accelerate infrastructure rehabilitation.

- In 1998, the Public Works Department was divided into Public Works and Street & Automotive Services departments. The departments and associated divisions have continued to provide core services in engineering, streets, automotive services, solid waste, storm drain and building maintenance. Both the Director and Acting Director of Streets and Automotive Services have retired in the last few years creating an opportunity to revisit the structure of these departments. The 2013-14 Adopted Budget includes the consolidation of the two departments into a single, more traditional Public Works Department. This reorganization presents an opportunity to eliminate some positions permanently such as the Director of Street and Automotive Services while freezing and unfunding some additional positions in the combined Public Works Department. While some savings have already been realized by freezing positions in prior years, this reorganization is expected to result in total annual savings of more than $0.6 million to the General Fund, and additional savings in the future through more efficiencies in the delivery of services are possible.

Santa Clara Utilities

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

The 2013-14 Electric Department Operating Budget is $324.8 million (including debt service) a projected increase of 9.0% over 2012-13. When combined with the Capital Improvement Budget of $44.5 million and transfers to other Capital Funds of $804,390, the total budget is $370.1 million, which represents an increase of 15.3% over last year.

Total projected revenue and financing sources of $372.7 million is comprised of revenue of $338.1 million, developer contributions of $2.9 million, debt financing of $15.8 million and Renewal Energy reserve of $15.9 million. The 2013-14 revenue is projected to be $14.6 million (4.5%) greater than 2012-13 due to load growth and a proposed rate increase effective January 1, 2014. Assuming an electric rate increase is approved by City Council effective January 1, 2014, a surplus of $2.6 million is expected in 2013-14.

The cost of producing and procuring energy is projected to increase by 11.5%. The increase is primarily due to increased transmission charges from the California Independent System Operator, the NCPA Lodi Energy Center and new renewable resources. 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 $14.8 million of past sales of renewable energy credits and $1.1 million of revenue from the sale of Greenhouse Gas allowances in accordance with City Council policy. The Lodi Energy Center and the additional renewable projects will be cost-effective over the life of the projects, but create higher costs for energy in the early years.

Salary costs are up 11.5% due to the inclusion of expected overtime expenses and the addition of seven positions. Three positions were added to meet work load due to new Federal and State mandates, increased mapping and record keeping, and generation maintenance requirements. Four positions were added to cover work performed by long-term contractors and these costs will be offset by reductions in contractual service costs. Significant overtime and as-needed expenses are being sustained (beyond normal embedded and emergency overtime) for project development and to support basic electric utility maintenance activities.

Revised cost allocations and accounting changes have increased Interfund Services and Contribution-in-Lieu transfers to the General Fund by 12.2% and 7.5% respectively.

The budget includes planned capital funding of $44.5 million, which includes substation upgrades, equipment replacement, new technology deployment, and economic development projects. To meet safety and reliability requirements, SVP continues its sixth year of a multi-year substation rebuilding program. Funding is also included for the construction of new substation capacity for load growth. In addition to substation capital improvements, the Electric Department continues to improve, demonstrate, and implement new technologies to support tomorrow's power grid.

Appropriations of $15.8 million are included for the Phase Shifting Transformer Project, expected to be completed in 2015. A request for an additional $6 million is expected in fiscal year 2014-15. The project, which is projected to save about $5 million a year in operating expenses, is proposed to be funded through debt financing.

The budget supports ongoing capacity expansion of our system to meet customer needs, enhanced reliability, and maintenance of the current high level of service. These investments are critical for meeting the energy needs of existing customers and those of new and expanding businesses in the City of Santa Clara.

Water and Sewer Utilities

The 2013-14 Water, Sewer, and Recycled Water Operating Budget is $49.8 million, which represents an increase of 7.2% over the prior year. Most of this increase is due to projected increases for the cost of water. Capital infrastructure replacement projects are needed in both the Water and Sewer Utilities, which also accounts for a portion of the increase. The cash reserves of the utilities have been drawn down over the past several years. The Water Utility will need to utilize reserves again this fiscal year.

Declining water sales coupled with the fixed costs of operating the water and sewer systems and required infrastructure improvements result in the need to increase rates. The City Council approved the following Water rate increases on May 14, 2013:

For fiscal year 2013-14, increases of 6.9% for potable water and 8.5% for the base recycled water rates are necessary. These increases are due to the increase in wholesale costs for water from both of the City's wholesale water suppliers, the impact of reduced water sales, as well as the escalating cost of infrastructure replacement. The rate increase translates to an average increase of $2.64 per month for a single-family residential home using 12 hcf/month of water.

Significant sanitary sewer capital replacement needs have been identified in the next 10-15 years, as well as significant capital improvements at the San Jose/Santa Clara Water Pollution Control Plant. In order to finance these improvements, sewer rate increases will be necessary. The increase approved on May 14, 2013, for fiscal year 2013-14, will result in a $3.80 per month per single-family and multi-family residential account based on a 13% increase on July 1, 2013.

Capital project expenses are budgeted for $5.1 million for the Water Utility and $13.0 million for the Sewer Utility for a total of $18.1 million, resulting in an increase of $0.2 million from 2012-13 budgeted levels. The CIP budget includes $6.8 million for capital projects at the San Jose/Santa Clara Water Pollution Control Plant.

The City's combined utility rates remain the lowest in the nine county Bay Area.

ANALYSIS OF ESTIMATED RESOURCES AND APPROPRIATIONS

The following summary, Table 2, outlines the estimated revenues and appropriations by major categories, and is followed by an analysis of major City of Santa Clara revenue and expenditure categories.

Table 2

TOTAL BUDGET

ESTIMATED RESOURCES AND APPROPRIATION CATEGORIES

ESTIMATED RESOURCES	Adopted 2013-14	Adopted 2012-13	Increase (Decrease)	Percent Change
Property Tax	$ 31,233,000	$ 28,490,000	$ 2,743,000	9.6%
Sales Tax	48,400,000	42,364,000	6,036,000	14.2%
Transient Occupancy Tax	13,000,000	11,021,000	1,979,000	18.0%
Other Taxes	4,263,200	3,982,700	280,500	7.0%
Licenses and Permits	4,119,000	3,753,700	365,300	9.7%
Fines and Penalties	1,907,300	1,891,000	16,300	0.9%
Interest	3,660,256	6,629,076	(2,968,820)	-44.8%
Other Use of Money and Property	13,681,900	18,996,344	(5,314,444)	-28.0%
Revenue from Other Agencies	6,211,720	6,451,407	(239,687)	-3.7%
Charges for Current Services	447,812,006	422,510,351	25,301,655	6.0%
Contribution In-Lieu	17,051,615	15,868,938	1,182,677	7.5%
Other Revenue/Debt Proceeds	21,513,662	13,084,510	8,429,152	64.4%
Transfers From (To) Reserves	23,853,488	(2,628,153)	26,481,641	-1007.6%
Interfund Transfers	1,387,075	1,588,744	(201,669)	-12.7%
Estimated Beginning Balance	2,759,065	3,329,461	(570,396)	-17.1%
Total Estimated Resources	$ 640,853,287	$ 577,333,078	$ 63,520,209	11.0%

APPROPRIATIONS	Adopted 2013-14	Adopted 2012-13	Increase (Decrease)	Percent Change
Salaries and Benefits	$ 159,529,384	$ 152,286,541	$ 7,242,843	4.8%
Other Operating Expenditures	64,235,244	58,685,932	5,549,312	9.5%
Resource and Production	277,561,106	251,195,766	26,365,340	10.5%
Contribution In-lieu & Franchise Fees	17,626,615	16,438,938	1,187,677	7.2%
Interfund Services	24,560,854	22,863,945	1,696,909	7.4%
Debt Service	20,208,825	23,258,731	(3,049,906)	-13.1%
Operating Budget	563,722,028	524,729,853	38,992,175	7.4%
Capital Improvement Projects Budget	77,131,259	52,603,225	24,528,034	46.6%
Total Appropriations	$ 640,853,287	$ 577,333,078	$ 63,520,209	11.0%

ESTIMATED RESOURCES

Resources available to pay for the expenditures in any given fund include the beginning balance of that fund, the estimated revenue to be received in that fund for the current year, and any transfers from other funds. Property tax, sales tax, transient occupancy tax, interest income, charges for services, rents and leases, and contribution in-lieu are major general government revenues received in the General Fund. These revenues provide funding for general government services such as public safety, public works, parks and recreation, library, and administration. A brief analysis of these major General Fund revenue sources follows including references to 2012-13 year-end estimates where applicable:

Property Tax

Property tax revenue for fiscal year 2013-14 is projected at $31.2 million, an increase of 1.1% from the 2012-13 year-end estimate and 9.6% from the 2012-13 budget of $28.5 million. The 2012-13 year-end estimate includes about $1.1 million of one-time monies returned to the City from the County for prior year overpayment of property tax administration fees.

Declines in assessed valuation began in 2009-10 and continued in 2010-11. As the County Assessor has reduced assessed valuations as a result of Proposition 8 revaluation requests and property tax appeals, property tax collections have declined. Under Proposition 13, the assessed value of properties held by the same owner from year to year is adjusted each year by the lesser of 2% or the percent change in the October to October California Consumer Price Index (CCPI). For 2013-14 the adjustment factor is 2.0%.

Sales Tax

Sales tax is the General Fund's largest revenue source. The 2013-14 projection of $48.4 million represents 31.9% of General Fund resources projected for 2013-14. Sales tax revenue for fiscal year 2012-13 is projected to be $44.3 million at year-end, or $1.9 million above the budget of $42.4 million. Despite this increase, the amount projected for 2013-14 is still $2.7 million below the amount collected in 2000-01.

The 2013-14 estimate represents a projected 9.3% increase over the 2012-13 year-end estimate and a 14.3% increase over the 2012-13 budget. This expected increase is based on projections from our sales tax consultant MuniServices. Their estimates are based on individual category/segment projections with adjustments for known individual business anomalies such as missed payments or misallocations. Their projection also takes into account the annual State of California "triple flip" adjustment. This adjustment is due to the State's takeaway of ¼ of the local Bradley-Burns 1% sales tax rate which they used to guarantee their 1994 and 1998 deficit reduction 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 is then backfilled from the State General Fund (flip 3). Because the backfill amounts are made based on estimates, there is an annual true-up adjustment for any prior year over or underpayment. As sales tax revenues have increased more than expected, the true-up payments for 2012-13 and 2013-14 are positive amounts.

Transient Occupancy Tax (TOT)

Transient Occupancy Tax (TOT) is calculated as a percentage of City hotel/motel room charges. The City's current TOT rate is 9.5%. TOT revenue is budgeted at $13.0 million for fiscal year 2013-14, an increase of 3% over the 2012-13 year-end estimate or 18.0% over our adopted budget for 2012-13. As

with sales tax, this revenue source was greatly impacted by the recession, declining from $11.3 million in 2007-08 to $8.1 million in 2009-10, a 28.1% decline. This revenue stream is extremely sensitive to changes in economic conditions and can vary greatly from year to year based on occupancy rates and room rates. Strong growth in 2010-11 and 2011-12 has continued in 2012-13 with rising occupancy levels and average daily room revenues further boosting collections.

Interest Income

Interest income in all City funds for fiscal year 2013-14 is projected at $3.7 million, a decrease of 44.8% from the 2012-13 adopted budget level. Interest income for the General Fund is projected at $1.1 million, a decrease of 48.6% compared to the adopted budget for 2012-13. The depressed nature of this funding source is due to the continuation of low interest earnings rates as a result of Federal Reserve actions to hold rates low to foster economic activity. As investments purchased with higher earnings rates have matured, they are being replaced by investments that are yielding significantly lower returns, accounting for the drop in estimated revenue collections. The City's investment portfolio is managed in accordance with the Investment Policy approved by Council each year. Interest earnings are apportioned among participating funds according to their average monthly cash and investment balances.

Charges for Services

Charges for services is 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 allocation for services provided by the General Fund to the utilities and other funds. Across all funds, the budget for 2013-14 is $447.8 million, an increase of 6.0% from the adopted budget of $422.5 million in 2012-13. General Fund charges for services are projected at $24.2 million for 2013-14, an increase of $0.9 million over the 2012-13 budget of $23.4 million. The increases are primarily due to fee adjustments being recommended as a result of a Cost Allocation Plan and Phase I of a User Fee Study conducted during 2012-13. Implementation of the study results moves the City closer to the City Council adopted Budget Principle of full cost recovery.

Rents, Leases and Transfers In

The revenues from rents and leases are posted to two account classifications, depending on the nature of the transaction and the required accounting for it under Generally Accepted Accounting Principles (GAAP):

- If the revenues flow directly to the General Fund from an outside entity, this is budgeted as rents and leases.

- If the revenues flow to the General Fund by operation of an inter-agency agreement, such as with the Sports and Open Space Authority of the City, this is budgeted in “Transfers In”.

For 2013-14, total General Fund projected revenues from direct rents and leases and revenues from rents and leases transferred in are estimated at $17.7 million (see the table that follows for specific individual estimates).

As part of the Redevelopment Agency dissolution process, the County of Santa Clara has raised concerns about whether lease payments from several of these leases should continue to flow to the General Fund, as they have per cooperation agreements which existed between the City and the Redevelopment Agency, or whether they belong to the Successor Agency where they would be distributed among all taxing entities in the County based on their proportion of property tax distributions.

The City believes that these critical revenues rightly belong to the City and as these revenues have been used to provide essential governmental services, losing some or all of them would present a significant challenge. The amount at risk is about $13.4 million of the $17.7 million identified in the following table. As a precaution, the adopted budget continues cost savings measures implemented in prior years and takes advantage of stronger revenue collections in other areas to reduce the amount relied upon from rents and leases by $6.3 million. This reduction reduces the General Fund risk from about 8.9% of the budgeted resources for 2013-14 to 4.7%. If these rents and leases continue to flow to the City, the amount above the reduced budget will be deposited into the General Contingency Fund.

Rents and Leases		**Amount**
Hyatt Regency Hotel	$	1,725,000
TECHMART		1,210,000
The Irvine Project (TIC)		4,366,300
Great America Theme Park		5,300,000
Hilton Hotel		718,000
Great America Theme Park (Parking)		108,094
Other Leases		783,556
Other Rent (Right of Way)		3,055,150
Subtotal Leases	$	17,266,100
From Transfers In		
David's Restaurant		60,000
Interland Apartments		355,000
Subtotal from Transfers In	$	387,903
Total Rents, Leases and Leases from "Transfers In"	$	17,681,100

APPROPRIATIONS

Overall, appropriations across all City funds total $640.9 million. This amount is $63.5 million or 11.0% greater than the adopted budget for 2012-13 of $577.3 million. These amounts include the Capital Improvement Project Budget which is subject to yearly swings in appropriation depending on project needs and funding availability (e.g., grant funding). The operating budget portion of the total City budget is $563.7 million. This amount is $39.0 million or 7.4% higher than the adopted operating budget for 2012-13 of $524.7 million. The following section analyzes the expenditure categories that make up the majority of the changes in the fiscal year 2013-14 operating budget compared to 2012-13:

- Salaries, Wages and Benefits
- Resource and Production

Salaries and Benefits

The expenditure category for salaries, wages and benefits across all funds in the 2013-14 Budget rose to $159.5 million, an increase of $7.2 million or 4.8% from the 2012-13 Adopted Budget. In the General Fund, this category increased by 3.7% or $4.3 million from the prior year's budget. There are four primary reasons for the overall growth in General Fund salaries and benefits costs:

- Increase in City share of pension costs of $1.8 million or 8.5% due to the third year of a three year phase in of higher CalPERS rates to make up for investment losses during the Great Recession and a lower investment return assumption, the impact of which is being phased in over the next two fiscal years.

- Reduction in savings from furlough days compared to the prior fiscal year. The savings estimated from unpaid furlough days for 2013-14 is $1.4 million versus $2.3 million for 2012-13. This $0.9 million reduction is due to fewer furlough days per year and furloughs ending after the first half of the 2013-14 fiscal year for most bargaining groups. Note that bargaining agreements are on a calendar year basis.

- A $0.8 million increase in the separation payout budget from $1.5 million to $2.3 million based on actual experience over the last few years.

- Increases in the employee health allocation of $0.6 million or 8.4% to account for higher health plan costs.

Position Changes for Fiscal Year 2013-14: The total approved full-time benefited employee count is 1,004.50 full-time equivalents, or FTEs, representing an increase of 12.5 FTEs from the 2012-13 budget. For 2013-14, 6.25 full-time equivalent positions are added for the General Fund including 4.5 FTEs to staff the new Northside Branch Library which is expected to open in late-2013, a 1.0 FTE increase in the City Clerk's Office to help keep up with workload increases, and recognition of the Economic Development Officer position which was approved by the City Council in the prior fiscal year but not added to the FTE count in the 2012-13 Budget. In the Electric Utility, 7.0 FTEs are added with 4.0 FTEs replacing outsourced staffing resulting in cost savings to the Utility and the remaining 3.0 FTEs necessary to keep up with increases in workload. A net of 2.00 positions are unfrozen (bringing the total number of frozen positions to 64.25, with 61.25 of those in the General Fund). An additional $2.8 million is assumed to be saved from the managed hiring freeze (i.e., by holding approximately 20-25 full-time equivalent positions vacant during the year) and from new lower starting salary steps for entry level firefighters.

The Summary of Full-Time Equivalent Positions on pages 1-44 to 1-45 provides more detail of the positions included in the 2013-14 Adopted Budget.

Resource and Production

The budget for this item for 2013-14 is $277.6 million, up 10.5% from the 2012-13 Adopted Budget of $251.2 million. The projected increase is due to increases in electric, water, sewer, and solid waste costs.

ENTERPRISE FUND RATES

Rates in several City Enterprise activities are planned to be increased this year. Increases in the City Enterprise activities planned for the 2013-14 fiscal year are consistent with contractual cost of living adjustments for private contractors, implementation of mandated programs, and planned service cost recovery adjustments.

For Silicon Valley Power (SVP), the adopted budget assumes a rate increase of up to 4% in January 2014. Staff will present the rate increase to Council for approval in November 2013. It should be noted that over the past several years the City Council has approved five rate increases: in January and July 2006 (a compounded total of 10.25%), 3% rate increases in January 2008 and January 2009 (a compounded rate of 6.1%), and 7% rate increases in January 2010 and January 2011. The Electric Department's Five-Year Financial Plan assumes a potential rate increase of 3% in January 2016, subject to further review and to City Council approval. Yet, even with these rate increases, Santa Clara's Electric Utility continues to maintain the lowest system average electric rates in the State of California. As a result, SVP continues to assure the City's reputation as a low-cost commercial site to do business and to thrive.

The rate increases for the water utility are due primarily to the cost of water from the City's wholesale water suppliers, the San Francisco Public Utility Commission (through the Hetch Hetchy regional water system) and the Santa Clara Valley Water District. Other components of the City's water rates include operations and maintenance costs including labor, and services from other City departments.

The City Council held a public hearing on May 14, 2013 and approved the following Water, Sewer, and Recycled Water rate increases:

- The approved water rate increase will result in an average increase of $2.64 per month for single-family residential accounts. This increase is based on the price per hundred cubic feet (hcf) of water increasing by 6.9% from $3.17/hcf to $3.39/hcf and an average usage of 12 hcf/month. The base recycled water rate will increase by 8.5%. The impact of the rate increase will vary by the size and type of the commercial account.

- The approved residential sewer rate increase will result in an increase of $3.80/month on July 1, 2013 for single-family residential and multifamily residential accounts. Commercial and industrial sewer rates will increase by 13% on July 1, 2013.

The approved rate increase for the sewer utility is primarily due to increased costs for the City's share of operating costs and for capital projects required at the San Jose/Santa Clara Water Pollution Control Plant where all of the City's sewage is treated. Other components of the City's sewer rates include operations and maintenance costs, including labor, replacement and improvements in the City's sewer collection system (capital projects), and the cost of service from other City departments.

Even with the rate increases approved, the combined water, sewer and electric rates remain the lowest in the nine Bay Area counties.

The Solid Waste Utility has increased fees to move to full cost recovery over the last few years. The following rate adjustments make it possible for the Solid Waste Fund to achieve full cost recovery on both operating and Capital Improvement Project (CIP) expenditures in 2013-14:

- Garbage collection and disposal fees are approved to increase by 5.0%, which equates to an increase of $0.56 per month for customers with 32-gallon cart service. 2.6% of the increase is primarily attributable to contractually obligated cost of living adjustments due to Mission Trails Waste Systems for garbage collection services and International Disposal Corporation/Browning Ferris Industries for garbage disposal services at Newby Island Landfill, effective July 1, 2013.

- The charge for Clean Green will remain flat at $9.99 per month per residence. Mission Trail Waste System and International Disposal Corporation/Browning Ferris Industries will receive 2.6% cost of living adjustments, which are in line with their respective contracts for Clean Green Collection and composting services at the Recyclery at Newby Island.

- Residential curbside recycling fees will remain flat at $2.53 per month per household. Recology will receive a 2.2% cost of living adjustment, effective July 1, 2013.

- The Annual Clean-Up Campaign fee will remain the same for 2013-14 ($3.80 per month per single family residence).

- The Household Hazardous Waste Charge will remain the same for 2013-14 ($0.30 per month for all households in the City).

Combining all the above, the cost for a small cart (one 32-gallon can) basic residential service (garbage collection and disposal, Clean Green collection, and residential recycling) will increase $0.56 per month, which equates to an 2.0% increase.

GENERAL CONTINGENCY RESERVE POLICY

The General Contingency Reserve is the surplus (when surpluses are available) resulting from General Fund revenues received in excess of expenditures during preceding fiscal years. There are two main reasons for such excess:

(a) Revenues were higher than anticipated such as from higher than anticipated taxable sales in the City resulting in more sales tax and/or

(b) Expenditures were lower than anticipated such as from departmental efficiencies.

On an annual basis after closing the City’s books, if there is an operating surplus, the Council approves the transfer of the surplus to the General Contingency Reserve. The funds are then available for emergencies and future capital project needs.

In 1985-86, the City Council established a policy regarding use of the City's General Contingency Reserve, under which two separate reserves were established. The first reserve, the Working Capital (Emergency) Reserve, is set aside for 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). The second reserve, the Capital Projects Reserve, earmarks funds for a five-year capital-spending program.

Because of deficits in 2008-09 and 2009-10 as a result of the Great Recession, the Working Capital (Emergency) Reserve declined from $21.1 million at June 30, 2008 to $2.5 million at June 30, 2010. The Capital Projects Reserve also declined significantly and had a balance of $2.5 million at June 30, 2010 (below the minimum target level of at least $5 million). As a result of operating surpluses in 2010-11 (largely due to one-time actions including the $5.5 million sale of land to the Electric Utility) and 2011-12 (largely due to an improving economy leading to stronger-than-expected economically sensitive revenue growth) the Working Capital (Emergency) Reserve balance grew to $6.4 million and the Capital Projects Reserve balance grew to $16.0 million at June 30, 2012. After funding projects approved in the 2012-13 Adopted Budget and during the year, the current balance stands at $13.3 million.

The City Council has stated that one of its primary goals is to rebuild the General Contingency Reserves. The City Council adopted a policy in 2007-08 consisting of the following steps:

1. Continue to maintain a structurally balanced budget, that is a balanced budget without the use of reserves;
2. If excess revenues are available, set aside $3.0 million per year for the next five years in the Working Capital (Emergency) Reserve;
3. If excess revenues are available above the level of $3.0 million, deposit the remaining excess funds in the Capital Projects Reserve;
4. Provide for annual Council review of this policy as part of the yearly budget process;
5. Reallocate interest earnings from the Land Sale Reserve to the Working Capital (Emergency) Reserve when not needed to balance the General Fund; and
6. Refer to the City Manager to develop financing options for future Capital Improvement Projects.

<u>Working Capital (Emergency) Reserve</u>
The City has experienced unprecedented volatility in General Fund revenues over the past decade with the dot-com bust and two recessions causing significant revenue declines necessitating the use of reserves during the down years. The Great Recession, which started in December 2007 and ended in summer 2009, triggered major declines in economically sensitive revenue sources, causing the Working Capital (Emergency) Reserve to be called upon.

- At the end of fiscal year 2007-08, the Working Capital (Emergency) Reserve balance was $21.1 million. This represented 14.8% of the adopted 2008-09 General Fund Budget of $142.2 million.

- At the end of fiscal year 2009-10, the Working Capital (Emergency) Reserve balance dropped to $2.5 million due to revenue declines caused by the Great Recession coupled with rising costs.

- As a result of operating surpluses in 2010-11 and 2011-12, a year-end transfer to the Working Capital (Emergency) Reserve grew the balance to $6.4 million. This balance was still well below the target representing only 4.4% of the fiscal year 2012-13 adopted General Fund appropriations of $145.4 million.

Capital Projects Reserve

The 2013-14 Adopted CIP Budget includes appropriations in the amount of $6.4 million from the Capital Projects Reserve for essential capital projects. The close out of projects with remaining balances and reductions in project budgets for several projects would release about $0.1 million back to the Reserve. This will leave the Capital Projects Reserve with a balance of $7.0 million, above the minimum policy requirement of $5.0 million. Based on favorable General Fund performance in 2012-13, it is likely that there will be a year-end transfer to the Capital Projects Reserve which will further increase its balance.

The Five-Year Financial Plan has identified more than $85 million of unfunded project needs.

Land Sale Reserve

In fiscal year 1996-97, the City Council established the General Contingency Reserve for Non-Expendable Land Sale Proceeds (Land Sale Reserve). The net proceeds from the sale of City owned land are held in the Land Sale Reserve account and interest earned on the funds is available to be appropriated for General Fund operating expenditures. The balance of the Land Sale Reserve at June 30, 2012 is projected to be $90.1 million.

The 2013-14 Budget does not include any use of the monies in this reserve.

Building Inspection Reserve

In 1999-00, Council approved the establishment of a Building Inspection Reserve to account for surplus funds generated from user fees in the Planning Department's Building Inspection Division. Funds accumulated in the Building Inspection Reserve are to be used to fund additional services or projects directly related to the Building Inspection Division and advance and long range planning activities, and can only be used when Building Inspection revenues are not sufficient to cover related costs. The current reserve balance, after funding appropriations that have been approved during 2012-13, is $7.2 million.

The 2013-14 CIP Budget includes the use of $0.4 million in Building Inspection Reserve funds for the Geographic Information System (GIS) Phase II ($25,000), GIS Enterprise System ($150,000), Housing Element Update ($95,000), Precise Plan for El Camino Real ($80,000), and Specific Plan for Lawrence Station ($80,000) projects. An additional $0.4 million is included as a transfer to the General Fund to cover 2012-13 Planning and Inspection Department expenditures related to building activities.

BUDGET AWARDS

The City received the Excellence in Budgeting Award for the fiscal year 2012-13 Capital Improvement Project Budget from the California Society of Municipal Finance Officers (CSMFO). This award is designed for cities with separate documents for capital appropriations and/or long-term capital improvement plans. The City also received the Excellence in Operational Budgeting Award for the fiscal year 2012-13 Annual Budget from the CSMFO. Recipients of the excellence award must exceed a threshold level based on specific criteria designed by CSMFO and qualify for additional criteria of comprehensiveness and quality of the budget document. This is the thirteenth year that the City has received an award for its Annual Budget and the seventeenth year for its Capital Improvement Budget.

SUMMARY

As in past years, revenues have been estimated with an appropriate amount of conservatism based on the most up-to-date information available to the City. A team effort has been used to ensure that expenditures are at or below revenue expectations. This has been accomplished through a multi-year cost containment approach that has included a variety of short-term and ongoing measures such as holding positions vacant, freezing positions (i.e., eliminating the budget for the positions), unpaid furloughs, eliminating vacant positions, and negotiating lower cost contractual services.

Budgeted expenditures are considered necessary and proper, taking into account the growth and development of the City, ongoing programs and projects, and maintenance of the maximum level of service to our residents and other stakeholders as is possible given our reduced levels of staffing. In addition to the monthly revenue and expenditure reports submitted to Council, staff will continue to conduct a thorough mid-year review of revenues. Any revenue realized for the year in excess of actual expenditures will be transferred to the City's General Contingency Reserve.

All City departments worked together in a professional manner with the City Manager and the Finance Department to prepare this sensible budget plan. The hard work and commitment of City Department Heads and employees is greatly appreciated. In addition, the policy leadership of the City Council as well as the cooperation and understanding of the Boards and Commissions is a reflection of the City's status as an All America City. All involved have worked together to make the tough decisions for the financial stability of the City of Santa Clara. This budget is fiscally responsible and maintains the level of funding needed to continue the City's goal of excellent service to the Santa Clara community. The Annual Budget (Operating and Capital Improvement Project Budgets) is consistent with the City of Santa Clara mission, and will facilitate the goals of the Santa Clara City Council.

Respectfully submitted,

Julio J. Fuentes
City Manager

Gary Ameling
Director of Finance

Budget Principles for 2013-14

(As adopted by the City Council on January 29, 2013)

- Budget decisions will be made with long-term implications taken into account, using data from the Five Year Financial Plan.
- Value of fiscal responsibility will be used as a guide for decisions.
- Focus on benefit to community as a whole.
- Inform residents, businesses and employees of challenges and the City's responses.
- Team-based approach to identify and implement cost saving measures including input and participation from all major stakeholders.
- Pursue economic development objectives and strategies to foster new public and private investment within Santa Clara, and to create employment opportunities.
- Budget decisions will be made as a whole in context, with no special requests considered in isolation.
- Any necessary reduction in permanent positions will be accomplished first through attrition and retirements, with layoffs used only as a last resort.
- Continue to pursue ways to bring ongoing revenues and expenditures into balance, recognizing that the City's General Fund has a structural deficit that has now been exacerbated by the dissolution of the City's Redevelopment Agency and that the use of one-time monies is only a temporary solution.
- Since the City's General Fund Emergency Reserves, Capital Project Reserves, and Utility Reserves continue to be at low levels, the use of reserves does not provide a viable solution to the revenue/expenditure gap.
- Although the City has proactively begun to address the structural deficit, it recognizes that the implementation of strategies to resolve the structural deficit may take time requiring short-term solutions until ongoing savings associated with structural changes are realized.
- In accordance with Council policy, continue to rebuild General Fund Contingency Reserves (Emergency Working Capital and Capital Projects) for the long-term financial health of the City.
- Reduce hours of operations as required while maintaining essential service levels.
- Review options for consolidation of functions that reduce operational costs and improve efficiency.
- Consider delay in opening or phase in opening of new facilities, particularly those Capital Improvement Projects (CIP) that have significant continuing staffing, operational and maintenance costs.
- The perception of funding actions, as well as the fiscal impact, will be considered before expenditures are made.
- 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 2012-2013

Presented to the

City of Santa Clara

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

February 6, 2013

Laura Nomura
CSMFO President

Scott Catlett, Chair
Professional Standards and Recognition Committee

Dedicated Excellence in Municipal Financial Reporting

ROSTER OF COUNCIL AND COMMISSION MEMBERS
FY 2013-14

CITY COUNCIL

Mayor	**Jamie L. Matthews**
Councilmember	**Debi Davis**
Councilmember	**Lisa M. Gillmor**
Councilmember	**Patrick Kolstad**
Councilmember	**Patricia M. Mahan**
Councilmember	**Jerry Marsalli**
Councilmember	**Teresa O'Neill**

BOARD OF LIBRARY TRUSTEES

Ashish Mangla, Elizabeth A. "Betsy" Megas, Barbara E. Vance, Kathleen "Kathy" Watanabe, Peter Yoon

CIVIL SERVICE COMMISSION

Mario Bouza, Andrew Kristalyn, Fran A. Palacio, Beverly Lynne Silva
(One Vacancy)

CULTURAL ADVISORY COMMISSION

Fatima Fagundes, Eversley Forte, Dave Leon, Estella Ross Lockwood, Kent Neal, Kathleen Ryan, Carolyn Schuk

HISTORICAL & LANDMARKS COMMISSION

Brian Johns, Robert W. Luckinbill, Regina "Jeannie" Mahan, Gerald "Jerry" McKee, Kris Motyka
(Two vacancies)

HOUSING REHABILITATION LOAN COMMITTEE

Councilmember Teresa O'Neill, Bianca Placencia, Ken Wright
(One Vacancy)

INTERNATIONAL EXCHANGE COMMISSION

Loretta Beavers, James Mathre, Barbara Stahl
(Four Vacancies)

PARKS AND RECREATION COMMISSION

Charles "Chuck" Blair, Raymond G. Gamma, George Guerra, Roseann Alderete LaCoursiere, Michael E. O'Halloran, Tino Silva, Kevan Michael Walke

PLANNING COMMISSION

Raj Chahal, Ian Champeny, Deborah Costa, Yuki Ikezi, Steve Kelly, Keith Stattenfield, Joe Sweeney

SENIOR ADVISORY COMMISSION

Wanda Buck, Dwight Collins, ArLyne Diamond, Ph.D., Barbara A. "Bobbi" Estrada, Frank E. Kadlecek, Alice Pivacek
(One Vacancy)

YOUTH COMMISSION

Samia Abbasi, Ajaipal Chahal, Karla Cisneros, Devleena Das, Jeffrey Hara, Vyvy Nguyen, Emily Packer, Sheryl Ratnam, Andrew Raushhuber, Rafal Saeed, Hannah Villalpando, Michelle Vo, Shana Vu, Ryan Winter, Ashley Wong

As of July 11, 2013

CITY OF SANTA CLARA
EXECUTIVE MANAGEMENT TEAM
FY 2013 - 14

CITY MANAGER
Julio J. Fuentes

CITY CLERK/CITY AUDITOR
Rod Diridon, Jr.

CITY ATTORNEY
Richard E. Nosky, Jr.

CHIEF OF POLICE
Michael J. Sellers

FIRE CHIEF
William Kelly

DIRECTOR OF ELECTRIC UTILITY
John Roukema

DIRECTOR OF WATER & SEWER UTILITIES
Christopher de Groot

DIRECTOR OF INFORMATION TECHNOLOGY/CIO
Gaurav Garg

ECONOMIC DEVELOPMENT OFFICER
Ruth Shikada

ASSISTANT CITY MANAGER
Alan Kurotori

ASSISTANT CITY MANAGER
Vacant

DIRECTOR OF PUBLIC WORKS
Rajeev Batra

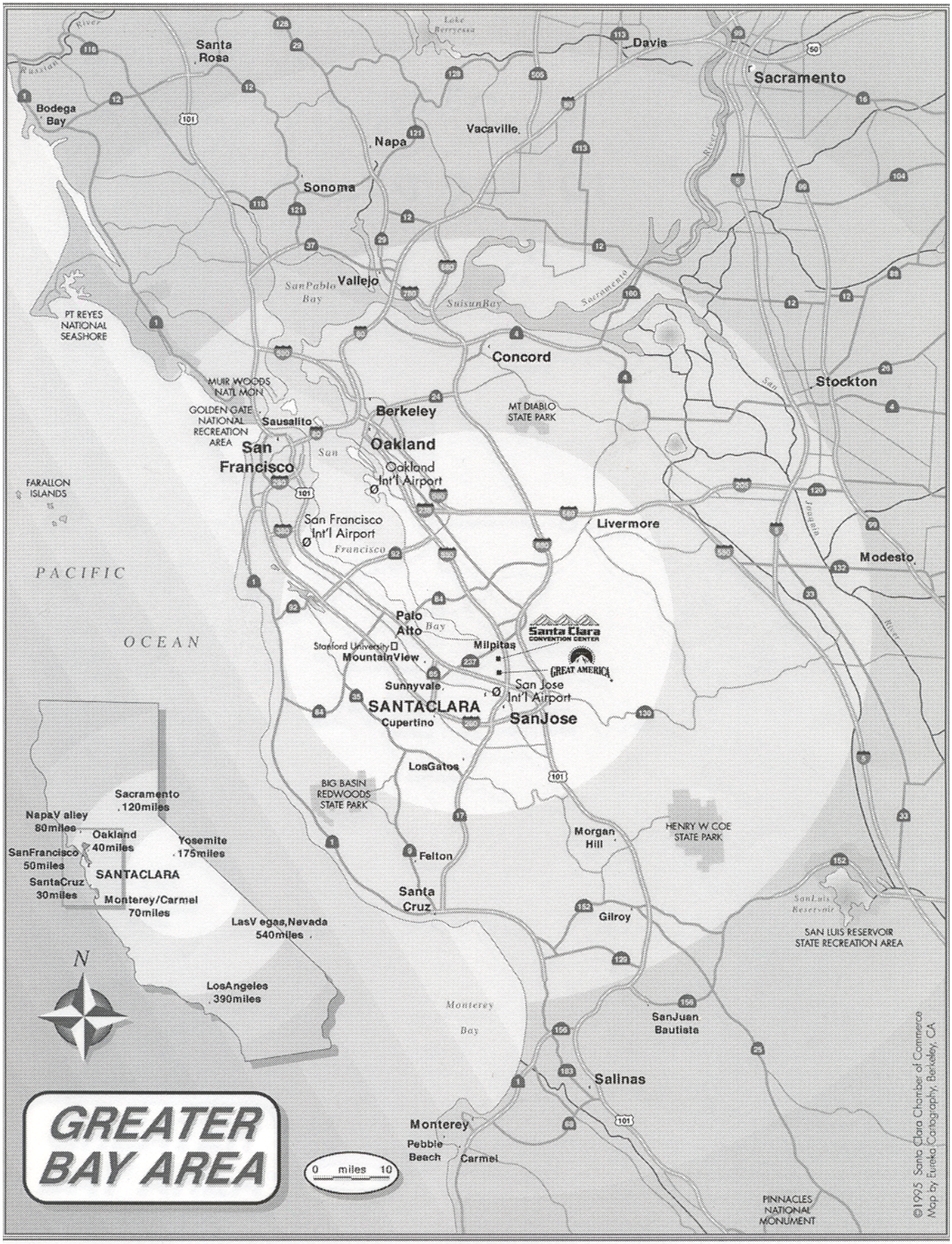
DIRECTOR OF PLANNING & INSPECTION
Kevin Riley

DIRECTOR OF FINANCE
Gary Ameling

DIRECTOR OF HUMAN RESOURCES
Elizabeth Brown

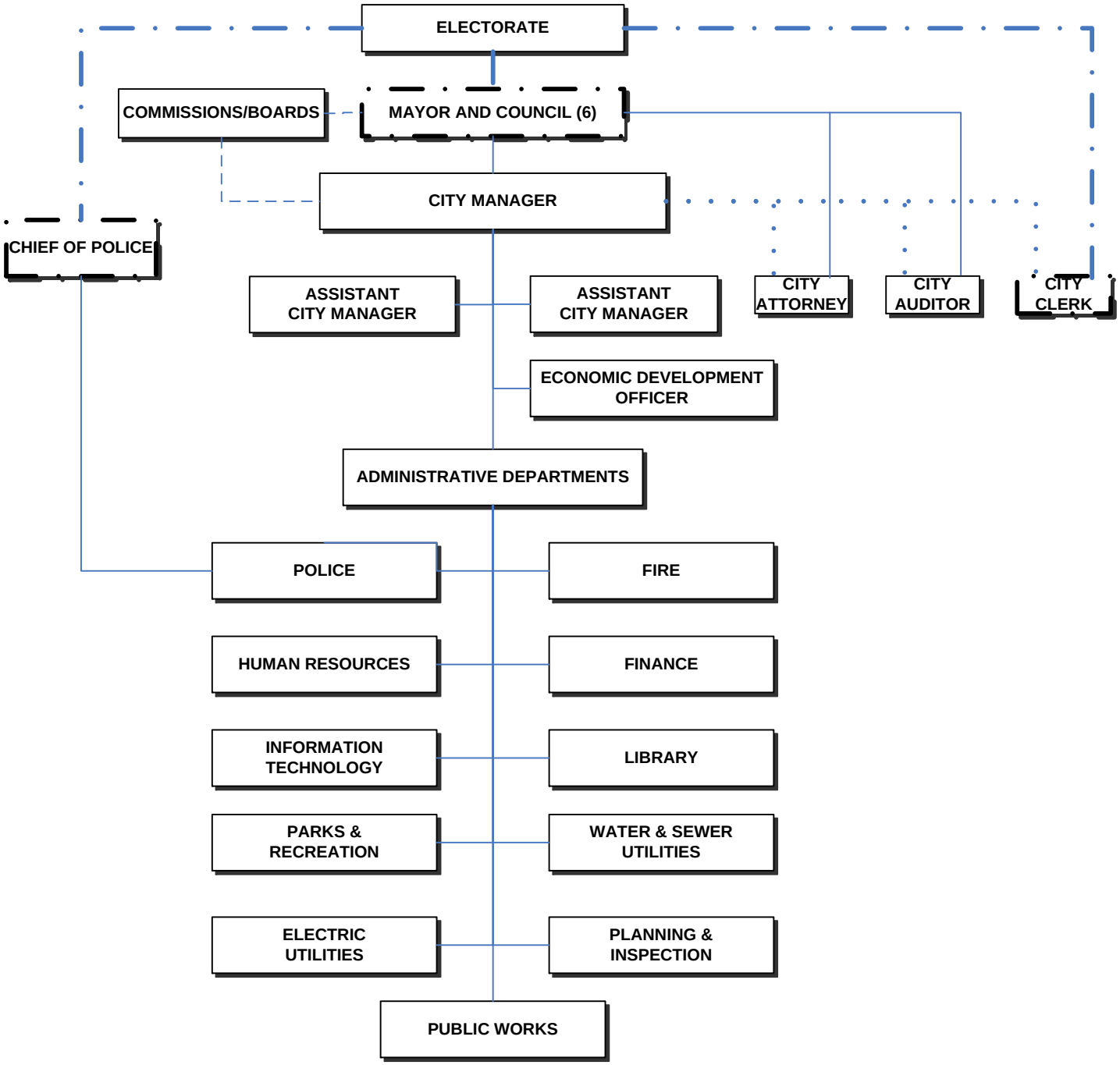
CITY LIBRARIAN
Julie Passalacqua

DIRECTOR OF PARKS & RECREATION
James Teixeira


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

CITY OF SANTA CLARA

ORGANIZATION CHART



(Reference: City Code, Chapter 2 Administration)
Elected position indicated by the line.

City Manager serves as ex officio member of and liaison to all boards and commissions as indicated by the line.

Mayor and Council appoint City Manager, City Attorney and City Auditor. City Attorney and City Auditor report into the City Manager as indicated by the line. City Manager is the appointing authority for all other employees, except elected positions.

The City of Santa Clara, also known as the Mission City, is a charter city incorporated in 1852 under the laws of the State of California. The City Charter establishes the Council/Manager form of government. The citizens of Santa Clara elect a City Council of seven citizens, six councilpersons and a Mayor elected at-large, who serve a term of four years each and who, in turn, appoint a City Manager. The City is located in the County of Santa Clara, California, approximately 45 miles southeast of San Francisco and three miles north of downtown San Jose. It is situated in the northern part of the County and occupies approximately 19.2 square miles. The City's 2013 population of 120,284[1] is 6.53% of the total County population.

Demographics[2] (2010 Census Survey)

Population		
Total Population	**Santa Clara 116,468**	**County 1,781,642**
Male	**50.5%**	**50.2%**
Female	**49.5%**	**49.8%**
Median Age	**34.1**	**36.2**
Age Distribution		
Age	**Santa Clara**	**County**
Under 5 to 19	**24.3%**	**26.6%**
20-29	**17.0%**	**13.8%**
30-44	**26.7%**	**23.3%**
45-64	**22.0%**	**25.2%**
65+	**10.0%**	**11.1%**
By Ethnicity		
Race	**Santa Clara**	**County**
Hispanic or Latino (of any race)	**19.4%**	**26.9%**
Not Hispanic or Latino	**80.6%**	**73.1%**
White alone	**36.1%**	**35.2%**
Black or African American	**2.5%**	**2.4%**
American Indian and Alaska Native	**0.2%**	**0.2%**
Asian alone	**37.4%**	**31.7%**
Native Hawaiian/other Pacific Islander	**0.5%**	**0.4%**
Some other race	**0.3%**	**0.2%**
Two or more races	**3.6%**	**3.0%**

The City provides a full range of services. These services include: police and fire protection; 9-1-1 communications; electric, water and sanitation services; the construction and maintenance of streets and infrastructure; parks and recreational activities and cultural events; planning and zoning; library; cemetery; and general administrative and support services.

Santa Clara is headquarters to many of the nation's leading electronics, telecommunications, computers and semiconductor firms. The City has enjoyed and still enjoys a strong fiscal position based on a stable industrial base. Ninety-five percent of the land zoned for industrial uses is developed with approximately 850 manufacturing plants producing electronic components, communications equipment and computer systems as well as items such as fiberglass, paper and chemicals.

The City has 14 elementary schools, 2 junior high schools, 2 high schools, 4 parochial schools, private schools, as well as a university, a community college, an adult learning center, and a general hospital with a 337 total bed capacity and 237 affiliated physicians/surgeons.

Where the City Gets its Money and What Your Money Buys - Exhibit I - This exhibit provides a summary presentation of the City's Annual Budget resources and expenditures/expenses in a simplistic graphical format. This exhibit is featured in the City's "Your City Budget" Brochure that is widely distributed to the community to facilitate public awareness and understanding of the City's budget.

Outside Group Funding - Exhibit II - This exhibit briefly describes the non-profit community organizations that receive funding from the City for services provided to the community. The City evaluates each request based on the cost efficiencies and the effectiveness of the services provided by the organization. The list also includes groups funded through the Redevelopment Agency low and moderate Income housing fund.

History[3]

SANTA CLARA, THE MISSION CITY, was incorporated July 5, 1852. The story of the community, however, extends back to the dim past of prehistoric days in Santa Clara Valley. Here, for thousands of years before the first Europeans came upon the scene in 1769, the Ohlone Indians and their ancestors lived in a lush and lovely valley. Oak trees produced acorns for food, vast herds of deer and elk and other game provided meat, and the clear waters of the streams provided fish. Animals were hunted with the bow and arrow. Small games were caught with snares and traps.

The Indians used some of the skins of the animals for clothing and blankets. Their homes were conically shaped structures of brush and tule. The women and children gathered food and prepared the meals, whereas, the men were inclined to do the fishing and hunting.

The homes would be clustered in small villages, called rancherias by the Spaniards. One of these was located near the Guadalupe River and was called Tamien. Following the Portola-Serra Expedition of 1769, it was determined by the Franciscan Missionaries, under the leadership of Father Serra, to establish a Mission in the Santa Clara Valley, near Tamien. It was done on January 12, 1777, and the Mission was named for the spiritual Sister of Saint Francis of Assisi, Santa Clara. The early mission building, located near the river, was destroyed by floods, and another structure was erected near what is now the Southern Pacific Depot. This building was damaged by a series of earthquakes in 1812 and 1818 to the extent that the Padres determined that it should be relocated.

In the 1820's, a new Mission Church and related buildings were constructed in what is now the University of Santa Clara Campus. At about the same time, Mexico declared its independence from Spain and California became part of the Mexican Republic. Non-Hispanic people began moving into California. With the discovery of gold by John Marshall at Coloma, the great gold rush began.

The war with Mexico broke out and the only battle in this part of California was fought within the current city limits of Santa Clara. The battle sometimes known as the Battle of the Mustard Stalks or the Battle of Santa Clara occurred in the area generally delineated by Scott and El Camino and Lawrence Station Road. The U.S. Marines, coming from San Francisco to capture the Pueblo of San Jose, encountered in that location a group of Californians under the leadership of a Col. Sanchez. After a brief engagement, the forces withdrew, and an armistice was declared at a meeting on the following day near the Mission of Santa Clara.

With the conclusion of the Mexican War by the treaty of Guadalupe Hidalgo and the admission of California as a State to the Union on September 9, 1850, Santa Clara moved into its next phase. Recognizing the need for educational facilities, Bishop Alemany directed that Father Nobili, a Jesuit, establish a college at the Mission of Santa Clara. Instruction began in 1851. The University of the Pacific, under sponsorship by the Methodist Church, obtained a charter in the same year. Santa Clara thus became the home of two oldest institutions of higher learning in the state of California.

With incorporation in 1852, a Mayor-Council form of government was established. At one time, the Chief Police Officer of the City was known as the Marshall, the last of whom was the late Marshall Peter Fallon, whose shoot-out on Franklin Street with the bandit, Mark Monroe, added another chapter to the interesting history of this City.

Through the years, Santa Clara became the site of many lovely residences, including the palatial home of C. C. Morse one of the founders of the Ferry-Morse Seed Company. The oldest building in the County of Santa Clara still exists in the City. This building being the Santa Clara Woman's Club Adobe. The Adobe was originally a part of the complex of Mission buildings dating back to the 1780's. The Adobe can be seen behind a brick wall on The Alameda, between Benton and Franklin Streets, and is marked with a California Historic Landmark plaque.

Business and industry also located in Santa Clara over the years. With the coming of the fruit industry to the Valley, packinghouses, located within the City of Santa Clara, have spread the reputation of such products as the Santa Clara prune around the world. Many of these canneries and packinghouses still exist. At one time, some of the major tanneries of the area were located in Santa Clara. More recently a variety of other industries have found this location to be desirable, including Owens-Corning Fiberglas, Memorex and others. The Great America Theme Park continues to provide a focal point for tourists' attention.

The youth of Santa Clara has also gained prominence in a variety of fields, and the community has sometimes been known as the Youth Sports Capital of the World. Home of the world renown, Santa Clara Swim Club, the spacious swimming pools of the City have also accommodated the noted Santa Clara Aquamaids and other groups. The national award winning Santa Clara Vanguard Drum and Bugle Corps is headquartered in the City. Many other sporting activities are encouraged through which the young people of the community have gained wide recognition and achievement.

In over two hundred years of Santa Clara history, since the establishment of this Mission on the banks of the Guadalupe on January 12, 1777, many changes have occurred. From the small Indian Villages, housing a few hundreds of people, the community has grown to about 100,000. From a pastoral area, it has grown to a modern city of commerce, schools and industry. Ample provision has been made for cultural life by the establishment of libraries, museums, art galleries and park and recreational facilities. Santa Clara continues its interest in its heritage and can face its future on its reputation as a city that cares.

[1] Department of Finance – Price and Population Factors used for Appropriations Limits Calculations for 2013-14; Population as of 1-1-2013
[2] Department of Finance, California State Data Center – Census 2010
[3] Warburton, Austen – Town Historian. "The Santa Clara Story."

Where the City Gets Its Money

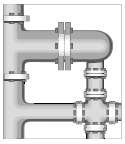
Taxes	
Property Tax	$ 31.2
Sales Tax	48.4
Transient Occupancy Tax	13.0
Other Taxes	4.3
Intergovernmental	
Revenue from Other Agencies	3.5
Gas Tax	2.7
User Fees	
Charges for Current Services - Utilities	414.7
Charges for Current Services - Other	33.1
Other	
Interest Income	3.7
Licenses & Permits/Fines & Penalties	6.0
Contribution In-lieu	17.0
Rents and Leases	13.7
Misc. Revenue	1.4
Capital Project Revenue	4.4
Bond Proceeds	15.8
Beginning Balance/Reserves/Transfers	28.0
Total Estimated Revenue	$640.9

What Your $640.9 Million Buys:

$310.9
Electric

$80.2
Police, Fire, 9-1-1
(Communications)

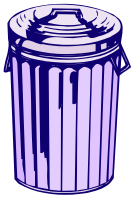
$77.1
Capital
Projects



$49.8
Water &
Sewer

$20.2
Debt
Service

$17.9
Public
Works



$19.1
Solid
Waste

$14.8
Parks &
Recreation

$11.2
Finance &
Human Resources

$13.8
City
Administration

$9.3
Internal
Services

$7.6
Library

$6.9
Planning &
Inspection

$2.1
Convention-Visitors
Bureau

Outside Group Funding

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

ADOPTED

Bill Wilson Center - Provides family and individual counseling and youth crisis intervention at local schools and grief support services, including individual and group counseling.	$	47,804
Catholic Charities Long Term Care Ombudsman - Monitors quality of care to elderly and disabled residents of long-term care facilities.	$	5,270
Championship Team Trust Fund - Funding assistance for championship teams/ individuals and sports affiliated groups to travel to state, national and international competition representing the City of Santa Clara.	$	36,000
Concerts in the Park - Provides six concerts at Central Park near the Pavillion.	$	3,700
Convention-Visitors Bureau - Market City as a tourism and convention destination.	$	1,521,526
Heart of the Valley - Provides transportation for seniors and disabled persons who are unable to travel by bus or other public transportation, collect demographic information on new paratransit clients and to coordinate and train volunteers for service delivery.	$	6,815
Live Oak Adult Day Services - Provides adult day care for dependent and disabled seniors.	$	3,315
Miss Santa Clara Pageant - Provides an opportunity to receive an educational scholarship.	$	12,000
Outreach & Escort - Provides transportation for seniors and disabled persons who are unable to travel by bus or other public transportation.	$	32,730
Project Sentinel - Fair Housing - Addresses complaints and undertakes investigation of illegal housing	$	18,075
Project Sentinel - Rent Mediation - Provides advice, referrals, counseling, and mediation services to tenants and landlords to resolve disputes regarding rental arrangements	$	57,719
Saint Justin Community Ministry - Provides food assistance to low/moderate income residents.	$	9,180
Santa Clara Ballet - Provides cultural, music, dancing, entertainment and performances for the enjoyment of all.	$	12,555
Santa Clara Chorale - Provides community choral performances.	$	9,765
Healthier Kids Foundation Santa Clara County Purchases health insurance coverage for low-income children	$	14,205
Santa Clara Kiwanis/Lions Fish Derby - Provides funding for annual Fish Derby for local youth.	$	900

Outside Group Funding (continued)

Santa Clara Nutrition Site - Provides daily delivery of meals to severely disabled, homebound seniors.	$	22,010
Santa Clara Players - Provides theatrical performances for the entertainment and enjoyment of the community.	$	5,850
Santa Clara Swim Club - Host swim meets which bring national and international visitors to our city.	$	20,000
Santa Clara Unified School District Closed School Site Maintenance	$	36,000
Santa Clara Unified School District Extended Day Care/Latch Key Care - Provides after school care for 3rd-5th graders at Bracher, Hughes, Montague, Pomeroy, and Scott Lane Elementary Schools	$	108,450
Senior Adult Legal Assistance - Provides free legal services for seniors that includes advice and referrals, document writing and legal representation.	$	3,955
Triton Museum - Provides artistic exhibitions and educational programs.	$	289,560
United Way Silicon Valley - 2-1-1 Phone System - Non-emergency information and referral for health and human services.	$	4,750
YMCA of Silicon Valley - Provides counseling, shelter and legal services for battered spouses and their families.	$	4,680
Total Funding Provided to Community Groups	**$**	**2,286,814**

General Information & Summaries

Santa Clara
All-America City
2001

BUDGETARY ACCOUNTING

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

1. The proposed services to be provided during the fiscal year and the associated appropriations to cover the costs of the proposed programs, projects, services and activities.

2. The estimated revenue available to finance the proposed service levels.

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

1. The City Manager submits to the City Council a proposed operating budget for the following July 1.

2. Public hearings are conducted to obtain taxpayer comments.

3. The budget is legally enacted through passage of a minute order.

From the effective date upon which the City Council formally approves the Annual Operating Budget, the amounts stated therein, as proposed expenditures become appropriations. The City Council may amend the budget by motion during the fiscal year. The legal level of budgetary control (that is, the level at which expenditures cannot legally exceed the appropriated amount) is at the object category level within a department.

The operating budget is prepared at the object category level within programs within departments. Transfers between object categories within a department and any transfers between departments require City Council approval. Please see Additional Information Section at the back of this budget document for additional information on budgets and fund accounting.

GRAPHS AND CHARTS

The following four pages (1-2 through 1-5) depict various budget relationships for the fiscal year 2013-14 budget. The pie charts on page 1-2 show the total City estimated revenues by source and the total City appropriations by object category.

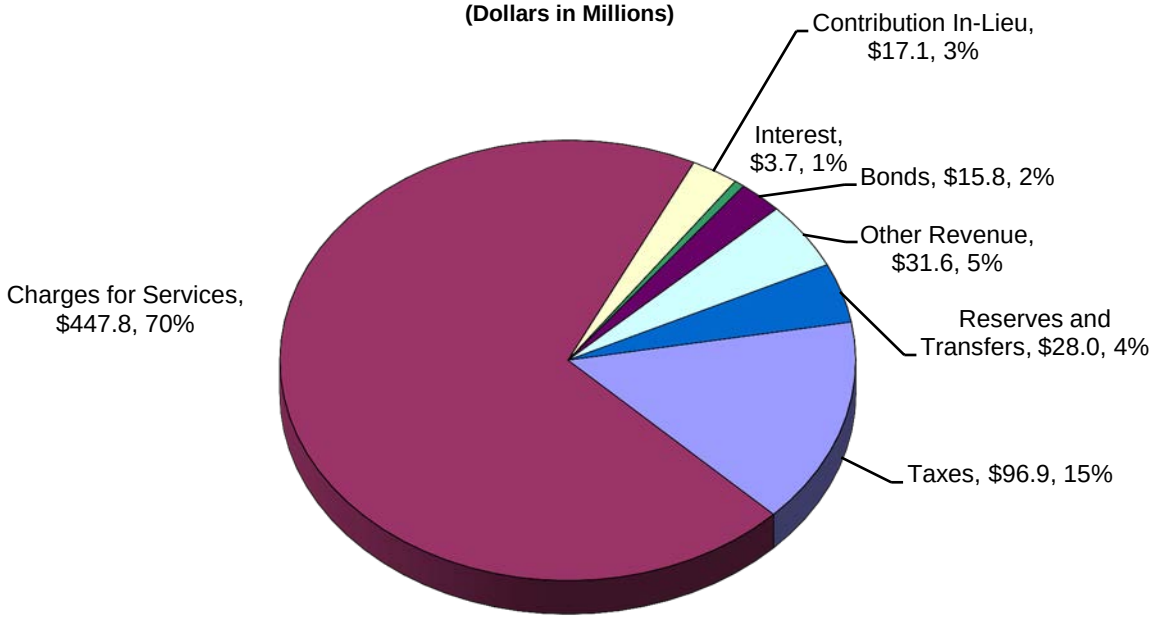
The pie charts on page 1-3 show general operating funds estimated revenues by source and general operating funds appropriations by object category. A detailed presentation of general operating fund revenues can be found on pages 1-22 and 1-23. General operating fund appropriations, which include the following City Departments, can be found on pages 1-32 through 1-43:

> City Council, City Clerk, City Attorney, City Manager, Information Technology, Human Resources, Finance (including General Operating Debt Service), Parks and Recreation, Library, Planning and Inspection, Public Works, Police, and Fire.

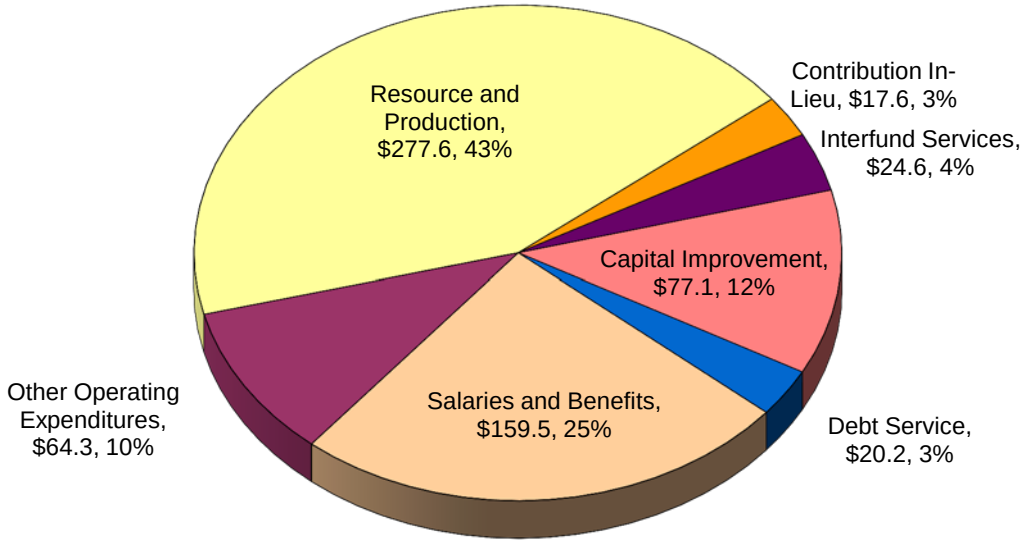
The four line graphs on pages 1-4 and 1-5 reflect revenue trends for the General Fund's primary sources of external revenues. The numbers for fiscal years 2004-05 through 2011-12 show actual receipts, while the numbers for fiscal years 2012-13 and 2013-14 show budget estimates.

City of Santa Clara
2013-14
$640,853,287

Total City Resources
(Dollars in Millions)

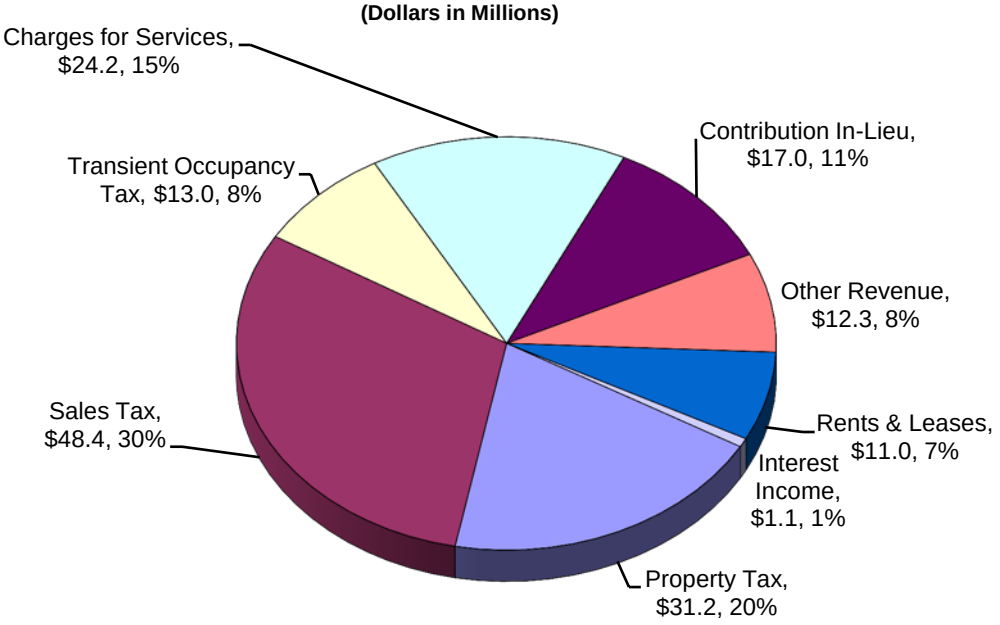


Total City Appropriations by Object Category
(Dollars in Millions)

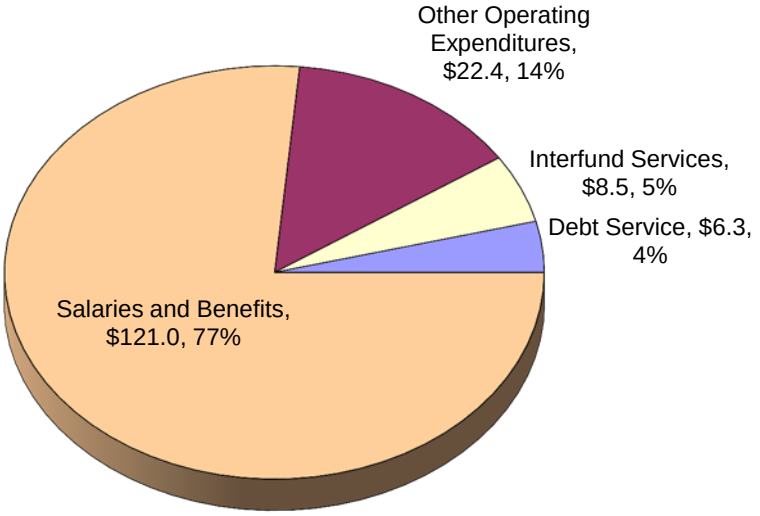


City of Santa Clara
2013-14
$158,236,461

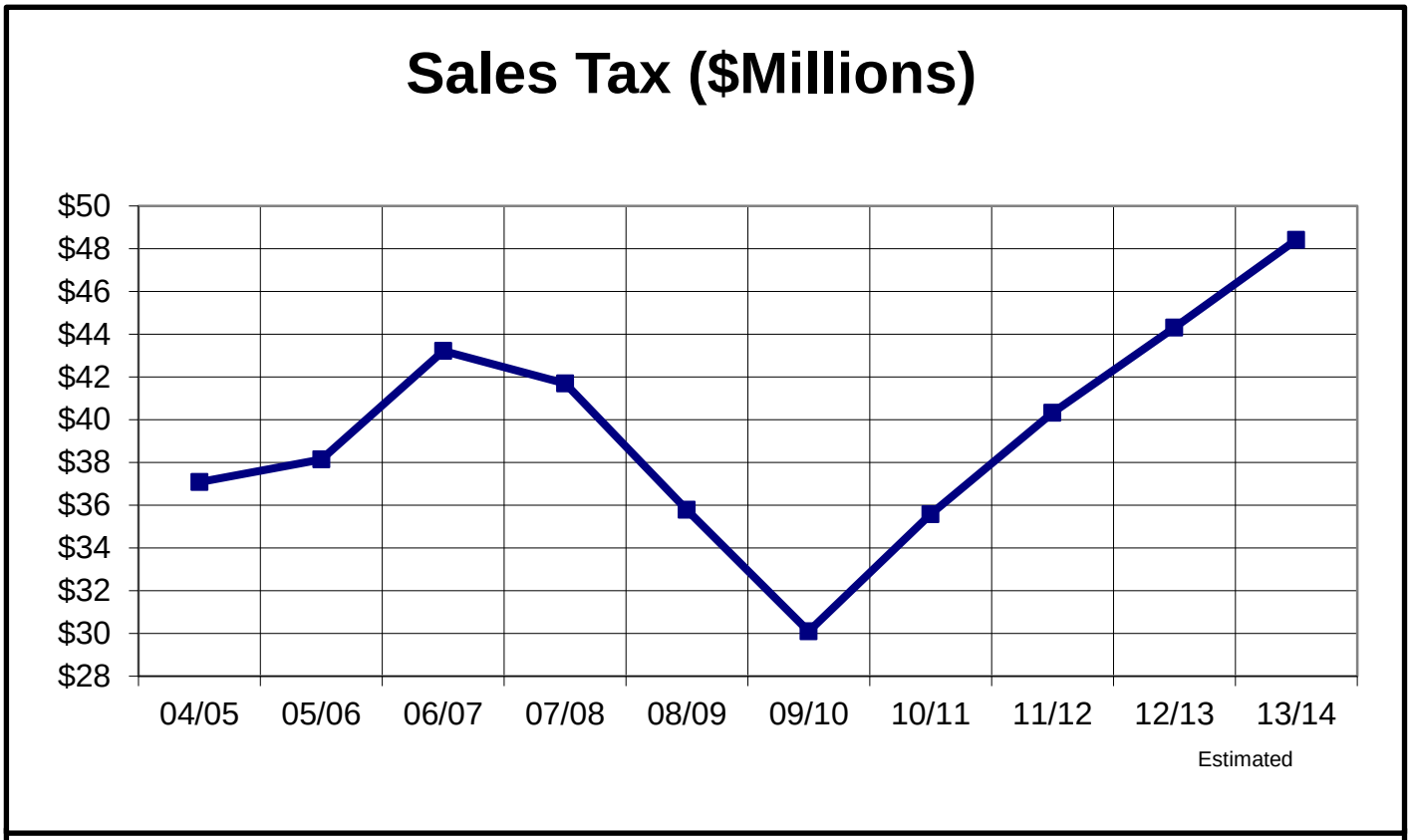
General Operating Fund Revenue by Source
(Dollars in Millions)

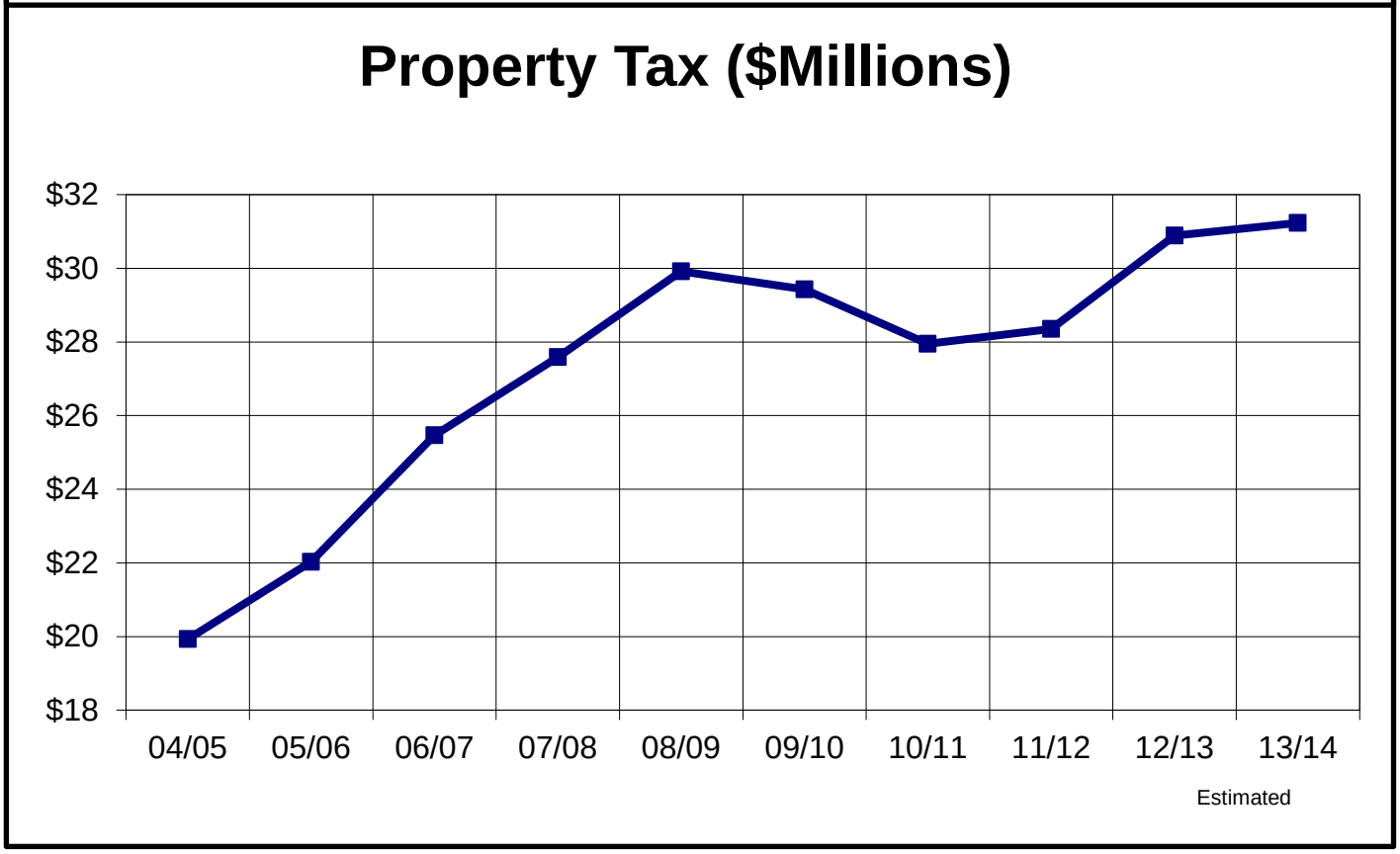


General Operating Fund Appropriations by Object Category
(Dollars in Millions)

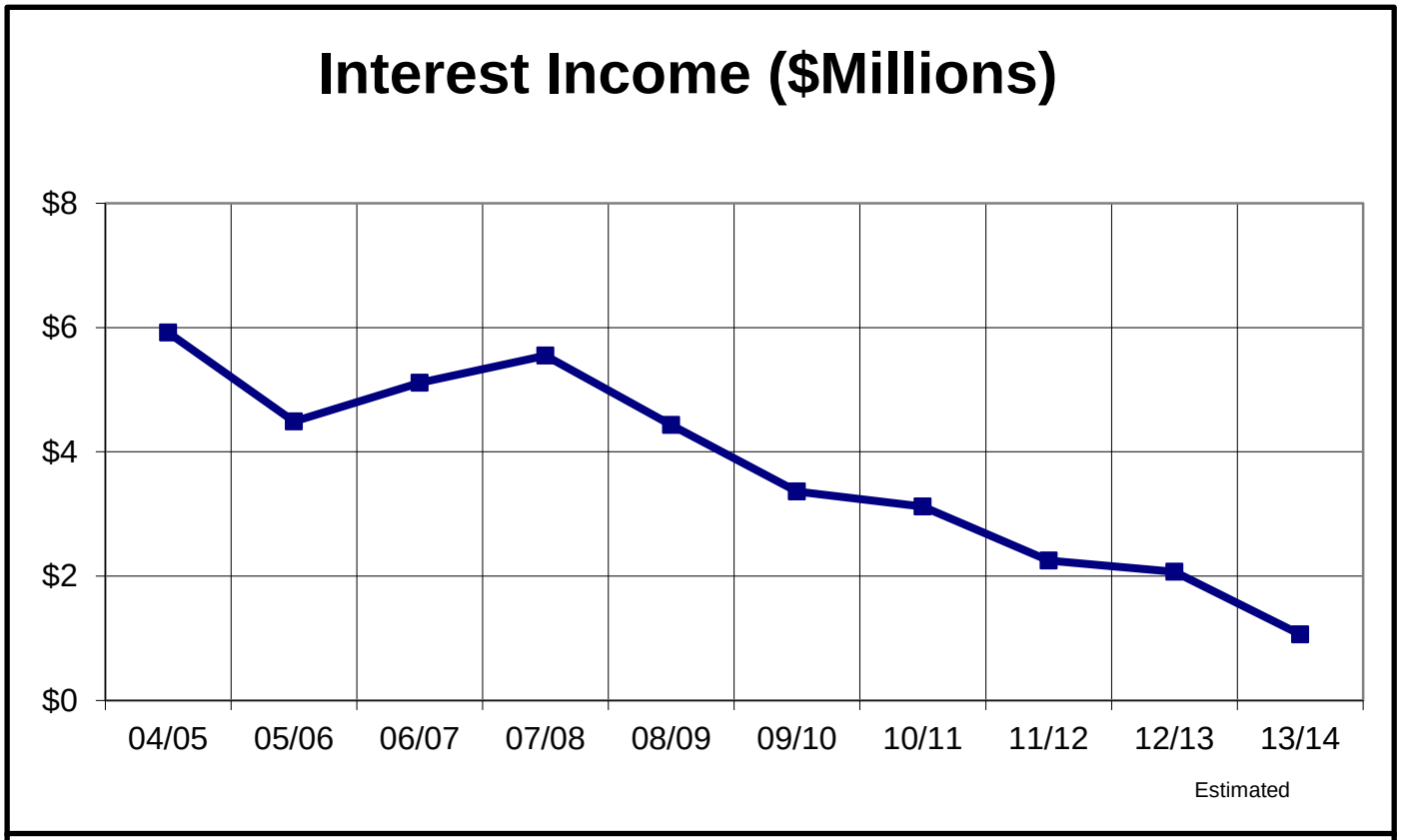


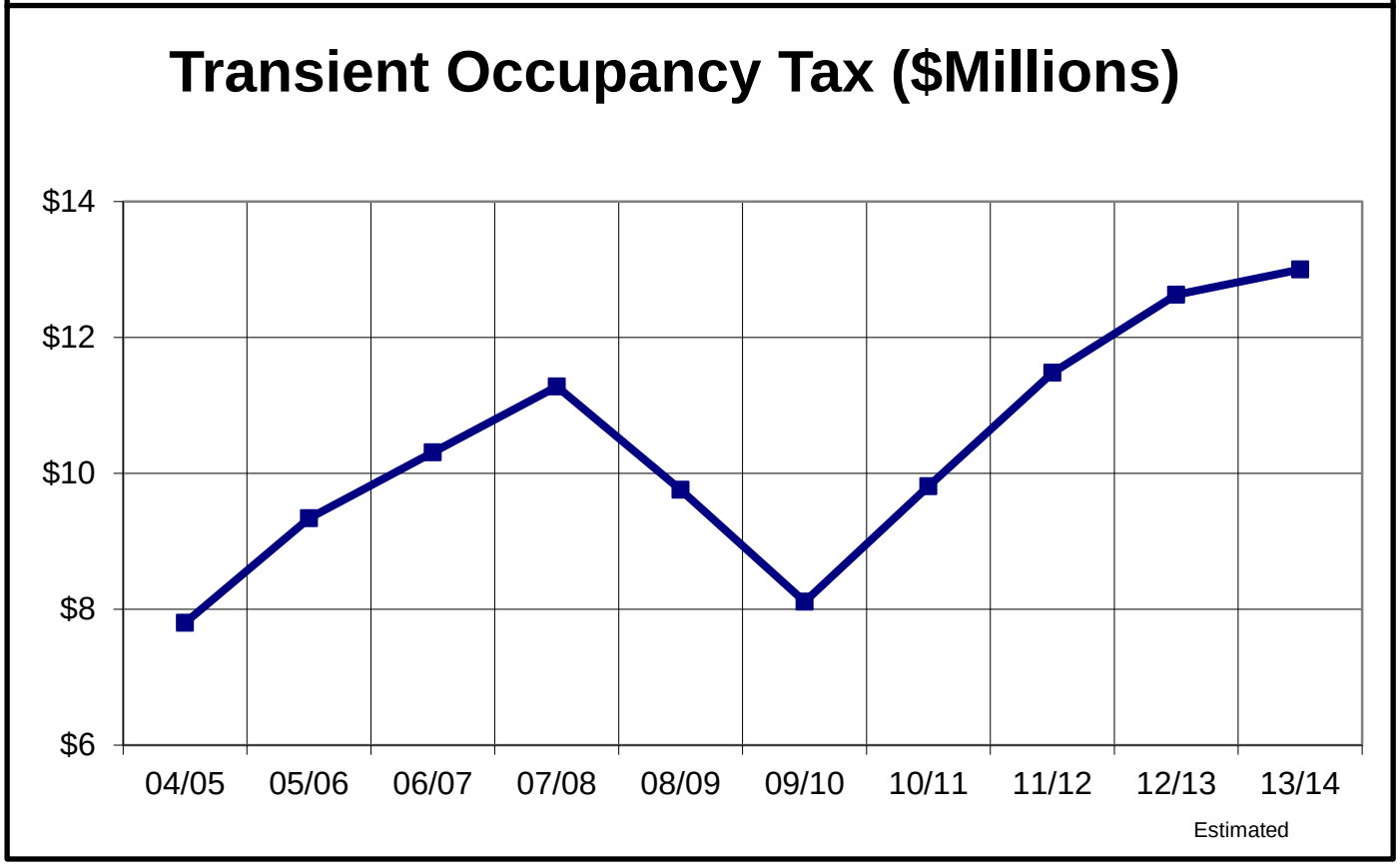
CITY OF SANTA CLARA
GENERAL FUND REVENUES
TEN YEAR TREND LINE





CITY OF SANTA CLARA
GENERAL FUND REVENUES
TEN YEAR TREND LINE





REVENUE ESTIMATES AND FEE IMPACTS

Fiscal Year 2013-14 Revenue Assumptions

Rate of Inflation	2.2% increase based on actual San Francisco-Oakland-San Jose CPI for December 2012.
Property Tax	2% increase in City property tax revenue due to stabilization in assessed values.
Sales Tax	9.3% increase based on projections from sales tax consultant.
Transient Occupancy Tax	3% increase due to recovery in hotel occupancy rates and average daily room revenue.
Interest Income	48.6% decrease, reflecting lower investment yields.
Contribution In-lieu of Tax	7.5% increase as a result of a projected increase in the Electric Utility's 2013-14 revenues.

Enterprise Funds Rate and Fee Impact

Rate Type	Fiscal Year 2013-14 Rate Change
Electric Utility Rate	3-4% rate increase effective January 1, 2014
Water Utility Rate	$2.64 per month increase for single-family residential accounts
Sewer Utility Rate	$3.80 per month increase for single-family residential accounts
Recycled Water Rate	8.5% (dollar amount will vary depending on size of account)
Municipal Solar Utility	No change
Garbage Collection and Disposal Rate	$0.56 per month increase for single-family residential accounts
Residential Curbside Recycling Rate	No change
Clean Green Charge	No change
Clean-Up Campaign Charge	No change
Household Hazardous Waste Charge	No change

SUMMARY OF ESTIMATED RESOURCES BY FUND AND REVENUE CATEGORY

FISCAL YEAR 2013-14

Revenue Category	General Operating	Special Revenue	Capital Projects	Enterprise	Internal Services	Totals
Property Taxes	$ 31,233,000	$ -	$ -	$ -	$ -	$ 31,233,000
Sales Tax	48,400,000	-	-	-	-	48,400,000
Other Taxes	17,263,200	-	-	-	-	17,263,200
Licenses and Permits	4,119,000	-	-	-	-	4,119,000
Fines and Penalties	1,907,300	-	-	-	-	1,907,300
Use of Money and Property	12,040,400	1,200	-	5,300,556	-	17,342,156
Revenue From Other Agencies	350,000	3,768,719	1,535,000	558,000	-	6,211,719
Charges for Current Services	24,223,539	745,103	513,468	415,204,474	7,125,422	447,812,006
Contribution In-Lieu of Taxes	17,051,615	-	-	-	-	17,051,615
Other Revenue/Debt Proceeds	200,200	184,649	-	21,018,774	110,040	21,513,663
Subtotal - Estimated Revenue	**156,788,254**	**4,699,671**	**2,048,468**	**442,081,804**	**7,235,462**	**612,853,659**
Transfer/Designation From (To) Reserve	350,000	(803,846)	6,746,850	17,560,484	-	23,853,488
Interfund Transfers	1,098,207	267,868	1,333,430	(1,269,790)	(42,640)	1,387,075
Estimated Beginning Balance	-	105,000	542,500	-	2,111,565	2,759,065
TOTAL ESTIMATED RESOURCES	**$ 158,236,461**	**$ 4,268,693**	**$ 10,671,248**	**$ 458,372,498**	**$ 9,304,387**	**$ 640,853,287**

SUMMARY OF ESTIMATED RESOURCES BY FUND AND REVENUE CATEGORY

FISCAL YEAR 2012-13

Revenue Category	General Operating	Special Revenue	Capital Projects	Enterprise	Internal Services	Totals
Property Taxes	$ 28,490,000	$ -	$ -	$ -	$ -	$ 28,490,000
Sales Tax	42,364,000	-	-	-	-	42,364,000
Other Taxes	15,003,700	-	-	-	-	15,003,700
Licenses and Permits	3,753,700	-	-	-	-	3,753,700
Fines and Penalties	1,891,000	-	-	-	-	1,891,000
Use of Money and Property	18,426,344	-	-	7,199,076	-	25,625,420
Revenue From Other Agencies	656,749	4,314,658	965,000	515,000	-	6,451,407
Charges for Current Services	23,357,314	709,646	130,000	391,479,551	6,833,840	422,510,351
Contribution In-Lieu of Taxes	15,868,938	-	-	-	-	15,868,938
Other Revenue/Debt Proceeds	600,200	185,770	-	12,188,500	110,040	13,084,510
Subtotal - Estimated Revenue	**150,411,945**	**5,210,074**	**1,095,000**	**411,382,127**	**6,943,880**	**575,043,026**
Transfer/Designation From (To) Reserve	220,000	(722,100)	3,660,562	(5,641,367)	(145,248)	(2,628,153)
Interfund Transfers	1,054,292	1,324,494	233,524	(1,008,381)	(15,185)	1,588,744
Estimated Beginning Balance	-	700,000	2,351,000	-	278,461	3,329,461
TOTAL ESTIMATED RESOURCES	**$ 151,686,237**	**$ 6,512,468**	**$ 7,340,086**	**$ 404,732,379**	**$ 7,061,908**	**$ 577,333,078**

SUMMARY OF APPROPRIATIONS
BY FUND AND CATEGORY
FISCAL YEAR 2013-14

Fund Name	Salaries and Benefits	Other Operating Expenditures	Resource and Production	Contribution In-Lieu of Taxes & Franchise Fees	Internal Services	Debt Service	Capital Improvements	Totals
General Operating Fund:								
General Government	$ 14,619,514	$ 11,810,630	$ -	$ -	$ 615,281	$ -	$ -	$ 27,045,425
Public Works	12,294,245	2,703,679	-	-	1,388,186	-	-	16,386,110
Public Safety + 9-1-1	71,567,319	3,346,175	-	-	5,319,697	-	-	80,233,191
Parks & Recreation	10,396,952	2,600,340	-	-	730,685	-	-	13,727,977
Library	5,880,515	1,551,721	-	-	192,383	-	-	7,624,619
Planning & Inspection	6,208,468	426,697	-	-	250,980	-	-	6,886,145
Debt Service	-	-	-	-	-	6,332,994	-	6,332,994
Total-Gen. Operating	**120,967,013**	**22,439,242**	**-**	**-**	**8,497,212**	**6,332,994**	**-**	**158,236,461**
Special Revenue Funds	109,495	1,490,919	-	-	61,400	-	2,606,879	4,268,693
Capital Projects Funds	-	-	-	-	-	-	10,671,248	10,671,248
Enterprise Funds	36,028,817	33,590,088	277,561,106	17,626,615	15,836,909	13,875,831	63,853,132	458,372,498
Internal Service Funds	2,424,059	6,714,995	-	-	165,333	-	-	9,304,387
CATEGORY TOTALS	**$ 159,529,384**	**$ 64,235,244**	**$ 277,561,106**	**$ 17,626,615**	**$ 24,560,854**	**$ 20,208,825**	**$ 77,131,259**	**$ 640,853,287**

SUMMARY OF APPROPRIATIONS
BY FUND AND CATEGORY
FISCAL YEAR 2012-13

Fund Name	Salaries and Benefits	Other Operating Expenditures	Resource and Production	Contribution In-Lieu of Taxes & Franchise Fees	Internal Services	Debt Service	Capital Improvements	Totals
General Operating Fund:								
General Government	$ 12,714,993	$ 11,633,712	$ -	$ -	$ 580,552	$ -	$ -	$ 24,929,257
Public Works	12,083,420	2,213,472	-	-	1,300,467	-	-	15,597,359
Public Safety + 9-1-1	70,697,737	2,963,864	-	-	5,008,431	-	-	78,670,032
Parks & Recreation	10,108,166	2,429,720	-	-	651,966	-	-	13,189,852
Library	5,248,290	1,285,262	-	-	163,084	-	-	6,696,636
Planning & Inspection	5,805,974	344,009	-	-	209,869	-	-	6,359,852
Debt Service	-	-	-	-	-	6,243,249	-	6,243,249
Total-Gen. Operating	**116,658,580**	**20,870,039**	**-**	**-**	**7,914,369**	**6,243,249**	**-**	**151,686,237**
Special Revenue Funds	149,651	1,381,565	-	-	54,051	-	4,927,201	6,512,468
Capital Projects Funds	-	-	-	-	-	-	7,340,086	7,340,086
Enterprise Funds	33,049,913	31,953,112	251,195,766	16,438,938	14,743,230	17,015,482	40,335,938	404,732,379
Internal Service Funds	2,428,397	4,481,216	-	-	152,295	-	-	7,061,908
CATEGORY TOTALS	**$ 152,286,541**	**$ 58,685,932**	**$ 251,195,766**	**$ 16,438,938**	**$ 22,863,945**	**$ 23,258,731**	**$ 52,603,225**	**$ 577,333,078**

SUMMARY OF ESTIMATED RESOURCES
THREE YEAR TREND BY REVENUE CATEGORY
PROPOSED BUDGETS FOR FISCAL YEARS 2011-12 through 2013-14

ESTIMATED RESOURCES	2011-12	2012-13	2013-14
Revenue Categories			
Property Taxes	$ 29,637,000	$ 28,490,000	$ 31,233,000
Sales Tax	36,625,000	42,364,000	48,400,000
Transient Occupancy Tax	9,900,000	11,021,000	13,000,000
Other Taxes	3,785,900	3,982,700	4,263,200
Licenses and Permits	3,190,000	3,753,700	4,119,000
Fines and Penalties	1,631,200	1,891,000	1,907,300
Interest	9,421,321	6,629,076	3,660,256
Other Use of Money and Property	18,268,885	18,996,344	13,681,900
Revenue From Other Agencies	6,026,909	6,451,407	6,211,719
Charges for Current Services	401,141,345	422,510,351	447,812,006
Contribution In-Lieu	15,245,102	15,868,938	17,051,615
Other Revenue	17,816,740	13,084,510	21,513,663
Transfers from (to) Reserves/Bonds	2,247,216	(2,628,153)	23,853,488
Interfund Transfers	2,463,193	1,588,744	1,387,075
Estimated Beginning Balance	1,300,386	3,329,461	2,759,065
Total Estimated Resources	**$ 558,700,197**	**$ 577,333,078**	**$ 640,853,287**

SUMMARY OF APPROPRIATIONS
THREE YEAR TREND BY EXPENDITURE CATEGORY
PROPOSED BUDGETS FOR FISCAL YEARS 2011-12 through 2013-14

PROJECTED EXPENDITURES	2011-12	2012-13	2013-14
Expenditure Categories			
Salaries and Benefits	$ 147,405,145	$ 152,286,541	$ 159,529,384
Other Operating Expenditures	56,478,056	58,685,932	64,235,244
Resource and Production	230,679,324	251,195,766	277,561,106
Contribution In-Lieu & Franchise Fees	15,748,102	16,438,938	17,626,615
Interfund Services	22,566,247	22,863,945	24,560,854
Debt Service	22,671,327	23,258,731	20,208,825
Total Operating Budget	**495,548,201**	**524,729,853**	**563,722,028**
Capital Improvement Project Budget	63,151,996	52,603,225	77,131,259
Total Projected Expenditures	**$ 558,700,197**	**$ 577,333,078**	**$ 640,853,287**

City of Santa Clara
Expenditure Summary - All Funds
FY 2010-11 through FY 2013-14

(amounts expressed in thousands)

DEPARTMENT/FUND NAME	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Budget
GENERAL FUND (by Department)				
City Council	$ 291	$ 282	$ 305	$ 313
City Manager	5,861	9,714	5,881	7,186
City Clerk	782	705	1,040	826
City Attorney	1,168	1,354	1,302	1,375
Information Technology	6,205	5,531	6,132	6,190
Human Resources	1,968	1,966	2,045	2,235
Finance	7,288	7,549	8,224	8,921
Parks and Recreation	12,828	12,846	13,190	13,728
Library	6,766	6,429	6,697	7,625
Planning and Inspection	5,736	5,670	6,360	6,886
Street	7,455	7,434	8,012	8,653
Engineering	5,725	5,323	5,843	5,922
Building Maintenance	1,733	1,534	1,742	1,810
Police	42,377	41,654	44,432	45,488
Fire	32,144	31,182	34,238	34,745
General Fund - Total Budget	**138,327**	**139,173**	**145,443**	**151,903**
Debt Service Fund (431, 441)	**$ 17,390**	**6,243**	**$ 6,243**	**$ 6,333**
Capital Improvement Project Funds				
Traffic Mitigation (525)	$ 807	537	$ 771	$ 825
Street Beautification (531)	5	60	-	-
Parks and Recreation (532)	579	274	235	870
Streets and Highways (533)	3,151	3,260	1,542	638
Storm Drain (535)	694	276	1,083	1,394
Fire Department (536)	243	142	130	380
Library Department (537)	113	123	64	520
Public Buildings (538)	1,420	279	555	225
General Government-Other (539)	2,866	2,643	2,960	5,819
Bayshore North (939)	7,945	38,767	-	-
University Project (938)	27	19	-	-
	17,850	**46,380**	**7,340**	**10,671**
Special Revenue Funds				
Dwntwn. Parking Mtce. District (025)	$ 134	$ 133	$ 152	$ 172
Convention Ctr .Mtce. District (026)	1,326	1,195	1,298	1,339
Recreation Programs (041,111)	601	589	136	151
HUD Program Commty. Serv. (562)	1,909	1,815	1,175	963
City Affordable Housing Fund (565)	-	-	71	132
Special Gas Tax (521)	207	278	407	357
Special Gas Tax (522)	392	383	525	555
Special Gas Tax (523)	960	-	1,800	300
Collier-Uruh Trans. Act (524)	276	267	950	300
	5,805	**4,660**	**6,512**	**4,269**

City of Santa Clara
Expenditure Summary - All Funds
FY 2010-11 through FY 2013-14

(amounts expressed in thousands)

DEPARTMENT/FUND NAME	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Budget
Internal Service Funds				
Vehicle Maintenance (053)	$ 3,950	$ 4,011	$ 3,946	$ 4,111
Vehicle Acquisition (050)	1,263	744	2,330	3,713
Communications Tech. Services (047)	671	657	766	785
Communications Acquisition (048)	-	-	20	695
	5,884	**5,412**	**7,062**	**9,304**
Enterprise Funds				
Electric Utility (091,191,491,534,591)	$ 347,148	$ 281,899	$ 320,229	$ 369,309
Water Utility (092,592)	22,611	25,050	30,453	34,510
Water Recycling (097,497,597)	8,301	3,522	1,913	3,122
Sewer Utility (094,494,594)	19,977	18,048	31,952	31,008
Solid Waste (096,596)	16,852	18,221	19,249	19,484
Cemetery (093,493,593)	943	962	936	939
	415,832	**347,702**	**404,732**	**458,372**
Total City	**$ 601,088**	**$ 549,570**	**$ 577,333**	**$ 640,853**
Redevelopment Agency*				
Bayshore North (901, 939, 941)	$ 38,959	$ 7,022	$ -	$ -
University Project (902, 938, 942)	184	100	-	-
Housing (910, 915)	6,692	-	-	-
	45,835	**7,122**	**-**	**-**
Successor Agency				
Successor Agency (951, 952, 961, 962)	-	(26,780)	29,558	$ 23,162
Sports & Open Space Authority				
Sports & Open Space Authority (801)	$ 49	$ 48	$ 75	$ 118
Santa Clara Golf and Tennis (811, 840)	1,898	1,953	2,014	2,039
	1,947	**2,001**	**2,089**	**2,157**
Housing Authority				
Housing (910, 915)	6,692	41,694	$ -	$ 318
Stadium Authority				
Stadium Authority (870, 874, 875)	4,000	170,939	$ 1,581	$ 1,581
Total - City & Authorities	**$ 659,562**	**$ 771,326**	**$ 610,561**	**$ 668,072**

* Beginning in FY 2011-12, capital project funds 938 and 939 are shown in City Capital Improvement Project Funds and funds 910 and 915 are shown in Housing Authority. Subsequently, the Redevelopment Agency was dissovled on 2/1/2012 per the Redevelopment Dissolution Act (ABx1 26).

City of Santa Clara
Revenue Summary - All Funds
FY 2010-11 through FY 2013-14

(amounts expressed in thousands)

FUND	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Budget
General Operating Funds				
General Fund (001)	$ 146,794	$ 156,709	$ 145,223	$ 151,553
Debt Service Fund (441,431)	15,986	6,406	6,243	6,333
	162,779	**163,115**	**151,466**	**157,886**
Capital Improvement Project Funds				
Traffic Mitigation (525)	$ 32	$ 558	$ -	$ 387
Street Beautification (531)	87	21	-	-
Parks and Recreation (532)	474	(396)	-	870
Streets and Highways (533)	1,770	3,054	965	638
Storm Drain (535)	173	1,175	130	1,289
Fire Department (536)	254	163	-	380
Library Department (537)	60	(174)	-	520
Public Buildings (538)	559	(617)	-	225
General Government-Other (539)	1,222	1,372	1,042	5,819
University Project (938)	366	397	52	-
Bayshore North (939)	18,424	3,006	117	-
	23,421	**8,558**	**2,306**	**10,129**
Special Revenue Funds				
Downtown. Parking Mtce. District (025)	$ 182	$ 165	$ 161	$ 165
Convention Ctr .Mtce. District (026)	1,285	1,235	1,298	1,339
Recreation Programs (041, 111)	629	719	136	151
Public Donations (067)	33	37	(1)	-
HUD Program Community. Serv. (562)	2,006	1,425	1,175	1,177
Affordable Housing (565)	(6)	140	140	140
Special Gas Tax (521)	657	589	550	500
Special Gas Tax (522)	510	472	425	450
Special Gas Tax (523)	960	598	1,300	860
Collier-Uruh Trans. Act (524)	320	446	350	400
	6,576	**5,826**	**5,534**	**5,181**
Internal Service Funds				
Vehicle Maintenance (053)	$ 3,961	$ 3,959	$ 3,953	$ 4,093
Vehicle Acquisition (050)	2,063	2,055	2,081	2,217
Communications Tech. Services (047)	732	736	737	737
Communications Acquisition (048)	159	159	158	146
	6,915	**6,910**	**6,929**	**7,193**

City of Santa Clara
Revenue Summary - All Funds
FY 2010-11 through FY 2013-14

(amounts expressed in thousands)

FUND	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Budget
Enterprise Funds				
Electric Utility (091,191,491,534,591)	$ 363,365	$ 317,010	$ 325,293	$ 356,032
Water Utility (092,492,592)	26,747	29,331	29,172	31,646
Water Recycling (097,497,597)	7,147	5,778	1,635	2,105
Sewer Utility (094,494,594)	20,955	27,342	27,205	30,262
Solid Waste (096,496,596)	17,687	19,034	19,251	20,232
Cemetery (093,493,593)	936	1,085	818	535
	436,837	**399,579**	**403,374**	**440,812**
Total City	**$ 636,528**	**$ 583,988**	**$ 569,608**	**$ 621,201**
Redevelopment Agency*				
Bayshore North (901, 939, 941)	$ 29,932	$ 13,616	$ -	$ -
University Project (902, 938, 942)	623	4,051	-	-
Housing (910, 915)	11,251	-	-	-
	41,807	**17,667**	**-**	**-**
Successor Agency				
Successor Agency (951, 952, 961, 962)	$ -	$ (144,261)	$ 29,558	$ 23,162
Sports & Open Space Authority				
Sports & Open Space Authority (801)	$ 21	$ 139	$ 75	$ 118
Santa Clara Golf and Tennis (811, 840)	1,812	2,025	1,939	1,989
	1,833	**2,164**	**2,014**	**2,107**
Housing Authority				
Housing (910, 915)	-	1,676	$ 840	$ 318
Stadium Authority				
Stadium Authority (870, 874, 875)	8,312	132,680	$ 1,581	$ -
Total - City and Authorities	**$ 688,480**	**$ 593,915**	**$ 603,601**	**$ 646,789**

* Beginning in FY 2011-12, Redevelopment Agency capital project funds 938 and 939 are shown in City Capital Improvement Project Funds and funds 910 and 915 are shown in Housing Authority. The Redevelopment Agency was dissovled on 2/1/2012 per the Redevelopment Dissolution Act (ABx1 26).

Note: Amounts include revenues and interfund transfers but exclude beginning balances and transfers from/to fund balance.

This page intentionally left blank.

City of Santa Clara
Estimated Fund Balances
FY 2013-14

(amounts expressed in thousands)

	Estimated Beg. Fund Balance at 6/30/2013 (b)	FY 2013-14 Estimated Revenues & Transfers	FY 2013-14 Appropriations	Other Financing Sources (c)	Est. Fund Balance at 6/30/2014
General Operating Funds					
General Fund (001) **(a)**	$ -	$ 151,553	$ 151,903	$ 350	$ -
Debt Service Fund (441, 431)	-	6,333	6,333	-	-
	$ -	$ 157,886	$ 158,236	$ 350	$ -
Capital Projects Funds					
Streets and Highways Funds (525, 531, 533)	$ 4,222	$ 1,895	$ 2,333	$ 438	$ 4,223
General Government (532, 535 to 539, 938, 939)	889	8,233	8,338	105	889
	$ 5,111	$ 10,129	$ 10,671	$ 543	$ 5,112
Special Revenue Funds					
Maintenance Districts (025, 026)	$ 427	$ 1,504	$ 1,511	$ 7	$ 426
Recreation Programs (111)	-	151	151	-	-
Public Donations (067)	175	-	-	-	175
Community Services HUD Program (562)	0	1,176	963	-	213
Affordable Housing (565)	645	140	132	-	653
Streets and Highways Funds (521, 522, 523, 524)	7,345	2,210	1,512	-	8,043
	$ 8,592	$ 5,181	$ 4,269	$ 7	$ 9,511
Enterprise Funds					
Electric Utility (091, 191, 491, 534, 591)	$ 185,291	$ 356,032	$ 369,309	$ 15,800	$ 187,814
Water Utility (092, 492, 592)	13,867	31,646	34,510	-	11,003
Water Recycling (097, 497, 597)	2,740	2,105	3,122	-	1,723
Sewer Utility (094, 494, 594)	19,560	30,262	31,008	-	18,814
Solid Waste (096, 496, 596)	4,518	20,232	19,484	-	5,266
Cemetery (093, 493, 593)	-	535	939	-	(404)
	$ 225,977	$ 440,812	$ 458,372	$ 15,800	$ 224,216
Internal Service Funds					
Vehicle Maintenance (053)	$ 867	$ 4,093	$ 4,111	$ -	$ 849
Vehicle Acquisition (050)	8,047	2,217	3,713	-	6,552
Communications Technical Services (047)	235	737	785	-	187
Communications Acquisition (048)	1,156	146	695	-	607
	$ 10,305	$ 7,193	$ 9,304	$ -	$ 8,194
	$ 249,984	$ 621,201	$ 640,853	$ 16,700	$ 247,032

Fund Balance is defined as financial resources that are readily available for appropriation, largely based on current assets (cash, short-term investments and receivables and other current assets) in excess of current liabilities (accruals, short-term payables and other current liabilities).

(a) General Fund only; does not include the General Contingency Reserve Fund. See the City Manager's Transmittal Letter for a discussion of the General Contingency Reserve Fund balances.

(b) Beginning fund balance is net of encumbrances (commitments) rolled over from FY 2012-13.

(c) Other Financing Source includes transfers from the General Contingency Reserve Fund, prior year gas tax monies and Bridge District assessments, and bond proceeds.

ESTIMATED RESOURCES

ALL FUNDS

Revenue Accounts	TOTALS	General Operating Funds	Special Revenue Funds	Capital Improvement Funds	Enterprise Funds	Internal Service Funds
Taxes:						
Property Tax:						
Secured	$ 29,405,000	$ 29,405,000	$ -	$ -	$ -	$ -
Unsecured	1,828,000	1,828,000	-	-	-	-
Subtotal - Property Tax	**31,233,000**	**31,233,000**	**-**	**-**	**-**	**-**
Sales Tax	48,400,000	48,400,000	-	-	-	-
Transient Occupancy Tax	13,000,000	13,000,000	-	-	-	-
Franchise Tax	3,363,200	3,363,200	-	-	-	-
Document Transfer Tax	900,000	900,000	-	-	-	-
Total Taxes	**96,896,200**	**96,896,200**	**-**	**-**	**-**	**-**
Licenses and Permits:						
Business Licenses	892,000	892,000	-	-	-	-
Building Permits	2,500,000	2,500,000	-	-	-	-
Electric Permits	300,000	300,000	-	-	-	-
Plumbing Permits	200,000	200,000	-	-	-	-
Mechanical Permits	200,000	200,000	-	-	-	-
Street Opening Permits	26,000	26,000	-	-	-	-
Misc. Licenses and Permits	1,000	1,000	-	-	-	-
Total Licenses and Permits	**4,119,000**	**4,119,000**	**-**	**-**	**-**	**-**
Fines and Penalties:						
Traffic Fines	644,300	644,300	-	-	-	-
California Vehicle Code	228,000	228,000	-	-	-	-
Library Fines	210,000	210,000	-	-	-	-
Collection Charges	825,000	825,000	-	-	-	-
Total Fines and Penalties	**1,907,300**	**1,907,300**	**-**	**-**	**-**	**-**
Use of Money and Property:						
Interest Income	3,660,256	1,064,300	1,200	-	2,594,756	-
Rents and Leases	13,671,900	10,966,100	-	-	2,705,800	-
Miscellaneous Money and Property	10,000	10,000	-	-	-	-
Total Money and Property	**17,342,156**	**12,040,400**	**1,200**	**-**	**5,300,556**	**-**
Revenue from Other Agencies:						
Community Devel. Block Grant	608,501	-	608,501	-	-	-
HOME Program	309,696	-	309,696	-	-	-
Vehicle Registration Fee	625,000	-	-	625,000	-	-
Homeowners Tax Relief	160,000	160,000	-	-	-	-
Highway User Tax (2105, 2106, 2107, 2126)	2,700,000	-	2,700,000	-	-	-
Misc. Revenue from Other Agencies	1,808,522	190,000	150,522	910,000	558,000	-
Total Rev. from Other Agencies	**6,211,719**	**350,000**	**3,768,719**	**1,535,000**	**558,000**	**-**

ESTIMATED RESOURCES

ALL FUNDS

Revenue Accounts	TOTALS	General Operating Funds	Special Revenue Funds	Capital Improvement Funds	Enterprise Funds	Internal Service Funds
Charges for Current Services:						
Customer Service Charges	391,922,263	-	-	-	391,922,263	-
Recreation Programs	1,903,700	1,903,700	-	-	-	-
Engineering Fees	825,000	825,000	-	-	-	-
Storm Drain Lot Fee	126,000	-	-	126,000	-	-
Planning and Zoning Fees	350,000	350,000	-	-	-	-
Inter-department Services	20,678,345	15,341,100	-	-	474,600	4,862,645
Refuse Collection Charges	18,467,000	-	-	-	18,467,000	-
Sales-Facilities, Labor & Other	514,280	-	-	-	514,280	-
Equipment Amortization	2,262,777	-	-	-	-	2,262,777
Solar Installation and Service Charge	133,000	-	-	-	133,000	-
Clean-up campaign	1,473,000	-	-	-	1,473,000	-
Plan Check and Sign Fees	2,000,000	2,000,000	-	-	-	-
Police Monitored Alarm Fee	70,000	70,000	-	-	-	-
Fire Prevention Fees	2,484,000	2,484,000	-	-	-	-
Sales-Bulk Power, Steam Sales, Gas Wells	1,527,056	-	-	-	1,527,056	-
Household Hazardous Waste Charge	158,000	-	-	-	158,000	-
Misc. Charges for Current Services	2,917,585	1,249,739	745,103	387,468	535,275	-
Total Charges for Current Services	**447,812,006**	**24,223,539**	**745,103**	**513,468**	**415,204,474**	**7,125,422**
Other Revenue:						
Contribution In-lieu of Taxes	17,051,615	17,051,615	-	-	-	-
Damage Recoveries	60,000	-	-	-	51,500	8,500
Miscellaneous Other Revenue	1,282,389	200,200	184,649	-	796,000	101,540
Total Other Revenue	**18,394,004**	**17,251,815**	**184,649**	**-**	**847,500**	**110,040**
	592,682,385	**156,788,254**	**4,699,671**	**2,048,468**	**421,910,530**	**7,235,462**
Contingent/Reserve Transfers, Loans and Designations:						
Interfund Transfers						
Transfer from (to) Sports & Open Space Authority	1,365,800	1,365,800	-	-	-	-
Transfer from (to) Gas Tax (2105, 2107)	490,000	490,000	-	-	-	-
Transfer from (to) Maintenance Districts	(757,868)	(757,868)	-	-	-	-
Transfer from (to) General Operating Fund	267,868	-	267,868	-	-	-
Transfer from (to) Electric Utility	804,390	-	-	804,390	-	-
Transfer from (to) Water Utility	268,250	-	-	268,250	-	-
Transfer from (to) Sewer Utility	147,630	-	-	147,630	-	-
Transfer from (to) Solid Waste Utility	70,520	-	-	70,520	-	-
Transfer from (to) Auto Services	42,640	-	-	42,640	-	-
Transfer from (to) Assessment District	-	-	-	-	-	-
Transfer from (to) Non-Expendable Trust Funds	21,000	-	-	-	21,000	-
Transfer from (to) Other Funds	(1,333,155)	275	-	-	(1,290,790)	(42,640)
Total Interfund Transfers	**1,387,075**	**1,098,207**	**267,868**	**1,333,430**	**(1,269,790)**	**(42,640)**

ESTIMATED RESOURCES

ALL FUNDS

Revenue Accounts	TOTALS	General Operating Funds	Special Revenue Funds	Capital Improvement Funds	Enterprise Funds	Internal Service Funds
Reserve Transfers						
Transfer from (to) Building Inspection Reserve	795,900	350,000	-	445,900	-	-
Transfer from (to) Capital Projects Reserve	6,292,950	-	-	6,287,950	5,000	-
Transfer from (to) Fund Reserves	(828,846)	-	(803,846)	(25,000)	-	-
Transfer from (to) Assessment District	38,000	-	-	38,000	-	-
Transfer from (to) Enterprise Fund Reserves	17,156,528	-	-	-	17,156,528	-
Transfer from (to) Working Capital (Emergency) Reserve	398,956	-	-	-	398,956	-
Total Reserve Transfers	**23,853,488**	**350,000**	**(803,846)**	**6,746,850**	**17,560,484**	**-**
Total Contingent/Reserve Transfers, bonds, Loans and Designations	**25,240,563**	**1,448,207**	**(535,978)**	**8,080,280**	**16,290,694**	**(42,640)**
Resources After Reserve Transfers Loans and Designations-Operations	**617,922,948**	**158,236,461**	**4,163,693**	**10,128,748**	**438,201,224**	**7,192,822**
Direct Revenue - Capital Projects	4,371,274	-	-	-	4,371,274	-
Debt Financing	15,800,000	-	-	-	15,800,000	-
Resources After Direct Revenue/Debt Proceeds - Capital Projects	**638,094,222**	**158,236,461**	**4,163,693**	**10,128,748**	**458,372,498**	**7,192,822**
Estimated Beginning Balance	**2,759,065**	**-**	**105,000**	**542,500**	**-**	**2,111,565**
TOTAL ESTIMATED RESOURCES	**$ 640,853,287**	**$ 158,236,461**	**$ 4,268,693**	**$ 10,671,248**	**$ 458,372,498**	**$ 9,304,387**

ESTIMATED RESOURCES

GENERAL OPERATING FUNDS

Fund Number Revenue Accounts	TOTALS	*001* General Fund	*431 441* Debt Service Fund
Taxes:			
Property Tax:			
Secured	$ 29,405,000	$ 29,405,000	$ -
Unsecured	1,828,000	1,828,000	-
Subtotal - Property Tax	**31,233,000**	**31,233,000**	**-**
Sales Tax	48,400,000	48,400,000	-
Transient Occupancy Tax	13,000,000	13,000,000	-
Franchise Tax	3,363,200	3,363,200	-
Document Transfer Tax	900,000	900,000	-
Total - Taxes	**96,896,200**	**96,896,200**	**-**
Licenses and Permits:			
Business Licenses	892,000	892,000	-
Building Permits	2,500,000	2,500,000	-
Electric Permits	300,000	300,000	-
Plumbing Permits	200,000	200,000	-
Mechanical Permits	200,000	200,000	-
Street Opening Permits	26,000	26,000	-
Misc. Licenses and Permits	1,000	1,000	-
Total - Licenses and Permits	**4,119,000**	**4,119,000**	**-**
Fines and Penalties:			
Traffic Fines	644,300	644,300	-
California Vehicle Code	228,000	228,000	-
Library Fines	210,000	210,000	-
Collection Charges	825,000	825,000	-
Total - Fines and Penalties	**1,907,300**	**1,907,300**	**-**
Use of Money and Property:			
Interest Income	1,064,300	1,064,300	-
Rents and Leases	10,966,100	10,966,100	-
Miscellaneous Money and Property	10,000	10,000	-
Total - Money and Property	**12,040,400**	**12,040,400**	**-**
Revenue from Other Agencies:			
Homeowners Tax Relief	160,000	160,000	-
Misc. Revenue from Other Agencies	190,000	190,000	-
Total - Revenue from Other Agencies	**350,000**	**350,000**	**-**

ESTIMATED RESOURCES

GENERAL OPERATING FUNDS

Fund Number Revenue Accounts	TOTALS	*001* General Fund	*431 441* Debt Service Fund
Charges for Current Services:			
Recreation Programs	1,903,700	1,903,700	-
Engineering Fees	825,000	825,000	-
Planning and Zoning Fees	350,000	350,000	-
Inter-department Services	15,341,100	15,341,100	-
Plan Check and Sign Fees	2,000,000	2,000,000	-
Fire Prevention and Haz Mat Fees	2,484,000	2,484,000	-
Police Monitored Alarm Fees	70,000	70,000	-
Misc. Charges for Current Services	1,249,739	1,249,739	-
Total - Charges for Current Services	**24,223,539**	**24,223,539**	**-**
Other Revenue:			
Contribution In-lieu of Taxes	17,051,615	17,051,615	-
Miscellaneous Other Revenue	200,200	200,200	-
Total - Other Revenue	**17,251,815**	**17,251,815**	**-**
TOTAL - DIRECT REVENUE	**156,788,254**	**156,788,254**	**-**
Contingent / Reserve Transfers and Designations:			
Transfer from (to) Building Inspection Reserve	350,000	350,000	-
Total - Contingent / Reserve Transfers	**350,000**	**350,000**	**-**
Interfund Transfers:			
Transfer from (to) Public Donations	275	275	-
Transfer from (to) Debt Service	-	(6,332,994)	6,332,994
Transfer from (to) Sports & Open Space Auth.	1,365,800	1,365,800	-
Transfer from (to) Gas Tax (2105, 2107)	490,000	490,000	-
Transfer from (to) Maintenance Districts	(757,868)	(757,868)	-
Total - Interfund Transfers	**1,098,207**	**(5,234,787)**	**6,332,994**
TOTAL ESTIMATED RESOURCES	**$ 158,236,461**	**$ 151,903,467**	**$ 6,332,994**

ESTIMATED RESOURCES

SPECIAL REVENUE FUNDS

Fund Number Revenue Accounts	TOTALS	*025 026* Maintenance Districts	*041 111* Recreation Programs	*562* Community Services HUD Program	*565* Affordable Housing Fund	*521 522 523 524* Streets & Highways Funds
Use of Money and Property:						
Interest Income	$ 1,200	$ 1,200	$ -	$ -	$ -	$ -
Total - Use of Money and Property	**1,200**	**1,200**	**-**	**-**	**-**	**-**
Revenue from Other Agencies:						
Community Development Block Grant	608,501	-	-	608,501	-	-
HOME Program	309,696	-	-	309,696	-	-
Highway User Tax (2105, 2106, 2107, 2107.5, 2103)	2,700,000	-	-	-	-	2,700,000
Misc. Revenue from Other Agencies	150,522	-	150,522	-	-	-
Total - Revenue from Other Agencies	**3,768,719**	**-**	**150,522**	**918,197**	**-**	**2,700,000**
Charges for Current Services:						
Misc. Charges for Current Srvcs.	745,103	745,103	-	-	-	-
Total - Charges for Current Services	**745,103**	**745,103**	**-**	**-**	**-**	**-**
Other:						
NCIP Program Income/Home Reallocated Income	184,649	-	-	44,649	140,000	-
Total - Other	**184,649**	**-**	**-**	**44,649**	**140,000**	**-**
TOTAL DIRECT REVENUE	**4,699,671**	**746,303**	**150,522**	**962,846**	**140,000**	**2,700,000**
Reserve Transfers:						
Transfer from (to) Fund Reserves	(803,846)	7,121	-	-	(8,041)	(802,926)
Total - Reserve Transfers	**(803,846)**	**7,121**	**-**	**-**	**(8,041)**	**(802,926)**
Interfund Transfers:						
Transfer from (to) General Fund	267,868	757,868	-	-	-	(490,000)
Total - Interfund Transfers	**267,868**	**757,868**	**-**	**-**	**-**	**(490,000)**
Estimated Beginning Balance	**105,000**	**-**	**-**	**-**	**-**	**105,000**
TOTAL ESTIMATED RESOURCES	**$ 4,268,693**	**$ 1,511,292**	**$ 150,522**	**$ 962,846**	**$ 131,959**	**$ 1,512,074**

This page intentionally left blank.

ESTIMATED RESOURCES

*CAPITAL IMPROVEMENT PROJECT FUNDS **

Fund Number		*525*	*532 535 536 537*
		531 533	*538 539 938 939*
		Streets &	**General**
Revenue Accounts	**TOTALS**	**Highways**	**Government**
Revenue From Other Agencies:			
Vehicle Registration Fees	$ 625,000	$ 625,000	$ -
Grants from Other Agencies	910,000	-	910,000
Subtotal Revenue from Other Agencies	**1,535,000**	**625,000**	**910,000**
Charges for Current Services:			
Storm Drain Customer Service Charges	126,000	-	126,000
Developer Contributions	387,468	387,468	-
Subtotal Charges for Current Services	**513,468**	**387,468**	**126,000**
TOTAL DIRECT REVENUE	**$ 2,048,468**	**$ 1,012,468**	**$ 1,036,000**
Contingent / Reserve Transfers:			
Transfer from (to) Fund Reserves	(25,000)	(25,000)	-
Transfer from (to) Building Inspection Reserve	445,900	-	445,900
Transfer from (to) Assessment District	38,000	38,000	-
Transfer from (to) the Capital Projects Reserve	6,287,950	-	6,287,950
Subtotal Transfers	**6,746,850**	**13,000**	**6,733,850**
Resources After Contingent / Reserve Transfers and Loans	**8,795,318**	**1,025,468**	**7,769,850**
Interfund Transfers:			
Transfer from (to) Electric Utility	804,390	-	804,390
Transfer from (to) Water Utility	268,250	-	268,250
Transfer from (to) Sewer Utility	147,630	-	147,630
Transfer from (to) Solid Waste Utility	70,520	-	70,520
Transfer from (to) Auto Services	42,640	-	42,640
Subtotal Interfund Transfers	**1,333,430**	**-**	**1,333,430**
Estimated Beginning Balance	**542,500**	**437,500**	**105,000**
TOTAL ESTIMATED RESOURCES	**$ 10,671,248**	**$ 1,462,968**	**$ 9,208,280**

NOTE* Certain Streets and Highways Capital Improvement Funds financed by restricted revenue sources can be found in the Special Revenue Funds section (Funds 521, 522, 523, 524). Additionally, Enterprise Fund Capital Improvement Projects can be found in the Enterprise Fund section (Funds 534, 591, 592, 593, 594, 595, 597).

ESTIMATED RESOURCES

ENTERPRISE FUNDS

Fund Number / Revenue Accounts	TOTALS	*091 191* 491 534 591 Electric Utility	*092 492* 592 Water Utility	*097 497* 597 Water Recycling	*094 494* 594 Sewer Utility	*096 496* 596 Solid Waste	*093 493* 593 Cemetery
Use of Money and Property:							
Interest Income	$ 2,594,756	$ 2,088,556	$ 200,000	$ 55,000	$ 251,200	$ -	$ -
Rents & Leases	2,705,800	2,705,800	-	-	-	-	-
Total - Money and Property	**5,300,556**	**4,794,356**	**200,000**	**55,000**	**251,200**	**-**	**-**
Revenue from Other Agencies:							
Misc. Revenue from Other Agencies	558,000	-	-	310,000	65,000	183,000	-
Total - Revenue from Other Agencies	**558,000**	**-**	**-**	**310,000**	**65,000**	**183,000**	**-**
Charges for Current Services:							
Customer Service Charges	391,922,263	330,604,563	29,946,000	2,440,000	28,931,700	-	-
Connection Charges	-	-	-	-	-	-	-
Refuse Collection Charges	18,467,000	-	-	-	-	18,467,000	-
Clean-up Campaign Charges	1,473,000	-	-	-	-	1,473,000	-
Household Hazardous Waste Charges	158,000	-	-	-	-	158,000	-
Inter-department Services	474,600	410,000	-	-	64,600	-	-
Sales - Facilities, Labor & Other	514,280	-	-	-	-	-	514,280
Solar Installation and Service Charge	133,000	-	133,000	-	-	-	-
Sales - Bulk Power, Steam Sales, Gas Wells	1,527,056	1,527,056	-	-	-	-	-
Miscellaneous Charges for Current Services	535,275	-	520,000	-	14,275	1,000	-
Total - Charges for Current Services	**415,204,474**	**332,541,619**	**30,599,000**	**2,440,000**	**29,010,575**	**20,099,000**	**514,280**
Other Revenue:							
Damage Recoveries	51,500	50,000		-	1,500	-	-
Miscellaneous Other Revenue	796,000	750,000		-	46,000	-	-
Total - Other Revenue	**847,500**	**800,000**	**-**	**-**	**47,500**	**-**	**-**
TOTAL DIRECT REVENUE, OPERATING	**421,910,530**	**338,135,975**	**30,799,000**	**2,805,000**	**29,374,275**	**20,282,000**	**514,280**
Contingent / Reserve Transfers and Loan:							
Interfund Transfers							
Transfer from (to) Non-Expendable Trust Funds	21,000	-	-	-	-	-	21,000
Transfer from (to) Other Funds	(1,290,790)	(804,390)	431,750	(700,000)	(147,630)	(70,520)	-
Reserve Transfers							
Transfer from (to) Electric Cost Reduction Fund	-	-	-	-	-	-	-
Transfer from (to) Enterprise Fund Reserves	17,156,528	13,277,711	2,864,177	1,017,282	745,707	(748,349)	-
Transfer from (to) the Capital Projects Reserve	5,000	-	-	-	-	-	5,000
Transfer from (to) Working Capital (Emergency) Reserve	398,956	-	-	-	-	-	398,956
Total - Contingent / Reserve Transfers and Loans	**16,290,694**	**12,473,321**	**3,295,927**	**317,282**	**598,077**	**(818,869)**	**424,956**
TOTAL ESTIMATED RESOURCES, OPERATING	**438,201,224**	**350,609,296**	**34,094,927**	**3,122,282**	**29,972,352**	**19,463,131**	**939,236**
Direct Revenue - Capital Projects	4,371,274	2,900,000	415,000	-	1,035,274	21,000	-
Debt Financing	15,800,000	15,800,000	-	-	-	-	-
Transfer and Loans (To) From Other Funds	-	-	-	-	-	-	-
Estimated Beginning Balance	-	-	-	-	-	-	-
TOTAL ESTIMATED RESOURCES	**$ 458,372,498**	**$ 369,309,296**	**$ 34,509,927**	**$ 3,122,282**	**$ 31,007,626**	**$ 19,484,131**	**$ 939,236**

ESTIMATED RESOURCES

INTERNAL SERVICE FUNDS

Fund Number **Revenue Accounts**	**TOTALS**	***053*** **Vehicle Maintenance**	***050*** **Vehicle Acquisition**	***047*** **Communications Technical Services**	***048*** **Communications Acquisition**
Charges for Current Services:					
Inter-department Services	$ 4,862,645	$ 4,125,945	$ -	$ 736,700	$ -
Equipment Amortization	2,262,777	-	2,117,057	-	145,720
Total-Charges for Current Services	**7,125,422**	**4,125,945**	**2,117,057**	**736,700**	**145,720**
Other Revenue:					
Damage Recoveries	8,500	8,500	-	-	-
Miscellaneous Other Revenue	101,540	1,540	100,000	-	-
Total-Other Revenue	110,040	10,040	100,000	-	-
TOTAL DIRECT REVENUE	**7,235,462**	**4,135,985**	**2,217,057**	**736,700**	**145,720**
Transfers:					
Transfer from (to) Fund Reserves	-	-	-	-	-
Interfund Transfer from (to) Other Funds	(42,640)	(42,640)	-	-	-
Total - Transfers	**(42,640)**	**(42,640)**	**-**	**-**	**-**
Estimated Beginning Balance	2,111,565	18,126	1,495,443	48,716	549,280
TOTAL ESTIMATED RESOURCES	**$ 9,304,387**	**$ 4,111,471**	**$ 3,712,500**	**$ 785,416**	**$ 695,000**

Appropriations by Program and Department

Program Number	Program Name	Totals	OPERATING: Salaries and Benefits	OPERATING: Other Operating Expenditures	OPERATING (continued): Resource and Production	OPERATING (continued): Contribution In-lieu of Taxes & Franchise Fees	OPERATING (continued): Interfund Services	OPERATING (continued): Debt Service	OPERATING (continued): Total Operating Appropriations	Capital Improvements
	CITY COUNCIL									
1611	City Council Operations	$ 312,940	$ 287,530	$ 13,100	$ -	$ -	$ 12,310	$ -	$ 312,940	$ -
	Total - City Council	312,940	287,530	13,100	-	-	12,310	-	312,940	-
	CITY CLERK									
2311	Council/Administration Support	281,106	250,543	22,871	-	-	7,692	-	281,106	-
2312	Public Information/Legislative Records Management	214,389	162,533	47,586	-	-	4,270	-	214,389	-
2313	Elections/Political Reform Act	159,305	153,780	1,825	-	-	3,700	-	159,305	-
2321	City Auditor	170,941	161,851	5,700	-	-	3,390	-	170,941	-
	Total - City Clerk	825,741	728,707	77,982	-	-	19,052	-	825,741	-
	CITY ATTORNEY									
2411	Administration	938,941	856,438	56,591	-	-	25,912	-	938,941	-
2412	Litigation	435,863	403,984	19,969	-	-	11,910	-	435,863	-
	Total - City Attorney	1,374,804	1,260,422	76,560	-	-	37,822	-	1,374,804	-
	CITY MANAGER									
1011	Management & Administration	816,174	727,690	27,700	-	-	60,784	-	816,174	-
1012	Successor Agency/Authority/SOSA Administration	1,943,916	394,916	650,000	-	-	-	-	1,044,916	899,000
1013	Property Management	256,965	254,465	2,500	-	-	-	-	256,965	-
1042	Advertising/Community Promotion	2,692,710	415,365	2,277,345	-	-	-	-	2,692,710	-
1043	Contract Management	938,492	97,382	800,281	-	-	40,829	-	938,492	-
1045	Mandated Program Administration	892,970	15,426	877,544	-	-	-	-	892,970	-
1046	Video Services	197,876	121,776	76,100	-	-	-	-	197,876	-
3611	Estimated Savings from Attrition/VTO	(2,387,492)	(2,387,492)	-	-	-	-	-	(2,387,492)	-
3611	Estimated Separation Payouts and Contingency	2,733,350	2,333,350	400,000	-	-	-	-	2,733,350	-
	Total - City Manager	8,084,961	1,972,878	5,111,470	-	-	101,613	-	7,185,961	899,000
	INFORMATION TECHNOLOGY									
1911	Application Systems	614,859	182,365	428,744	-	-	3,750	-	614,859	-
1912	Web Services	256,454	155,989	46,075	-	-	4,390	-	206,454	50,000
1921	Network Computer Support	2,116,285	444,860	306,047	-	-	61,098	-	812,005	1,304,280
1931	Contract Technology Support	3,836,998	-	3,836,998	-	-	-	-	3,836,998	-
1941	Telecommunication Services	1,069,499	10,145	708,841	-	-	513	-	719,499	350,000
	Total - Information Technology	7,894,095	793,359	5,326,705	-	-	69,751	-	6,189,815	1,704,280
	HUMAN RESOURCES									
2514	Benefits, Compensation, and Records	983,357	756,064	203,033	-	-	24,260	-	983,357	-
2515	Workers' Comp, Safety and Staff Development	404,880	331,595	63,725	-	-	9,560	-	404,880	-
2521	Recruitment, Selection & Classification	846,855	728,141	98,202	-	-	20,512	-	846,855	-
	Total - Human Resources	2,235,092	1,815,800	364,960	-	-	54,332	-	2,235,092	-

Appropriations by Program and Department

Program Number	Program Name	Totals	OPERATING: Salaries and Benefits	OPERATING: Other Operating Expenditures	OPERATING (continued): Resource and Production	OPERATING (continued): Contribution In-lieu of Taxes & Franchise Fees	OPERATING (continued): Interfund Services	OPERATING (continued): Debt Service	OPERATING (continued): Total Operating Appropriations	Capital Improvements
	FINANCE									
3312	Cash Management	128,917	109,317	16,450	-	-	3,150	-	128,917	-
3313	Contract Management	188,499	183,299	-	-	-	5,200	-	188,499	-
3314	Debt Management	58,643	56,553	450	-	-	1,640	-	58,643	-
3315	Financial Analysis	221,969	209,109	4,720	-	-	8,140	-	221,969	-
3316	Budget Development & Analysis	410,594	383,022	17,200	-	-	10,372	-	410,594	-
3322	General Accounting	1,730,575	1,353,805	16,053	-	-	42,717	-	1,412,575	318,000
3323	Payroll	466,213	449,641	3,000	-	-	13,572	-	466,213	-
3324	Accounts Payable	199,306	187,488	2,500	-	-	9,318	-	199,306	-
3325	Receivables/Fixed Assets	154,230	149,760	200	-	-	4,270	-	154,230	-
3332	Utility Billing Services	1,790,962	1,067,838	605,575	-	-	32,549	-	1,705,962	85,000
3333	Revenue Receipting - Cashiering	530,676	433,786	84,550	-	-	12,340	-	530,676	-
3334	Business Certificate	252,215	243,415	1,900	-	-	6,900	-	252,215	-
3335	Field Service	1,143,406	1,047,646	10,550	-	-	85,210	-	1,143,406	-
3336	Administration	268,600	261,580	110	-	-	6,910	-	268,600	-
3337	Contact Center	569,540	510,410	44,620	-	-	14,510	-	569,540	-
3344	Mail Services	31,363	25,363	6,000	-	-		-	31,363	-
3341	Warehouse	432,318	381,915	3,450	-	-	46,953	-	432,318	-
3343	Purchasing	368,782	354,972	7,910	-	-	5,900	-	368,782	-
3362	City-Wide Fiscal Planning & Administration	275,651	253,116	14,615	-	-	7,920	-	275,651	-
3363	Special Projects	101,613	98,783	-	-	-	2,830	-	101,613	-
441/xxxx	General Operating Debt Service	6,332,994	-	-	-	-	-	6,332,994	6,332,994	-
	Total - Finance	15,657,066	7,760,818	839,853	-	-	320,401	6,332,994	15,254,066	403,000
	PARKS AND RECREATION									
1132	Park Maintenance	5,942,781	4,306,914	992,565	-	-	373,302	-	5,672,781	270,000
1133	Pool Maintenance	1,069,394	528,844	410,070	-	-	70,480	-	1,009,394	60,000
1134	Building Maintenance	1,143,513	678,441	238,010	-	-	67,062	-	983,513	160,000
1135	Park Operations	770,180	664,639	40,000	-	-	65,541	-	770,180	-
1142	Recreation Operations	148,982	109,447	21,275	-	-	18,260	-	148,982	-
1143	Youth Activity Center	1,044,625	576,952	149,203	-	-	18,470	-	744,625	300,000
1144	Senior Center	1,332,814	1,172,478	87,826	-	-	42,510	-	1,302,814	30,000
1145	Community Recreation Center	1,759,711	1,090,570	607,471	-	-	36,670	-	1,734,711	25,000
1146	Recreation Facilities	47,488	44,638	1,000	-	-	1,850	-	47,488	-
1147	Aquatics	331,645	316,849	2,556	-	-	12,240	-	331,645	-
1148	Adult Sports	325,441	292,708	27,463	-	-	5,270	-	325,441	-
1149	Teen Center	681,403	614,472	22,901	-	-	19,030	-	656,403	25,000
1112	Senior Nutrition	150,522	38,871	111,651	-	-	-	-	150,522	-
1162	Maintenance of Grounds	614,798	409,747	103,284	-	-	96,767	-	609,798	5,000
1163	Maintenance of Buildings	43,171	31,796	10,465	-	-	910	-	43,171	-
1164	Cemetery Operations	281,267	212,315	3,795	-	-	65,157	-	281,267	-
	Total - Parks and Recreation	15,687,735	11,089,681	2,829,535	-	-	893,519	-	14,812,735	875,000

Appropriations by Program and Department

Program Number	Program Name	Totals	OPERATING: Salaries and Benefits	OPERATING: Other Operating Expenditures	OPERATING (continued): Resource and Production	OPERATING (continued): Contribution In-lieu of Taxes & Franchise Fees	OPERATING (continued): Interfund Services	OPERATING (continued): Debt Service	OPERATING (continued): Total Operating Appropriations	Capital Improvements
	LIBRARY									
1221	Administration	942,853	379,561	30,208	-	-	13,084	-	422,853	520,000
1231	Youth Services	774,670	616,696	136,690	-	-	21,284	-	774,670	-
1232	Young Adult	103,322	86,828	12,040	-	-	4,454	-	103,322	-
1233	Mission Library	567,285	486,031	65,150	-	-	16,104	-	567,285	-
1234	Extension Services	144,591	137,752	475	-	-	6,364	-	144,591	-
1235	Northside Branch Library	638,610	416,720	221,890	-	-	-	-	638,610	-
1241	Reference and Adult Collections	1,107,659	830,904	248,275	-	-	28,480	-	1,107,659	-
1243	Periodicals	186,412	145,468	34,568	-	-	6,376	-	186,412	-
1244	Local History	165,353	153,687	5,240	-	-	6,426	-	165,353	-
1245	Circulation	1,570,231	1,491,561	30,675	-	-	47,995	-	1,570,231	-
1251	Technical Services	593,630	509,265	67,050	-	-	17,315	-	593,630	-
1254	Collection Management	129,674	124,089	150	-	-	5,435	-	129,674	-
1271	Facilities	721,529	180,974	533,290	-	-	7,265	-	721,529	-
1272	Technology	498,800	320,979	166,020	-	-	11,801	-	498,800	-
	Total - Library	8,144,619	5,880,515	1,551,721	-	-	192,383	-	7,624,619	520,000
	PLANNING AND INSPECTION									
5522	Current Planning	932,531	834,067	65,157	-	-	33,307	-	932,531	-
5523	Advanced Planning	511,120	410,212	89,648	-	-	11,260	-	511,120	-
5524	Planning Services	476,336	446,488	16,588	-	-	13,260	-	476,336	-
5525	Enforcement Services	376,750	366,720	500	-	-	9,530	-	376,750	-
5532	Permit Services	2,944,835	1,775,080	44,875	-	-	44,880	-	1,864,835	1,080,000
5533	Field Inspection	1,510,034	1,357,043	72,084	-	-	80,907	-	1,510,034	-
5534	Housing Inspection	152,647	143,290	1,638	-	-	7,719	-	152,647	-
5542	Federal & State Grant Administration	256,873	209,996	25,440	-	-	21,437	-	256,873	-
5543	Neighborhood Conservation & Improvement	570,845	269,286	14,591	-	-	8,242	-	292,119	278,726
5544	Community Development Projects	1,035,839	144,816	63,896	-	-	11,048	-	219,760	816,079
5545	Affordable Housing	293,140	251,470	32,280	-	-	9,390	-	293,140	-
	Total - Planning and Inspection	9,060,950	6,208,468	426,697	-	-	250,980	-	6,886,145	2,174,805

Appropriations by Program and Department

Program Number	Program Name	Totals	OPERATING: Salaries and Benefits	OPERATING: Other Operating Expenditures	OPERATING (continued): Resource and Production	OPERATING (continued): Contribution In-lieu of Taxes & Franchise Fees	OPERATING (continued): Interfund Services	OPERATING (continued): Debt Service	OPERATING (continued): Total Operating Appropriations	Capital Improvements
	PUBLIC WORKS									
	Street									
2911	Street Maintenance	1,493,347	916,394	291,419	-	-	285,534	-	1,493,347	-
2912	Curb, Gutter & Sidewalk Maintenance	415,621	367,882	10,787	-	-	36,952	-	415,621	-
2913	Clean-up Campaign - Street Maintenance	168,730	122,568	-	-	-	46,162	-	168,730	-
2914	Utility Trenching Pavement Restoration	249,247	181,549	21,992	-	-	45,706	-	249,247	-
2915	Leaf Vacuuming	314,820	246,513	3,145	-	-	65,162	-	314,820	-
2921	Storm Maintenance	1,526,419	379,385	32,401	-	-	51,633	-	463,419	1,063,000
2922	Pump Station Maintenance	440,918	139,904	197,376	-	-	3,638	-	340,918	100,000
2923	Clean-up Campaign - Storm Maintenance	50,491	47,605	-	-	-	2,886	-	50,491	-
2924	Urban Runoff Pollution Prevention Program	441,031	280,448	6,755	-	-	27,828	-	315,031	126,000
2951	Landscape Maintenance	2,629,994	1,703,293	691,841	-	-	234,860	-	2,629,994	-
2952	Street Tree Program	968,186	514,723	269,403	-	-	184,060	-	968,186	-
2953	Clean-up Campaign - Parkways & Boulevards	17,590	16,210	-	-	-	1,380	-	17,590	-
2954	Tasman Drive Parking Structure	232,054	21,414	193,350	-	-	17,290	-	232,054	-
2971	Traffic Striping and Signing	993,984	760,857	160,364	-	-	72,763	-	993,984	-
2931	Garbage Collection & Disposal	13,310,153	137,803	17,930	11,414,000	575,000	724,420	-	12,869,153	441,000
2932	Clean Green	2,225,132	28,871	48	2,173,000	-	23,213	-	2,225,132	-
2933	Clean-up Campaign - Solid Waste	1,555,017	101,312	858,045	592,000	-	3,660	-	1,555,017	-
2934	Residential Recycling	1,479,446	141,358	2,168	1,331,000	-	4,920	-	1,479,446	-
2935	Street Sweeping	713,631	444,025	30,380	-	-	239,226	-	713,631	-
2936	Household Hazardous Waste	117,507	46,377	70,000	-	-	1,130	-	117,507	-
2937	Nuisance Abatement	72,837	57,153	14,064	-	-	1,620	-	72,837	-
2938	Urban Run-off Pollution Prevention	10,408	10,128	-	-	-	280	-	10,408	-
2941	Downtown Parking District	172,283	52,519	118,354	-	-	1,410	-	172,283	-
2961	Convention Center Maintenance District	1,339,009	18,105	1,260,914	-	-	59,990	-	1,339,009	-
	Subtotal - Street	30,937,855	6,736,396	4,250,736	15,510,000	575,000	2,135,723	-	29,207,855	1,730,000
	Automotive Services									
2111	Equipment Pool Revolving	3,712,500	-	3,712,500	-	-	-	-	3,712,500	-
2123	Maintenance/Repairs	4,111,471	1,814,632	2,158,345	-	-	138,494	-	4,111,471	-
	Subtotal - Automotive Services	7,823,971	1,814,632	5,870,845	-	-	138,494	-	7,823,971	-
	Building Maintenance									
2222	Maintenance/Repair	1,725,269	1,298,218	115,588	-	-	86,463	-	1,500,269	225,000
2223	Janitorial	310,121	160,486	129,215	-	-	20,420	-	310,121	-
	Subtotal - Building Maintenance	2,035,390	1,458,704	244,803	-	-	106,883	-	1,810,390	225,000

Appropriations by Program and Department

Program Number	Program Name	Totals	OPERATING: Salaries and Benefits	OPERATING: Other Operating Expenditures	OPERATING (continued): Resource and Production	OPERATING (continued): Contribution In-lieu of Taxes & Franchise Fees	OPERATING (continued): Interfund Services	OPERATING (continued): Debt Service	OPERATING (continued): Total Operating Appropriations	Capital Improvements
	Engineering									
4411	Support Services-Administration	302,765	287,352	8,283	-	-	7,130	-	302,765	-
4412	Support Services-Development Support	272,903	266,393	-	-	-	6,510	-	272,903	-
4413	Support Services-Capital Improvement Projects	333,681	325,541	-	-	-	8,140	-	333,681	-
4431	Traffic-Administration	194,123	158,161	23,926	-	-	12,036	-	194,123	-
4432	Traffic-Development Support	223,731	217,411	-	-	-	6,320	-	223,731	-
4433	Traffic-Capital Improvement Projects	1,931,463	238,401	-	-	-	6,020	-	244,421	1,687,042
4434	Traffic Signal Management	672,330	179,630	490,000	-	-	2,700	-	672,330	-
4435	Traffic Striping and Signing	42,693	41,653	-	-	-	1,040	-	42,693	-
4441	Design-Administration	352,898	314,808	26,837	-	-	11,253	-	352,898	-
4442	Design-Development Support	148,685	144,485	-	-	-	4,200	-	148,685	-
4443	Design-Capital Improvement Projects	1,017,991	989,241	-	-	-	28,750	-	1,017,991	-
4451	Land & Property-Administration	84,806	71,001	8,985	-	-	4,820	-	84,806	-
4452	Land & Property-Development Support & Review	882,422	852,872	-	-	-	29,550	-	882,422	-
4461	Field Services-Administration	162,569	95,427	22,012	-	-	45,130	-	162,569	-
4462	Field Services-Development Support	385,123	372,443	-	-	-	12,680	-	385,123	-
4463	Field Services-Capital Improvement Projects	7,529,421	581,977	-	-	-	19,170	-	601,147	6,928,274
	Subtotal - Engineering	14,537,604	5,136,796	580,043	-	-	205,449	-	5,922,288	8,615,316
	Total - Public Works	55,334,820	15,146,528	10,946,427	15,510,000	575,000	2,586,549	-	44,764,504	10,570,316
	POLICE									
7722	General Patrol	19,516,745	18,792,788	81,100	-	-	642,857	-	19,516,745	-
7723	Traffic	2,762,668	2,640,388	38,150	-	-	84,130	-	2,762,668	-
7724	Special Operations	1,462,123	1,382,233	31,550	-	-	48,340	-	1,462,123	-
7725	Reserves	388,746	320,246	57,100	-	-	11,400	-	388,746	-
7732	General Investigations	4,285,939	3,889,820	278,001	-	-	118,118	-	4,285,939	-
7733	SCAT	1,171,164	1,137,269	2,125	-	-	31,770	-	1,171,164	-
7734	Records - Temporary Holding Facility	3,394,229	3,022,972	293,737	-	-	77,520	-	3,394,229	-
7742	Administrative Services	1,708,753	1,438,312	233,209	-	-	37,232	-	1,708,753	-
7744	Professional Standards	1,468,363	1,185,830	249,543	-	-	32,990	-	1,468,363	-
7745	Department Support	2,822,372	295,999	942,835	-	-	1,583,538	-	2,822,372	-
7746	Community Services	2,615,208	2,510,074	37,834	-	-	67,300	-	2,615,208	-
7747	911 Dispatch	3,891,496	3,445,220	305,640	-	-	140,636	-	3,891,496	-
7771	Technical Services Operation (2731)	2,518,416	609,427	149,150	-	-	26,839	-	785,416	1,733,000
7781	Communications Equipment Acquisition (2703)	695,000	-	695,000	-	-	-	-	695,000	-
	Total - Police	48,701,222	40,670,578	3,394,974	-	-	2,902,670	-	46,968,222	1,733,000

Appropriations by Program and Department

Program Number	Program Name	Totals	OPERATING: Salaries and Benefits	OPERATING: Other Operating Expenditures	OPERATING (continued): Resource and Production	OPERATING (continued): Contribution In-lieu of Taxes & Franchise Fees	OPERATING (continued): Interfund Services	OPERATING (continued): Debt Service	OPERATING (continued): Total Operating Appropriations	Capital Improvements
		80,613,191								
	FIRE									
7821	Administration	1,871,571	1,497,097	280,186	-	-	94,288	-	1,871,571	-
7822	Emergency Response	28,150,664	25,838,994	296,375	-	-	1,905,295	-	28,040,664	110,000
7832	Code Enforcement/Public Education	1,727,622	1,605,349	11,500	-	-	110,773	-	1,727,622	-
7833	Investigations	236,874	222,408	1,540	-	-	12,926	-	236,874	-
7841	Training	1,335,273	1,213,663	60,400	-	-	61,210	-	1,335,273	-
7851	Hazardous Materials Code Enforcement	1,154,763	1,018,161	1,500	-	-	135,102	-	1,154,763	-
7861	Paramedic Services	648,618	110,496	143,850	-	-	124,272	-	378,618	270,000
	Total - Fire	35,125,385	31,506,168	795,351	-	-	2,443,866	-	34,745,385	380,000
	ELECTRIC UTILITY									
132	Administrative Services	270,758,900	421,612	2,730,922	227,400,098	17,051,615	9,278,822	13,875,831	270,758,900	-
131	Customer Service & Marketing	20,583,693	2,929,913	11,792,620	-	-	161,160	-	14,883,693	5,700,000
135	Resource Management	12,845,287	5,059,590	6,364,167	-	-	271,530	-	11,695,287	1,150,000
136/37	Energy Distribution	65,121,416	17,604,776	7,006,900	1,883,000	-	951,740	-	27,446,416	37,675,000
	Total - Electric	369,309,296	26,015,891	27,894,609	229,283,098	17,051,615	10,663,252	13,875,831	324,784,296	44,525,000
	WATER AND SEWER UTILITIES									
1411	Administration/Design Engineering	2,685,625	1,764,774	190,280	-	-	280,571	-	2,235,625	450,000
1412	Water Quality	236,803	57,517	149,060	-	-	30,226	-	236,803	-
1413	Water Resources	139,616	121,007	3,760	-	-	14,849	-	139,616	-
1422	Water System Maintenance	1,487,515	800,733	420,610	-	-	266,172	-	1,487,515	-
1423	Water System Construction	6,722,920	1,588,548	42,280	-	-	445,092	-	2,075,920	4,647,000
1424	Water System Operations	23,004,838	1,270,430	1,958,770	18,180,000	-	1,595,638	-	23,004,838	-
1511	Sewer System Administration	2,168,157	650,801	1,370,750	-	-	146,606	-	2,168,157	-
1512	Sewer System Maintenance	1,627,097	1,249,663	183,990	-	-	193,444	-	1,627,097	-
1514	Sewer Operations	1,156,520	261,400	80,050	123,750	-	121,320	-	586,520	570,000
1515	S.J./Santa Clara Water Pollution Control Plant	20,398,028	26,709	-	12,664,258	-	777,203	-	13,468,170	6,929,858
1516	Storm Pump Maintenance	122,550	115,210	-	-	-	7,340	-	122,550	-
1522	Recycled Water System Maintenance, City	2,813,304	54,011	133,750	1,800,000	-	75,543	-	2,063,304	750,000
1525	South Bay Water Recycling System Maintenance	308,978	250,755	35,750	-	-	22,473	-	308,978	-
1532	Solar System Maintenance	232,610	180,483	16,250	-	-	35,877	-	232,610	-
1533	Solar System Construction (CIP only)	-	-	-	-	-	-	-	-	-
	Total - Water and Sewer Utilities	63,104,561	8,392,041	4,585,300	32,768,008	-	4,012,354	-	49,757,703	13,346,858
	TOTAL - ALL DEPARTMENTS	640,853,287	159,529,384	64,235,244	277,561,106	17,626,615	24,560,854	20,208,825	563,722,028	77,131,259

SUMMARY OF FULL TIME EQUIVALENT (FTE) POSITIONS BY DEPARTMENT

DEPARTMENT/DIVISION	Fund	2009-10	2010-11	2011-12	2012-13	2013-14
City Council	General (001)	8.50	8.50	8.50	8.50	8.50
City Clerk	General (001)	4.00	4.00	4.00	4.00	5.00
City Attorney	General (001)	7.00	7.00	6.00	6.00	6.00
Office of the City Manager	General (001)	9.00	8.00	8.00	8.00	9.00
Information Technology	General (001)	4.00	4.00	4.00	4.00	4.00
Human Resources	General (001)	15.00	14.50	14.50	14.50	14.50
Finance	General (001)	62.00	58.00	58.00	58.00	58.00
Parks and Recreation						
Parks and Recreation	General (001)	77.00	76.00	76.00	76.00	76.00
Cemetery	Cemetery (093)	6.00	6.00	6.00	6.00	6.00
Library	General (001)	42.75	42.75	42.00	42.00	46.50
Planning and Inspection	General (001)	40.00	40.00	40.00	40.00	40.00
Public Works						
Engineering	General (001)	38.00	38.00	38.00	38.00	38.00
Building Maintenance	General (001)	13.50	12.50	11.50	11.50	11.50
Street and Automotive Services						
Street	General (001)	56.15	55.15	54.90	54.90	54.65
Solid Waste	Solid Waste (096)	7.00	7.00	7.25	7.25	6.75
Convention Center	Convention Center Maintenance District (026)	0.35	0.35	0.35	0.35	0.10
Maintenance District	Downtown Parking Maintenance District (025)	0.50	0.50	0.50	0.50	0.50
Automotive Services	Automotive (053)	19.00	18.00	18.00	16.00	15.00
Police						
Police	General (001)	223.00	223.00	218.00	218.00	218.00
Police Tech Services	Technical Services (047)	4.00	4.00	4.00	4.00	4.00
Fire	General (001)	179.50	179.50	179.50	179.50	179.50
Electric Utility	Electric (091)	144.00	144.00	135.00	135.00	142.00
Water and Sewer Utilities						
Water Utility	Water (092)	44.05	44.05	43.70	43.70	43.10
Recycled Water	Recycled Water (097)	2.10	2.10	2.10	2.10	2.30
Sewer Utility	Sewer (094)	13.85	13.85	14.20	14.20	15.60
	TOTAL - ALL FTE POSITIONS	**1,020.25**	**1,010.75**	**994.00**	**992.00**	**1,004.50**

SUMMARY OF FULL TIME EQUIVALENT (FTE) POSITIONS BY FUND

Fund	2009-10	2010-11	2011-12	2012-13	2013-14
General (001)	779.40	770.90	762.90	762.90	769.15
Special Revenue Funds					
Downtown Parking Maintenance District (025)	0.50	0.50	0.50	0.50	0.50
Convention Center Maintenance District (026)	0.35	0.35	0.35	0.35	0.10
Subtotal:	0.85	0.85	0.85	0.85	0.60
Enterprise Funds					
Electric (091)	144.00	144.00	135.00	135.00	142.00
Cemetery (093)	6.00	6.00	6.00	6.00	6.00
Solid Waste (096)	7.00	7.00	7.25	7.25	6.75
Water Utility (092)	44.05	44.05	43.70	43.70	43.10
Sewer Utility (094)	13.85	13.85	14.20	14.20	15.60
Recycled Water (097)	2.10	2.10	2.10	2.10	2.30
Subtotal:	217.00	217.00	208.25	208.25	215.75
Internal Service Funds					
Technical Services (047)	4.00	4.00	4.00	4.00	4.00
Automotive Services (053)	19.00	18.00	18.00	16.00	15.00
Subtotal:	23.00	22.00	22.00	20.00	19.00
TOTAL - ALL FTE POSITIONS	**1,020.25**	**1,010.75**	**994.00**	**992.00**	**1,004.50**

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	$ 12,655	$ 10,757	$ 13,921
ADMINISTRATIVE ANALYST	8,826	7,502	9,709
ASST CITY ATTORNEY	15,679	13,327	17,247
ASST CITY CLERK	9,534	8,104	10,487
ASST CITY LIBRARIAN	13,661	11,612	15,027
ASST CITY MANAGER	18,734	15,924	20,607
ASST DIR ELEC-ENERGY DISTRIB	16,624	14,130	18,286
ASST DIR ELEC-PLAN & STRATEGIC	16,624	14,130	18,286
ASST DIR OF FINANCE	14,729	12,520	16,202
ASST DIR OF HUMAN RESOURCES	13,161	11,187	14,477
ASST DIR OF PUBLIC WORKS/CITY ENGINEER	16,245	13,808	17,870
ASST DIR OF WATER & SEWER UTIL	14,580	12,393	16,038
ASST WATER & SEWER SUPERINTEND	10,672	9,071	11,739
BUDGET & TREASURY DIVISION MGR	12,655	10,757	13,921
BUILDING MAINTENANCE MANAGER	11,208	9,527	12,329
BUILDING OFFICIAL	14,840	12,614	16,324
CEMETERY OPS SUPERINTENDENT	8,962	7,618	9,858
CITY ATTORNEY	19,000	-	-
CITY CLERK/CITY AUDITOR	13,306	-	-
CITY LIBRARIAN	17,075	14,514	18,783
CITY MANAGER	24,167	-	-
CITY PLANNER	13,399	11,389	14,739
COMMUNICATIONS OPERATIONS MGR	11,528	9,799	12,681
COMMUNICATIONS TECH SVCS MGR	11,528	9,799	12,681
COMPLIANCE MANAGER	10,335	8,785	11,369
DEPUTY CITY ATTORNEY I	9,798	8,328	10,778
DEPUTY CITY ATTORNEY II	11,431	9,716	12,574
DEPUTY CITY MANAGER	15,838	13,462	17,422
DEPUTY DIRECTOR OF PW - MAINTENANCE	12,822	10,899	14,104
DEPUTY PARKS & RECREATION DIRECTOR	12,800	10,880	14,080
DEVELOPMENT REVIEW OFFICER	12,405	10,544	13,646
DIRECTOR OF ELECTRIC UTILITY	20,323	17,275	22,355
DIRECTOR OF FINANCE	18,143	15,422	19,957
DIRECTOR OF HUMAN RESOURCES	17,269	14,679	18,996
DIRECTOR OF INFO TECHNOLOGY/CIO	17,821	15,148	19,603
DIRECTOR OF PLANNING & INSP	18,772	15,956	20,649
DIRECTOR OF PUBLIC WORKS	19,855	16,877	21,841
DIRECTOR OF WTR & SEWER UTILS	17,996	15,297	19,796
ECONOMIC DEVELOPMENT OFFICER	15,046	12,789	16,551
ELEC DIV MGR - ENGINEERING	14,580	12,393	16,038
ELEC DIV MGR - GENERATION	14,580	12,393	16,038
ELEC DIV MGR - OPERATIONS	14,580	12,393	16,038
ELEC DIV MGR - SUBSTATIONS	14,580	12,393	16,038
ELEC DIV MGR - TRANSM, DISTRIB	14,580	12,393	16,038
ELECTRIC DIV MGR-CUSTOMER SVCS	14,071	11,960	15,478
ELECTRIC DIV MGR-MKT A & P	14,580	12,393	16,038
ELECTRIC DIV MGR-RISK ANALYSIS	14,580	12,393	16,038
ELECTRIC DIVISION MANAGER	14,580	12,393	16,038
ELECTRIC PROGRAM MANAGER	12,150	10,328	13,365
EXEC ASST TO CITY ATTORNEY	8,692	7,388	9,561
EXEC ASST TO CITY MANAGER	8,692	7,388	9,561

UNCLASSIFIED POSITIONS

SCHEDULE OF MONTHLY CONTROL POINTS

POSITION	CONTROL POINT	85% LEVEL	110% LEVEL
EXEC ASST TO MAYOR & CC	8,692	7,388	9,561
FLEET MANAGER	10,679	9,077	11,747
HOUSING & COMM SVC DIV MGR	12,833	10,908	14,116
HOUSING DEVELOPMENT OFFICER	10,078	8,566	11,086
HUMAN RESOURCES DIV MGR	9,756	8,293	10,732
INFORMATION TECHNOLOGY SVC MGR	11,879	10,097	13,067
INSPECTION MANAGER	12,712	10,805	13,983
LIBRARY DIV MGR - ADULT SVCS	10,672	9,071	11,739
LIBRARY DIV MGR - COLLECT SVCS	10,672	9,071	11,739
LIBRARY DIV MGR - Y & E SVCS	10,672	9,071	11,739
LIBRARY DIV MGR -SUPPORT SVCS	10,672	9,071	11,739
MUNICIPAL SERVICES DIV MGR	12,655	10,757	13,921
PARK MAINT & OPERATIONS SUPERVISOR	10,547	8,965	11,602
PARK SUPERINTENDENT	13,829	11,755	15,212
PARKS & RECREATION DIRECTOR	17,400	14,790	19,140
PARKS CONST, MAINT & REPAIR SUPERVISOR	10,547	8,965	11,602
PERMIT CENTER MANAGER	14,126	12,007	15,539
POWER SYSTEM SCHEDULER/TRADER	11,407	9,696	12,548
POWER TRADER	14,580	12,393	16,038
PRINCIPAL ACCOUNTANT	11,391	9,682	12,530
PRINCIPAL ENGINEER	14,126	12,007	15,539
PRINCIPAL ENGINEER - WATER	14,126	12,007	15,539
PRINCIPAL FINANCIAL ANALYST	11,391	9,682	12,530
PRINCIPAL PLANNER	11,391	9,682	12,530
PRINCIPAL UTILITY DATABASE ADMINISTRATOR	12,393	10,534	13,632
PUBLIC COMMUNICATIONS MANAGER	9,091	7,727	10,000
PURCHASING DIVISION MANAGER	12,185	10,357	13,404
RECREATION MANAGER	11,501	9,776	12,651
REDEVELOPMENT PROJECT MANAGER	13,399	11,389	14,739
RISK CONTROL ANALYST	11,912	10,125	13,103
SR DEPUTY CITY ATTORNEY	12,152	10,329	13,367
SR ELEC DIV MGR	15,671	13,320	17,238
SR ELEC DIV MGR-MKT A&P	15,671	13,320	17,238
SR POWER ANALYST	11,391	9,682	12,530
SR POWER SYSTEM SCHEDLR/TRADER	12,261	10,422	13,487
SR PROJECT ENGINEER	12,007	10,206	13,208
SR RESOURCE ANALYST	10,328	8,779	11,361
SUPERINT OF STREET & SOLID WAS	11,657	9,908	12,823
TRAFFIC ENGINEER	14,254	12,116	15,679
WATER & SEWER SUPERINTENDENT	11,802	10,032	12,982
WEB MANAGER	10,174	8,648	11,191
Police Management (Unit 9A)			
ASST POLICE CHIEF	19,847	16,870	21,832
POLICE CAPTAIN	18,902	16,067	20,792
POLICE CHIEF	17,714	-	-
Fire Management (Unit 9B)			
BATTALION CHIEF 24 HRS	15,518	13,190	17,070
BATTALION CHIEF	15,518	13,190	17,070
DEPUTY FIRE CHIEF	17,074	14,513	18,781
FIRE CHIEF	20,424	17,360	22,466
FIRE MARSHAL	15,518	13,190	17,070
HAZARDOUS MAT ADMIN	14,418	12,255	15,860
HAZARDOUS MAT SPECIALIST	13,863	11,784	15,249

CLASSIFIED AND AS-NEEDED POSITIONS
AUTHORIZED CLASS TITLES AND SALARY RANGES FOR 2013-14

Account Clerk I	A19
Account Clerk II	A23
Account Clerk III	A25
Accountant	A31
Accounting Technician I	A18
Accounting Technician II	A20
Assistant Planner I	A27
Assistant Planner II	A31
Assistant Recreation Supervisor	A30
Assistant Sanitary Sewer Superintendent	A38
Assistant Training Officer	C1-41
Assistant Water Superintendent	A38
Associate Consultant	AN
Associate Planner	A36
Automotive Foreman/Forewoman	A30
Automotive Services Coordinator	A24
Automotive Services Utility Worker	A15
Automotive Technician I	G20
Automotive Technician II	G22
Automotive Technician III	G28
Building Maintenance Foreperson	A31
Building Maintenance Worker	G26
Building/Housing Inspector	A35
Business Analyst	A35
Business Analyst - Fiber	A35
Business Analyst - Public Benefits	A35
Cable Splicer Leader	D1-38
Cemetery Services Clerk	A23
Cemetery Worker I	G19
Cemetery Worker II	G21
Cemetery Worker III	G23
Central Services Operator	A21
Chief of Party	A34
Chief Storekeeper/Buyer	A32
Civil Engineer I	E34
Civil Engineer II	E41
Clerk II	A17
Code Enforcement Technician	A23
Combination Inspector	A37
Communication Technician I	A28
Communication Technician II	A32
Communications Dispatcher I	H25
Communications Dispatcher II	H28
Communications Dispatcher III	H31
Community Service Officer I	H17
Community Service Officer II	H22
Construction Project Engineer	E36
Consultant	AN
Crime Analyst	A32
Crossing Guard	AN
Cultural Arts Supervisor	A32

Custodian	G17
Customer Service Representative	A19
Customer Service Rep. - Permit	A19
Customer Service Supervisor	A28
Deputy Fire Marshal	C38
Driver/Engineer 24 Hrs.	C1-33
Driver/Engineer 24 Hrs.-Train/Premium	C1-34
Driver/Engineer 80 Hrs.	C33
Driver/Engineer Training Division	C36
Electric & Water System Operator	D1-37
Electric Crew Foreperson	D1-38
Electric Helper/Driver	D2-20
Electric Maintenance Worker	D2-22
Electric Meter Technician	D1-32
Electric Meter Technician Apprentice	D1-26
Electric Utility Engineer	E42
Electric Utility Equipment Operator	D2-22
Electric Utility Generation Technician	D1-35
Electric Utility Helper	D2-18
Electric Utility Network Administrator	A43
Electric Utility Program Analyst	A36
Electric Utility Programmer/Analyst	A33
Electrical Estimator	D1-27
Electrician	D1-32
Energy Conservation Coordinator	A28
Energy Conservation Specialist	A21
Engineering Aide	A21
Engineering Aide - Electric	A21
Equipment Operator	G27
Examination Proctor	AN
Facilities Technician	G27
Financial Analyst	A33
Fire Captain-Training	C41
Fire Captain 24 Hrs.	C1-38
Fire Captain 24 Hrs.- Training/Premium	C1-39
Fire Captain 80 Hrs	C38
Fire Inspector Aide	AN
Fire Plan Draftsperson	A25
Fire Prevention Aide	H12
Fire Prevention Specialist	H35
Firefighter I	C1-18
Firefighter II 24 Hrs.	C1-30
Firefighter 24 Hrs.-Training/Premium	C1-31
Firefighter 80 Hrs.	C30
Firefighter Training Division	C33
Fleet Assistant	A23
Forensic Coordinator	A34
Grounds Maintenance Worker I	G19
Grounds Maintenance Worker II	G21
Grounds Maintenance Worker III	G23
Head Proctor	AN

CLASSIFIED AND AS-NEEDED POSITIONS
AUTHORIZED CLASS TITLES AND SALARY RANGES FOR 2013-14

Housing Inspector	A35
Human Resources Assistant	A19
Human Resources Supervisor	A27
Human Resources Technician	A23
Instructor-Life Guard	AN
Intern	AN
Jail Service Officer	H22
Journey Lineworker	D1-32
Journey Lineworker Apprentice	D1-26
Journey Lineworker Apprentice	AN
Key Customer Representative	A35
Laborer	AN
Landscape Foreman/Forewoman	A37
Landscape Pest Control Operator	G23
Law Clerk I	AN
Law Clerk II	AN
Legal Office Specialist III	A24
Librarian I	A26
Librarian I - Cataloging	A26
Librarian I - Reference	A26
Librarian I - Youth Services	A26
Librarian II	A30
Librarian II - Cataloging	A30
Librarian II - Reference	A30
Librarian II - Youth Services	A30
Library Assistant I	A16
Library Assistant II	A20
Library Circulation Supervisor	A28
Library Material Mender/Processor	A15
Library Page	AN
Library Program Coordinator	A34
Library Program Coordinator - Catalog	A34
Library Program Coordinator - Outreach	A34
Library Program Coordinator - Technology	A34
Library Program Coordinator - Ref	A34
Library Technology Aide	AN
Library Technology Assistant	A25
Lifeguard	AN
Line Crew Leader	D1-34
Line Truck Driver	D2-21
Literacy Advocate	A12
Literacy Program Supervisor	A28
Literacy Student/Tutor Coordinator	A20
Maintenance Systems Specialist	A35
Materials Handler	A19
Materials Handler - Auto Parts Technician	A19
Materials Testing Technician	A34
Mechanical Maintenance Foreperson	A31
Mechanical Maintenance Worker	G29
Medical Director	AN
Messenger Clerk	AN

Meter Reader	A21
Microfilm Processor	AN
Nutrition Meal Server	AN
Nutrition Site Manager	AN
Office Assistant	A12
Office Records Specialist	A19
Office Specialist II	A18
Office Specialist III	A22
Office Specialist III - Unit 5	A22
Office Specialist IV	A24
Office Specialist to the City Clerk	A22
Office Specialist to the City Council	A20
Park Foreman/Forewoman	A33
Park Maintenance Crafts Worker	G29
Payroll Analyst	A33
Permit Technician	A23
Planning Intern I	AN
Planning Intern II	AN
Plans Examiner	A39
Police Lieutenant	B43
Police Officer	B31
Police Officer-FTO	B33
Police Records Manager	A34
Police Records Specialist I	H18
Police Records Specialist II	H22
Police Records Supervisor	H26
Police Sergeant	B37
Pool Manager	AN
Power Account Clerk I	A19
Power Account Clerk III	A25
Power Analyst	A35
Power Contract Specialist	A33
Power Scheduling Operator	D1-37
Principal Electrical Estimator	D1-35
Principal Engineering Aide	A32
Principal Engineering Aide - Civil	A32
Program Coord-Public Benefits	A43
Project Manager	A35
Public Works Inspector	A33
Pump Maintenance Technician - Solar	G27
Pump Maintenance Technician - Water	G27
Pump Maintenance Technician - Sewer	G27
Purchasing Clerk	A19
Purchasing Utility Worker	A15
Receptionist Clerk	A12
Recreation Coordinator	A27
Recreation Coordinator - Therapeutics	A27
Recreation Instructor	AN
Recreation Leader I	AN
Recreation Leader II	AN
Recreation Leader III	AN

CLASSIFIED AND AS-NEEDED POSITIONS
AUTHORIZED CLASS TITLES AND SALARY RANGES FOR 2013-14

Recreation Office Assistant	AN
Recreation Program Coordinator	AN
Recreation Program Supervisor	A32
Recreation Specialist	AN
Recreation Supervisor	A32
Recruit Police Officer	A31
Resource Analyst II	A35
Senior Accounting Technician	A26
Senior Business Analyst	A38
Senior Center Coordinator	A27
Senior Communications Dispatcher	H34
Senior Customer Service Rep.	A22
Senior Distribution Supervisor	A43
Senior Electric & Water System Operator	D1-40
Senior Electric Meter Technician	D1-38
Senior Electric Utility Engineer	E46
Senior Electric Utility Eng - Civil	E46
Senior Electric Utility Eng - Contracts	E46
Senior Electric Utility Eng - Control-Comm	E46
Senior Electric Utility Eng - Customer Svc	E46
Senior Electric Utility Eng - Distbn Plan	E46
Senior Electric Utility Eng - Generation	E46
Senior Electric Utility Eng - Prot Relay	E46
Senior Electric Utility Eng - Resource Pln	E46
Senior Electric Utility Eng - Substations	E46
Senior Electric Utility - Generation Tech.	D1-38
Senior Electrical Estimator	D1-31
Senior Electrician Technician	D1-38
Senior Energy Systems Analyst	A43
Senior Engineering Aide	A28
Senior Human Resources Assistant	A20
Senior Human Resources Technician	A24
Senior Inspector - Building	A39
Senior Inspector - Electrical	A39
Senior Inspector - Permit	A39
Senior Instrument and Control Technician	D1-38
Senior Key Customer Representative	A39
Senior Library Assistant	A25
Senior Library Assistant - Acquisitions	A25
Senior Library Assistant - Administration	A25
Senior Library Assistant - Pub Svc/Graph	A25
Senior Library Assistant - Public Svc	A25
Senior Library Page	AN
Senior Materials Handler	A23
Senior Permit Technician	A27
Senior Plans Examiner	A41
Senior Staff Aide	A30
Senior Tree Trimmer	G26
Senior Water Utility Engineer	E41
Service Coordinator-Inspector	D1-34
Solid Waste Foreman/Forewoman	A35

Sports/Aquatics Coordinator	A21
Staff Aide I	A24
Staff Aide II	A26
Staff Aide II - Environmental Programs	A26
Staff Analyst	A32
Staff Analyst II	A34
Street Foreman/Forewoman	A31
Street Maintenance Foreperson	A35
Street Maintenance Worker I	G19
Street Maintenance Worker II	G21
Street Maintenance Worker III	G23
Street Maintenance Worker IV	G29
Street Sweeper Operator	G28
Therapeutic Program Supervisor	A32
Time and Material Clerk	A28
Traffic Control Trainee	AN
Traffic Foreman/Forewoman	A31
Traffic Operations Engineer	E38
Troubleshooter	D1-35
Typist Clerk I (As-Needed)	A14
Typist Clerk II (As-Needed)	A18
Typist Clerk III (As-Needed)	A22
Underground Crew Leader	D1-36
Utility Crew Supervisor	A35
Utility Crew Supervisor - Water	A35
Utility Electrician Apprentice	D1-26
Utility Electrician Apprentice	AN
Utility Electrician Technician	D1-35
Utility Field Services Supervisor	A28
Utility Field Services Worker	A23
Utility Services Technician	A28
Utility Worker	G19
Water & Sewer Maintenance Worker I	G19
Water & Sewer Maintenance Worker II	G23
Water Meter and Service Supervisor	A34
Water Service Technician I	G25
Water Service Technician II	G27
Water Resource Planner	G28
Water Utility Engineer	E34
Youth Act Center Supervisor	A32

SCHEDULE OF MONTHLY SALARY RANGES

ORGANIZATION	UNIT NO.	SCHEDULE
Public Safety - Fire	1	C-C1
Public Safety - Police	2	B
Electrical Workers	3	D1-D2-D3
Professional Engineers	4	E
Management Confidential	5	A
Operating Engineers	6	G
Construction Technician	7	A
Administrative / Clerical	8	A
Public Safety Non-Sworn	10	H

SCHEDULE A

Range	1	2	3	4	5	Range	1	2	3	4	5	Range	1	2	3	4	5
0	3029	3178	3341	3518	3700	16	4464	4700	4931	5188	5450	32	6612	6945	7296	7664	8038
1	3107	3260	3429	3608	3792	17	4580	4816	5059	5320	5593	33	6779	7121	7480	7850	8246
2	3178	3341	3518	3700	3881	18	4700	4931	5188	5450	5732	34	6945	7296	7664	8038	8457
3	3260	3429	3608	3792	3971	19	4816	5059	5320	5593	5868	35	7121	7480	7850	8246	8672
4	3341	3518	3700	3881	4060	20	4931	5188	5450	5732	6009	36	7296	7664	8038	8457	8885
5	3429	3608	3792	3971	4163	21	5059	5320	5593	5868	6165	37	7480	7850	8246	8672	9096
6	3518	3700	3881	4060	4264	22	5188	5450	5732	6009	6321	38	7664	8038	8457	8885	9308
7	3608	3792	3971	4163	4364	23	5320	5593	5868	6165	6468	39	7850	8246	8672	9096	9543
8	3700	3881	4060	4264	4464	24	5450	5732	6009	6321	6612	40	8038	8457	8885	9308	9781
9	3792	3971	4163	4364	4580	25	5593	5868	6165	6468	6779	41	8246	8672	9096	9543	10023
10	3881	4060	4264	4464	4700	26	5732	6009	6321	6612	6945	42	8457	8885	9308	9781	10270
11	3971	4163	4364	4580	4816	27	5868	6165	6468	6779	7121	43	8672	9096	9543	10023	10532
12	4060	4264	4464	4700	4931	28	6009	6321	6612	6945	7296	44	8885	9308	9781	10270	10788
13	4163	4364	4580	4816	5059	29	6165	6468	6779	7121	7480	45	9096	9543	10023	10532	11055
14	4264	4464	4700	4931	5188	30	6321	6612	6945	7296	7664	46	9308	9781	10270	10788	11325
15	4364	4580	4816	5059	5320	31	6468	6779	7121	7480	7850						

SCHEDULE B

Range	1	2	3	4	5	Range	1	2	3	4	5	Range	1	2	3	4	5
31	8467	8886	9333	9800	10288	36	9564	10043	10547	11074	11627	41	10804	11344	11913	12505	13131
32	8676	9110	9564	10043	10547	37	9800	10288	10804	11344	11913	42	11074	11627	12207	12817	13459
33	8886	9333	9800	10288	10804	38	10043	10547	11074	11627	12207	43	11344	11913	12505	13131	13784
34	9110	9564	10043	10547	11074	39	10288	10804	11344	11913	12505	44	11627	12207	12817	13459	14131
35	9333	9800	10288	10804	11344	40	10547	11074	11627	12207	12817	45	11913	12505	13131	13784	14478

SCHEDULE C

Range	1	2	3	4	5	Range	1	2	3	4	5	Range	1	2	3	4	5
30	8088	8487	8922	9363	9834	35	9143	9600	10077	10583	11121	40	10318	10850	11395	11957	12572
31	8289	8705	9143	9600	10077	36	9363	9834	10318	10850	11395	41	10583	11121	11676	12265	12889
32	8487	8922	9363	9834	10318	37	9600	10077	10583	11121	11676	42	10850	11395	11957	12572	13200
33	8705	9143	9600	10077	10583	38	9834	10318	10850	11395	11957						
34	8922	9363	9834	10318	10850	39	10077	10583	11121	11676	12265						

SCHEDULE C1

Range	1	2	3	4	5	Range	1	2	3	4	5	Range	1	2	3	4	5
30	8230	8636	9078	9527	10006	35	9303	9767	10253	10770	11317	40	10499	11040	11594	12166	12792
31	8433	8857	9303	9767	10253	36	9527	10006	10499	11040	11594	41	10770	11317	11880	12479	13112
32	8636	9078	9527	10006	10499	37	9767	10253	10770	11317	11880	42	11040	11594	12166	12792	13431
33	8857	9303	9767	10253	10770	38	10006	10499	11040	11594	12166						
34	9078	9527	10006	10499	11040	39	10253	10770	11317	11880	12479						

SCHEDULE OF MONTHLY SALARY RANGES (Continued)

SCHEDULE D1

Range	1	2	3	4	5	Range	1	2	3	4	5	Range	1	2	3	4	5
24	6402	3737	7060	7415	7773	30	7415	7773	8157	8573	8986	36	8573	8986	9437	9928	10435
25	6570	6900	7239	7593	7962	31	7593	7962	8364	8781	9212	37	8781	9212	9683	10181	10696
26	6737	7060	7415	7773	8157	32	7773	8157	8573	8986	9437	38	8986	9437	9928	10435	10953
27	6900	7239	7593	7962	8364	33	7962	8364	8781	9212	9683	39	9212	9683	10181	10696	11230
28	7060	7415	7773	8157	8573	34	8157	8573	8986	9437	9928	40	9437	9928	10435	10953	11505
29	7239	7593	7962	8364	8781	35	8364	8781	9212	9683	10181						

SCHEDULE D2

Range	1	2	3	4	5	Range	1	2	3	4	5	Range	1	2	3	4	5
18	5529	5809	6113	6424	6740	21	5962	6268	6583	6909	7256	23	6268	6583	6909	7256	7612
19	5669	5962	6268	6583	6909	22	6113	6424	6740	7078	7435	24	6424	6740	7078	7435	7792
20	5809	6113	6424	6740	7078												

SCHEDULE D3

Range	1	2	3	4	5	Range	1	2	3	4	5	Range	1	2	3	4	5
32	7290	7649	8031	8422	8847	35	7841	8229	8636	9075	9544	37	8229	8636	9075	9544	10012
33	7468	7841	8229	8636	9075	36	8031	8422	8847	9302	9786	38	8422	8847	9302	9786	10238
34	7649	8031	8422	8847	9302												

SCHEDULE E

Range	1	2	3	4	5	Range	1	2	3	4	5	Range	1	2	3	4	5
32	6813	7141	7512	7874	8269	37	7692	8073	8478	8917	9356	42	8690	9140	9574	10058	10571
33	6979	7327	7692	8073	8478	38	7874	8269	8690	9140	9574	43	8917	9356	9816	10313	10827
34	7141	7512	7874	8269	8690	39	8073	8478	8917	9356	9816	44	9140	9574	10058	10571	11082
35	7327	7692	8073	8478	8917	40	8269	8690	9140	9574	10058	45	9356	9816	10313	10827	11359
36	7512	7874	8269	8690	9140	41	8478	8917	9356	9816	10313	46	9574	10058	10571	11082	11630

SCHEDULE G

Range	1	2	3	4	5	Range	1	2	3	4	5	Range	1	2	3	4	5
16	4206	4435	4647	4883	5140	21	4764	5006	5274	5540	5813	26	5408	5672	5955	6241	6544
17	4320	4540	4764	5006	5274	22	4883	5140	5408	5672	5955	27	5540	5813	6102	6395	6712
18	4435	4647	4883	5140	5408	23	5006	5274	5540	5813	6102	28	5672	5955	6241	6544	6880
19	4540	4764	5006	5274	5540	24	5140	5408	5672	5955	6241	29	5813	6102	6395	6712	7047
20	4647	4883	5140	5408	5672	25	5274	5540	5813	6102	6395	30	5955	6241	6544	6880	7216

SCHEDULE H

Range	1	2	3	4	5	Range	1	2	3	4	5	Range	1	2	3	4	5
0	2942	3085	3242	3414	3591	16	4329	4556	4785	5032	5286	32	6415	6736	7079	7432	7799
1	3013	3163	3326	3503	3677	17	4446	4669	4909	5163	5425	33	6577	6908	7256	7616	8001
2	3085	3242	3414	3591	3766	18	4556	4785	5032	5286	5563	34	6736	7079	7432	7799	8203
3	3163	3326	3503	3677	3853	19	4669	4909	5163	5425	5694	35	6908	7256	7616	8001	8412
4	3242	3414	3591	3766	3939	20	4785	5032	5286	5563	5827	36	7079	7432	7799	8203	8620
5	3326	3503	3677	3853	4037	21	4909	5163	5425	5694	5978	37	7256	7616	8001	8412	8826
6	3314	3591	3766	3939	4136	22	5032	5286	5563	5827	6130	38	7432	7799	8203	8620	9033
7	3503	3677	3853	4037	4235	23	5163	5425	5694	5978	6273	39	7616	8001	8412	8826	9259
8	3591	3766	3939	4136	4329	24	5286	5563	5827	6130	6415	40	7799	8203	8620	9033	9489
9	3677	3853	4037	4235	4446	25	5425	5694	5978	6273	6577	41	8001	8412	8826	9259	9728
10	3766	3939	4136	4329	4556	26	5563	5827	6130	6415	6736	42	8203	8620	9033	9489	9963
11	3853	4037	4235	4446	4669	27	5694	5978	6273	6577	6908	43	8412	8826	9259	9728	10215
12	3939	4136	4329	4556	4785	28	5827	6130	6415	6736	7079	44	8620	9033	9489	9963	10466
13	4037	4235	4446	4669	4909	29	5978	6273	6577	6908	7256	45	8826	9259	9728	10215	10727
14	4136	4329	4556	4785	5032	30	6130	6415	6736	7079	7432	46	9033	9489	9963	10466	10989
15	4235	4446	4669	4909	5163	31	6273	6577	6908	7256	7616						

AS-NEEDED SALARY SCHEDULE

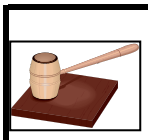
CLASS TITLE, SALARY RANGES, AND PAY RATE SCHEDULE

	Salary Range				
Class Title	***Step 1***	***Step 2***	***Step 3***	***Step 4***	***Step 5***
			PAY RATES		
Associate Consultant	15.000	16.900	18.800	20.700	22.600
Consultant	25.000	30.000	35.000	40.000	45.000
Crossing Guard	12.283	13.399	14.069	14.772	15.511
Exam Proctor	9.775	10.263	10.776	11.315	11.880
Fire Inspector Aide	17.043	17.895	18.790	-	-
Head Proctor	10.528	11.055	11.607	-	-
Instructor-Lifeguard	11.241	11.803	12.393	-	-
Intern	10.000	11.000	12.000	13.000	14.000
Laborer	11.943	12.540	13.167	13.825	14.517
Law Clerk I	16.444	17.267	18.131	19.037	19.989
Law Clerk II	19.434	20.405	21.426	22.498	23.623
Library Page	9.042	9.494	9.968	10.466	10.990
Library Technology Aide	10.990	11.539	12.117	12.722	13.358
Lifeguard	9.253	9.716	10.202	-	-
Medical Director	100.000	-	-	-	-
Messenger Clerk	8.161	8.569	8.998	9.448	9.920
Microfilm Processor	11.178	11.737	12.323	12.940	13.587
Nutrition Meal Server	14.750	-	-	-	-
Nutrition Site Manager	19.350	-	-	-	-
Planning Intern I	15.823	16.613	17.443	-	-
Planning Intern II	19.633	20.615	21.646	22.728	23.865
Pool Manager	13.303	13.969	14.667	-	-
Recreation Leader I	8.452	8.875	9.318	-	-
Recreation Leader II	10.290	10.805	11.345	-	-
Recreation Leader III	11.262	11.825	12.416	13.037	13.689
Recreation Office Assistant	12.405	13.026	13.678	14.362	15.080
Recreation Instructor	12.405	13.026	13.678	14.362	15.080
Recreation Prog. Coordinator	16.107	16.912	17.758	18.646	19.578
Recreation Specialist	12.405	13.026	13.678	14.362	15.080
Senior Library Page	9.968	10.466	10.990	11.539	12.116
Traffic Control Trainee	8.860	9.304	9.768	10.257	10.770

This page intentionally left blank.

City Council

Santa Clara
All-America City
2001



City Council Department

Department Summary	2011-12 Actuals	2012-13 Adopted	2013-14 Budget
City Council Operations	$ 282,500	$ 305,003	$ 312,940
Total Department Expenditures	$ 282,500	$ 305,003	$ 312,940
Total Full Time Positions	1.50	1.50	1.50
Total Department Revenue	$ -	$ -	$ -

Department Mission

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

Department Overview

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

The Mayor and Council Members serve on county, regional, and state organizations representing the City's interests. The Mayor and Council Members also serve as Agency and Authority Members of the Sports & Open Space Authority, the Industrial Development Authority, the Joint Financing Authority, the Stadium Authority and the Housing Authority.

Council Goals

- ❑ 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

City Council Department (continued)

Resource Level Changes

No changes to staffing levels.

Divisions and Programs

City Council Operations

- City Council Operations

CITY OF SANTA CLARA

CITY COUNCIL

Jamie L. Matthews
Mayor of the City of Santa Clara
Term of Office: 2010 – 2014
(1st Term)

Patrick Kolstad, Council Member
Term of Office: 2010 – 2014
(1st Term)
Council Seat 2

Patricia M. Mahan, Council Member
Term of Office: 2010 – 2014
(1st Term)
Council Seat 5

Debi Davis, Council Member
Term of Office: 2012 – 2016
(1st Term)
Council Seat 3

Lisa M. Gillmor, Council Member
Term of Office: 2012 – 2016
(1st Term)
Council Seat 6

Jerry Marsalli, Council Member
Term of Office: 2012 – 2016
(1st Term)
Council Seat 4

Teresa O'Neill, Council Member
Term of Office: 2012 – 2016
1st Term
Council Seat 7

City Council Department (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions 2012-13 Adopted	No. of Positions 2013-14 Budget	Salary 2012-13 Adopted	Salary 2013-14 Budget
	Mayor (Stipend)	1.00	1.00	$ 17,090	$ 17,700
	City Council Member (Stipend)	6.00	6.00	64,980	67,100
Uncl	Executive Asst. to Mayor & City Council	1.00	1.00	88,656	88,656
A20	Office Specialist to City Council	0.50	0.50	36,054	36,054
	Premium			2,203	1,070
	Reserve			-	-
	Salary & Wages-Regular	8.50	8.50	208,983	210,580
	Salary & Wages-Overtime/Vacation Relief			500	500
	Furlough			(5,036)	(1,199)
	Total	**8.50**	**8.50**	**$ 204,447**	**$ 209,881**

Department: City Council

Division: City Council Operations

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
City Council Operations	$ 282,500	$ 305,003	$ 312,940	$ 7,937
Total Expenditures	$ 282,500	$ 305,003	$ 312,940	$ 7,937
Full Time Positions	1.50	1.50	1.50	$ -
Total Direct Revenue	$ -	$ -	$ -	$ -

Division Mission

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

Division Highlights

- Assist Mayor and Council Members with implementation of their established goals and objectives.
- Assist Mayor and Council Members in scheduling appointments, making travel arrangements, and corresponding with legislators, constituents and residents.
- Assist with the coordination of meetings for several City committees and several area wide/outside agency committees.
- Provide Mayor and Council Members with summaries of citizen input on controversial issues and coordinate citizen complaints.
- Assist Mayor and Council Members with policy, procedures, and office setup.
- Coordinate and prepare proclamations for presentation or posting.
- Maintain smooth operations of office procedures and policies.

Division: City Council Operations

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
City Council Operations				
Executive Assistant to Mayor & City Council	1.00	1.00	1.00	-
Office Specialist to City Council	0.50	0.50	0.50	-
Subtotal	**1.50**	**1.50**	**1.50**	**-**
Total Division Positions	**1.50**	**1.50**	**1.50**	**-**

Division: City Council Operations

Program: City Council Operations

Number: 001/1611

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 198,896	$ 204,447	$ 209,881	$ 5,434
Benefits	64,694	69,704	77,649	7,945
Other Operating Expenditures	6,226	17,900	13,100	(4,800)
Interfund Services	12,684	12,952	12,310	(642)
Total Expenditures	$ 282,500	$ 305,003	$ 312,940	$ 7,937
Full Time Positions	1.50	1.50	1.50	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Forward all citizen concerns and inquiries to City Manager within one business day.	100%	100%	100%	100%
2. Percent of approved proclamations processed in time for proclaimed event.	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%
4. Percent of response to all requests for Council's personal appearance at events within two weeks of requests.	100%	100%	100%	100%

This page intentionally left blank.

City Clerk

Santa Clara
All-America City
2001

City Clerk Department

Department Summary	2011-12 Actuals	2012-13 Adopted	2013-14 Budget
City Clerk	$ 704,860	$1,040,473	$ 825,741
Total Department Expenditures	$ 704,860	$1,040,473	$ 825,741
Total Full Time Positions	4.00	4.00	5.00
Total Department Revenue	$ 1,051	$ -	$ -

Department Mission

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

Department Overview

The City Clerk attends all meetings of the City Council, maintains accurate and up-to-date records of the proceedings of those meetings and makes those records open to public inspection. The City Clerk administers municipal elections, campaign and disclosure laws, and Campaign Finance Ordinance and Vote Ethics programs to build public trust. 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.

The Department's focus in the 2013-14 budget year will be:

To continue to provide prompt and thorough responses to request for public records and to assure that all official records and documents are accessible by the public.

Work with the City Attorney, City Manager's Office and Ethics Committee to evaluate and implement Campaign Finance Ordinance and Vote Ethics programs to build public trust.

Adjust and improve the information management and query features for the Document Imaging Program, allowing more effective access to the agenda and accompanying records by City staff and public.

Work with the City Attorney and Information Technology to develop document imaging and naming convention standards and to provide training, including how to efficiently and cost-effectively store records in compliance with the Records Retention Schedules.

Work with Information Technology and the City Manager's Office to evaluate and stabilize updated agenda processing software.

City Clerk Department (continued)

Resource Level Changes

One new position, a Staff Aide I, was authorized due to workload increases.

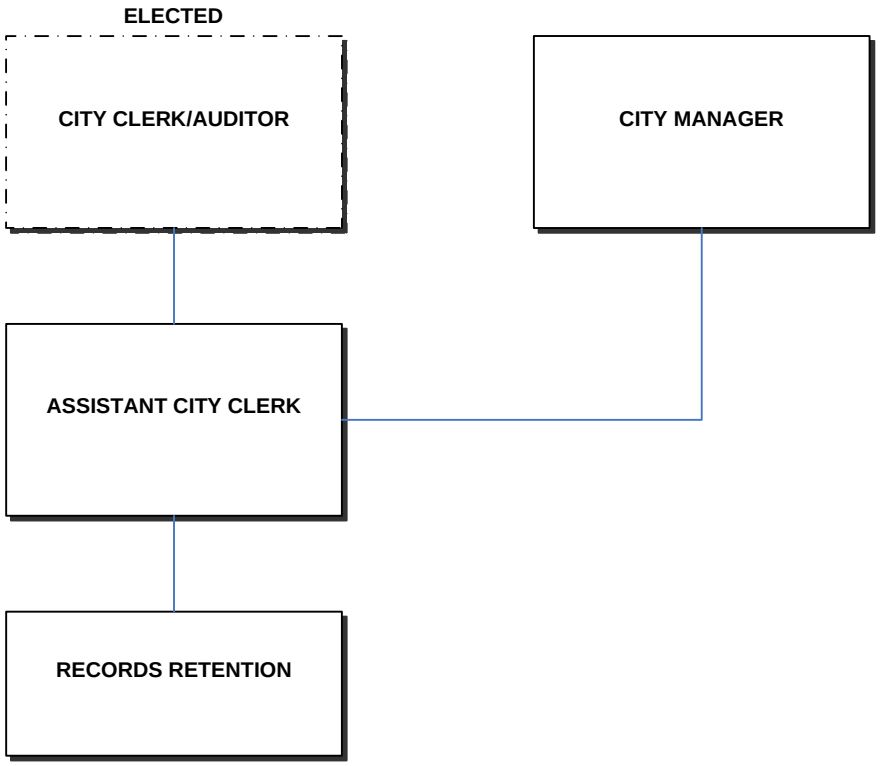
Divisions and Programs

City Clerk

- Council/Administration Support
- Public Information/Legislative Records Management
- Elections/Political Reform Act
- City Auditor

CITY OF SANTA CLARA

CITY CLERK'S OFFICE



City Clerk Department (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions 2012-13 Adopted	No. of Positions 2013-14 Budget	Salary 2012-13 Adopted	Salary 2013-14 Budget
Uncl	City Clerk/City Auditor	1.00	1.00	$159,672	$159,672
Uncl	Assistant City Clerk	1.00	1.00	97,247	102,107
A24	Staff Aide I	-	1.00	-	65,400
A22	Office Specialist to the City Clerk	1.00	1.00	75,111	62,256
A19	Office Records Specialist	1.00	1.00	72,107	72,107
	Premium			12,297	10,300
	Salary & Wages-Regular	4.00	5.00	416,434	471,842
	Salary & Wages-As Needed			26,806	26,806
	Salary & Wages-Overtime/Vacation Relief			-	5,000
	Furlough			(16,200)	(3,840)
	Total	**4.00**	**5.00**	**$427,040**	**$499,808**

Department: City Clerk

Division: City Clerk

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Council/Administration Support	$ 295,738	$ 256,378	$ 281,106	$ 24,728
Public Information/Legislative Records Mgmt.	162,491	182,047	214,389	32,342
Elections/Political Reform Act	127,665	474,642	159,305	(315,337)
City Auditor	118,966	127,406	170,941	43,535
Total Expenditures	$ 704,860	$ 1,040,473	$ 825,741	$ (214,732)
Full Time Positions	4.00	4.00	5.00	1.00
Total Direct Revenue	$ 1,051	$ -	$ -	-

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, and other notices; attend and keep an accurate record of Council meetings; engage voters in the process of and conduct the municipal elections; audit and approve the payment of bills and the issuance of checks ensuring internal procedures are followed; and respond to all requests for information efficiently and courteously.

Division Highlights

- 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.
- Continue to work with the Information Technology and the City Attorney's Office to develop document imaging and naming convention standards for active, inactive and electronic records for all departments.
- Continue training for the records management software for City staff and work with departments in inventorying and classifying records.
- Continue to track agreements for all City departments to ensure that active agreements are readily available and inactive agreements are retained according to retention schedules.
- Work with the City Attorney, City Manager's Office and Ethics Committee to evaluate and implement the Campaign Finance Ordinance and Vote Ethics programs to build public trust.

Division: City Clerk

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Council/Administration Support				
City Clerk/City Auditor	0.44	0.44	0.44	-
Assistant City Clerk	0.35	0.35	0.35	-
Staff Aide I	-	-	0.40	0.40
Office Specialist to the City Clerk	0.30	0.30	0.30	-
Office Records Specialist	0.10	0.10	0.10	-
Subtotal	**1.19**	**1.19**	**1.59**	**0.40**
Public Information/Legislative Records Management				
City Clerk/City Auditor	0.13	0.13	0.13	-
Assistant City Clerk	0.30	0.30	0.30	-
Staff Aide I	-	-	0.30	0.30
Office Specialist to the City Clerk	0.40	0.40	0.40	-
Office Records Specialist	0.30	0.30	0.30	-
Subtotal	**1.13**	**1.13**	**1.43**	**0.30**
Elections/Political Reform Act				
City Clerk/City Auditor	0.38	0.38	0.38	-
Assistant City Clerk	0.05	0.05	0.05	-
Staff Aide I	-	-	0.15	0.15
Office Specialist to the City Clerk	0.25	0.25	0.25	-
Office Records Specialist	0.05	0.05	0.05	-
Subtotal	**0.73**	**0.73**	**0.88**	**0.15**
City Auditor				
City Clerk/City Auditor	0.05	0.05	0.05	-
Assistant City Clerk	0.30	0.30	0.30	-
Staff Aide I	-	-	0.15	0.15
Office Specialist to the City Clerk	0.05	0.05	0.05	-
Office Records Specialist	0.55	0.55	0.55	-
Subtotal	**0.95**	**0.95**	**1.10**	**0.15**
Total Division Positions	**4.00**	**4.00**	**5.00**	**1.00**

Division: City Clerk

Program: Council/Administration Support

Number: 001/2311

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 207,229	$ 167,763	$ 179,616	$ 11,853
Benefits	56,443	62,002	70,927	8,925
Other Operating Expenditures	26,574	20,950	22,871	1,921
Interfund Services	5,492	5,663	7,692	2,029
Total Expenditures	$ 295,738	$ 256,378	$ 281,106	$ 24,728
Full Time Positions	1.19	1.19	1.59	0.40

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of Council minutes approved within four weeks.	100%	100%	90%	90%
2. Percent of Council minutes approved without amendment.	100%	100%	100%	100%

Division: City Clerk

Program: Public Information/Legislative Records Management

Number: 001/2312

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 91,595	$ 97,553	$ 108,436	$ 10,883
Benefits	44,257	46,260	54,097	7,837
Other Operating Expenditures	23,309	34,946	47,586	12,640
Interfund Services	3,330	3,288	4,270	982
Total Expenditures	$ 162,491	$ 182,047	$ 214,389	$ 32,342
Full Time Positions	1.13	1.13	1.43	0.30

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of records authorized and provided by the department for destruction are destroyed within 30 days.	100%	98%	100%	100%
2. Percent of requests for records filled within one business day.	100%	100%	100%	100%
3. Number of documents processed.	1,050	943	1,820	1,200

Division: City Clerk

Program: Elections/Political Reform Act

Number: 001/2313

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 80,962	$ 84,400	$ 104,463	$ 20,063
Benefits	35,238	36,934	49,317	12,383
Other Operating Expenditures	8,604	350,500	1,825	(348,675)
Interfund Services	2,861	2,808	3,700	892
Total Expenditures	$ 127,665	$ 474,642	$ 159,305	$(315,337)
Full Time Positions	0.73	0.73	0.88	0.15

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of Campaign Disclosure Statements distributed.	100%	100%	100%	100%
2. Number of Campaign Disclosures Statements processed.	22	128	100	100
3. Number of Conflict of Interest forms processed.	210	247	200	200
4. Number of elections held.	0	1	1	0

Division: City Clerk

Program: City Auditor

Number: 001/2321

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 72,774	$ 77,324	$ 107,293	$ 29,969
Benefits	35,687	37,465	54,558	17,093
Other Operating Expenditures	7,770	9,900	5,700	(4,200)
Interfund Services	2,735	2,717	3,390	673
Total Expenditures	$ 118,966	$ 127,406	$ 170,941	$ 43,535
Full Time Positions	0.95	0.95	1.10	0.15

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of warrants audited.	14,846	14,603	20,000	20,000
2. Number of travel reports audited.	221	258	750	750
3. Number of payroll checks processed.	28,025	30,350	35,000	35,000

City Attorney

Santa Clara
All-America City
2001

City Attorney Department

Department Summary	2011-12 Actuals	2012-13 Adopted	2013-14 Budget
City Attorney	$ 1,353,552	$ 1,302,259	$ 1,374,804
Total Department Expenditures	$ 1,353,552	$ 1,302,259	$ 1,374,804
Total Full Time Positions	6.00	6.00	6.00
Total Department Revenue	$ 456	$ -	$ -

Department Mission

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

Department 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 Department (continued)

Resource Level Changes

No changes to staffing levels.

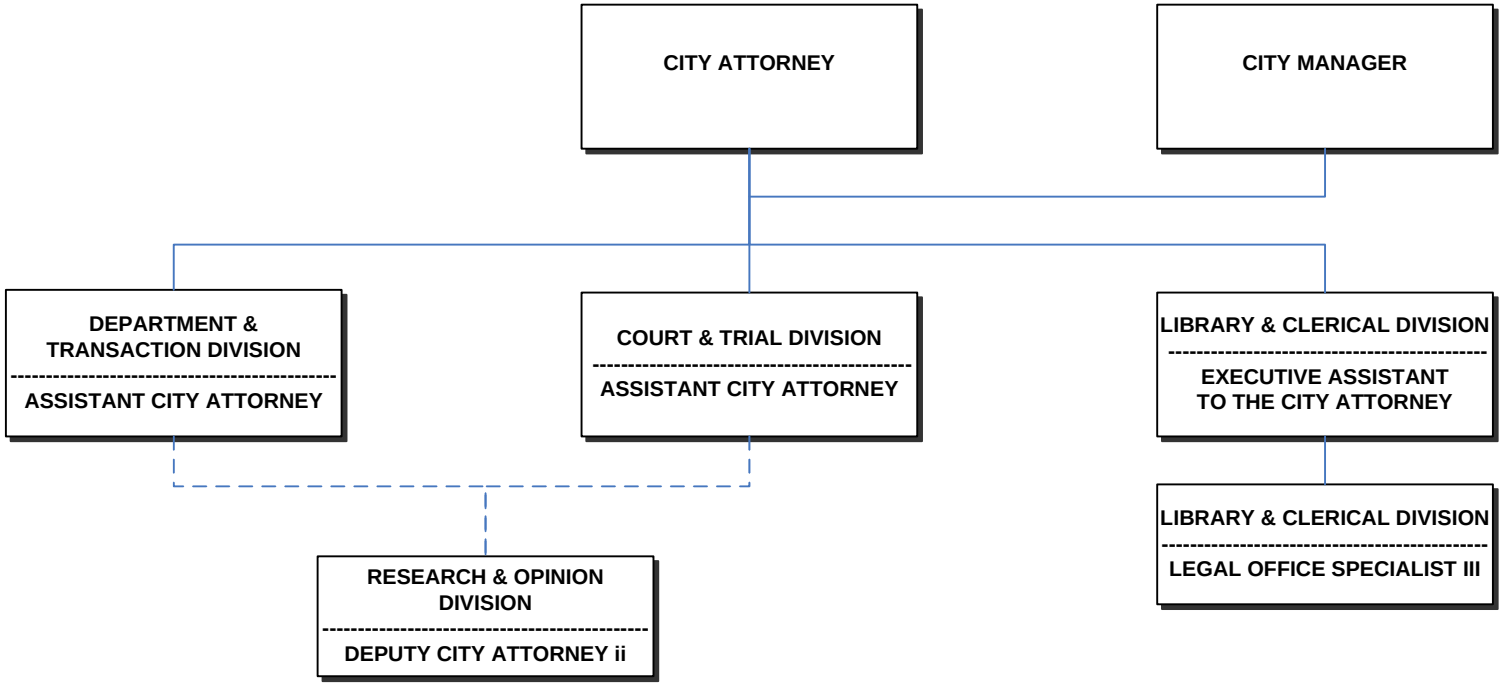
Divisions and Programs

City Attorney

- Administration
- Litigation

CITY OF SANTA CLARA

CITY ATTORNEY'S OFFICE



City Attorney Department (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions 2012-13 Budget	No. of Positions 2013-14 Budget	Salary 2012-13 Budget	Salary 2013-14 Budget
Uncl	City Attorney	1.00	1.00	$ 228,000	$ 228,000
Uncl	Assistant City Attorney	2.00	2.00	357,960	357,960
Uncl	Deputy City Attorney I/II	1.00	1.00	116,592	116,592
Uncl	Executive Assistant to City Attorney	1.00	1.00	94,032	94,032
A24	Legal Office Specialist III	1.00	1.00	79,344	79,344
	Premium Pay			-	1,720
	Reserve			-	-
	Salary & Wages-Regular	6.00	6.00	875,928	877,648
	Salary & Wages-As Needed			14,000	14,000
	Furlough			(35,373)	(8,423)
	Total	**6.00**	**6.00**	**$ 854,555**	**$ 883,225**

Department: City Attorney

Division: City Attorney

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Administration	$ 985,389	$ 886,988	$ 938,941	$ 51,953
Litigation	368,163	415,271	435,863	20,592
Total Expenditures	$ 1,353,552	$ 1,302,259	$ 1,374,804	$ 72,545
Full Time Positions	6.00	6.00	6.00	-
Total Revenue	$ 456	$ -	$ -	-

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 Highlights

- The City Attorney's office will attend all Council meetings and provide legal support to City Council including legal advice on Brown Act and Conflict of Interest law compliance.

- The City Attorney's office will provide legal support to staff on the following matters:
  - AB 1600 report regarding all City development impact fees;
  - analysis and revision of the campaign finance ordinance in response to recent case law;
  - assist Stadium Authority and staff in drafting ordinances and agreements ensuring public safety during stadium events;
  - assist staff with comprehensive zoning ordinance update;
  - enforce effects of Supreme Court opinions on City's medical marijuana dispensary ban;
  - initiate prosecutions when necessary to protect residents, employees and the environment;
  - numerous development projects in the City, including:
    draft & negotiate amendments to development agreements, as stalled projects come back online;
    negotiate revisions in affordable housing requirements with developers in light of recent legal restrictions on inclusionary zoning;
    negotiate contracts with suppliers for new Northside library;
  - prepare new Climate Action Plan;
  - prepare 2014 housing element;
  - Purchasing Ordinance and related standards;
  - Redevelopment Agency dissolution and related issues;
  - respond to ethics and conflict-of-interest issues, including revisions to policies and regulations and analysis of financial interests under the Political Reform Act;
  - telecommunication and cable matters and negotiations, including pole contact agreements, cell tower site issues, and PEG issues.

- The City Attorney's office will also continue to attend meetings of and provide legal support to the following entities:
  - City of Santa Clara Housing Authority
  - Civil Service Commission and Boards of Review
  - Planning Commission
  - Santa Clara Stadium Authority (SCSA)
  - Silicon Valley Animal Control Authority (SVACA)
  - Sports and Open Space Authority of the City of Santa Clara (SOSA)
  - Successor Agency to the City of Santa Clara Redevelopment Agency

Division: City Attorney

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Administration				
City Attorney	0.80	0.80	0.80	-
Assistant City Attorney	1.40	1.40	1.40	-
Deputy City Attorney I/II	0.50	0.50	0.50	-
Executive Assistant to City Attorney	0.70	0.70	0.70	-
Legal Office Specialist III	0.50	0.50	0.50	-
Subtotal	**3.90**	**3.90**	**3.90**	**-**
Litigation				
City Attorney	0.20	0.20	0.20	-
Assistant City Attorney	0.60	0.60	0.60	-
Deputy City Attorney I/II	0.50	0.50	0.50	-
Executive Assistant to City Attorney	0.30	0.30	0.30	-
Legal Office Specialist III	0.50	0.50	0.50	-
Subtotal	**2.10**	**2.10**	**2.10**	**-**
Total Division Positions	**6.00**	**6.00**	**6.00**	**-**

Division: City Attorney

Program: Administration

Number: 001/2411

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 525,914	$ 582,463	$ 602,543	$ 20,080
Benefits	206,165	234,083	253,895	19,812
Other Operating Expenditures	232,836	46,591	56,591	10,000
Interfund Services	20,474	23,851	25,912	2,061
Total Expenditures	$ 985,389	$ 886,988	$ 938,941	$ 51,953
Full Time Positions	3.90	3.90	3.90	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of legal service requests reviewed within ten working days after receipt from Department.	1,783	1,870	1,500	1,500
2. Number of training sessions presented for City officials and staff.	5	5	3	3
3. Number of ordinances and resolutions drafted or reviewed by CAO.	93	106	100	100

Division: City Attorney

Program: Litigation

Number: 001/2412

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 252,697	$ 272,092	$ 280,682	$ 8,590
Benefits	103,854	114,012	123,302	9,290
Other Operating Expenditures	2,172	19,969	19,969	-
Interfund Services	9,440	9,198	11,910	2,712
Total Expenditures	$ 368,163	$ 415,271	$ 435,863	$ 20,592
Full Time Positions	2.10	2.10	2.10	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Issue quarterly litigation status reports.	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
3. Prosecute cases for violations of City Code	65	75	50	50

This page intentionally left blank.

City Manager

City Manager

General Administration

Santa Clara
All-America City
2001

City Manager Department (Includes General Administration)

Department Summary	2011-12 Actuals	2012-13 Adopted	2013-14 Budget
City Manager	$ 1,514,306	$ 1,761,769	$ 2,118,055
General Administration	4,934,263	5,015,465	4,722,048
Total Department Expenditures	$ 6,448,569	$ 6,777,234	$ 6,840,103
Total Full Time Positions	8.00	8.00	9.00
Total Department Revenue	$ 293,401	$ -	$ -

Department Mission

Build and maintain 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.

Department Overview

The City Manager - who is the Chief Executive Officer of the City - is responsible for administration of the City in accordance with the City Council policy, Charter requirements and City Manager's Directives.

The City Manager prepares and submits the budget to Council in conformance with the Council's approved Budget Principles and advises Council of future financial needs of the City. The use of City-owned property is handled through the City Manager's Office, as are economic development, Sports & Open Space Authority, Stadium Authority, Housing Authority, community and media relations, Government Cable Channel 15 broadcasting and video services, special projects, research and contracts, citywide emergency services, training and safety, special agency activities, administration of key legislative issues, and managing the overall general administration budget. The City Manager's Office has taken on the additional responsibilities for the Successor Agency of the Redevelopment Agency due to the dissolution of redevelopment agencies in the State of California.

The City Manager's Office has direct responsibility for the administration and supervision of the City's emergency services operation, the contract agreement between the City and the Chamber of Commerce for the management of the City's Convention Center, and the General Administration and Property Management budgets. Employee Relations and Equal Employment Opportunities are also a direct function of the City Manager's Department.

City Manager Department (continued)

Resource Level Changes

The Economic Development Officer position, which was approved by the City Council in the prior fiscal year, has been included in the budget this year. The City Council continues to place a high priority on economic development.

Divisions and Programs

City Manager

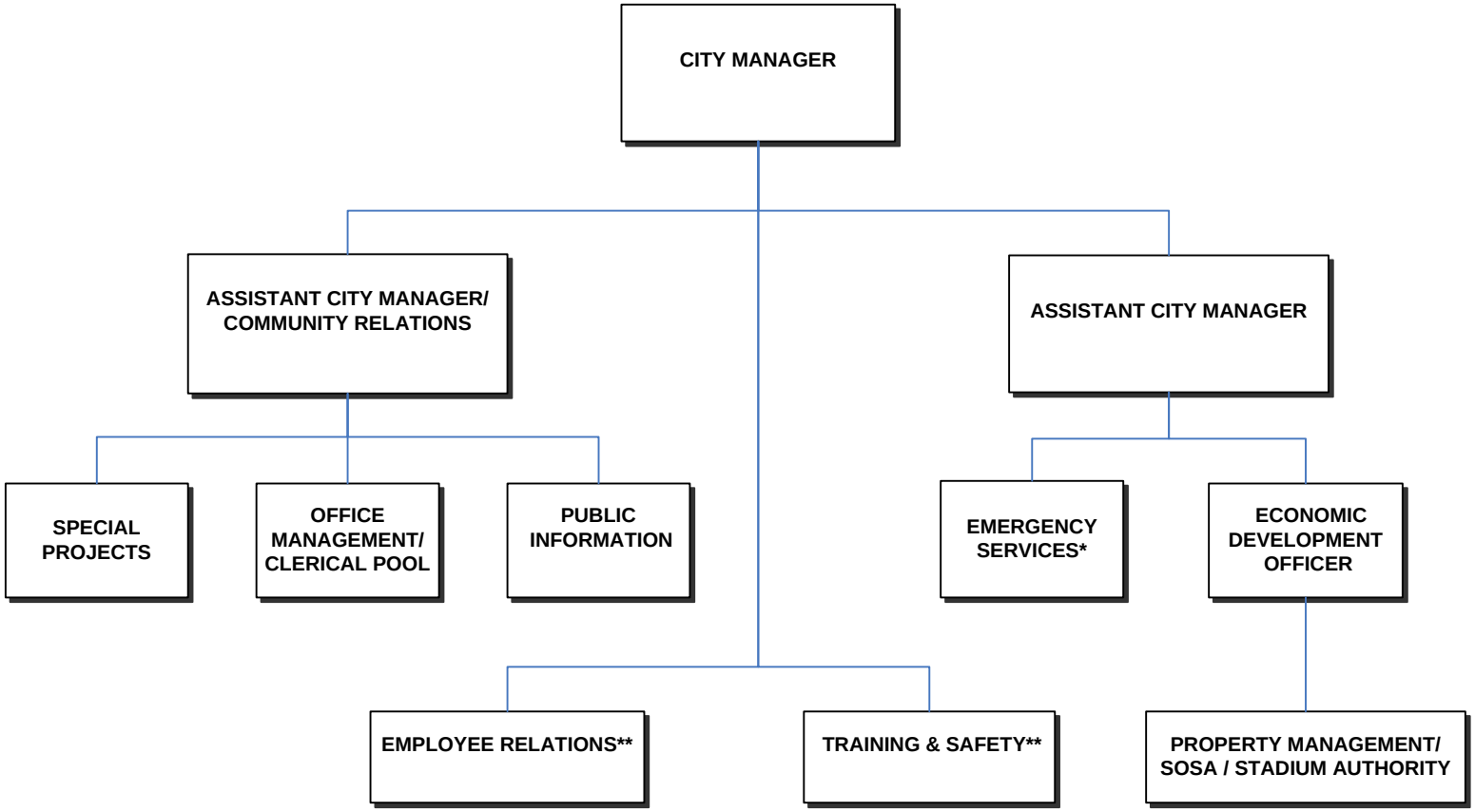
- Management & Administration
- Successor Agency for the Redevelopment Agency/ SOSA/Housing Authority/Stadium Authority Administration
- Property Management

General Administration

- Advertising/Community Promotion
- Contract Management
- Mandated Program Administration
- Video Services

CITY OF SANTA CLARA

CITY MANAGER'S OFFICE



*** Coordinated through Fire Department**
**** Coordinated through Human Resources Department**

City Manager Department (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions 2012-13 Adopted	No. of Positions 2013-14 Budget	Salary 2012-13 Adopted	Salary 2013-14 Budget
Uncl	City Manager	1.00	1.00	$ 285,132	$ 290,005
Uncl	Assistant City Manager	2.00	2.00	419,280	415,668
Uncl	Economic Development Officer	-	1.00	-	162,492
Uncl	Administrative Analyst	1.00	1.00	90,024	90,024
Uncl	Public Communications Manager	1.00	1.00	95,772	95,772
Uncl	Executive Asst. to the City Manager	1.00	1.00	99,337	99,337
A30	Senior Staff Aide	1.00	1.00	96,456	96,456
A18	Office Specialist II	1.00	1.00	70,416	70,416
	Premium			108,172	930
	Reserve			-	-
	Salary & Wages-Regular	8.00	9.00	1,264,589	1,321,100
	Salary & Wages-As Needed			151,395	150,000
	Salary & Wages-Overtime/Vacation Relief	-		710	-
	Furlough			(46,702)	(12,645)
	Total	**8.00**	**9.00**	**$ 1,369,992**	**$ 1,458,455**

Department: City Manager

Division: City Manager

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Management & Administration	$ 814,434	$ 661,027	$ 816,174	$ 155,147
Successor Agency for RDA/SOSA/Housing Authority/Stadium Authority Administration	512,244	812,767	1,044,916	232,149
Property Management	187,628	287,975	256,965	(31,010)
Total Expenditures	$ 1,514,306	$ 1,761,769	$ 2,118,055	$ 356,286
Full Time Positions	4.20	5.20	6.20	1.00
Total Direct Revenue	$ 126,998	$ -	$ -	$ -

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 Highlights

- Implement action plans in coordination with Council strategic plan and objectives; and report to Council on implementation.
- Construction of a sports stadium in the Bayshore North Redevelopment Area and work cooperatively with all parties for the successful and timely completion of the stadium by fall of 2014.
- Continue to focus on fiscal responsibility & balanced budget, and replenish City's General Fund Emergency Reserves.
- Develop formal Economic Development Plan to encourage and support business community.
- Refocus City's Economic Development Committee with policy discussion on development and asset management.
- Continue study of City organization plan for efficiency and potential cost savings.
- Continue discussions with City employee bargaining groups regarding pension reform.

Department: City Manager

Division: City Manager

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Management and Administration				
Assistant City Manager	0.20	0.60	0.60	-
City Manager	0.65	0.65	0.65	-
Economic Development Officer	-	-	0.25	0.25
Executive Asst. to the City Manager	0.35	0.35	0.35	-
Deputy City Manager	0.40	-	-	-
Senior Staff Aide	0.35	0.35	0.35	-
Public Communications Manager	0.10	0.10	0.10	-
Office Specialist II	1.00	1.00	1.00	-
Subtotal	**3.05**	**3.05**	**3.30**	0.25
Successor Agency for the Redevelopment Agency/ Sports and Open Space Authority/Housing Authority/Stadium Authority Administration				
City Manager	0.15	0.15	0.15	-
Assistant City Manager	0.50	0.50	0.50	-
Economic Development Officer	-	-	0.35	0.35
Administrative Analyst	-	0.50	0.50	-
Subtotal	**0.65**	**1.15**	**1.50**	0.35
Property Management				
Assistant City Manager	0.25	0.25	0.25	-
City Manager	0.20	0.20	0.20	-
Economic Development Officer	-	-	0.40	0.40
Administrative Analyst	-	0.50	0.50	-
Senior Staff Aide	0.05	0.05	0.05	-
Subtotal	**0.50**	**1.00**	**1.40**	0.40
Total Division Positions	**4.20**	**5.20**	**6.20**	**1.00**

Division: City Manager

Program: Management & Administration — Number: 001/1011

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 604,209	$ 439,510	$ 519,852	$ 80,342
Benefits	160,918	171,943	207,838	35,895
Other Operating Expenditures	7,344	6,400	27,700	21,300
Interfund Services	41,963	43,174	60,784	17,610
Total Expenditures	$ 814,434	$ 661,027	$ 816,174	$ 155,147
Full Time Positions	3.05	3.05	3.30	0.25

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of citizen inquiries responded to by City Manager's Office.	385	400	425	450
2. Percent of complaints assigned out within 5 business days.	100%	100%	90%	90%
3. Number of EOC training hours.	3.0	3.0	3.0	3.0
4. General Fund expenditures per General Fund budgeted FTE	$ 178,144	$ 182,879	$ 190,645	$197,475

Division: City Manager
Program: Successor Agency for the Redevelopment Agency/Sports & Open Space Authority/Housing Authority/Stadium Authority Administration — Number: 001/1012

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 408,785	$ 372,028	$ 310,235	$ (61,793)
Benefits	40,932	90,739	84,681	(6,058)
Other Operating Expenditures	62,527	350,000	650,000	300,000
Interfund Services	-	-	-	-
Total Expenditures	$ 512,244	$ 812,767	$1,044,916	$ 232,149
Full Time Positions	0.65	1.15	1.50	0.35

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
No reportable performance measures.	-	-	-	

Division: City Manager

Program: Property Management **Number 001/1013**

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 151,371	$ 209,860	$ 181,760	$ (28,100)
Benefits	34,757	75,615	72,705	(2,910)
Other Operating Expenditures	1,500	2,500	2,500	-
Interfund Services	-	-	-	-
Total Expenditures	$ 187,628	$ 287,975	$ 256,965	$ (31,010)
Full Time Positions	0.50	1.00	1.40	0.40

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Review property management's active files as needed.	12	12	12	12
2. Meet with Fire Marshal's Office, and Street Department staff semi-annually and as needed to identify City-owned parcels requiring weed abatement.	2	2	2	2

Department: City Manager

Division: General Administration

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Advertising/Community Promotion	$ 2,571,291	$ 2,509,451	$ 2,692,710	$ 183,259
Contract Management	1,218,505	1,350,379	938,492	(411,887)
Mandated Program Administration	1,018,449	961,099	892,970	(68,129)
Video Services	126,018	194,536	197,876	3,340
Total Expenditures	$ 4,934,263	$ 5,015,465	$ 4,722,048	$ (293,417)
Full Time Positions	3.80	2.80	2.80	-
Total Direct Revenue	$ 166,403	$ -	$ -	$ -

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 Highlights

- Continue working with City departments and the City's Economic Development Committee to augment community economic development.
- Maintain City's community outreach, ensuring continued publication of articles in *Inside Santa Clara* , the 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 and the City's website, Mission City SCENES, and Utility Bill Inserts.
- Promote municipal services and highlight special events by enhancing government Cable Channel 15, Mission City TV, with improved programming.
- Continue video services as budget permits and produce ongoing Video Newsbriefs to inform residents of current programs, services, or topics of interest.
- Continue to provide oversight of the City's participation in the regional operations of Silicon Valley Animal Control Shelter with the assistance of the Santa Clara Police Department.

Department: City Manager

Division: General Administration

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Advertising/Community Promotion				
Administrative Analyst	1.00	-	-	-
Assistant City Manager	-	0.40	0.40	-
Deputy City Manager	0.40	-	-	-
Senior Staff Aide	0.45	0.45	0.45	-
Public Communications Manager	0.60	0.60	0.60	-
Executive Asst. to the City Manager	0.60	0.60	0.60	-
Subtotal	**3.05**	**2.05**	**2.05**	**-**
Contract Management				
Senior Staff Aide	0.15	0.15	0.15	-
Executive Asst. to the City Manager	0.05	0.05	0.05	-
Subtotal	**0.20**	**0.20**	**0.20**	**-**
Mandated Program Administration				
Assistant City Manager	0.05	0.05	0.05	-
Subtotal	**0.05**	**0.05**	**0.05**	**-**
Video Services				
Assistant City Manager	-	0.20	0.20	-
Deputy City Manager	0.20	-	-	-
Public Communications Manager	0.30	0.30	0.30	-
Subtotal	**0.50**	**0.50**	**0.50**	**-**
Total Division Positions	**3.80**	**2.80**	**2.80**	**-**

Division: General Administration

Program: Advertising/Community Promotion

Number: 001/1042

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 285,058	$ 229,434	$ 280,334	$ 50,900
Benefits	137,566	103,722	135,031	31,309
Other Operating Expenditures *	2,148,667	2,176,295	2,277,345	101,050
Interfund Services	-	-	-	-
Total Expenditures	$ 2,571,291	$ 2,509,451	$ 2,692,710	$ 183,259
Full Time Positions	3.05	2.05	2.05	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 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
3. Prepare City employee newsletter and distribute to all employees, six times per year.	6	6	6	6
4. Prepare and distribute the City newspaper to residents and businesses three times per year.	3	3	3	3

*** Special Community Groups Detail**

Cultural Advisory Commission:	
Triton Museum	$ 289,560
Santa Clara Ballet	12,555
Santa Clara Chorale	9,765
Santa Clara Players	5,850
Concerts in the Park	3,700
Santa Clara Multi-Cultural Arts Event	2,000
Keep Santa Clara Clean	1,500
Art Banner Exhibition	6,000
Street Dance	11,332
Unidentified Funding Group	4,788
Supplies/Miscellaneous	1,275
Mission City Scenes	18,000
Convention-Visitors Bureau	1,521,526
Unassigned Reserve - Community Promotions	2,500
Miss Santa Clara Scholarship Auxiliary	12,000
Santa Clara Swim Club	20,000
Championship Teams	36,000
Maintenance of Closed School Sites	36,000
Extended Day Care/Latch Key Program	108,450
Santa Clara Kiwanis/Lions Fish Derby	900
Total - Advertising and Promotions Account 87710	$ 2,103,701

Division: General Administration

Program: Advertising/Community Promotion (continued) — Number: 001/1042

* **Board/Commissions Conference/Training Account**

Cultural Advisory Commission	$ 2,655
Civil Service Commission	450
Historical and Landmarks Commission	8,370
International Exchange Commission	8,559
Library Board of Trustees	450
Parks and Recreation Commission	5,179
Planning Commission	9,621
Senior Advisory Commission	2,250
Youth Commission	4,050
Total Board/Commissions Conference/Training Account 87820	$ 41,584

Division: General Administration

Program: Contract Management — Number: 001/1043

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 19,046	$ 18,650	$ 63,479	$ 44,829
Benefits	7,872	8,505	33,903	25,398
Other Operating Expenditures	1,152,436	1,284,073	800,281	(483,792)
Interfund Services	39,151	39,151	40,829	1,678
Total Expenditures	$ 1,218,505	$ 1,350,379	$ 938,492	$ (411,887)
Full Time Positions	0.20	0.20	0.20	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of agreements with community-based organizations and intergovernmental agencies updated and administered annually.	10	10	10	10
2. Respond to legislative inquiries from the League of California Cities, Association of Bay Area Governments, and Santa Clara County Cities Association responded to within four working days.	85%	90%	90%	90%

Division: General Administration

Program: Mandated Program Administration

Number: 001/1045

Program Mission: Administer the City's participation in mandated programs such as Animal Control.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 6,406	$ 10,776	$ 11,121	$ 345
Benefits	2,772	3,964	4,305	341
Other Operating Expenditures	1,008,981	935,053	877,544	(57,509)
Interfund Services	290	11,306	-	(11,306)
Total Expenditures	$ 1,018,449	$ 961,099	$ 892,970	$ (68,129)
Full Time Positions	0.05	0.05	0.05	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Attend meetings with the Silicon Valley Animal Control Authority (SVACA) and participating cities concerning Animal Control Services.	12	12	12	12
2. Number of SVACA Control Officer animal responses.	4,763	3,982	6,000	6,000

Division: General Administration

Program: Video Services

Number: 001/1046

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 68,958	$ 89,734	$ 91,674	$ 1,940
Benefits	26,916	28,702	30,102	1,400
Other Operating Expenditures	30,144	76,100	76,100	-
Interfund Services		-	-	-
Total Expenditures	$ 126,018	$ 194,536	$ 197,876	$ 3,340
Full Time Positions	0.50	0.50	0.50	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Produce and cablecast Video Newsbriefs and "Extended" Newsbriefs each year to inform residents of current City programs, services, or topics of interest.	22	25	25	12
2. Provide live video coverage and playback of Council meetings, Council agendas and special meetings at the request of the City Manager.	96%	100%	100%	100%

This page intentionally left blank.

Information Technology

Application Systems

Network Computer Support

Contract Technology Support

Telephone/Cable Systems

Santa Clara
All-America City
2001

Information Technology Department

Department Summary	2011-12 Actuals	2012-13 Adopted	2013-14 Budget
Application Systems	$ 544,390	$ 519,524	$ 614,859
Web Services	170,023	194,274	206,454
Network Computer Support	833,649	861,836	812,005
Contract Technology Support	3,421,084	3,836,998	3,836,998
Telephone/Cable Systems	562,269	719,499	719,499
Total Department Expenditures	$ 5,531,415	$ 6,132,131	$ 6,189,815
Total Full Time Positions	4.00	4.00	4.00
Total Department Revenue	$ 1,157,918	$ 1,173,000	$ 1,100,700

Department Mission

To 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 and standards throughout the City to maximize our information technology investment in support of Departmental and Citywide information technology needs and requirements.

Department Overview

The Information Technology (IT) Department has had a year of innovation and technology optimization. During the past year the IT Department has completed several initiatives to provide superb IT services and support at a reduced cost and with a green footprint. The IT Department provides a full range of IT services to the City's 15 Departments.

The IT Department was the recipient of the 2011-2012 Excellence in Information Technology Practices from the Municipal Information Systems Association of California (MISAC) recognizing technology practices that excel in creative and efficient uses of resources in local government.

The Information Technology Department:

- Supports and enables City departments to fulfill their Information Technology and telecommunication needs.
- Provides Citywide information technology services under a centralized, focused management structure.
- Enhances the reliability, availability, and usability of the City's information technology resources.
- Maintains, supports, and enhances the City's enterprise wide technology infrastructure in support of City departments.
- Supports public and employee information outreach efforts through the City websites.
- Protects and strengthens the City network and information security.
- Improves the City's ability to recover from a serious disruption to IT services.
- Provides oversight on IT efforts and service delivery citywide.

Information Technology Department (continued)

Resource Level Changes

No changes to staffing levels.

Divisions and Programs

Application Systems
- Application Systems

Web Services
- Web Services

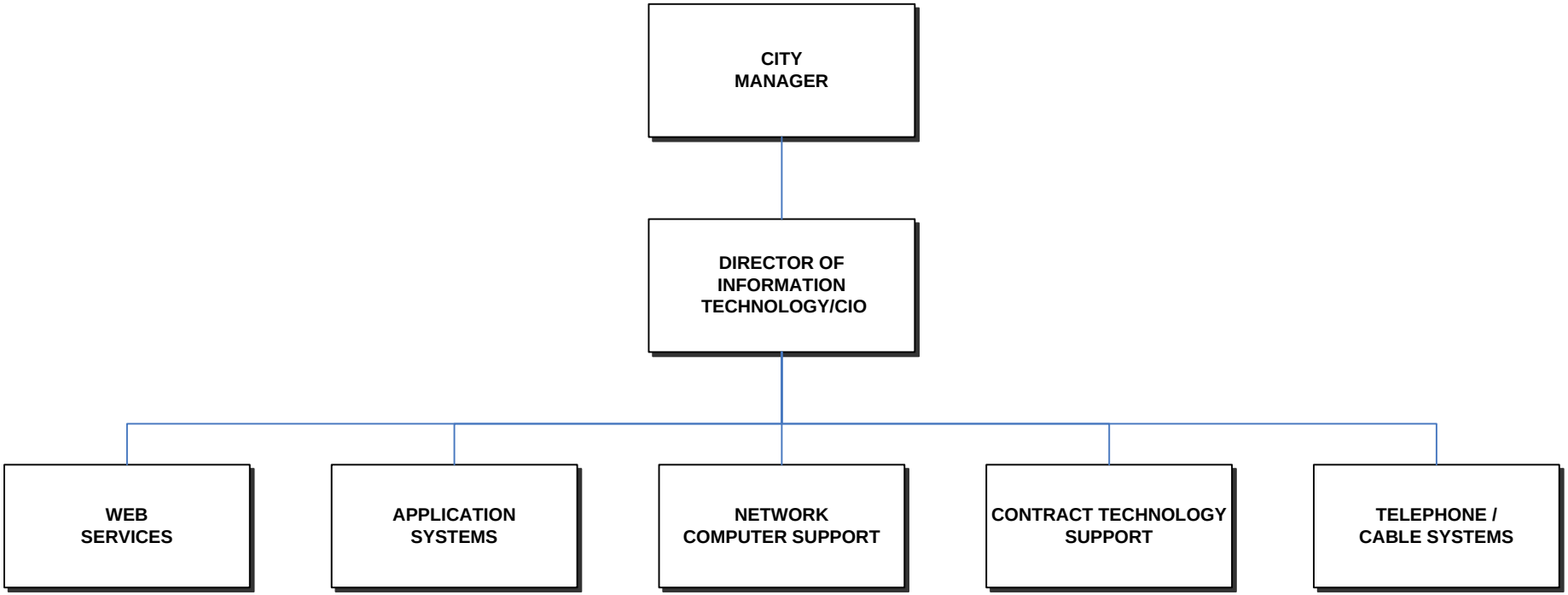
Network Computer Support
- Network Computer Support

Contract Technology Support
- Contract Technology Support

Telephone/Cable Systems
- Telecommunication Services

CITY OF SANTA CLARA

INFORMATION TECHNOLOGY DEPARTMENT



Information Technology Department (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions 2012-13 Adopted	No. of Positions 2013-14 Budget	Salary 2012-13 Adopted	Salary 2013-14 Budget
Uncl	Director of Information Technology/ Chief Information Officer (CIO)	1.00	1.00	$208,632	$208,632
Uncl	Information Technology Services Manager	1.00	1.00	125,196	125,196
Uncl	Administrative Analyst	1.00	1.00	90,024	90,024
Uncl	Web Manager	1.00	1.00	104,220	104,220
	Salary & Wages-Regular	4.00	4.00	528,072	528,072
	Salary & Wages-As Needed	-	-	31,442	31,442
	Furlough	-	-	(21,327)	(5,078)
	Total	**4.00**	**4.00**	**$538,187**	**$554,436**

Department: Information Technology

Division: Application Systems

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Application Systems	$ 544,390	$ 519,524	$ 614,859	$ 95,335
Total Expenditures	$ 544,390	$ 519,524	$ 614,859	$ 95,335
Full Time Positions	1.00	1.00	1.00	-
Total Direct Revenue	$ -	$ -	$ -	$ -

Division Mission

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

Division Highlights

- Continue to provide application support for mission critical and business critical departmental applications.
- Assisted with upgrades of mission critical and business critical systems.
- Implemented HdL Web Renewals - currently allowing approximately 50% of the City's businesses to renew their Business License on-line
- Upgraded the City's PeopleSoft system, achieving cost savings as well as improving performance.
- Implemented Harris NorthStar mCare module for mobile service order processing. This provides improved customer service delivery (service orders completed faster), reduction in manual office data entry, final bill received by the customer at least 20 days earlier.
- Implemented Application Portfolio Management (APM) resulting in a better knowledge of the systems in use at the City, enabling us to develop an enterprise Applications Roadmap.
- Set up an Applications practice and implemented standard practices for application management and improved resource management.

Division: Application Systems

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Systems Analysis & Planning				
Information Technology Services Manager	1.00	1.00	1.00	-
Subtotal	**1.00**	**1.00**	**1.00**	**-**
Total Division Positions	**1.00**	**1.00**	**1.00**	**-**

Division: Application Systems

Program: Application Systems **Number: 001/1911**

Program Mission:

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 120,504	$ 120,140	$ 123,992	$ 3,852
Benefits	52,105	54,216	58,373	4,157
Other Operating Expenditures	369,174	342,561	428,744	86,183
Interfund Services	2,607	2,607	3,750	1,143
Total Expenditures	$ 544,390	$ 519,524	$ 614,859	$ 95,335
Full Time Positions	1.00	1.00	1.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Complete/update strategic technology plan for the City.	100%	100%	100%	100%
2. Percent of project milestones completed according to system specific schedules.	90%	98%	90%	90%

Department: Information Technology

Division: Web Services

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Web Services	$ 170,023	$ 194,274	$ 206,454	$ 12,180
Total Expenditures	$ 170,023	$ 194,274	$ 206,454	$ 12,180
Full Time Positions	1.00	1.00	1.00	-
Total Direct Revenue	$ -	$ -	$ -	$ -

Division Mission

Utilize the City websites to provide local government information and services to the residents and businesses of Santa Clara. Empower City employees to effectively serve the public through the Internet and intranet web sites.

Division Highlights

- Upgraded the City's employee intranet to the latest version which will allow staff to increase collaboration and productivity.
- Provided timely updates to citizens through the use of the City websites, e-notification, syndicated web feeds, micro-blogging and video streaming of council meetings.
- Completed the relocation of City websites to an internal hosting environment realizing significant cost savings.
- Ensured equal access to the City website for people with disabilities by providing websites that comply with accessibility requirements.
- Provide outstanding Web design, development, and support for nine websites.

Division: Web Services

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Web Services				
Web Manager	1.00	1.00	1.00	-
Subtotal	**1.00**	**1.00**	**1.00**	**-**
Total Division Positions	**1.00**	**1.00**	**1.00**	**-**

Division: Web Services
Program: Web Services **Number: 001/1912**

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 100,315	$ 100,011	$ 103,218	$ 3,207
Benefits	46,723	48,972	52,771	3,799
Other Operating Expenditures	20,769	43,075	46,075	3,000
Interfund Services	2,216	2,216	4,390	2,174
Total Expenditures	$ 170,023	$ 194,274	$ 206,454	$ 12,180
Full Time Positions	1.00	1.00	1.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Updated City websites within timeframe agreed upon with City staff.	100%	100%	100%	100%
2. Achieved incremental increases to number of unique users, pages views, number of pages per visit to the City website.	100%	100%	100%	100%

Department: Information Technology

Division: Network Computer Support

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Networks & Office Automation	$ 833,649	$ 861,836	$ 812,005	$ (49,831)
Total Expenditures	$ 833,649	$ 861,836	$ 812,005	$ (49,831)
Full Time Positions	2.00	2.00	2.00	-
Total Direct Revenue	$ -	$ -	$ -	$ -

Division Mission

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

Division Highlights

- Continued consolidation of physical servers within Data Center using virtual server environment software.
- Implemented high-speed redundant core backbone between City Hall, PD Headquarters and Emergency Operations Center.
- Continue enhancement of Data Center to allow City to make better use of technology, including High speed internal backbone between core components to improve bandwidth and reduce times for items like backups.
- Oversee the delivery of services to ensure the reliability, continuity, and sustainability of networks, servers, and desktop systems.
- Continued with initiatives identified in the comprehensive security and PCI audit to strengthen the security and improve the reliability of the internal City systems and network.
- Continued to deploy or upgrade tools to better manage the desktop and sever environments throughout the City network.

Division: Network Computer Support

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Network Computer Support				
Director of Information Technology	1.00	1.00	1.00	-
Administrative Analyst	1.00	1.00	1.00	-
Subtotal	**2.00**	**2.00**	**2.00**	**-**
Total Division Positions	**2.00**	**2.00**	**2.00**	**-**

Division: Network Computer Support
Program: Network Computer Support

Number: 001/1921

Program Mission:

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 295,489	$ 308,036	$ 317,226	$ 9,190
Benefits	111,090	117,870	127,634	9,764
Other Operating Expenditures	392,786	341,934	306,047	(35,887)
Interfund Services	34,284	93,996	61,098	(32,898)
Total Expenditures	$ 833,649	$ 861,836	$ 812,005	$ (49,831)
Full Time Positions	2.00	2.00	2.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Maintain availability and accessibility of the City's servers and network infrastructure during scheduled hours of operation.	99.5%	99.5%	99.5%	99.5%

Department: Information Technology

Division: Contract Technology Support

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Contract Support	$ 3,421,084	$ 3,836,998	$ 3,836,998	-
Total Expenditures	$ 3,421,084	$ 3,836,998	$ 3,836,998	$ -
Full Time Positions	-	-	-	-
Total Direct Revenue	$ -	$ -	$ -	$ -

Division Mission

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

Division Highlights

The Information Technology Department has a comprehensive sourcing initiative that is structured to drive significant cost savings annually, and provides for additional cost avoidance over the term of the managed contract. The agreement improves IT services and capabilities, providing best in class services, more flexibility and greater value at a lower cost.

- Continued efforts to implement information technology best practices and drive operational improvements.
- Enhanced support for business applications used within the City.
- Provided services to insure the reliability, continuity, and sustainability of network, server, storage and desktop systems.
- Structured Project Methodology and PMO.
- Maintains, supports, and enhances the City's enterprise wide technology infrastructure in support of City departments.

Division: Contract Technology Support

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Contract Technology Support	-	-	-	-
Total Division Positions	-	-	-	-

Division: Contract Technology Support
Program: Contract Technology Support

Number: 001/1931

Program Mission:

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Other Operating Expenditures	$ 3,421,084	$ 3,836,998	$ 3,836,998	$ -
Interfund Services	-	-	-	-
Total Expenditures	3,421,084	$ 3,836,998	3,836,998	$ -
Full Time Positions	-	-	-	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of Help Desk clients rate provided technical service better than satisfactory.	97%	98%	97%	97%
2. Maintain production server uptime above 99.9%.	99.9%	99.9%	99.9%	99.9%

Department: Information Technology

Division: Telephone/Cable Systems

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Telecommunications Services	$ 562,269	$ 719,499	$ 719,499	$ -
Total Expenditures	$ 562,269	$ 719,499	$ 719,499	$ -
Full Time Positions	-	-	-	-
Total Direct Revenue	$1,157,918	$ 1,173,000	$ 1,100,700	$ (72,300)

Division Mission

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

Division Highlights

- Continue to provide and maintain high quality telephone services to all City staff and departments.
- Assisted with the planning and implementation of telecommunications services at City facilities.
- Assisted City residents as a liaison with Comcast on various cable issues.
- Tracked and analyzed wireless communication service and billing issues.
- Gathered information for telecommunication technology upgrades and updates.
- Reviewed and updated the City's cell site lease agreements.
- Assisted in the City's effort to update installation and maintenance of their AMI & WI-FI Devices.
- Continuing to work with Cable Providers on the implementation of their Projects to install U-Verse / Xfinity Product Services throughout the City of Santa Clara.
- Reviewed and processed billing for all telecommunication services.
- Apply for specialized funding in the E-rate program with discounts available for telecommunication services for City Libraries.

Division: Telephone/Cable Systems

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Telephone/Cable Services	-	-	-	-
Subtotal	-	-	-	-
Total Division Positions	-	-	-	-

Division: Telephone/Cable Systems

Program: Telecommunications Services

Number: 001/1941

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ -	$ 10,000	$ 10,000	$ -
Benefits	-	145	145	-
Other Operating Expenditures	561,756	708,841	708,841	-
Interfund Services	513	513	513	-
Total Expenditures	$ 562,269	$ 719,499	$ 719,499	$ -
Full Time Positions	-	-	-	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of requests for telephone service processed within two business days.	96%	95%	95%	95%
2. Percent of citizen cable complaints responded to within two business days.	100%	95%	100%	100%
3. Percent of reported/alleged Comcast Cable Franchise requirement infractions resolved within 5 business days.	95%	95%	95%	95%

This page intentionally left blank.

Human Resources

Benefits, Compensation and Services

Recruitment, Selection and Classification

Santa Clara
All-America City
2001

Human Resources Department

Department Summary	2011-12 Actuals	2012-13 Adopted	2013-14 Budget
Benefits, Compensation and Services	$ 1,180,275	$ 1,250,097	$ 1,388,237
Recruitment, Selection and Classification	785,768	795,139	846,855
Total Department Expenditures	$ 1,966,043	$ 2,045,236	$ 2,235,092
Total Full Time Positions	14.50	14.50	14.50
Total Department Revenue	$ 420	$ -	$ -

Department Mission

Provide 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.

Department Overview

The Human Resources Department will continue to focus on streamlining operations and increasing efficiency in providing excellent service to the City's former, current, and future workforce with fewer resources.

The Department processes retirements and administers benefits to retirees in the Retiree Medical Reimbursement programs.

The Department continues its goal to integrate job analysis into the selection process for each position to ensure the accuracy of job specifications and the validity of examinations. Considerable time, labor, and expense is involved in each recruitment, especially for sworn 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. Human Resources partnered with the IT Department to launch an on-line applicant tracking system and on-line employment application in FY 2011-12 and approximately 94% of applicants now apply on-line.

The Department will continue to offer training programs in such areas as leadership and supervision, state-mandated harassment prevention training for supervisors and managers, and other areas of interest to employees. The Department will continue to investigate and resolve grievances and discrimination complaints in accordance with federal and state laws, and City policies.

The Department administers a variety of employee benefits, including health, dental, and retirement programs, Flexible Spending Accounts, VEBA, Dental Reimbursement, Retiree Medical Reimbursement Programs, and the Employee Assistance Program. The Department publishes a monthly newsletter covering health and benefit issues, and has quarterly Brown Bag Lunch Seminars on topics such as Healthy Lifestyles, Stress Management, Tax Preparation, and Financial Planning. Human Resources will continue to work with the IT Department to update information available to employees on the City's intranet.

Human Resources Department (continued)

Resource Level Changes

No changes to staffing levels.

Divisions and Programs

Benefits, Compensation and Services

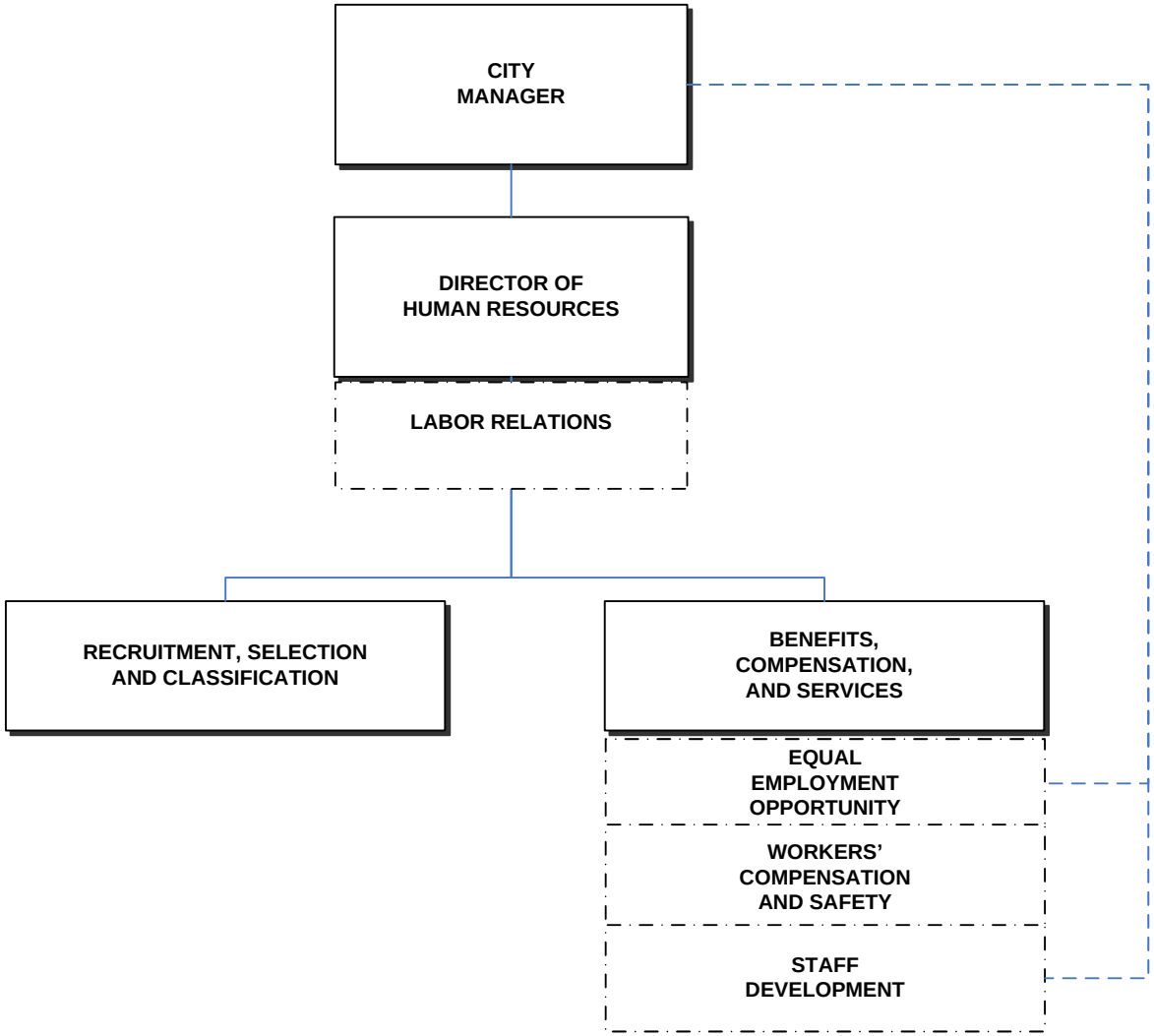
- Benefits, Compensation and Records
- Workers' Compensation, Safety and Staff Development

Recruitment, Selection and Classification

- Recruitment, Selection and Classification

CITY OF SANTA CLARA

HUMAN RESOURCES DEPARTMENT



Department of Human Resources (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions 2012-13 Adopted	No. of Positions 2013-14 Budget	Salary 2012-13 Adopted	Salary 2013-14 Budget
Uncl	Director of Human Resources	1.00	1.00	$ 179,880	$ 179,880
Uncl	Assistant Director of Human Resources /Equal Employment Opportunity Officer	1.00	1.00	134,244	134,244
Uncl	Human Resources Division Manager /Training and Safety Officer	1.00	1.00	111,480	111,480
Uncl	Administrative Analyst	2.00	2.00	100,380	100,380
A27	Human Resources Supervisor	1.00	1.00	87,410	87,552
A24	Senior Human Resources Technician	1.00	1.00	76,445	77,616
A23	Human Resources Technician	3.00	3.00	211,284	220,800
A22	Office Specialist III	1.00	1.00	77,616	78,262
A20	Senior Human Resources Assistant	0.50	0.50	35,208	35,208
A19	Human Resources Assistant	3.00	3.00	167,640	181,140
	Reserve			-	-
	Salary & Wages-Regular	14.50	14.50	1,181,587	1,206,562
	Salary & Wages-As Needed	-	-	30,463	30,463
	Furlough			(46,808)	(11,256)
	Total	**14.50**	**14.50**	**1,165,242**	**1,225,769**

Department: Human Resources

Division: Benefits, Compensation and Services

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Benefits, Compensation and Records	$ 935,041	$ 895,290	$ 983,357	$ 88,067
Workers' Compensation, Safety and Staff Development	245,234	354,807	404,880	50,073
Total Expenditures	$ 1,180,275	$ 1,250,097	$ 1,388,237	$ 138,140
Full Time Positions	7.80	7.80	7.80	-
Total Direct Revenue	$ 265	$ -	$ -	$ -

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 Highlights

- Administer current Memoranda of Understanding (MOU) with the City's ten bargaining groups. Prepare for labor negotiations and negotiate successor MOUs for many of the City's bargaining groups.
- Coordinate benefits administration for City employees.
- Collaborate with internal and external counsel and advise other departments and the City Manager on grievance resolution, disciplinary action, and other labor relations issues.
- Strive to ensure equal employment opportunity and provide a work environment free of discrimination and harassment.
- Administer Retiree Medical Reimbursement programs and process retirements resulting from changing CalPERS retirement benefits and the City's workforce demographics.
- Update and implement safety policies and programs, as mandated by Cal-OSHA and the Department of Transportation.
- Oversee the administration of the City's workers' compensation program.
- Provide necessary personal and professional development opportunities to improve the performance of employees.
- Maintain and update the City's Financial and Human Resources Management System (FHRMS).
- Review, streamline, and update human resources policies and procedures to improve efficiency and reflect current employment laws and industry best practices.
- Maintain confidential personnel records and files of City employees.

Division: Benefits, Compensation and Services

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Benefits, Compensation and Records				
Director of Human Resources	0.60	0.60	0.60	-
Assistant Director of Human Resources/EEO Officer	0.50	0.50	0.50	-
Human Resources Div. Mgr/Trg. & Safety Officer	0.60	0.60	0.60	-
Administrative Analyst	0.50	0.50	0.50	-
Human Resources Supervisor	1.00	1.00	1.00	-
Senior Human Resources Technician	0.05	0.05	0.05	-
Human Resources Technician	1.05	1.05	1.05	-
Human Resources Assistant	0.70	0.70	0.70	-
Office Specialist III	0.35	0.35	0.35	-
Subtotal	**5.35**	**5.35**	**5.35**	**-**
Workers' Compensation/Safety/Staff Development				
Director of Human Resources	0.15	0.15	0.15	-
Administrative Analyst	0.20	0.20	0.20	-
Human Resources Div. Mgr/Trg. & Safety Officer	0.30	0.30	0.30	-
Human Resources Technician	1.00	1.00	1.00	-
Office Specialist III	0.15	0.15	0.15	-
Senior Human Resources Assistant	0.35	0.35	0.35	-
Human Resources Assistant	0.30	0.30	0.30	-
Subtotal	**2.45**	**2.45**	**2.45**	**-**
Total Division Positions	**7.80**	**7.80**	**7.80**	**-**

Division: Benefits, Compensation and Services
Program: Benefits, Compensation and Records

001/2514

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 512,815	$ 485,859	$ 512,204	$ 26,345
Benefits	217,074	221,522	243,860	22,338
Other Operating Expenditures	186,728	167,767	203,033	35,266
Interfund Services	18,424	20,142	24,260	4,118
Total Expenditures	$ 935,041	$ 895,290	$ 983,357	$ 88,067
Full Time Positions	5.35	5.35	5.35	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of employee benefits & compensation transactions processed accurately and timely.	99%	100%	100%	100%
2. Percent of separation and retirement payoff calculations completed according to policy and within final pay period.	100%	100%	100%	100%
3 Percent of new hires processed for pay and benefits in time for their first paycheck.	100%	100%	100%	100%

Division: Benefits, Compensation and Services
Program: Workers' Compensation, Safety and Staff Development 001/2515

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 of all employees.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 162,832	$ 219,454	$ 230,062	$ 10,608
Benefits	73,171	92,278	101,533	9,255
Other Operating Expenditures	1,241	35,448	63,725	28,277
Interfund Services	7,990	7,627	9,560	1,933
Total Expenditures	$ 245,234	$ 354,807	$ 404,880	$ 50,073
Full Time Positions	2.45	2.45	2.45	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of Workers' Compensation claims processed within five business days of receipt in Human Resources Department.	100%	100%	100%	100%
2. Percent of work hours lost as a result of industrial injuries and illnesses.	0.82%	1.14%	2%	2%
3. Percent of workforce that is accident free.	85.8%	84.4%	83%	85%
4. Percent of City-sponsored training classes rated very good or above by attendees.	95%	95%	95%	95%
5. Percent of City employees attending City sponsored training classes.	44.7%	64.3%	40%	40%

Department: Human Resources

Division: Recruitment, Selection and Classification

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Recruitment, Selection and Classification	$ 785,768	$ 795,139	$ 846,855	$ 51,716
Total Expenditures	$ 785,768	$ 795,139	$ 846,855	$ 51,716
Full Time Positions	6.70	6.70	6.70	-
Total Direct Revenue	$ 155	$ -	$ -	$ -

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 Highlights

- Develop and implement valid selection examinations designed to select and promote the most qualified candidates.
- Evaluate and revise the City's classification specifications at least every 5 years, in accordance with industry standards to ensure proper classification and updated duties and requirements.
- Review, streamline, and update human resources policies and procedures to improve efficiency and reflect current employment laws and industry best practices.
- Develop electronic enhancements to the City's website, intranet, and Citywide shared drive to make available to the public and employees employment information such as job opportunity announcements, job descriptions and salary and benefit data.
- Maintain and update an on-line applicant tracking system and on-line employment application.

Division: Recruitment, Classification & Staff Development

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Recruitment, Selection and Classification				
Director of Human Resources	0.25	0.25	0.25	-
Assistant Director of Human Resources/EEO Officer	0.50	0.50	0.50	-
Human Resources Div Mgr./Training and Safety Officer	0.10	0.10	0.10	-
Administrative Analyst	1.30	1.30	1.30	-
Senior Human Resources Technician	0.95	0.95	0.95	-
Human Resources Technician	0.95	0.95	0.95	-
Office Specialist III	0.50	0.50	0.50	-
Senior Human Resources Assistant	0.15	0.15	0.15	-
Human Resources Assistant	2.00	2.00	2.00	-
Subtotal	**6.70**	**6.70**	**6.70**	**-**
Total Division Positions	**6.70**	**6.70**	**6.70**	**-**

Division: Recruitment, Classification & Staff Development

Program: Recruitment, Selection and Classification 001/2521

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 457,847	$ 459,929	$ 483,503	$ 23,574
Benefits	203,389	215,889	244,638	28,749
Other Operating Expenditures	105,768	100,123	98,202	(1,921)
Interfund Services	18,764	19,198	20,512	1,314
Total Expenditures	$ 785,768	$ 795,139	$ 846,855	$ 51,716
Full Time Positions	6.70	6.70	6.70	-

Program Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Average employee turnover rate.	6.5%	7.9%	7%	7%
2. Percent of recruitments completed within established timelines.	100%	97%	95%	95%
3. Percent of recruitments for which a job analysis is completed.	86%	75%	90%	90%

This page intentionally left blank.

Finance

Administrative Services

Budget and Treasury

Accounting

Municipal Services

Purchasing

Debt Service

Santa Clara
All-America City
2001

Finance Department

Department Summary	2011-12 Actuals	2012-13 Adopted	2013-14 Budget
Administrative Services	$ 385,628	$ 393,816	$ 377,264
Budget and Treasury	825,956	972,259	1,008,622
Accounting	1,831,778	2,094,649	2,232,324
Municipal Services	3,720,461	4,058,643	4,470,399
Purchasing	784,773	704,182	832,463
Debt Service	6,242,546	6,243,249	6,332,994
Total Department Expenditures and Financing Uses	$ 13,791,142	$ 14,466,798	$ 15,254,066
Total Full Time Positions	58.00	58.00	58.00
Total Department Revenue and Financing Resources	$ 1,018,746	$ 1,100,000	$ 1,255,000

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.

Department 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; management of Purchasing, the City Warehouse and Print Shop; issuance of bonds and debt management; internal auditing; and financial management of contracts including leases.

The Finance Department will be focusing on the following areas during the 2013-14 fiscal year:

Administrative Services:
Monitor the State budget and related legislative activities. Assist with special projects including Stadium accounting and RDA dissolution.

Budgets and Fiscal Affairs:
Closely monitor City revenues and expenditures throughout the year. Provide leadership in balancing the budget for the upcoming budget year. Issue Sewer Bonds for the Sewer Utility.

Financial and Fiscal Controls:
Conduct audits of external facilities; provide cashier training to staff in outside facilities.

Business and Utility Customer Service:
Provide customer service to our utility and business certificate customers. Provide courteous, accurate and speedy solutions to customer inquiries and requests. Implement new technologies to consolidate data bases and streamline meter reading and customer services.

Purchasing:
Procure required materials and services, operate the Utilities Warehouse, provide outgoing U.S. mail distribution, and dispose of surplus material.

Resource Level Changes

A shift between positions was approved for 2013-14 with a 0.25 full-time equivalent Senior Customer Service Representative position increase offset by a 0.25 full-time equivalent Customer Service Representative decrease.

Divisions and Programs

Administrative Services
- Citywide Fiscal Planning & Administration
- Special Projects

Budget and Treasury
- Cash Management
- Contract Management
- Debt Management
- Financial Analysis
- Budget Development & Analysis

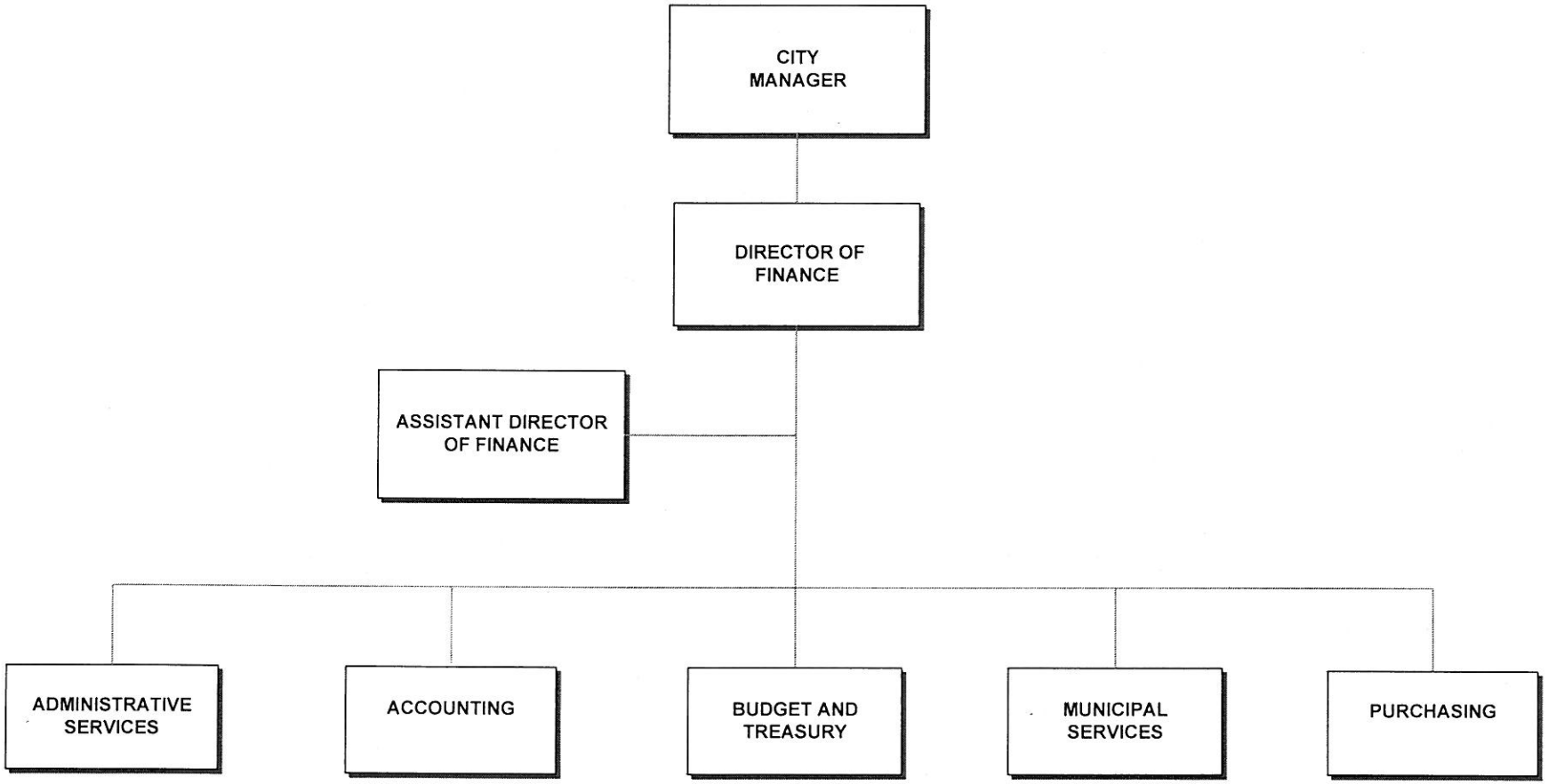
Accounting
- General Accounting
- Payroll
- Accounts Payable
- Receivables/Fixed Assets

Municipal Services
- Utility Billing Services
- Revenue Receipting-Cashiering
- Business Certificate
- Field Service
- Administration
- Contact Center

Purchasing
- Warehouse
- Purchasing
- Mail Services

CITY OF SANTA CLARA

FINANCE DEPARTMENT



Finance Department (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions 2012-13 Adopted	No. of Positions 2013-14 Budget	Salary 2012-13 Adopted	Salary 2013-14 Budget
Uncl	Director of Finance	1.00	1.00	$ 185,064	$ 194,316
Uncl	Assistant Director of Finance	1.00	1.00	150,240	150,240
Uncl	Accounting Division Manager	1.00	1.00	139,260	136,680
Uncl	Municipal Services Division Manager	1.00	1.00	129,082	129,082
Uncl	Purchasing Division Manager	1.00	1.00	-	124,284
Uncl	Principal Financial Analyst	2.00	2.00	240,046	240,046
Uncl	Principal Accountant	2.00	2.00	232,367	232,367
A33	Financial Analyst	2.00	2.00	185,412	185,412
A33	Payroll Analyst	0.75	0.75	78,048	78,048
A32	Chief Storekeeper/Buyer	1.00	1.00	101,484	101,484
A31	Accountant	4.50	4.50	443,928	448,132
A28	Customer Service Supervisor	2.00	2.00	177,313	177,313
A28	Utility Services Technician	2.00	2.00	155,780	169,584
A28	Utility Field Services Supervisor	1.00	1.00	91,967	91,967
A26	Senior Accounting Technician	3.00	3.00	248,025	246,124
A24	Office Specialist IV	1.00	1.00	79,344	79,344
A23	Utility Field Services Worker	3.00	3.00	242,846	242,040
A23	Senior Materials Handler	1.00	1.00	72,108	79,233
A22	Office Specialist III	1.00	1.00	77,750	76,015
A22	Senior Customer Service Representative	2.75	3.00	202,216	223,319
A21	Meter Reader	4.00	4.00	293,663	298,122
A20	Accounting Technician I/II	2.75	2.75	198,849	192,339
A19	Materials Handler	2.00	2.00	73,980	119,196
A19	Purchasing Clerk	1.00	1.00	72,108	72,108
A19	Customer Service Representative	13.25	13.00	858,830	906,145
A15	Purchasing Utility Worker	1.00	1.00	73,980	-
	Premium			47,169	4,370
	Reserve			-	-
	Salary & Wages-Regular	58.00	58.00	4,850,859	4,997,310
	Salary & Wages-As Needed			383,174	383,994
	Salary & Wages-Overtime/Vacation Relief			21,340	20,520
	Furlough			(191,248)	(47,263)
	Total	**58.00**	**58.00**	**$ 5,064,125**	**$5,354,561**

Department: Finance

Division: Administrative Services

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Citywide Fiscal Planning & Administration	$ 262,636	$ 297,700	$ 275,651	$ (22,049)
Special Projects	122,992	96,116	101,613	5,497
Total Expenditures	$ 385,628	$ 393,816	$ 377,264	$ (16,552)
Full Time Positions	1.90	1.90	1.70	(0.20)
Total Direct Revenue	$ 45	$ -	$ -	$ -

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 Highlights

- Provide leadership in preparing the fiscal year 2014-15 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

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Citywide Fiscal Planning & Administration				
Director of Finance	0.70	0.70	0.70	-
Office Specialist IV	0.35	0.35	0.35	-
Office Specialist III	0.40	0.40	0.20	(0.20)
Subtotal	**1.45**	**1.45**	**1.25**	**(0.20)**
Special Projects				
Director of Finance	0.30	0.30	0.30	-
Office Specialist IV	0.15	0.15	0.15	-
Subtotal	**0.45**	**0.45**	**0.45**	**-**
Total Division Positions	**1.90**	**1.90**	**1.70**	**(0.20)**

Division: Administrative Services

Program: Citywide Fiscal Planning & Administration

Number: 001/3362

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 160,043	$ 180,837	$ 177,280	$ (3,557)
Benefits	71,873	75,596	75,836	240
Other Operating Expenditures	25,630	33,070	14,615	(18,455)
Interfund Services	5,090	8,197	7,920	(277)
Total Expenditures	$ 262,636	$ 297,700	$ 275,651	$ (22,049)
Full Time Positions	1.45	1.45	1.25	(0.20)

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Prepare Operating Budget, Capital Improvement Plan and CAFR documents.	3	3	3	3
2. Meet with staff at least quarterly to review work plans.	4	4	4	4

Division: Administrative Services

Program: Special Projects

Number: 001/3363

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 92,560	$ 64,698	$ 69,522	$ 4,824
Benefits	25,277	26,339	29,261	2,922
Other Operating Expenditures	50	-	-	-
Interfund Services	5,105	5,079	2,830	(2,249)
Total Expenditures	$ 122,992	$ 96,116	$ 101,613	$ 5,497
Full Time Positions	0.45	0.45	0.45	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of legislative analysis completed within negotiated time frame.	100%	100%	100%	100%
2. Percent of special requests completed within negotiated time frame.	100%	100%	100%	100%

Department: Finance

Division: Budget and Treasury

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Cash Management	$ 121,303	$ 123,187	$ 128,917	$ 5,730
Contract Management	195,698	173,694	188,499	14,805
Debt Management	53,790	55,524	58,643	3,119
Financial Analysis	112,297	264,810	221,969	(42,841)
Budget Development & Analysis	342,868	355,044	410,594	55,550
Total Expenditures	$ 825,956	$ 972,259	$ 1,008,622	$ 36,363
Full Time Positions	4.80	5.80	5.60	(0.20)
Total Direct Revenue	$ -	$ -	$ -	$ -

Division Mission

Be the primary source of financial analysis support in the City's continuing effort to maintain and strengthen its economic and fiscal position, and manage consultant services providing additional support.

Division Highlights

- Lead the annual budget development efforts for the City.
- Assist with the banking and procedural aspects of electronic and on-line payments for City services.
- Work with banks to reduce fees through streamlining of services and better utilization of on-line reporting.
- Assist and provide support for negotiations with employee bargaining groups.
- Assist and provide support on bond issues for Stadium and other projects.
- Assist and provide support for development negotiations.

Division: Budget and Treasury

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Cash Management				
Assistant Director of Finance	0.10	0.10	0.10	-
Principal Financial Analyst	0.50	0.50	0.50	-
Subtotal	**0.60**	**0.60**	**0.60**	**-**
Contract Management				
Assistant Director of Finance	0.10	0.10	0.10	-
Principal Financial Analyst	0.30	0.30	0.30	-
Financial Analyst	0.70	0.70	0.70	-
Subtotal	**1.10**	**1.10**	**1.10**	**-**
Debt Management				
Assistant Director of Finance	0.10	0.10	0.10	-
Principal Financial Analyst	0.20	0.20	0.20	-
Subtotal	**0.30**	**0.30**	**0.30**	**-**
Financial Analysis				
Assistant Director of Finance	0.25	0.25	0.25	-
Principal Financial Analyst	0.20	0.20	0.20	-
Financial Analyst	0.20	1.20	0.70	(0.50)
Subtotal	**0.65**	**1.65**	**1.15**	**(0.50)**
Budget Development & Analysis				
Assistant Director of Finance	0.45	0.45	0.45	-
Principal Financial Analyst	0.80	0.80	0.80	-
Financial Analyst	0.10	0.10	0.60	0.50
Office Specialist IV	0.50	0.50	0.50	-
Office Specialist III	0.30	0.30	0.10	(0.20)
Subtotal	**2.15**	**2.15**	**2.45**	**0.30**
Total Division Positions	**4.80**	**5.80**	**5.60**	**(0.20)**

Division: Budget and Treasury

Program: Cash Management

Number: 001/3312

Program Mission: Ensure that the cash needs of the City, its Agencies and Corporations are met upon demand and to provide for the safe investment of the City's cash.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 76,764	$ 72,005	$ 74,315	$ 2,310
Benefits	30,828	32,511	35,002	2,491
Other Operating Expenditures	11,492	16,450	16,450	-
Interfund Services	2,219	2,221	3,150	929
Total Expenditures	$ 121,303	$ 123,187	$ 128,917	$ 5,730
Full Time Positions	0.60	0.60	0.60	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 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.	506%	411%	100%	100%

Division: Budget and Treasury

Program: Contract Management

Number: 001/3313

Program Mission: Ensure that financial requirements of certain contracts are fully met by the outside entities that have contractual relationships with the City, its Agencies and Corporations.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 146,579	$ 118,873	$ 125,876	$ 7,003
Benefits	46,514	52,109	57,423	5,314
Other Operating Expenditures	-	-	-	-
Interfund Services	2,605	2,712	5,200	2,488
Total Expenditures	$ 195,698	$ 173,694	$ 188,499	$ 14,805
Full Time Positions	1.10	1.10	1.10	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. All actions required in contracts will be met by agreed upon due dates.	100%	100%	100%	100%
2. Ensure that quarterly lease payments for the Great America Theme Park site are made when due.	100%	100%	100%	100%

Division: Budget and Treasury

Program: Debt Management

Number: 001/3314

Program Mission: Ensure that the requirements of the bond Indentures of Trust for the City's outstanding debt issues are fully met.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 37,032	$ 37,451	$ 38,654	$ 1,203
Benefits	15,741	16,615	17,899	1,284
Other Operating Expenditures	-	450	450	-
Interfund Services	1,017	1,008	1,640	632
Total Expenditures	$ 53,790	$ 55,524	$ 58,643	$ 3,119
Full Time Positions	0.30	0.30	0.30	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Submit debt schedules to Council no later than January 31 and July 31 of each year.	50%	100%	100%	100%

Division: Budget and Treasury

Program: Financial Analysis

Number: 001/3315

Program Mission: Provide timely, accurate and concise analyses of financial data and make recommendations that derive the most benefit for the City, its Agencies and Corporations.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 75,760	$ 187,112	$ 151,869	$ (35,243)
Benefits	31,503	71,092	57,240	(13,852)
Other Operating Expenditures	2,345	3,920	4,720	800
Interfund Services	2,689	2,686	8,140	5,454
Total Expenditures	$ 112,297	$ 264,810	$ 221,969	$ (42,841)
Full Time Positions	0.65	1.65	1.15	(0.50)

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Complete special projects by agreed upon due dates.	100%	100%	100%	100%

Division: Budget and Treasury

Program: Budget Development & Analysis

Number: 001/3316

Program Mission: Analyze operating and capital improvement budget requests for consistency with City budget guidelines, and prepare budget documents in a timely and accurate manner.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 225,052	$ 228,481	$ 260,467	$ 31,986
Benefits	95,959	102,295	122,555	20,260
Other Operating Expenditures	15,305	17,200	17,200	-
Interfund Services	6,552	7,068	10,372	3,304
Total Expenditures	$ 342,868	$ 355,044	$ 410,594	$ 55,550
Full Time Positions	2.15	2.15	2.45	0.30

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Receive California Society of Municipal Finance Officers (CSMFO) budget awards.	2	2	2	2

Department: Finance

Division: Accounting

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
General Accounting	$ 972,498	$ 1,326,956	$ 1,412,575	$ 85,619
Payroll	422,802	449,875	466,213	16,338
Accounts Payable	227,931	169,793	199,306	29,513
Receivables/Fixed Assets	208,547	148,025	154,230	6,205
Total Expenditures	$ 1,831,778	$ 2,094,649	$ 2,232,324	$ 137,675
Full Time Positions	13.30	13.30	13.70	0.40
Total Direct Revenue	$ 5,459	$ -	$ -	$ -

Division Mission

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

Division Highlights

- 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 (i.e. SharePoint).
- Coordinate with the Information Technology Department on the PeopleSoft FHRMS upgrade Implementation Project.

Division: Accounting

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
General Accounting				
Accounting Division Manager	0.60	0.60	0.60	-
Principal Accountant	1.80	1.80	1.80	-
Accountant	3.50	4.50	4.50	-
Office Specialist III	0.30	0.30	0.70	0.40
Subtotal	**6.20**	**7.20**	**7.60**	0.40
Payroll				
Accounting Division Manager	0.20	0.20	0.20	-
Payroll Analyst	0.75	0.75	0.75	-
Senior Accounting Technician	1.00	1.00	1.00	-
Accounting Technician I/II	1.75	1.75	1.75	-
Subtotal	**3.70**	**3.70**	**3.70**	-
Accounts Payable				
Accounting Division Manager	0.10	0.10	0.10	-
Principal Accountant	0.10	0.10	0.10	-
Senior Accounting Technician	1.00	1.00	1.00	-
Accounting Technician I/II	1.00	-	-	-
Subtotal	**2.20**	**1.20**	**1.20**	-
Receivables/Fixed Assets				
Accounting Division Manager	0.10	0.10	0.10	-
Principal Accountant	0.10	0.10	0.10	-
Accounting Technician I/II	1.00	1.00	1.00	-
Subtotal	**1.20**	**1.20**	**1.20**	-
Total Division Positions	**13.30**	**13.30**	**13.70**	**0.40**

Division: Accounting

Program: General Accounting **Number: 001/3322**

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 679,291	$ 953,652	$ 982,407	$ 28,755
Benefits	262,097	328,423	371,398	42,975
Other Operating Expenditures	10,288	20,433	16,053	(4,380)
Interfund Services	20,822	24,448	42,717	18,269
Total Expenditures	$ 972,498	$ 1,326,956	$ 1,412,575	$ 85,619
Full Time Positions	6.20	7.20	7.60	0.40

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Complete the external audit process and preparation of City's Comprehensive Annual Financial Report with an unqualified audit by December 31.	0%	100%	100%	100%
2. Receive Government Financial Officers Association of the United States and Canada (GFOA) excellence in financial reporting award.	NA	1	1	1
3. Complete the preparation and submission of various State, Local, and Federal Agency reports by due dates.	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 the following month.	50%	83%	83%	83%

Division: Accounting

Program: Payroll **Number: 001/3323**

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 281,165	$ 300,353	$ 301,850	$ 1,497
Benefits	129,028	138,979	147,791	8,812
Other Operating Expenditures	1,870	120	3,000	2,880
Interfund Services	10,739	10,423	13,572	3,149
Total Expenditures	$ 422,802	$ 449,875	$ 466,213	$ 16,338
Full Time Positions	3.70	3.70	3.70	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Process bi-weekly payroll and issuance of employee checks by the due date and time.	100%	100%	100%	100%
2. Complete and file the required monthly/ quarterly State and federal tax returns before due date.	100%	100%	100%	100%
3. Issue employee W-2 form by January 31.	100%	100%	100%	100%
4. Transmit the electronic version of W-2 to Social Security Administration by March 31.	100%	100%	100%	100%

Division: Accounting

Program: Accounts Payable

Number: 001/3324

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 101,772	$ 106,802	$ 134,733	$ 27,931
Benefits	40,318	48,653	52,755	4,102
Other Operating Expenditures	78,292	-	2,500	2,500
Interfund Services	7,549	14,338	9,318	(5,020)
Total Expenditures	$ 227,931	$ 169,793	$ 199,306	$ 29,513
Full Time Positions	2.20	1.20	1.20	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of invoices processed.	40,332	39,397	30,000	40,000
2. Number of vendor warrants issued.	14,877	14,159	20,000	15,000
3. Percent of vendor invoices paid by due date.	64%	NA	NA	NA
4. Percent of vendor invoices paid within 7 days of receipt.	NA	97%	95%	95%
5 Number of quick invoice vouchers processed.	13,083	13,832	25,000	15,000
6 Number of Payables process improvements	2	0	1	2

Division: Accounting

Program: Receivables/Fixed Assets

Number: 001/3325

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 147,366	$ 97,302	$ 100,506	$ 3,204
Benefits	54,539	45,721	49,254	3,533
Other Operating Expenditures	124	-	200	200
Interfund Services	6,518	5,002	4,270	(732)
Total Expenditures	$ 208,547	$ 148,025	$ 154,230	$ 6,205
Full Time Positions	1.20	1.20	1.20	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of time that invoices are mailed within 10 working days of receipt of documentation from City departments.	100%	100%	100%	100%

Department: Finance

Division: Municipal Services

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Utility Billing Service	$ 1,249,237	$ 1,438,416	$ 1,705,962	$ 267,546
Revenue Receipting	482,221	516,015	530,676	14,661
Business Certificate	188,843	240,630	252,215	11,585
Field Service	988,378	1,090,271	1,143,406	53,135
Administration	223,628	239,639	268,600	28,961
Contact Center	588,154	533,672	569,540	35,868
Total Expenditures	$ 3,720,461	$ 4,058,643	$ 4,470,399	$ 411,756
Full Time Positions	30.00	30.00	30.00	-
Total Direct Revenue	$ 1,013,242	$ 1,100,000	$ 1,255,000	$ 155,000

Division Mission

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

Division Highlights

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

Division: Municipal Services

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Utility Billing Service				
Municipal Services Division Manager	0.10	0.10	0.10	-
Customer Service Supervisor	0.85	0.85	0.85	-
Senior Accounting Technician	1.00	1.00	1.00	-
Utility Service Technician	0.70	0.70	0.70	-
Utility Field Services Supervisor	0.05	0.05	0.05	-
Senior Customer Service Representative	2.15	1.80	2.05	0.25
Customer Service Representative	5.00	5.00	4.75	(0.25)
Subtotal	**9.85**	**9.50**	**9.50**	**(0.00)**
Revenue Receipting				
Municipal Services Division Manager	0.10	0.10	0.10	-
Customer Service Supervisor	0.20	0.25	0.25	-
Senior Customer Service Representative	0.05	0.05	0.05	-
Utility Service Technician	0.05	0.05	0.05	-
Customer Service Representative	3.50	3.50	3.50	-
Subtotal	**3.90**	**3.95**	**3.95**	**-**
Business Certificate				
Municipal Services Division Manager	0.10	0.10	0.10	-
Customer Service Supervisor	0.15	0.25	0.25	-
Senior Customer Service Representative	0.40	0.75	0.75	-
Customer Service Representative	1.00	1.00	1.00	-
Subtotal	**1.65**	**2.10**	**2.10**	**-**
Field Service				
Municipal Services Division Manager	0.10	0.10	0.10	-
Customer Service Supervisor	0.10	0.10	0.10	-
Utility Field Services Supervisor	0.80	0.80	0.80	-
Utility Service Technician	0.15	0.15	0.15	-
Utility Field Service Worker	3.00	3.00	3.00	-
Meter Reader	4.00	4.00	4.00	-
Subtotal	**8.15**	**8.15**	**8.15**	**-**
Administration				
Municipal Services Division Manager	0.50	0.50	0.50	-
Business Analyst	-	-	-	-
Customer Service Supervisor	0.20	0.20	0.20	-
Utility Service Technician	1.10	1.10	1.10	-
Utility Field Services Supervisor	0.10	0.10	0.10	-
Subtotal	**1.90**	**1.90**	**1.90**	**-**

Division: Municipal Services

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Contact Center				
Municipal Services Division Manager	0.10	0.10	0.10	-
Customer Service Supervisor	0.50	0.35	0.35	-
Utility Field Services Supervisor	0.05	0.05	0.05	-
Senior Customer Service Representative	0.15	0.15	0.15	-
Customer Service Representative	3.75	3.75	3.75	-
Subtotal	**4.55**	**4.40**	**4.40**	**-**
Total Division Positions	**30.00**	**30.00**	**30.00**	**(0.00)**

Division: Municipal Services

Program: Utility Billing Services

Number: 001/3332

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 542,483	$ 626,404	$ 711,872	$ 85,468
Benefits	235,758	297,797	355,966	58,169
Other Operating Expenditures	444,978	480,675	605,575	124,900
Interfund Services	26,018	33,540	32,549	(991)
Total Expenditures	$ 1,249,237	$ 1,438,416	$ 1,705,962	$ 267,546
Full Time Positions	9.85	9.50	9.50	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of closed delinquent accounts collected in-house.	83%	78%	80%	80%
2. Amount of late fees assessed.	$ 680,182	$ 766,550	$ 800,000	$ 825,000

Division: Municipal Services

Program: Revenue Receipting-Cashiering

Number: 001/3333

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 277,629	$ 282,733	$ 287,446	$ 4,713
Benefits	125,358	136,032	146,340	10,308
Other Operating Expenditures	66,774	84,500	84,550	50
Interfund Services	12,460	12,750	12,340	(410)
Total Expenditures	$ 482,221	$ 516,015	$ 530,676	$ 14,661
Full Time Positions	3.90	3.95	3.95	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Average monthly number of utility accounts paying by automated methods.	19,483	30,812	26,800	29,000
2. Average monthly utility payments processed.	50,891	52,953	50,000	50,000
3. Percent of cash drawers reconciled.	NA	100%	100%	100%

Division: Municipal Services

Program: Business Certificate

Number: 001/3334

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 121,383	$ 158,289	$ 162,353	$ 4,064
Benefits	56,555	74,958	81,062	6,104
Other Operating Expenditures	5,613	1,580	1,900	320
Interfund Services	5,292	5,803	6,900	1,097
Total Expenditures	$ 188,843	$ 240,630	$ 252,215	$ 11,585
Full Time Positions	1.65	2.10	2.10	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of business tax certificates processed annually.	12,218	12,516	12,000	12,000
2. Percent of delinquent tax certificates at fiscal year end.	6.9%	4.3%	5%	5%

Division: Municipal Services

Program: Field Service

Number: 001/3335

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 641,952	$ 708,380	$ 728,164	$ 19,784
Benefits	258,683	293,361	319,482	26,121
Other Operating Expenditures	9,941	10,200	10,550	350
Interfund Services	77,802	78,330	85,210	6,880
Total Expenditures	$ 988,378	$ 1,090,271	$ 1,143,406	$ 53,135
Full Time Positions	8.15	8.15	8.15	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of monthly utility meters accurately read.	100.0%	100.0%	100.0%	100.0%
2. Number of service requests processed yearly.	35,866	35,663	42,000	42,000
3. Average number of meters read monthly.	79,631	79,802	80,000	80,000
4. Number of months where all 200 routes are read and billed.	12	12	12	12

Division: Municipal Services

Program: Administration **Number: 001/3336**

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 147,096	$ 157,900	$ 176,570	$ 18,670
Benefits	65,188	74,392	85,010	10,618
Other Operating Expenditures	3,816	110	110	-
Interfund Services	7,528	7,237	6,910	(327)
Total Expenditures	$ 223,628	$ 239,639	$ 268,600	$ 28,961
Full Time Positions	1.90	1.90	1.90	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of Accounts Receivables written off as bad debt annually.	0.01%	0.23%	0.4%	0.4%
.				
2 Number of major UMIS initiatives successfully implemented during the year.	7	5	5	5

Division: Municipal Services

Program: Contact Center/Communication **Number: 001/3337**

Program Mission: Provide primary customer contact for utility services, including new customer service orders, disconnection of customers who are moving, changes in service and providing timely information of utility issues related to interruption of services.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 403,860	$ 332,790	$ 348,194	$ 15,404
Benefits	160,489	148,663	162,216	13,553
Other Operating Expenditures	14,427	44,220	44,620	400
Interfund Services	9,378	7,999	14,510	6,511
Total Expenditures	$ 588,154	$ 533,672	$ 569,540	$ 35,868
Full Time Positions	4.55	4.40	4.40	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of customer calls answered within 90 seconds.	41%	43%	40%	40%
2. Average hold time of sequenced calls (m:s).	4:31	3:30	5:00	4:00
3. Number of dropped calls to total calls.	28%	11%	25%	15%
4. Average hold time of sequenced calls before drop (m:s).	4:53	3:24	6:00	4:00
5. Average number of customer telephone calls taken monthly.	6,095	5,327	7,000	6,000
6. Average number of IVR calls received monthly.	NA	10,065	12,500	12,000
7. Average number of outbound calls made by CSR's.	1,955	1,326	2,100	1,500

Department: Finance

Division: Purchasing

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Purchasing	$ 209,369	$ 177,801	$ 368,782	$ 190,981
Warehouse	446,802	477,748	432,318	(45,430)
Duplicating	128,602	48,633	-	(48,633)
Mail Services	-	-	31,363	31,363
Total Expenditures	$ 784,773	$ 704,182	$ 832,463	$ 128,281
Full Time Positions	8.00	7.00	7.00	-
Total Revenue	$ -	$ -	$ -	$ -

Division Mission

Deliver the highest value in the procurement of equipment, supplies and services to to better serve the citizens of Santa Clara.

Division Highlights

- Develop and define the most effective business practices and procedures to achieve cost savings to support the City's operating budget.
- Revise current purchasing ordinance and submit new ordinance to City Council for approval.

Division: Purchasing

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Warehouse				
Chief Storekeeper/Buyer	0.70	-	-	-
Purchasing Clerk	1.00	0.70	0.70	-
Senior Materials Handler	1.00	1.00	1.00	-
Materials Handler	2.00	2.00	2.00	-
Purchasing Utility Worker	0.50	1.00	1.00	-
Subtotal	**5.20**	**4.70**	**4.70**	**-**
Duplicating				
Central Services Operator	1.00	-	-	-
Purchasing Utility Worker	0.50	-	-	-
Subtotal	**1.50**	**-**	**-**	**-**
Purchasing				
Purchasing Division Manager	1.00	1.00	1.00	-
Chief Storekeeper/Buyer	0.30	1.00	1.00	-
Purchasing Clerk	-	0.30	0.30	-
Subtotal	**1.30**	**2.30**	**2.30**	**-**
Total Division Positions	**8.00**	**7.00**	**7.00**	**-**

Division: Purchasing
Program: Warehouse
Number: 001/3341

Program Mission: Warehouse, and Manage the Distribution of Electric and Water/Utilities materials and supplies.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 283,426	$ 296,919	$ 252,462	$ (44,457)
Benefits	117,147	134,362	129,453	(4,909)
Other Operating Expenditures	3,000	3,450	3,450	-
Interfund Services	43,229	43,017	46,953	3,936
Total Expenditures	$ 446,802	$ 477,748	$ 432,318	$ (45,430)
Full Time Positions	5.20	4.70	4.70	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of material requisitions.	2,714	3,431	3,200	3,200
2. Number of inventory items cycle counted.	1,855	2,092	1,200	1,200

Division: Purchasing
Program: Duplicating
Number: 001/3342

Program Mission: Provide printing services and administer Stores, and mail service to City departments

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 86,369	$ 35,000	$ -	$ (35,000)
Benefits	34,266	3,126	-	(3,126)
Other Operating Expenditures	3,246	7,000	-	(7,000)
Interfund Services	4,721	3,507	-	(3,507)
Total Expenditures	$ 128,602	$ 48,633	$ -	$ (48,633)
Full Time Positions	1.50	-	-	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of print jobs completed.*	93	NA	NA	NA
2. Percent of print jobs completed within standard 5 day cycle time.*	100%	NA	NA	NA
3. Number of printer cartridges recycled or recovered.*	119	NA	NA	NA

*Duplicating/Printing services outsourced beginning in 2012-13.

Division: Purchasing

Program: Purchasing

Number: 001/3343

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 144,096	$ 118,144	$ 245,021	$ 126,877
Benefits	55,228	52,467	109,951	57,484
Other Operating Expenditures	4,105	2,410	7,910	5,500
Interfund Services	5,940	4,780	5,900	1,120
Capital Outlay	-	-	-	-
Total Expenditures	$ 209,369	$ 177,801	$ 368,782	$ 190,981
Full Time Positions	1.30	2.30	2.30	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of purchase orders.	1,195	1,342	1,250	1,250
2. Number of cost reductions/avoidance.	0	5	5	5

Division: Purchasing

Program: Mail Services

Number: 001/3344

Program Mission: Provide mail processing services to City departments

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ -	$ -	$ 25,000	$ 25,000
Benefits	-	-	363	363
Other Operating Expenditures	-	-	6,000	6,000
Interfund Services	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	$ -	$ -	$ 31,363	$ 31,363
Full Time Positions	-	-	-	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of mail pieces processed.	NA	NA	NA	147,000

Department: Finance

Division: Debt Service

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Debt Service	$ 6,242,546	$ 6,243,249	6,332,994	$ 89,745
Total Expenditures and Financing Uses	$ 6,242,546	$ 6,243,249	$ 6,332,994	$ 89,745
Full Time Positions	-	-	-	-
Total Financing Resources	$ -	$ -	$ -	$ -

Breakdown of the General Fund Debt Service

2002 COPS Series A		$ 1,406,599
2002 COPS Series B		3,825,748
2011 Lease Agreement (Refunding of 1997 COPS)		1,100,647
	TOTAL	$ 6,332,994
SOSA Portion		3,052,641
RDA - Successor Agency Portion		375,841
City Portion		2,904,512
	TOTAL	$ 6,332,994

Note: 2002 COPS Series B will be paid off on February 1, 2014.
Final payment in 2013-14 is $7,194,825.
COPS reserve balance estimated at $3,371,077 is reflected in the budget for final payment.

2002 COPS Series A was refinanced in March 2013 reducing debt service by approximately $227,000 annually.

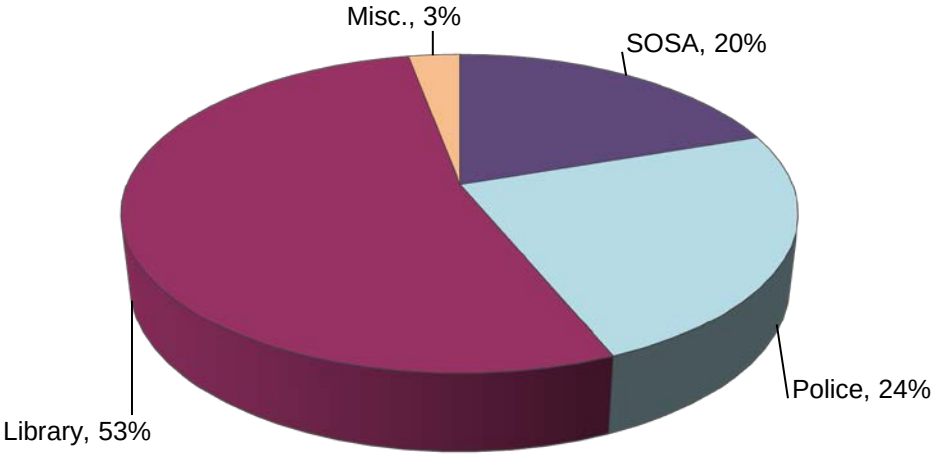
The City follows the general rule of refinancing when savings of 3% or more is achieved.

The City's debt management policy is discussed in the Additional Information section of the City's Financial Policies and Practices.

Department: Finance

Division: Debt Service (Continued)

Breakdown of the General Fund Outstanding Debt By Function



Summary of General Fund Long-Term Obligations

	Outstanding as of June 30, 2013	Issue Date	Final Maturity	Interest Rates
2002 COPS Series A	$ -	11/14/2002	2/1/2032	3.00-5.00
2002 COPS Series B	6,885,000	11/14/2002	2/1/2014	3.00-4.50
2011 Lease Agreement (Refunding of 1997 COPS)	8,341,000	7/13/2010	8/1/2022	3.65
2013 Refunding COPS	18,540,000	3/28/2013	2/1/2032	2.00-3.75
Unamortized Premium/Discount	1,018,066			
TOTAL	$ 34,784,066			

Parks and Recreation

Parks and Playgrounds

Recreation

Special Recreation Programs

Cemetery

Santa Clara
All-America City
2001

Parks & Recreation Department

Department Summary	2011-12 Actuals	2012-13 Adopted	2013-14 Budget
Parks & Playgrounds	$ 7,855,127	$ 8,061,954	$ 8,435,868
Recreation	4,990,700	5,127,898	5,292,109
Special Recreation Programs	145,470	135,852	150,522
Cemetery	942,094	931,280	934,236
Total Department Expenditures	$13,933,391	$ 14,256,984	$ 14,812,735
Total Full Time Positions	82.00	82.00	82.00
Total Department Revenue	$ 2,549,858	$ 3,008,331	$ 2,794,002

Department Mission

Provide a wide variety of leisure programs and services to the community, including beautiful, well-maintained parks, athletic facilities, and popular recreation programs and services available to all. Provide affordable cemetery services at the historic Mission City Memorial Park.

Department Overview

The Parks and Recreation Department is responsible for managing the City's parks and recreational activities as well as the operations of the City-owned cemeteries. In addition to the primary responsibility for programming and maintaining the various parks and recreation facilities, the Department works cooperatively with public agencies (schools, churches, youth agencies, service clubs, etc.) in coordinating all leisure services within the City.

The Department offers a wide variety of leisure programs and activities throughout the year. Department programs are advertised three times a year in the Activity Guide that is mailed to all City of Santa Clara residents and available on-line. Seven program areas are designed to meet the recreation needs of participants of all ages: Youth Activity Center, Senior Center, Community Recreation Center, Recreation Facilities, Aquatics, Adult Sports, and Teen Activities Sports, and Teen Activities. Annually, the department supports major special events like the Easter Egg Hunt, the July 4th All-City Picnic, the International Swim Meet, the Art and Wine Festival and the Halloween Party.

The Department strives to provide the public with beautiful and well-maintained facilities and parks. The park land is dedicated to passive, active and specialized permitted uses. The grounds are on a year-round schedule of litter control, facility maintenance, vegetation, tree and turf care.

Mission City Memorial Park, the City's active cemetery, is a well laid out and beautifully maintained facility. The staff are professional and caring. In time of need, customers can choose from a selection of graves, crypts, and niches for interments. Presently the cemetery is providing service in pre-purchased properties and developing new facilities as Cemetery Master Plan projects are funded and completed.

Resource Level Changes

Two position reclassifications were approved for 2013-14. The Recreation Supervisor was reclassified to Deputy Parks and Recreation Director, and the Park Superintendent position was reclassified to Recreation Manager.

Divisions and Programs

Parks & Playgrounds
- Parks Maintenance
- Pool Maintenance
- Buildings Maintenance
- Parks Operations

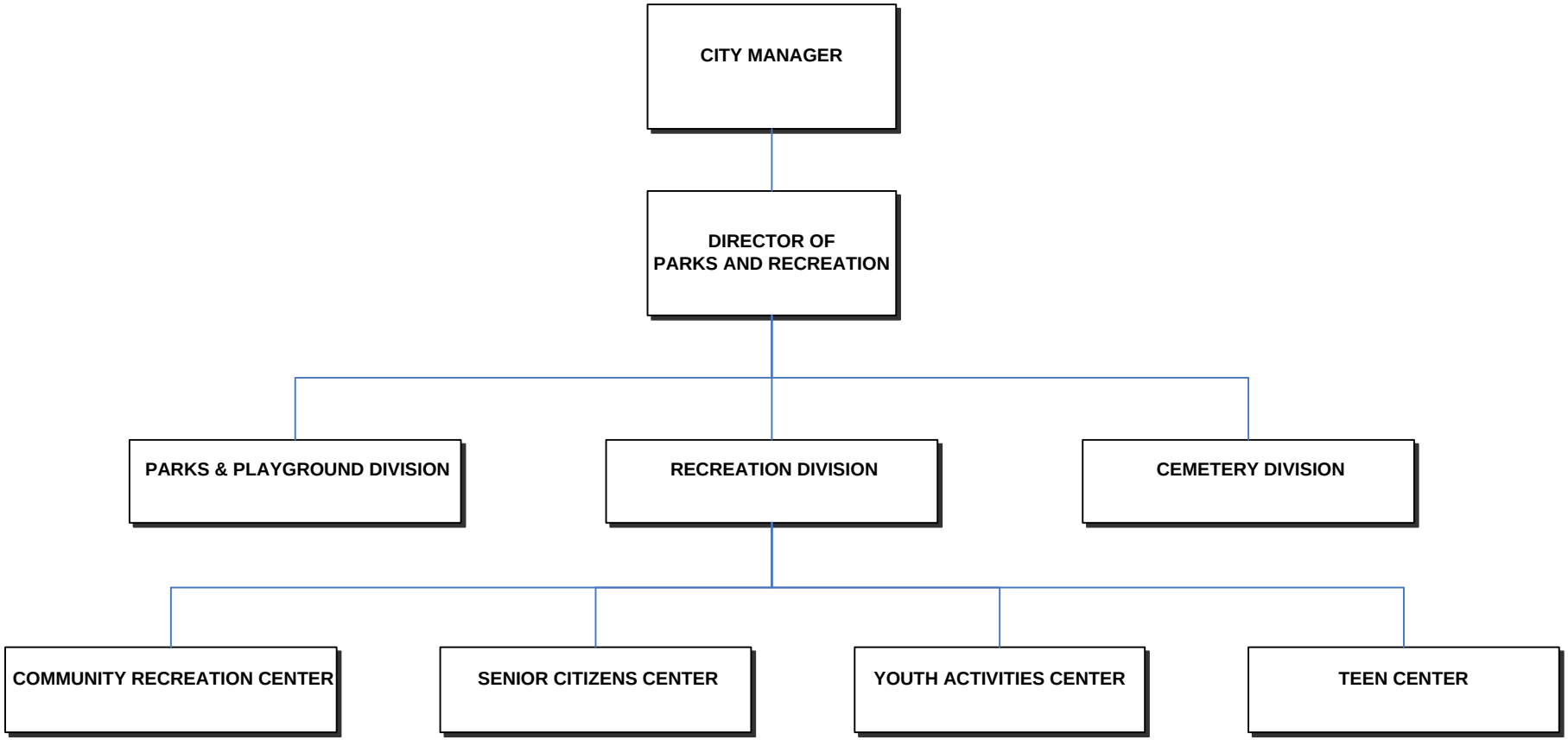
Recreation
- Recreation Operations
- Youth Activity Center
- Senior Center
- Community Recreation Center
- Recreation Facilities
- Aquatics
- Sports
- Teen Center

Special Recreation Programs
- Senior Nutrition Program

Cemetery
- Maintenance of Grounds
- Maintenance of Buildings
- Cemetery Operations

CITY OF SANTA CLARA

PARKS AND RECREATION DEPARTMENT



Parks & Recreation Department (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions 2012-13 Adopted	No. of Positions 2013-14 Budget	Salary 2012-13 Adopted	Salary 2013-14 Budget
Parks & Recreation - Fund 001					
Uncl	Parks and Recreation Director	1.00	1.00	$ 177,480	$ 177,480
Uncl	Park Superintendent	1.00	-	141,060	-
Uncl	Deputy Parks & Recreation Director	-	1.00	-	130,560
Uncl	Recreation Superintendent	1.00	-	124,212	-
Uncl	Recreation Manager	-	1.00	-	117,312
Uncl	Park Maintenance and Operations Supervisor	1.00	1.00	117,600	117,600
Uncl	Parks Construction, Maintenance, and Repair Supervisor	1.00	1.00	107,580	114,732
G29	Park Maintenance Crafts Worker	2.00	2.00	155,334	173,120
G23	Grounds Maintenance Worker III	8.00	8.00	578,736	606,528
G21	Grounds Maintenance Worker II	17.00	17.00	1,085,407	1,073,397
G19	Grounds Maintenance Worker I	18.00	18.00	1,152,835	1,142,352
A33	Park Foreman / Forewoman	3.00	3.00	312,192	289,476
A32	Recreation Supervisor	8.00	8.00	777,188	779,339
A27	Senior Center Coordinator	1.00	1.00	87,552	87,734
A27	Recreation Coordinator-Therapeutic	1.00	1.00	85,452	85,452
A27	Recreation Coordinator	4.00	4.00	343,433	347,055
A22	Office Specialist III	3.00	3.00	216,487	218,741
A18	Office Specialist II	6.00	6.00	350,781	352,140
	Premium			45,447	15,310
	Salary & Wages-Regular	76.00	76.00	5,858,776	5,828,328
	Salary & Wages-As Needed			1,525,224	1,525,224
	Salary & Wages-Overtime/Vacation Relief			18,070	18,070
	Furlough			(165,011)	(54,428)
	Total Parks & Recreation	**76.00**	**76.00**	**$ 7,237,059**	**$7,317,194**
Recreation Program Operations - Fund 111					
	Salary & Wages As-Needed	**-**	**-**	**$ 37,921**	**$ 38,315**

Parks & Recreation Department (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions 2012-13 Adopted	No. of Positions 2013-14 Budget	Salary 2012-13 Adopted	Salary 2013-14 Budget
Cemetery - Fund 093					
Uncl	Cemetery Operations Superintendent	1.00	1.00	$ 104,940	$ 104,940
G23	Cemetery Worker III	1.00	1.00	73,224	73,224
G21	Cemetery Worker II	2.00	2.00	140,468	127,804
G19	Cemetery Worker I	1.00	1.00	63,827	67,244
A23	Cemetery Services Clerk	1.00	1.00	-	-
	Premium			-	940
	Salary & Wages-Regular	6.00	6.00	382,459	374,152
	Salary & Wages-As Needed			53,130	69,130
	Salary & Wages-Overtime/Vacation Relief			1,975	1,500
	Furlough			(8,910)	(2,960)
	Total Cemetery	**6.00**	**6.00**	**$ 428,654**	**$ 441,822**
	Department Total	**82.00**	**82.00**	**$ 7,703,634**	**$7,797,331**

Department: Parks & Recreation

Division: Parks & Playgrounds

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Park Maintenance	$5,471,914	$ 5,133,564	$ 5,672,781	$ 539,217
Pool Maintenance	996,355	1,137,927	1,009,394	(128,533)
Building Maintenance	848,705	1,084,456	983,513	(100,943)
Park Operations	538,153	706,007	770,180	64,173
Total Expenditures	$7,855,127	$ 8,061,954	$ 8,435,868	$ 373,914
Full Time Positions	53.00	53.00	53.00	-
Total Direct Revenue	$ 26,280	$ -	$ -	$ -

Division Mission

Preserve Santa Clara's parks, open space, community centers, sports venues, and neighborhood park buildings for the public to enjoy.

Division Highlights

- Complete rehabilitation of Parkway Park playground and restroom.
- Continue the Ulistac Natural Area Phase III Development Project.
- Initiate Agnew Park basketball court rehabilitation.
- Initiate Senior Center ADA improvements.
- Seek Grant funding for Playground Renovation at various park sites, including Fairway Glen.

Division: Parks & Playgrounds

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Park Maintenance				
Park Maintenance & Operations Supervisor	1.00	1.00	1.00	-
Parks Construction & Repair Supervisor	0.50	0.50	0.50	-
Park Maintenance Crafts Worker	1.30	1.30	1.30	-
Grounds Maintenance Worker III	5.50	5.50	5.50	-
Grounds Maintenance Worker II	14.50	14.50	14.50	-
Grounds Maintenance Worker I	13.75	13.75	13.75	-
Park Foreman/Forewoman	1.74	1.74	1.74	-
Subtotal	**38.29**	**38.29**	**38.29**	**-**
Pool Maintenance				
Parks Construction & Repair Supervisor	0.25	0.25	0.25	-
Grounds Maintenance Worker III	1.75	1.75	1.75	-
Grounds Maintenance Worker II	1.50	1.50	1.50	-
Grounds Maintenance Worker I	0.25	0.25	0.25	-
Park Foreman/Forewoman	0.83	0.83	0.83	-
Subtotal	**4.58**	**4.58**	**4.58**	**-**
Building Maintenance				
Parks Construction & Repair Supervisor	0.25	0.25	0.25	-
Park Maintenance Crafts Worker	0.70	0.70	0.70	-
Park Foreman/Forewoman	0.43	0.43	0.43	-
Grounds Maintenance Worker III	0.75	0.75	0.75	-
Grounds Maintenance Worker I	4.00	4.00	4.00	-
Subtotal	**6.13**	**6.13**	**6.13**	**-**
Park Operations				
Parks and Recreation Director	1.00	1.00	1.00	-
Park Superintendent	1.00	1.00	-	(1.00)
Deputy Director of Parks & Recreation	-	-	1.00	1.00
Grounds Maintenance Worker II	1.00	1.00	1.00	-
Office Specialist II	1.00	1.00	1.00	-
Subtotal	**4.00**	**4.00**	**4.00**	**-**
Total Division Positions	**53.00**	**53.00**	**53.00**	**-**

Division: Parks & Playgrounds

Program: Park Maintenance 001/1132

Program Mission: Maintain the City's Central Park (52 acres), 24 neighborhood parks (134.5 acres), 4 mini parks (1.6 acres), public open space (43 acres), and recreation facilities (21.2 acres), including playgrounds, restrooms, picnic areas, turf, trees, vegetation, athletic fields, and sports venues at defined levels of service that promotes the use of clean. safe and attractive facilities.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 2,827,589	$ 2,710,450	$2,783,945	$ 73,495
Benefits	1,297,412	1,411,237	1,522,969	111,732
Other Operating Expenditures	993,251	666,989	992,565	325,576
Interfund Services	353,662	344,888	373,302	28,414
Total Expenditures	$ 5,471,914	$ 5,133,564	$ 5,672,781	$ 539,217
Full Time Positions	38.29	38.29	38.29	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Park acre per FTE maintenance staff.	6.87	6.87	6.86	6.89
2. Cost per acre maintained.	$ 19,178	$ 20,801	$ 21,124	$ 21,732

Division: Park & Playgrounds

Program: Pool Maintenance 001/1133

Program Mission: Maintain clean, safe, attractive municipal swimming pools and support facilities at five sites (International Swim Center, Mary Gomez, Warburton, Montague, Senior Center).

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 362,859	$ 390,075	$ 354,269	$ (35,806)
Benefits	160,240	183,174	174,575	(8,599)
Other Operating Expenditures	407,411	499,420	410,070	(89,350)
Interfund Services	65,845	65,258	70,480	5,222
Total Expenditures	$ 996,355	$ 1,137,927	$ 1,009,394	$ (128,533)
Full Time Positions	4.58	4.58	4.58	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Clean locker rooms, showers, and pool decks daily when facility is in use.	100%	100%	100%	100%
2. Monitor water temperature and water chemical balance a minimum of two times per day, when facility is in use.	100%	100%	100%	100%
3. Vacuum pools a minimum of one time per week.	52	52	52	52

Division: Parks & Playgrounds

Program: Building Maintenance 001/1134

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 385,205	$ 447,871	$ 461,341	$ 13,470
Benefits	163,238	201,272	217,100	15,828
Other Operating Expenditures	235,771	374,037	238,010	(136,027)
Interfund Services	64,491	61,276	67,062	5,786
Total Expenditures	$ 848,705	$ 1,084,456	$ 983,513	$ (100,943)
Full Time Positions	6.13	6.13	6.13	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of graffiti removed within two business days.	100%	100%	95%	100%
2. Cost per square foot of building maintained.	$ 16.68	$ 13.63	$ 16.63	$ 15.89

Division: Parks & Playgrounds

Program: Park Operations 001/1135

Program Mission: Provide administrative direction, updated information, training, and technical support for division staff, public and contract operators of facilities.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 307,515	$ 444,135	$ 444,574	$ 439
Benefits	133,147	195,459	220,065	24,606
Other Operating Expenditures	35,819	7,000	40,000	33,000
Interfund Services	61,672	59,413	65,541	6,128
Total Expenditures	$ 538,153	$ 706,007	$ 770,180	$ 64,173
Full Time Positions	4.00	4.00	4.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Sustain Park System and supervise thirty-four municipal park sites and facilities daily.	100%	100%	100%	100%
2. Provide training to all employees to increase productivity and enhance effectiveness.	100%	100%	100%	100%

Department: Parks & Recreation

Division: Recreation

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Recreation Operations	$ 143,441	$ 144,086	148,982	$ 4,896
Youth Activity Center	701,424	707,720	744,625	36,905
Senior Center	1,275,592	1,357,827	1,302,814	(55,013)
Community Recreation Center	1,736,211	1,689,175	1,734,711	45,536
Recreation Facilities	58,390	60,993	47,488	(13,505)
Aquatics	290,792	343,475	331,645	(11,830)
Adult Sports	182,021	193,458	325,441	131,983
Teen Center	602,829	631,164	656,403	25,239
Total Expenditures	$ 4,990,700	$ 5,127,898	5,292,109	$ 164,211
Full Time Positions	23.00	23.00	23.00	-
Total Direct Revenue	$ 2,044,143	$ 2,072,500	$ 2,129,200	$ 56,700

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. Host a variety of special events during the year.

Division Highlights

- The Aquatics Program will offer a variety of summer swim lessons for all ages.
- The Adult Sports Program will offer competitive basketball and softball leagues for adults.
- The Cultural Arts Program will offer an exciting performing arts camp during the summer, and several Junior Theatre and dance performance programs throughout the year.
- The Teen Center will offer new and exciting special events for Santa Clara teens.
- The Community Recreation center will provide a variety of health and fitness classes for adults.
- The Recreation Division will coordinate city-wide special events: the Easter Egg Hunt, the Dance Recital the All City Picnic, the 33rd Annual Art and Wine Festival, and the Halloween Party and Holiday Tree Lighting, among others.
- The Senior Center will continue to offer a variety of programs for residents over 50 years of age and the disabled population at the Senior Center.
- Provide a therapeutic recreation program to address special needs populations.

Division: Recreation

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Recreation Operations				
Office Specialist II	1.00	1.00	1.00	-
Subtotal	**1.00**	**1.00**	**1.00**	**-**
Youth Activity Center				
Recreation Supervisor	1.00	1.00	1.00	-
Recreation Coordinator	1.00	1.00	1.00	-
Office Specialist III	1.00	1.00	1.00	-
Subtotal	**3.00**	**3.00**	**3.00**	**-**
Senior Center				
Recreation Supervisor	2.00	2.00	2.00	-
Senior Center Coordinator	1.00	1.00	1.00	-
Recreation Coordinator - Therapeutics	1.00	1.00	1.00	-
Office Specialist III	1.00	1.00	1.00	-
Office Specialist II	2.00	2.00	2.00	-
Subtotal	**7.00**	**7.00**	**7.00**	**-**
Community Recreation Center				
Recreation Superintendent	1.00	1.00	-	(1.00)
Recreation Manager	-	-	1.00	1.00
Recreation Supervisor	2.00	2.00	2.00	-
Recreation Coordinator	1.00	1.00	1.00	-
Recreation Coordinator - Therapeutics	-	-	-	-
Office Specialist III	1.00	1.00	1.00	-
Office Specialist II	1.00	1.00	1.00	-
Subtotal	**6.00**	**6.00**	**6.00**	**-**
Aquatics				
Recreation Supervisor	1.00	1.00	1.00	-
Subtotal	**1.00**	**1.00**	**1.00**	**-**
Adult Sports				
Recreation Supervisor	1.00	1.00	1.00	-
Subtotal	**1.00**	**1.00**	**1.00**	-
Teen Center				
Recreation Supervisor	1.00	1.00	1.00	-
Recreation Coordinator	2.00	2.00	2.00	-
Office Specialist II	1.00	1.00	1.00	-
Subtotal	**4.00**	**4.00**	**4.00**	**-**
Total Division Positions	**23.00**	**23.00**	**23.00**	**-**

Division: Recreation

Program: Recreation Operations 001/1142

Program Mission: Provide administrative and technical support for all program and activity personnel. Handle all Department employment responsibilities including: hiring, terminations, payroll, and benefits. Responsible for the smooth transfer of information between divisions and programs. Accounting center for all Department financial transactions, and the Department liaison between all other City departments and the City Manager.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 70,731	$ 70,392	$ 72,599	$ 2,207
Benefits	31,587	33,922	36,848	2,926
Other Operating Expenditures	25,689	19,255	21,275	2,020
Interfund Services	15,434	20,517	18,260	(2,257)
Total Expenditures	$ 143,441	$ 144,086	$ 148,982	$ 4,896
Full Time Positions	1.00	1.00	1.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Timely response to public requests for information.	100%	100%	100%	100%

Division: Recreation

Program: Youth Activity Center 001/1143

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 417,177	$ 429,272	$ 448,792	$ 19,520
Benefits	108,037	116,370	128,160	11,790
Other Operating Expenditures	162,635	149,602	149,203	(399)
Interfund Services	13,575	12,476	18,470	5,994
Total Expenditures	$ 701,424	$ 707,720	$ 744,625	$ 36,905
Full Time Positions	3.00	3.00	3.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of After School Open Gym/Special Activities participants.	33,500	32,119	33,500	33,500
2. Number of Summer Sports Camp participants.	713	745	750	800

Division: Recreation

Program: Senior Center 001/1144

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 948,550	$ 988,412	$ 928,096	$ (60,316)
Benefits	239,489	263,248	244,382	(18,866)
Other Operating Expenditures	65,446	83,026	87,826	4,800
Interfund Services	22,107	23,141	42,510	19,369
Total Expenditures	$ 1,275,592	$1,357,827	$1,302,814	$ (55,013)
Full Time Positions	7.00	7.00	7.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of senior trip and tour participants.	2,671	2,172	2,500	2,500
2. Average monthly Health & Wellness part.	426	285	380	380
3. Average monthly Fitness attendance.	6,961	8,506	6,500	6,500
4. Senior Center Registration Cards Issued	4,212	4,665	5,600	5,600

Division: Recreation

Program: Community Recreation Center 001/1145

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 786,620	$ 863,938	$ 852,090	$ (11,848)
Benefits	203,777	229,043	238,480	9,437
Other Operating Expenditures	704,863	561,711	607,471	45,760
Interfund Services	40,951	34,483	36,670	2,187
Total Expenditures	$ 1,736,211	$1,689,175	$1,734,711	$ 45,536
Full Time Positions	6.00	6.00	6.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of recreation class participants.	10,593	10,698	9,500	9,500
2. Net income from the Art and Wine Festival available for charitable purposes.	$ 45,000	$ 45,000	$ 45,000	$ 50,000

Division: Recreation

Program: Recreation Facilities 001/1146

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 46,053	$ 44,000	$ 44,000	$ -
Benefits	819	638	638	-
Other Operating Expenditures	9,510	14,496	1,000	(13,496)
Interfund Services	2,008	1,859	1,850	(9)
Total Expenditures	$ 58,390	$ 60,993	$ 47,488	$ (13,505)
Full Time Positions	-	-	-	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of Santa Clara Youth Sports groups field requests.	14	12	12	12
2. Ability to accommodate field use requests for returning resident soccer and softball adult user groups.	100%	100%	100%	100%

Division: Recreation

Program: Aquatics 001/1147

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 241,327	$ 287,357	$ 268,111	$ (19,246)
Benefits	40,234	45,460	48,738	3,278
Other Operating Expenditures	300	2,320	2,556	236
Interfund Services	8,931	8,338	12,240	3,902
Total Expenditures	$ 290,792	$ 343,475	$ 331,645	$ (11,830)
Full Time Positions	1.00	1.00	1.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of summer swim lesson classes provided.	251	299	224	224
2. Number of summer swim lesson participants.	1,556	1,230	1,600	1,600

Division: Recreation

Program: Adult Sports 001/1148

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 133,393	$ 122,026	$ 211,997	$ 89,971
Benefits	20,752	36,692	80,711	44,019
Other Operating Expenditures	22,165	29,463	27,463	(2,000)
Interfund Services	5,711	5,277	5,270	(7)
Total Expenditures	$ 182,021	$ 193,458	$ 325,441	$ 131,983
Full Time Positions	1.00	1.00	1.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of registered adult softball teams.	47	41	58	48
2. Number of registered adult basketball teams.	30	22	28	48

Division: Recreation

Program: Teen Center 001/1149

Program Mission: Provide a safe and enjoyable place for senior high school teenagers to socialize, take classes, participate in special events, and enroll in programs.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 421,185	$ 439,131	$ 447,380	$ 8,249
Benefits	142,861	154,592	167,092	12,500
Other Operating Expenditures	22,293	22,401	22,901	500
Interfund Services	16,490	15,040	19,030	3,990
Total Expenditures	$ 602,829	$ 631,164	$ 656,403	$ 25,239
Full Time Positions	4.00	4.00	4.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of hours Teen Center open per week for drop-in activities.	22	22	22	22
2. Number of special events for teens per year.	13	10	13	13

Department: Parks & Recreation

Division: Senior Nutrition Program

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget *	Budget Change
Special Recreation Programs	$ 145,470	$ 135,852	$ 150,522	14,670
Total Expenditures	$ 145,470	$ 135,852	$ 150,522	14,670
Full Time Positions	-	-	-	-
Total Direct Revenue	$ -	$ 135,831	$ 150,522	14,691

Division Mission

To provide a congregate meals program to improve senior health and ability to live independently.

Division Highlights

- Offer a Monday through Friday senior nutrition program.
- Provide water exercise and fitness activities at the Santa Clara Senior Center.
- Offer access to information about senior issues and current events.

* Due to the timing of the collection of fees and associated expenditures, and the ongoing nature of the operations, appropriations do not lapse at fiscal year end. The current year appropriations represent the estimated incremental program expenditures.

Division: Senior Nutrition Program

Program: Senior Nutrition 111/1112

Program Mission: Support recreation programs with supplies funded by participant fees.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 33,985	$ 37,921	$ 38,315	$ 394
Benefits	142	550	556	6
Other Operating Expenditures	111,343	97,381	111,651	14,270
Total Expenditures	$ 145,470	$ 135,852	$ 150,522	$ 14,670
Full Time Positions	-	-	-	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Average number of daily participants in the Senior Nutrition Program.	92	90	80	90
2. Total number of unduplicated participants in the Senior Nutrition Program, annually.	416	425	525	550
3. Total Annual Meals Served	N/A	N/A	N/A	22,320

Department: Parks & Recreation

Division: Cemetery

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Maintenance of Grounds	$ 582,242	$ 580,704	$ 609,798	$ 29,094
Maintenance of Buildings	80,718	44,595	43,171	(1,424)
Cemetery Operations	279,134	305,981	281,267	(24,714)
Total Expenditures	$ 942,094	$ 931,280	$ 934,236	$ 2,956
Full Time Positions	6.00	6.00	6.00	-
Total Direct Revenue	$ 479,435	$ 800,000	$ 514,280	(285,720)

Division Mission

Provide burial and cemetery services in a well maintained customer oriented atmosphere.

Division Highlights

- Continue refinement of our burial practices and customer relations.
- Continue preparation for future installation of new burial sites in the Willow Bend area.
- Continue maintenance of heritage trees.

Division: Cemetery

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Maintenance of Grounds				
Cemetery Worker III	0.90	0.90	0.90	-
Cemetery Worker II	1.80	1.80	1.80	-
Cemetery Worker I	1.00	1.00	1.00	-
Subtotal	**3.70**	**3.70**	**3.70**	**-**
Maintenance of Buildings				
Cemetery Worker III	0.10	0.10	0.10	-
Cemetery Worker II	0.20	0.20	0.20	-
Subtotal	**0.30**	**0.30**	**0.30**	**-**
Cemetery Operations				
Cemetery Operations Superintendent	1.00	1.00	1.00	-
Cemetery Services Clerk	1.00	1.00	1.00	-
Subtotal	**2.00**	**2.00**	**2.00**	**-**
Total Division Positions	**6.00**	**6.00**	**6.00**	**-**

Division: Cemetery

Program: Maintenance of Grounds 093/1162

Program Mission: Provide burial and customer services in a well maintained, park-like setting.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 254,049	$ 251,842	$ 263,292	$ 11,450
Benefits	128,762	139,835	146,455	6,620
Other Operating Expenditures	110,073	98,617	103,284	4,667
Interfund Services	89,358	90,410	96,767	6,357
Total Expenditures	$ 582,242	$ 580,704	$ 609,798	$ 29,094
Full Time Positions	3.70	3.70	3.70	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Mow and trim turf areas once a week.	45	45	45	45
2. Prepare and complete all burials daily.	100%	100%	100%	100%
3. Prune needed trees annually for safety.	100%	100%	100%	100%
4. Cost per acre maintained.	$ 19,465	$ 19,680	$ 17,415	$ 20,438

Division: Cemetery

Program: Maintenance of Buildings 093/1163

Program Mission: Maintain cemetery buildings in a clean and proper manner in keeping with City standards.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 20,255	$ 21,005	$ 19,969	$ (1,036)
Benefits	10,631	11,518	11,827	309
Other Operating Expenditures	49,093	11,365	10,465	(900)
Interfund Services	739	707	910	203
Total Expenditures	$ 80,718	$ 44,595	$ 43,171	$ (1,424)
Full Time Positions	0.30	0.30	0.30	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Clean and maintain all buildings daily.	100%	100%	100%	100%
2. Cost per square foot maintained.	$ 3.10	$ 8.38	$ 3.35	$ 3.01

Division: Cemetery

Program: Cemetery Operations 093/1164

Program Mission: Provide exemplary cemetery services and maintain excellent customer relations on behalf of the City.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 133,761	$ 155,807	$ 158,561	$ 2,754
Benefits	47,067	49,941	53,754	3,813
Other Operating Expenditures	3,710	3,795	3,795	-
Interfund Services	94,596	96,438	65,157	(31,281)
Total Expenditures	$ 279,134	$ 305,981	$ 281,267	$ (24,714)
Full Time Positions	2.00	2.00	2.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Cemetery existing capacity remaining (est.).	2%	2%	2%	1%
2 Development of In Ground Spaces	80	0	0	0
3. Development of Niche Bank Spaces	80	0	0	50

This page intentionally left blank.

Library

Administration

Youth & Extension Services

Adult Services

Collection Services

Support Services

Santa Clara
All-America City
2001

Library Department

Department Summary	2011-12 Actuals	2012-13 Adopted	2013-14 Budget
Administration	$ 404,384	$ 406,382	$ 422,853
Youth & Extension Services	1,483,428	1,547,065	2,228,478
Adult Services	2,766,395	2,888,806	3,029,655
Collection Services	671,508	709,924	723,304
Support Services	1,103,704	1,144,459	1,220,329
Total Department Expenditures	$ 6,429,419	$ 6,696,636	$ 7,624,619
Total Full Time Positions	42.00	42.00	46.50
Total Department Revenue	$ 214,543	$ 212,000	$ 212,000

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.

Department Overview

During these challenging economic times, the Library Department has positioned itself as a dynamic provider of educational and recreational information to the Santa Clara community. The 2011-12 fiscal year saw 1.4 million visitors check out 2.4 million items at the Central Park Library and Mission Library Family Reading Center. A new 17,000 square foot branch to serve Northside residents is scheduled to open in Winter 2013.

Library collections and services reflect the diverse, changing needs and interests of Silicon Valley. Books and audiobooks now are offered through the library in digital, as well as traditional formats. Free computer classes taught by Library staff teach citizens how to use emerging technologies to better their professional and personal lives. An extensive genealogy and local history section attracts researchers nationwide. Multiple weekly storytimes draw capacity crowds, and introduce early literacy skills, while promoting the joy of reading to children and their families. Electronic databases are available through the Library's website 24/7, and allow citizens to do research, learn a new language, or receive homework help online free of charge. Partnerships with other local agencies allow the Library to maximize its community impact.

The Library has responded to the changing economic climate with new programs to meet community needs. In 2012, the Library received a federal grant to provide career counseling, computer training, and resume assistance to aid job seekers.

Mission Library Family Reading Center is home to Read Santa Clara, the Library's adult literacy program. Adults wishing to improve their reading and writing skills can receive free, confidential tutoring from a literacy volunteer.

Staff continually seek innovative ways to deliver exemplary customer service, and strive to provide a welcoming and accessible environment for our richly diverse community.

Library Department (continued)

Resource Level Changes

The City Council authorized 4.5 new positions to staff the soon-to-open Northside Branch Library. The positions include Library Program Coordinator, Librarian II, Library Asistant I, and Library Assistant II.

Divisions and Programs

Administration
- Administration

Youth & Extension Services
- Youth Services
- Young Adult
- Mission Library
- Extension Services
- Northside Branch Library

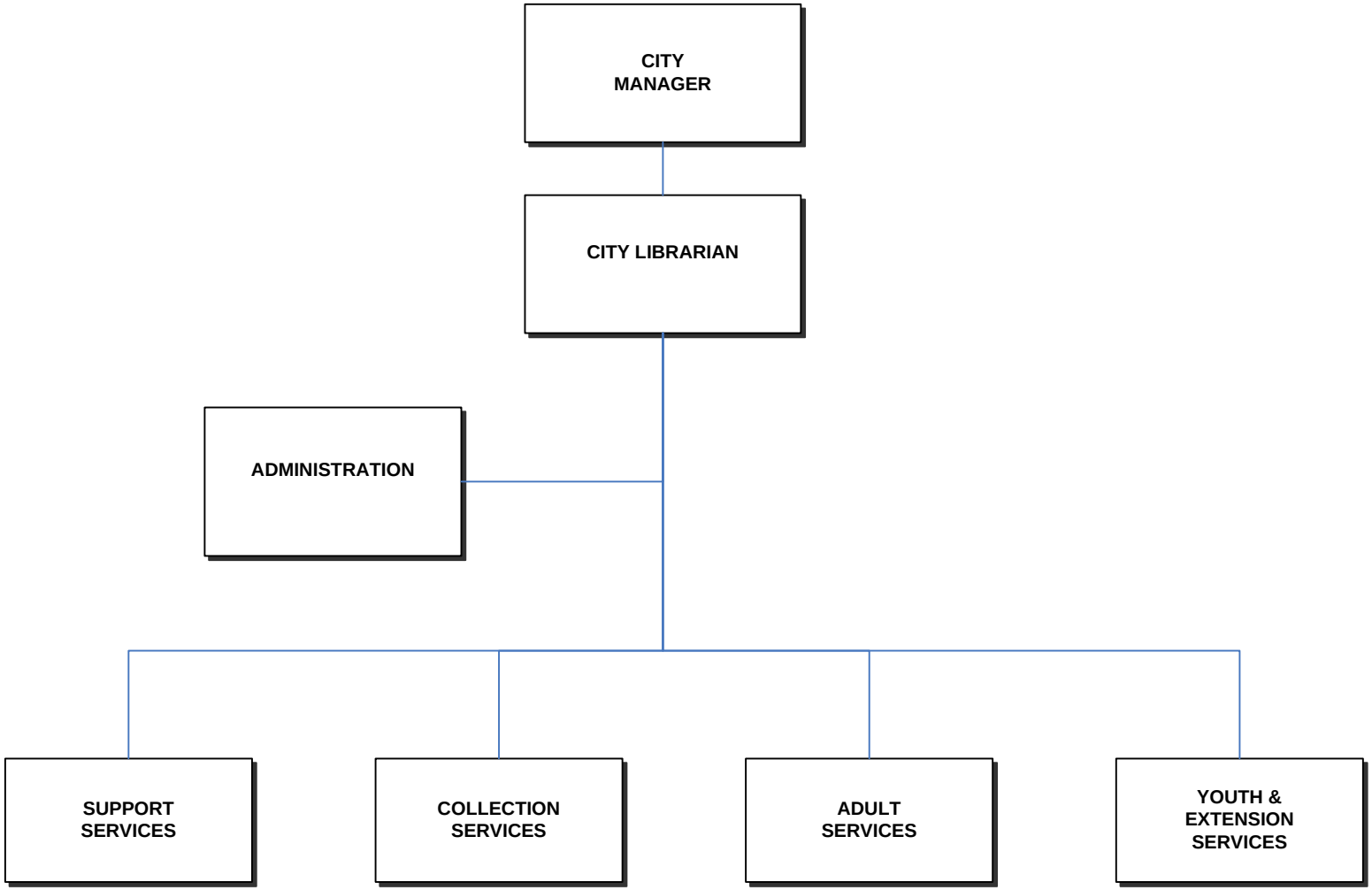
Adult Services
- Reference and Adult Collections
- Periodicals
- Local History
- Circulation

Collection Services
- Technical Services
- Collection Management

Support Services
- Facilities
- Technology

CITY OF SANTA CLARA

LIBRARY DEPARTMENT



Library Department (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions 2012-13 Adopted	No. of Positions 2013-14 Budget	Salary 2012-13 Adopted	Salary 2013-14 Budget
Uncl	City Librarian	1.00	1.00	179,916	179,916
Uncl	Assistant City Librarian	1.00	1.00	-	-
Uncl	Library Division Manager - Youth & Extension Services	1.00	1.00	108,852	108,852
Uncl	Library Division Manager - Support Services	1.00	1.00	114,336	114,336
Uncl	Library Division Manager - Collection Services	1.00	1.00	-	-
A34	Library Program Coordinator - Youth Services/Local History	2.00	2.00	210,684	210,901
A34	Library Program Coordinator	-	1.00	-	77,253
A34	Library Program Coordinator - Reference	1.00	1.00	107,099	106,620
A34	Library Program Coordinator - Cataloging	1.00	1.00	106,620	106,620
A34	Library Program Coordinator - Technology	1.00	1.00	103,810	104,064
A30	Librarian I/II	8.00	9.00	626,676	686,660
A28	Library Circulation Supervisor	1.00	1.00	72,108	72,108
A28	Literacy Program Supervisor	1.00	1.00	89,760	89,760
A25	Senior Library Assistant	5.00	5.00	335,472	335,472
A25	Library Technology Assistant	1.00	1.00	81,348	81,348
A20	Library Assistant I/II	13.00	15.50	847,134	940,327
A20	Literacy Student/Tutor Coordinator	1.00	1.00	73,980	73,980
A18	Office Specialist II	0.50	0.50	-	-
A15	Library Material Mender/Processor	1.00	1.00	67,116	67,116
A12	Literacy Advocate	0.50	0.50	28,012	29,492
	Premium			10,958	16,410
	Reserve			-	-
	Salary & Wages-Regular	42.00	46.50	3,163,881	3,401,235
	Salary & Wages-As Needed	-	-	769,999	813,285
	Salary & Wages-Overtime/Vacation Relief	-	-	22,121	22,121
	Furlough			(126,556)	(29,416)
	Total	**42.00**	**46.50**	**$ 3,829,445**	**$ 4,207,225**

Department: Library

Division: Administration

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Administration	$ 404,384	$ 406,382	$ 422,853	$ 16,471
Total Expenditures	$ 404,384	$ 406,382	$ 422,853	$ 16,471
Full Time Positions	3.00	3.00	3.00	-
Total Direct Revenue	$ 10,264	$ -	$ -	$ -

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 Highlights

- Update the Library's strategic plan through a collaborative effort among Library staff, the Board of Library Trustees, and community stakeholders, incorporating the responses from the Winter 2013 Santa Clara Library users' survey.
- Promote implementation of technology upgrades and enhancements to provide responsive, patron-centric service to the Santa Clara community.
- Collaborate with departments city-wide to implement programs that support the City Council Principles and Priorities.
- Monitor the final phase of the construction of the Northside Branch Library and close the punch list.
- Assure that new furniture, shelving, and equipment is ordered and installed per budget and schedule.
- Provide for the Grand Opening celebrations.
- Assure appropriate staffing levels, numbers and skills for the operation of the Northside Branch Library.
- Establish new policies and procedures for all public services in the Northside Branch Library.

Division: Administration

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Administration				
City Librarian	1.00	1.00	1.00	-
Assistant City Librarian	0.50	0.50	0.50	-
Senior Library Assistant	1.00	1.00	1.00	-
Office Specialist II	0.50	0.50	0.50	-
Subtotal	**3.00**	**3.00**	**3.00**	**-**
Total Division Positions	**3.00**	**3.00**	**3.00**	**-**

Division: Administration

Program: Administration

Number: 001/1221

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 258,130	$ 254,816	$ 263,021	$ 8,205
Benefits	101,693	107,617	116,540	8,923
Other Operating Expenditures	30,482	30,674	30,208	(466)
Interfund Services	14,079	13,275	13,084	(191)
Total Expenditures	$ 404,384	$ 406,382	$ 422,853	$ 16,471
Full Time Positions	3.00	3.00	3.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of hours Library facilities are open to the public annually	3,887	3,951	4,000	4,000
2. Number of patron visits to Library facilities annually	1,459,630	1,449,105	1,400,000	1,400,000

Department: Library

Division: Youth & Extension Services

Major Programs	2011-12 Actual	2012-13 Adopted	2013-14 Budget	Budget Change
Youth Services	$ 725,241	$ 744,078	$ 774,670	$ 30,592
Young Adult	94,795	99,424	103,322	3,898
Mission Library	528,441	541,802	567,285	25,483
Extension Services	134,951	161,761	144,591	(17,170)
Northside Branch Library	-	-	638,610	638,610
Total Expenditures	$ 1,483,428	$ 1,547,065	$ 2,228,478	$ 681,413
Full Time Positions	11.25	11.25	15.75	4.50
Total Direct Revenue	$ 6,023	$ -	$ -	$ -

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 Highlights

- Deliver tutoring services to English-speaking adults with limited literacy skills, targeting adults who need stronger literacy skills for employment.
- 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 adults with special needs.
- 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.
- 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.

Division: Youth & Extension Services

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Youth Services				
Library Division Manager - Youth & Extension Srvcs	0.50	0.50	0.50	-
Library Program Coordinator-Youth	1.00	1.00	1.00	-
Librarian I/II	2.44	2.44	2.44	-
Library Assistant I/II	0.56	0.56	0.56	-
Subtotal	**4.50**	**4.50**	**4.50**	**-**
Young Adult				
Library Division Manager - Youth & Extension Srvcs	0.10	0.10	0.10	-
Librarian I/II	0.56	0.56	0.56	-
Subtotal	**0.66**	**0.66**	**0.66**	**-**
Mission Library				
Library Division Manager - Youth & Extension Srvcs	0.30	0.30	0.30	-
Library Assistant I/II	1.00	1.00	1.00	-
Literacy Program Supervisor	1.00	1.00	1.00	-
Literacy Student/Tutor Coordinator	1.00	1.00	1.00	-
Literacy Advocate	0.50	0.50	0.50	-
Subtotal	**3.80**	**3.80**	**3.80**	**-**
Extension Services				
Library Division Manager - Youth & Extension Srvcs	0.10	0.10	0.10	-
Librarian I/II	-	-	-	-
Library Program Coordinator - Outreach Services	-	-	-	-
Senior Library Assistant	1.00	1.00	1.00	-
Library Assistant I/II	1.19	1.19	1.19	-
Subtotal	**2.29**	**2.29**	**2.29**	**-**
Northside Branch Library				
Library Program Coordinator	-	-	1.00	1.00
Librarian II	-	-	1.00	1.00
Library Assistant I/II	-	-	2.50	2.50
	-	**-**	**4.50**	**4.50**
Total Division Positions	**11.25**	**11.25**	**15.75**	**4.50**

Division: Youth & Extension Services

Program: Youth Services

Number: 001/1231

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 438,010	$ 450,979	$ 464,152	$ 13,173
Benefits	123,278	141,098	152,544	11,446
Other Operating Expenditures	148,079	137,543	136,690	(853)
Interfund Services	15,874	14,458	21,284	6,826
Total Expenditures	$ 725,241	$ 744,078	$ 774,670	$ 30,592
Full Time Positions	4.50	4.50	4.50	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of programs for children and parents offered	280	215	250	250
2. Number of reference and reader's advisory questions answered annually	36,743	40,179	35,000	35,000
3. Number of participants registered in Summer Reading Club	2,927	2,758	2,800	2,800
4. Number of children and adults attending programs	32,032	27,148	30,000	30,000

Division: Youth & Extension Services

Program: Young Adult

Number: 001/1232

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.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 54,656	$ 57,677	$ 59,210	$ 1,533
Benefits	23,358	25,778	27,618	1,840
Other Operating Expenditures	13,208	11,965	12,040	75
Interfund Services	3,573	4,004	4,454	450
Total Expenditures	$ 94,795	$ 99,424	$ 103,322	$ 3,898
Full Time Positions	0.66	0.66	0.66	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of Young Adult programs offered	42	43	25	20
2. Number of Young Adult items circulated	81,376	76,283	75,000	75,000
3. Number of participants in the Teen Summer Reading Program	922	872	800	800

Division: Youth & Extension Services

Program: Mission Library

Number: 001/1233

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, as well as provide free basic literacy instruction to English-speaking adults in the City of Santa Clara.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 318,574	$ 325,167	$ 336,527	$ 11,360
Benefits	128,888	137,871	149,504	11,633
Other Operating Expenditures	67,279	66,227	65,150	(1,077)
Interfund Services	13,700	12,537	16,104	3,567
Total Expenditures	$ 528,441	$ 541,802	$ 567,285	$ 25,483
Full Time Positions	3.80	3.80	3.80	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of items circulated	27,269	25,117	26,000	26,000
2. Number of programs for children and parents	21	16	11	11
3. Number of participants registered in Summer Reading Club	216	159	200	200
4. Number of matched literacy pairs	71	68	75	75
5. Number of children and adults attending programs	683	478	400	400

Division: Youth & Extension Services

Program: Extension Services

Number: 001/1234

Program Mission: Provide programs, services, and collections of materials for the informational, cultural, educational, technical, and entertainment interest of the community at Santa Clara schools, senior facilities, and neighborhood locations through outreach and volunteer services.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 85,167	$ 101,148	$ 88,154	$ (12,994)
Benefits	40,544	50,999	49,598	(1,401)
Other Operating Expenditures	-	525	475	(50)
Interfund Services	9,240	9,089	6,364	(2,725)
Total Expenditures	$ 134,951	$ 161,761	$ 144,591	$ (17,170)
Full Time Positions	2.29	2.29	2.29	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of homebound patrons served each month	14	18	20	20
2. Number of programs for adults	10	11	11	11
3. Number of volunteer hours	15,358	13,681	17,000	15,000

Division: Youth & Extension Services

Program: Northside Branch Library **Number: 001/1235**

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget*	Budget Change
Salaries	$ -	$ -	$ 279,634	$ 279,634
Benefits	-	-	137,086	137,086
Other Operating Expenditures	-	-	221,890	221,890
Interfund Services	-	-	-	-
Total Expenditures	$ -	$ -	$ 638,610	$ 638,610
Full Time Positions	-	-	-	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget*
1. Number of items circulated	N/A	N/A	N/A	250,000
2 Number of programs for children and/or adults	N/A	N/A	N/A	120
3 Number of children and/or adults attending programs	N/A	N/A	N/A	2,700
4. Number of participants registered in the Summer Reading Program	N/A	N/A	N/A	500

* Reflects a grand opening in December 2013 with a 7-month operation in 2013-14.

Department: Library

Division: Adult Services

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Reference and Adult Collections	$ 886,130	$ 916,493	$ 1,107,659	$ 191,166
Adult Collections	147,752	146,325	-	(146,325)
Periodicals	163,780	181,637	186,412	4,775
Local History	152,151	157,652	165,353	7,701
Circulation	1,416,582	1,486,699	1,570,231	83,532
Total Expenditures	$ 2,766,395	$ 2,888,806	$ 3,029,655	$ 140,849
Full Time Positions	17.75	17.75	17.75	-
Total Direct Revenue	$ 198,256	$ 212,000	$ 212,000	$ -

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 Highlights

- Provide outreach to area residents by participating in a community reading program, offering an Adult Summer Reading Program, and providing services to seniors and the homebound.
- Offer new and returning popular, informative, and cultural programming for the community, including an ESL conversation club.
- Teach Internet classes to educate the public and promote awareness of resources, including job search and emerging technologies, such as Twitter, LinkedIn, and Facebook.
- Cultivate community partnerships through presenting joint classes, programs, book discussions, and workshops, both at the Library and offsite.
- Present e-book classes and workshops, teaching how to use the variety of devices and how to access digital books for reading and listening.
- Evaluate the adult collections for currency and relevance, enabling some shifting of the collection to provide more study space for patrons.
- Recruit volunteers to transcribe some of the Library's oral history videotapes.

Division: Adult Services

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Reference and Adult Collections*				
Library Program Coordinator-Reference	1.00	1.00	1.00	-
Librarian I/II	4.50	4.50	4.50	-
Subtotal	**5.50**	**5.50**	**5.50**	**-**
Periodicals				
Senior Library Assistant	1.00	1.00	1.00	-
Subtotal	**1.00**	**1.00**	**1.00**	**-**
Local History				
Library Program Coordinator - Local History	1.00	1.00	1.00	-
Subtotal	**1.00**	**1.00**	**1.00**	**-**
Circulation				
Library Circulation Supervisor	1.00	1.00	1.00	-
Senior Library Assistant	1.00	1.00	1.00	-
Library Assistant I/II	8.25	8.25	8.25	-
Subtotal	**10.25**	**10.25**	**10.25**	**-**
Total Division Positions	**17.75**	**17.75**	**17.75**	**-**

* Title change from Reference to Reference and Adult Collections effective 7/1/2013, reflecting consolidation of the Adult Collections program into the Reference program.

Division: Adult Services
Program: Reference and Adult Collections
Number: 001/1241

Program Mission: Provide and manage information and reference services for a culturally diverse community, in person, by phone and electronically. Select circulating and reference materials in a variety of formats to provide a balanced collection that reflects diverse viewpoints; provide access to all materials without restriction.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 544,050	$ 567,723	$ 586,535	$ 18,812
Benefits	206,118	224,113	244,369	20,256
Other Operating Expenditures	112,118	103,925	248,275	144,350
Interfund Services	23,844	20,732	28,480	7,748
Total Expenditures	$ 886,130	$ 916,493	$ 1,107,659	$ 191,166
Full Time Positions	5.50	5.50	5.50	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of reference and reader's advisory questions answered annually	75,706	129,602	55,000	75,000
2. Number of programs offered to adults	189	241	65	90
3. Total attendance at programs offered to adults	4,947	8,003	2,500	4,000

Division: Adult Services
Program: Adult Collections
Number: 001/1242

Programs 001/1241 and 001/1242 are to be consolidated 7.1.2013 to reflect current staffing levels.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 2,594	-	-	-
Benefits	-	-	-	-
Other Operating Expenditures	143,930	144,200	-	(144,200)
Interfund Services	1,228	2,125	-	(2,125)
Total Expenditures	$ 147,752	$ 146,325	-	$ (146,325)
Full Time Positions	-	-	-	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
This program has no reportable performance measures.				

Division: Adult Services
Program: Periodicals
Number: 001/1243

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 98,589	$ 102,329	$ 104,901	$ 2,572
Benefits	35,145	37,353	40,567	3,214
Other Operating Expenditures	23,986	36,153	34,568	(1,585)
Interfund Services	6,060	5,802	6,376	574
Total Expenditures	$ 163,780	$ 181,637	$ 186,412	$ 4,775
Full Time Positions	1.00	1.00	1.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of periodicals checked in and processed annually	9,787	791	750	7,000
2. Number of requests for Service resolved by Periodicals staff annually	NA	714	400	6,000

Division: Adult Services
Program: Local History
Number: 001/1244

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 102,861	$ 102,643	$ 105,845	$ 3,202
Benefits	41,573	43,989	47,842	3,853
Other Operating Expenditures	1,959	5,375	5,240	(135)
Interfund Services	5,758	5,645	6,426	781
Total Expenditures	$ 152,151	$ 157,652	$ 165,353	$ 7,701
Full Time Positions	1.00	1.00	1.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of programs presented/sponsored annually	40	28	20	20
2. Number of displays developed annually	8	5	5	5
3. Research inquiries answered annually	3,639	3,520	3,000	3,000

Division: Adult Services

Program: Circulation **Number: 001/1245**

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 services.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 1,043,181	$ 1,080,505	$ 1,109,035	$ 28,530
Benefits	288,956	350,967	382,526	31,559
Other Operating Expenditures	40,251	16,520	30,675	14,155
Interfund Services	44,194	38,707	47,995	9,288
Total Expenditures	$ 1,416,582	$ 1,486,699	$ 1,570,231	$ 83,532
Full Time Positions	10.25	10.25	10.25	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of items circulated annually	2,500,614	2,500,438	2,400,000	2,400,000
2. Number of patrons registered annually	14,845	14,173	14,000	14,000

Department: Library

Division: Collection Services

Major Programs	2011-12 Actual	2012-13 Adopted	2013-14 Budget	Budget Change
Technical Services	$ 542,632	$ 582,957	$ 593,630	$ 10,673
Collection Management	128,876	126,967	129,674	2,707
Total Expenditures	$ 671,508	$ 709,924	$ 723,304	$ 13,380
Full Time Positions	7.00	7.00	7.00	-
Total Direct Revenue	$ -	$ -	$ -	$ -

Division Mission

Select, acquire, process, and organize a balanced collection of materials which reflect diverse points of view in a variety of formats, ensuring access without restriction; expand access to materials through resource sharing; promote use of collections via displays, programs, and the Library website; monitor timely expenditure of the Library materials budget.

Division Highlights

- Implement RDA (new cataloging rules) in day-to-day workflow.
- Implement cost-savings benefits by purchasing pre-processed Library materials (DVD's purchased, cataloged and processed).
- Continue to expand the e-book collection.
- Implement cost-savings benefits by taking a load table class from Innovative to learn how to locally create additional load tables for downloading cataloging records.
- Explore ways to facilitate the ordering process for grant materials.

Division: Collection Services

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Technical Services				
Library Program Coordinator-Cataloging	1.00	1.00	1.00	-
Librarian I/II	0.50	0.50	0.50	-
Library Assistant I/II	1.50	1.50	1.50	-
Library Material Mender/Processor	1.00	1.00	1.00	-
Subtotal	**4.00**	**4.00**	**4.00**	**-**
Collection Management				
Assistant City Librarian	0.50	0.50	0.50	-
Library Division Manager - Collection Srvcs	1.00	1.00	1.00	-
Senior Library Assistant	1.00	1.00	1.00	-
Library Assistant I/II	0.50	0.50	0.50	-
Subtotal	**3.00**	**3.00**	**3.00**	**-**
Total Division Positions	**7.00**	**7.00**	**7.00**	**-**

Division: Collection Services
Program: Technical Services
Number:001/1251

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 322,005	$ 356,380	$ 368,605	$ 12,225
Benefits	128,751	128,618	140,660	12,042
Other Operating Expenditures	75,721	83,160	67,050	(16,110)
Interfund Services	16,155	14,799	17,315	2,516
Total Expenditures	$ 542,632	$ 582,957	$ 593,630	$ 10,673
Full Time Positions	4.00	4.00	4.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of items added to the collection each month.	3,344	2,745	2,000	2,000

Division: Collection Services
Program: Collection Management
Number: 001/1254

Formally Program 1242 in Adult Services Division

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 85,359	$ 79,985	$ 82,539	$ 2,554
Benefits	34,761	38,310	41,550	3,240
Other Operating Expenditures	2,450	2,185	150	(2,035)
Interfund Services	6,306	6,487	5,435	(1,052)
Total Expenditures	$ 128,876	$ 126,967	$ 129,674	$ 2,707
Full Time Positions	3.00	3.00	3.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Books held per capita	3.06	2.98	3.00	3.00
2. Total items per capita	3.48	3.39	3.40	3.40
3. Library materials expenditures per capita	$ 3.80	$ 4.15	$ 3.80	$ 3.80

Department: Library

Division: Support Services

Major Programs	2011-12 Actual	2012-13 Adopted	2013-14 Budget	Budget Change
Facilities	$ 659,911	$ 708,101	$ 721,529	$ 13,428
Technology	443,793	436,358	498,800	62,442
Total Expenditures	$ 1,103,704	1,144,459	$ 1,220,329	$ 75,870
Full Time Positions	3.00	3.00	3.00	-
Total Direct 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 Highlights

- Increase the number of study tables and Internet/computer workstations for patrons through consolidation of public service desks, relocation of designated resources, and conversion/reuse of existing shelving materials.
- Implement circulation auto notices 7 days/week to provide enhanced customer service.
- Implement holds on Chromebooks to allow more equitable access to this limited resource.
- Increase patron access to Library materials by allowing holds on available items.
- Implement PIN access to strengthen patron security.
- Migrate staff workstations to Windows 7.
- Implement Boopsie smart phone app for patron use.
- Implement Zinio magazine app.
- Migrate library printers to City server.
- Purchase and implement technology resources for Northside Branch.
- Collaborate with Santa Clara Police Department to integrate Central Park Library security access badge into City-wide access badge system, assuring standardization of the security system and CCTV system into Central Communications.
- Replace existing public water fountains with enhanced model providing water bottle functionality.
- Collaborate with Building Maintenance to fabricate tables from dismantled shelving units.

Division: Support Services

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Facilities				
Library Division Manager - Support Srvcs	1.00	1.00	1.00	-
Subtotal	**1.00**	**1.00**	**1.00**	**-**
Technology				
Library Program Coordinator-Technology	1.00	1.00	1.00	-
Library Technology Assistant	1.00	1.00	1.00	-
Subtotal	**2.00**	**2.00**	**2.00**	**-**
Total Division Positions	**3.00**	**3.00**	**3.00**	**-**

Division: Support Services
Program: Facilities
Number: 001/1271

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 122,027	$ 122,051	$ 125,293	$ 3,242
Benefits	49,110	51,888	55,681	3,793
Other Operating Expenditures	482,773	528,175	533,290	5,115
Interfund Services	6,001	5,987	7,265	1,278
Total Expenditures	$ 659,911	$ 708,101	$ 721,529	$ 13,428
Full Time Positions	1.00	1.00	1.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of safety inspections made annually	12	12	12	12
2. Percent of facility issues resolved within 48 hours of report	98%	99%	99%	99%

Division: Support Services
Program: Technology
Number: 001/1272

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 222,413	$ 228,042	$ 233,774	$ 5,732
Benefits	75,115	80,244	87,205	6,961
Other Operating Expenditures	136,268	118,635	166,020	47,385
Interfund Services	9,997	9,437	11,801	2,364
Total Expenditures	443,793	$ 436,358	$ 498,800	$ 62,442
Full Time Positions	2.00	2.00	2.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of problem reports responded to within 24 hours of receipt	100%	100%	100%	100%
2. Number of tickets/requests for services resolved by Technology Staff	1,489	1,722	600	600
3. Number of tickets/request for services resolved by Technology Aides	14,956	15,643	10,000	10,000
4. Number of Library public computer users	40,706	136,961	108,000	108,000
5. Number of Public laptop users	21,370	59,171	10,000	10,000

This page intentionally left blank.

Planning and Inspection

Planning

Building Inspection

Housing and Community Services

Santa Clara
All-America City
2001

Planning and Inspection Department

Department Summary	2011-12 Actuals	2012-13 Adopted	2013-14 Budget
Planning	$ 1,698,898	$ 2,262,379	$ 2,296,737
Building Inspection	3,026,238	3,085,887	3,527,516
Housing and Community Services	944,681	1,011,586	1,061,892
Total Department Expenditures	$ 5,669,817	$ 6,359,852	$ 6,886,145
Total Full Time Positions	40.00	40.00	40.00
Total Department Revenue	$ 12,391,452	$ 5,335,894	$ 5,892,894

Department Mission

Plan for and review the development and maintenance of the privately owned, physical environment of the City.

Department Overview

The Department's primary purpose is to ensure that the construction and use of private property conforms to the standards of the City and State. The Department acts as an advisor to the City's decision-makers in this area and carries out the policies of the City Council. Santa Clara's policies and standards are contained in the General Plan, Zoning Ordinance and Uniform Building Code. Plans for new structures are reviewed and inspections of construction are made to verify the safety and basic quality of work.

The Department is also responsible for administration of federal grants for housing and community development through the CDBG and HOME funds programs. The Housing and Community Services Division also administers the remaining City Redevelopment Agency's Low Income Housing Set-Aside Funds. The funds enable Santa Clara to provide services and assistance to lower income residents.

Enhancement of the development permit process continues as a primary objective of the Department with a focus on making the permitting system accessible on the Internet and more useful to all City departments dealing with infrastructure and development.

We will continue to provide responsive customer service within a challenging financial environment. The Department is anticipating an increase in planning and permitting activity as the economy continues to grow.

Resource Level Changes

One position reclassification was approved for 2013-14. The Historical Resources Coordinator position was reclassifed to Principal Planner.

Divisions and Programs

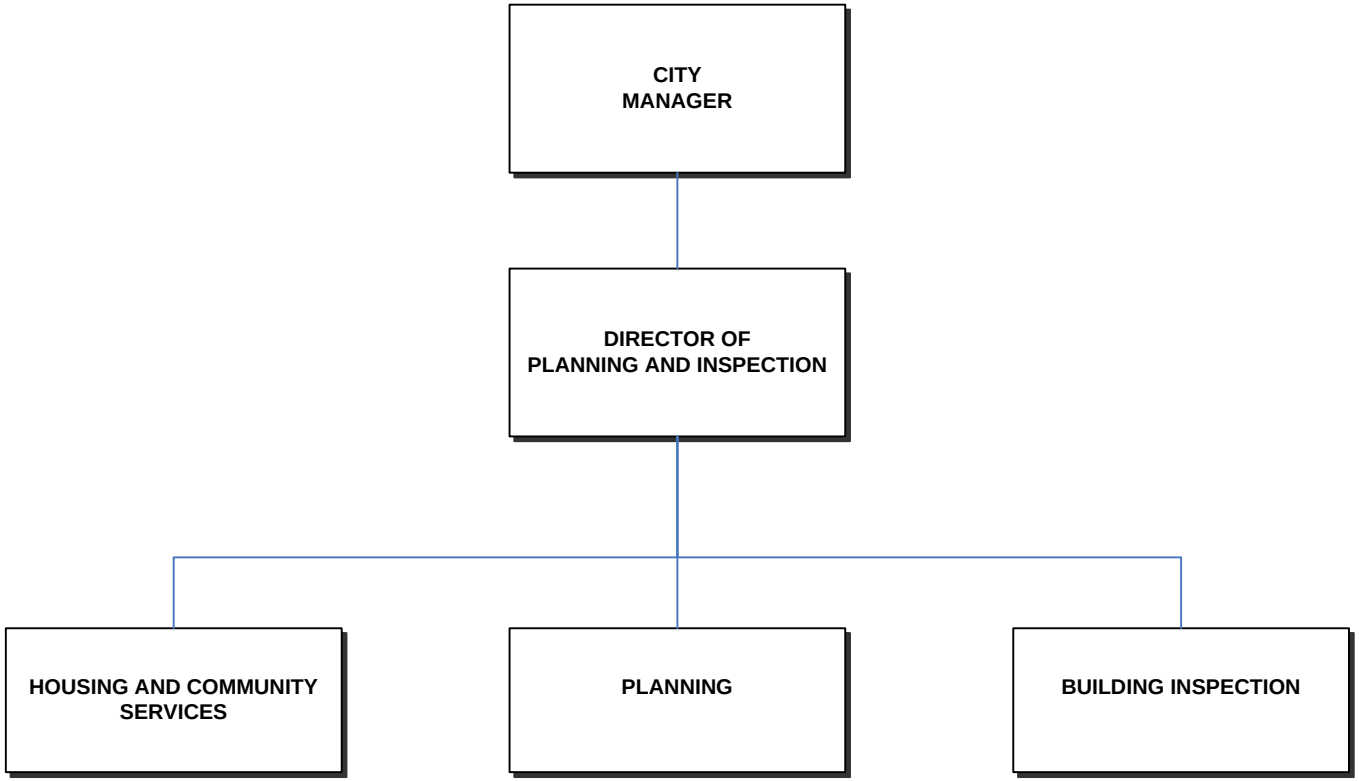
Planning
- Current Planning
- Advanced Planning
- Planning Services
- Enforcement Services

Building Inspection
- Permit Services
- Field Inspection
- Housing Inspection

Housing and Community Services
- Federal & State Grant Administration
- Neighborhood Conservation & Improvement
- Community Development Projects
- Affordable Housing

CITY OF SANTA CLARA

PLANNING AND INSPECTION DEPARTMENT



Planning and Inspection Department (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions 2012-13 Adopted	No. of Positions 2013-14 Budget	Salary 2012-13 Adopted	Salary 2013-14 Budget
General (001) Fund					
Uncl	Director of Planning and Inspection	1.00	1.00	$ 196,151	$ 196,151
Uncl	Housing & Community Services Division Manager	1.00	1.00	150,240	150,240
Uncl	Building Official	1.00	1.00	168,252	168,252
Uncl	City Planner	1.00	1.00	136,669	136,669
Uncl	Permit Center Manager	1.00	1.00	147,600	147,600
Uncl	Historic Resources Coordinator	1.00	-	-	-
Uncl	Principal Planner	-	1.00	-	116,184
Uncl	Housing Development Officer	1.00	1.00	103,392	103,392
Uncl	Inspection Manager	1.00	1.00	129,660	129,660
Uncl	Development Review Officer	1.00	1.00	129,300	129,300
A41	Senior Plans Examiner	1.00	1.00	109,701	115,065
A39	Senior Inspector - Electrical	1.00	1.00	110,134	115,519
A39	Senior Inspector - Building	1.00	1.00	94,200	115,975
A39	Plans Examiner	2.00	2.00	237,648	237,648
A37	Combination Inspector	6.00	6.00	638,512	629,305
A36	Associate Planner	4.00	4.00	444,239	424,550
A35	Housing Inspector	1.00	1.00	104,064	104,064
A34	Staff Analyst II	1.00	1.00	106,620	83,340
A32	Staff Analyst	1.00	1.00	96,456	96,456
A31	Assistant Planner II	1.00	1.00	92,751	94,200
A27	Senior Permit Technician	1.00	1.00	87,552	87,552
A24	Office Specialist IV	1.00	1.00	74,513	78,380
A23	Permit Technician	2.00	2.00	156,649	147,249
A23	Code Enforcement Technician	1.00	1.00	74,817	78,604
A22	Office Specialist III	2.00	2.00	124,513	130,654
A19	Customer Service Representative-Permit Center	1.00	1.00	70,416	70,416
A18	Office Specialist II	4.00	4.00	208,558	207,984
	Premium			197,112	13,710
	Reserve			-	-
	Salary & Wages-Regular	40.00	40.00	4,189,719	4,108,119
	Salary & Wages-As Needed			37,174	237,174
	Salary & Wages-Overtime/Vacation Relief			5,000	20,000
	Furlough			(159,344)	(36,727)
	DEPARTMENT TOTAL	**40.00**	**40.00**	**$ 4,072,549**	**$4,328,566**

Department: Planning & Inspection

Division: Planning

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Current Planning	$ 693,916	$ 1,029,593	$ 932,531	$ (97,062)
Advanced Planning	328,711	453,535	511,120	57,585
Planning Services	392,989	456,066	476,336	20,270
Enforcement Services	283,282	323,185	376,750	53,565
Total Expenditures	$ 1,698,898	$ 2,262,379	$ 2,296,737	$ 34,358
Full Time Positions	13.00	13.00	13.00	-
Total Direct Revenue	$ 546,837	$ 220,000	$ 350,000	$ 130,000

Division Mission

Plan for and review the development and maintenance of the privately and publically owned, physical environment of the City.

Division Highlights

- ❑ Review the ongoing construction and completion of approved development projects.
- ❑ Continue streamlining the development permit process through new technologies (new permit system, GIS, SharePoint) and the Internet.
- ❑ Continue implementation of the City's affordable housing programs.
- ❑ Support planning and implementation for revitalization of the City's economic development efforts.
- ❑ Update the City's Zoning Code.
- ❑ Continue work with VTA on planning for transit services.
- ❑ Provide support for stadium planning, constructions, implementation efforts.
- ❑ Provide support for CEQA/NEPA review of City and Redevelopment Agency Capital projects, affordable housing and other public projects.
- ❑ Support the City's historic preservation efforts.
- ❑ Provide code enforcement that responds to community concerns and supports zoning code regulations.
- ❑ Completion of the City's Climate Action Plan
- ❑ Update the City's Housing Element for 2014-2022
- ❑ Complete the update to the City's Single Family Design Guidelines

Division: Planning

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Current Planning				
Director of Planning and Inspection	0.40	0.40	0.40	-
City Planner	0.40	0.40	0.40	-
Development Review Officer	0.20	0.20	0.20	-
Historic Resources Coordinator	1.00	1.00	-	(1.00)
Principal Planner	-	-	1.00	1.00
Associate Planner	1.60	1.60	1.20	(0.40)
Assistant Planner II	0.50	0.50	1.00	0.50
Office Specialist IV	0.40	0.40	0.40	-
Office Specialist II	1.00	1.00	1.00	-
Subtotal	**5.50**	**5.50**	**5.60**	**0.10**
Advanced Planning				
Director of Planning and Inspection	0.20	0.20	0.20	-
City Planner	0.20	0.20	0.20	-
Development Review Officer	0.20	0.20	0.20	-
Associate Planner	1.00	1.00	0.60	(0.40)
Assistant Planner II	0.20	0.20	0.40	0.20
Office Specialist IV	0.20	0.20	0.20	-
Office Specialist II	0.40	0.40	0.40	-
Subtotal	**2.40**	**2.40**	**2.20**	**(0.20)**
Planning Services				
Director of Planning and Inspection	0.20	0.20	0.20	-
City Planner	0.20	0.20	0.20	-
Development Review Officer	0.40	0.40	0.40	-
Associate Planner	1.20	1.20	0.90	(0.30)
Assistant Planner II	0.20	0.20	0.40	0.20
Office Specialist IV	0.20	0.20	0.20	-
Office Specialist II	0.40	0.40	0.40	-
Subtotal	**2.80**	**2.80**	**2.70**	**(0.10)**
Enforcement Services				
Director of Planning and Inspection	0.20	0.20	0.20	-
City Planner	0.20	0.20	0.20	-
Development Review Officer	0.20	0.20	0.20	-
Associate Planner	0.20	0.20	0.30	0.10
Code Enforcement Technician	1.00	1.00	1.00	-
Assistant Planner II	0.10	0.10	0.20	0.10
Office Specialist IV	0.20	0.20	0.20	-
Office Specialist II	0.20	0.20	0.20	-
Subtotal	**2.30**	**2.30**	**2.50**	**0.20**
Total Division Positions	**13.00**	**13.00**	**13.00**	**0.00**

Division: Planning

Program: Current Planning

Number: 001/5522

Program Mission: Maintain and improve the development review process in cooperation with customers, other City departments and outside agencies, conduct environmental and land use review and support the activities of the Planning Commission and the City Council.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 438,287	$ 684,729	$ 579,011	$ (105,718)
Benefits	173,467	253,913	255,056	1,143
Other Operating Expenditures	55,242	63,912	65,157	1,245
Interfund Services	26,920	27,039	33,307	6,268
Total Expenditures	$ 693,916	$ 1,029,593	$ 932,531	$ (97,062)
Full Time Positions	5.50	5.50	5.60	0.10

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Process applications to the Planning Commission within an average of 6 weeks of deeming the application complete.	92%	93%	90%	90%
2. Number of projects forwarded to the Planning Commission.	26	59	50	60

Division: Planning

Program: Advanced Planning

Number: 001/5523

Program Mission: Maintain and update the General Plan, monitor its implementation, prepare related policy plans and respond to mandated State and Federal legislation.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 226,001	$ 257,364	$ 282,538	$ 25,174
Benefits	95,124	109,814	127,674	17,860
Other Operating Expenditures	-	78,371	89,648	11,277
Interfund Services	7,586	7,986	11,260	3,274
Total Expenditures	$ 328,711	$ 453,535	$ 511,120	$ 57,585
Full Time Positions	2.40	2.40	2.20	(0.20)

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Provide an annual report to the Planning Commission and City Council on the General Plan implementation.	1	1	1	1
2. Deliver all planning related Agenda Reports to City Council within an average of 6 weeks of Planning Commission Action.	90%	90%	90%	90%

Division: Planning

Program: Planning Services

Number: 001/5524

Program Mission: Provide public information, support architectural review and building permit activities, and advise the Historical and Landmark Commission, the Planning Commission and the City Council on historic preservation and CEQA matters.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 275,852	$ 302,895	$ 306,941	$ 4,046
Benefits	112,736	130,127	139,547	9,420
Other Operating Expenditures	-	16,521	16,588	67
Interfund Services	4,401	6,523	13,260	6,737
Total Expenditures	$ 392,989	$ 456,066	$ 476,336	$ 20,270
Full Time Positions	2.80	2.80	2.70	(0.10)

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Process surveys of significant/potentially significant properties and Mills Act contracts.	6	12	10	8
2. Process applications to the Historical and Landmarks Commission within 8 weeks of deeming the application complete.	95%	95%	90%	90%
3. Number of Planning Permit inquires.	7,680	8,120	4,000	8,200

Division: Planning

Program: Enforcement Services

Number: 001/5525

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 193,713	$ 218,052	$ 249,961	$ 31,909
Benefits	82,665	97,287	116,759	19,472
Other Operating Expenditures	-	73	500	427
Interfund Services	6,904	7,773	9,530	1,757
Total Expenditures	$ 283,282	$ 323,185	$ 376,750	$ 53,565
Full Time Positions	2.30	2.30	2.50	0.20

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of complaints.	564	535	500	550
2. Percent of complaints responded to within 5 business days.	90%	90%	80%	90%
3. Percent of complaints resolved within 30 business days.	85%	80%	80%	80%

Department: Planning & Inspection

Division: Building Inspection

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Permit Services	$ 1,692,871	$ 1,558,343	$ 1,864,835	$ 306,492
Field Inspection	1,203,158	1,383,330	1,510,034	126,704
Housing Inspection	130,209	144,214	152,647	8,433
Total Expenditures	$ 3,026,238	$ 3,085,887	$ 3,527,516	$ 441,629
Full Time Positions	21.00	21.00	21.00	-
Total Direct Revenue	$ 11,844,615	$ 4,924,000	$ 5,351,000	$ 427,000

Division Mission

Regulate and control the design, construction, quality of materials, use and occupancy, location and maintenance of all buildings and structures in order to safeguard life, health, property and public welfare.

Division Highlights

- Provide efficient and customer friendly services at the Permit Center and inspection services (next business day inspection service).
- Implement a City wide basemap with up-to-date parcel, zoning, and address information shared by other departments.
- Continue to use document imaging to include all historical addresses assigned to utilities and document to the permit tracking system to enhance our service.
- Streamlining the permit service by providing on-line inspection request and on-line permit applications, and on-line plan check.
- Investigate existing permit tracking system with a more flexible and user-friendly system that has the capability to include all current functions and real-time inspections.
- Enforce the New California Green Building Code

Division: Building Inspection

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Permit Services				
Building Official	0.50	0.50	0.50	-
Permit Center Manager	0.95	0.95	0.95	-
Inspection Manager	0.30	0.30	0.30	-
Senior Plans Examiner	0.95	0.95	0.95	-
Senior Inspector (Building)	0.05	0.05	0.05	-
Senior Inspector (Electrical)	0.30	0.30	0.30	-
Plans Examiner	1.95	1.95	1.95	-
Combination Inspector	0.45	0.45	0.45	-
Senior Permit Technician	1.00	1.00	1.00	-
Permit Technician	2.00	2.00	2.00	-
Office Specialist III	0.40	0.40	0.40	-
Customer Service Representative-Permit Center	1.00	1.00	1.00	-
Office Specialist II	1.30	1.30	1.30	-
Subtotal	**11.15**	**11.15**	**11.15**	**-**
Field Inspection				
Building Official	0.45	0.45	0.45	-
Permit Center Manager	0.05	0.05	0.05	-
Inspection Manager	0.60	0.60	0.60	-
Senior Plans Examiner	0.05	0.05	0.05	-
Senior Inspector (Building)	0.90	0.90	0.90	-
Senior Inspector (Electrical)	0.70	0.70	0.70	-
Plans Examiner	0.05	0.05	0.05	-
Combination Inspector	5.00	5.00	5.00	-
Office Specialist III	0.50	0.50	0.50	-
Office Specialist II	0.50	0.50	0.50	-
Subtotal	**8.80**	**8.80**	**8.80**	**-**
Housing Inspection				
Building Official	0.05	0.05	0.05	-
Inspection Manager	0.10	0.10	0.10	-
Senior Inspector (Building)	0.05	0.05	0.05	-
Combination Inspector	0.55	0.55	0.55	-
Office Specialist III	0.10	0.10	0.10	-
Office Specialist II	0.20	0.20	0.20	-
Subtotal	**1.05**	**1.05**	**1.05**	**-**
Total Division Positions	**21.00**	**21.00**	**21.00**	**-**

Division: Building Inspection

Program: Permit Services

Number: 001/5532

Program Mission: Assure compliance with the minimum code standards to safeguard life, health, property and public welfare, by regulating and controlling the design and construction of all buildings and structures.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 1,064,972	$ 1,026,243	$ 1,282,126	$ 255,883
Benefits	404,578	450,923	492,954	42,031
Other Operating Expenditures	190,799	47,330	44,875	(2,455)
Interfund Services	32,522	33,847	44,880	11,033
Total Expenditures	$ 1,692,871	$ 1,558,343	$ 1,864,835	$ 306,492
Full Time Positions	11.15	11.15	11.15	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of express plan checks performed within 2 working days.	100%	100%	95%	95%
2. Percent of short cycle plan checks performed within ten business days.	75.5%	86.4%	90%	90%
3. Percent of regular cycle plan checks performed within 30 calendar days.	81.5%	82.1%	85%	85%
4. Percent of service provided to all Permit Center customers within 20 minutes of their arrival.	85.7%	80%	90%	90%

Division: Building Inspection

Program: Field Inspection

Number: 001/5533

Program Mission: Assure compliance, through inspection, with the minimum code standards for construction, use and occupancy, and maintenance of all buildings and structures.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 835,153	$ 891,043	$ 934,734	$ 43,691
Benefits	294,228	384,742	422,309	37,567
Other Operating Expenditures	2,055	35,514	72,084	36,570
Interfund Services	71,722	72,031	80,907	8,876
Total Expenditures	$ 1,203,158	$ 1,383,330	$ 1,510,034	$ 126,704
Full Time Positions	8.80	8.80	8.80	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of code complaints responded to within 2 working days.	89.4%	78.3%	90%	90%
2. Percent of inspections performed the next working day.	94.7%	90.1%	95%	95%

Division: Building Inspection

Program: Housing Inspection **Number: 001/5534**

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 87,854	$ 93,501	$ 97,874	$ 4,373
Benefits	35,149	41,462	45,416	3,954
Other Operating Expenditures	-	1,538	1,638	100
Interfund Services	7,206	7,713	7,719	6
Total Expenditures	130,209	$ 144,214	$ 152,647	$ 8,433
Full Time Positions	1.05	1.05	1.05	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of multi-family rental housing complexes inspected per month.	0.2%	0.02%	1%	1%
2. Percent of housing code complaints responded to within two business days.	NA	NA	90%	90%

Department: Planning & Inspection

Division: Housing and Community Services

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Federal & State Grant Administration	$ 218,368	$ 217,457	$ 256,873	$ 39,416
Neighborhood Conservation & Improvement	52,439	272,756	292,119	19,363
Community Development Projects	341,045	208,611	219,760	11,149
Affordable Housing	332,829	312,762	293,140	(19,622)
Total Expenditures	$ 944,681	$ 1,011,586	$ 1,061,892	$ 50,306
Full Time Positions	6.00	6.00	6.00	0.00
Total Direct Revenue	$ -	$ 191,894	$ 191,894	$ -

Division Mission

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

Division Highlights

- 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 2013-14 budget includes estimates for: CDBG: $576,041
HOME: $339,176 as actual notification of HUD grant award is unknown at this time. These amounts are subject to change when HUD notifies the City of the actual grant awards.
The annual plan was approved in May 2013 by City Council to be submitted to HUD requesting FY 2013-14 grants in the amount of: CDBG: $790,173 HOME: $338,669.

- 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 revenue to the Housing Authority's Affordable Housing Fund. Provide opportunities for affordable home ownership to moderate-income households.

Division: Housing and Community Services

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Federal & State Grant Administration				
Housing and Community Services Division Manager	1.00	0.20	0.25	0.05
Housing Development Officer	-	0.25	0.25	-
Housing Inspector	1.00	-	-	-
Staff Analyst	1.00	-	0.20	0.20
Staff Analyst II	1.00	0.50	0.50	-
Office Specialist III	-	0.10	0.30	0.20
Subtotal	**4.00**	**1.05**	**1.50**	**0.45**
Neighborhood Conservation & Improvement				
Housing and Community Services Division Manager	-	0.10	0.10	-
Housing Inspector	-	1.00	1.00	-
Staff Analyst	-	0.50	0.50	-
Office Specialist III	-	0.30	0.30	-
Subtotal	**-**	**1.90**	**1.90**	**-**
Community Development Projects				
Housing and Community Services Division Manager	-	0.20	0.25	0.05
Housing Development Officer	-	0.35	0.35	-
Staff Analyst II	-	0.30	0.30	-
Subtotal	**-**	**0.85**	**0.90**	**0.05**
Affordable Housing				
Housing and Community Services Division Manager	-	0.50	0.40	(0.10)
Housing Development Officer	1.00	0.40	0.40	-
Staff Analyst	-	0.50	0.30	(0.20)
Staff Analyst II	-	0.20	0.20	-
Office Specialist III	1.00	0.60	0.40	(0.20)
Subtotal	**2.00**	**2.20**	**1.70**	**(0.50)**
Total Division Positions	**6.00**	**6.00**	**6.00**	**-**

Division: Housing and Community Services

Program: Federal & State Grant Administration — Number: 001/5542

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 137,636	$ 110,771	$ 142,251	$ 31,480
Benefits	36,440	48,982	67,745	18,763
Other Operating Expenditures	33,893	24,013	25,440	1,427
Interfund Services	10,399	33,691	21,437	(12,254)
Total Expenditures	$ 218,368	$ 217,457	$ 256,873	$ 39,416
Full Time Positions	4.00	1.05	1.50	0.45

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Obtain approval by HUD of the City's annual Consolidated Plan.	100%	100%	100%	100%
2. Obtain approval by HUD of the City's Consolidated Annual Performance and Evaluation Report	100%	100%	100%	100%

Division: Housing and Community Services

Program: Neighborhood Conservation & Improvement — Number: 001/5543

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 36,879	$ 178,481	$ 184,384	$ 5,903
Benefits	9,973	78,014	84,902	6,888
Other Operating Expenditures	2,843	14,591	14,591	-
Interfund Services	2,744	1,670	8,242	6,572
Total Expenditures	52,439	$ 272,756	$ 292,119	$ 19,363
Full Time Positions	-	1.90	1.90	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Complete minor and substantial rehabilitation of up to 50 owner-occupied houses.	97	56	50	50
2. Annually monitor for compliance all affordable housing contracts.	100%	100%	100%	100%

Division: Housing and Community Services

Program: Community Development Projects — Number: 001/5544

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget
Salaries	$ 30,792	$ 95,108	$ 98,040	$ 2,932
Benefits	8,909	42,509	46,776	4,267
Other Operating Expenditures	290,877	62,146	63,896	1,750
Interfund Services	10,467	8,848	11,048	2,200
Total Expenditures	$ 341,045	$ 208,611	$ 219,760	$ 11,149
Full Time Positions	-	0.85	0.90	0.05

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Monitor the performance of all Public Service agencies contracting with the City for compliance with contractual obligations.	100%	100%	100%	100%
2. Implement 100% of capital improvement projects that are funded with federal CDBG or HOME program funds.	72%	75%	100%	100%

Division: Housing and Community Services

Program: Affordable Housing — Number: 001/5545

Program Mission: Promote and facilitate the construction and retention of housing affordable to households with lower and moderate incomes.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget
Salaries	$ 213,606	$ 214,362	$ 170,706	$ (43,656)
Benefits	115,690	95,652	80,764	(14,888)
Other Operating Expenditures	93	-	32,280	32,280
Interfund Services	3,440	2,748	9,390	6,642
Total Expenditures	332,829	$ 312,762	$ 293,140	$ (19,622)
Full Time Positions	2.00	2.20	1.70	(0.50)

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1 Facilitate the inclusion of ten percent of each years residential homeownership units as affordable housing.	10%	10%	10%	10%

Public Works

Engineering

Building Maintenance

Streets and Automotive Services

Santa Clara
All-America City
2001

Engineering Department

Department Summary	2011-12 Actuals	2012-13 Adopted	2013-14 Budget
Support Services	$ 673,332	$ 744,882	$ 909,349
Design	1,207,943	1,457,125	1,519,574
Land & Property Development	1,130,010	1,187,268	967,228
Field Services	1,067,525	1,263,022	1,148,839
Traffic	1,239,102	1,190,814	1,377,298
Total Department Expenditures	$ 5,317,912	$ 5,843,111	$ 5,922,288
Total Full Time Positions	38.00	38.00	38.00
Total Department Revenue	$ 1,848,257	$ 464,207	$ 844,431

Department Mission

To serve our customers and the community through efficient delivery of projects and services.

Department Overview

The Engineering Department, managed through four Divisions, plans, designs and provides construction management for public infrastructure projects such as storm drains, sanitary sewers, roads, traffic signals, bicycle and pedestrian facilities, and public buildings. The Department facilitates private residential, commercial, and industrial developments by providing plan review functions, processing of easements and encroachment permits for work in the public rights-of-way. The Department also coordinates projects and programs with local, state, and federal agencies. All of the above work is supported by surveying and materials testing functions, signage and pavement striping and markings in the public right-of-way for the safe flow of vehicular and pedestrian traffic, and cleanup of contaminated soils and groundwater for City projects and programs.

Resource Level Changes

The former Streets and Automotive Services Department was consolidated into the Public Works Department for 2013-14. The combined department is now comprised of three divisions: Engineering, Building Maintenance, and Streets and Automotive Services.

The Director of Public Works/City Engineer position was retitled to Director of Public Works and the Principal Engineer position was retitled to City Engineer.

Divisions and Programs

Support Services
- Division Administration
- Development Support
- Capital Improvement Projects

Design Division
- Division Administration
- Development Support
- Capital Improvement Projects

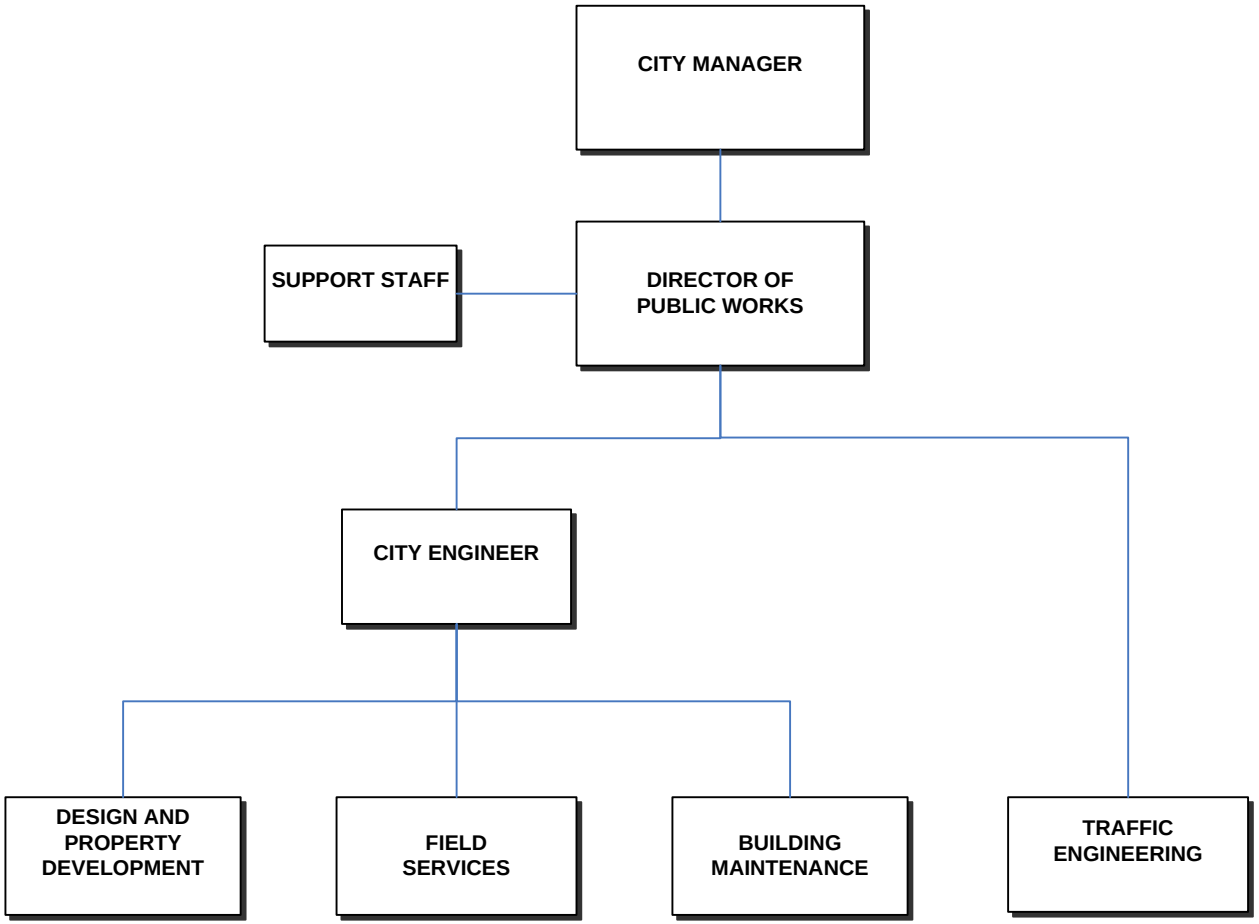
Land and Property Development Division
- Division Administration
- Development Support & Review

Field Services Division
- Division Administration
- Development Support
- Capital Improvement Projects Inspection

Traffic Division
- Division Administration
- Development Support
- Capital Improvement Projects
- Traffic Signal Management
- Traffic Striping & Signing

CITY OF SANTA CLARA

PUBLIC WORKS DEPARTMENT
ENGINEERING AND BUILDING MAINTENANCE



Engineering Department (continued)

P0SITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions 2012-13 Adopted	No. of Positions 2013-14 Budget	Salary 2012-13 Adopted	Salary 2013-14 Budget
Uncl	Director of Public Works	-	1.00	$ -	$ 220,836
Uncl	Director of Public Works/City Engineer	1.00	-	220,836	-
Uncl	Asst Dir of Public Works/City Engineer	1.00	1.00	-	165,697
Uncl	Traffic Engineer	1.00	1.00	151,440	159,012
Uncl	Principal Engineer	3.00	3.00	499,992	334,776
E41	Civil Engineer II	8.00	8.00	870,620	746,499
E38	Traffic Operations Engineer	1.00	1.00	-	117,041
E34	Civil Engineer I	8.00	8.00	864,094	816,035
A34	Chief of Party	1.00	1.00	106,620	83,340
A34	Materials Testing Technician	1.00	1.00	104,064	104,064
A33	Public Works Inspector	4.00	4.00	269,087	272,200
A32	Principal Engineering Aide (Civil)	1.00	1.00	101,484	101,484
A28	Senior Engineering Aide	4.00	4.00	181,728	181,728
A24	Office Specialist IV	1.00	1.00	79,013	79,345
A23	Account Clerk II	1.00	1.00	77,617	77,617
A18	Office Specialist II	2.00	2.00	139,303	70,415
	Premium			9,648	8,760
	Reserve				
	Salary & Wages-Regular	38.00	38.00	3,675,546	3,538,849
	Salary & Wages-As Needed	-	-	-	-
	Salary & Wages-Overtime/Vacation Relief	-	-	10,628	10,628
	Furlough			(107,298)	(29,662)
	Total	**38.00**	**38.00**	**$ 3,578,876**	**$3,519,815**

Department: Engineering

Division: Support Services

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Division Administration	$ 434,149	$ 251,894	$ 302,765	$ 50,871
Development Support	89,128	218,301	272,903	54,602
Capital Improvement Projects	150,055	274,687	333,681	58,994
Total Expenditures	$ 673,332	$ 744,882	$ 909,349	$ 164,467
Full Time Positions	6.00	6.00	6.00	-
Total Direct Revenue	$ 55,469	$ -	$ -	$ -

Division Mission

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

Division Highlights

- 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 of various Capital Improvement Projects.

Division: Support Services

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Division Administration				
Director of Public Works	-	-	0.33	0.33
Director of Public Works/City Engineer	0.33	0.33	-	(0.33)
City Engineer	0.33	0.33	0.33	-
Office Specialist IV	0.33	0.33	0.33	-
Account Clerk II	0.30	0.30	0.30	-
Office Specialist II	0.66	0.66	0.66	-
Subtotal	**1.95**	**1.95**	**1.95**	**-**
Development Support				
Director of Public Works	-	-	0.34	0.34
Director of Public Works/City Engineer	0.34	0.34	-	(0.34)
City Engineer	0.33	0.33	0.33	-
Office Specialist IV	0.33	0.33	0.33	-
Account Clerk II	0.10	0.10	0.10	-
Office Specialist II	0.66	0.66	0.66	-
Subtotal	**1.76**	**1.76**	**1.76**	**-**
Capital Improvement Projects				
Director of Public Works	-	-	0.33	0.33
Director of Public Works/City Engineer	0.33	0.33	-	(0.33)
City Engineer	0.34	0.34	0.34	-
Office Specialist IV	0.34	0.34	0.34	-
Account Clerk II	0.60	0.60	0.60	-
Office Specialist II	0.68	0.68	0.68	-
Subtotal	**2.29**	**2.29**	**2.29**	**-**
Total Division Positions	**6.00**	**6.00**	**6.00**	**-**

Division: Support Services

Program: Division Administration

Number: 001/4411

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 360,378	$ 163,661	$ 199,220	$ 35,559
Benefits	65,796	71,365	88,132	16,767
Other Operating Expenditures	1,624	11,042	8,283	(2,759)
Interfund Services	6,351	5,826	7,130	1,304
Total Expenditures	$ 434,149	$ 251,894	$ 302,765	$ 50,871
Full Time Positions	1.95	1.95	1.95	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of Agenda reports completed on time.	87%	89%	90%	90%
2. Percent of Agenda reports completed satisfactorily.	87%	91%	90%	90%
3. Percent of City Manager assignment requests responded within time requested.	88%	78%	90%	90%
4. Percent of customers surveyed that are very satisfied.	83%	100%	90%	90%

Division: Support Services

Program: Development Support

Number: 001/4412

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 24,246	$ 148,745	$ 185,149	$ 36,404
Benefits	59,917	64,678	81,244	16,566
Other Operating Expenditures	-	-	-	-
Interfund Services	4,965	4,878	6,510	1,632
Total Expenditures	$ 89,128	$ 218,301	$ 272,903	$ 54,602
Full Time Positions	1.76	1.76	1.76	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
This program has no reportable performance measures.				

Division: Support Services

Program: Capital Improvement Projects

Number: 001/4413

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 67,151	$ 185,966	$ 224,521	$ 38,555
Benefits	76,662	82,574	101,020	18,446
Other Operating Expenditures	-	-	-	-
Interfund Services	6,242	6,147	8,140	1,993
Total Expenditures	$ 150,055	$ 274,687	$ 333,681	$ 58,994
Full Time Positions	2.29	2.29	2.29	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
This program has no reportable performance measures.				

Department: Engineering

Division: Design

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Division Administration	$ 362,357	$ 331,578	$ 352,898	$ 21,320
Development Support	60,998	143,420	148,685	5,265
Capital Improvement Projects	784,588	982,127	1,017,991	35,864
Total Expenditures	$ 1,207,943	$ 1,457,125	$ 1,519,574	$ 62,449
Full Time Positions	9.00	9.00	9.00	-
Total Direct Revenue	$ 1,030,957	$ 42,232	$ -	$ (42,232)

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 Highlights

- Provide effective Capital Improvement Project administration and development for projects including Trimble Road Sanitary Sewer, Sanitary Sewer Improvements Phase II, Great America Parkway/Mission College Boulevard Intersection Improvements, Storm Drain Master Plan Study, 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: Design

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Division Administration				
Principal Engineer	0.30	0.30	0.30	-
Civil Engineer II	0.80	0.80	0.80	-
Civil Engineer I	0.60	0.60	0.60	-
Senior Engineering Aide	0.30	0.30	0.30	-
Subtotal	**2.00**	**2.00**	**2.00**	**-**
Development Support				
Principal Engineer	0.10	0.10	0.10	-
Civil Engineer II	0.40	0.40	0.40	-
Civil Engineer I	0.30	0.30	0.30	-
Senior Engineering Aide	0.10	0.10	0.10	-
Subtotal	**0.90**	**0.90**	**0.90**	**-**
Capital Improvement Projects				
Principal Engineer	0.60	0.60	0.60	-
Civil Engineer II	2.80	2.80	2.80	-
Civil Engineer I	2.10	2.10	2.10	-
Senior Engineering Aide	0.60	0.60	0.60	-
Subtotal	**6.10**	**6.10**	**6.10**	**-**
Total Division Positions	**9.00**	**9.00**	**9.00**	**-**

Division: Design

Program: Division Administration

Number: 001/4441

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 256,753	$ 214,718	$ 217,211	$ 2,493
Benefits	85,182	91,413	97,597	6,184
Other Operating Expenditures	9,257	14,800	26,837	12,037
Interfund Services	11,165	10,647	11,253	606
Total Expenditures	$ 362,357	$ 331,578	$ 352,898	$ 21,320
Full Time Positions	2.00	2.00	2.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
This program has no reportable performance measures.				

Division: Design

Program: Development Support

Number: 001/4442

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 18,447	$ 98,004	$ 99,482	$ 1,478
Benefits	39,131	42,060	45,003	2,943
Other Operating Expenditures	-	-	-	-
Interfund Services	3,420	3,356	4,200	844
Total Expenditures	$ 60,998	$ 143,420	$ 148,685	$ 5,265
Full Time Positions	0.90	0.90	0.90	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
This program has no reportable performance measures.				

Division: Design

Program: Capital Improvement Projects **Number: 001/4443**

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 493,667	$ 671,546	$ 681,392	$ 9,846
Benefits	267,653	287,756	307,849	20,093
Other Operating Expenditures	-	-	-	-
Interfund Services	23,268	22,825	28,750	5,925
Total Expenditures	784,588	$ 982,127	$1,017,991	$ 35,864
Full Time Positions	6.10	6.10	6.10	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of Capital Improvement Projects designed within budget.	100%	75%	80%	80%
2. Percent of Capital Improvement Projects designed within approved schedule.	100%	75%	80%	80%

Department: Engineering

Division: Land & Property Development

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Division Administration	$ 151,121	$ 173,718	$ 84,806	$ (88,912)
Development Support	978,889	1,013,550	882,422	(131,128)
Total Expenditures	$ 1,130,010	$ 1,187,268	$ 967,228	$ (220,040)
Full Time Positions	8.00	8.00	8.00	-
Total Direct Revenue	$ 277,683	$ 169,240	$ 246,755	$ 77,515

Division Mission

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

Division Highlights

- Facilitate development projects, such as The Gateway Project at Great America Parkway and Great America Way, The Gallery at Kiely Boulevard, Chase Banks at Homestead Road/Kiely Boulevard and El Camino Real/Flora Vista Avenue, Data Centers at various locations, and 133 residential units at 3175 El Camino Real through 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, such as the BART Extension, and High-Speed Rail.
- Develop new procedures to streamline processes and use new technology to facilitate current procedures.

Division: Land & Property Development

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Division Administration				
Principal Engineer	0.40	0.40	0.40	-
Civil Engineer II	0.35	0.35	0.35	-
Civil Engineer I	0.15	0.15	0.15	-
Senior Engineering Aide	0.05	0.05	0.05	-
Principal Engineering Aide	0.05	0.05	0.05	-
Subtotal	**1.00**	**1.00**	**1.00**	**-**
Development Support				
Principal Engineer	0.60	0.60	0.60	-
Civil Engineer II	1.65	1.65	1.65	-
Civil Engineer I	2.85	2.85	2.85	-
Principal Engineering Aide	0.95	0.95	0.95	-
Senior Engineering Aide	0.95	0.95	0.95	-
Subtotal	**7.00**	**7.00**	**7.00**	**-**
Total Division Positions	**8.00**	**8.00**	**8.00**	**-**

Division: Land & Property Development

Program: Division Administration

Number: 001/4451

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 96,450	$ 110,940	$ 47,669	$ (63,271)
Benefits	44,247	46,426	23,332	(23,094)
Other Operating Expenditures	5,492	11,744	8,985	(2,759)
Interfund Services	4,932	4,608	4,820	212
Total Expenditures	$ 151,121	$ 173,718	$ 84,806	$ (88,912)
Full Time Positions	1.00	1.00	1.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
This program has no reportable performance measures.				

Division: Land & Property Development

Program: Development Support & Review **Number: 001/4452**

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 629,105	$ 688,108	$ 578,422	$ (109,686)
Benefits	322,774	300,061	274,450	(25,611)
Other Operating Expenditures	-	-	-	-
Interfund Services	27,010	25,381	29,550	4,169
Total Expenditures	978,889	$ 1,013,550	$ 882,422	$ (131,128)
Full Time Positions	7.00	7.00	7.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of subdivision maps first submittals reviewed within 15 business days.	83%	75%	90%	90%
2. Percent of subdivision maps subsequent submittals reviewed within 10 business days	100%	91%	90%	90%
3. Percent of Title documents drafted within 10 business days.	91%	98%	90%	90%
4. Percent of private development plans reviewed on first review within 20 business days.	96%	71%	90%	90%
5. Percent of private development plans reviewed on subsequent reviews within 15 business days.	90%	80%	90%	90%

Department: Engineering

Division: Field Services

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Division Administration	$ 195,532	$ 177,929	$ 162,569	$ (15,360)
Development Support	284,389	434,114	385,123	(48,991)
Capital Improvement Project Inspection	587,604	650,979	601,147	(49,832)
Total Expenditures	$ 1,067,525	$ 1,263,022	$ 1,148,839	$ (114,183)
Full Time Positions	9.00	9.00	9.00	-
Total Direct Revenue	$ 454,778	$ 238,224	$ 578,190	$ 339,966

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 Highlights

- Provide effective construction inspection, materials testing, surveying and administration services for Capital Improvement Projects, such as the Northside Branch Library Project, Substandard Streets Improvements Projects, extension to the creek trails, various traffic signal interconnect and coordination projects, and various recycled water projects.

- Provide effective construction inspection, materials testing, surveying, and administration services for private development that involves the City's infrastructure, such as the Bay Area Research Extension Center (BAREC) site development, the former Kaiser Hospital site development, the Gateway development at Great America Parkway & Yerba Buena Way, the development at 3333 Scott Boulevard, and a large variety of private permits for improvement throughout the City.

Division: Field Services

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Division Administration				
Principal Engineer	0.30	0.30	0.30	-
Civil Engineer II	0.10	0.10	0.10	-
Chief of Party	0.20	0.20	0.20	-
Subtotal	**0.60**	**0.60**	**0.60**	**-**
Development Support				
Principal Engineer	0.30	0.30	0.30	-
Civil Engineer II	0.40	0.40	0.40	-
Chief of Party	0.40	0.40	0.40	-
Materials Testing Technician	0.40	0.40	0.40	-
Public Works Inspector	1.00	1.00	1.00	-
Senior Engineering Aide	0.50	0.50	0.50	-
Subtotal	**3.00**	**3.00**	**3.00**	**-**
Capital Improvement Projects Inspection				
Principal Engineer	0.40	0.40	0.40	-
Civil Engineer II	0.50	0.50	0.50	-
Chief of Party	0.40	0.40	0.40	-
Materials Testing Technician	0.60	0.60	0.60	-
Public Works Inspector	3.00	3.00	3.00	-
Senior Engineering Aide	0.50	0.50	0.50	-
Subtotal	**5.40**	**5.40**	**5.40**	**-**
Total Division Positions	**9.00**	**9.00**	**9.00**	**-**

Division: Field Services

Program: Division Administration

Number: 001/4461

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 108,838	$ 79,061	$ 66,826	$ (12,235)
Benefits	26,929	32,008	28,601	(3,407)
Other Operating Expenditures	16,719	23,771	22,012	(1,759)
Interfund Services	43,046	43,089	45,130	2,041
Total Expenditures	$ 195,532	$ 177,929	$ 162,569	$ (15,360)
Full Time Positions	0.60	0.60	0.60	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of complaints responded to within one business day.	98%	91%	90%	90%
2. Number of construction activity complaints.	19	11	50	50

Division: Field Services

Program: Development Support

Number: 001/4462

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 202,854	$ 295,231	$ 255,154	$ (40,077)
Benefits	70,637	127,703	117,289	(10,414)
Other Operating Expenditures	-	-	-	-
Interfund Services	10,898	11,180	12,680	1,500
Total Expenditures	$ 284,389	$ 434,114	$ 385,123	$ (48,991)
Full Time Positions	3.00	3.00	3.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of inspection requests responded to within one business day.	100%	99%	95%	95%

Division: Field Services

Program: Capital Improvement Projects Inspection **Number: 001/4463**

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 413,257	$ 439,092	$ 396,793	$ (42,299)
Benefits	154,975	193,614	185,184	(8,430)
Other Operating Expenditures	59	-	-	-
Interfund Services	19,313	18,273	19,170	897
Total Expenditures	$ 587,604	$ 650,979	$ 601,147	$ (49,832)
Full Time Positions	5.40	5.40	5.40	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of Capital Improvement projects that reached substantial completion within the construction contract time.	67%	100%	75%	75%
2. Percent of Capital Improvement Projects completed within approved budget.	100%	50%	100%	100%
3. Percent of customers rating services as satisfactory.	NA*	NA*	100%	100%
4. Percent of Capital Improvement Projects completed with Change Orders under 5% of construction cost.	100%	50%	75%	75%

*No ratings received

Department: Engineering

Division: Traffic

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Division Administration	$ 235,045	$ 212,628	$ 194,123	$ (18,505)
Development Support	167,378	212,878	223,731	10,853
Capital Improvement Projects	271,024	208,716	244,421	35,705
Traffic Signal Management	549,713	520,765	672,330	151,565
Traffic Striping and Signing	15,942	35,827	42,693	6,866
Total Expenditures	$ 1,239,102	$ 1,190,814	$ 1,377,298	$ 186,484
Full Time Positions	6.00	6.00	6.00	-
Total Direct Revenue	$ 29,370	$ 14,511	$ 19,486	$ 4,975

Division Mission

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

Division Highlights

- 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.
- Improve efficiency and productivity of Traffic Division through continued training on new technology and cross-training of job duties and skills.

Division: Traffic

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Division Administration				
Traffic Engineer	0.15	0.15	0.15	-
Civil Engineer II	0.35	0.35	0.35	-
Traffic Operations Engineer	-	-	0.05	0.05
Civil Engineer I	0.40	0.40	0.40	-
Senior Engineering Aide	0.60	0.60	0.60	-
Subtotal	**1.50**	**1.50**	**1.55**	**0.05**
Development Support				
Traffic Engineer	0.60	0.60	0.60	-
Civil Engineer II	0.30	0.30	0.30	-
Traffic Operations Engineer	-	-	0.05	0.05
Civil Engineer I	0.20	0.20	0.20	-
Senior Engineering Aide	0.20	0.20	0.20	-
Subtotal	**1.30**	**1.30**	**1.35**	**0.05**
Capital Improvement Projects				
Traffic Engineer	0.10	0.10	0.10	-
Civil Engineer II	0.25	0.25	0.25	-
Civil Engineer I	0.90	0.90	0.90	-
Traffic Operations Engineer	0.30	0.30	0.30	-
Senior Engineering Aide	0.10	0.10	0.10	-
Subtotal	**1.65**	**1.65**	**1.65**	**-**
Traffic Signal Management				
Traffic Engineer	0.10	0.10	0.10	-
Traffic Operations Engineer	0.65	0.65	0.55	(0.10)
Civil Engineer II	0.05	0.05	0.05	-
Civil Engineer I	0.40	0.40	0.40	-
Subtotal	**1.20**	**1.20**	**1.10**	**(0.10)**

Division: Traffic (Continued)

Summary of Regular Positions by Program (Continued)

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Traffic Signing & Striping				
Traffic Engineer	0.05	0.05	0.05	-
Traffic Operations Engineer	0.05	0.05	0.05	-
Civil Engineer II	0.05	0.05	0.05	-
Civil Engineer I	0.10	0.10	0.10	-
Senior Engineering Aide	0.10	0.10	0.10	-
Subtotal	**0.35**	**0.35**	**0.35**	**-**
Total Division Positions	**6.00**	**6.00**	**6.00**	**0.00**

Division: Traffic

Program: Division Administration

Number: 001/4431

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 119,325	$ 111,047	$ 106,671	$ (4,376)
Benefits	72,093	48,972	51,490	2,518
Other Operating Expenditures	16,693	26,686	23,926	(2,760)
Interfund Services	26,934	25,923	12,036	(13,887)
Total Expenditures	$ 235,045	$ 212,628	$ 194,123	$ (18,505)
Full Time Positions	1.50	1.50	1.55	0.05

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of grants applied for or being processed.	4	17	7	7
2. Number of special transportation permits issued.	341	483	355	355
3. Number of citizen/customer requested studies completed.	9	4	20	50

Division: Traffic

Program: Development Support

Number: 001/4432

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 134,153	$ 145,617	$ 149,705	$ 4,088
Benefits	27,902	62,022	67,706	5,684
Other Operating Expenditures	-	-	-	-
Interfund Services	5,323	5,239	6,320	1,081
Total Expenditures	$ 167,378	$ 212,878	$ 223,731	$ 10,853
Full Time Positions	1.30	1.30	1.35	0.05

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of preliminary site and development plans for Project Clearance and Subdivision Committee reviewed.	108	127	90	90
2. Number of encroachment permits, Capital Improvement Projects, and traffic control plans reviewed within agreed time frame.	107	172	110	110

Division: Traffic

Program: Capital Improvement Projects

Number: 001/4433

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 229,925	$ 140,312	$ 160,999	$ 20,687
Benefits	35,549	62,909	77,402	14,493
Other Operating Expenditures	-	-	-	-
Interfund Services	5,550	5,495	6,020	525
Total Expenditures	$ 271,024	$ 208,716	$ 244,421	$ 35,705
Full Time Positions	1.65	1.65	1.65	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of traffic projects under design.	5	10	8	5
2. Number of projects under construction requiring Traffic Division support.	3	5	10	10

Division: Traffic

Program: Traffic Signal Management

Number: 001/4434

Program Mission: Time and coordinate traffic signals.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 61,665	$ 62,816	$ 122,393	$ 59,577
Benefits	14,242	29,366	57,237	27,871
Other Operating Expenditures	470,192	425,000	490,000	65,000
Interfund Services	3,614	3,583	2,700	(883)
Total Expenditures	$ 549,713	$ 520,765	$ 672,330	$ 151,565
Full Time Positions	1.20	1.20	1.10	(0.10)

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of timing, coordination, detection, equipment, or other signal management requests responded to.	241	217	190	190

Division: Traffic

Program: Traffic Striping and Signing

Number: 001/4435

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 9,119	$ 24,012	$ 28,208	$ 4,196
Benefits	5,714	10,791	13,445	2,654
Other Operating Expenditures	71	-	-	-
Interfund Services	1,038	1,024	1,040	16
Total Expenditures	$ 15,942	$ 35,827	$ 42,693	$ 6,866
Full Time Positions	0.35	0.35	0.35	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of work orders created for Street Department action.	72	37	75	70

Public Works Department/Building Maintenance Division

Division Summary	2011-12 Actuals	2012-13 Adopted	2013-14 Budget
Building Maintenance	$ 1,534,373	$ 1,742,479	$ 1,810,390
Total Division Expenditures	$ 1,534,373	$ 1,742,479	$ 1,810,390
Total Full Time Positions	11.50	11.50	11.50
Total Division Revenue	$ -	$ -	$ -

Division Mission

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

Division Overview

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

Public Works Department/Building Maintenance Division (continued)

Resource Level Changes

The former Streets and Automotive Services Department was consolidated into the Public Works Department for 2013-14. The combined department is now comprised of three divisions: Engineering, Building Maintenance, and Streets and Automotive Services.

One position reclassificaton was approved for 2013-14. The Assistant Director of Streets and Automotive Services/City Arborist position was reclassified to Deputy Director of Public Works-Maintenance.

Programs

Building Maintenance

- Maintenance/Repair
- Janitorial

Public Works Department/Building Maintenance Division (continued)

P0SITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions 2012-13 Adopted	No. of Positions 2013-14 Budget	Salary 2012-13 Adopted	Salary 2013-14 Budget
Uncl	Building Maintenance Manager	1.00	1.00	$ 118,908	$ 118,908
G29	Mechanical Maintenance Worker-Building	2.00	2.00	154,320	154,496
G26	Building Maintenance Worker	5.00	5.00	399,384	396,672
G19	Utility Worker	1.00	1.00	68,064	68,064
A31	Building Maintenance Foreperson	1.00	1.00	98,952	98,952
A31	Mechanical Maintenance Foreperson	1.00	1.00	77,616	76,580
A18	Office Specialist II	0.50	0.50	35,323	35,208
	Premium			2,258	9,490
	Reserve			-	-
	Salary & Wages-Regular	11.50	11.50	954,825	958,370
	Salary & Wages-Overtime/Vacation Relief	-	-	6,225	6,225
	Furlough	-	-	(23,911)	(8,421)
	Total	**11.50**	**11.50**	**$ 937,139**	**$ 956,174**

Department: Public Works

Division: Building Maintenance

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Maintenance/Repair	$ 1,231,522	$ 1,437,833	$ 1,500,269	$ 62,436
Janitorial	302,851	304,646	310,121	5,475
Total Expenditures	$ 1,534,373	$ 1,742,479	$ 1,810,390	$ 67,911
Full Time Positions	11.50	11.50	11.50	-
Total Direct Revenue	$ -	$ -	$ -	$ -

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 Highlights

- Continued lighting retrofit projects to reduce energy consumption.
- Continue roof replacement /refurbishment projects.

Division: Building Maintenance

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Maintenance/Repair				
Building Maintenance Manager	0.80	0.80	0.80	-
Building Maintenance Foreperson	0.70	0.70	0.70	-
Mechanical Maintenance Foreperson	1.00	1.00	1.00	-
Mechanical Maintenance Worker (Building)	2.00	2.00	2.00	-
Building Maintenance Worker	4.50	4.50	4.50	-
Utility Worker	0.90	0.90	0.90	-
Office Specialist II	0.40	0.40	0.40	-
Subtotal	**10.30**	**10.30**	**10.30**	**-**
Janitorial				
Building Maintenance Manager	0.20	0.20	0.20	-
Building Maintenance Foreperson	0.30	0.30	0.30	-
Building Maintenance Worker	0.50	0.50	0.50	-
Utility Worker	0.10	0.10	0.10	-
Custodian	-	-	-	-
Office Specialist II	0.10	0.10	0.10	-
Subtotal	**1.20**	**1.20**	**1.20**	**-**
Total Division Positions	**11.50**	**11.50**	**11.50**	**-**

Division: Building Maintenance

Program: Maintenance/Repair

Number: 001/2222

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 690,820	$ 832,000	$ 849,127	$ 17,127
Benefits	329,404	414,968	449,091	34,123
Other Operating Expenditures	139,435	113,288	115,588	2,300
Interfund Services	71,863	77,577	86,463	8,886
Total Expenditures	$ 1,231,522	$ 1,437,833	$ 1,500,269	$ 62,436
Full Time Positions	10.30	10.30	10.30	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of all requests for service responded to within four business days.	100%	100%	95%	95%

Division: Building Maintenance

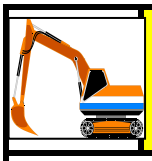
Program: Janitorial

Number: 001/2223

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 103,746	$ 105,139	$ 107,047	$ 1,908
Benefits	46,308	49,878	53,439	3,561
Other Operating Expenditures	128,854	129,215	129,215	-
Interfund Services	23,943	20,414	20,420	6
Total Expenditures	$ 302,851	$ 304,646	$ 310,121	$ 5,475
Full Time Positions	1.20	1.20	1.20	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Respond to all service requests within two hours.	100%	100%	95%	95%
2. Clean all the rest rooms in all major buildings daily.	100%	100%	95%	95%



Street Department

Department Summary	2011-12 Actuals	2012-13 Adopted	2013-14 Budget
Street Maintenance	$ 2,585,144	$ 2,690,226	$ 2,641,765
Traffic Maintenance	874,866	927,682	993,984
Storm Drain	763,794	982,722	1,169,859
Parkways & Boulevards	3,209,704	3,211,139	3,847,824
Solid Waste	17,757,057	19,008,287	19,043,131
Downtown Parking District	132,648	151,718	172,283
Convention Center Maintenance District	1,194,633	1,297,697	1,339,009
Total Department Expenditures	$ 26,517,846	$ 28,269,471	$ 29,207,855
Total Full Time Positions	63.00	63.00	62.00
Total Department Revenue	$ 19,927,928	$ 20,348,781	$ 21,778,378

Department Mission

Maintain City streets and sidewalks to lengthen service life, improve rideability and enhance public safety. Fabricate, install and maintain traffic signs, striping, curb markings, pavement messages, and other traffic related facilities. Maintain maximum efficiency of storm drain collection and pumping facilities. Maintain comprehensive system for the periodic collection, removal and disposal of all refuse from all premises within the City including solid waste collection, recycling, hazardous waste collection and street sweeping. Maintain healthy and safe City trees by providing trimming, removal and replacement services. Maintain median landscaping and landscaping of various City-owned properties. Minimize nuisances caused by graffiti, illegal signs, and code violations. Minimize storm water pollution.

Department Overview

Maintain high efficiency and quality while conducting street repair and maintenance. Timely response to and identification of areas with poor curb and gutter drainage and sidewalk tripping hazards

Fabricate, install, and maintain quality traffic signs, striping, curb markings, pavement messages, and other traffic related facilities in the public right-of-way for the safe flow of vehicular and pedestrian traffic.

Continue landscape of City buildings and other Citywide landscaped areas. Install landscaping and irrigation improvements at various Citywide right-of-way properties.

Administer contracted collection of garbage and clean green materials. Administer contracted residential curbside recycling collection. Street sweeping in residential neighborhoods, with the goal of sweeping at least once every two weeks. Provide nuisance abatement task of regulation enforcement, illegal sign removal, and graffiti abatement.

Coordinate and maintain Franklin Square complex improvements.

Coordinate and manage Hyatt Regency, Techmart, and Convention Complex Maintenance District. Evaluate and provide input into projects which have decreased the overflow parking options for the Convention Center Complex events.

Provide review and input any new capital improvement programs, or private development programs.

Resource Level Changes

The former Streets and Automotive Services Department was consolidated into the Public Works Department for 2013-14. The combined department is now comprised of three divisions: Engineering, Building Maintenance, and Streets and Automotive Services.

The Director of Streets and Automotive Services position was eliminated as a result of the department consolidation.

Divisions and Programs

Street Maintenance
- Street Maintenance
- Curb, Gutter & Sidewalk Maintenance
- Clean-Up Campaign
- Utility Trenching Pavement Restoration
- Leaf Vacuuming

Traffic Maintenance
- Striping and Signing

Storm Drain
- Storm Maintenance
- Pump Station Maintenance
- Clean-Up Campaign
- Urban Runoff Pollution Prevention Program

Parkways & Boulevards
- Landscape Maintenance
- Street Tree Program
- Clean-Up Campaign

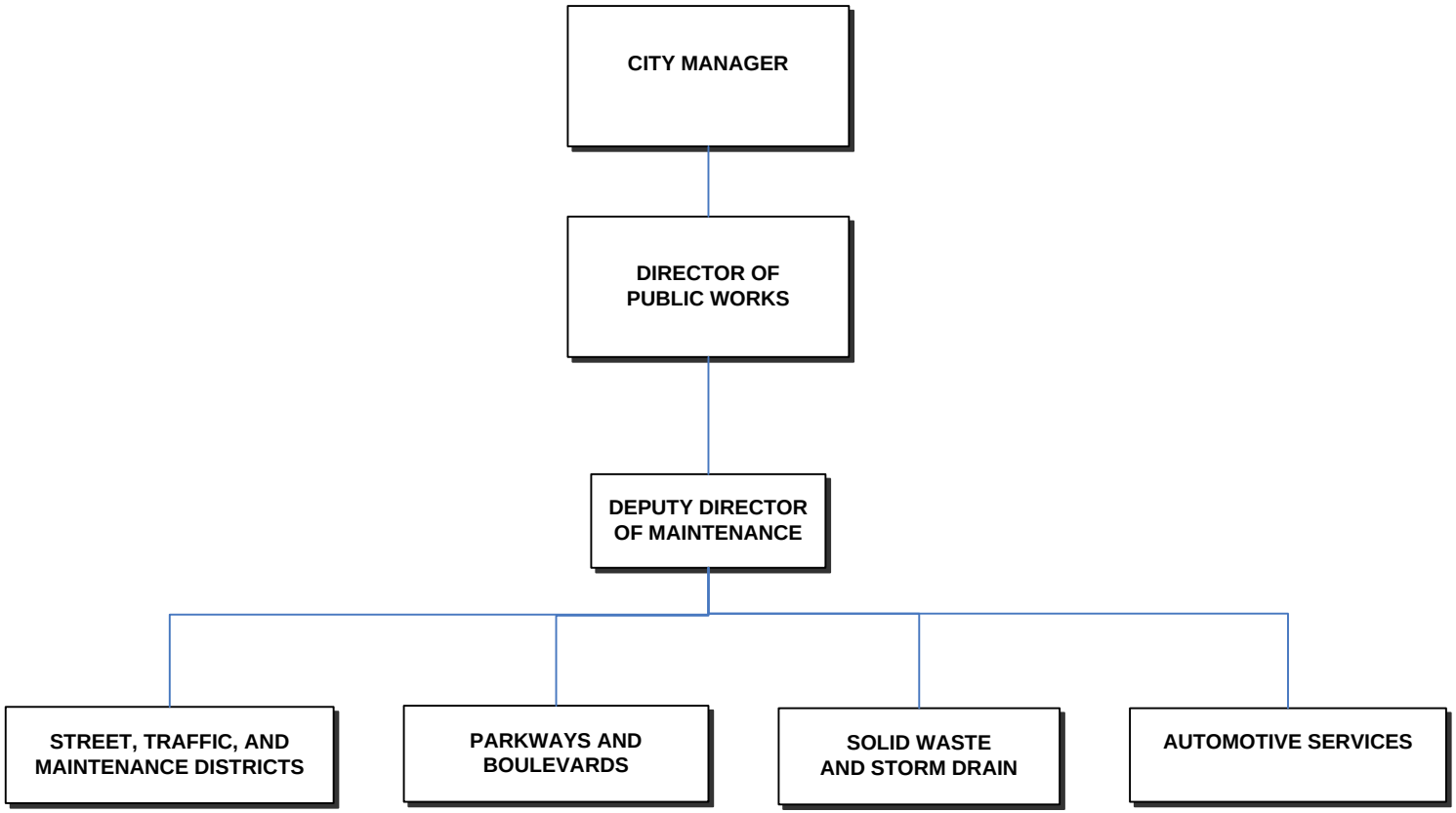
Solid Waste
- Garbage Collection & Disposal
- Clean Green
- Clean-Up Campaign
- Residential Recycling
- Street Sweeping
- Household Hazardous Waste
- Nuisance Abatement
- Urban Run-off Pollution Prevention

Downtown Parking District
- Downtown Parking District

Convention Center Maintenance District
- Convention Center Maintenance District

CITY OF SANTA CLARA

PUBLIC WORKS DEPARTMENT
STREETS AND AUTOMOTIVE SERVICES



Street Department (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions 2012-13 Adopted	No. of Positions 2013-14 Budget	Salary 2012-13 Adopted	Salary 2013-14 Budget
Street, General - Fund 001					
Uncl	Director of Streets and Automotive Services	0.75	-	$ -	$ -
Uncl	Assistant Director of Streets and Automotive Services/City Arborist	0.40	-	49,953	-
Uncl	Deputy Director of PW - Maintenance	-	0.90	-	112,396
Uncl	Superintendent of Street and Solid Waste	1.00	1.00	138,000	138,000
G29	Street Maintenance Worker IV	5.00	5.00	347,213	355,102
G27	Equipment Operator	2.00	2.00	167,124	167,124
G26	Senior Tree Trimmer	2.00	2.00	160,982	161,088
G23	Street Maintenance Worker III	15.00	15.00	831,539	823,721
G23	Grounds Maintenance Worker III	3.00	3.00	226,687	226,524
G21	Grounds Maintenance Worker II	3.00	2.50	214,440	176,094
G21	Street Maintenance Worker I/II	6.00	6.00	403,410	408,329
G19	Grounds Maintenance Worker I	7.50	8.00	493,596	510,187
E36	Construction Project Engineer	1.00	1.00	-	-
A37	Landscape Foreman / Forewoman	2.00	2.00	223,392	223,392
A35	Street Maintenance Foreperson	1.00	1.00	-	-
A31	Traffic Foreman / Forewoman	1.00	1.00	98,952	98,952
A28	Time and Material Clerk	0.75	0.75	54,081	63,227
A23	Code Enforcement Technician	1.00	1.00	77,616	77,616
A22	Office Specialist III	0.50	0.50	39,672	39,670
A18	Office Specialist II	2.00	2.00	141,780	70,416
	Premium			21,967	23,490
	Reserve			-	-
	Salary & Wages-Regular	54.90	54.65	3,690,404	3,675,328
	Salary & Wages-As Needed	-	-	-	-
	Salary & Wages-Overtime/Vacation Relief	-	-	38,037	38,037
	Furlough	-	-	(81,883)	(32,236)
	Total Street General Fund	**54.90**	**54.65**	**$ 3,646,558**	**$ 3,681,129**

Street Department (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions 2012-13 Adopted	No. of Positions 2013-14 Budget	Salary 2012-13 Adopted	Salary 2013-14 Budget
Street, Solid Waste - Fund 096					
Uncl	Director of Streets and Automotive Services	0.25	-	$ -	$ -
Uncl	Assistant Director of Streets and Automotive Services/City Arborist	0.25	-	31,220	-
Uncl	Superintendent of Street and Solid Waste	1.00	1.00	140,293	140,293
G28	Street Sweeper Operator	3.00	3.00	257,602	255,744
A35	Solid Waste Foreman/Forewoman	1.00	1.00	109,152	109,152
A28	Time & Material Clerk	0.25	0.25	18,027	21,075
A26	Staff Aide - Public Works/Recycling	1.00	1.00	87,552	68,784
A22	Office Specialist III	0.50	0.50	39,672	39,672
	Premium	-	-	232	240
	Salary & Wages-Regular	7.25	6.75	$ 683,750	$ 634,960
	Salary & Wages-Overtime/Vacation Relief	-	-	24,633	24,633
	Furlough	-	-	(21,626)	(6,154)
	Total Solid Waste	**7.25**	**6.75**	**$ 686,757**	**$ 653,439**
Street, Downtown Parking District - Fund 025					
G21	Grounds Maintenance Worker II	-	0.50	-	$ 33,240
G19	Grounds Maintenance Worker I	0.50	-	33,240	-
	Reserve			-	-
	Salary & Wages-Regular	-	-	$ 33,240	$ 33,240
	Furlough	-	-	(575)	(320)
	Total Downtown Parking District	**0.50**	**0.50**	**$ 32,665**	**$ 32,920**
Street, Convention Center Maintenance District - Fund 026					
Uncl	Assistant Director of Streets and Automotive Services/City Arborist	0.35	-	$ 43,709	$ -
Uncl	Deputy Director of Public Works - Maintenance	-	0.10	-	12,488
	Reserve			-	-
	Salary & Wages-Regular	-	-	$ 43,709	$ 12,488
	Salary & Wages-As Needed	-	-	-	-
	Furlough	-	-	(1,765)	-
	Total Convention Center Maintenance District	**0.35**	**0.10**	**$ 41,944**	**$ 12,488**
	Department Total	**63.00**	**62.00**	**$ 4,407,924**	**$ 4,379,976**

Department: Street

Division: Street Maintenance

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Street Maintenance	$ 1,805,689	$ 1,635,805	$ 1,493,347	$ (142,458)
Curb, Gutter & Sidewalk Maintenance	132,695	201,469	415,621	214,152
Clean-Up Campaign	204,450	249,361	168,730	(80,631)
Utility Trenching Pavement Restoration	242,255	327,304	249,247	(78,057)
Leaf Vacuuming	200,055	276,287	314,820	38,533
Total Expenditures	$ 2,585,144	$ 2,690,226	$ 2,641,765	$ (48,461)
Full Time Positions	22.20	22.20	20.10	(2.10)
Total Direct Revenue	$ 454,737	$ 217,000	$ 474,075	$ 257,075

Division Mission

Maintain and repair in a timely and cost efficient manner City streets, sidewalks and public parking lots to assure adequate and safe conditions in the public traveled way.

Division Highlights

- Maintain and continue to improve the pavement condition index by performing timely and cost efficient preventative maintenance to major streets, residential streets and alleys.
- Coordinate with all City departments all street projects in Capital Improvement programs with ongoing maintenance needs.
- Continue to increase productivity and efficiency through the effective use of City staff and competitive contracting.

Division: Street Maintenance

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Street Maintenance				
Director of Streets and Automotive Services	0.20	0.20	-	(0.20)
Superintendent of Street and Solid Waste	0.30	0.30	0.25	(0.05)
Equipment Operator	1.20	1.20	1.00	(0.20)
Street Maintenance Worker IV	2.05	2.05	1.50	(0.55)
Street Maintenance Worker III	4.65	4.65	4.50	(0.15)
Street Maintenance Worker I/II	2.60	2.60	1.50	(1.10)
Construction Project Engineer	0.20	0.20	0.50	0.30
Street Maintenance Foreperson	0.30	0.30	0.50	0.20
Time & Material Clerk	0.20	0.20	0.20	-
Office Specialist III	0.20	0.20	0.10	(0.10)
Office Specialist II	0.40	0.40	-	(0.40)
Subtotal	**12.30**	**12.30**	**10.05**	**(2.25)**
Curb Gutter & Sidewalk Maintenance				
Director of Streets and Automotive Services	0.05	0.05	-	(0.05)
Superintendent of Street and Solid Waste	0.20	0.20	0.20	-
Street Maintenance Worker IV	0.25	0.25	0.60	0.35
Equipment Operator	0.10	0.10	0.40	0.30
Street Maintenance Worker III	0.30	0.30	1.80	1.50
Street Maintenance Worker I/II	0.35	0.35	0.60	0.25
Construction Project Engineer	0.80	0.80	0.50	(0.30)
Street Maintenance Foreperson	0.05	0.05	0.20	0.15
Time & Material Clerk	0.05	0.05	0.05	-
Office Specialist III	0.20	0.20	-	(0.20)
Subtotal	**2.35**	**2.35**	**4.35**	**2.00**
Annual Clean-Up Campaign				
Equipment Operator	0.30	0.30	0.14	(0.16)
Street Maintenance Worker IV	0.35	0.35	0.21	(0.14)
Street Maintenance Worker III	0.80	0.80	0.63	(0.17)
Street Maintenance Worker I/II	0.50	0.50	0.21	(0.29)
Street Maintenance Foreperson	0.10	0.10	0.07	(0.03)
Subtotal	**2.05**	**2.05**	**1.26**	**(0.79)**
Utility Trenching & Pavement Rest.				
Director of Streets and Automotive Services	0.05	0.05	-	(0.05)
Superintendent of Street and Solid Waste	0.15	0.15	0.20	0.05
Street Maintenance Worker IV	0.20	0.20	0.24	0.04
Equipment Operator	0.25	0.25	0.16	(0.09)
Street Maintenance Worker III	0.95	0.95	0.72	(0.23)
Street Maintenance Worker I/II	0.80	0.80	0.24	(0.56)
Street Maintenance Foreperson	0.25	0.25	0.08	(0.17)
Time & Material Clerk	0.05	0.05	0.05	-
Office Specialist III	0.10	0.10	-	(0.10)
Subtotal	**2.80**	**2.80**	**1.69**	**(1.11)**

Division: Street Maintenance (Continued)

Summary of Regular Positions by Program (Continued)

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Leaf Vacuuming				
Director of Streets and Automotive Services	0.05	0.05	-	(0.05)
Superintendent of Street and Solid Waste	0.10	0.10	-	(0.10)
Equipment Operator	0.15	0.15	0.30	0.15
Street Maintenance Worker IV	0.15	0.15	0.45	0.30
Street Maintenance Worker III	1.30	1.30	1.35	0.05
Street Maintenance Worker I/II	0.75	0.75	0.45	(0.30)
Street Maintenance Foreperson	0.15	0.15	0.15	-
Time & Material Clerk	0.05	0.05	0.05	-
Subtotal	**2.70**	**2.70**	**2.75**	**0.05**
Total Division Positions	**22.20**	**22.20**	**20.10**	**(2.10)**

Division: Street Maintenance

Program: Street Maintenance

Number : 001/2911

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 911,761	$ 707,459	$ 587,080	$ (120,379)
Benefits	335,144	378,900	329,314	(49,586)
Other Operating Expenditures	277,758	266,914	291,419	24,505
Resource and Production Costs	-	-	-	-
Interfund Services	281,026	282,532	285,534	3,002
Total Expenditures	$ 1,805,689	$ 1,635,805	$ 1,493,347	$ (142,458)
Full Time Positions	12.30	12.30	10.05	(2.25)

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of pothole repair requests responded to within three business days, except during Clean-Up Campaign.	90%	80%	90%	95%
2. Amount in total tons of asphalt maintenance repairs.	4,901	2,105	1,800	1,800
3. Average cost per ton of asphalt placed.	$ 360	$ 850	$ 250	$ 350

Division: Street Maintenance

Program: Curb, Gutter & Sidewalk Maintenance

Number: 001/2912

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 47,121	$ 100,439	$ 234,001	$ 133,562
Benefits	47,050	52,562	133,881	81,319
Other Operating Expenditures	-	10,787	10,787	-
Resource and Production Costs	-	-	-	-
Interfund Services	38,524	37,681	36,952	(729)
Total Expenditures	$ 132,695	$ 201,469	$ 415,621	$ 214,152
Full Time Positions	2.35	2.35	4.35	2.00

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Average dollar amount per linear foot for curb gutter replacement.	$ 32.00	$ 43.73	$ 32.00	$ 32.00
2. Average dollar amount per square foot for sidewalk maintenance.	$ 9.00	$ 12.86	$ 9.00	$ 9.00

Division: Street Maintenance

Program: Clean-Up Campaign

Number: 001/2913

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 97,176	$ 136,539	$ 81,144	$ (55,395)
Benefits	62,902	69,026	41,424	(27,602)
Other Operating Expenditures	-	-	-	-
Resource and Production Costs	-	-	-	-
Interfund Services	44,372	43,796	46,162	2,366
Total Expenditures	$ 204,450	$ 249,361	$ 168,730	$ (80,631)
Full Time Positions	2.05	2.05	1.26	(0.79)

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Provide requested division FTE from their regular duties to assist with the Clean-Up Campaign within four-week timeframe.	2.10	2.05	2.05	1.94

Division: Street Maintenance

Program: Utility Trenching Pavement Restoration

Number: 001/2914

Program Mission: Construct permanent street pavement repairs to utility trenches for the City's Electric, Water, and Sewer Utilities.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 119,742	$ 172,529	$ 119,691	$ (52,838)
Benefits	$ 79,777	$ 89,841	$ 61,858	(27,983)
Other Operating Expenditures	-	21,992	21,992	-
Resource and Production Costs	-	-	-	-
Interfund Services	42,736	42,942	45,706	2,764
Total Expenditures	$ 242,255	$ 327,304	$ 249,247	$ (78,057)
Full Time Positions	2.80	2.80	1.69	(1.11)

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of minor utility trench repairs completed within 30 days after notification and release.	90%	90%	95%	95%

Division: Street Maintenance

Program: Leaf Vacuuming **Number: 001/2915**

Program Mission: Collect and remove the bulk loading of leaf fall in the months of October, November and December in coordination with the City's street sweeping program.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 78,331	$ 138,589	$ 156,040	$ 17,451
Benefits	68,454	77,653	90,473	12,820
Other Operating Expenditures	-	3,145	3,145	-
Resource and Production Costs	-	-	-	-
Interfund Services	53,270	56,900	65,162	8,262
Total Expenditures	$ 200,055	$ 276,287	$ 314,820	$ 38,533
Full Time Positions	2.70	2.70	2.75	0.05

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Volume in cubic yards of leaves removed by City crews	2,825	1,892	2,000	2,500

Department: Street

Division: Traffic Maintenance

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Traffic Striping and Signing	$ 874,866	$ 927,682	$ 993,984	$ 66,302
Total Expenditures	$ 874,866	$ 927,682	$ 993,984	$ 66,302
Full Time Positions	7.00	7.00	7.25	0.25
Total Direct Revenue	$ 56,547	$ 11,000	$ 20,000	$ 9,000

Division Mission

Fabricate, install and maintain traffic signs, striping, curb markings, pavement messages and other traffic related facilities to meet applicable safety standards for visibility and retroreflectivity.

Division Highlights

- Improve the effectiveness and coordination involved with fabricating, installing and maintaining traffic signs, striping, curb markings and pavement messages by performing timely and cost efficient preventative maintenance and using improved materials.
- Continue to increase productivity and efficiency through the effective use of City staff and competitive contracting of services.

Division: Traffic Maintenance

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Traffic Striping & Signing				
Superintendent of Street & Solid Waste	-	-	0.15	0.15
Street Maintenance Worker IV	1.00	1.00	1.00	-
Street Maintenance Worker III	3.00	3.00	4.00	1.00
Street Maintenance Worker I/II	2.00	2.00	1.00	(1.00)
Traffic Foreman/Forewoman	1.00	1.00	1.00	-
Office Specialist III	-	-	0.10	0.10
Total Division Positions	**7.00**	**7.00**	**7.25**	**0.25**

Division: Traffic Maintenance

Program: Traffic Striping and Signing

Number: 001/2971

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 450,533	$ 459,486	$ 491,689	$ 32,203
Benefits	215,930	240,702	269,168	28,466
Other Operating Expenditures	141,938	160,364	160,364	-
Resource and Production Costs	-	-	-	-
Interfund Services	66,465	67,130	72,763	5,633
Capital Outlay	-	-	-	-
Total Expenditures	$ 874,866	$ 927,682	$ 993,984	$ 66,302
Full Time Positions	7.00	7.00	7.25	0.25

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of signs installed, upgraded, or repaired.	2,164	2,357	1,330	1,500
2. Striping installed (miles).	75	89	114	120
3. Lineal feet of curb painted.	15,088	29,997	14,250	14,250
4. Square feet of crosswalks marked.	19,316	6,514	11,400	10,000

Department: Street

Division: Storm Drain

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Storm Maintenance	$ 336,307	$ 426,389	$ 463,419	$ 37,030
Pump Station Maintenance	168,662	219,087	340,918	121,831
Clean-up Campaign	31,168	31,362	50,491	19,129
Urban Runoff Pollution Prevention Program	227,657	305,884	315,031	9,147
Total Expenditures	$ 763,794	$ 982,722	$ 1,169,859	$ 187,137
Full Time Positions	6.60	6.60	7.35	0.75
Total Direct Revenue	$ 98,973	$ 92,000	$ 164,000	72,000

Division Mission

Maintain, repair, and keep in operational condition the storm drain collection and pump station facilities to assure the rapid removal of storm water runoff to minimize inundation and protect the City residents. Assist in the prevention of release of identified pollutants through the storm drain system.

Division Highlights

- Continue active implementation of the City's Urban Runoff Pollution Prevention Program - especially in the program elements of municipal operations, trash, and monitoring of industrial/commercial discharges.
- Continue to increase efficiency in maintaining storm drain system by routinely cleaning laterals, catch basins and other areas known to collect debris.
- Collaborate with Engineering and Water/Sewer Departments on areas for the Capital Improvement Program, such as maintaining wet wells, providing input on storm lift station design and storm water pollution prevention projects and improving the storm drain system conveyance system.
- Implement and comply with California Regional Water Quality Control Board Municipal Regional Storm Water National Pollution Discharge Elimination System (NPDES) Storm Water Discharge Permit.

Division: Storm Drain

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Storm System Maintenance				
Director of Streets and Automotive Services	0.05	0.05	-	(0.05)
Superintendent of Street and Solid Waste	0.10	0.10	0.05	(0.05)
Street Maintenance Foreperson	0.10	0.10	-	(0.10)
Street Maintenance Worker IV	0.60	0.60	0.60	-
Street Maintenance Worker III	1.20	1.20	1.20	-
Street Maintenance Worker I/II	0.60	0.60	1.20	0.60
Time & Material Clerk	0.10	0.10	0.10	-
Office Specialist III	-	-	0.10	0.10
Subtotal	**2.75**	**2.75**	**3.25**	**0.50**
Storm Pump Station Maintenance				
Superintendent of Street and Solid Waste	0.05	0.05	0.05	-
Street Maintenance Foreperson	0.05	0.05	-	(0.05)
Street Maintenance Worker IV	0.25	0.25	0.23	(0.02)
Street Maintenance Worker III	0.50	0.50	0.46	(0.04)
Street Maintenance Worker I/II	0.25	0.25	0.46	0.21
Subtotal	**1.10**	**1.10**	**1.20**	**0.10**
Annual Clean-Up Campaign				
Street Maintenance Worker IV	0.05	0.05	0.07	0.02
Street Maintenance Worker III	0.10	0.10	0.14	0.04
Street Maintenance Worker I/II	0.05	0.05	0.14	0.09
Code Enforcement Technician	0.05	0.05	0.07	0.02
Subtotal	**0.25**	**0.25**	**0.42**	**0.17**
Urban Runoff Pollution Prevention Program				
Director of Streets and Automotive Services	0.05	0.05	-	(0.05)
Superintendent of Street and Solid Waste	0.10	0.10	0.05	(0.05)
Street Maintenance Worker IV	0.10	0.10	0.10	-
Street Maintenance Worker III	0.20	0.20	0.20	-
Street Maintenance Worker I/II	0.10	0.10	0.20	0.10
Office Specialist II	1.00	1.00	1.00	-
Code Enforcement Technician	0.95	0.95	0.93	(0.02)
Subtotal	**2.50**	**2.50**	**2.48**	**(0.02)**
Total Division Positions	**6.60**	**6.60**	**7.35**	**0.75**

Division: Storm Drain

Program: Storm Maintenance

Number: 001/2921

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 163,610	$ 228,045	$ 245,675	$ 17,630
Benefits	101,595	116,738	133,710	16,972
Other Operating Expenditures	24,251	34,311	32,401	(1,910)
Resource and Production Costs	-	-	-	-
Interfund Services	46,851	47,295	51,633	4,338
Capital Outlay	-	-	-	-
Total Expenditures	$ 336,307	$ 426,389	$ 463,419	$ 37,030
Full Time Positions	2.75	2.75	3.25	0.50

Program Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of Catch Basins Cleaned	7,353	4,689	6,000	6,000
2. Feet of Main and Lateral Stormline Flushing	31,557	15,622	25,000	30,000

Division: Storm Drain

Program: Pump Station Maintenance

Number: 001/2922

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 95,954	$ 83,368	$ 89,887	$ 6,519
Benefits	38,799	43,530	50,017	6,487
Other Operating Expenditures	32,773	90,466	197,376	106,910
Resource and Production Costs	-	-	-	-
Interfund Services	1,136	1,723	3,638	1,915
Total Expenditures	$ 168,662	$ 219,087	$ 340,918	$ 121,831
Full Time Positions	1.10	1.10	1.20	0.10

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Wetwell/Trash Rack Cleaning (hours)	646	1,132	1,100	800
2. Debris Removed from Pumpstations (c.y.)	84	100	150	75
3. Pumpstation Outfall Monitoring (hours)	1,391	1,333	400	800

Division: Storm Drain

Program: Clean-up Campaign

Number: 001/2923

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 19,974	$ 19,075	$ 30,658	$ 11,583
Benefits	8,774	9,867	16,947	7,080
Other Operating Expenditures	-	-	-	-
Resource and Production Costs	-	-	-	-
Interfund Services	2,420	2,420	2,886	466
Total Expenditures	$ 31,168	$ 31,362	$ 50,491	$ 19,129
Full Time Positions	0.25	0.25	0.42	0.17

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Provide requested division FTE from their regular duties to assist with the Clean-Up Campaign.	0.25	0.25	0.25	0.35

Division: Storm Drain

Program: Urban Runoff Pollution Prevention

Number: 001/2924

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 121,381	$ 183,387	$ 185,289	$ 1,902
Benefits	78,104	88,845	95,159	6,314
Other Operating Expenditures	455	6,755	6,755	-
Resource and Production Costs	-	-	-	-
Interfund Services	27,717	26,897	27,828	931
Total Expenditures	$ 227,657	$ 305,884	$ 315,031	$ 9,147
Full Time Positions	2.50	2.50	2.48	(0.02)

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1 Number of Industrial Commercial Inspections	147	344	100	150
2. Number of Construction Site Inspections	42	89	50	60

Department: Street

Division: Parkways & Boulevards

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Landscape Maintenance	$ 2,236,381	$ 2,288,969	$ 2,629,994	$ 341,025
Street Tree Program	949,428	916,006	968,186	52,180
Clean-up Campaign	23,895	6,164	17,590	11,426
Tasman Parking Structure	-	200,000	232,054	32,054
Total Expenditures	$ 3,209,704	$ 3,211,139	$ 3,847,824	$ 404,631
Full Time Positions	19.10	19.10	19.95	0.85
Total Direct Revenue	$ 180,596	$ 28,000	$ 71,000	$ 43,000

Division Mission

Maintain City street trees and median landscaping; repair and install various City-owned property landscaping assuring a safe Citywide tree canopy and greenery which enhances public health, energy conservation, aesthetics and property value.

Division Highlights

- Trim and provide care for an increased amount of maturing City street trees.
- Remove graffiti from City-owned property.
- Maintain increased and upgraded amount of landscaping Citywide.
- Maintain newly installed San Tomas Aquino/Saratoga Creek Trail from Cabrillo Avenue to Highway 237, including the new STA/Saratoga Creek Trail Staging area.
- Coordinate and maintain all Water and Sewer pump station and Electric Department substation landscape maintenance.
- Coordinate with Traffic Engineer to provide design and installation of median landscape for the Saratoga Avenue turn lane modification project at San Tomas Expressway.
- Maintain City-owned historical property landscapes such as Harris-Lass House, Headen-Inman House, Jamison-Brown House and Berryessa Adobe.

Division: Parkways & Boulevards

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Landscape Maintenance				
Director of Streets and Automotive Services	0.10	0.10	-	(0.10)
Deputy Director of Public Works - Maintenance	-	-	0.45	0.45
Asst. Director of Streets & Auto. Svcs./City Arborist	0.30	0.25	-	(0.25)
Grounds Maintenance Worker III	3.00	3.00	2.94	(0.06)
Landscape Pest Control Operator	-	-	-	-
Grounds Maintenance Worker II	2.95	2.95	2.46	(0.49)
Grounds Maintenance Worker I	7.50	7.50	7.84	0.34
Landscape Foreman/Forewoman	1.00	1.00	1.00	-
Time & Material Clerk	0.20	0.20	0.20	-
Office Specialist III	-	-	0.10	0.10
Office Specialist II	0.30	0.30	0.50	0.20
Subtotal	**15.35**	**15.30**	**15.49**	**0.19**
Street Tree Program				
Director of Streets and Automotive Services	0.20	0.20	-	(0.20)
Deputy Director of Public Works - Maintenance	-	-	0.45	0.45
Asst. Director of Streets & Auto. Svcs./City Arborist	0.10	0.10	-	(0.10)
Senior Tree Trimmer	2.00	2.00	2.00	-
Landscape Foreman/Forewoman	1.00	1.00	1.00	-
Time & Material Clerk	0.10	0.10	0.10	-
Office Specialist III	-	-	0.10	0.10
Office Specialist II	0.30	0.30	0.50	0.20
Subtotal	**3.70**	**3.70**	**4.15**	**0.45**
Annual Clean-Up Campaign				
Grounds Maintenance Worker II	0.05	0.05	0.16	0.11
Subtotal	**0.05**	**0.05**	**0.16**	**0.11**
Tasman Parking Structure				
Asst. Director of Streets & Auto. Svcs./City Arborist	-	0.05	-	(0.05)
Superintendent of Street and Solid Waste	-	-	0.05	0.05
Grounds Maintenance Worker III	-	-	0.06	0.06
Grounds Maintenance Worker II	-	-	0.04	0.04
Subtotal	**-**	**0.05**	**0.15**	**0.10**
Total Division Positions	**19.10**	**19.10**	**19.95**	**0.85**

Division: Parkways & Boulevards

Program: Landscape Maintenance

Number: 001/2951

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$1,104,462	$1,101,018	$1,092,514	$ (8,504)
Benefits	525,768	582,512	610,779	28,267
Other Operating Expenditures	386,604	385,973	691,841	305,868
Resource and Production Costs	-	-	-	-
Interfund Services	219,547	219,466	234,860	15,394
Total Expenditures	$ 2,236,381	$ 2,288,969	$ 2,629,994	$ 341,025
Full Time Positions	15.35	15.30	15.49	0.19

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Acreage maintained.	175	175	175	175
2. Cost per acre maintained.	$ 12,972	$ 11,432	$ 13,000	$ 13,000
3. Remove graffiti from public property within one working day once notified and properly documented.	95%	100%	95%	95%

Division: Parkways & Boulevards

Program: Street Tree Program

Number: 001/2952

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 306,498	$ 307,204	$ 343,213	$ 36,009
Benefits	129,068	147,624	171,510	23,886
Other Operating Expenditures	338,110	285,796	269,403	(16,393)
Resource and Production Costs	-	-	-	-
Interfund Services	175,752	175,382	184,060	8,678
Total Expenditures	$ 949,428	$ 916,006	$ 968,186	$ 52,180
Full Time Positions	3.70	3.70	4.15	0.45

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of citizen requested inspections.	984	923	950	950
2. Percent of citizen requested inspections completed within 30 days.	80%	100%	80%	80%
3. Number of street tree trimming requests during year backlogged more than 90 days.	277	400	740	700
4. Number of street trees trimmed.	2,052	1,377	1,500	1,500
5. Number of trees planted.	141	123	100	100

Division: Parkways & Boulevards

Program: Clean-up Campaign

Number: 001/2953

Program Mission: Provide assistance / support in annual Citywide Clean-up Campaign.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 21,268	$ 3,428	$ 10,129	$ 6,701
Benefits	1,789	1,898	6,081	4,183
Other Operating Expenditures	-	-	-	-
Resource and Production Costs	-	-	-	-
Interfund Services	838	838	1,380	542
Total Expenditures	$ 23,895	$ 6,164	$ 17,590	$ 11,426
Full Time Positions	0.05	0.05	0.16	0.11

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
This program has no reportable performance measures.				

Division: Parkways & Boulevards

Program: Tasman Drive Parking Structure

Number: 001/2954

Program Mission: Maintain Tasman Drive Parking Structure

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ -	$ 5,992	$ 14,119	$ 8,127
Benefits	-	2,585	7,295	4,710
Other Operating Expenditures	-	191,423	193,350	1,927
Resource and Production Costs	-	-	-	-
Interfund Services	-	-	17,290	17,290
Capital Outlay	-	-	-	-
Total Expenditures	$ -	$ 200,000	$ 232,054	$ 32,054
Full Time Positions	-	0.05	0.15	0.10

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1 Keep the Tasman Parking Garage open and operational all year long	N/A	N/A	N/A	100%

Department: Street

Division: Solid Waste

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Garbage Collection & Disposal	$ 12,161,482	$ 13,012,723	$ 12,869,153	$ (143,570)
Clean Green	2,122,381	2,254,521	2,225,132	(29,389)
Clean-up Campaign	1,360,877	1,480,201	1,555,017	74,816
Residential Recycling	1,302,124	1,408,114	1,479,446	71,332
Street Sweeping	645,481	663,556	713,631	50,075
Household Hazardous Waste	76,944	109,421	117,507	8,086
Nuisance Abatement	83,898	69,887	72,837	2,950
Urban Runoff Pollution Prevention	3,870	9,864	10,408	544
Total Expenditures	$ 17,757,057	$ 19,008,287	$ 19,043,131	$ 34,844
Full Time Positions	7.25	7.25	6.75	(0.50)
Total Direct Revenue	$ 18,475,541	$ 19,291,135	$ 20,303,000	$ 1,011,865

Division Mission

Collect solid waste set out Citywide for disposal and recycling, and remove unwanted debris from City streets to facilitate proper sanitation and aesthetics.

Division Highlights

- Continue to have City residents utilize the Countywide Household Hazardous Waste Program, giving residents several opportunities to properly dispose of hazardous waste.
- Notify property owners of the existence of graffiti on private property, which noticeably reduces the amount of graffiti visible in the City.
- Complete residential street sweeping routes on a bi-weekly basis 80% of the time, and on a more frequent weekly basis as staffing allows.
- Complete the annual Clean-up Campaign within the allotted 20 day period while streamlining costs.
- Prepare reports and assist in administration of City's Urban Runoff Pollution Prevention program efforts and activities.

Division: Solid Waste

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Garbage Collection				
Director of Streets and Automotive Services	0.10	0.10	-	(0.10)
Assistant Director of Streets & Auto/City Arborist	0.10	0.10	-	(0.10)
Superintendent of Street and Solid Waste	0.35	0.35	0.35	-
Solid Waste Foreman/Forewoman	0.20	0.20	0.20	-
Time & Material Clerk	-	0.05	0.05	-
Office Specialist III	0.25	0.25	0.25	-
Subtotal	**1.00**	**1.05**	**0.85**	**(0.20)**
Clean Green				
Director of Streets and Automotive Services	0.10	0.05	-	(0.05)
Assistant Director of Streets & Auto/City Arborist	0.10	0.05	-	(0.05)
Superintendent of Street and Solid Waste	0.05	0.05	0.05	-
Solid Waste Foreman/Forewoman	0.20	0.05	0.08	0.03
Time & Material Clerk	0.10	0.05	0.05	-
Subtotal	**0.55**	**0.25**	**0.18**	**(0.07)**
Annual Clean-Up Campaign				
Director of Streets and Automotive Services	0.05	0.05	-	(0.05)
Assistant Director of Streets & Auto/City Arborist	0.05	0.05	-	(0.05)
Superintendent of Street and Solid Waste	0.15	0.15	0.15	-
Street Sweeper Operator	0.15	0.30	0.21	(0.09)
Solid Waste Foreman/Forewoman	0.05	0.10	0.07	(0.03)
Office Specialist III	-	0.05	0.05	-
Time & Material Clerk	0.10	0.10	0.10	-
Subtotal	**0.55**	**0.80**	**0.58**	**(0.22)**
Recycling				
Director of Streets and Automotive Services	-	0.05	-	(0.05)
Assistant Director of Streets & Auto/City Arborist	-	0.05	-	(0.05)
Superintendent of Street and Solid Waste	0.10	0.10	0.10	-
Staff Aide -Public Works/Recycling	1.00	1.00	1.00	-
Office Specialist III	0.25	0.15	0.15	-
Subtotal	**1.35**	**1.35**	**1.25**	**(0.10)**
Street Sweeping				
Superintendent of Street and Solid Waste	0.05	0.05	0.05	-
Street Sweeper Operator	2.85	2.70	2.79	0.09
Solid Waste Foreman/Forewoman	0.25	0.35	0.35	-
Time & Material Clerk	0.05	0.05	0.05	-
Subtotal	**3.20**	**3.15**	**3.24**	**0.09**
Hazardous Waste				
Office Specialist III	-	0.05	0.05	-
Superintendent of Street and Solid Waste	0.20	0.20	0.20	-
Subtotal	**0.20**	**0.25**	**0.25**	**-**

Division: Solid Waste

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Nuisance Abatement				
Superintendent of Street and Solid Waste	0.05	0.05	0.05	-
Solid Waste Foreman/Forewoman	0.30	0.30	0.30	-
Subtotal	**0.35**	**0.35**	**0.35**	**-**
Urban Runoff Pollution Prevention				
Superintendent of Street and Solid Waste	0.05	0.05	0.05	-
Subtotal	**0.05**	**0.05**	**0.05**	**-**
Total Division Positions	**7.25**	**7.25**	**6.75**	**(0.50)**

Division: Solid Waste

Program: Garbage Collection & Disposal

Number: 096/2931

Program Mission: Administer the residential garbage collection contract, non-exclusive franchise (industrial) hauling contracts and proper disposal of City refuse.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 93,223	$ 99,086	$ 94,072	$ (5,014)
Benefits	38,933	43,983	43,731	(252)
Other Operating Expenditures	24,357	6,808	17,930	11,122
Resource and Production Costs	10,435,356	11,229,000	11,414,000	185,000
Interfund Services	1,033,792	1,063,846	724,420	(339,426)
Contribution In-lieu of Taxes	535,821	570,000	575,000	5,000
Total Expenditures	$ 12,161,482	$ 13,012,723	$ 12,869,153	$ (143,570)
Full Time Positions	1.00	1.05	0.85	(0.20)

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Ensure that Garbage collection contractor services all of regularly scheduled collection routes.	100%	100%	100%	100%
2. Respond and resolve complaints of missed collection within one working day of initial contact.	100%	100%	100%	100%
3. Administer landfill disposal contract to ensure that all of the refuse collected is processed and disposed of properly.	100%	100%	100%	100%

Division: Solid Waste

Program: Clean Green

Number: 096/2932

Program Mission: Administer the weekly collection and processing of compostable materials set out at curbside by residents.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 37,249	$ 46,584	$ 19,773	$ (26,811)
Benefits	15,829	20,694	9,098	(11,596)
Other Operating Expenditures	6,578	12,048	48	(12,000)
Resource and Production Costs	2,041,086	2,153,000	2,173,000	20,000
Interfund Services	21,639	22,195	23,213	1,018
Total Expenditures	$ 2,122,381	$ 2,254,521	$ 2,225,132	$ (29,389)
Full Time Positions	0.55	0.25	0.18	(0.07)

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Service all regularly scheduled Clean Green collection routes.	100%	100%	100%	100%
2. Amount of Clean Green tonnage diverted from landfilling as refuse.	11,039	11,264	10,500	11,000

Division: Solid Waste

Program: Clean-up Campaign

Number: 096/2933

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 56,294	$ 77,891	$ 72,652	$ (5,239)
Benefits	19,754	30,234	28,660	(1,574)
Other Operating Expenditures	833,296	604,745	858,045	253,300
Resource and Production Costs	448,174	764,000	592,000	(172,000)
Interfund Services	3,359	3,331	3,660	329
Total Expenditures	$ 1,360,877	$ 1,480,201	$ 1,555,017	$ 74,816
Full Time Positions	0.55	0.80	0.58	(0.22)

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Complete annual Clean-Up Campaign within a four week (20 day) time frame.	100%	100%	100%	100%

Division: Solid Waste

Program: Residential Recycling

Number: 096/2934

Program Mission: Administer, expand, and encourage source reduction and recycling opportunities for residents and businesses to divert solid wastes from landfilling.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 105,352	$ 116,513	$ 93,737	$ (22,776)
Benefits	48,943	53,084	47,621	(5,463)
Other Operating Expenditures	8,778	700	2,168	1,468
Resource and Production Costs	1,135,088	1,234,000	1,331,000	97,000
Interfund Services	3,963	3,817	4,920	1,103
Total Expenditures	$ 1,302,124	$ 1,408,114	$ 1,479,446	$ 71,332
Full Time Positions	1.35	1.35	1.25	(0.10)

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Respond to and resolve complaint of missed collection within one working day of initial contact.	100%	100%	100%	100%

Division: Solid Waste

Program: Street Sweeping

Number: 096/2935

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 267,189	$ 274,870	$ 295,161	$ 20,291
Benefits	129,009	131,716	148,864	17,148
Other Operating Expenditures	27,771	30,038	30,380	342
Resource and Production Costs	-	-	-	-
Interfund Services	221,512	226,932	239,226	12,294
Total Expenditures	$ 645,481	$ 663,556	$ 713,631	$ 50,075
Full Time Positions	3.20	3.15	3.24	0.09

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of street miles swept annually.	27,623	29,313	26,000	26,000
2. Percent of sweeping complaints resolved within one work day.	100%	100%	100%	100%
3. Average cost per street mile swept.	$ 23.04	$ 22.23	$ 22.00	$ 23.00
4. Average labor hours per curb mile.	0.12	0.12	0.18	0.15

Division: Solid Waste

Program: Household Hazardous Waste

Number: 096/2936

Program Mission: Administer the disposal of hazardous wastes generated from residential households and City departments.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 24,100	$ 26,925	$ 31,717	$ 4,792
Benefits	11,018	11,804	14,660	2,856
Other Operating Expenditures	33,569	70,000	70,000	-
Resource and Production Costs	7,533	-	-	-
Interfund Services	724	692	1,130	438
Total Expenditures	$ 76,944	$ 109,421	$ 117,507	$ 8,086
Full Time Positions	0.20	0.25	0.25	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of vehicles participating.	3,609	3,703	3,500	3,500
2. Cost per vehicle attending program.	$ 96	$ 87	$ 115	$ 110

Division: Solid Waste

Program: Nuisance Abatement

Number: 096/2937

Program Mission: Administer the illegal sign removal program, graffiti abatement program, and various other nuisance abatement programs on an as-needed basis.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 61,616	$ 38,156	$ 39,379	$ 1,223
Benefits	15,499	16,366	17,774	1,408
Other Operating Expenditures	5,439	14,064	14,064	-
Resource and Production Costs	-	-	-	-
Interfund Services	1,344	1,301	1,620	319
Total Expenditures	$ 83,898	$ 69,887	$ 72,837	$ 2,950
Full Time Positions	0.35	0.35	0.35	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Remove illegal signs posted on both public and private property.	2,635	4,926	1,500	15,000
2. Number of locations that graffiti vandalism was removed from private property after notification by the City.	857	4,041	500	500

Division: Solid Waste

Program: Urban Runoff Pollution Prevention

Number: 096/2938

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 927	$ 6,732	$ 6,948	$ 216
Benefits	2,692	2,952	3,180	228
Other Operating Expenditures	-	-	-	-
Resource and Production Costs	-	-	-	-
Interfund Services	251	180	280	100
Total Expenditures	$ 3,870	$ 9,864	$ 10,408	$ 544
Full Time Positions	0.05	0.05	0.05	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Administration and on-time submittal of all program required reports, and reporting	100%	100%	100%	100%

Department: Street

Division: Downtown Parking District

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Downtown Parking District	$ 132,648	$ 151,718	$ 172,283	$ 20,565
Total Expenditures	$ 132,648	$ 151,718	$ 172,283	$ 20,565
Full Time Positions	0.50	0.50	0.50	-
Total Direct Revenue	$ 14,751	$ 9,725	$ 11,849	$ 2,124

Division Mission

Provide maintenance on all landscaping and exterior amenities with minimum impact to daily merchant operations while enhancing property value.

Division Highlights

- Prepare and implement maintenance of all exterior landscape areas.
- Implement repairs on arbors, and concrete planter facilities.

Division: Downtown Parking District

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Franklin Mall				
Grounds Maintenance Worker I	0.50	0.50	-	(0.50)
Grounds Maintenance Worker II	-	-	0.50	0.50
Subtotal	**0.50**	**0.50**	**0.50**	**-**
Total Division Positions	**0.50**	**0.50**	**0.50**	**-**

Division: Downtown Parking District

Program: Downtown Parking District **Number: 025/2941**

Program Mission: Provide high quality maintenance on all landscaping, roadways, sidewalks, fountains and exterior amenities with minimum impact to daily merchant operations while enhancing property value.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 35,350	$ 32,665	$ 32,920	$ 255
Benefits	17,117	18,473	19,599	1,126
Other Operating Expenditures	79,015	99,384	99,384	-
Resource and Production Costs	-	-	-	-
Interfund Services	1,166	1,196	1,410	214
Capital Outlay	-	-	18,970	18,970
Total Expenditures	$ 132,648	$ 151,718	$ 172,283	$ 20,565
Full Time Positions	0.50	0.50	0.50	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Provide one (1) Ground Maintenance Worker II to perform necessary maintenance.	100%	100%	100%	100%
2. Inspect and evaluate the sweeping contractors performance at the site every Wednesday, and provide contractor with City's monthly report.	100%	100%	100%	100%
3. Ensure that daily sweeping and cleaning services occur between 7:00 PM to 10:00 PM.	100%	100%	100%	100%
4. Average cost per square foot maintained.	$ 0.54	$ 0.75	$ 0.54	$ 0.54

Department: Street

Division: Convention Center Maintenance District

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Convention Center Maintenance District	$ 1,194,633	$ 1,297,697	$ 1,339,009	$ 41,312
Total Expenditures	$ 1,194,633	$ 1,297,697	$ 1,339,009	$ 41,312
Full Time Positions	0.35	0.35	0.10	(0.25)
Total Direct Revenue	$ 646,783	$ 699,921	$ 734,454	$ 34,533

Division Mission

Provide maintenance on all landscaping and exterior amenities to assure a safe environment while enhancing aesthetics and property value.

Division Highlights

- 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: Convention Center Maintenance District

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Convention Center Maintenance District				
Asst. Director of Streets & Auto. Svcs./City Arborist	0.35	0.35	-	(0.35)
Deputy Director of Public Works - Maintenance	-	-	0.10	0.10
Subtotal	**0.35**	**0.35**	**0.10**	**(0.25)**
Total Division Positions	**0.35**	**0.35**	**0.10**	**(0.25)**

Division: Convention Center Maintenance District

Program: Convention Center Maintenance District

Number: 026/2961

Program Mission: Provide high quality maintenance on all landscaping, roadways, sidewalks, garage structure and exterior amenities with minimum impact to daily events/operations while enhancing aesthetics, public safety and property value.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 68,786	$ 41,944	$ 12,488	$ (29,456)
Benefits	11,576	18,098	5,617	(12,481)
Other Operating Expenditures	1,064,442	1,184,800	1,260,914	76,114
Resource and Production Costs	-	-	-	-
Interfund Services	49,829	52,855	59,990	7,135
Total Expenditures	$ 1,194,633	$ 1,297,697	$ 1,339,009	$ 41,312
Full Time Positions	0.35	0.35	0.10	(0.25)

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Oversee maintenance and construction contractors through a third-party management company and ensure delivery of improvements and public safety.	100%	100%	100%	100%
2. Oversee monthly project management meetings with the general management staff of the Santa Clara Convention Center Complex, Hyatt Regency and Equity Office Techmart to resolve conflicts and complaints.	11	11	11	11
3. Cost per square foot maintained.	$ 1.28	$ 1.28	$ 1.28	$ 1.28

Automotive Services Department

Department Summary	2011-12 Actuals	2012-13 Adopted	2013-14 Budget
Automotive Services	$ 4,010,669	$ 3,946,062	$ 4,111,471
Equipment Pool Revolving	743,630	2,329,500	3,712,500
Total Department Expenditures	$ 4,754,299	$ 6,275,562	$ 7,823,971
Total Full Time Positions	18.00	16.00	15.00
Total Department Revenue	$ 6,020,646	$ 6,048,980	$ 6,353,042

Department Mission

To promote and maintain the highest standards of personal and professional conduct among all involved with Automotive Services.

Department Overview

Provide support for the diverse fleet operations to ensure safe, efficient, and cost effective maintenance, repair, fueling, and replacement of City owned vehicles and equipment.

Automotive Services Department (continued)

Resource Level Changes

A Clerk II position was eliminated as a result of the department consolidation and the Automotive Superintendent position was retitled to Fleet Manager.

Divisions and Programs

Automotive Services
- Maintenance/Repair/Fuel/Parts

Equipment Pool Revolving
- Equipment Replacement/Disposal

Automotive Services Department (continued)

P0SITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions 2012-13 Adopted	No. of Positions 2013-14 Budget	Salary 2012-13 Adopted	Salary 2013-14 Budget
Uncl	Fleet Manager	-	1.00	$ -	$ 115,332
Uncl	Automotive Superintendent	1.00	-	108,924	-
A30	Automotive Foreman/Forewoman	2.00	2.00	191,245	193,600
G28	Automotive Technician III	7.00	7.00	592,498	598,754
A24	Auto Services Coordinator	1.00	1.00	83,340	83,340
A23	Fleet Assistant	1.00	1.00	79,344	79,344
A19	Account Clerk I	1.00	1.00	-	-
A19	Materials Handler/Auto Parts Technician	1.00	1.00	72,617	72,108
A17	Clerk II	1.00	-	70,416	-
A15	Automotive Services Utility Worker	1.00	1.00	63,840	63,840
	Premium			5,860	3,340
	Salary & Wages-Regular	16.00	15.00	1,268,084	1,209,658
	Furlough			(37,076)	(11,485)
	Salary & Wages-Overtime/Vacation Relief			500	500
	Total	**16.00**	**15.00**	**$ 1,231,508**	**$ 1,198,673**

Division: Automotive Services

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Maintenance/Repairs	$ 4,010,669	$ 3,946,062	$ 4,111,471	$ 165,409
Total Expenditures	$ 4,010,669	$ 3,946,062	$ 4,111,471	$ 165,409
Full Time Positions	18.00	16.00	15.00	(1.00)
Total Direct Revenue	$ 3,965,424	$ 3,968,295	$ 4,135,985	$ 167,690

Division Mission

Ensure safe, efficient, and cost effective maintenance, repair, and fueling of City owned vehicles and equipment.

Division Highlights

- Maintain regulatory compliance with City, County, State, and Government regulations at all fuels sites, dispensing Unleaded, Diesel, and Propane fuels.
- Successfully complete California Highway Patrol (CHP) BIT Program Administrative Review Inspection without violations.

Division: Automotive Services

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Maintenance/Repairs				
Fleet Manager	-	-	1.00	1.00
Automotive Superintendent	1.00	1.00	-	(1.00)
Automotive Technician III	8.00	7.00	7.00	-
Automotive Foreman/Forewoman	2.00	2.00	2.00	-
Auto Services Coordinator	1.00	1.00	1.00	-
Fleet Assistant	1.00	1.00	1.00	-
Account Clerk I	1.00	1.00	1.00	-
Materials Handler/Auto Parts Technician	2.00	1.00	1.00	-
Clerk II	1.00	1.00	-	(1.00)
Automotive Services Utility Worker	1.00	1.00	1.00	-
Subtotal	**18.00**	**16.00**	**15.00**	**(1.00)**
Total Division Positions	**18.00**	**16.00**	**15.00**	**(1.00)**

Department: Automotive Services

Program: Maintenance / Repairs **Number: 053/2123**

Program Mission: Optimize safety, cost, and availability of vehicles and equipment through established preventative maintenance and repair programs.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 1,251,812	$1,231,508	$1,198,673	$ (32,835)
Benefits	563,118	601,730	615,959	14,229
Other Operating Expenditures	2,049,090	1,962,566	2,158,345	195,779
Interfund Services	130,220	130,258	138,494	8,236
Capital Outlay	16,429	20,000	-	(20,000)
Total Expenditures	$ 4,010,669	$ 3,946,062	$ 4,111,471	$ 165,409
Full Time Positions	18.00	16.00	15.00	(1.00)

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Compliance with Department of California Highway Patrol (CHP) Biennial Inspection of Terminals (BIT) program.	N/A	N/A	N/A	100%
2. Percentage of Preventive Maintenance (PM) completed within two weeks of due date.	N/A	N/A	N/A	85%
3. Percentage of preventive maintenance services performed within one business day of receipt of vehicle.	100%	95%	95%	N/A

Department: Automotive Services

Division: Equipment Pool Revolving

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Equipment Pool Revolving	$ 743,630	$ 2,329,500	$ 3,712,500	$ 1,383,000
Total Expenditures	$ 743,630	$ 2,329,500	$ 3,712,500	$ 1,383,000
Full Time Positions	-	-	-	-
Total Direct Revenue	$ 2,055,222	$ 2,080,685	$ 2,217,057	$ 136,372

Division Mission

Establish sustainable equipment replacement program based on equipment class usage and determine most cost effective point of replacement.

Division Highlights

- Evaluate fleet vehicles up for replacement and collaborate with using departments on right sizing their equipment.
- Continue to evaluate replacement vehicles with Hybrid/Flex fueled vehicles as applicable.
- Research alternative fueled equipment in Heavy Duty applications.

Division: Equipment Pool Revolving

Program: Equipment Pool Revolving **Number: 050/2111**

Program Mission: To collaborate with using departments on the procurement, up fit, and disposal of all vehicles and equipment within the City.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Other Operating Expenditures	$ 743,630	$2,329,500	$3,712,500	$ 1,383,000
Total Expenditures	$ 743,630	$ 2,329,500	$ 3,712,500	$ 1,383,000
Full Time Positions	-	-	-	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Procure equipment and vehicles identified for replacement during fiscal year.	N/A	N/A	N/A	90%
2. Collaborate with using departments on replacement equipment and vehicles before each purchase.	N/A	N/A	N/A	100%
3 Acquire all vehicles and equipment due for replacement as budgeted.	100%	75%	100%	N/A
4 Place new vehicles in departmental service as requested within 30 days of receipt.	95%	78%	95%	N/A

This page intentionally left blank.

Police

Field Operations

Investigations

Administrative Services

Technical Services

Communication Equipment Acquisition

Santa Clara
All-America City
2001

Police Department

Department Summary	2011-12 Actual	2012-13 Adopted	2013-14 Budget
Field Operations	$ 21,975,940	$ 22,441,578	$ 24,130,282
Investigations	8,382,669	8,968,196	8,851,332
Administrative Services	11,295,229	12,165,726	12,506,192
Technical Services - Operation	656,719	766,346	785,416
Communications Equipment Acquisition	-	20,000	695,000
Total Department Expenditures	$ 42,310,557	$ 44,361,846	$ 46,968,222
Total Full Time Positions	222.00	222.00	222.00
Total Department Revenue	$ 2,574,927	$ 2,485,200	$ 2,402,520

Department Mission Statement

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

Department Overview

The Police Department provides law enforcement and other policing services to the City of Santa Clara around the clock. The Police Department handles about 60,000 "events" per year, whether they are calls for service or contacts initiated by officers in the field. The department is divided into three divisions.

The **Field Operations Division** is comprised of the "first responders" to the vast majority of calls for service and is made up of patrol teams, a motorcycle traffic unit, traffic investigators, reserve police officers, community service officers, the Special Enforcement Team, and the Special Response Team. The Field Operations Division is also responsible for many other services, including Special Operations, the Field Training Program, crime scene evidence collection, parking control, and abandoned vehicle abatement. Additionally, the Nuisance Suppression Unit and the Rivermark Substation personnel are assigned to this division.

The **Investigations Division** is responsible for the majority of follow-up investigations, particularly for major crimes. Detectives are assigned by type of crime, including: homicide, robbery, domestic violence, assault, theft, juvenile crimes, burglary, narcotics and financial crimes. The Investigations Division keeps track of and continues to pursue "cold cases". The Investigations Division also has a Forensic Coordinator and a Crime Analyst. Effective 2011-12, Records, Warrant, and Temporary Holding Facility were moved from the Administrative Services Division to the Investigations Division.

The **Administrative Services Division** is comprised of many sub-units and functions, including: Neighborhood Watch, Business Watch, Crime Prevention, Permits, School Resource Officers, DARE, Crossing Guards, Safety Patrol, Evidence, Training and PAL, and Professional Standards (Internal Affairs, Personnel and Recruiting). Administrative Services Division also includes the 9-1-1 Emergency Dispatch Unit.
The Dispatch Unit provides all emergency and routine Police, Fire, and medical dispatching throughout the city.

The Police Department is committed to providing a high level of service to our residents and businesses; working in partnership with them to face the challenges that arise in our community.

Police Department (continued)

Resource Level Changes

No changes to staffing levels.

Divisions and Programs

Field Operations
- General Patrol
- Traffic
- Special Operations
- Reserves

Administrative Services
- Department Support
- Community Services
- Dispatch
- Professional Standards
- Training
- Evidence
- PAL

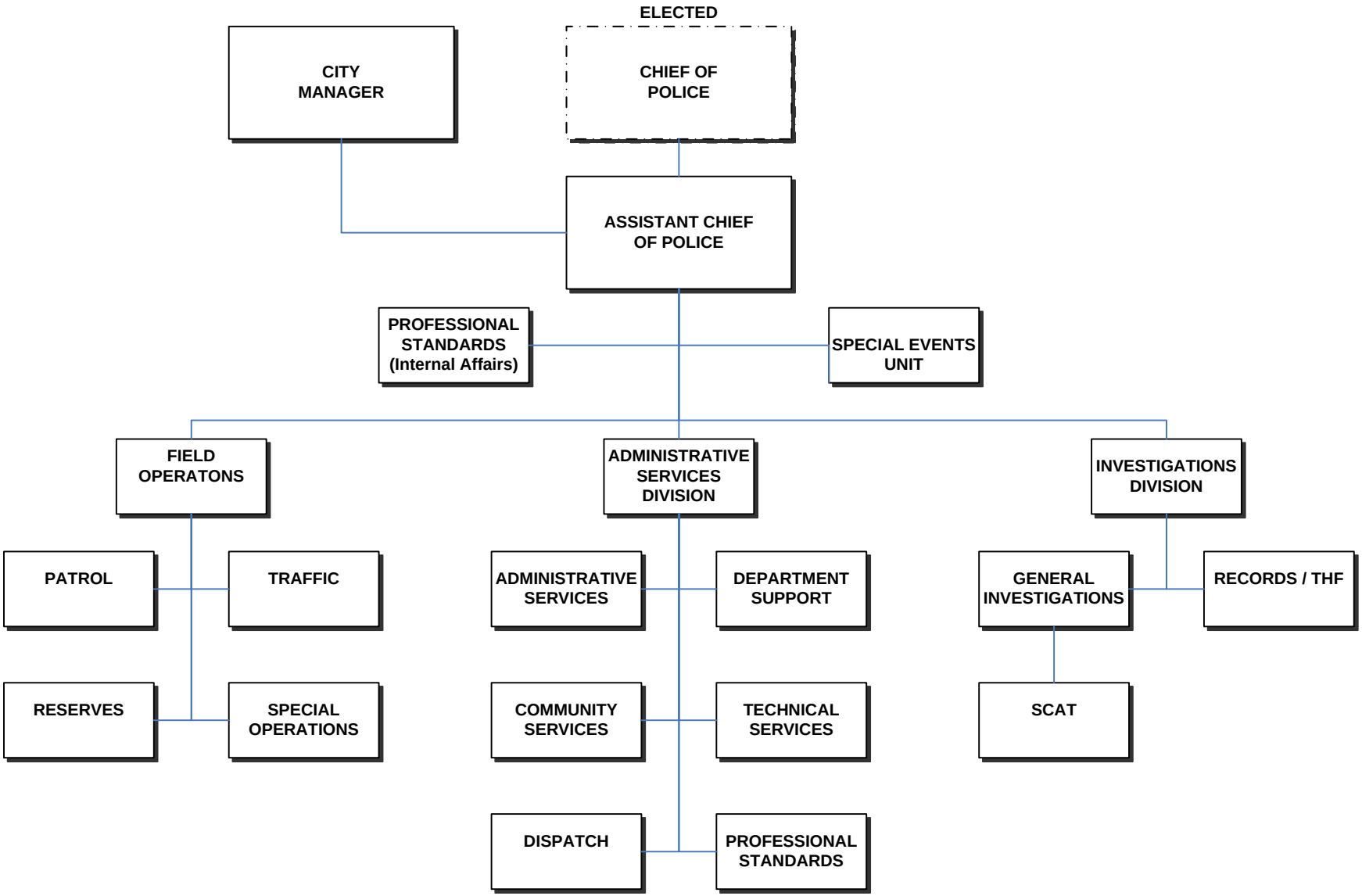
Investigations
- General Investigations
- SCAT
- Records/THF

Communications Equipment Acquisition
- Communications Equipment Acquisition

Technical Services
- Technical Services - Operations

CITY OF SANTA CLARA

POLICE DEPARTMENT



Police Department

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions 2012-13 Adopted	No. of Positions 2013-14 Budget	Salary 2012-13 Adopted	Salary 2013-14 Budget
Police - Fund 001					
Uncl	Police Chief	1.00	1.00	$ 241,800	$ 212,568
Uncl	Assistant Police Chief	1.00	1.00	202,440	202,440
Uncl	Police Captain	3.00	3.00	578,412	578,412
Uncl	Communications Operations Manager	1.00	1.00	129,576	129,576
Uncl	Administrative Analyst	1.00	1.00	113,664	113,664
B43	Police Lieutenant	8.00	8.00	1,337,559	1,363,499
B37	Police Sergeant	31.00	31.00	3,901,326	3,943,059
B31	Police Officer	103.00	103.00	12,517,382	12,567,694
H34	Senior Communications Dispatcher	3.00	3.00	307,367	307,824
H31	Communications Dispatcher III	3.00	3.00	258,113	277,020
H28	Communications Dispatcher I/II	13.00	13.00	1,096,952	1,072,411
H26	Police Records Supervisor	4.00	4.00	248,688	250,069
H22	Jail Service Officer	5.00	5.00	374,787	375,584
H22	Police Records Specialist I/II	14.00	14.00	856,723	873,329
H22	Community Service Officer I/II	16.00	16.00	1,012,481	1,025,810
A34	Forensic Coordinator	1.00	1.00	99,269	101,484
A34	Police Records Manager	1.00	1.00	101,484	101,484
A32	Crime Analyst	2.00	2.00	101,484	79,344
A24	Office Specialist IV	1.00	1.00	71,936	75,413
A22	Office Specialist III	3.00	3.00	210,376	221,015
A18	Office Specialist II	3.00	3.00	199,366	183,216
	Premium			534,333	481,250
	Reserve			-	-
	Salary & Wages-Regular	218.00	218.00	24,495,518	24,536,165
	Salary & Wages-As Needed			481,292	481,292
	Salary & Wages-Overtime/Vacation Relief			1,800,000	1,814,000
	Salary & Wages-Holiday			929,300	923,614
	Furlough			(363,091)	(182,165)
	Total Police	**218.00**	**218.00**	**$ 27,343,019**	**$27,572,906**

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions 2012-13 Adopted	No. of Positions 2013-14 Budget	Salary 2012-13 Adopted	Salary 2013-14 Budget
Technical Services - Fund 047					
Uncl	Communications Technical Srvs. Mngr.	1.00	1.00	$ 117,588	$ 117,588
A32	Communication Technician I/II	3.00	3.00	292,530	299,714
	Premium			9,118	9,118
	Salary & Wages-Regular	4.00	4.00	419,236	426,420
	Salary & Wages-Overtime/Vacation Relief			4,500	4,500
	Furlough			(18,602)	(16,557)
	Total Technical Services	**4.00**	**4.00**	**$ 405,134**	**$ 414,363**
	Department Total	**222.00**	**222.00**	**$ 27,748,153**	**$27,987,269**

Department: Police

Division: Field Operations

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
General Patrol	$ 17,598,180	$ 17,546,298	$ 19,516,745	$ 1,970,447
Traffic	2,652,167	3,170,180	2,762,668	(407,512)
Special Operations	1,369,955	1,368,690	1,462,123	93,433
Reserves	355,638	356,410	388,746	32,336
Total Expenditures	$ 21,975,940	$ 22,441,578	$ 24,130,282	$ 1,688,704
Full Time Positions	117.00	117.00	117.00	-
Total Direct Revenue	$ 1,368,334	$ 1,262,400	$ 1,217,700	$ (44,700)

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 Highlights

- 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 by frequent patrols and educating the public.
- The Police Department has obtained a grant from ABC to educate local businesses with liquor licenses and enforce alcohol violations at businesses and around the University.
- Members of our Reserve Unit will continue to volunteer thousands of hours in service to the community.

Division: Field Operations

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
General Patrol				
Police Captain	1.00	1.00	1.00	-
Police Lieutenant	3.50	3.50	3.50	-
Police Sergeant	13.00	13.00	13.00	-
Police Officer	67.00	67.00	67.00	-
Office Specialist III	1.00	1.00	1.00	-
Community Service Officer I	-	-	-	-
Community Service Officer II	-	-	-	-
Community Service Officer I/II	6.00	6.00	6.00	-
Subtotal	**91.50**	**91.50**	**91.50**	**-**
Traffic				
Police Lieutenant	0.50	0.50	0.50	-
Police Sergeant	2.00	2.00	2.00	-
Police Officer	11.00	11.00	11.00	-
Community Service Officer I	-	-	-	-
Community Service Officer I/II	2.00	2.00	2.00	-
Office Specialist II	1.00	1.00	1.00	-
Subtotal	**16.50**	**16.50**	**16.50**	**-**
Special Operations				
Police Lieutenant	0.50	0.50	0.50	-
Police Sergeant	3.00	3.00	3.00	-
Police Officer	5.00	5.00	5.00	-
Subtotal	**8.50**	**8.50**	**8.50**	**-**
Reserves				
Police Lieutenant	0.50	0.50	0.50	-
Subtotal	**0.50**	**0.50**	**0.50**	**-**
Total Division Positions	**117.00**	**117.00**	**117.00**	**-**

Division: Field Operations

Program: General Patrol

Number: 001/7722

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 11,784,042	$ 11,861,927	$ 12,884,761	$ 1,022,834
Benefits	4,948,358	5,281,009	5,908,027	627,018
Other Operating Expenditures	74,128	81,100	81,100	-
Interfund Services	791,652	601,855	642,857	41,002
Total Expenditures	$ 17,598,180	$ 17,825,891	$ 19,516,745	$ 1,690,854
Full Time Positions	91.50	91.50	91.50	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Average response time to high priority Calls For Service (CFS).	3:21 min.	4:50 min.*	3:43 min.	3:35 min.
2. Ratio of calls for service to officer self initiated events.	3:1	3:1	3:1	3:1
3. Arrests by beat officers	4,173	4,095	4,562	4,300
4. Citations by beat officers	3,360	3,549	4,878	4,500
5. Warrant arrests by beat officers	1,066	1,096	978	1,000

*Increase in response time directly related to MDC Upgrade project

Division: Field Operations

Program: Traffic

Number: 001/7723

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 1,788,884	$ 2,146,490	$ 1,798,683	$ (347,807)
Benefits	$ 780,791	$ 984,870	$ 841,705	$ (143,165)
Other Operating Expenditures	10,791	38,150	38,150	-
Interfund Services	71,701	74,047	84,130	10,083
Total Expenditures	$ 2,652,167	$ 3,243,557	$ 2,762,668	$ (480,889)
Full Time Positions	16.50	16.50	16.50	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of moving violation citations.	5,606	4,409	7,838	7,500
2. Equipment violation citations issued.	1,715	1,584	2,858	3,000
3. Parking citations issued.	10,842	10,103	12,850	15,000
4. Response by volunteer radar projects to citizen concerns.	18	28	24	20
5. Abandoned vehicles abated within 7 days.	2,352	2,680	2,670	2,500

Division: Field Operations

Program: Special Operations

Number: 001/7724

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 resources. The Nuisance Suppression Unit works closely with the community to identify and abate problems.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 911,773	$ 1,227,658	$ 942,556	$ (285,102)
Benefits	406,070	569,039	439,677	(129,362)
Other Operating Expenditures	30,427	30,550	31,550	1,000
Interfund Services	21,685	19,379	48,340	28,961
Capital Outlay	-	-	-	-
Total Expenditures	$ 1,369,955	$ 1,846,626	$ 1,462,123	$ (384,503)
Full Time Positions	8.50	8.50	8.50	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of continuing issues classified as NSU projects.	64	175	76	125
2. Number of Administrative Citations issued around Santa Clara University Zone.	256	191	270	300

Division: Field Operations

Program: Reserves

Number 001/7725

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 253,305	$ 274,037	$ 276,880	$ 2,843
Benefits	37,854	40,961	43,366	2,405
Other Operating Expenditures	54,437	57,100	57,100	-
Interfund Services	10,042	9,885	11,400	1,515
Total Expenditures	$ 355,638	$ 381,983	$ 388,746	$ 6,763
Full Time Positions	0.50	0.50	0.50	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Ratio of paid to unpaid hours.	1:3	1:3.72	2:3	2:3
2. Hours of continuing professional training hours per officer.	60	46	60	60
3. Number of arrests.	92	71	59	60
4. Number of citations.	923	800	1,247	1,400
5. Number of contacts with registered sex offenders.	195	125	225	225

Department: Police

Division: Investigations

Major Programs	2011-12 Actual	2012-13 Adopted	2013-14 Budget	Budget Change
General Investigations	$ 4,080,807	$ 4,422,479	$ 4,285,939	$ (136,540)
SCAT	1,174,930	1,309,436	1,171,164	(138,272)
Records/THF	3,126,932	3,236,281	3,394,229	157,948
Total Expenditures	$ 8,382,669	$ 8,968,196	$ 8,851,332	$ (116,864)
Full Time Positions	53.00	53.00	53.00	-
Total Direct Revenue	$ 114,910	$ 40,800	$ 41,300	$ 500

Division Mission

The Investigations Division will receive reports of crimes that have occurred in our community and will conduct follow-up investigations, utilizing statements, physical evidence, crime analysis and deductive reasoning to identify perpetrators of crime. The SCAT unit will continue to operate as an undercover unit dedicated to the suppression of narcotics and vice in our community. The subpoenas unit will insure that subpoenas for trial witnesses will be promptly delivered. The Records/Warrants Unit will keep accurate records and provide timely service to the public. The THF staff will comply with all State and Federal mandates.

Division Highlights

- We will use crime analysis to appropriately respond to crime trends.
- We will continue our efforts to resolve prosecutable violent cold cases after a thorough analysis of information and evidence already gathered.
- We will continue to aggressively track and monitor registered sexual offenders.
- We will continue to fulfill Public Records Act requests in a timely manner.
- We will proactively investigate internet crimes against children.
- We will continue to combat residential and commercial burglaries with aggressive follow up, the apprehension of offenders, and suppression efforts.
- We will thoroughly investigate all violent crimes that occur within the City.

Division: Investigations

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
General Investigations				
Police Captain	1.00	1.00	1.00	-
Police Lieutenant	1.00	1.00	1.00	-
Police Sergeant	7.00	7.00	7.00	-
Police Officer	7.00	7.00	7.00	-
Office Specialist III	1.00	1.00	1.00	-
Community Service Officer I/II	1.00	1.00	1.00	-
Forensic Coordinator	1.00	1.00	1.00	-
Crime Analyst	1.00	1.00	1.00	-
Office Specialist II	1.00	1.00	1.00	-
Subtotal	**21.00**	**21.00**	**21.00**	**-**
SCAT				
Police Sergeant	1.00	1.00	1.00	-
Police Officer	5.00	5.00	5.00	-
Subtotal	**6.00**	**6.00**	**6.00**	**-**
RECORDS/THF				
Police Sergeant	1.00	1.00	1.00	-
Police Records Manager	1.00	1.00	1.00	-
Police Records Supervisor	4.00	4.00	4.00	-
Police Records Specialist I/II	14.00	14.00	14.00	-
Community Service Officer I/II	1.00	1.00	1.00	-
Jail Service Officer	5.00	5.00	5.00	-
Subtotal	**26.00**	**26.00**	**26.00**	**-**
Total Division Positions	**53.00**	**53.00**	**53.00**	**-**

Division: Investigations

Program: General Investigations

Number: 001/7732

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 2,759,471	$ 2,849,296	$ 2,671,791	$ (177,505)
Benefits	1,018,310	1,231,225	1,218,029	(13,196)
Other Operating Expenditures	184,068	227,580	278,001	50,421
Interfund Services	118,958	114,378	118,118	3,740
Total Expenditures	$ 4,080,807	$ 4,422,479	$ 4,285,939	$ (136,540)
Full Time Positions	21.00	21.00	21.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of cases closed by investigation.	91%	91%	98%	95%
2. Number of non-traffic cases submitted to the District Attorney's Office for filing.	2,140	2,513	1,600	1,650

Division: Investigations

Program: SCAT

Number: 001/7733

Program Mission: Reduce narcotics and vice activities in the City of Santa Clara through criminal investigation and prosecution; conduct surveillances and other undercover operations as needed.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 828,946	$ 900,284	$ 803,601	$ (96,683)
Benefits	316,443	378,438	333,668	(44,770)
Other Operating Expenditures	2,035	2,125	2,125	-
Interfund Services	27,506	28,589	31,770	3,181
Total Expenditures	$ 1,174,930	$ 1,309,436	$ 1,171,164	$ (138,272)
Full Time Positions	6.00	6.00	6.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of SCAT initiated cases submitted to the District Attorney's Office for filing.	119	111	80	100

Division: Investigations

Program: Records/THF **Number: 001/7734**

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

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 1,955,758	$ 1,920,584	$ 1,953,236	$ 32,652
Benefits	922,783	1,004,977	1,069,736	64,759
Other Operating Expenditures	186,160	243,537	293,737	50,200
Interfund Services	62,231	67,183	77,520	10,337
Total Expenditures	$ 3,126,932	$ 3,236,281	$ 3,394,229	$ 157,948
Full Time Positions	26.00	26.00	26.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of all requests for police reports by allied agencies or public processed within three days.	90%	95%	95%	95%

Note: This new Program in 2011-12 incorporated all of the Information Services Program (7743) and a portion of Department Support Program (7745), both previously under the Administrative Services Division.

Department: Police

Division: Administrative Services

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Administrative Services	$ 1,471,709	$ 1,453,885	$ 1,708,753	$ 254,868
Professional Standards	1,283,005	1,475,128	1,468,363	(6,765)
Department Support	2,631,648	2,656,810	2,822,372	165,562
Community Services	2,140,233	2,415,078	2,615,208	200,130
9-1-1 Dispatch	3,768,634	4,164,825	3,891,496	(273,329)
Total Expenditures	$ 11,295,229	$ 12,165,726	$ 12,506,192	$ 340,466
Full Time Positions	48.00	48.00	48.00	-
Total Direct Revenue	$ 196,022	$ 287,100	$ 261,100	$ (26,000)

Division Mission

Provides support for the operational divisions of the Police Department, including Records Management Services; recruits and hires Police Officers and support staff; organizes in-service training for officers and civilian employees; and Internal Affairs. This support also includes community-oriented policing in the form of a pro-active Crime Prevention Unit and school services programs.

Division Highlights

- In FY 2013-14 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, and the support staff for the entire department.

- In FY 2013-14 the Police Department will continue its emphasis on in-service training. The department strives to surpass minimum training standards as set forth by the State of California and other regulatory agencies. The department is fortunate to have many subject-matter experts in-house who deliver up to date, comprehensive training to their peers. The department will continue to host and seek local training that benefits our employees.

- One of the most successful programs in the department continues in FY 2013-14. Drug Abuse Resistance Education (D.A.R.E.) enters its 17th 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 continue with our Every 15 Minute program in our High Schools. This program educates students about the dangers of driving under the influence of alcohol.

- Another successful program in the department that continues in FY 2013-14 is the Santa Clara Police Athletic League. P.A.L. 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

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Administrative Services				
Police Chief	1.00	1.00	1.00	-
Assistant Police Chief	1.00	1.00	1.00	-
Police Captain	1.00	1.00	1.00	-
Crime Analyst	1.00	1.00	1.00	-
Office Specialist IV	1.00	1.00	1.00	-
Office Specialist III	1.00	1.00	1.00	-
Office Specialist II	-	-	-	-
Subtotal	**6.00**	**6.00**	**6.00**	**-**
Professional Standards				
Police Sergeant	3.00	3.00	3.00	-
Police Officer	2.00	2.00	2.00	-
Office Specialist II	1.00	1.00	1.00	-
Subtotal	**6.00**	**6.00**	**6.00**	**-**
Department Support				
Community Service Officer I/II	2.00	2.00	2.00	-
Subtotal	**2.00**	**2.00**	**2.00**	**-**
Community Services				
Police Lieutenant	1.00	1.00	1.00	-
Police Sergeant	1.00	1.00	1.00	-
Police Officer	6.00	6.00	6.00	-
Community Service Officer I/II	4.00	4.00	4.00	-
Subtotal	**12.00**	**12.00**	**12.00**	**-**

Division: Administrative Services (continued)

Summary of Regular Positions by Program (continued)

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Dispatch				
Communications Operations Manager	1.00	1.00	1.00	-
Administrative Analyst	1.00	1.00	1.00	-
Police Lieutenant	1.00	1.00	1.00	-
Senior Communications Dispatcher	3.00	3.00	3.00	-
Communications Dispatcher III	3.00	3.00	3.00	-
Communications Dispatcher I/II	13.00	13.00	13.00	-
Subtotal	**22.00**	**22.00**	**22.00**	**-**
Total Division Positions	**48.00**	**48.00**	**48.00**	**-**

Division: Administrative Services

Program: Administrative Services

Number: 001/7742

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 869,458	$ 887,617	$1,098,629	$ 211,012
Benefits	363,849	305,955	339,683	33,728
Other Operating Expenditures	188,026	225,952	233,209	7,257
Interfund Services	50,376	34,361	37,232	2,871
Total Expenditures	$ 1,471,709	$ 1,453,885	$ 1,708,753	$ 254,868
Full Time Positions	6.00	6.00	6.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Annual Report produced within the first quarter of calendar year.	1	NA*	1	1
2. Identify two grant funding opportunities.	2	2	2	2

*Information to be included on website

Division: Administrative Services

Program: Professional Standards

Number: 001/7744

Program Mission: Manage the personnel functions within the Police Department to include recruiting and hiring, training, and Internal Affairs.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 711,620	$ 815,948	$ 805,386	$ (10,562)
Benefits	313,664	370,711	380,444	9,733
Other Operating Expenditures	219,152	249,543	249,543	-
Interfund Services	38,569	38,926	32,990	(5,936)
Total Expenditures	$ 1,283,005	$ 1,475,128	$ 1,468,363	$ (6,765)
Full Time Positions	6.00	6.00	6.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Respond to all recruiting inquiries within 72 hours.	100%	100%	100%	100%
2. Complete 100% of all Internal Affairs investigations within the time constraints prescribed by the MOU.	100%	100%	100%	100%

Division: Administrative Support

Program: Department Support

Number: 001/7745

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 172,348	$ 206,125	$ 196,492	$ (9,633)
Benefits	86,159	96,645	99,507	2,862
Other Operating Expenditures	832,201	818,763	942,835	124,072
Interfund Services	1,540,940	1,535,277	1,583,538	48,261
Total Expenditures	$ 2,631,648	$ 2,656,810	$ 2,822,372	$ 165,562
Full Time Positions	2.00	2.00	2.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of accuracy related to the documentation, storage, and disposition of firearms, drug, and money cases.	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: Community Services

Number: 001/7746

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 1,489,885	$1,661,980	$1,761,185	$ 99,205
Benefits	561,546	654,021	748,889	94,868
Other Operating Expenditures	28,104	37,834	37,834	-
Interfund Services	60,698	61,243	67,300	6,057
Total Expenditures	$ 2,140,233	$ 2,415,078	$ 2,615,208	$ 200,130
Full Time Positions	12.00	12.00	12.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Provide 100 Crime Prevention presentations during the fiscal year.	90	114	100	100
2. Conduct 5 Code Red training sessions.	5	17	5	5

Division: Administrative Services

Program: Dispatch

Number: 001/7747

Program Mission: Ensure efficient staffing to receive, process, and document all 9-1-1 calls, other emergency calls and routine phone calls requesting emergency and non-emergency assistance from the Police and Fire Departments 365 days a year.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 2,354,123	$2,591,073	$2,379,706	$ (211,367)
Benefits	1,013,003	1,096,588	1,065,514	(31,074)
Other Operating Expenditures	212,738	305,640	305,640	-
Interfund Services	188,770	171,524	140,636	(30,888)
Total Expenditures	$ 3,768,634	$ 4,164,825	$ 3,891,496	$ (273,329)
Full Time Positions	22.00	22.00	22.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of life-threatening emergency calls for service dispatched within 60 seconds.	95%	81%	98%	98%
2. Percent of 9-1-1 calls answered within 6 seconds.	94%	90%	95%	95%

Department: Police

Division: Technical Services

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Technical Services Operation	$ 656,719	$ 766,346	$ 785,416	$ 19,070
Total Expenditures	$ 656,719	$ 766,346	$ 785,416	$ 19,070
Full Time Positions	4.00	4.00	4.00	-
Total Direct Revenue	$ 736,371	$ 736,700	$ 736,700	$ -

Division Mission

Develop, administer and maintain communication system equipment in support of City services.

Division Highlights

- Continue documentation of City telecommunications infrastructure.
- Begin phased replacement of aging City telecommunications infrastructure.

Division: Technical Services

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Technical Services Operation				
Communications Technical Services Manager	1.00	1.00	1.00	-
Communications Technician I/II	3.00	3.00	3.00	-
Subtotal	**4.00**	**4.00**	**4.00**	**-**
Total Division Positions	**4.00**	**4.00**	**4.00**	**-**

Division: Technical Services

Program: Technical Services Operation

Number: 047/7771

Program Mission: Plan, design, engineer, install and maintain the radio, telephone, sound, intercom, alarm video, and data communications systems equipment in support of City departments and the delivery of City services.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 393,871	$ 414,363	$ 415,569	$ 1,206
Benefits	163,669	180,796	193,858	13,062
Other Operating Expenditures	76,718	149,150	149,150	-
Interfund Services	22,461	22,037	26,839	4,802
Total Expenditures	$ 656,719	$ 766,346	$ 785,416	$ 19,070
Full Time Positions	4.00	4.00	4.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of non-functioning, non-critical, radio equipment being repaired within one (1) week of receiving necessary parts.	91%	89%	90%	90%
2. Percent of non-public safety communication equipment adds, moves, and changes being performed within two (2) weeks of receiving necessary equipment.	82%	83%	85%	85%
3. Percent of budgeted equipment acquisitions accomplished	100%	100%	100%	100%

Department: Police

Division: Communications Equipment Acquisition

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Communications Equipment Acquisition	$ -	$ 20,000	$ 695,000	$ 675,000
Total Expenditures	$ -	$ 20,000	$ 695,000	$ 675,000
Full Time Positions	-	-	-	-
Total Direct Revenue	$ 159,290	$ 158,200	$ 145,720	$ (12,480)

Division Mission

Replace amortized electronic equipment for the City.

Division Highlights

- Provide continued funding for communications equipment replacement as necessary.

Division: Communications Equipment Acquisition

Program: Communications Equipment Acquisition

Number: 048/7781

Program Mission: Replace all aging and economically not-feasible-to-repair amortized electronic equipment for the City.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Other Operating Expenditures	$ -	$ 20,000	$ 695,000	$ 675,000
Total Expenditures	$ -	$ 20,000	$ 695,000	$ 675,000
Full Time Positions	-	-	-	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of budgeted equipment acquisitions accomplished.	100%	100%	100%	100%

Fire

Protection

Prevention

Training

Hazardous Materials

Emergency Medical Services

Santa Clara
All-America City
2001

Fire Department

Department Summary	2011-12 Actuals	2012-13 Adopted	2013-14 Budget
Protection	$ 26,582,738	$ 29,485,394	$ 29,912,235
Prevention	1,815,373	1,998,087	1,964,496
Training	786,314	1,165,824	1,335,273
Hazardous Materials	1,148,215	1,176,206	1,154,763
Emergency Medical Services	849,120	412,542	378,618
Total Department Expenditures	$ 31,181,760	$ 34,238,053	$ 34,745,385
Total Full Time Positions	179.50	179.50	179.50
Total Department Revenue	$ 2,433,546	$ 1,890,300	$ 1,974,600

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.

Department 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. During non-emergency periods, the focus is on fire prevention through public education and inspections.

In Fiscal Year 2013-14 the Fire Protection Division will evaluate the effectiveness of Automatic Vehicle Location software for Fire emergency dispatch and work with the IT Department to develop a Geographic Information Systems (GIS) based map for Fire emergency response.

The Fire Prevention Division will complete adoption of the 2012 International Fire Code and in cooperation with the Building Inspection Department, designate a replacement database program for the Tide Mark permit management system. A succession plan for the position of Fire Marshal will also be developed.

The Training Division will be planning a 16 week Firefighter Academy for up to 25 recruits in cooperation with the Sunnyvale Department of Public Safety. The new Santa Clara County Fire Behavior Burn Cell will be used to provide "live fire" training for the Emergency Response and Volunteer/Reserve Divisions.

The Hazardous Materials Division will concentrate on filling open positions in order to meet the regulatory obligations of the Certified Unified Program Agency and developing a structural reorganization for the consolidation of the Hazardous Materials and Fire Prevention Divisions.

The Emergency Medical Services Division (EMS) will participate in the implementation and integration of a new countywide Quality Assurance program that will be utilized by all First Responders and Ambulance providers in Santa Clara County. In addition, all Santa Clara Fire Department EMS policies and procedures will be reviewed and updated.

Fire Department (continued)

Resource Level Changes

No changes to staffing levels.

Divisions and Programs

Protection
- Administration
- Emergency Response

Prevention
- Code Enforcement/Public Education
- Investigations

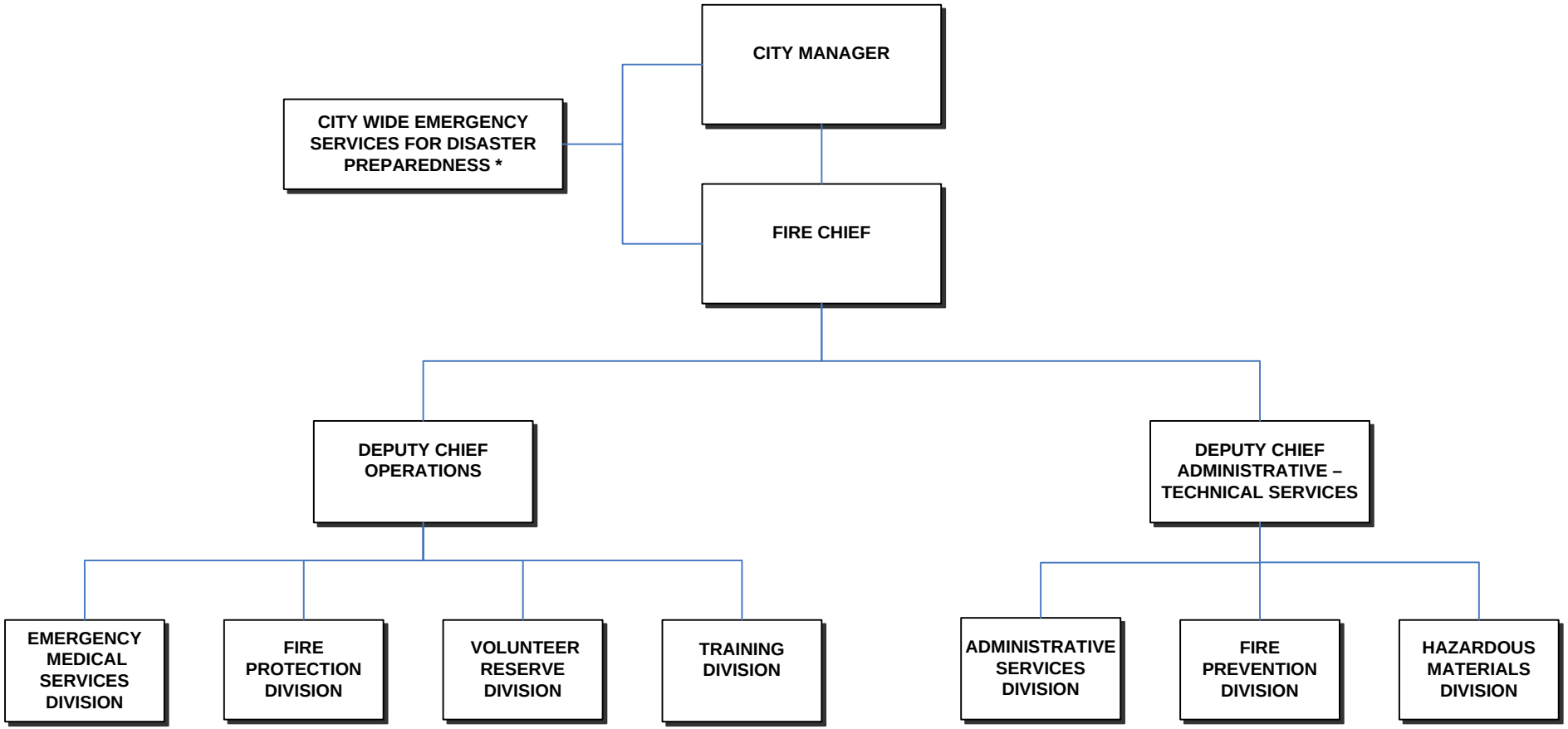
Training
- Training

Hazardous Materials
- Hazardous Materials Code Enforcement

Emergency Medical Services
- Paramedic Services

CITY OF SANTA CLARA

FIRE DEPARTMENT



***Function reports directly to City Manager/Director of Emergency Services**

Fire Department

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	2012-13 Adopted	2013-14 Budget	Salary 2012-13 Adopted	Salary 2013-14 Budget
Uncl	Fire Chief	1.00	1.00	215,316	215,316
Uncl	Deputy Fire Chief	2.00	2.00	379,188	379,188
Uncl	Battalion Chief	2.00	2.00	177,984	177,984
Uncl	Battalion Chief 24 Hours	3.00	3.00	524,304	537,348
Uncl	Fire Marshal	1.00	1.00	185,604	185,604
Uncl	Hazardous Materials Administrator	1.00	1.00	177,672	147,060
Uncl	Hazardous Materials Specialist	4.00	4.00	471,804	446,184
C38	Deputy Fire Marshal	6.00	6.00	679,916	689,940
C1-41	Assistant Training Officer	3.00	3.00	258,480	258,480
C41	Fire Captain-Training	2.00	2.00	253,992	271,404
C1-38	Fire Captain	37.00	37.00	5,319,530	5,333,706
C1-33	Driver Engineer	48.00	48.00	4,756,135	4,793,126
C1-30	Firefighter I/II	58.00	58.00	6,065,579	6,078,108
H35	Fire Prevention Specialist	2.00	2.00	202,174	206,253
A30	Senior Staff Aide	1.00	1.00	96,456	96,456
A25	Fire Plan Draftsperson	1.00	1.00	81,348	81,348
A24	Staff Aide I	1.00	1.00	83,340	65,400
A24	Office Specialist IV	1.00	1.00	65,400	70,504
A18	Office Specialist II	5.00	5.00	333,551	338,704
A12	Office Assistant	0.50	0.50	30,354	30,354
	Premium			649,512	622,930
	Reserve			-	-
	Salary & Wages - Regular	179.50	179.50	21,007,639	21,025,397
	Salary Attrition and VTO			-	(430,890)
	Salary & Wages-As Needed			100,482	94,000
	Salary & Wages-Overtime/Vacation Relief			513,000	513,000
	Salary & Wages-Holiday Pay			959,483	961,814
	Furlough			(345,171)	(574,249)
	Total	**179.50**	**179.50**	**22,235,433**	**21,589,072**

Department: Fire

Division: Protection

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Administration	$ 1,513,624	$ 1,664,615	$ 1,871,571	$ 206,956
Emergency Response	25,069,114	27,820,779	28,040,664	219,885
Total Expenditures	$ 26,582,738	$ 29,485,394	$ 29,912,235	$ 426,841
Full Time Positions	153.50	153.50	153.50	-
Total Direct Revenue	$ 12,754	$ 54,300	$ 55,500	$ 1,200

Division Mission

Provide highly trained and well-equipped personnel who can identify hazards and take action to mitigate or reduce them; respond to alarms that include fire, natural disasters, hazardous materials emergencies, and medical emergencies; and provide service that is occasionally needed by a citizen for a request which may be unique and unusual.

Division Highlights

- Evaluate the effectiveness of Automatic Vehicle Location software for Fire emergency dispatch.
- Work with the Information Technology Department to develop a Geographic Information Systems (GIS) based map for Fire emergency response.

Division: Protection

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Administration				
Fire Chief	1.00	1.00	1.00	-
Deputy Fire Chief	2.00	2.00	2.00	-
Fire Plan Draftsperson	1.00	1.00	1.00	-
Senior Staff Aide	1.00	1.00	1.00	-
Office Specialist IV	1.00	1.00	1.00	-
Office Specialist II	2.00	2.00	2.00	-
Office Assistant	0.50	0.50	0.50	-
Subtotal	**8.50**	**8.50**	**8.50**	**-**
Emergency Response				
Battalion Chief	3.00	3.00	3.00	-
Fire Captain	36.00	36.00	36.00	-
Driver/Engineer	48.00	48.00	48.00	-
Firefighter I/II	58.00	58.00	58.00	-
Subtotal	**145.00**	**145.00**	**145.00**	**-**
Total Division Positions	**153.50**	**153.50**	**153.50**	**-**

Division: Protection

Program: Administration **Number: 001/7821**

Program Mission: Provide management, organization, and administrative/clerical support for the various divisions of the Fire Department actively engaged in the protection of life and property. This is accomplished through fiscally responsible budgeting and purchasing; coordination with other City departments and outside agencies for the maintenance of buildings, grounds, apparatus, and equipment; processing of payroll, personnel actions, and other required reports; providing clerical and administrative support; and forecasting and planning for future departmental needs.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 956,007	$ 1,009,846	$ 1,019,092	$ 9,246
Benefits	327,329	438,411	478,005	39,594
Other Operating Expenditures	146,176	132,250	280,186	147,936
Interfund Services	84,112	84,108	94,288	10,180
Total Expenditures	$ 1,513,624	$ 1,664,615	$ 1,871,571	$ 206,956
Full Time Positions	8.50	8.50	8.50	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of hours contributed by Volunteer/Reserve Division.	12,981	6,955	10,000	7,500
2. Number of fire responses.	227	198	200	200
3. Number of emergency medical responses.	4,372	4,382	4,200	4,200
4. Number of non-emergency medical responses.	1,805	1,670	1,500	1,500
5 Number of hazardous materials responses.	32	27	50	30

Division: Protection

Program: Emergency Response **Number: 001/7822**

Program Mission: Provide quality emergency response to the citizens of Santa Clara at the most reasonable cost possible.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 16,798,067	$ 18,351,671	$ 17,726,985	$ (624,686)
Benefits	6,305,840	7,449,654	8,112,009	662,355
Other Operating Expenditures	317,054	285,800	284,600	(1,200)
Interfund Services	1,648,153	1,733,654	1,905,295	171,641
Capital Outlay	-	-	11,775	11,775
Total Expenditures	$ 25,069,114	$ 27,820,779	$ 28,040,664	$ 219,885
Full Time Positions	145.00	145.00	145.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Response time in 90% of all high level emergency medical calls.	5:51 min.*	5:49 min.	5:30 min.	5:30 min.
2. Response time in 90% of all high level emergency fire calls.	4:48 min.	4:47 min.	5:30 min.	5:30 min.
3. Number of emergency responses.	5,642	5,706	5,500	5,500
4. Number of non-emergency responses.	1,881	2,490	1,600	1,800
5. Percent of total alarms categorized as false.	9.2%	9.7%	11.0%	10.0%

Note: Criteria for measuring response times changed in FY 11/12 to meet new industry wide standards that will make data more useful to Fire Department operations. Response time is measured from time of dispatch to time of arrival.

*Response times shown are higher than actual due to technical difficulties with new mobile data terminals.

Department: **Fire**

Division: **Prevention**

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Code Enforcement/Public Education	$ 1,598,520	$ 1,764,227	$ 1,727,622	$ (36,605)
Investigations	216,853	233,860	236,874	3,014
Total Expenditures	$ 1,815,373	$ 1,998,087	$ 1,964,496	$ (33,591)
Full Time Positions	10.00	10.00	10.00	-
Total Direct Revenue	$ 1,716,185	$ 876,000	$ 1,279,100	$ 403,100

Division Mission

Delivering public education programs dealing with fire and life safety information; enforce all applicable codes regarding the safe storage, use, and handling of hazardous materials; investigate the cause and origin of fires; and perform fire and life safety inspections in select occupancies. Provide a plan review service 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 some 10,000 fire and life safety inspections annually. Inspect all commercial occupancies at least once a year and residential occupancies upon request. Correct more than 5,000 code violations annually.

Division Highlights

- Complete adoption of the 2012 International Fire Code.
- In cooperation with the Building Inspection Department, designate a replacement database program for the Tide Mark Permit Management System.
- Develop and implement a succession plan for the position of Fire Marshal.

Division: Prevention

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Code Enforcement/Public Education				
Fire Marshal	1.00	1.00	1.00	-
Deputy Fire Marshal	5.00	5.00	5.00	-
Fire Prevention Specialist	2.00	2.00	2.00	-
Office Specialist II	1.00	1.00	1.00	-
Subtotal	**9.00**	**9.00**	**9.00**	**-**
Investigation				
Deputy Fire Marshal	1.00	1.00	1.00	-
Subtotal	**1.00**	**1.00**	**1.00**	**-**
Total Division Positions	**10.00**	**10.00**	**10.00**	**-**

Division: Prevention

Program: Code Enforcement/Public Education

Number: 001/7832

Program Mission: Enforce all applicable fire, life safety, hazardous materials, and non-point source regulations in the most accurate and efficient manner possible. Continue public education to reduce the potential loss of life and property during emergencies such as fire and earthquakes.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 1,118,057	$1,165,384	$1,117,371	$ (48,013)
Benefits	357,752	482,171	487,978	5,807
Other Operating Expenditures	17,504	11,500	11,500	-
Interfund Services	105,207	105,172	110,773	5,601
Total Expenditures	$ 1,598,520	$ 1,764,227	$ 1,727,622	$ (36,605)
Full Time Positions	9.00	9.00	9.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of inspections performed by the Fire Prevention Bureau.	3,435	4,453	3,000	3,000
2. Number of inspections performed by the Protection Division.	3,092	2,650	3,000	3,000
3. Number of citizens complaints.	16	0	20	10
4. Number of community participants in fire and safety training and education programs.	690	785	1,200	800
5. Number of public safety presentations/meetings.	28	15	45	15
6. Number of permit inspections.	1,651	1,690	1,600	1,600
7. Number of new business license inspections.	623	731	600	600
8. Number of plans reviewed.	1,093	1,089	1,000	1,000
9. Percent of multi-family occupancies inspected.	56.2%	135.0%	60.0%	60.0%

Division: Prevention

Program: Investigations **Number: 001/7833**

Program Mission: Provide professional and competent investigation services when requested in the areas of fire cause and origin, hazardous material accidents or releases, and other criminal matters that are under the authority of the Fire Marshal.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 147,080	$ 156,296	$ 153,505	$ (2,791)
Benefits	57,296	63,627	68,903	5,276
Other Operating Expenditures	144	1,540	1,540	-
Interfund Services	12,333	12,397	12,926	529
Total Expenditures	$ 216,853	$ 233,860	$ 236,874	$ 3,014
Full Time Positions	1.00	1.00	1.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of fires investigated.	33	25	25	25
2. Number of hazardous materials incidents investigated.	1	7	5	5

Department: Fire

Division: Training

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Training	$ 786,314	$ 1,165,824	$ 1,335,273	$ 169,449
Total Expenditures	$ 786,314	$ 1,165,824	$ 1,335,273	$ 169,449
Full Time Positions	8.00	8.00	8.00	-
Total Direct Revenue	$ -	$ -	$ -	$ -

Division Mission

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

Division Highlights

- Secure the delivery and use of the Santa Clara County Fire Behavior Burn Cell in Santa Clara. Provide "live fire" training for the suppression and Volunteer/Reserve divisions.
- Plan and execute a 16 week Recruit Firefighter Training Academy for up to 25 recruits from Santa Clara Fire Department and Sunnyvale Department of Public Safety.

Division: Training

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Training				
Battalion Chief	1.00	1.00	1.00	-
Assistant Training Officer	3.00	3.00	3.00	-
Fire Captain - Training	3.00	3.00	3.00	-
Fire Captain	-	-	-	-
Office Specialist II	1.00	1.00	1.00	-
Subtotal	**8.00**	**8.00**	**8.00**	**-**
Total Division Positions	**8.00**	**8.00**	**8.00**	**-**

Division: Training

Program: Training **Number: 001/7841**

Program Mission: Conduct training evolutions in the areas of firefighting, hazardous materials, emergency medical response, and rescue operations. Provide public safety training to other City departments.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 469,672	$ 716,367	$ 813,427	$ 97,060
Benefits	180,519	322,790	400,236	77,446
Other Operating Expenditures	70,129	59,400	60,400	1,000
Interfund Services	65,994	67,267	61,210	(6,057)
Total Expenditures	$ 786,314	$ 1,165,824	$ 1,335,273	$ 169,449
Full Time Positions	8.00	8.00	8.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of fire prevention training hours.	562	475	600	500
2. Number of hazardous materials training hours.	984	1,101	600	500
3. Number of emergency medical services training hours.	1,653	1,527	1,500	1,500
4. Number of rescue training hours.	649	918	800	800
5. All other training hours.	5,722	7,277	7,000	6,000

Department: Fire

Division: Hazardous Materials

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Hazardous Materials Code Enforcement	$ 1,148,215	$ 1,176,206	$ 1,154,763	$ (21,443)
Total Expenditures	$ 1,148,215	$ 1,176,206	$ 1,154,763	$ (21,443)
Full Time Positions	6.00	6.00	6.00	-
Total Direct Revenue	$ 489,781	$ 620,000	$ 300,000	$ (320,000)

Division Mission

Provide technical consultation to the Fire Department, the City, residents, and the business community by providing guidance on construction, process installation, and the safe use and handling of hazardous materials. Provide technical assistance and consultation at the scene of hazardous materials emergencies to mitigate potentially dangerous situations.

Division Highlights

- Recruit and fill open positions in order to meet the regulatory obligations of the Certified Unified Program Agency.
- Develop a structural reorganization plan for the consolidation of the Hazardous Materials and Fire Prevention Divisions.

Division: Hazardous Materials

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Hazardous Materials Code Enforcement				
Hazardous Materials Administrator	1.00	1.00	1.00	-
Hazardous Materials Specialist	4.00	4.00	4.00	-
Office Specialist II	1.00	1.00	1.00	-
Subtotal	**6.00**	**6.00**	**6.00**	**-**
Total Division Positions	**6.00**	**6.00**	**6.00**	**-**

Division: Hazardous Materials

Program: Hazardous Materials Code Enforcement

Number: 001/7851

Program Mission: Provide technical consultation to the Fire Department, the City, residents, and the business community by providing guidance on construction, process installation, and the safe use and handling of hazardous materials.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 730,311	$ 739,895	$ 683,771	$ (56,124)
Benefits	289,604	308,328	334,390	26,062
Other Operating Expenditures	2,781	2,000	1,500	(500)
Interfund Services	125,519	125,983	135,102	9,119
Total Expenditures	$1,148,215	$1,176,206	$1,154,763	$ (21,443)
Full Time Positions	6.00	6.00	6.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of Hazardous Materials emergency responses.	15	8	25	10
2. Number of business inspections.	1,597	304	1,000	300

Department: Fire

Division: Emergency Medical Services

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Paramedic Services	$ 849,120	$ 412,542	$ 378,618	$ (33,924)
Total Expenditures	$ 849,120	$ 412,542	$ 378,618	$ (33,924)
Full Time Positions	2.00	2.00	2.00	-
Total Direct Revenue	$ 214,826	$ 340,000	$ 340,000	$ -

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 EMT-D personnel, and staffing of four fire stations strategically located throughout the City with EMT-P personnel.

Division Highlights

- Participate in the implementation and integration of a new countywide Quality Assurance program that will be utilized by all First Responders and Ambulance providers in Santa Clara County.
- Review and update all Santa Clara Fire Department Emergency Medical Services policies and procedures.

Division: Emergency Medical Services

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Paramedic Services				
Battalion Chief	1.00	1.00	1.00	-
Staff Aide I	1.00	1.00	1.00	-
Subtotal	**2.00**	**2.00**	**2.00**	**-**
Total Division Positions	**2.00**	**2.00**	**2.00**	**-**

Division: Emergency Medical Services

Program: Paramedic Services

Number: 001/7861

Program Mission: Deliver quality Basic Life Support (BLS) and Advanced Life Support (ALS) emergency medical services to our citizens, and to those who work and visit in the City of Santa Clara.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 531,622	$ 95,974	$ 74,921	$ (21,053)
Benefits	37,706	39,865	35,575	(4,290)
Other Operating Expenditures	156,154	153,500	143,850	(9,650)
Interfund Services	123,638	123,203	124,272	1,069
Total Expenditures	$ 849,120	$ 412,542	$ 378,618	$ (33,924)
Full Time Positions	2.00	2.00	2.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Response time in 90% of all high level emergency medical calls.	5:51 min.*	5:49 min.	5:30 min.	5:30 min.

Note: Criteria for measuring response times changed in FY 11-12 to meet new industry wide standards that will make data more useful to Fire Department operations. Response time is measured from time of dispatch to time of arrival.

*Response times shown are higher than actual due to technical difficulties with new mobile data terminals.

This page intentionally left blank.

Electric Utility

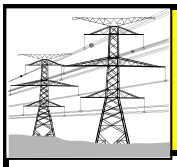
Administrative Services

Planning and Strategic Services:
Customer Service/Marketing

Planning and Strategic Services:
Resource Management

Operations

Santa Clara
All-America City
2001



Electric Utility Department

Department Summary	2011-12 Actuals	2012-13 Adopted	2013-14 Budget
Administrative Services	$ 183,170,046	$ 204,782,657	$ 270,758,900
Planning and Strategic Services			
- Customer Service/Marketing	10,006,216	13,467,422	14,883,693
- Resource Management	40,062,320	55,209,506	11,695,287
Operations			
- Energy Distribution and Generation	22,983,951	24,594,518	27,446,416
Total Department Expenditures and Financing Uses	$ 256,222,533	$ 298,054,103	$ 324,784,296
Total Full Time Positions	135.00	135.00	142.00
Total Department Revenue and Financing Resources	$ 313,329,602	$ 323,488,417	$ 338,135,975

Department 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.

Department Overview

Silicon Valley Power provides electric power to over 53,000 City customers. The City has more than 1,768 industrial accounts that comprise more than 88% of the City's load and approximately 87% of customer service revenues. The Electric Department has a staff of 135 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, and dark fiber leasing services, all of which work together to make Silicon Valley Power successful for the City and its citizens.

The Electric Utility's Mission Statement reaffirms the basic values that have guided the City's electric utility for many years. While the business environment has changed, and continues to do so, the Utility's dedication to its traditional values remains paramount.

The goals of Silicon Valley Power are:

- 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.
- Enhance value to our customers through the delivery of new products and services.
- Manage Silicon Valley Power's participation in its Joint Powers Agencies to achieve the City's goals.
- Develop flexibility to respond to changing business environments.
- Achieve quality communications with all stakeholders.

Resource Level Changes

The City Council authorized four positions to replace the higher cost of hiring outside contractors. These four position include: Principal Utility Database Administrator, Electric Utility Programmer/Analyst, Project Manager, and Senior Energy Systems Analyst.

The City Council also authorized three positions due to an increase in workload. The positions are Engineering Aide, Senior Instrument & Control Technician, and Senior Electric Utility Engineer-Distribution Planning.

Five position reclassifications were approved for 2013-14. An Electric Division Manager position was reclassified to Resource Analyst II; a Compliance Manager position was reclassified to Senior Resource Analyst; the Electric Utility Helper/Driver position was reclassified to Electric Maintenance Worker; the Office Assistant position was reclassified to Office Specialist II; and the Account Clerk I position was reclassified to Account Clerk II. There was also a title change from Principal Electric Estimator to Senior Electrical Estimator.

Divisions and Programs

Administrative Services

- Administrative Services

Planning and Strategic Services

Customer Service & Marketing
- Customer Service & Marketing
- Market Analysis and Pricing
- Public Benefits Program

Resource Management
- Resource Management
- Power and Fuel Supply
- Power Trading & Settlements
- Joint Action Coordination
- Market Risk Management
- Project Debt Management'

Communication & Network Infrastructure
- SVP Fiber Leasing Services
- System Support

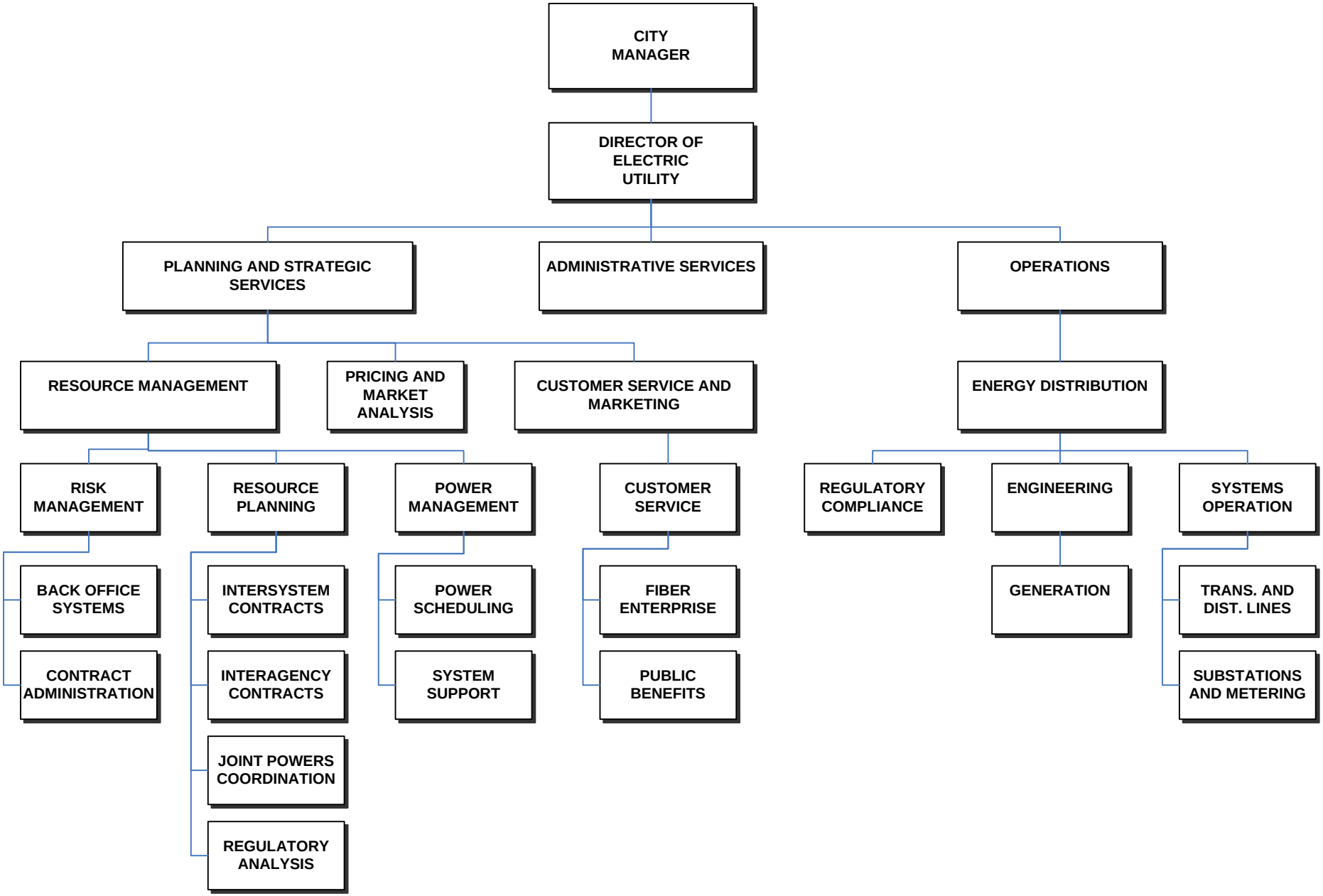
Operations

Generation
- Generation Engineering
- Generation Operations

Energy Distribution
- Electrical Engineering
- Power System Control
- Field Administration
- Metering
- Substation/Municipal Services
- Transmission and Distribution

CITY OF SANTA CLARA

ELECTRIC UTILITY



Electric Utility Department (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions 2012-13 Adopted	No. of Positions 2013-14 Budget	Salary 2012-13 Adopted	Salary 2013-14 Budget
Electric Operating (091) Fund					
Uncl	Director of Electric Utility	1.00	1.00	$ 215,292	$ 215,292
Uncl	Asst. Dir. of Electric Utility-Planning & Strat	1.00	1.00	169,560	169,560
Uncl	Asst. Dir. of Electric Utility-Energy Dist.	1.00	1.00	169,560	169,560
Uncl	Senior Electric Division Manager	3.00	3.00	496,032	496,032
Uncl	Senior Elec. Div. Mgr-Mrt. Anal. & Pricing	1.00	1.00	159,840	163,584
Uncl	Electric Division Manager	9.00	9.00	1,392,744	1,383,996
Uncl	Electric Div. Manager-Customer Services	1.00	1.00	160,464	160,464
Uncl	Electric Div. Manager-Electric Risk Analysis	1.00	-	148,716	-
Uncl	Electric Program Manager	1.00	1.00	123,936	123,936
Uncl	Compliance Manager	2.00	1.00	222,528	105,420
Uncl	Control and Communications Security Administrator	1.00	1.00	123,936	123,936
Uncl	Power Trader	3.00	3.00	482,088	482,088
Uncl	Senior Power Analyst	1.00	1.00	122,976	122,976
Uncl	Sr. Power System Scheduler Trader	1.00	1.00	134,544	134,544
Uncl	Power System Scheduler/Trader	6.00	6.00	728,784	728,784
Uncl	Principal Utility Database Administrator	-	1.00	-	148,716
Uncl	Risk Control Analyst	1.00	1.00	128,136	128,136
Uncl	Senior Resource Analyst	-	1.00	-	123,936
A35	Resource Analyst II	-	1.00	-	86,544
E46	Senior Electric Utility Engineer	9.00	9.00	1,219,158	1,255,589
E46	Senior Electric Utility Engineer - Distribution Planning'	-	1.00	-	114,888
E42	Electric Utility Engineer	2.00	2.00	231,132	214,643
D2-22	Electric Maintenance Worker	1.00	2.00	73,356	184,020
D2-22	Electric Utility Equipment Operator	1.00	1.00	89,220	89,220
D2-20	Electric Helper/Driver	1.00	-	69,708	-
D1-40	Sr. Electric & Water System Operator	1.00	1.00	144,960	153,660
D1-38	Senior Electrician Technician	2.00	2.00	263,280	233,052
D1-38	Senior Electric Utility Generation Tech	5.00	5.00	663,804	666,816
D1-38	Senior Instrument and Control Technician	-	1.00	-	107,832
D1-38	Electric Crew Foreperson	4.00	4.00	414,984	486,770
D1-38	Cable Splicer Leader	1.00	1.00	107,832	117,634
D1-38	Senior Electric Meter Technician	1.00	1.00	138,690	107,832
D1-37	Electric & Water System Operator	5.00	5.00	667,392	707,448
D1-35	Troubleshooter	2.00	2.00	268,788	268,788
D1-35	Utility Electrician Technician	4.00	4.00	466,884	467,138
D1-35	Electric Utility Generation Technician	9.00	9.00	1,098,897	1,099,548
D1-35	Principal Electrical Estimator	2.00	1.00	125,220	125,220
D1-34	Service Coordinator-Inspector	1.00	1.00	132,732	97,884
D1-32	Electrician	6.00	6.00	664,814	664,789
D1-32	Journey Lineworker	12.00	12.00	1,311,520	1,365,754
D1-32	Electric Meter Technician	2.00	2.00	233,796	236,627
D1-31	Senior Electrical Estimator	1.00	2.00	224,479	227,243
A43	Senior Energy Systems Analyst	1.00	2.00	117,338	227,347

POSITION AND SALARY DETAIL (Continued)

Schedule/ Range	Position Title	No. of Positions 2012-13 Adopted	No. of Positions 2013-14 Budget	Salary 2012-13 Adopted	Salary 2013-14 Budget
Electric Operating (091) Fund (continued)					
A39	Senior Key Customer Representative	1.00	1.00	94,200	94,200
A38	Senior Business Analyst	1.00	1.00	106,620	106,620
A35	Business Analyst- Fiber	1.00	1.00	104,064	104,064
A35	Key Customer Representative	2.00	2.00	210,684	210,684
A35	Project Manager	-	1.00	-	85,452
A33	Power Contract Specialist	1.00	1.00	98,952	98,952
A33	Electric Utility Programmer/Analyst	-	1.00	-	81,348
A28	Senior Engineering Aide	2.00	2.00	183,411	183,936
A26	Staff Aide II	2.00	2.00	156,336	156,336
A25	Account Clerk III	1.00	1.00	85,452	85,452
A25	Power Account Clerk III	1.00	1.00	81,348	81,348
A24	Office Specialist IV	1.00	1.00	83,340	83,340
A23	Account Clerk II	1.00	2.00	81,348	155,328
A22	Office Specialist III	3.00	2.00	229,068	157,122
A21	Engineering Aide (Electric)	2.00	3.00	149,832	210,540
A19	Power Account Clerk I	1.00	1.00	70,416	70,416
A19	Account Clerk I	1.00	1.00	72,108	72,108
A23	Sr. Materials Handler	1.00	1.00	79,344	78,604
A18	Office Specialist II	2.00	3.00	137,217	206,911
A12	Office Assistant	1.00	-	59,665	-
	Premium			103,499	138,780
	Salary & Wages-Regular	132.00	139.00	15,894,024	16,748,787
	Salary & Wages-As Needed			175,000	260,000
	Salary & Wages-Overtime/Vacation Relief			360,300	1,265,000
	Furlough			(314,685)	(146,432)
	Subtotal Electric Operating Fund	**132.00**	**139.00**	**$ 16,114,639**	**$ 18,127,355**
Electric Public Benefit (191) Fund*					
Uncl	Electric Program Manager	1.00	1.00	131,196	131,196
A35	Business Analyst-Public Benefits	1.00	1.00	106,620	106,620
A28	Energy Conservation Coordinator	1.00	1.00	83,642	87,854
	Premium			-	-
	Salary & Wages-Regular	3.00	3.00	321,458	325,670
	Salary & Wages-As Needed			30,000	30,000
	Furlough			(12,808)	(3,087)
	Subtotal Electric Public Benefit Fund	**3.00**	**3.00**	**$ 338,650**	**$ 352,583**
	Total Electric Fund	**135.00**	**142.00**	**$ 16,453,289**	**$ 18,479,938**

Department: Electric Utility

Division: Administrative Services

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Administrative Services	$ 183,170,046	$ 204,782,657	$ 270,758,900	$ 65,976,243
Total Expenditures	$ 183,170,046	$ 204,782,657	$ 270,758,900	$ 65,976,243
Full Time Positions	3.00	3.00	3.00	-
Total Direct Revenue and Financing Resources	$ 302,449,760	$ 314,778,766	$ 328,971,706	$ 14,192,940

Division Mission

Plan, develop, coordinate and support the administrative activities of the department.

Division Highlights

- Develop plans utilizing the issues in the Strategic Plan to achieve strategic goals and objectives.
  - Assign priorities and apply resources.
  - Establish performance measures.

- Secure required organizational resources.
  - Identify all resource requirements and incorporate into proposed annual budget.
  - Develop and promote the meeting of human resources needs and staff retention.
  - Develop appropriate contracts and allocation of resources.

- Develop staff training and growth opportunities.
  - Determine, implement, review and provide resources for staff training and skill development.
  - Provide all staff with time and resources for involvement and growth to achieve department goals.
  - Develop staff understanding of departmental goals and objectives and empower individuals with the responsibility and authority to accomplish these goals.

- Enhance the use of technology to meet increasing information demands of Silicon Valley Power.

Division: Administrative Services

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Administrative Services				
Director of Electric Utility	1.00	1.00	1.00	-
Office Specialist IV	1.00	1.00	1.00	-
Office Specialist II	-	-	1.00	1.00
Office Assistant	1.00	1.00	-	(1.00)
Total Division Positions	**3.00**	**3.00**	**3.00**	**-**

Division: Administrative Services

Program: Administrative Services **Number: 091/191/491 132**

Program Mission: Provide clerical support, budget development, monitoring of department work plans and special projects, minimize processing time while maximizing the quality of support services.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 426,683	$ 346,342	$ 298,911	$ (47,431)
Benefits	129,273	142,639.0	122,701	(19,938)
Other Operating Expenditures	2,237,198	2,730,922	2,730,922	-
Resource & Production	140,692,242	160,290,741	227,400,098	67,109,357
Interfund Services	8,137,771	8,387,593	9,278,822	891,229
Contribution In-lieu of Taxes	15,342,885	15,868,938	17,051,615	1,182,677
Debt Service	16,203,996	17,015,482	13,875,831	(3,139,651)
Total Expenditures	$ 183,170,046	$ 204,782,657	$ 270,758,900	$ 65,976,243
Full Time Positions	3.00	3.00	3.00	-

Service Level Changes

Support for all Utility administrative and general services if provided by the Administrative Services Division.

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Administrative and general expenses per retail customer (excludes wholesale trading expenses).	$ 504.00	$ 516.00	$ 500.00	$ 500.00

Department: Electric Utility

Division: Planning and Strategic Services: Customer Service and Marketing

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Customer Service & Marketing	$ 10,006,216	$ 13,467,422	$ 14,883,693	$ 1,416,271
Total Expenditures	$ 10,006,216	$ 13,467,422	$ 14,883,693	$ 1,416,271
Full Time Positions	16.00	16.00	16.00	-
Total Direct Revenue	$ 10,879,842	$ 8,709,651	$ 9,164,269	$ 454,618

Customer Service and Marketing Division Mission

Planning and Strategic Services oversees Customer Service and Marketing and Resource Management. The mission of the Customer Service and Marketing 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 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.

Division Highlights

- Sharpen customer focus:
  - Actively seek understanding of electric customers' valuation of energy service needs and empower staff to directly meet customers' needs through the development of additional service offerings.
- Foster environmental stewardship as a business and community priority.
- Enhance the use of technology to meet increasing information demands of Silicon Valley Power.
  - Develop and manage a fiber optic system to support the goals for operation of the Utility and to provide additional telecommunication services to benefit the businesses and citizens of Santa Clara.
  - Use advanced metering technology to provide customers with greater access to usage information and to provide better outage isolation and management of distribution assets.
- Review and amend the marketing plan as necessary to meet the needs of a dynamic market place.
- Deliver high quality energy efficiency and renewable energy programs. Achieve goals for implementation levels and customer satisfaction. Report on progress to appropriate state agencies.
- Retain and attract electric utility customers through enhanced customer service, marketing, market analysis and pricing strategies.
- Support the communication, information, and program development needs of other divisions and departments of the City to increase customer service, satisfaction, and retention.
- Provide communication services to support and maintain SVP Fiber Enterprise in a reliable, secure, and consistent manner in order to:
  1. Develop and improve the SVP Fiber Leasing business model
  2. Manage efficient use of SVP infrastructure and assets to enhance customer value and services
  3. Retain and attract commercial customers to Santa Clara
  4. Sustain Electric Substation communications and reliability
  5. Support city government networking and communicating needs
- Manage outstanding debt and annual debt service. Optimize the use of low cost variable rate debt.
- Work through Joint Powers Agency to reduce debt. Optimize the use of cash, including the Cost Reduction Fund to manage debt.
- Provide analysis and advice regarding the appropriate level and use of Cost Reduction Fund amounts.
- Provide tracking, analysis and recommendations related to State and federal legislation and regulatory proceedings.

Division: Customer Service & Marketing

Summary of Regular Positions by Program

Customer Service & Marketing	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Electric Operating (091) Fund				
Assistant Director of Electric Utility - Planning & Strategic Services	1.00	1.00	1.00	-
Electric Division Manager	1.00	1.00	1.00	-
Electric Division Manager - Customer Services	1.00	1.00	1.00	-
Electric Program Manager - Fiber/Business Planning	2.00	1.00	1.00	-
Senior Electric Division Manager - Mkt. Analysis and Pricin	1.00	1.00	1.00	-
Senior Key Customer Representative	1.00	1.00	1.00	-
Senior Business Analyst	1.00	1.00	1.00	-
Business Analyst-Fiber	1.00	1.00	1.00	-
Business Analyst-Public Benefits	1.00	-	-	-
Key Customer Representative	2.00	2.00	2.00	-
Staff Aide II	1.00	1.00	1.00	-
Office Specialist III	1.00	1.00	1.00	-
Office Specialist II	1.00	1.00	1.00	-
Energy Conservation Coordinator	1.00	-	-	-
Subtotal Electric Operating (091) Fund	**16.00**	**13.00**	**13.00**	**-**
Electric Public Benefit (191) Fund*				
Electric Program Manager - Public Benefits	-	1.00	1.00	-
Business Analyst-Public Benefits	-	1.00	1.00	-
Energy Conservation Coordinator	-	1.00	1.00	-
Subtotal Electric Public Benefit (191) Fund	**-**	**3.00**	**3.00**	**-**
Total Division Positions	**16.00**	**16.00**	**16.00**	**-**

* Positions in the Electric Public Benefit (191) Fund were included in the Electric Operating (091) Fund in FY 2011-12 and prior years.

Division: Planning and Strategic Services

Program: Customer Service & Marketing

Number: 091/191 131

Program Mission: Provide highly reliable power to our customer owners at low stable rates by focusing on superior customer service, by actively pursuing cost and revenue efficiencies and by developing and marketing mutually beneficial programs. Achieve superior customer service and value by listening and responding to customers in a manner that fosters trust and loyalty.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 1,728,033	$ 1,809,847	$ 2,060,366	$ 250,519
Benefits	615,339	761,660	869,547	107,887
Other Operating Expenditures	7,546,332	10,788,866	11,792,620	1,003,754
Interfund Services	116,512	107,049	-	(107,049)
Capital Outlay	-	-	161,160	161,160
Total Expenditures	$ 10,006,216	$ 13,467,422	$ 14,883,693	$ 1,416,271
Full Time Positions	16.00	16.00	16.00	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Percent of sales under contract.	37.8%	47.1%	35.0%	35.0%
2. Percent of customers enrolled in Santa Clara Green Program.	7.0%	7.2%	10.0%	10.0%
3. Annual net GWh's saved through energy efficiency programs.*	21.2 GWh	12.2 GWh*	25.4 GWh	24.08
4. Cumulative total GWh enrolled in Santa Clara Green Program.	75 GWh	101 GWh	72 GWh	100 GWh
5. Annual increase of SVP Fiber Leasing Services gross revenue	$2.0 Mil	$2.76 Million	$2.1 Million	$2.1 Million

*Annual Net GWh saved through energy efficiency programs.

Department: Electric Utility

Division: Planning and Strategic Services: Resource Management

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Resource Management	$ 40,062,320	$55,209,506	$ 11,695,287	$ (43,514,219)
Total Expenditures	$ 40,062,320	$55,209,506	$ 11,695,287	$ (43,514,219)
Full Time Positions	25.00	25.00	30.00	5.00
Total Direct Revenue	$ -	$ -	$ -	$ -

Resource Management Division Mission

Manage the adequacy and cost of the Electric Utility's fuel and electric resources in a competitive market.

Division Highlights

- Assure adequate generation resources for reliable, economically-competitive service to all SVP customers.
- Explore new generation and transmission resources to service growing sales and to reduce SVP's risks and average costs.
- Explore and procure renewable or low-carbon generating resources.
- Procure cost-competitive fuel resources for all SVP-owned power production.
- Optimize value of assets through power trading and scheduling.
- Interface with the California Independent System Operator and the regional reliability councils.

Program: Resource Management

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Resource Management				
Senior Electric Division Manager	1.00	1.00	1.00	-
Electric Division Manager	3.00	3.00	3.00	-
Electric Division Manager - Risk Analysis	1.00	1.00	-	(1.00)
Power Analyst	1.00	1.00	-	(1.00)
Power Trader	3.00	3.00	3.00	-
Power Contract Specialist	1.00	1.00	1.00	-
Risk Control Analyst	1.00	1.00	1.00	-
Senior Power Analyst	1.00	1.00	1.00	-
Sr. Power System Scheduler/Trader	1.00	1.00	1.00	-
Power System Scheduler/Trader	6.00	6.00	6.00	-
Senior Electric Utility Engineer	1.00	1.00	1.00	-
Account Clerk III	1.00	1.00	1.00	-
Account Clerk II	1.00	1.00	1.00	-
Account Clerk I	1.00	1.00	1.00	-
Power Account Clerk III	1.00	1.00	1.00	-
Power Account Clerk I	1.00	1.00	1.00	-
Electric Utility Programmer Analyst	-	-	1.00	1.00
Principal Utility Database Administrator	-	-	1.00	1.00
Project Manager	-	-	1.00	1.00
Senior Energy Systems Analyst	-	-	1.00	1.00
Resource Analyst II	-	-	1.00	1.00
Senior Resource Analyst	-	-	1.00	1.00
Conrol and Communications Security Administrator	-	-	1.00	1.00
Subtotal	25.00	25.00	30.00	5.00
Total Division Positions	**25.00**	**25.00**	**30.00**	**5.00**

Division: Planning and Strategic Services

Program: Resource Management

Number: 091/135

Program Mission: Manage the Electric Utility's resources in a competitive market, and evaluate long-term viability of its resources in the market.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 2,832,367	$ 3,050,790	$ 3,518,402.00	$ 467,612
Benefits	$ 1,059,462	1,303,085	1,541,188	238,103
Other Operating Expenditures	5,359,840	6,773,181	6,364,167	(409,014)
Resource & Production	30,587,848	43,868,285	-	(43,868,285)
Interfund Services	222,803	214,165	271,530	57,365
Total Expenditures	$ 40,062,320	$ 55,209,506	$ 11,695,287	$ (43,514,219)
Full Time Positions	25.00	25.00	30.00	5.00

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Cost stabilization contribution from wholesale transactions.	$16.0 Million	$8.0 Million	$1.3 Million	$1.3 Million

Department: Electric Utility

Division: Operations

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Energy Distribution and Generation	$ 22,983,951	$ 24,594,518	$ 27,446,416	$ 2,851,898
Total Expenditures	$ 22,983,951	$ 24,594,518	$ 27,446,416	$ 2,851,898
Full Time Positions	91.00	91.00	93.00	2.00
Total Direct Revenue	$ -	$ -	$ -	$ -

Division Mission

Provide safe and reliable energy to the City of Santa Clara and its customers

Division Highlights

- 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: Operations

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Energy Distribution and Generation				
Assistant Director of Electric Utility - Energy Distribution	1.00	1.00	1.00	-
Cable Splicer Leader	1.00	1.00	1.00	-
Compliance Manager	2.00	2.00	1.00	(1.00)
Electric Division Manager	5.00	5.00	5.00	-
Electric Maintenance Worker	1.00	1.00	2.00	1.00
Electric Meter Technician	2.00	2.00	2.00	-
Electric Utility Engineer	2.00	2.00	2.00	-
Electric Utility Equipment Operator	1.00	1.00	1.00	-
Electric Utility Generation Technician	9.00	9.00	9.00	-
Electric Helper/Driver	1.00	1.00	-	(1.00)
Electric & Water System Operator	5.00	5.00	5.00	-
Engineering Aide	2.00	2.00	3.00	1.00
Electric Crew Foreperson	4.00	4.00	4.00	-
Journey Lineworker	12.00	12.00	12.00	-
Instrument and Control Technician *	-	-	-	-
Office Specialist III	1.00	1.00	1.00	-
Office Specialist II	1.00	1.00	1.00	-
Principal Electrical Estimator	2.00	2.00	2.00	-
Senior Electric Division Manager	2.00	2.00	2.00	-
Senior Electric Utility Engineer	8.00	8.00	8.00	-
Senior Electric Utility Generation Technician	5.00	5.00	5.00	-
Senior Electrical Estimator	1.00	1.00	1.00	-
Senior Electric & Water System Operator	1.00	1.00	1.00	-
Senior Energy System Analyst	1.00	1.00	1.00	-
Senior Engineering Aide	2.00	2.00	2.00	-
Senior Electric Meter Technician	1.00	1.00	1.00	-
Senior Electrician Technician	2.00	2.00	2.00	-
Service Coordinator - Inspector	1.00	1.00	1.00	-
Staff Aide II	1.00	1.00	1.00	-
Account Clerk I	1.00	1.00	1.00	-
Troubleshooter	2.00	2.00	2.00	-
Electrician	6.00	6.00	6.00	-
Materials Handler	1.00	1.00	-	(1.00)
Utility Electrician Technician	4.00	4.00	4.00	-
Senior Instrument and Control Technician	-	-	1.00	1.00
Senior Electric Utility Engineer - Distribution Planning	-	-	1.00	1.00
Sr. Materials Handler	-	-	1.00	1.00
Total Division Positions	**91.00**	**91.00**	**93.00**	**2.00**

* - Position title still under review by Human Resources

Division: Operations

Program: Energy Distribution and Generation **Number: 091/136/37**

Program Mission: Operate the energy distribution system in a safe, reliable, efficient and environmentally responsible manner for the benefit of the City of Santa Clara and its customers.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 10,344,748	$ 11,372,554	$ 12,602,259	$ 1,229,705
Benefits	3,931,228	4,511,824	5,002,517	490,693
Other Operating Expenditures	6,240,208	6,378,400	6,662,900	284,500
Resource & Production	1,540,407	1,403,000	1,883,000	480,000
Interfund Services	804,256	792,627	951,740	159,113
Capital Outlay	123,104	136,113	344,000	207,887
Total Expenditures	$ 22,983,951	$ 24,594,518	$ 27,446,416	$ 2,851,898
Full Time Positions	91.00	91.00	93.00	2.00

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Average System Availability Index (ASAI). Percent of time power is available to each customer.	99.99%	99.99%	99.99%	99.99%
2. System Average Interruption Duration Index (SAIDI). Average outage duration for each customer served.	40.37 minutes	40.37 minutes	60 minutes	60 Minutes
3. OSHA reportable injuries: All Electric Dept. employees.	5	9	0	0

This page intentionally left blank.

Water and Sewer Utilities

Water Utility

Water Recycling

Sewer Utility

Santa Clara
All-America City
2001

Water & Sewer Utilities Department

Department Summary	2011-12 Actuals	2012-13 Adopted	2013-14 Budget
Water Engineering	$ 1,974,914	$ 2,542,878	$ 2,612,044
Water Construction, Maintenance & Operations	21,327,476	24,536,125	26,568,273
Sewer	14,126,249	17,187,095	17,972,494
Solar Construction & Maintenance	218,235	223,800	232,610
Recycled Water Construction & Maintenance	1,480,192	1,912,873	2,372,282
Total Department Expenditures	$ 39,127,066	$ 46,402,771	$ 49,757,703
Total Full Time Positions	60.00	60.00	61.00
Total Department Revenue	$ 54,149,006	$ 56,457,575	$ 62,978,275

Department Mission

Provide customers with a dependable supply of safe, healthful and potable water; collect, treat and dispose of their wastewater in an efficient, cost effective and environmentally sound manner.

Department Overview

The Department of Water & Sewer Utilities is a utility enterprise which provides planning, design, construction, maintenance and operation of the City's water distribution system. In 2012, the utilities produced and distributed 7.91 billion gallons of water to approximately 25,000 service connections. This is a 3.8% increase from 2011 water sales. Of the total water supply, 62% is obtained from the City's own wells; 25% is treated water purchased from two wholesale potable water water agencies; and 13% from recycled water delivered through the South Bay Water Recycling system, which is a jointly-owned regional recycled water system. 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.

The Department also operates and maintains a sanitary sewage collection system which collects and conveys wastewater to the jointly-owned San Jose/Santa Clara Water Pollution Control Plant for treatment and disposal.

In addition, the Department operates one of the country's few municipal solar energy utilities, providing solar energy systems to customers for swimming pool and domestic hot water heating on a fee for service basis.

The Department of Water & Sewer Utilities provides for the design, construction, distribution, metering, quality monitoring and system maintenance for both potable and recycled water. Solar heating systems are designed, installed and maintained for city and private facilities. The Sewer Utility operates and maintains sewer collection system and sewer pump stations. The Sewer Utility assists the Street Department in the operation and maintenance of the Storm pump stations.

The focus for the Department during 2013-14 will be to continue to improve water quality and water supply reliability and to minimize treated sewer effluent discharge into the South Bay by expanding the use of recycled water.

Resource Level Changes

The City Council authorized a new Senior Project Engineer position to focus on sewer condition assessment, repair and rehabiliation. Two position reclassifications were approved for 2013-14. The Water Treatment Technician position was reclassified to Water Resource Planner, and the Time and Materials Clerk was reclassified to Office Specialist IV due to the retirement of the former incumbent.

Divisions and Programs

Water Operating (092) Fund:

Water Engineering
- Administration/Design Engineering
- Water Quality
- Water Resources

Water Construction, Maintenance & Operations
- Water System Maintenance
- Water System Construction
- Water System Operations

Solar Construction & Maintenance
- Solar System Construction
- Solar System Maintenance

Sewer Operating (094) Fund:

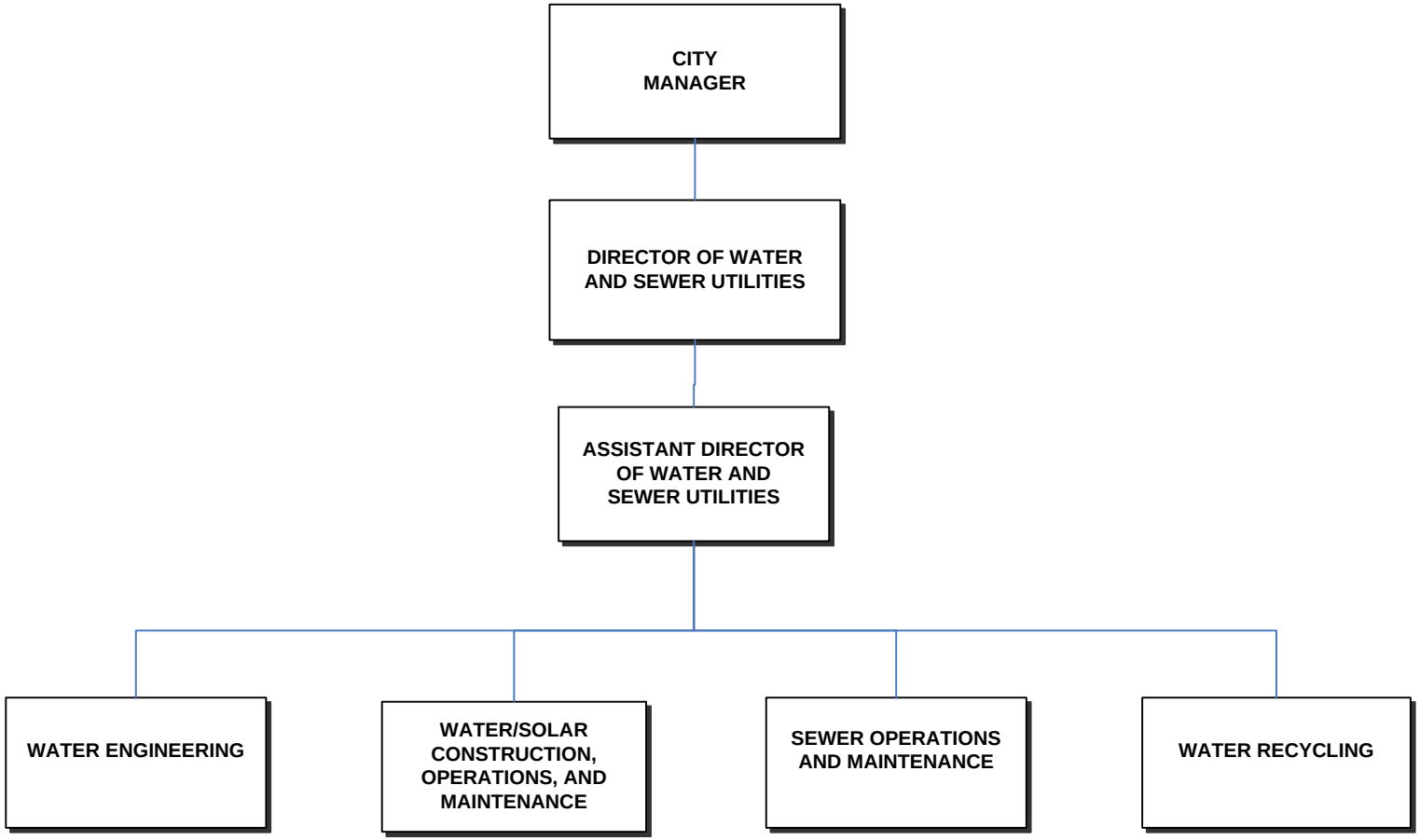
Sewer
- Sewer System Administration
- Sewer System Maintenance
- Sewer Operations
- S.J./Santa Clara Water Pollution Control Plant
- Storm Pump Maintenance

Recycled Water Operating (097) Fund:

Recycled Water Construction & Maintenance
- Recycled Water System Maintenance, City
- South Bay Water Recycling System Maintenance

CITY OF SANTA CLARA

WATER AND SEWER UTILITIES



Water & Sewer Utilities Department (continued)

POSITION AND SALARY DETAIL

Schedule/ Range		Position Title	No. of Positions 2012-13 Adopted	No. of Positions 2013-14 Budget	Salary 2012-13 Adopted	Salary 2013-14 Budget
Water Utility - Fund 092						
Uncl	*	Director of Water and Sewer Utilities	0.60	0.60	$ 110,138	$ 115,646
Uncl		Assistant Director of Water & Sewer Utilities	0.65	0.65	119,316	96,666
Uncl		Principal Engineer-Water	0.90	0.90	135,227	135,227
Uncl		Water & Sewer Superintendent	0.75	0.75	90,288	90,288
Uncl		Assistant Water & Sewer Superintendent	0.60	0.60	76,356	76,356
Uncl		Compliance Manager	0.60	0.60	66,412	63,252
A34		Water Resource Planner	-	0.80	-	66,672
G28		Water Treatment Technician	1.00	-	77,616	-
G27		Pump Maintenance Technician - Solar	1.00	1.00	80,544	80,544
G27		Pump Maintenance Technician - Water	1.00	1.00	66,480	69,250
G27		Equipment Operator	4.00	4.00	332,400	334,413
G27		Facilities Technician	1.00	1.00	81,886	83,936
G27		Water Service Technician I/II	5.75	5.75	462,123	369,903
G23		Water & Sewer Maintenance Worker I/II	11.70	11.70	808,421	779,470
E41		Senior Water Utility Engineer	0.90	0.90	111,380	111,380
E34		Water Utility Engineer	1.80	1.80	190,311	187,704
A38		Assistant Water Superintendent	1.80	1.80	195,278	200,589
A35		Utility Crew Supervisor	2.00	2.00	203,400	208,062
A35		Utility Crew Supervisor/Water	3.00	3.00	286,707	303,184
A35		Maintenance Systems Specialist	0.50	0.50	42,726	47,124
A28		Senior Engineering Aide	2.00	2.00	165,948	165,948
A28		Time & Material Clerk	1.00	-	89,760	-
A23		Code Enforcement Technician	0.15	0.15	11,642	11,642
A24		Office Specialist IV	-	0.60		39,240
A18		Office Specialist II	1.00	1.00	70,416	70,416
		Premium			5,980	13,490
		Reserve			-	-
		Salary & Wages-Regular	43.70	43.10	3,880,755	3,720,402
		Salary & Wages-As Needed			28,350	28,350
		Salary & Wages-Overtime/Vacation Relief			73,660	73,660
		Separation Payouts			100,000	100,000
		Furlough			(105,986)	(34,593)
		Total	**43.70**	**43.10**	**$ 3,976,779**	**$ 3,887,819**

* 40% time allocated to Sewer Utility

Water & Sewer Utilities Department (continued)

POSITION AND SALARY DETAIL

Schedule/ Range		Position Title	No. of Positions 2012-13 Adopted	No. of Positions 2013-14 Budget	Salary 2012-13 Adopted	Salary 2013-14 Budget
Sewer Utility - Fund 094						
Uncl	*	Director of Water & Sewer Utilities	0.40	0.40	$ 73,425	$ 77,097
Uncl		Assistant Director Water & Sewer Utilities	0.35	0.35	64,247	52,051
Uncl		Compliance Manager	0.40	0.40	44,275	42,168
Uncl		Water & Sewer Superintendent	0.25	0.25	30,096	30,096
Uncl		Assistant Water & Sewer Superintendent	0.40	0.40	50,904	50,904
Uncl		Sr. Project Engineer	-	1.00	-	122,472
G27		Pump Maintenance Technician - Sewer	1.00	1.00	75,970	79,618
G27		Equipment Operator	1.00	1.00	84,564	84,564
G27		Facilities Technician	0.80	0.80	67,651	67,651
G23		Water & Sewer Maintenance Worker I/II	6.00	6.00	423,851	430,860
A38		Assistant Sanitary Sewer Superintendent	1.00	1.00	117,372	91,968
A35		Utility Crew Supervisor	2.00	2.00	215,384	217,993
A35		Maintenance System Specialist	0.50	0.50	42,726	47,124
A23		Code Enforcement Technician	0.10	0.10	7,762	7,762
A24		Office Specialist IV	-	0.40	-	26,160
		Premium			18,054	12,830
		Reserve			-	-
		Salary & Wages-Regular	14.20	15.60	1,316,281	1,441,318
		Salary & Wages-As Needed			17,000	17,000
		Salary & Wages-Overtime/Vacation Relief			61,500	61,500
		Separation Payouts			75,000	75,000
		Furlough			(38,860)	(13,520)
		Total	**14.20**	**15.60**	**$ 1,430,921**	**$ 1,581,298**

* 60% time allocated to Water Utility

Water & Sewer Utilities Department (continued)

POSITION AND SALARY DETAIL

Schedule/ Range	Position Title	No. of Positions 2012-13 Adopted	No. of Positions 2013-14 Budget	Salary 2012-13 Adopted	Salary 2013-14 Budget
Recycled Water - Fund 097					
Uncl	Principal Engineer-Water	0.10	0.20	$ 15,025	$ 20,856
A34	Water Resource Planner	-	0.20	-	$ 16,668
G27	Facilities Technician	0.20	0.10	16,913	15,025
G27	Water Service Technician I/II	0.25	0.20	21,141	16,913
G23	Water & Sewer Maintenance Worker I/II	0.30	0.25	17,865	19,185
E41	Senior Water Utility Engineer	0.10	0.30	12,376	17,025
E34	Water Utility Engineer	0.20	0.10	21,508	12,376
A38	Asst. Water Superintendent	0.20	0.20	19,774	20,804
A23	Code Enforcement Technician	0.75	0.75	58,212	58,212
	Premium				6,540
	Salary & Wages-Regular	2.10	2.30	182,814	203,604
	Salary & Wages-As Needed			-	-
	Salary & Wages-Overtime/Vacation Relief			1,995	1,995
	Furlough			(5,268)	(1,911)
	Total	**2.10**	**2.30**	**$ 179,541**	**$ 203,688**
	Department Total	**60.00**	**61.00**	**$ 5,587,241**	**$ 5,672,805**

Department: Water & Sewer Utilities

Division: Water Engineering

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Administration/Design Engineering	$ 1,632,799	$ 2,141,490	$ 2,235,625	$ 94,135
Water Quality	256,479	265,563	236,803	(28,760)
Water Resources	85,636	135,825	139,616	3,791
Total Expenditures	$ 1,974,914	$ 2,542,878	$ 2,612,044	$ 69,166
Full Time Positions	10.95	10.95	11.10	0.15
Total Direct Revenue	$ 27,855,672	$ 27,634,000	$ 30,166,000	$ 2,532,000

Division Mission

Provide a dependable supply of safe, healthful and potable water, sufficient for present and future; and to manage the Water Utility in the most efficient manner.

Division Highlights

- Continue to improve seismic safety of water utility system.
- Enhance the use of technology to optimize the water service data management system.
- Construct improvements to Santa Clara Valley Water District Turnout.
- Design and bid rehabilitation of two 4.7 million gallon water storage tanks.
- Evaluate water system control and data acquisition system for efficiency improvements.

Division: Water Engineering

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Administration/Design Engineering				
Director of Water & Sewer Utilities	0.55	0.55	0.55	-
Assistant Director of Water & Sewer Utilities	0.60	0.60	0.60	-
Assistant Water & Sewer Superintendent	0.60	0.60	0.60	-
Principal Engineer - Water	0.90	0.90	0.90	-
Water Resource Planner	-	-	0.80	0.80
Senior Water Utility Engineer	0.90	0.90	0.90	-
Water Utility Engineer	1.80	1.80	1.80	-
Time & Material Clerk	1.00	1.00	-	(1.00)
Senior Engineering Aide	2.00	2.00	2.00	-
Office Specialist IV	-	-	0.60	0.60
Office Specialist II	1.00	1.00	1.00	-
Maintenance Systems Specialist	0.25	0.25	0.25	-
Subtotal	**9.60**	**9.60**	**10.00**	**0.40**
Water Quality				
Assistant Director of Water & Sewer Utilities	0.05	0.05	0.05	-
Compliance Manager	0.30	0.30	0.30	-
Water Treatment Technician	0.25	0.25	-	(0.25)
Subtotal	**0.60**	**0.60**	**0.35**	**(0.25)**
Water Resources				
Director of Water & Sewer Utilities	0.05	0.05	0.05	-
Water & Sewer Superintendent	0.25	0.25	0.25	-
Compliance Manager	0.30	0.30	0.30	-
Code Enforcement Technician	0.15	0.15	0.15	-
Subtotal	**0.75**	**0.75**	**0.75**	**-**
Total Division Positions	**10.95**	**10.95**	**11.10**	**0.15**

Division: Water Engineering

Program: Administration/Design Engineering

Number: 092/1411

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 876,565	$ 1,237,588	$ 1,262,806	$ 25,218
Benefits	367,136	459,215	501,968	42,753
Other Operating Expenditures	123,350	181,680	190,280	8,600
Interfund Services	265,748	263,007	280,571	17,564
Total Expenditures	$ 1,632,799	$ 2,141,490	$ 2,235,625	$ 94,135
Full Time Positions	9.60	9.60	10.00	0.40

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of plans reviewed.	272	314	220	220
2. Complete review of plans by the required due dates.	94%	94%	90%	90%

Division: Water Engineering

Program: Water Quality

Number: 092/1412

Program Mission: Ensure the City's potable water supply continues to meet federal and State drinking water quality standards.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 88,078	$ 59,292	$ 38,991	$ (20,301)
Benefits	24,581	27,454	18,526	(8,928)
Other Operating Expenditures	114,846	149,060	149,060	-
Interfund Services	28,974	29,757	30,226	469
Total Expenditures	$ 256,479	$ 265,563	$ 236,803	$ (28,760)
Full Time Positions	0.60	0.60	0.35	(0.25)

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Create and publish the Annual Consumer Confidence Report in accordance with the California Safe Drinking Water Act requirement.	1	1	1	1
2. Number of water quality samples processed.	3,702	3,536	3,000	3,000

Division: Water Engineering

Program: Water Resources **Number: 092/1413**

Program Mission: Promote water conservation and use of alternative water supplies in accordance with best management practices.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 48,009	$ 80,725	$ 82,486	$ 1,761
Benefits	20,755	36,465	38,521	2,056
Other Operating Expenditures	2,037	3,760	3,760	-
Interfund Services	14,835	14,875	14,849	(26)
Total Expenditures	$ 85,636	$ 135,825	$ 139,616	$ 3,791
Full Time Positions	0.75	0.75	0.75	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Promote water conservation at public events.	4	3	4	4

Department: Water & Sewer Utilities

Division: Water Construction, Maintenance & Operations

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Water System Maintenance	$ 1,262,316	$ 1,522,975	$ 1,487,515	$ (35,460)
Water System Construction	1,276,715	1,978,475	2,075,920	97,445
Water System Operations	18,788,445	21,034,675	23,004,838	1,970,163
Total Expenditures	$ 21,327,476	$ 24,536,125	$ 26,568,273	$ 2,032,148
Full Time Positions	31.25	31.25	30.50	(0.75)
Total Direct Revenue	$ 380,763	$ 440,000	$ 500,000	$ 60,000

Division Mission

Operate the Water Utility in the most efficient manner and to assure that the customers' needs are met.

Division Highlights

- 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 500 meters to ensure accurate customer billing.
- Rehabilitate Northside water storage tanks to extend their useful life.

Division: Water Construction, Maintenance & Operations

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Water System Maintenance				
Water & Sewer Superintendent	0.25	0.25	0.25	-
Water Service Technician I/II	5.75	5.75	5.75	-
Utility Crew Supervisor	1.00	1.00	1.00	-
Maintenance Systems Specialist	0.25	0.25	0.25	-
Subtotal	**7.25**	**7.25**	**7.25**	**-**
Water System Construction				
Water & Sewer Superintendent	0.25	0.25	0.25	-
Equipment Operator	2.00	2.00	2.00	-
Facilities Technician	1.00	1.00	1.00	-
Water & Sewer Maintenance Worker I/II	6.70	6.70	6.70	-
Assistant Water Superintendent	1.00	1.00	1.00	-
Utility Crew Supervisor/Water	2.00	2.00	2.00	-
Subtotal	**12.95**	**12.95**	**12.95**	**-**
Water System Operations				
Pump Maintenance Technician - Solar	0.50	0.50	0.50	-
Pump Maintenance Technician - Water	1.00	1.00	1.00	-
Equipment Operator	2.00	2.00	2.00	-
Water Treatment Technician	0.75	0.75	-	(0.75)
Water & Sewer Maintenance Worker I/II	4.00	4.00	4.00	-
Assistant Water Superintendent	0.80	0.80	0.80	-
Utility Crew Supervisor	1.00	1.00	1.00	-
Utility Crew Supervisor/Water	1.00	1.00	1.00	-
Subtotal	**11.05**	**11.05**	**10.30**	**(0.75)**
Total Division Positions	**31.25**	**31.25**	**30.50**	**(0.75)**

Division: Water Construction, Maintenance and Operations

Program: Water System Maintenance

Number: 092/1422

Program Mission: Maintain City's water system for the most efficient operation and provide prompt and courteous response to service requests.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 570,655	$ 597,917	$ 522,734	$ (75,183)
Benefits	227,830	300,120	277,999	(22,121)
Other Operating Expenditures	207,531	365,010	420,610	55,600
Interfund Services	256,300	259,928	266,172	6,244
Total Expenditures	$ 1,262,316	$ 1,522,975	$ 1,487,515	$ (35,460)
Full Time Positions	7.25	7.25	7.25	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Maintain an industrial standard for unaccounted water of 5% or less.	6%	≤5%	≤5%	≤5%
2. Number of responses to customer service requests.	1,412	1,383	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).	87%	91%	80%	80%
4. Number of backflow prevention devices tested.	2,607	2,638	2,000	2,000
5. Number of meters changed for routine, repair and testing.	486	852	800	800
6. Number of main break repairs/broken valve replacements performed.	95	66	95	95

Division: Water Construction, Maintenance and Operations

Program: Water System Construction — Number: 092/1423

Program Mission: Provide a dependable, efficient and safe construction operation to ensure that the customers' needs are met.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 421,666	$ 995,254	$ 1,035,344	$ 40,090
Benefits	387,043	510,582	553,204	42,622
Other Operating Expenditures	45,390	41,080	42,280	1,200
Interfund Services	422,616	431,559	445,092	13,533
Total Expenditures	$ 1,276,715	$ 1,978,475	$ 2,075,920	$ 97,445
Full Time Positions	12.95	12.95	12.95	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of lineal feet of water mains installed.	1,336	4,062	7,500	7,500
2. Number of new service installations.	98	117	50	50
3. Number of underground utility locates performed.	3,261	3,516	2,000	2,000

* Redeployment of construction crews to recycled water construction resulted in decreased water main replacement in fiscal year 2010-11.

Division: Water Construction, Maintenance and Operations

Program: Water System Operations — Number: 092/1424

Program Mission: Provide for the efficient, reliable and safe operation of the City's water distribution system.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 846,623	$ 891,016	$ 829,441	$ (61,575)
Benefits	383,456	444,660	440,989	(3,671)
Other Operating Expenditures	1,832,478	1,737,270	1,958,770	221,500
Resource and Production Costs	14,179,983	16,373,000	18,180,000	1,807,000
Interfund Services	1,545,905	1,588,729	1,595,638	6,909
Contribution In-lieu of Taxes	-	-	-	-
Total Expenditures	$ 18,788,445	$ 21,034,675	$ 23,004,838	$ 1,970,163
Full Time Positions	11.05	11.05	10.30	(0.75)

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Perform routine maintenance on City fire hydrants.	1,146	1,015	750	750
2. Number of production meters read and recorded.	772	768	800	800
3. Number of mainline water valves tested and exercised.	2,179	1,462	800	800

Department: Water & Sewer Utilities

Division: Sewer

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Sewer System Administration	$ 1,615,135	$ 1,945,355	$ 2,168,157	$ 222,802
Sewer System Maintenance	1,565,679	1,561,559	1,627,097	65,538
Sewer Operations	475,309	559,633	586,520	26,887
S.J./S.C. Water Pollution Control Plant	10,377,714	13,002,802	13,468,170	465,368
Storm Pump Maintenance	92,412	117,746	122,550	4,804
Total Expenditures	$ 14,126,249	$ 17,187,095	$ 17,972,494	$ 785,399
Full Time Positions	14.20	14.20	15.60	1.40
Total Direct Revenue	$ 23,321,405	$ 25,913,575	$ 29,374,275	$ 3,460,700

Division Mission

Collect, treat and dispose of wastewater in an efficient, cost effective and environmentally safe manner. Provide for efficient maintenance of storm water pump stations.

Division Highlights

- Additional property line clean-outs will be installed for access to maintain residential sewer laterals.
- Clean and maintain 350,000 feet of sewer mains this year.
- Maintain seven sanitary and twenty-one storm water pump stations to insure reliable service.
- Assist the industrial waste inspectors from the WPCP in some investigations of City industries.
- Implement Sanitary Sewer Management Plan as submitted to the State and Regional Water Quality Control Board regulations.
- Agreements, studies and funding will be required to allow utilization of existing treatment capacity at the San Jose/Santa Clara Water Pollution Control Plant (WPCP).

Division: Sewer

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Sewer System Administration				
Director Water & Sewer Utilities	0.30	0.30	0.30	-
Assistant Director Water & Sewer Utilities	0.30	0.30	0.30	-
Code Enforcement Technician	0.10	0.10	0.10	-
Water & Sewer Superintendent	0.25	0.25	0.25	-
Assistant Water & Sewer Superintendent	0.40	0.40	0.40	-
Compliance Manager	0.10	0.10	0.10	-
Senior Project Engineer	-	-	1.00	1.00
Assistant Sanitary Sewer Superintendent	0.10	0.10	0.10	-
Maintenance Systems Specialist	0.25	0.25	0.25	-
Office Specialist IV	-	-	0.40	0.40
Subtotal	**1.80**	**1.80**	**3.20**	**1.40**
Sewer System Maintenance				
Compliance Manager	0.15	0.15	0.15	-
Equipment Operator	1.00	1.00	1.00	-
Facilities Technician	0.80	0.80	0.80	-
Water & Sewer Maintenance Worker I/II	5.50	5.50	5.50	-
Assistant Sanitary Sewer Superintendent	0.40	0.40	0.40	-
Utility Crew Supervisor	1.70	1.70	1.70	-
Subtotal	**9.55**	**9.55**	**9.55**	**-**
Sewer Operations				
Assistant Director Water & Sewer Utilities	0.05	0.05	0.05	-
Compliance Manager	0.15	0.15	0.15	-
Pump Maintenance Technician - Sewer	0.50	0.50	0.50	-
Water & Sewer Maintenance Worker I/II	0.30	0.30	0.30	-
Assistant Sanitary Sewer Superintendent	0.40	0.40	0.40	-
Utility Crew Supervisor	0.20	0.20	0.20	-
Maintenance Systems Specialist	0.25	0.25	0.25	-
Subtotal	**1.85**	**1.85**	**1.85**	**-**
San Jose/Santa Clara Water Pollution Control Plant				
Director Water and Sewer Utilities	0.10	0.10	0.10	-
Subtotal	**0.10**	**0.10**	**0.10**	**-**

Division: Sewer

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Storm Pump Maintenance				
Pump Maintenance Technician - Sewer	0.50	0.50	0.50	-
Water & Sewer Maintenance Worker I/II	0.20	0.20	0.20	-
Assistant Sanitary Sewer Superintendent	0.10	0.10	0.10	-
Utility Crew Supervisor	0.10	0.10	0.10	-
Subtotal	**0.90**	**0.90**	**0.90**	**-**
Total Division Positions	**14.20**	**14.20**	**15.60**	**1.40**

Division: Sewer

Program: Sewer System Administration

Number: 094/1511

Program Mission: Provide oversight of and administrative support for the safe, efficient and reliable collection treatment and disposal of sanitary sewer flows, and the efficient and reliable operation of sewer pumping stations.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 178,575	$ 326,234	$ 471,729	$ 145,495
Benefits	55,353	100,126	179,072	78,946
Other Operating Expenditures	1,306,112	1,396,350	1,370,750	(25,600)
Interfund Services	75,095	122,645	146,606	23,961
Total Expenditures	$ 1,615,135	$ 1,945,355	$ 2,168,157	$ 222,802
Full Time Positions	1.80	1.80	3.20	1.40

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Prepare annual Sewer Revenue Program (as required for federal program and WPCP cost distribution) by due dates each year.	1	1	2	2
2. Prepare monthly status reports and Treatment Plant Advisory Committee (TPAC) agenda reports.	12	12	12	12

Division: Sewer

Program: Sewer System Maintenance

Number: 094/1512

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 866,371	$ 832,820	$ 836,298	$ 3,478
Benefits	360,370	389,152	413,365	24,213
Other Operating Expenditures	158,010	181,490	183,990	2,500
Interfund Services	180,928	158,097	193,444	35,347
Total Expenditures	$ 1,565,679	$ 1,561,559	$ 1,627,097	$ 65,538
Full Time Positions	9.55	9.55	9.55	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of feet of mainlined jetted.	461,110	242,131	350,000	350,000
2. Percentage of saniitary sewer overflows reported to the State CIQWS database within the time frame required by regulations.	100%	100%	100%	100%
3 Number of reportable sewer spills	4	4	<3	<3

Division: Sewer

Program: Sewer Operations

Number: 094/1514

Program Mission: Provide for the efficient, reliable and safe operation of all sewer pumps, generators and pump stations.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 177,418	$ 179,148	$ 177,980	$ (1,168)
Benefits	65,638	79,280	83,420	4,140
Other Operating Expenditures	31,814	81,250	80,050	(1,200)
Resource and Productions Costs	81,344	120,150	123,750	3,600
Interfund Services	106,940	99,805	121,320	21,515
Capital Outlay	12,155	-	-	-
Total Expenditures	$ 475,309	$ 559,633	$ 586,520	$ 26,887
Full Time Positions	1.85	1.85	1.85	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of pump and metering stations **inspections performed.**	396	396	396	396
2. Provide all preventative and routine maintenance as specified in operations and maintenance manuals.	100%	100%	100%	100%

Division: Sewer

Program: San Jose/Santa Clara Water Pollution Control Plant

Number: 094/1515

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 358	$ 17,615	$ 19,089	$ 1,474
Benefits	307	6,565	7,620	1,055
Other Operating Expenditures	-	-	-	-
Resource and Production Costs	9,776,495	12,360,590	12,664,258	303,668
Interfund Services	600,554	618,032	777,203	159,171
Total Expenditures	$ 10,377,714	$ 13,002,802	$ 13,468,170	$ 465,368
Full Time Positions	0.10	0.10	0.10	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Support TPAC members to represent the City in matters relating to the WPCP at monthly meetings.	12	12	12	12
2. Provide sufficient funding for all WPCP approved projects.	100%	75%	100%	100%

Division: Sewer

Program: Storm Pump Maintenance **Number: 094/1516**

Program Mission: Provide for the efficient, reliable and safe operation of all storm water pumps, generators and pump stations.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 52,492	$ 75,104	$ 76,202	$ 1,098
Benefits	33,715	36,506	39,008	2,502
Other Operating Expenditures	65	-	-	-
Interfund Services	6,140	6,136	7,340	1,204
Total Expenditures	$ 92,412	$ 117,746	$ 122,550	$ 4,804
Full Time Positions	0.90	0.90	0.90	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of storm pump stations inspected.	408	408	408	408
2. Provide all preventative and routine maintenance as specified in operations and maintenance manuals.	100%	100%	100%	100%
3 Coordinate annual load test for generators.	3	3	10	10

Department: Water & Sewer Utilities

Division: Solar Construction & Maintenance

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Solar System Maintenance	$ 218,235	$ 223,800	$ 232,610	$ 8,810
Total Expenditures	$ 218,235	$ 223,800	232,610	$ 8,810
Full Time Positions	1.50	1.50	1.50	-
Total Direct Revenue	$ 5,395	$ 135,000	$ 133,000	$ (2,000)

Division Mission

Provide installation and maintenance of solar heating systems for commercial, residential and pool water heating.

Division Highlights

- Provide installation for five to eight new solar pool heating systems.
- Maintain more than 380 swimming pool systems.
- Maintain systems which provide solar hot water to more than 600 residential households.

Division: Solar Construction & Maintenance

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Solar System Maintenance				
Pump Maintenance Technician - Solar	0.50	0.50	0.50	-
Water & Sewer Maintenance Worker I/II	1.00	1.00	1.00	-
Subtotal	**1.50**	**1.50**	**1.50**	**-**
Total Division Positions	**1.50**	**1.50**	**1.50**	**-**

Division: Solar Construction and Maintenance

Program: Solar System Maintenance

Number: 092/1532

Program Mission: Provide for maintenance of solar heating systems for commercial, residential and pool water heating.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 106,334	$ 114,987	$ 116,017	$ 1,030
Benefits	56,898	60,681	64,466	3,785
Other Operating Expenditures	21,091	13,250	16,250	3,000
Interfund Services	33,912	34,882	35,877	995
Total Expenditures	$ 218,235	$ 223,800	$ 232,610	$ 8,810
Full Time Positions	1.50	1.50	1.50	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of responses to customer service requests.	300	280	300	300
2. Number of systems provided with semi-annual winterization service.	156	121	110	110
3. Number of removal and reinstallation requests.	17	56	12	12
4. Percent of service requests responded to within one business day.	87%	93%	75%	75%

Department: Water & Sewer Utilities

Division: Recycled Water Construction & Maintenance

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Recycled Water System Maintenance, City	$ 1,234,733	$ 1,621,110	2,063,304	$ 442,194
South Bay Water Recycling System Maintenance	245,459	291,763	308,978	17,215
Total Expenditures	$ 1,480,192	$ 1,912,873	2,372,282	$ 442,194
Full Time Positions	2.10	2.10	2.30	0.20
Total Direct Revenue	$ 2,585,771	$ 2,335,000	$ 2,805,000	$ 470,000

Division Mission

Provide for the safe, efficient and reliable distribution of a high quality recycled water product which meets all requirements of State regulations and local codes.

Division Highlights

- Design and construction of new recycled water pipelines by City forces.
- Provide connection of water services for landscape irrigation of commercial and industrial sites, City parks and school fields.
- Contract management for construction of new South Bay Recycled Water pipelines.
- Coordinate planning efforts for the future expansions of recycled water systems in the County.
- Coordinate and compile semiannual site inspections required by state.

Division: Recycled Water Construction & Management

Summary of Regular Positions by Program

	2011-12 Budget	2012-13 Budget	2013-14 Budget	Budget Change
Recycled Water System Maintenance, City				
Water Service Technician I/II	0.25	0.25	0.25	-
Water Resource Planner	-	-	0.20	0.20
Subtotal	**0.25**	**0.25**	**0.45**	**0.20**
South Bay Water Recycling System Maintenance				
Principal Engineer-Water	0.10	0.10	0.10	-
Facilities Technician	0.20	0.20	0.20	-
Water & Sewer Maintenance Worker I/II	0.30	0.30	0.30	-
Senior Water Utility Engineer	0.10	0.10	0.10	-
Water Utility Engineer	0.20	0.20	0.20	-
Assistant Water Superintendent - Maintenance	0.20	0.20	0.20	-
Code Enforcement Technician	0.75	0.75	0.75	-
Subtotal	**1.85**	**1.85**	**1.85**	**-**
Total Division Positions	**2.10**	**2.10**	**2.30**	**0.20**

Division: Recycled Water Construction and Maintenance

Program: Recycled Water System Maintenance, City

Number: 097/1522

Program Mission: Provide safe, efficient maintenance of City owned facilities and customer services in support of the recycled water system.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 16,238	$ 20,775	$ 35,381	$ 14,606
Benefits	9,086	10,612	18,630	8,018
Other Operating Expenditures	102,437	107,500	133,750	26,250
Resource and Production Costs	1,026,861	1,400,000	1,800,000	400,000
Interfund Services	80,111	82,223	75,543	(6,680)
Total Expenditures	$ 1,234,733	$ 1,621,110	$ 2,063,304	$ 442,194
Full Time Positions	0.25	0.25	0.45	0.20

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of recycled water meters greater than 2" tested annually.	1	0	18	18

Division: Recycled Water Construction and Maintenance

Program: South Bay Water Recycling System Maintenance

Number: 097/1525

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	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Salaries	$ 145,881	$ 158,766	$ 168,307	$ 9,541
Benefits	68,804	74,975	82,448	7,473
Other Operating Expenditures	8,963	35,750	35,750	-
Interfund Services	21,811	22,272	22,473	201
Total Expenditures	$ 245,459	$ 291,763	$ 308,978	$ 17,215
Full Time Positions	1.85	1.85	1.85	-

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Provide all O & M services as required in Agreement for Services.	100%	100%	100%	100%

HUD Programs

Community Development Block Grant

HOME Program

Santa Clara
All-America City
2001

Housing and Community Services Programs

COMMUNITY DEVELOPMENT BLOCK GRANT

Fiscal Year 2013-14

Financing Sources:

Revenue:	
Community Development Block Grant (CDBG) Entitlement	$ 822,597
Less: 2012-13 Pre-Award Amount (1)	(214,096)
2013-14 CDBG Entitlement Budget	$ 608,501
CDBG Reallocated Program Income	26,574
Total:	**$ 635,075**

Appropriations:

1.	CDBG Administration (20% of entitlement) 562-5510 / 001-5542	$ 164,519
2.	Public Services -(see table below) 562-5510	149,964
3.	City Hall ADA Compliance Study 562-5559	100,000
4.	Removal of Barriers to the Physically Challenged 562-5551	220,592
Total:		**$ 635,075**

Public Services Table	**CDBG (2)**
Bill Wilson Center	$47,804
Long Term Care Ombudsman	5,270
Senior Nutrition	22,010
YWCA Services for Battered Women	4,680
Senior Adult Legal Services	3,955
Outreach and Escort-Special Needs/Transportation	32,730
Senior Adult Day Care	3,315
Heart of the Valley	6,815
Saint Justin Community Ministry	9,180
Healthy Kids Program	14,205
	$ 149,964

(1) A pre-award of $214,096 in anticipated 2013-14 CDBG funds for the Liberty Tower Pipe Relining Project 562-5560 was approved by City Council on November 27, 2012. The approved mid-year appropriation is included in the fiscal year 2012-13 budget. The annual plan submitted to HUD in May 2013 for CDBG funding was $822,597.

(2) Includes 15% of the 2013-14 entitlement and CDBG reallocated program income from prior years. Allowable reimbursement for program administration and public services is limited to 35% of entitlement for CDBG.

Housing and Community Services Programs (continued)

HOME INVESTMENT PARTNERSHIP ACT PROGRAM

Fiscal Year 2013-14

Financing Sources:

Revenue:

Home Program Entitlement Grant	$	309,696
Reallocated HOME Administration		18,075
Total:	**$**	**327,771**

Appropriations:

1. HOME Administration (10% of entitlement) 562-5910 / 001-5542	$	30,970
2. Project Sentinel Fair Housing Services 562-5910		18,075
3. Neighborhood Conservation and Improvement Program 562-5552		278,726
Total:	**$**	**327,771**

Summary of CDBG & HOME Administration services provided by the General Fund:

HOME (10% of entitlement)	$	30,970
CDBG (20% of the entitlement)		164,519
Services provided by the General Fund	**$**	**195,489**

Housing Authority

Santa Clara
All-America City
2001

Fiscal Year 2013-14

Housing Authority Functions and Activities

The Santa Clara Housing Authority (Housing Authority) was established through a City Council Resolution in February 2011. Based upon approval by the City, Redevelopment Agency (Agency), and Housing Authority, all funding and administration required to carry-out the activities of the Agency's Housing Program Funds were assigned and committed to the Housing Authority on March 8, 2011.

Since the establishment of the Housing Program Funds in 1990, appropriations of over $159.1 million have been used to improve or preserve affordable housing in the City. These funds have assisted over 3,239 housing units for low- and moderate-income households. Projects remaining with an appropriation of Housing Program Funds (Funds 910 and 915) are detailed in the Capital Improvement Project (CIP) budget book.

The Housing Authority budget is a carry-forward of budget appropriations in the Housing Program Funds which remains subject to the outcome of a Due Diligence Review by the California Department of Finance. Funding appropriated in 2013-14 is limited only to support administrative expenses.

HOUSING AUTHORITY BUDGET

Fiscal Year 2013-14

	Housing Funds
Estimated Revenues:	
Interest	$ 232,000
Other	250,000
Total Estimated Revenues	**$ 482,000**
Appropriations:	
Capital Projects:	
Housing Programs Administration(1)	$ 318,114
Total 2013-14 Appropriations	**318,114**
Reserves:	
Future Housing Projects or Administration	163,886
Total Appropriations and Reserves	**$ 482,000**

(1) The Housing Authority's appropriations are also shown in the Capital Improvement Project Budget book in Funds 910 and 915.

Successor Agency

Fiscal Year 2013-14

Successor Agency Functions and Activities

The Redevelopment Agency of the City of Santa Clara (Agency) was created through a City Council Ordinance in 1957. It was legally and technically a State agency existing under the Community Redevelopment Law of the State of California. The Agency existed as a public body, separate and distinct from the City, and was activated for the purpose of redevelopment of blighted areas in the community, identified by appropriate proceedings set forth in the Community Redevelopment Law. The Santa Clara City Council served as the Agency Board of Directors and the City Manager served as Executive Director. Santa Clara had two redevelopment project areas - the Bayshore North Project and the University Project.

The State's 2011-12 proposed budget included a proposal to eliminate local redevelopment agencies. In order to protect the Agency's projects, the Agency and City entered into Cooperation Agreements in February 2011. Additionally, to protect against the possible loss of Agency assets, the Agency and City took actions on March 8, 2011 to convey Agency-owned property to the City, to assign the Agency's interest in certain leases, subleases, and Cooperation Agreements to the City, transfer stadium-related Agency CIP projects and appropriations to the Stadium Authority, and transfer non-stadium-related Agency CIP projects and appropriations to the City (housing related projects were subsequently transferred to the Housing Authority). Therefore, lease revenues, expenses, and transfers that were previously Agency activities, became City activities.

Effective February 1, 2012, all California redevelopment agencies, including the Redevelopment Agency of the City of Santa Clara, were dissolved by the State of California's Dissolution Act. The City serves as the Successor Agency of the Redevelopment Agency of the City of Santa Clara (Successor Agency). The Successor Agency plays a key role in the day-to-day activities assuring that the obligations of the former Agency are properly paid, and that the former Agency's assets and properties are disposed of in an appropriate manner. An Oversight Board of seven representatives selected largely by the County and various local taxing entities oversees the Successor Agency. The Successor Agency's Redevelopment Obligation Retirement Fund (RORF) pays the former Agency's debt obligations from assets of the former Agency and funds received from the County's Redevelopment Property Tax Trust Fund.

The RORF's debt service appropriations for fiscal year 2013-14 total $23.2 million funded by the County's Redevelopment Property Tax Trust Fund. Appropriations for the Successor Agency administrative expenses of $1,846,500 are provided for in the 2013-14 General Fund operating budget.

SUCCESSOR AGENCY OF THE REDEVELOPMENT AGENCY BUDGET

Fiscal Year 2013-14

	Redevelopment Obligation Retirement Fund	
Estimated Revenues:		
Redevelopment Property Tax Trust Fund	$ 23,161,919	
Total Estimated Revenues	**$ 23,161,919**	
Appropriations:		
Debt Service:		
1999 Tax Allocation Bonds Series A	$ 1,708,863	
1999 Tax Allocation Bonds Series B	2,444,781	
2002 Tax Allocation Refunding Bonds	5,981,850	
2003 Tax Allocation Bonds	2,198,000	
2011 Tax Allocation Bonds	1,815,613	
Miscellaneous Debt Costs	13,000	
2011 Cooperation Agreement	7,265,193	*
Promissory Note	-	**
Loan Agreement	-	**
Legal for Oversight Board	60,000	
Legal Defense	1,000,000	
Administrative Cost Allowance	674,619	
Total 2013-14 Appropriations	**$ 23,161,919**	

* 2011 Cooperation Agreement - Amount pending per final court decision. Assumes amount from prior settlement.

** Promissory Note and Loan Agreement - AB 1484 allows these notes to be reentered with approval of the Oversight Board and after Department of Finance issuance of finding of completion.

Sports and Open Space Authority

Santa Clara
All-America City
2001

CITY OF SANTA CLARA
SPORTS AND OPEN SPACE AUTHORITY BUDGET

Fiscal Year 2013-14

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 following: 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; a private restaurant facility at the Golf and Tennis Club leased to a private operator; and the lease of Authority property (a portion of the former Fairway Glen Golf Course) to a private developer for the development of apartment complexes. 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.

Each of these projects provides ongoing revenue, recreational and/or housing opportunities, in addition to employment and diversification of land uses in the City.

Golf and Tennis Club Fund

The projected Golf and Tennis Club revenues of approximately $3.06 million and expenditures of approximately $1.99 million are based on an annual budget prepared by the club managers. The net income generated from the operation of the facility is transferred to the SOSA Fund on a monthly basis. Under the terms of an agreement between the City and the Authority, net revenues received by the Authority from the operation of the club are transferred to the City as a payment for the use of the land. The projected land use payment to the City for 2013-14 is approximately $1.07 million.

SOSA Fund

The Authority's budgeted revenues for fiscal year 2013-14 include estimated payments of $355 thousand from the lease of Authority property to a private developer. The property provides 252 units of multi-family rental housing. The Authority also receives rental income from the lease of a restaurant located at the Golf and Tennis Club site. It is estimated that this facility will generate approximately $60 thousand in rental income for the Authority in the 2013-14 fiscal year. Interest income on the Authority's cash balances is estimated at $3 thousand and $118 thousand is budgeted for the Authority's legal, consulting, and administrative expense.

In 1985, the City and the Authority adopted joint resolutions stating that it was the intent of both bodies that all net revenue received from the use of the Fairway Glen site be transferred to the City at least until such time as the City is reimbursed for debt issued by the City to refund SOSA debt obligations. In January 1999, the City and the Authority confirmed the intent of the 1985 resolutions. The Authority's 2013-14 Budget projects a repayment of $1.37 million to the City of Santa Clara General Fund.

SPORTS AND OPEN SPACE AUTHORITY BUDGET

Fiscal Year 2013-14

	Golf Course Fund	SOSA Administration	SOSA Capital Projects	Total
Estimated Revenues:				
Loan from General Contingency Reserve	$ -	$ -	$ 50,000	$ 50,000
Revenue from Use of City Land (Golf Course)	-	1,066,483	-	1,066,483
Rent Revenue (David's Restaurant)	-	60,000	-	60,000
Lease Revenue (Fairway Glen Developments)	-	355,000	-	355,000
Interest	-	2,500	-	2,500
Golf Course Revenue (1)	3,055,714	-	-	3,055,714
Total Estimated Revenues	**$ 3,055,714**	**$ 1,483,983**	**$ 50,000**	**$ 4,589,697**
Appropriations:				
Golf Course Expenditures (1)	$ 1,989,231	$ -	$ -	$ 1,989,231
Legal, Consulting and Administrative	-	118,183	-	118,183
Capital Projects (2)	-	-	50,000	50,000
Transfer Revenue from Use of City Land	1,066,483	-	-	1,066,483
Operating Transfer to City	-	1,365,800	-	1,365,800
Total Appropriations	**$ 3,055,714**	**$ 1,483,983**	**$ 50,000**	**$ 4,589,697**

(1) Santa Clara Golf and Tennis Club revenues are shown net of Cost of Sales; and appropriations include operating and capital outlay expenses.

(2) These amounts are also shown in the Capital Improvement Project Budget book in Fund 840.

Stadium Authority

SANTA CLARA STADIUM AUTHORITY BUDGET

Fiscal Year 2013-14

Stadium Authority Functions and Activities

On June 2, 2009, the City Council approved a Term Sheet between the City of Santa Clara (City), the Redevelopment Agency of the City of Santa Clara (Agency), and the 49er Stadium Company, LLC for the construction and operation of an NFL stadium in the Bayshore North Redevelopment Area. A special election was held on June 8, 2010, to allow Santa Clara voters to have the opportunity to decide whether a stadium should be built under the conditions negotiated in the Term Sheet. Measure J, the Santa Clara Stadium Taxpayer Protection and Economic Progress Act, was approved by 58.2% of voters on June 8, 2010.

The Santa Clara Stadium Authority (Stadium Authority), a Joint Powers Authority created by the City and the Agency for development and operation of a stadium, was created in February 2011, by action of the City Council and the Agency in approving a Joint Powers Agreement (JPA). The Bayshore North Project Enhancement Authority (Enhancement Authority), created on May 24, 2011, joined the Joint Powers Authority. The JPA established the Stadium Authority and set basic ground rules for its operation. These ground rules provide a means of accomplishing the cooperation and coordination between the entities, which is necessary to provide for the development and operation of the proposed stadium, and ensure that the stadium serves the goals of both the City and the Agency. The Stadium Authority is structured so that neither the City, Enhancement Authority nor the Agency will be liable for the debts or obligations of the Stadium Authority. Though the Santa Clara Redevelopment Agency ceased to exist on February 1, 2012 due to changes in State law, the Stadium Authority continues as a public entity with the addition of the Enhancement Authority.

On December 13, 2011, the Stadium Authority executed the Disposition and Development Agreement (DDA) that led to a series of follow-up agreements in March 2012. These approved agreements included the Ground and Stadium Lease, Design-Build Agreement with Turner/Devcon Joint Venture, Parking Rights Agreement, Non-Relocation Agreement, Final Financing Plan and Development Budget. The final development budget for the Stadium project is $1.177 billion which includes $1.049 billion in development costs, $78 million in financing costs, and $50 million in additional technology and environmental sustainability allowances. This budget also includes about $155 million in tenant costs that will be paid directly by StadCo, a 49er affiliate organization. The Stadium groundbreaking and commencement of stadium construction took place in April 2012.

By spring 2013, approximately 40% of the stadium construction was completed and more than 75% of the Stadium Builders Licenses were sold. On May 9, 2013, the Stadium Authority executed a 20-year Naming Rights Agreement with Levi Strauss & Company.

In 2013-14, the anticipated activities include significant construction activity on Levi's Stadium and the continued sale of Stadium Builders Licenses. Levi's Stadium is anticipated to open by August 2014 in time for the 2014 football season. All costs are being charged to the Stadium Capital Improvement Project until the Stadium is in operation. The fiscal year for the Stadium Authority is April 1, 2013 through March 31, 2014. An operating budget will be established for fiscal year 2014-15.

This page intentionally left blank.

Santa Clara Convention Center

Convention-Visitors Bureau

Santa Clara
All-America City
2001

Santa Clara Convention Center

Summary	2011-12 Actuals	2012-13 Adopted	2013-14 Budget
Convention Center	$ 5,313,299	$ 5,388,113	$ 5,685,675
Total Expenditures	$ 5,313,299	$ 5,388,113	$ 5,685,675
Total Direct Revenue	$ 5,881,508	$ 5,453,300	$ 6,000,689

Department Mission

To provide a full service, largely self-supporting, Convention Center that will enhance the image of Santa Clara and the level of revenues from sales and transient occupancy taxes and provide a Convention and Visitor's Bureau to market the Convention Center and other City attractions to potential visitors throughout the world.

Department Overview

The Convention Center will continue to serve conventions and trade shows booked by the Convention/Visitor's Bureau and to book and serve "fill-in" type business of other types including public shows, meetings and banquets.

Indirect Revenue and Other Resources (1)	2011-12 Actuals	2012-13 Adopted	2013-14 Budget
Ballroom Lease	$ 303,970	$ 300,780	$ 300,780
Hotel Lease Payments	1,293,413	1,391,090	1,424,220
Beginning Balance	-	-	-
Total Indirect Revenue	$ 1,597,383	$ 1,691,870	$ 1,725,000

Other Costs (2)	2011-12 Actuals	2012-13 Adopted	2013-14 Budget
Convention Marketing & Sales	$ 944,355	$ 936,503	$ 966,770
Maintenance District	588,005	597,776	604,555
Debt Service	2,911,678	2,910,074	2,909,770
Total Other Costs	$ 4,444,038	$ 4,444,353	$ 4,481,095

(1) Indirect revenue includes revenue received by the City in prior year's (beginning balance) and estimated to be received in the General Fund during the current budget year that is used to support the Convention Center operations.

(2) Other City costs associated with the Convention Center include a portion of the Convention/Visitor Bureau's Marketing division which is included in that budget, the Convention Center area Maintenance District which is included in the City's Special Revenue Funds, and a portion of the debt service paid by the Redevelopment Agency (see that budget under a separate tab in this budget document).

Resource Level Changes

Staff is provided via a management agreement with the Santa Clara Chamber of Commerce.

Divisions and Programs

Convention Center

- Convention Center

Department: Santa Clara Convention Center

Division: Convention Center

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Center Operations	$ 5,313,299	$ 5,388,113	$ 5,685,675	$ 297,562
Total Expenditures	$ 5,313,299	$ 5,388,113	$ 5,685,675	$ 297,562
Total Direct Revenue	$ 5,881,508	$ 5,453,300	$ 6,000,689	$ 547,389

Division Mission

To provide a venue for successful conventions, trade shows and other events which result in new economic activity in the community and/or which enhance direct revenue to the Center.

Division Highlights

- Upgrade Center Sound System
- Airwall Trolley Replace/Track Repair Hall A-C - 3rd phase
- Purchase 260 Chrome Chairs
- Replace Vinyl Floor - Theatre Stage
- Technology Upgrades

Division: Convention Center

Program: Convention Center **Number: 860/8014**

Program Mission: To provide services which support a safe, clean, well maintained and secure building environment in order to achieve a high level of customer satisfaction.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Other Operating Expenditures	$ 5,313,299	$ 5,388,113	$ 5,685,675	$ 297,562
Total Expenditures	$ 5,313,299	$ 5,388,113	$ 5,685,675	$ 297,562

Note: Convention Center provides 38.00 Full Time Positions for Operations.

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Number of conventions and trade shows.	77	80	89	95
2 Number of public shows, meetings and banquets.	389	435	375	401
3. Percent of operating costs recovered by revenue.	110.7%	118.4%	101%	106%

Convention-Visitors Bureau

Summary	2011-12 Actuals	2012-13 Adopted	2013-14 Budget
Convention-Visitors Bureau	$ 1,573,924	$ 1,560,838	$ 1,611,284
Total Expenditures	$ 1,573,924	$ 1,560,838	$ 1,611,284

Direct Revenue and Other Resources (1)	2011-12 Actuals	2012-13 Adopted	2013-14 Budget
Total Direct Revenue	$ 55,331	$ 47,930	$ 44,415
Beginning Balance	1,669	(8,618)	45,343
City contractual payments	1,521,526	1,521,526	1,521,526
Total Direct Revenue and Other Resources	$ 1,578,526	$ 1,560,838	$ 1,611,284

(1) City contractual payments to support the work of the Convention-Visitors Bureau are appropriated in the General Administration budget. The total budget for the Convention-Visitors Bureau is presented for additional information regarding this activity. The Convention Marketing & Sales program includes marketing and sales for the City's Convention Center (see Convention Center budget presentation).

Department Mission

Market and sell the City of Santa Clara as an overnight destination for the economic benefit of the community.

Department Vision

Leading the way in service, sustainability and innovation as a destination for leisure, business, sports and conference travelers.

Department Overview

The Convention-Visitors Bureau (CVB) is the official destination marketing agency for the City of Santa Clara. It markets the City as a tourist destination by promoting California's Great America, the Intel Museum, Mission Santa Clara and other attractions in the City and in the region. The CVB also markets and sells Santa Clara as a convention, meeting and trade show destination, focusing on the more than 3,800 hotel rooms in the City, and books meetings in Santa Clara's 302,000 square foot Convention Center.

Convention-Visitors Bureau (continued)

Resource Level Changes

Over $700,000 is being invested by the Tourism Improvement District (funded by 8 hotels) this year to supplement the CVB with advertising, programs and sales support. There is no increase in the CVB contribution from the City of Santa Clara.

Divisions and Programs

Convention-Visitors Bureau

- Convention Marketing & Sales
- Convention Services
- Visitor Marketing and Communications

Department: Convention-Visitors Bureau

Division: Convention-Visitors Bureau

Major Programs	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Convention Marketing & Sales	$ 944,355	$ 936,503	$ 966,770	$ 30,267
Convention Services	141,653	140,475	145,016	4,541
Visitor Marketing and Communications	487,916	483,860	499,498	15,638
Total Expenditures	$ 1,573,924	$ 1,560,838	$ 1,611,284	$ 50,446
Total Direct Revenue	$ 55,331	$ 47,930	$ 44,415	$ (3,515)

Division Mission

Market and sell the City of Santa Clara as an overnight destination for the economic benefit of the community.

Division Vision

Leading the way in service, sustainability and innovation as a destination for leisure, business, sports and conference travelers.

Division Highlights

- Book conventions, meetings and trade shows with a continued emphasis on those that generate the most revenue for the Convention Center, hotel community and City of Santa Clara.
- Focus our efforts on the national, regional, state and local markets to fill the Convention Center and hotels in the short and long-term.
- Increase holiday need period bookings with special focus on last two weeks of December, Easter, Passover, Mother's Day and Halloween.
- Increase weekend and summer room night bookings to fill hotel shoulder periods.
- Increase revenue on CVB website through online hotel reservations, and coverage on media releases using PR Newswire and other sources.
- Visitor marketing continues to target the student and family travel market through partnerships with California's Great America and the hotel community.
- Providing excellent services to all definite groups, coordinate site inspections and meet with hotel service managers on a quarterly basis.
- Continue to develop the Tourism Improvement District sales and marketing efforts.
- Generate greater awareness for Santa Clara, using websites, Social Media, mobile phone Apps, and other e-marketing programs.

Division: Convention-Visitors Bureau

Program: Convention Marketing & Sales **Number: 001/1042**

Program Mission: Market and sell the City of Santa Clara as an overnight destination for the economic benefit of the community.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Other Operating Expenditures	$ 944,355	$ 936,503	$ 966,770	$ 30,267
Total Expenditures	944,355	$ 936,503	966,770	$ 30,267

Note: The Convention Marketing & Sales program includes marketing and selling space at the City's Convention Center. This program provides 7.0 Full Time Positions and 3.0 Full Time Shared Positions for operations.

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Total number of hotel room nights booked.	72,025	52,658	73,216	59,000
2. Number of groups booked.	125	124	107	90
3. Average number of hotel room nights per booking.	576	425	684	655
4. Number of attendees.	170,679	157,601	160,500	135,000
5. Average number of attendees per booking.	1,365	1,271	1,500	1,500
6. Sales leads sent to hotels.	305	351	252	250
7. Number of site inspections conducted by the Bureau.	66	64	50	50

Division: Convention-Visitors Bureau

Program: Convention Services **Number: 001/1042**

Program Mission: Provide convention registration, housing and general services to all groups who request the service.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Other Operating Expenditures	141,653	140,475	145,016	4,541
Total Expenditures	$ 141,653	$ 140,475	$ 145,016	$ 4,541

Note: The Convention Services program provides 2.0 Full Time Positions.

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Make contact with all convention groups booked for the next twelve months.	100%	100%	100%	100%
2. Provide registration services to more than 15 groups desiring such service.	100%	NA	100%	NA
3. Coordinate housing of groups with outside housing company.	100%	100%	100%	100%
4. Attend more than 10 Convention Center Pre-cons.	100%	100%	100%	100%
5. Provide off-site venue opportunities and assistance to all definite clients booked in our City if required.	100%	100%	100%	100%
6. Meet with hotel service managers on a quarterly basis.	100%	100%	100%	100%
7. Coordinate and attend 10 definite group site inspections.	100%	100%	100%	100%
8. Develop a dine-around coupon book for convention delegates.	100%	100%	100%	NA

Division: Convention-Visitors Bureau

Program: Visitor Marketing and Communications

Number: 001/1042

Program Mission: Increase the number of room nights occupied in Santa Clara hotels and increase the number of visitors to local attractions.

Note: Media releases and other CVB communications are managed by this department.

Category	2011-12 Actuals	2012-13 Adopted	2013-14 Budget	Budget Change
Other Operating Expenditures	487,916	483,860	499,498	15,638
Total Expenditures	$ 487,916	$ 483,860	$ 499,498	$ 15,638
				-

Note: The Visitor Marketing and Communications program provides 3.0 Full Time Positions for operations.

Performance Measures	2011-12 Actuals	2012-13 Actuals	2012-13 Adopted	2013-14 Budget
1. Increase hotel revenue booked online over previous year.	80%	NA	NA	NA
2. Increase City Store attraction ticket sales year over year.	105%	NA	NA	NA
3. Increase number of requests for discounts via website.	125%	NA	NA	NA
4. Increase media coverage by a measurement of media value generated space.	115%	NA	NA	NA
5. Increase social media engagement (Clicks, Likes, Shares, Comments) year over year.	100%	100%	100%	100%
6. Increase unique user sessions on website versus previous year.	100%	100%	100%	NA
7. Increase new Santa Clara Stadium's presence on website.	N/A	100%	100%	100%
8. Increase sponsorship opportunities for Santa Clara Sports Group.	N/A	100%	100%	100%
9. Develop Japanese Language Microsite	N/A	100%	100%	NA
10. Develop Mobile Apps for Android & Iphone	N/A	100%	100%	100%
11. Implement new online hotel booking partner.	N/A	N/A	N/A	100%
13. Re-format website to Responsive Web Design to fit all platforms.	N/A	N/A	N/A	100%
14. Track and increase iPhone App downloads.	N/A	N/A	N/A	100%

Five-Year Financial Plan

Santa Clara
All-America City
2001

THE CITY OF SANTA CLARA CALIFORNIA

2014-15 through 2018-19
Five-Year Financial Plan

July 1, 2013

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 financial condition 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 balance the budget.

The Five-Year Financial Plan is a collaborative effort between the City Manager's Office, Finance Department, and City departments. Forecasts for revenues and expenditures are incorporated into the City's economic projections and refined on a moving forward basis as part of the City's commitment to fiscal responsibility.

CURRENT ECONOMIC ENVIRONMENT

What is now referred to as the Great Recession began in December 2007 and came to a technical end in the summer of 2009, making it the longest economic contraction since the Great Depression. Commerce Department records show that the nation's Gross Domestic Product (GDP), the broadest measure of economic activity, contracted four consecutive quarters, including steep declines of 8.9% and 5.3% in the last quarter of 2008 and the first quarter of 2009, respectively. According to data from the Bureau of Labor Statistics, non-farm employment declined for 25 consecutive months from February 2008 through February 2010 with businesses cutting 8.7 million jobs. The national unemployment rate peaked at 10.1% in October 2009, the first time the rate had been above 10% since 1983. Replacing this many jobs is taking longer than what would be seen in a typical recovery. While 6.2 million jobs have been created since March 2010, including job gains for 31 consecutive months, the unemployment rate remains high at 7.5% as of April 2013.

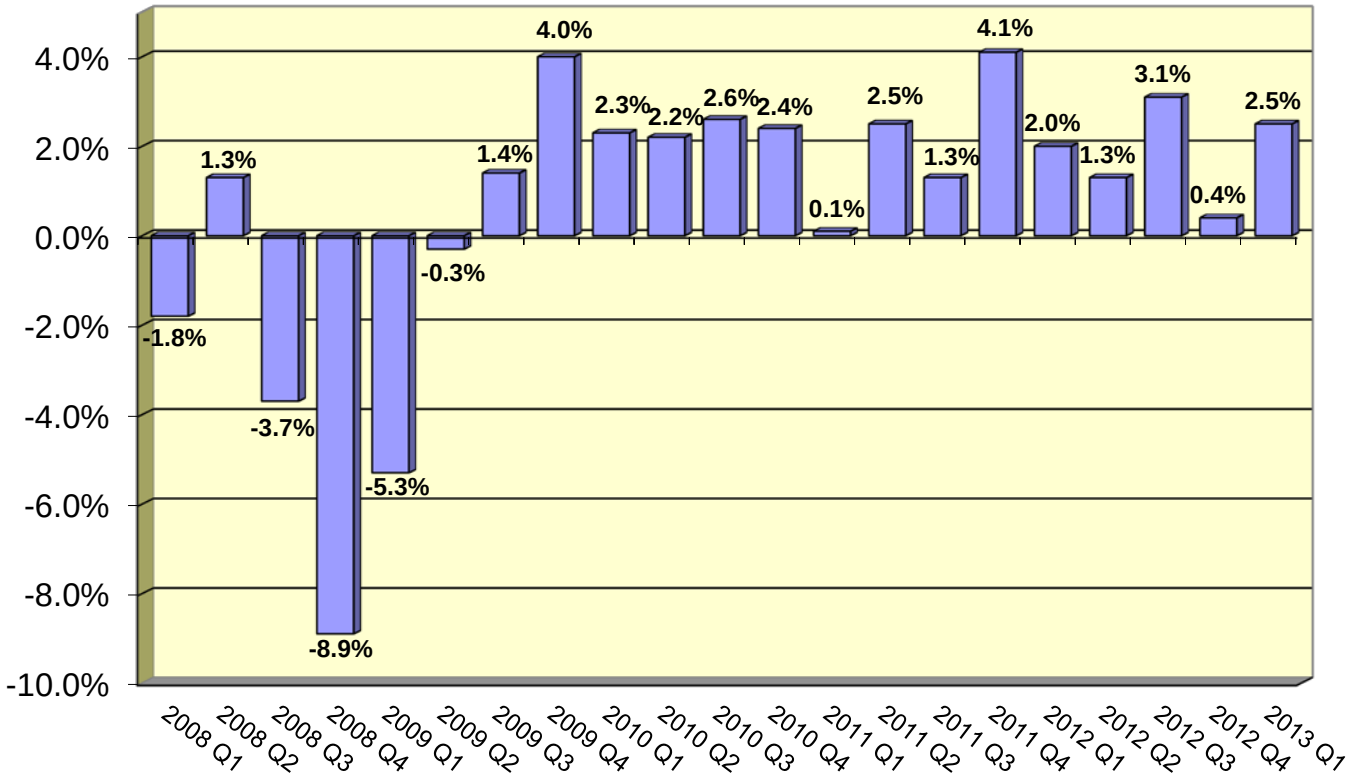
California was hit harder than most states by the recession, largely due to its more pronounced housing bubble and subsequent collapse in home values. The Employment Development Department reports California's unemployment rate rose past the 10% level in February 2009, reached a peak of 12.4% in early 2010, and began declining in late 2010. While the rate has declined, the most recent report for April 2013 still shows a 9.0% unemployment rate. Although this is 1.5% above the national average, it has declined from almost 3% above the national average a year ago. Santa Clara County's experience was similar as its unemployment rate peaked at 11.7%. The most current reading for April 2013 is 6.5%. The impact on consumer spending continues to be a concern with the unemployment rate remaining so high.

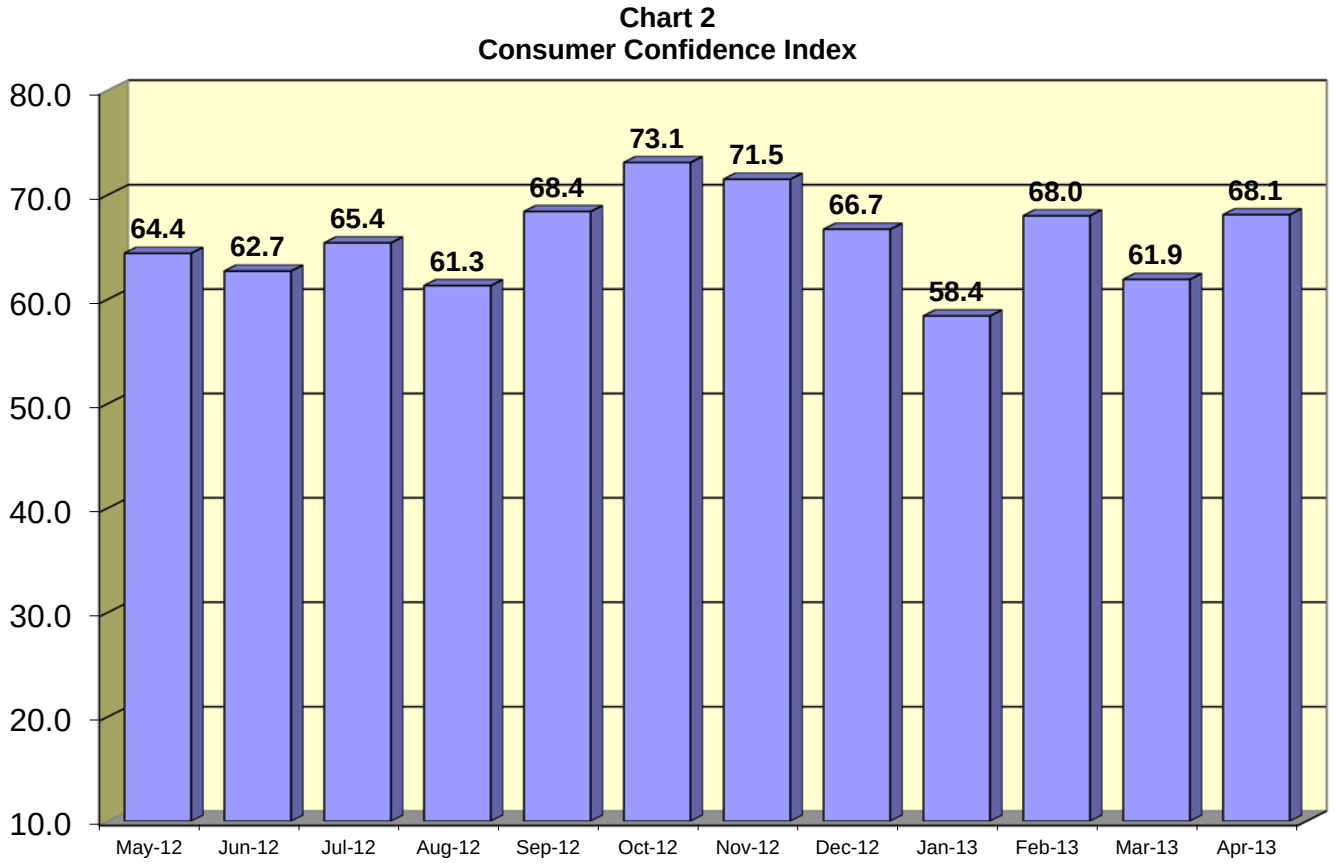
The collapsing bubble in home values was a major factor underlying the Great Recession. The nation's market for homes has now begun to rebound, especially in the Bay Area. According to the most recent S&P/Case-Shiller 20 City Home Price Index, all 20 cities experienced an increase in the 12 months ended February 2013, with the three California cities in the survey (Los Angeles, San Diego and San Francisco) up 14.1%, 10.2%, and 18.9% respectively. With fewer California homeowners now in a negative equity position, the number of homes entering foreclosure has declined significantly, providing a boost to consumer spending.

ECONOMIC OUTLOOK

Economists believe that the recovery that began in the second half of 2009 is sustainable. GDP has now grown for 15 consecutive quarters (see Chart 1). However, getting consumers to feel optimistic about the outlook for the economy has been challenging. The Conference Board's Consumer Confidence Index stands at 68.1 as of April 2013 (see Chart 2). While this is a significant improvement from the low of 25.0 reading during the Great Recession, the index remains well below where it normally would be several years into a recovery. According to Lynn Franco, Director of Economic Indicators for The Conference Board, "…consumers' confidence has been challenged several times over the past few months by such events as the fiscal cliff, the payroll tax hike and the sequester."

Chart 1
Gross Domestic Product Percent Change From Preceding Quarter





Major Risks on the Horizon

Despite the positive turnaround in the economy, there continues to be serious risks. The primary concern is weak job growth with high rates of unemployment continuing for several more years. Economists are also concerned that the quality of the jobs that have been created is lower than the jobs that were lost with many outsourced jobs not expected to return and automation and efficiency improvements eliminating the need for certain jobs. Although, economists are projecting that the economic recovery will continue, they caution that continued economic turmoil in Europe, prolonged national debate on the Federal deficit, and eventual fiscal tightening by the Federal Reserve likely will cause growth to be slower than what would normally be experienced during a period of growth.

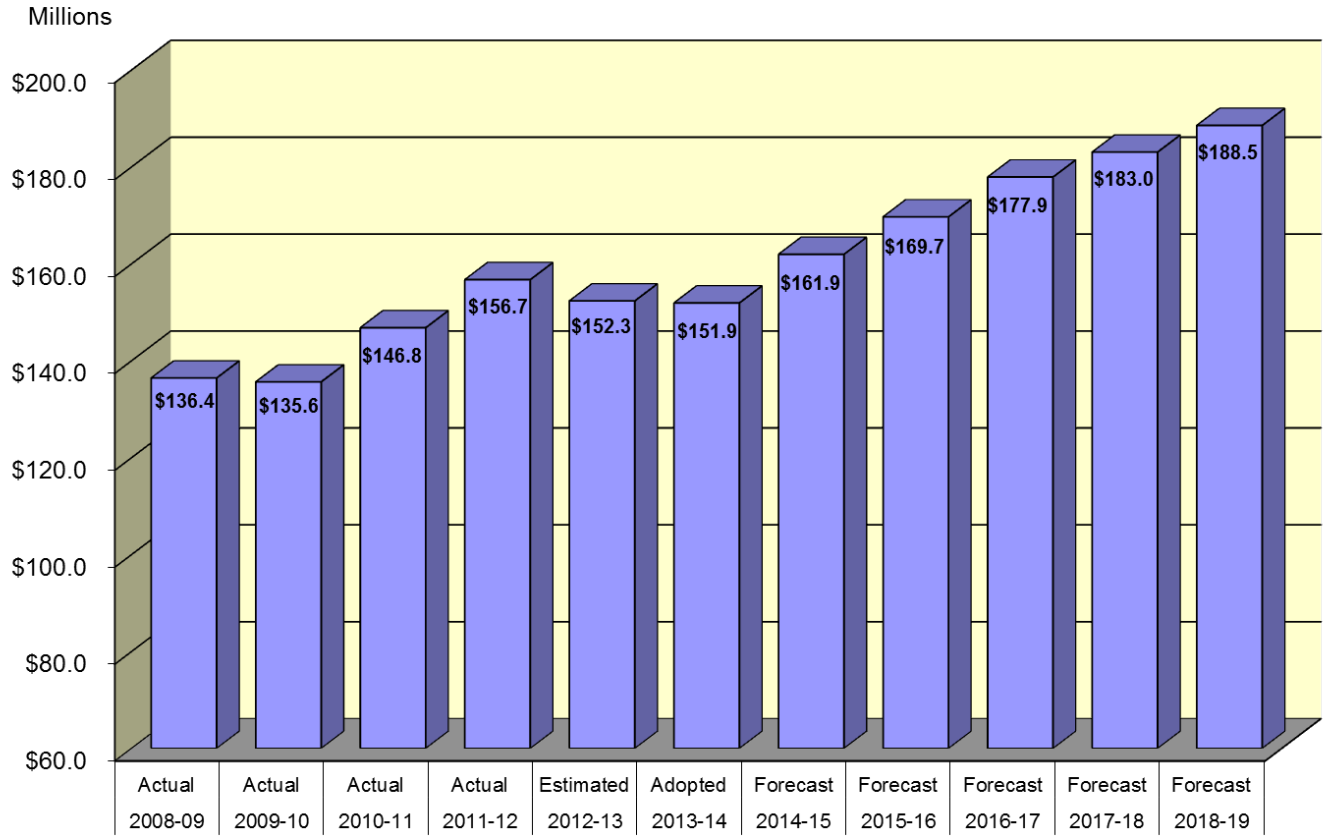
In addition, the recent State of California Redevelopment Agency dissolution has resulted in a loss of about $3.6 million in General Fund charges for current services revenues and left uncertain the continued collection of several key lease revenues. The dissolution process has consumed a significant amount of staff time and the ultimate impact on General Fund revenues is expected to become more clear over the next several months. Staff will keep the City Council informed of any significant impacts.

SANTA CLARA'S FINANCES

The damage to the economy resulting from the steep recession profoundly affected City revenues, which tend to lag behind general economic conditions. Total General Fund resources are estimated at $151.9 million in 2013-14, representing a decrease of 0.3% when compared to estimated 2012-13 year-end actuals. The primary reasons for the decrease include a plan to lower the General Fund's reliance on lease revenues by $6.3 million, a drop in projected investment interest of $1.0 million, and the fact that 2012-13 property tax collections included a $1.1 million one-time correction for prior year overpayment of property tax administration fees. These declines are expected to be partially made up by a projected $4.8 million increase in tax revenues.

As shown in Chart 3, General Fund resources, which began to recover in 2010-11, are expected to grow at an average annual rate of 4.0% in the out years as the economy continues to recover, reaching an estimated $188.5 million in the final year (2018-19) of the forecast.

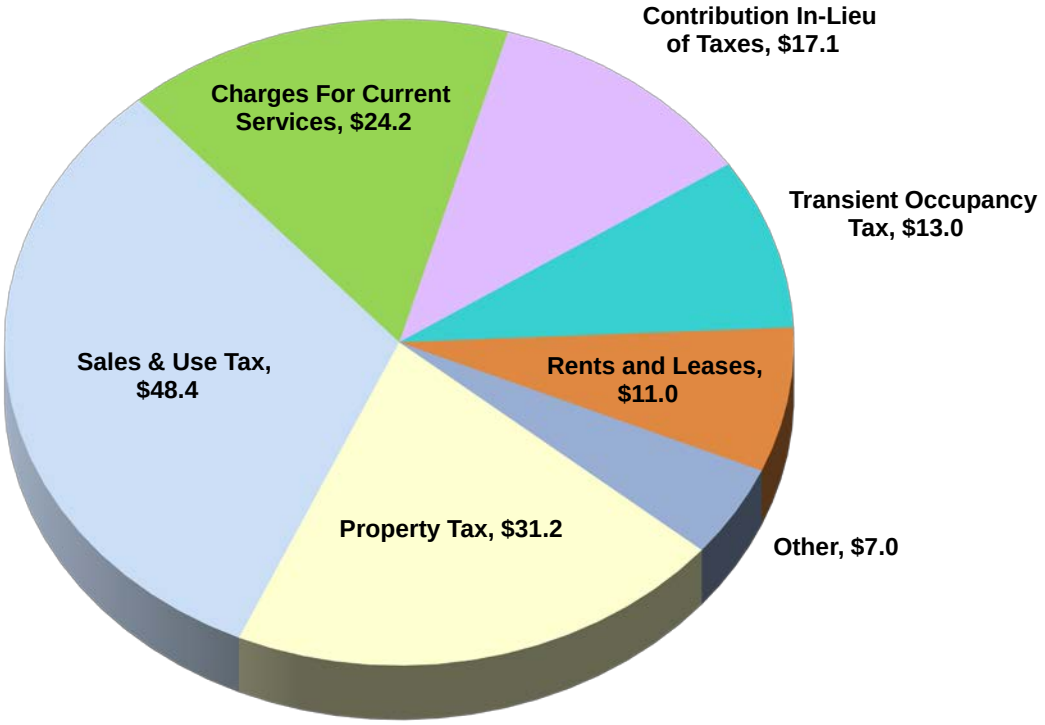
Chart 3
General Fund Resources



Sources of General Fund Revenues

Major sources of revenue for the General Fund are shown in Chart 4. Sales tax and property tax comprise the largest sources of General Fund revenues, representing a combined $79.6 million or 52.4% of the total. These and other major sources of revenue are described on the following pages.

Chart 4
2013-14 General Fund Resources



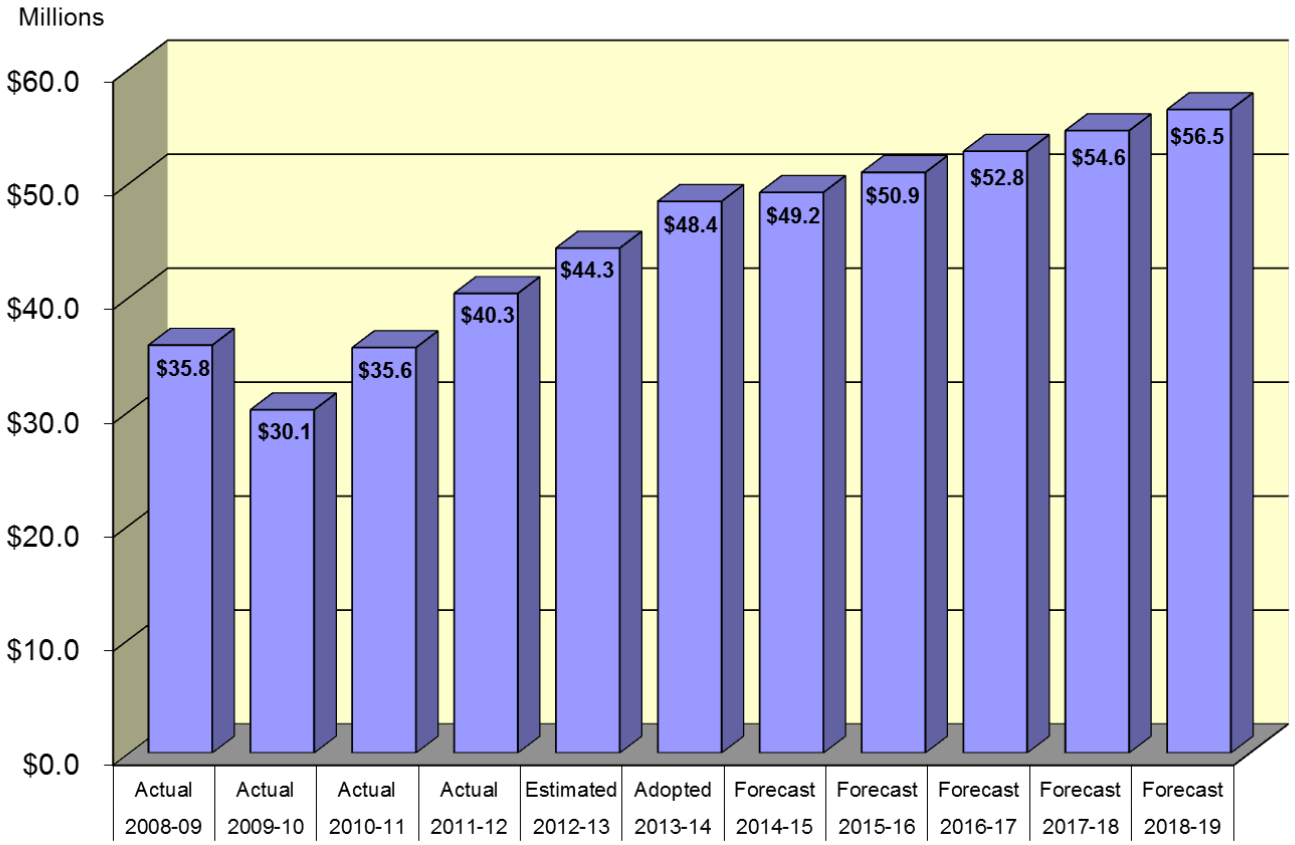
Total General Fund Revenue = $151.9 Million

Sales Tax

Sales tax revenue performance is directly linked to economic and business cycles and remains the largest, but most volatile General Fund revenue source. In prior years, sales tax was the City's dominant revenue source, reaching a dot-com high of $51.1 million in 2000-01. After falling almost $17 million by 2002-03, this key revenue source 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 (see Chart 5). Sales tax revenues began to grow again in 2010-11 with strong growth continuing in 2012-13. The year-end estimate for 2012-13 is 9.6% growth over actual 2011-12 collections or $44.3 million, passing pre-recession levels six years after the 2006-07 peak.

Based on projections from our sales tax consultant, MuniServices, we expect $48.4 million of sales tax collections in 2013-14 and for collections to continue growing but at a slower average annual rate of 3.1% through the forecast period.

Chart 5
General Fund Sales Tax Revenue

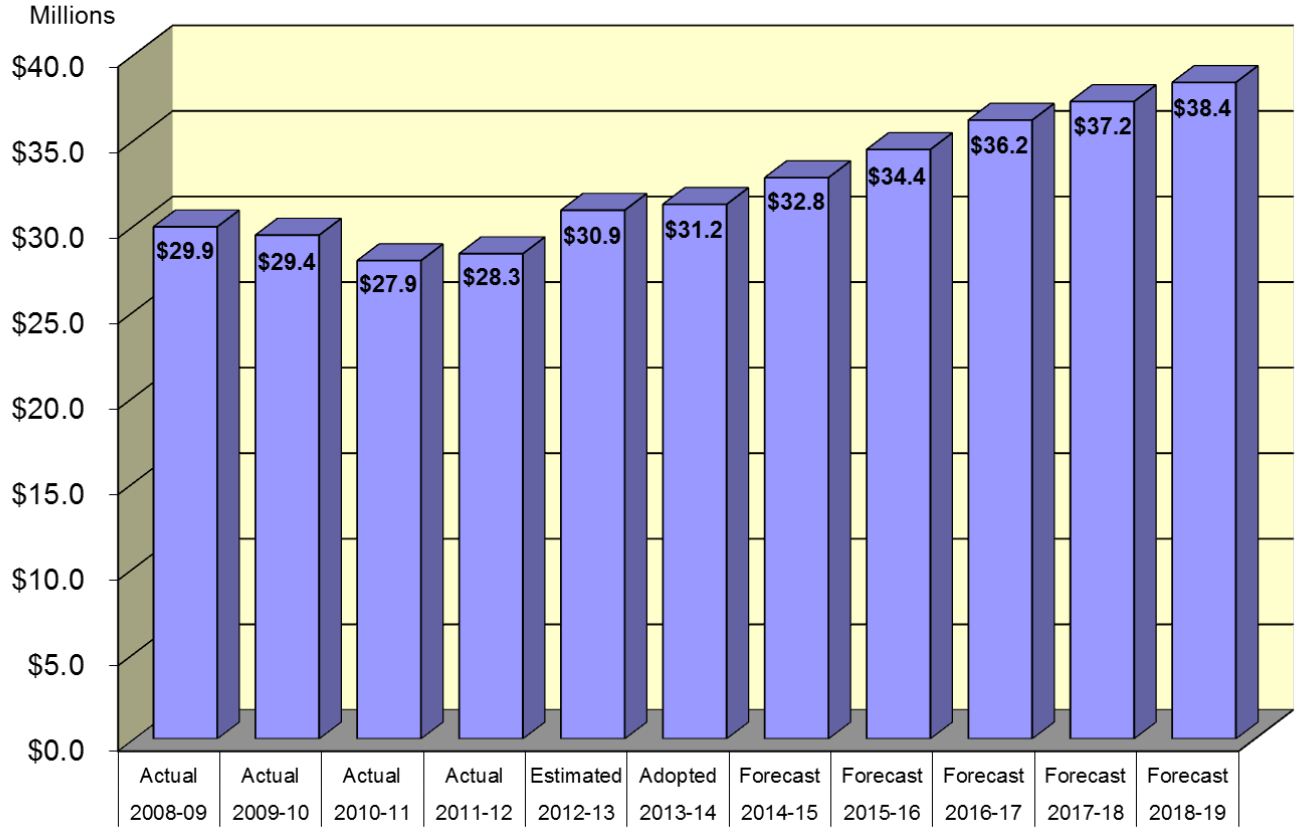


Property Tax

Property tax has traditionally been a stable source of revenue. After strong growth for much of the last decade, property tax revenues reached a peak in 2008-09. 2009-10 saw a decline of $0.5 million and 2010-11 saw a further decline of $1.5 million. Property valuations, the basis for the 1% Proposition 13 property tax which the City receives about 10% of, tend to lag the economy by one to two years. Due to the decline in home values, and more recently declines in commercial values, 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.

This trend reversed in 2011-12 when collections rose $0.4 million to $28.3 million. Growth continued in 2012-13 and the year-end projection of $30.9 million would pass the pre-recession high of $29.9 million in 2008-09 (four years later). Note that the 2012-13 year-end estimate includes $1.1 million of one-time revenues for prior year overpayment of property tax administration fees. For 2013-14, collections are projected to rise to $31.2 million as the Proposition 8 temporary valuation adjustments begin to be removed. Property tax collections are projected to rise at a rate of 5.0% per year in 2014-15 through 2016-17 as the remaining Proposition 8 temporary valuation adjustments are removed and new construction assessed valuation is added to the property tax rolls, and at a rate of 3% per year through the remainder of the forecast period (see Chart 6).

Chart 6
General Fund Property Tax Revenue

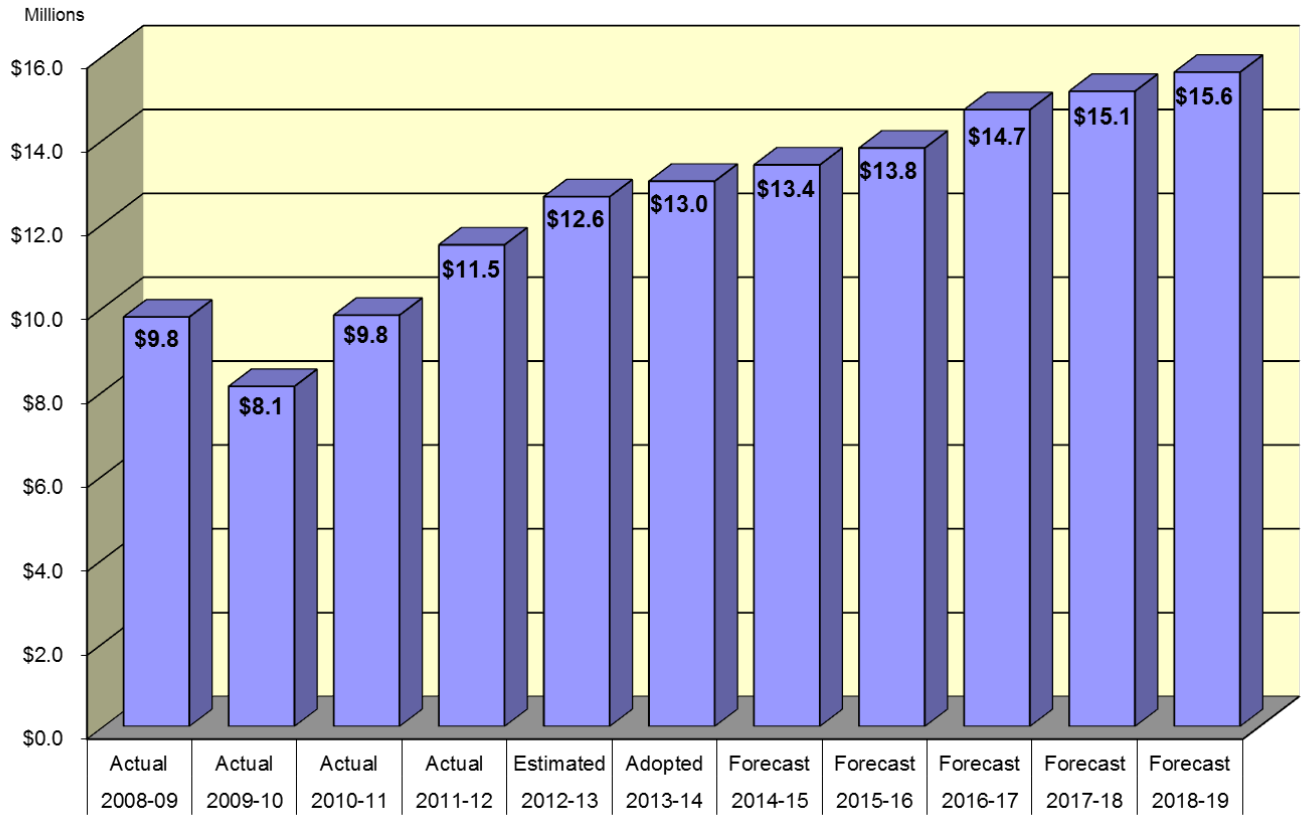


Transient Occupancy Tax

Transient occupancy tax (TOT), also known as hotel/motel tax, is another key revenue source for the City. Like the 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, these revenues fell sharply to $8.1 million in 2009-10. Collections rebounded in 2010-11 and 2011-12 due to the combination of higher occupancy levels and increases in the average daily rate (ADR). This growth has continued in 2012-13 with year-end collections expected to be $12.6 million.

The 2013-14 Budget projects TOT collections to rise to $13.0 million, and the forecast projects that growth will continue at a rate of 3% per year as ADR continues to rise. An additional increase of $0.5 million was added to the 2016-17 projection to reflect new hotel properties that are expected to open during the forecast horizon (see Chart 7).

Chart 7
General Fund Transient Occupancy Tax Revenue



Charges for Current Services

Charges for current services are estimated at $24.2 million in 2013-14, up 0.8% over the 2012-13 year-end estimate but down from a high of $30.5 million in 2011-12. The primary reason for the decrease in this category is the State of California's dissolution of the City's Redevelopment Agency (RDA) effective February 1, 2012. The City's General Fund provided all staffing services to the RDA. Under the Dissolution Act, the amount that can be reimbursed for administrative costs has been reduced to an estimated $0.5 million in 2013-14. This is a decrease of $3.6 million from the amount received in fiscal year 2011-12.

Major sources of revenue for this category include charges for services provided to other funds ($15.3 million), recreation charges ($1.9 million), fire prevention and HazMat charges ($2.5 million), planning and engineering fees ($3.2 million), and various other customer service fees. As a result of a comprehensive fee studies in 2008-09 and 2012-13, many fees have been increased to reflect gradual attainment of cost recovery for fees over a several year period. The amount charged to other funds includes $0.8 million to fully reimburse the General Fund for stadium-related services provided to the Santa Clara Stadium Authority.

Contribution In-Lieu of Taxes

In accordance with the City's charter, Silicon Valley Power pays 5% of gross revenues as contribution-in-lieu of taxes (CLT). For 2013-14, CLT is projected to total $17.1 million. The forecast is that CLT will increase to a little under $19 million by the end of the forecast period. The forecast is primarily driven by market projections for electric consumption.

Rents and Leases

In 2013-14, revenue recorded as rents and leases is estimated to total $17.3 million. These accounts include lease payments from the Great America Theme Park ($5.3 million), The Irvine Company Project ($4.4 million), Hyatt Regency Hotel ($1.7 million), the Techmart Building ($1.2 million), and the Hilton Hotel ($0.7 million), as well as payments on several other smaller leases and about $3.1 million in right-of-way rental fees charged to the water and sewer utilities. As mentioned previously, as a conservative measure, the 2013-14 Budget for the General Fund has reduced its reliance on rents and leases by $6.3 million. Revenue from the ground lease of the Stadium site is included in the forecast beginning in 2014-15.

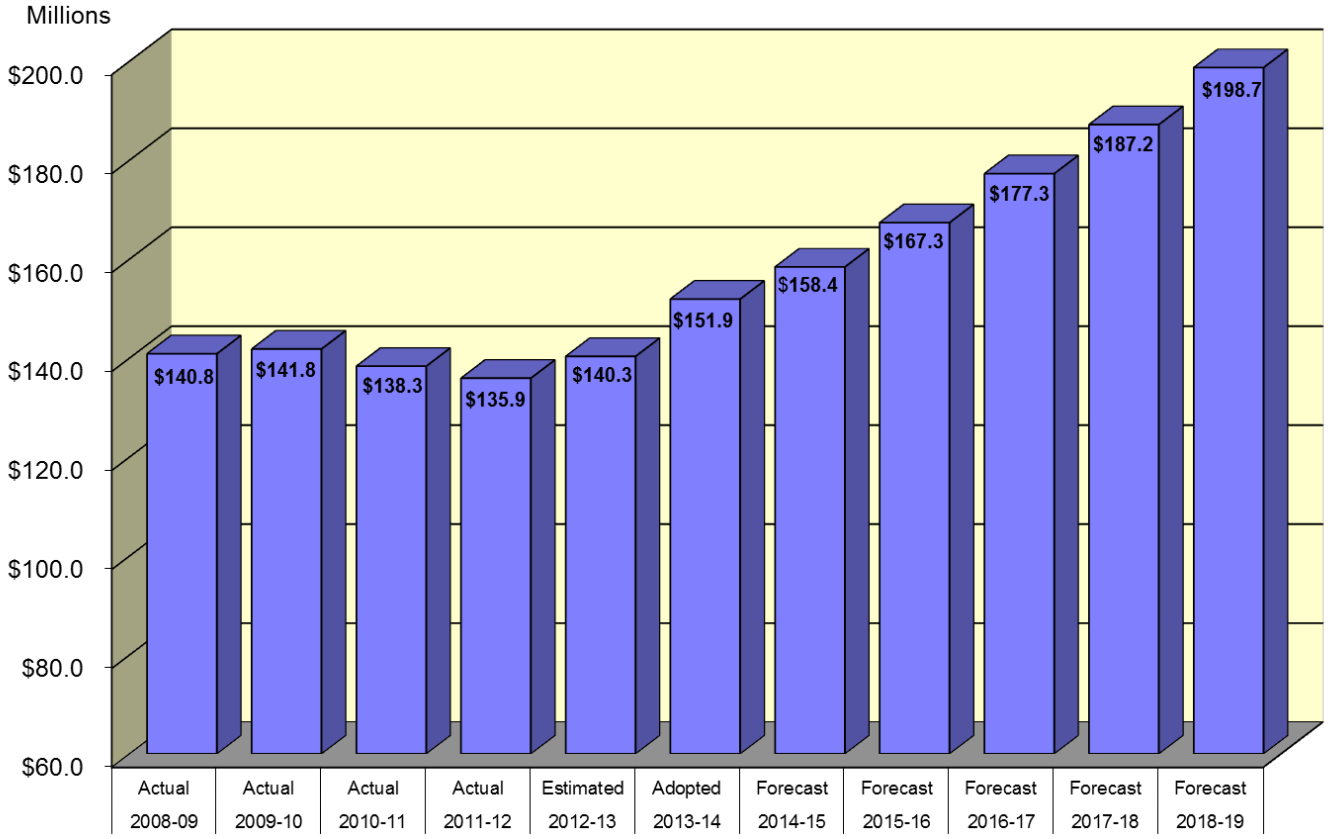
Interest Income

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 has declined from 4.92% in 2005-06 to an expected 0.73% in 2013-14. These declines are primarily due to the extraordinary actions by the Federal Reserve to hold interest rates low. Based on this expected decline in returns, the General Fund is expected to receive $1.1 million in interest in 2013-14. Returns are expected to bottom out in 2013-14 and grow slowly through the remaining years of the forecast period.

Expenditures

Chart 8 provides historic information on General Fund expenditures. General Fund expenditures rose steadily through 2008-09 primarily due to growth in salary and benefit costs. Growth was constrained in 2009-10 as a managed hiring freeze was put in place and positions were left unfilled. In 2010-11, expenditures declined to $138.3 million due to an expanded hiring freeze, the elimination of positions, and the implementation of unpaid furloughs for most bargaining groups. In total, more than 100 positions were either eliminated, frozen, or held vacant, generating significant savings. In 2012-13, the frozen and held vacant positions continued along with unpaid furloughs for most bargaining groups, resulting in a year-end estimate of $140.3 million. This amount is expected to grow to $151.9 million in 2013-14.

Chart 8
General Fund Expenditures



Despite past actions to constrain expenditure growth, the primary growth driver continues to be increases in benefit costs. Consistent with calendar year Memorandums of Understanding (MOUs), in 2013-14 furloughs are projected to end in the first half of the fiscal year for most bargaining groups. No general salary adjustment is assumed in the 2013-14 Budget. A Consumer Price Index (CPI) based general salary adjustment is assumed for the second half of fiscal year 2014-15 and each successive forecast year. Projections call for CPI to gradually increase from 1.9% in 2014-15 to 3% in 2018-19.

As shown in Charts 9 and 10, salary and benefits costs represent the majority ($120.9 million) of budgeted 2013-14 operating expenditures. Salary and benefits costs as a percentage of total operating expenditures grew from 75.6% in 2001-02 to 79.6% in 2013-14 (see Chart 11). Significant factors driving this growth include negotiated labor agreements and rising pension costs. During this same time period, other operating expenses, consisting mainly of materials, services, and supplies, fell from 24.4% to 20.4% of total operating expenditures.

Chart 9
General Fund Salary & Benefit Expenditures

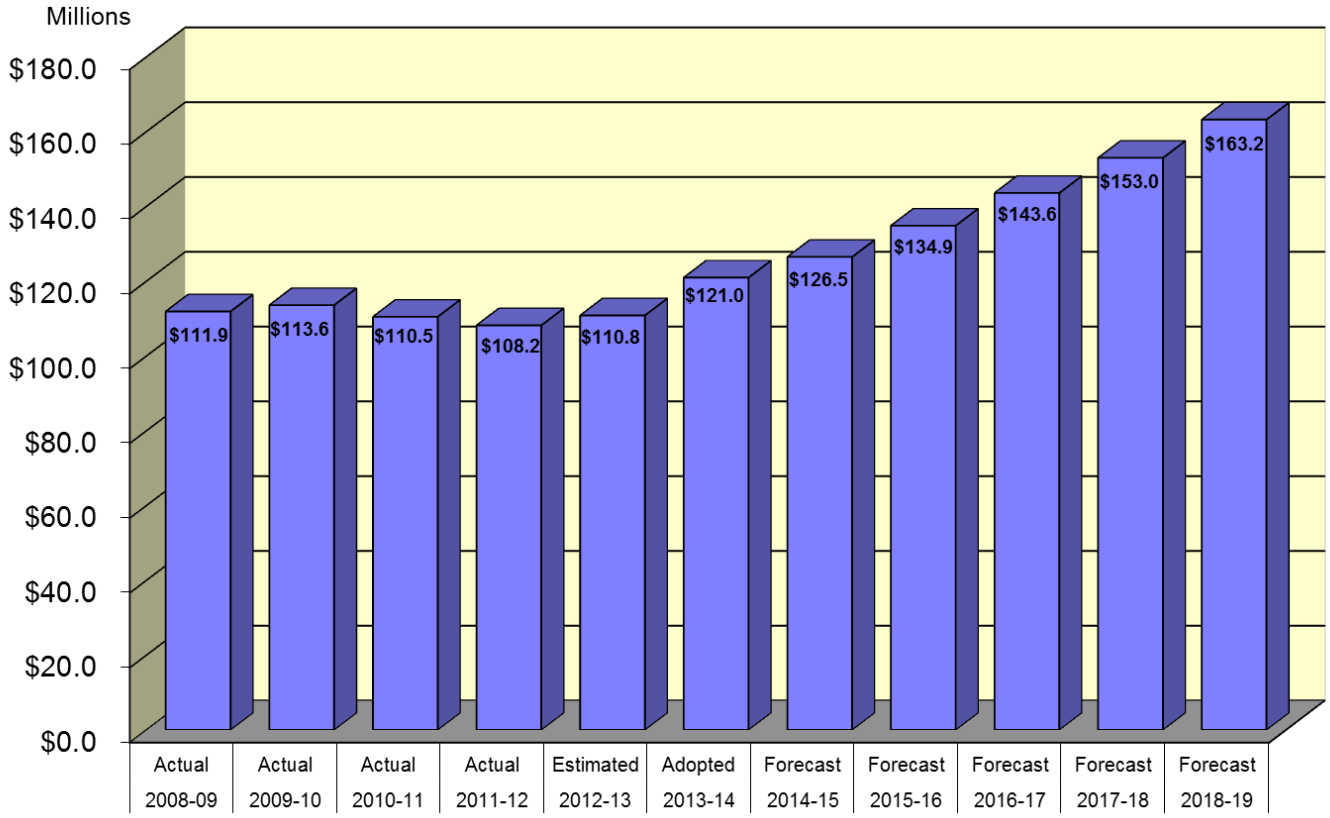
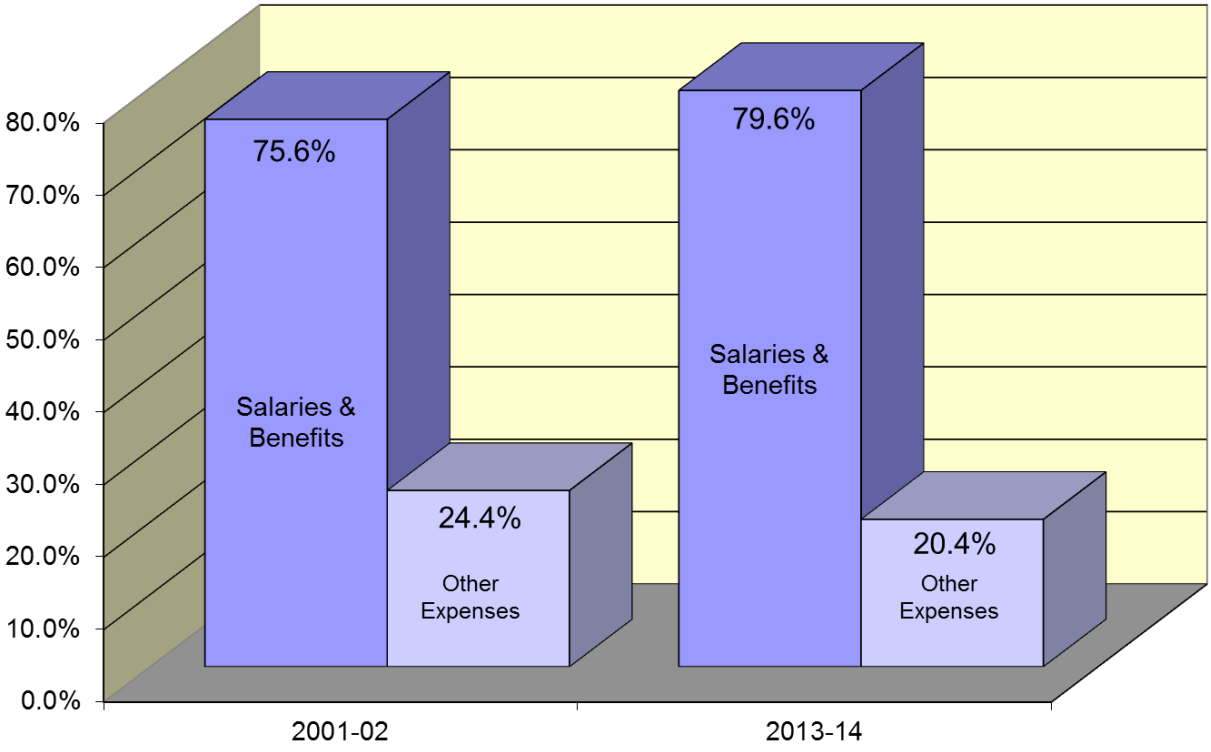


Chart 10
2013-14 General Fund Expenditure Components

Total General Fund Expenditures = $151.9 Million

Chart 11
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 selects its benefit provisions from the benefit menu by contract with CalPERS and adopts those benefits through local ordinance, following negotiations with employee bargaining groups.

The City's two defined benefit pension plans (Miscellaneous Plan and Safety Plan) with CalPERS provide retirement and disability benefits, annual cost-of-living adjustments, and death benefits to plan members and beneficiaries. Benefits for employees in the Miscellaneous Plan and Safety Plan vest after five years of CalPERS credited service. The retirement benefits under both plans are based on the retiree's age, years of CalPERS credited service, and a benefit factor of 2.7% at age 55 for Miscellaneous Plan members and 3% at age 50 for Safety Plan members.

In September 2012, the Governor signed AB 340, the Public Employees' Pension Reform Act of 2013. 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 new Miscellaneous Plan benefit formula is 2.0% at age 62 and the new 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 2004-05, General Fund pension costs were $11.4 million. Nine years later, 2013-14 pension costs are projected to be $23.1 million. As shown in Chart 12, 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 2008-09, a lower investment return assumption, shorter smoothing periods, and other demographic assumption changes including longer lifespans for retirees. These increases accelerated beginning in 2011-12 and ramp up significantly starting in 2015-16. By the end of the Five-Year Financial Plan period, PERS expenditures are projected to reach an estimated $45.1 million, almost triple the cost from 10 years earlier, and consume an estimated 23.9% of General Fund revenues (see Chart 13).

Chart 12
General Fund PERS Expenditures

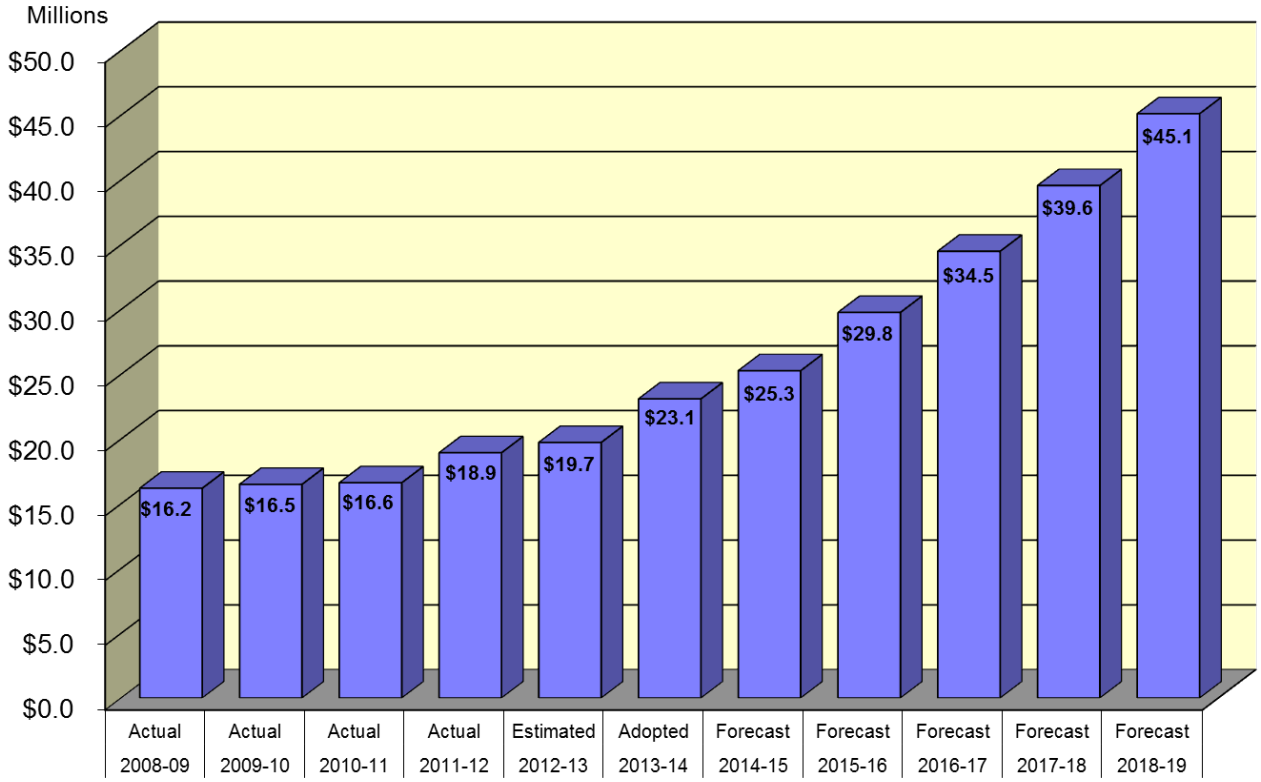
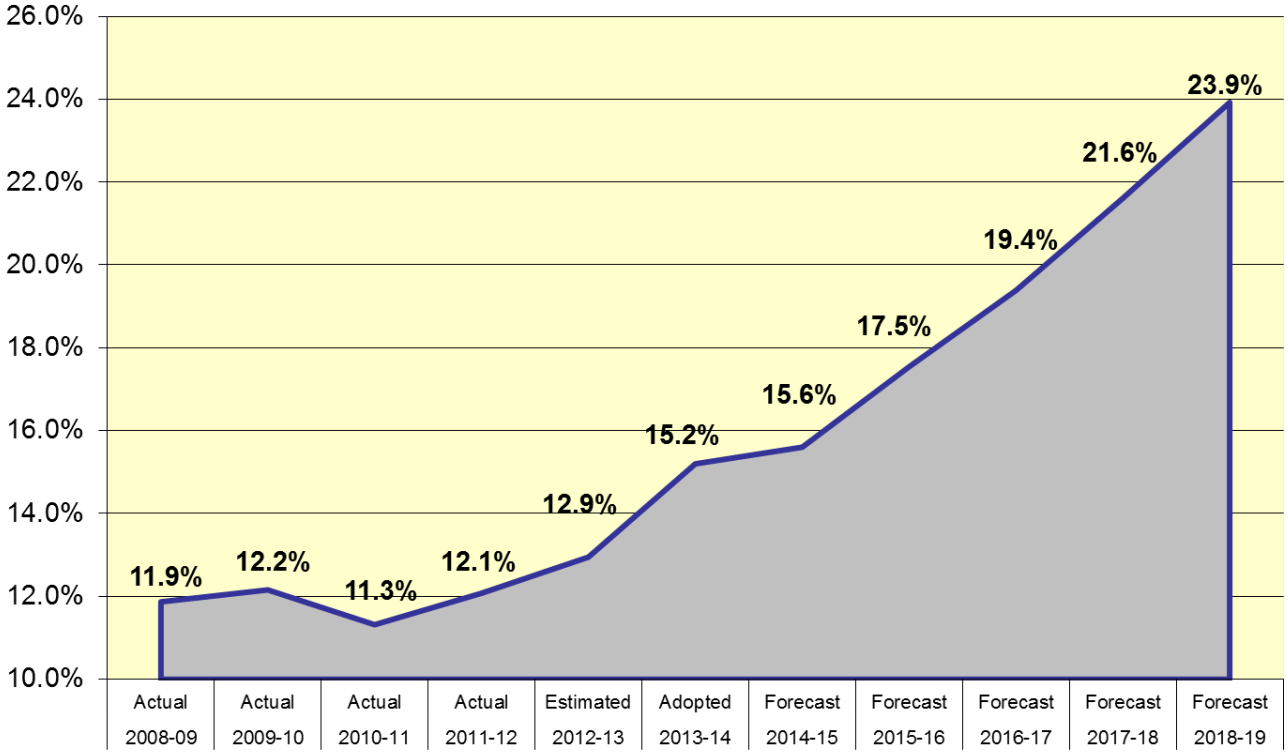


Chart 13
PERS Expenditures as a Percent of Annual Revenues



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 was that it would earn an average 7.75% annual investment return; this is the rate of growth it 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 begin to make up for these losses were phased in over three years with 2013-14 being the third year of increase.

The second major driver behind upcoming rate increases are decisions made by the CalPERS Board. Last year the CalPERS Board revised their investment earnings assumption downward from 7.75% to 7.5% and this year 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 has already been incorporated into the calculation of rates for 2013-14. The smoothing and amortization policy changes are being implemented over a two year period beginning in 2015-16. These changes are expected to add about 6.8% to our Miscellaneous Plan rates and 11.2% to our Safety Plan rates by the end of the Five-Year Financial Plan period.

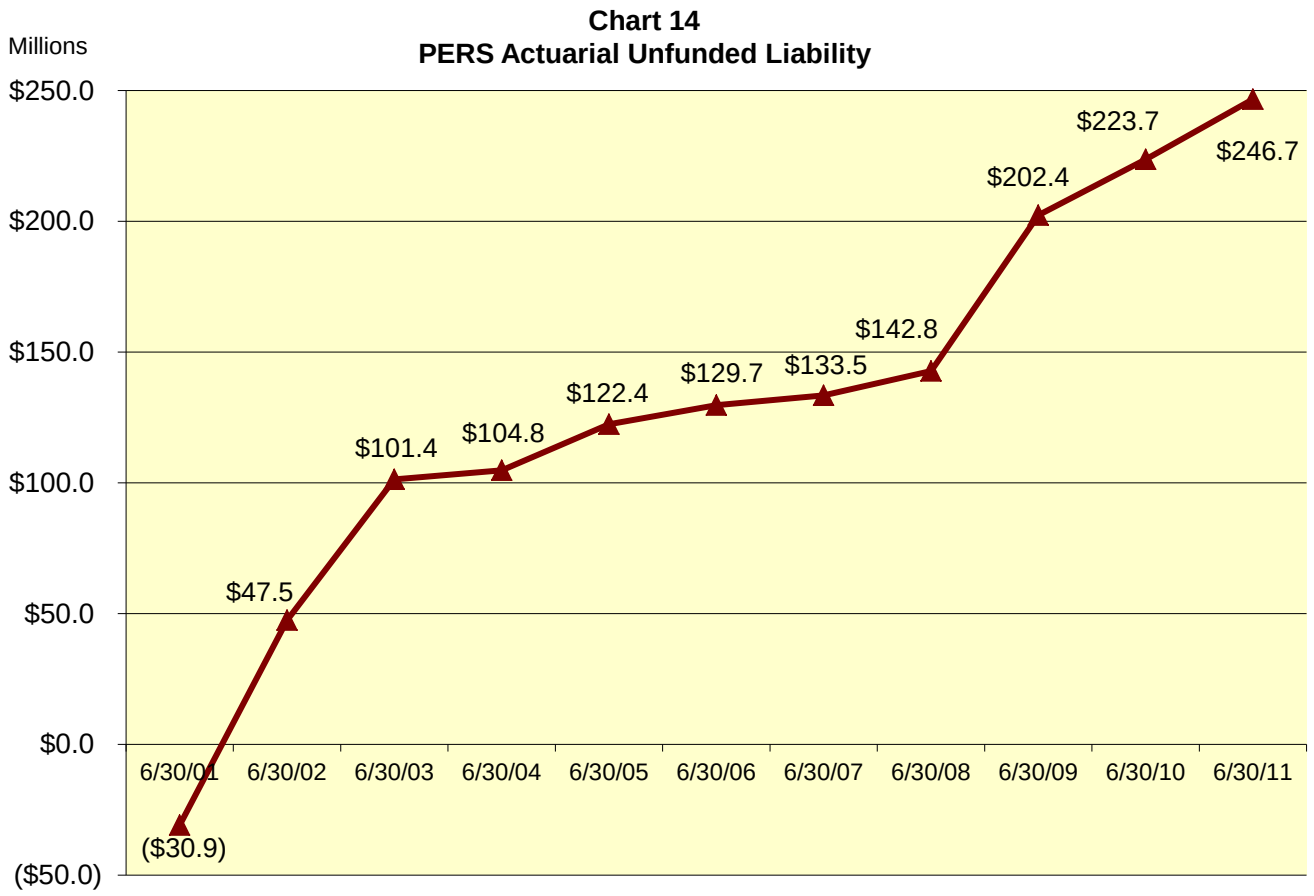
The third major driver behind projected rate increases are upcoming decisions that the CalPERS Board is expected to make. They are expected to again lower the investment earnings assumption from 7.5% to either 7.25% or 7.0%. They are also reviewing other actuarial assumptions including mortality assumptions which likely will show that retirees and their beneficiaries are expected to live longer than previously assumed. These additional changes may double the rate impacts discussed previously.

Year-by-year pension rate projections are shown in Table 1.

Table 1
Projected CalPERS Employer Rates

	Percent of Salary:	
Fiscal Year	**Miscellaneous Plan**	**Safety Plan**
2012-13	23.310%	31.939%
2013-14	25.216%	35.340%
2014-15	26.600%	37.700%
2015-16	29.793%	43.110%
2016-17	32.987%	48.520%
2017-18	36.120%	53.930%
2018-19	39.373%	59.340%

Chart 14 examines the City's increasing PERS unfunded liabilities. 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 an over-funded scenario that allowed rates for the miscellaneous plan to drop to zero. However, after two consecutive years of investment losses, the value of the City's assets held by CalPERS declined dramatically. Asset values did recover in the years that followed, but not at a rate sufficient to keep up with future liabilities. Years of salary increases and the benefit enhancements of the mid-2000s pushed unfunded retirement liabilities to $142.8 million by the end of 2007-08, and the investment losses from 2008-09 have pushed the unfunded liabilities to $246.7 million as of June 30, 2011 (the most recent actuarial valuation date).



Balancing the Structural Budget Deficit

Prior to the recession, the City enjoyed three consecutive years of annual operating surpluses. However, as shown in Charts 15 and 16, the Great Recession caused revenues to fall sharply while expenditures continued to climb, resulting in a structural budget deficit. A shortfall of $4.4 million emerged in 2008-09 as revenues began to decline. In 2009-10, the City's Adopted Budget planned for a shortfall using $6.7 million from the Working Capital (Emergency) Reserve to cover the gap. However, revenues fell short of expectations and an additional $6.2 million deficit had to be covered by a transfer from the reserve, leaving a reserve balance of only $2.5 million. For the first time in three years, the General Fund ended 2010-11 with a surplus of $8.5 million, allowing for much needed contributions to reserves. It should be noted that the 2010-11 budget included several one-time actions such as the $5.5 million sale of the Altamont Pass property to the Electric Utility. For 2011-12, a surplus of $20.8 million was primarily the result of strong growth in economically sensitive revenues and $6.1 million of restricted one-time revenues for the Levi's Stadium project (unspent monies from these restricted revenues were transferred at year-end to the Building Inspection Reserve in accordance with applicable laws and adopted Council policy).

Beyond the balanced budget for 2013-14, the individual revenue and expenditure projections described previously result in declining surpluses in 2014-15 through 2016-17 and deficits in 2017-18 and 2018-19 based on the assumed end of unpaid furloughs mid-way through 2014-15, general salary adjustments in line with projected changes in CPI, and rapidly rising pension rates. These projected shortfalls, would be even greater if not for stadium ground lease payments and additional transient occupancy tax that is expected from a possible new hotel.

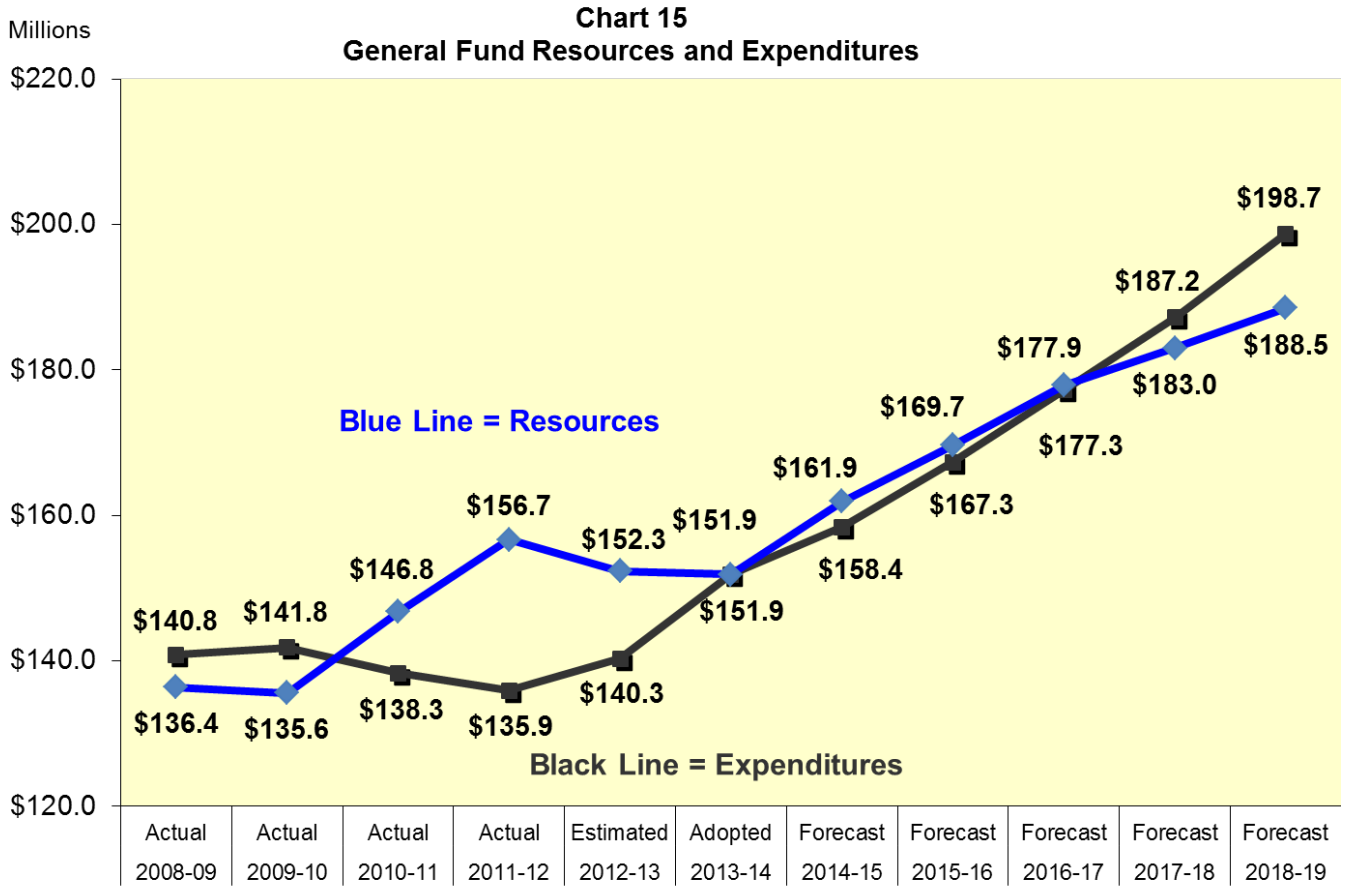
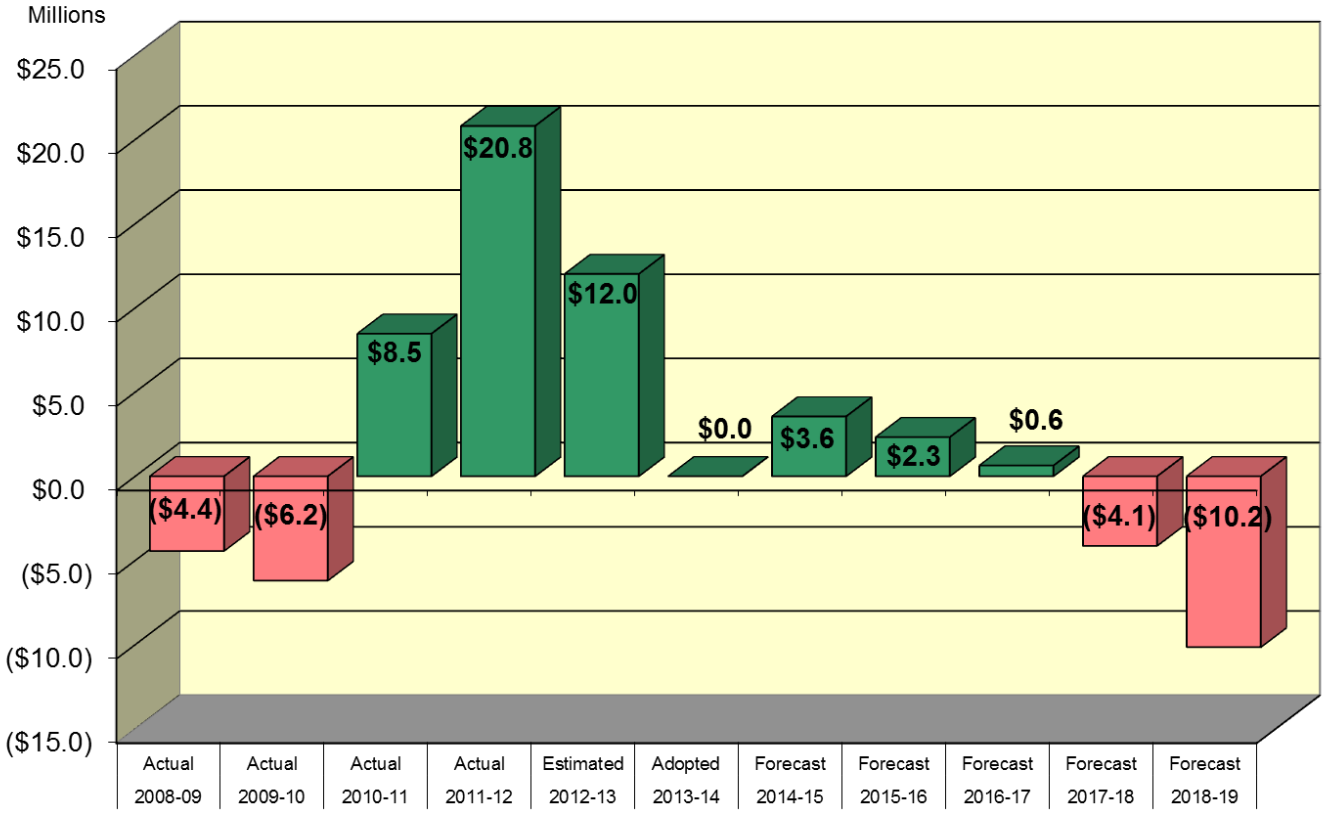


Chart 16
General Fund Operating Surplus/(Deficits)



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 (Emergency) Reserve* and a *General Contingency Reserve for Capital Projects*. The Working Capital Reserve is set aside for emergency, 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. For 2012-13, this would be approximately $36.0 million compared to an available balance of $6.4 million as of June 30, 2012.

During fiscal years 2002-03, 2003-04 and 2004-05, the City drew down its Working Capital (Emergency) Reserve to meet its financial needs. By 2004-05, the reserve ended with a balance of $13.8 million (see Chart 17). The City re-built 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 turned to its reserves in an effort to protect vital services for its residents and other stakeholders. The City budgeted another draw of $6.7 million in 2009-10, which would have brought the balance down to $9.1 million. However, revenues fell far below budget and an additional $6.2 million was needed, resulting in a balance of only $2.5 million at June 30, 2010 after funding shortfalls in other funds. Using the reserve helped sustain service levels but depleted an important source of funding that provides flexibility to respond to unanticipated operating events. As a result of surpluses at the end of 2010-11 and 2011-12, the reserve level rose to $6.4 million as of June 30, 2012.

Chart 17
General Fund Working Capital (Emergency) Reserve Ending Balances

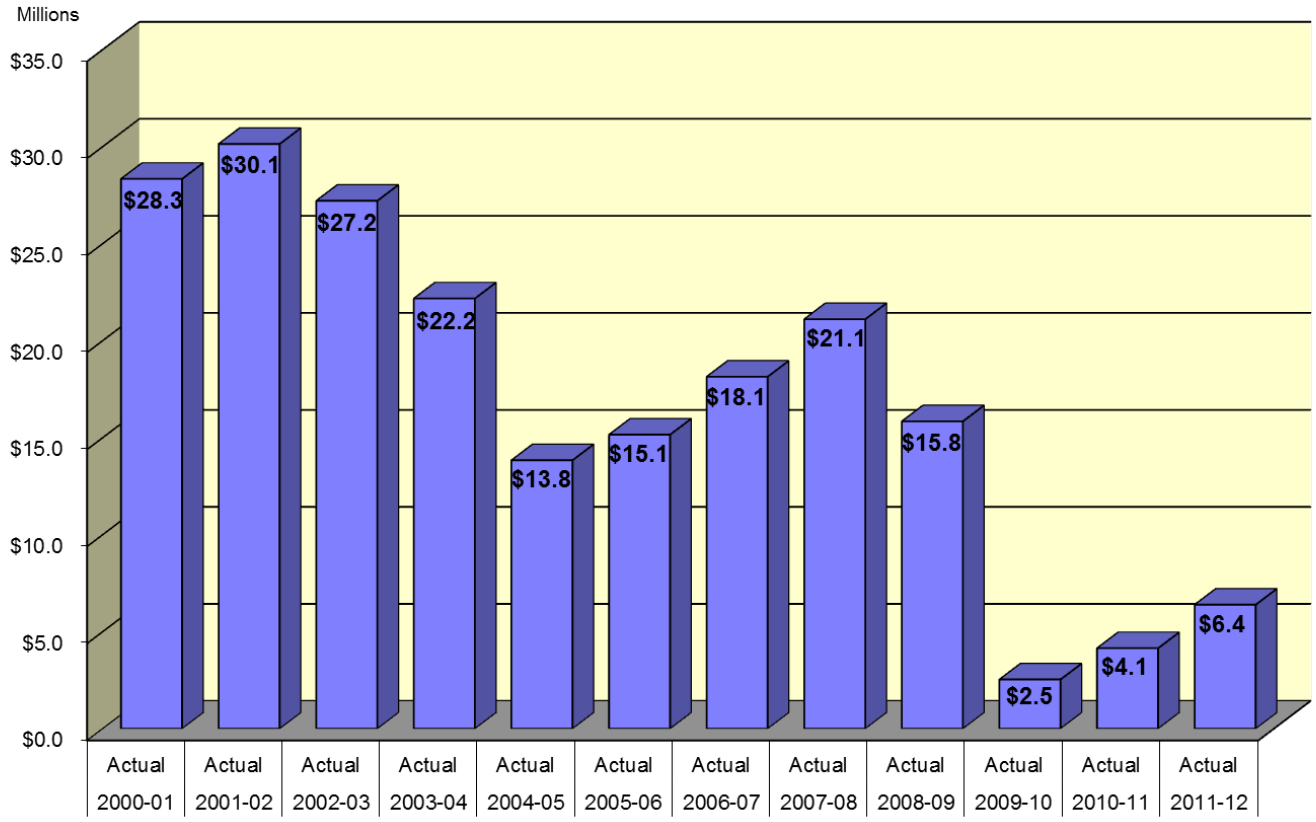
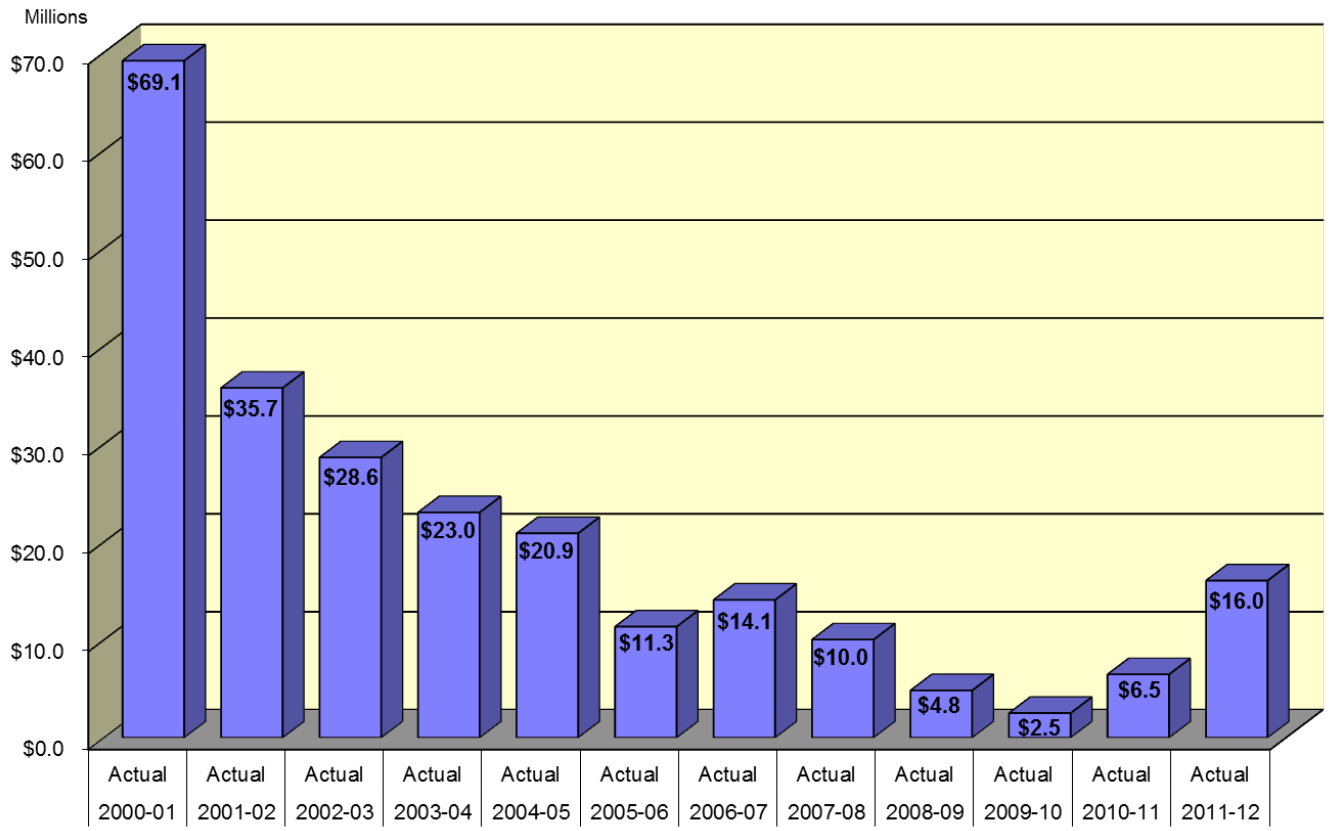


Chart 18 paints a similar picture for the City's Capital Projects Reserve. This reserve is set aside to fund a portion of the City's capital spending program. The projects in the program maintain basic City infrastructure and quality facilities. The Council adopted a policy in 1996-97 to maintain a minimum of $5 million in the Contingency Reserve for Capital Projects. 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 in 2010-11 and 2011-12 allowed for contributions to the Capital Projects Reserve each of the last two years with the balance reaching $16.0 million at June 30, 2012. These contributions provided much needed funding for critical projects in 2012-13 and 2013-14. After funding the projects approved for 2013-14, the fund balance stands at $7.0 million, which is above the minimum target balance of $5 million.

Chart 18
General Fund Capital Projects Reserve Ending Balances



Historically, well-funded reserves, good fiscal management practices, an excellent credit rating, and better than required revenue coverage of its obligations have allowed Santa Clara to maintain its sound financial position. Like many other cities in the region struggling to recover from the Great Recession, it is imperative that we rebuild these reserves to make a stronger Santa Clara.

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. Also, this Plan does not include any analysis of the respective enterprise entities' reserves or plans for financing the listed projects. Presentation of enterprise fund information in this Plan is designed to draw attention to their financial relationship to the City's General Fund, and to give Council an overview of their major capital improvement projects over the next five years.

Silicon Valley Power

Silicon Valley Power (SVP) provides electric power and services to over 53,000 City customers. In calendar year 2012, the City of Santa Clara served approximately 1,768 industrial accounts that comprised more than 88% of the City's load and more than 87% of customer service revenues. The Electric Department provides diverse services including operating, maintaining and dispatching electric service, engineering, system design and planning, administrative and financial management, marketing, customer services, power trading, free Metro 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 to operate in the power industry's new SmartGrid environment. SVP's mission is to be a progressive, service-oriented utility, offering reliable, competitively priced energy services for the benefit of SVP 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. While SVP already exceeds state-wide RPS goals, the RPS requires the utility to continue its support of this broad range of programs encouraging wise use of energy resources, especially renewable energy generation. The California carbon cap-and-trade program began in mid-2012 and works to cap and reduce CO_2 emissions by auctioning emission allowances and investing the proceeds in consumer benefits such as energy efficiency, renewable energy, and other clean energy technologies. At a Federal level, the Northern Energy Reliability Council (NERC) has issued new reliability standards with mandatory requirements to ensure power system reliability throughout the country. SVP is in the process of establishing a framework to assure that the City is in compliance with NERC mandatory standards. Finally, SVP's upgraded bond ratings have reinforced the need to rebuild Electric Utility reserves to the $120 to $180 million target range in order to maintain a positive net income in normal operating years.

The projected resource and production costs include SVP's investment in the new Lodi Energy Center (LEC). Santa Clara's share of the Northern California Power Agency's (NCPA) 280 megawatt state-of-the-art natural gas fired power plant is 71 megawatts. LEC went online in the fall of 2012. As projected, the LEC debt service and fixed costs are the major contributors to the increase in costs along with additional renewable projects in the near term. The projects will be cost effective over their useful lives. 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 (new law going into effect) 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 new projects (Northern Receiving Station Phase Shift Transformer and SVP Fiber Optic Expansion Project) will result in reduced operating costs as well as improving the Utility's communications infrastructure for more robust service and business opportunities, and are anticipated to 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 Metro 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, and the improvement of the electric system cyber 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 C) assumes a potential rate increase of 3% in January 2014, subject to further review and to City Council approval. The potential rate increase maintains a positive net income required to build reserves and maintain reserve levels within the $120 to $180 million target range. Yet, even with the potential rate increase, Santa Clara's Electric Utility projects that it will continue to maintain the lowest system average electric rates in the State of California.

Water and Sewer Utilities

Water Utility (see Schedule D) – Water Utility expenditures are projected to increase by 5.2% to 7.5% per year over the five-year planning period. Projected increases in the wholesale cost of water is the primary component of these increases. Moderate increases are also projected in Salaries and Benefits, Right-of-Way Fee, Other Operating Expenditures, and Internal Service Fund Allocations. The projected expenditures for Utility Capital Improvements are relatively stable over the planning period.

Sewer Utility (see Schedule E) – Sewer Utility expenditures are projected to decrease by 19.7% between 2014-15 and 2015-16 primarily due to fluctuations in capital project spending. Expenditures are projected to increase by 8.7% between 2015-16 and 2016-17. Sewer Utility expenditures are expected to decrease by 19.9% between 2016-17 and 2017-18, and 9.8% between 2017-18 and 2018-19. The estimated expenditures for the Sewer Utility are significantly affected by the projected expenditures for Utility Capital Improvements. The projections indicate the Utility Capital Improvements represent from 24% to 65% of the total estimated expenditures for the Sewer Utility in any given year. The Utility Capital Improvements category includes capital projects at the San Jose/Santa Clara Water Pollution Control Plant and critical in-City rehabilitation and replacement of sewer system infrastructure. The level of capital funding required has dictated the use of debt financing to mitigate rate impacts. Plant staff is developing a financing plan for a portion of the Plant capital costs. The Sewer Utility is assuming debt financing for a portion of the capital costs related to the Water Pollution Control Plant.

Recycled Water Utility (see Schedule F) – Recycled Water Utility revenue and expenditures are projected to increase by 12.2% to 12.9% per year over the planning period. Increasing demand for, and sale of, recycled water are the primary component of the projected increases.

Even with the projected increases in revenues and expenditures, the Utilities anticipate maintaining combined water, sewer and electric rates at a level that is affordable for residents and attractive for businesses. The combined utility rates are expected to remain the lowest in the nine Bay Area counties.

CAPITAL IMPROVEMENT PLAN

General information regarding the City's current land use, development potential, and specific plans as outlined in the City General Plan (2010–2035) adopted in November 2010, have been considered in the preparation of the Plan. Several significant projects are scheduled for completion during the forecast period.

The Adopted Capital Improvement Project (CIP) funding for 2013-14 was developed with consideration of the mission and vision statement, current economic conditions, limited financing resources and Council priorities. The 2013-14 Adopted CIP includes $77.5 million of new project appropriations (including Authority projects), an increase of $24.8 million or 47.1% from the 2012-13 Adopted Budget of $52.7 million. A $23.5 million increase in Enterprise-funded projects account for the vast majority of the increase. As a result of the Great Recession, the City's Capital Projects Reserve declined below target and projects were deferred. As a result of surpluses the past two years, the reserve balance has now grown to above the target level of at least $5 million. The projected reserve balance after funding recommended General Government projects is $7.0 million.

Due to insufficient monies being available over the last several years, many capital projects were delayed. The current list of unfunded project needs totals more than $85 million during the forecast period. Note that this excludes monies needed to rebuild the International Swim Center. A summary of the Proposed Capital Project Costs is contained in Schedule B along with available project funding.

NEXT STEPS

The Five-Year Financial Plan provides policy-makers and the public an updated assessment of the City's financial condition that takes into account the latest economic developments. The Plan serves as a starting point to provide perspective and analysis of what will happen if current financial decisions and operating practices continue into the future. The Five-Year Financial Plan was presented as part of the City Council budget study session on May 21, 2013 and a public hearing to adopt the 2013-14 Operating and CIP Budgets was held on June 11, 2013. The value of the Five-Year Financial Plan is to provide the City Council, staff, and public a clear assessment of the City's finances and facilitate an informed discussion during budget deliberations.

RESOURCE AND EXPENDITURE TREND
GENERAL FUND

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimated
ESTIMATED RESOURCES					
Property Tax	$ 29,918,830	$ 29,432,789	$ 27,945,684	$ 28,347,475	$ 30,890,000
Sales Tax	35,780,564	30,102,296	35,567,421	40,322,018	44,300,000
Transient Occupancy Tax	9,762,655	8,106,319	9,805,926	11,483,363	12,630,000
Franchise Tax	3,369,990	3,000,696	3,146,270	3,361,039	3,357,700
Documentary Transfer Tax	425,021	528,375	543,681	727,688	945,000
Subtotal	**79,257,060**	**71,170,475**	**77,008,982**	**84,241,583**	**92,122,700**
Licenses and Permits	3,208,348	2,413,581	3,721,952	7,070,754	3,753,700
Fines and Penalties	1,764,850	1,811,708	1,961,566	2,068,367	1,891,000
Interest	4,434,402	3,359,513	3,122,571	2,250,304	2,070,000
Rents and Leases	3,199,918	5,172,350	9,030,640	16,204,608	16,860,269
Revenue From Other Agencies	1,372,843	809,870	776,734	650,674	430,900
Charges For Current Services	20,491,945	22,716,748	26,508,966	30,465,108	24,018,300
Contribution In-Lieu of Taxes	15,149,536	13,448,039	14,912,599	15,342,885	15,868,938
Other Revenue	159,731	158,792	5,714,513	203,421	230,000
Subtotal	**49,781,573**	**49,890,601**	**65,749,541**	**74,256,121**	**65,123,107**
Net Interfund Transfers	**7,373,134**	**14,551,775**	**4,034,987**	**(1,789,033)**	**(4,918,404)**
Total Estimated Resources	**$ 136,411,767**	**$ 135,612,851**	**$ 146,793,510**	**$ 156,708,671**	**$ 152,327,403**
ESTIMATED EXPENDITURES					
Salaries	$ 81,952,426	$ 82,489,629	$ 79,757,265	$ 75,372,860	$ 75,840,000
Separation Payouts	994,207	2,100,677	1,763,225	2,301,884	2,500,000
Benefits	28,951,070	28,996,323	28,963,250	30,524,961	32,500,000
Materials, Services, and Supplies	21,758,994	20,729,690	19,842,331	19,741,648	21,500,000
Interfund Services	7,024,338	7,465,790	7,987,001	7,965,301	7,965,000
Capital Outlay	166,526	27,740	14,707	-	11,000
Total Estimated Expenditures	**$ 140,847,561**	**$ 141,809,849**	**$ 138,327,779**	**$ 135,906,654**	**$ 140,316,000**
Surplus/(Deficit)	**$ (4,435,794)**	**$ (6,196,998)**	**$ 8,465,731**	**$ 20,802,017**	**$ 12,011,403**

Schedule A

RESOURCE AND EXPENDITURE TREND
GENERAL FUND

	2013-14 Adopted	2014-15 Forecast	2015-16 Forecast	2016-17 Forecast	2017-18 Forecast	2018-19 Forecast
ESTIMATED RESOURCES						
Property Tax	$ 31,233,000	$ 32,795,000	$ 34,435,000	$ 36,157,000	$ 37,242,000	$ 38,359,000
Sales Tax	48,400,000	49,190,000	50,934,000	52,795,000	54,601,000	56,460,000
Transient Occupancy Tax	13,000,000	13,390,000	13,792,000	14,706,000	15,147,000	15,601,000
Franchise Tax	3,363,200	3,418,818	3,475,379	3,532,900	3,591,396	3,650,885
Documentary Transfer Tax	900,000	917,000	938,000	962,000	989,000	1,019,000
Subtotal	**96,896,200**	**99,710,818**	**103,574,379**	**108,152,900**	**111,570,396**	**115,089,885**
Licenses and Permits	4,119,000	4,197,000	4,294,000	4,406,000	4,529,000	4,665,000
Fines and Penalties	1,907,300	1,944,000	1,989,000	2,041,000	2,098,000	2,161,000
Interest	1,064,300	1,064,300	1,108,100	1,239,300	1,501,700	1,793,300
Rents and Leases	10,976,100	12,884,200	15,553,100	17,722,400	18,071,600	18,522,600
Revenue From Other Agencies	350,000	357,000	365,000	374,000	384,000	396,000
Charges For Current Services	24,223,539	24,896,000	25,453,000	26,097,000	26,809,000	27,593,000
Contribution In-Lieu of Taxes	17,051,615	17,708,159	18,126,892	18,612,537	18,802,234	18,996,550
Other Revenue	200,200	204,000	209,000	214,000	220,000	227,000
Subtotal	**59,892,054**	**63,254,659**	**67,098,092**	**70,706,237**	**72,415,534**	**74,354,450**
Net Interfund Transfers	**(4,884,787)**	**(1,028,272)**	**(999,649)**	**(970,967)**	**(942,413)**	**(908,793)**
Total Estimated Resources	**$ 151,903,467**	**$ 161,937,205**	**$ 169,672,822**	**$ 177,888,169**	**$ 183,043,517**	**$ 188,535,543**
ESTIMATED EXPENDITURES						
Salaries	$ 80,970,724	$ 83,474,000	$ 86,512,000	$ 89,626,000	$ 93,032,000	$ 96,753,000
Separation Payouts	2,300,000	2,369,000	2,440,000	2,513,000	2,588,000	2,666,000
Benefits	37,696,289	40,638,000	45,908,000	51,435,000	57,356,000	63,793,000
Materials, Services, and Supplies	22,427,467	23,222,000	23,606,000	24,566,000	24,831,000	25,828,000
Interfund Services	8,497,212	8,659,000	8,858,000	9,088,000	9,342,000	9,622,000
Capital Outlay	11,775	25,000	25,000	25,000	25,000	25,000
Total Estimated Expenditures	**$ 151,903,467**	**$ 158,387,000**	**$ 167,349,000**	**$ 177,253,000**	**$ 187,174,000**	**$ 198,687,000**
Surplus/(Deficit)	**$ -**	**$ 3,550,205**	**$ 2,323,822**	**$ 635,169**	**$ (4,130,483)**	**$ (10,151,457)**

Schedule B

PLANNED FUTURE CAPITAL PROJECT COSTS

Fund	Fund Name	Fiscal Year 2014 - 15	2015 - 16	2016 - 17	2017 - 18	2018 - 19
Streets and Highways Programs:						
521	Special Gas Tax (2105)	$ 414,322	$ 371,823	$ 429,587	$ 387,622	$ 445,939
522	Special Gas Tax (2107)	525,000	725,000	725,000	725,000	725,000
523	Special Gas Tax (2103)	300,000	300,000	300,000	300,000	300,000
524	Collier-Unruh Act (2106)	300,000	300,000	300,000	300,000	300,000
525	Traffic Mitigation	1,787,500	787,500	687,500	687,500	687,500
531	Street Beautification	60,000	60,000	60,000	60,000	60,000
533	Streets and Highways	688,000	688,000	688,000	688,000	688,000
	Subtotal	**$ 4,074,822**	**$ 3,232,323**	**$ 3,190,087**	**$ 3,148,122**	**$ 3,206,439**
General Government Programs:						
532	Parks and Recreation	$ 2,117,175	$ 2,890,836	$ 801,750	$ 11,070,000	$ 17,273,011
535	Storm Drains	8,790,000	6,885,000	2,800,000	2,825,000	2,850,000
536	Fire Department	268,000	120,000	125,000	130,000	135,000
537	Library	50,000	120,000	113,000	20,000	20,000
538	Public Buildings	13,195,000	3,295,000	435,000	435,000	435,000
539	General Government-Other	2,627,860	2,346,860	1,984,360	2,055,750	2,098,750
562	Community Services (HUD)	250,000	250,000	250,000	250,000	250,000
565	City Affordable Housing Fund	-	-	-	-	-
938	University Project Area CIP	-	-	-	-	-
939	Bayshore North Project Area CIP	-	-	-	-	-
	Subtotal	**$ 27,298,035**	**$ 15,907,696**	**$ 6,509,110**	**$ 16,785,750**	**$ 23,061,761**
Authority Programs:						
Sports and Open Space Authority		$ 594,000	$ 640,000	$ 110,000	$ 110,000	$ -
TOTAL PROPOSED COSTS		**$ 31,966,857**	**$ 19,780,019**	**$ 9,809,197**	**$ 20,043,872**	**$ 26,268,200**

Schedule B

FUNDED / UNFUNDED PROJECT COSTS

	Fiscal Year				
	2014 - 15	2015 - 16	2016 - 17	2017 - 18	2018 - 19
Funded Project Costs:					
Streets and Highways Program	$ 2,257,322	$ 2,414,823	$ 2,472,587	$ 2,430,622	$ 2,488,939
General Government Program	2,575,860	2,298,860	1,994,360	2,038,750	1,758,750
Authority Program	-	-	-	-	$ -
Subtotal	$ 4,833,182	$ 4,713,683	$ 4,466,947	$ 4,469,372	$ 4,247,689
Unfunded Project Costs:					
Streets and Highways Program	$ 1,817,500	$ 817,500	$ 717,500	$ 717,500	$ 717,500
General Government Program	24,722,175	13,608,836	4,514,750	14,747,000	21,303,011
Authority Program	594,000	640,000	110,000	110,000	$ -
Subtotal	$ 27,133,675	$ 15,066,336	$ 5,342,250	$ 15,574,500	$ 22,020,511
TOTAL FUNDED AND UNFUNDED COSTS:	**$ 31,966,857**	**$ 19,780,019**	**$ 9,809,197**	**$ 20,043,872**	**$ 26,268,200**

CITY OF SANTA CLARA
ELECTRIC UTILITY
REVENUE AND EXPENDITURE PROJECTIONS

	Fiscal Year				
	2014-15	**2015-16**	**2016-17**	**2017-18**	**2018-19**
ESTIMATED REVENUE					
Charges for Current Service (1)	$ 334,197,809	$ 341,649,287	$ 351,041,132	$ 354,551,543	$ 358,097,059
Public Benefit Charge	9,524,638	9,737,005	10,004,672	10,104,719	10,205,766
Use of Money & Property	2,616,948	3,320,000	3,355,648	3,420,178	3,538,000
Other Revenue (Except Bond Proceeds)	7,823,781	7,831,542	7,849,286	7,968,234	8,090,182
Wholesale Revenues from REC Sales (3)	12,029,937	14,709,442	15,472,206	17,986,010	14,242,614
Wholesale Revenues from GHG / Carbon Sales (3)	2,929,334	1,973,798	2,119,462	2,910,273	3,538,582
Funding for Phase Shifting Transformer	6,000,000	-	-	-	-
Total Revenue	**$ 375,122,446**	**$ 379,221,073**	**$ 389,842,406**	**$ 396,940,957**	**$ 397,712,203**
ESTIMATED EXPENDITURES					
Utility & Street Light Construction (4)	$ 19,035,000	$ 20,535,000	$ 8,785,000	$ 8,285,000	$ 8,285,000
Salaries & Benefits	26,153,810	26,807,655	27,477,846	28,164,793	28,868,912
Other Operating Expenditures	19,741,899	20,235,446	20,741,332	21,259,866	21,791,362
Resource & Production Costs					
Purchased Power, Non-JPA	73,893,918	79,758,523	85,959,267	92,534,175	97,159,354
Purchased Power, JPA	134,842,863	132,974,921	138,351,534	134,623,303	139,240,654
Other Production Costs	40,421,459	39,422,864	38,420,406	40,101,141	41,824,473
Public Benefit Expense (5)	9,524,638	9,737,005	10,004,672	10,104,719	10,205,766
Internal Service Funds	10,792,680	10,954,570	11,118,888	11,285,672	11,454,957
Contribution-in-lieu of Taxes	17,708,159	18,126,892	18,612,537	18,802,234	18,996,550
Debt Service	17,591,333	18,955,353	19,177,778	19,408,678	19,611,978
Total Expenditures	**$ 369,705,758**	**$ 377,508,228**	**$ 378,649,261**	**$ 384,569,580**	**$ 397,439,008**
TOTAL AVAILABLE REVENUE (6)	**$ 5,416,689**	**$ 1,712,845**	**$ 11,193,145**	**$ 12,371,378**	**$ 273,196**
Charges for Current Service (Excl PBC, SS) -$/mwhr	**104.69**	**106.00**	**107.84**	**107.84**	**107.84**
CASH Balance - EOY	**$272,881,439**	**$275,502,712**	**$290,000,472**	**$299,256,763**	**$298,316,951**
Rate Stabilization Fund Balance (7)	**$123,041,863**	**$124,754,708**	**$135,947,853**	**$148,319,231**	**$148,592,427**

(1) Assumes January 2013 rates at $101.64/Mwh (Excl. PBC, SS), and includes potential 3% rate increase effective January 1, 2014, and 3% rate increase effective January 1, 2016
(2) Public Benefits Charge is 2.85% of Charges for Current Serivice
(3) REC and carbon revenues are used to cover the power costs for new renewables
(4) Electric Utility General Operating Funds 591 and 534.
(5) Public Benefits Expense is equivalent to Public Benefits Charge
(6) Surplus to be added to Cost Reduction Fund
(7) Rate Stabilization Fund (RSF) includes the Cost Reduction Fund, which is a sub-account of the RSF

CITY OF SANTA CLARA
WATER UTILITY
REVENUE AND EXPENDITURE PROJECTIONS

	Fiscal Year				
ESTIMATED REVENUE	**2014-15**	**2015-16**	**2016-17**	**2017-18**	**2018-19**
Transfers From (To) Reserves	$ (1,800)	$ (142,400)	$ (539,200)	$ (254,400)	$ 186,200
Transfers From (To) Fund 097	700,000	700,000	700,000	700,000	700,000
Customer Service Charges 1, 2.	29,976,000	32,106,000	34,227,000	36,488,000	38,899,000
Other Revenue 3.	1,059,000	1,080,000	1,102,000	1,124,000	1,146,000
Use of Money and Property 3.	204,000	208,000	212,000	216,000	220,000
Additional Revenue from Rate Adjustments 2.	2,098,000	2,087,000	2,225,000	2,372,000	2,528,000
Total Revenue	**$ 34,035,200**	**$ 36,038,600**	**$ 37,926,800**	**$ 40,645,600**	**$ 43,679,200**
ESTIMATED EXPENDITURES					
Salaries and Benefits 4.	$ 6,015,000	$ 6,256,000	$ 6,506,000	$ 6,766,000	$ 7,037,000
Other Operating Expenditures 4.	1,234,000	1,283,000	1,334,000	1,387,000	1,442,000
Resources and Production 5.	19,164,000	20,775,000	22,355,000	24,548,000	26,833,000
Internal Service Fund Allocations 4.	2,775,000	2,886,000	3,001,000	3,121,000	3,246,000
Right-of-Way Fee	1,625,200	1,662,600	1,705,800	1,753,600	1,806,200
Utility Capital Improvements	3,222,000	3,176,000	3,025,000	3,070,000	3,315,000
Total Expenditures	**$ 34,035,200**	**$ 36,038,600**	**$ 37,926,800**	**$ 40,645,600**	**$ 43,679,200**
TOTAL AVAILABLE REVENUE	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

1. Assumes a 0.1% increase in water sales and 7% increase in rates in FY 2013-14.
2. Assumes 0.1% increase in sales and 7% increase in rates in FY 2014-15 and 6.5% thereafter.
3. Assumes 2% per year increases.
4. Assumes 4% per year increases.
5. Assumes agency projections for wholesale rates, 0.1% increase use in FY 2013-14 and thereafter.

CITY OF SANTA CLARA
SEWER UTILITY
REVENUE AND EXPENDITURE PROJECTIONS

	Fiscal Year				
ESTIMATED REVENUE	**2014-15**	**2015-16**	**2016-17**	**2017-18**	**2018-19**
Transfers From (To) Reserves	$ (248,320)	$ (1,235,820)	$ 522,480	$ (974,820)	$ (4,870,496)
Customer Service Charges & Fees (1)	29,942,700	33,835,300	33,835,300	35,865,400	37,658,700
Other Misc. Revenue	126,200	131,200	136,400	141,900	147,600
Sewer Connection and Conveyence Fees	1,360,000	1,360,000	1,365,000	1,370,000	1,370,000
Use of Money and Property	261,600	342,900	430,300	493,800	580,400
Bonds or Certificates of Participation (2)	20,000,000	10,000,000	10,000,000	-	-
Additional Revenue from Rate Adjustments	3,892,600	-	2,030,100	1,793,300	-
Total Revenue	**$ 55,334,780**	**$ 44,433,580**	**$ 48,319,580**	**$ 38,689,580**	**$ 34,886,204**
ESTIMATED EXPENDITURES					
Salaries and Benefits (3)	$ 2,398,600	$ 2,494,500	$ 2,594,300	$ 2,698,100	$ 2,806,000
Other Operating Expenditures	371,000	386,000	401,000	417,000	434,000
Resources and Production	12,705,200	13,340,500	14,007,500	14,707,900	15,443,300
Internal Service Fund Allocations	1,082,100	1,125,400	1,170,400	1,217,200	1,265,900
Right of Way Fee	1,360,900	1,392,200	1,428,400	1,468,400	1,512,500
Utility Capital Improvements (2)	35,709,080	22,287,080	24,460,080	13,073,080	8,316,604
Debt Service	1,707,900	3,407,900	4,257,900	5,107,900	5,107,900
Total Expenditures	**$ 55,334,780**	**$ 44,433,580**	**$ 48,319,580**	**$ 38,689,580**	**$ 34,886,204**
TOTAL AVAILABLE REVENUE	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

(1) Assumes 13% increases in rates in FY 2014-15, no rate increase in FY2015-16, a 6% rate increase in FY2016-17, a 5% increase in FY2017-18, and no increase in rates in FY2018-19

(2) Capital projects at the WPCP assumed to be partially funded debt financing through the Clean Water Financing Authority.

(3) Assumes 4% per year increase.

CITY OF SANTA CLARA
RECYCLED WATER UTILITY
REVENUE AND EXPENDITURE PROJECTIONS

	Fiscal Year				
ESTIMATED REVENUE	**2014-15**	**2015-16**	**2016-17**	**2017-18**	**2018-19**
Transfers From (To) Reserves	$ 194,000	$ 103,721	$ (19,645)	$ (163,608)	$ (358,575)
Transfers From (To) Fund 092 1.	(700,000)	(700,000)	(700,000)	(700,000)	(700,000)
Customer Service Charges 2.	2,464,000	2,837,000	3,266,000	3,760,000	4,329,000
Other Revenue	319,300	328,879	338,745	348,908	359,375
Use of Money and Property 3.	56,000	57,000	58,000	59,000	60,000
Additional Revenue from Rate Adjustments 2.	345,000	397,000	457,000	526,000	606,000
Total Revenue	**$ 2,678,300**	**$ 3,023,600**	**$3,400,100**	**$3,830,300**	**$4,295,800**
ESTIMATED EXPENDITURES					
Salaries and Benefits 5.	$ 317,000	$ 330,000	$ 343,000	$ 357,000	$ 371,000
Other Operating Expenditures 5.	47,000	49,000	51,000	53,000	55,000
Resources and Production 4.	2,069,000	2,374,000	2,707,000	3,089,000	3,501,000
Internal Service Fund Allocations 5.	102,000	106,000	110,000	114,000	119,000
Right-of-Way Fee	143,300	164,600	189,100	217,300	249,800
Total Expenditures	**$ 2,678,300**	**$ 3,023,600**	**$3,400,100**	**$3,830,300**	**$4,295,800**
TOTAL AVAILABLE REVENUE	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

1. Compensate Fund 092 for "lost water sales revenue"
2. Assumes 1% increase in sales and 15% increase in retail rates in FY2014-15 and thereafter.
3. Assumes 2% per year increases.
4. Assumes agency projections for wholesale rates.
5. Assumes 4% increase per year.

CITY OF SANTA CLARA

CEMETERY
REVENUE AND EXPENDITURE PROJECTIONS

	Fiscal Year				
	2014-15	2015-16	2016-17	2017-18	2018-19
ESTIMATED REVENUE *					
Sales-Facilities (1)	$ 130,000	$ 135,000	$ 140,000	$ 145,000	$ 150,000
Sales-Labor (2)	270,000	$ 278,000	$ 280,000	$ 280,000	$ 280,000
Sales-Endowment Care (3)	150	$ 31,000	$ 32,000	$ 32,000	$ 33,000
Sales-Material (4)	114,130	150,000	$ 153,000	$ 155,000	$ 160,000
Use of Money and Property (5)	21,000	$ 19,000	$ 20,000	$ 20,000	$ 20,000
Loan from General Contingency Reserve (6)	432,982	321,500	315,500	314,000	308,500
Total Revenue	**$ 968,262**	**$ 934,500**	**$ 940,500**	**$ 946,000**	**$ 951,500**
ESTIMATED EXPENDITURES *					
Salaries and Benefits	$ 655,378	$ 625,000	$ 629,000	$ 632,000	$ 635,000
Other Operating Expenditures	117,544	114,000	115,000	116,000	117,000
Internal Service Fund Allocations	195,340	195,500	196,500	198,000	199,500
Repayment of General Contingency Reserve loan	-	-	-	-	-
Total Expenditures	**$ 968,262**	**$ 934,500**	**$ 940,500**	**$ 946,000**	**$ 951,500**
TOTAL AVAILABLE REVENUE	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

*** Includes Cemetery Operating Fund 093. Does not include Cemetery Capital Projects Fund 593.**

(1) Pre-need sales in new Willow Bend area.
(2) Burials vary from year to year.
(3) Related to quantity (volume) of new property purchases and increased fees.
(4) Sale of pre-installed crypt(s) at time of property purchase.
(5) Interest from endowment principal.
(6) Loan needed to cover expenditures.

Additional Information

BUDGETS AND ACCOUNTING SUMMARY

The following information is presented to help the reader understand the way the City budgets and accounts for the operations of the City. Explanations are presented in two categories: Budgets and Fund Accounting.

BUDGETS

A. GENERAL OVERVIEW

Definition of 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. PROGRAM BUDGET WITH PERFORMANCE MEASURES

Program Budgeting

All City departments have performed a process of identifying the services provided to the public and other departments. Hundreds of services have been grouped into divisions and programs. Each department, division and program has a "mission." Each mission addresses what the City is trying to accomplish in providing the service. In addition to missions, divisions and programs have division highlights and performance measures that support the missions.

Indirect Cost Allocation

City department budgets take into consideration the cost of internal services provided by other City departments in calculating the full cost of providing fee-based services. Enterprise funds are charged for these services with payments flowing in to the General Fund to cover the cost of the services. The service provider departments include City Council, City Manager, City Clerk, City Attorney, Finance, Information Technology, and Human Resources. These service costs are allocated to user departments in the Full Cost Allocation Plan, which is updated every two or three years. The costs are adjusted by CPI between the updates. The last update occurred in 2012-13.

Departments. This budget document is organized into departments. Under the program budget, the budget of each department contains three components:

- Department overview
- Division summaries
- Program detail.

Measuring Performance

Different types of information, financial and narrative, are provided in each of these areas. This format allows the reader to review a department budget at the level desired, from an overview of the department as a whole, to detailed funding and performance measures for any specific departmental program.

Department Overview and Resource Level Changes. The "Department Overview" outlines the main areas of program focus for the department for the fiscal year. The dollars that are adopted for the divisions in the department are shown below the Overview. "Resource Level Changes" identify any new or changed funding or shifting of funding for the department in the adopted budget.

Divisions. Divisions are groups of programs. They are key areas of like services. An example would be Administrative Services in the Finance Department. Programs and divisions allow Council and the public to prioritize services and see the costs of meaningful groupings of activities.

Programs. Programs are logical groups of related services. For instance, the programs of, Financial & City-Wide Fiscal Administration and Special Projects are logically related services under the Administrative Services division in the Finance Department. The performance of programs supports the mission of a division.

Positions. Under program budgeting, employees charge their time to specific programs. As a consequence, detailed information about positions and the cost of services can be developed. At the department level, the number of personnel in each division is shown. A detailed listing of regular, permanent positions and the amount of time spent for each program is shown at the beginning of each division. In addition, a detailed list by department is shown after the department overview.

In program budgeting, "Division Highlights" and "Performance 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. Division highlights and performance measures will also allow the public to see what they are getting for their tax dollars.

Division Highlights. Division highlights are major projects, plans, or priorities for the coming fiscal year. These are usually one-time in nature. Division highlights are located at each division level in the budget document.

Performance Measures. Performance measures are the measurable results to be achieved in each major activity. They are the measures through which the value of services can be assessed by Council and the public. Performance measures remain the same year after year. 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.

C. BUDGET PRESENTATION DETAIL

Understanding the Details

In each program, there are up to five expenditure lines: Salaries, Benefits, Other Operating Expenditures, Interfund Services, and Debt Service and, in some cases, Resource & Production Costs and Contribution In-Lieu of Taxes & Franchise Fees.

Salaries: This category 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.

Benefits: This category includes medicare, social security, health allocation, other post employment benefits (OPEB) and CalPERS retirement. 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.

Other Operating Expenditures. This category includes all expenditure items that the department has direct control over such as contract costs, supplies, equipment purchases and utility charges.

Interfund Services. Interfund Services are made up of two types of costs. The first type is charges that one department (or fund) charges to another for services provided. An example would be charges that Automotive Services makes to the General Fund Police Department to maintain police vehicles. The second type of allocated charge is citywide in nature; for example, citywide liability insurance costs are apportioned to each department in the City.

Debt Service. Interest and principal on outstanding debt.

Revenues: Total direct revenues, excluding interfund transfers, are displayed for each department and division. In each department, revenues are shown as a single line item.

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.

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.

Capital Projects Funds - Used to account for financial resources to be used for the acquisition or construction of General Government major capital facilities.

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.

The various enterprise funds of the City and a brief description of each follows:

1. The Electric Utility Fund is used to account for the City's purchase, generation, transmission and distribution of electric power to City residents and businesses.
2. The Water Utility Fund is used to account for the City's purchase, pumping and distribution of water.
3. The Water Recycling Fund is used to account for the City’s portion of the South Bay Water Recycling program.
4. The Sewer Utility Fund is used to account for the financing, construction and operation of the City's sewage collection system and the wastewater treatment joint venture with the City of San Jose.
5. The Solid Waste Fund is used to account for the administration of the City's garbage and rubbish collection service.
6. The Cemetery Fund is used to account for the construction and operations of the City's municipal memorial park.
7. The Sports and Open Space Authority Fund is used to account for the acquisition, construction, maintenance and operations of open space within the City including leasing to private operators for commercial purposes.
8. The Santa Clara Golf and Tennis Club Fund is used to account for the operations of the Santa Clara Golf and Tennis Club.
9. The Santa Clara Convention Center Fund is used to account for the operations of the Santa Clara Convention Center.

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, technical equipment, special liability insurance claims and workers' compensation insurance claims.

Accounting for Encumbrances

The City utilizes an encumbrance system of accounting. The City Charter requires recording an encumbrance as a charge against appropriations in the accounting period in which a purchase order is issued, rather than in the accounting period when goods or services are received. Open encumbrances at year-end are available for subsequent year expenditures based on the encumbered appropriation authority carried over to the next fiscal year.

2013-14 Budget Calendar

December 6	City Manager's Capital Improvement Project meeting with Department Heads
December 13	Budget Kickoff meeting for capital improvement budget held by Finance with departments
January 10	City Manager's operating budget meeting with Department Heads
January 15	CIP budgets due to Finance
January 16	Budget Kickoff meeting for operating budget held by Finance with departments
January 22 – February 8	IT Project Review meetings with departments
February 13 – March 11	Review of CIP budget submissions with City Manager
February 14	Operating budget submissions due to Finance
February 25	Five-Year Financial Plan kickoff
March 12	Approval of CDBG/HOME program funding allocations
March 11 – April 5	Review operating budget submissions with City Manager
March 26	Mid-year economic review presented to City Council
March 28	Five-Year Financial Plan submissions due to Finance
May 1	Planning Commission meeting to review proposed CIP projects for consistency with General Plan
May 7	Presentation of significant proposed capital improvement projects to City Council
May 14	Study session to review proposed Five-Year Financial Plan and proposed Capital Improvement Project budget with City Council
May 20	Budget presentation to Citizens Advisory Committee
May 21	Study session review of proposed operating budget and proposed municipal fee schedule with City Council
June 11	Public hearing on proposed operating and capital improvement project budget and adoption of the operating budget, capital improvement project budget and Five-Year Financial Plan by City Council

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 in relation to estimated revenues 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, approval of appropriations of grant monies, and authorization of service contracts for services exceeding $50,000.

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 and executing service contracts below $50,000. The City Manager is also authorized to expend grant monies approved by the City Council.

City Departments are responsible to administer, control and review budgetary spending of Departmental 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. Financial and performance measure reports are presented to the City Council monthly. City Departments are responsible for reviewing these reports and identifying potential budget problems and recommending corrections. The Finance Department prepares the Mid-Year Revenue Report and Five-Year Financial Plan which are 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 statues 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 the 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 (Emergency) Reserve and the Capital Projects Reserve.

The Working Capital (Emergency) Reserve is set aside for 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). A year-end transfer to this Reserve is made during 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 Non-Expandable Land Sale Proceeds (Land Sale Reserve). 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 adopted a policy in 2007-08 consisting of the following steps:

1. Continue to maintain a structurally balanced budget, that is a balanced budget without the use of reserves;
2. If excess revenues are available, set aside $3.0 million per year for the next five years in the Working Capital (Emergency) Reserve;
3. If excess revenues are available above the level of $3.0 million, deposit the remaining excess funds in the Capital Projects Reserve;
4. Provide for annual Council review of this policy as part of the yearly budget process;
5. Reallocate interest earnings from the Land Sale Reserve to the Working Capital (Emergency) Reserve when not needed to balance the General Fund; and
6. Refer to the City Manager to develop financing options for future Capital Improvement Projects.

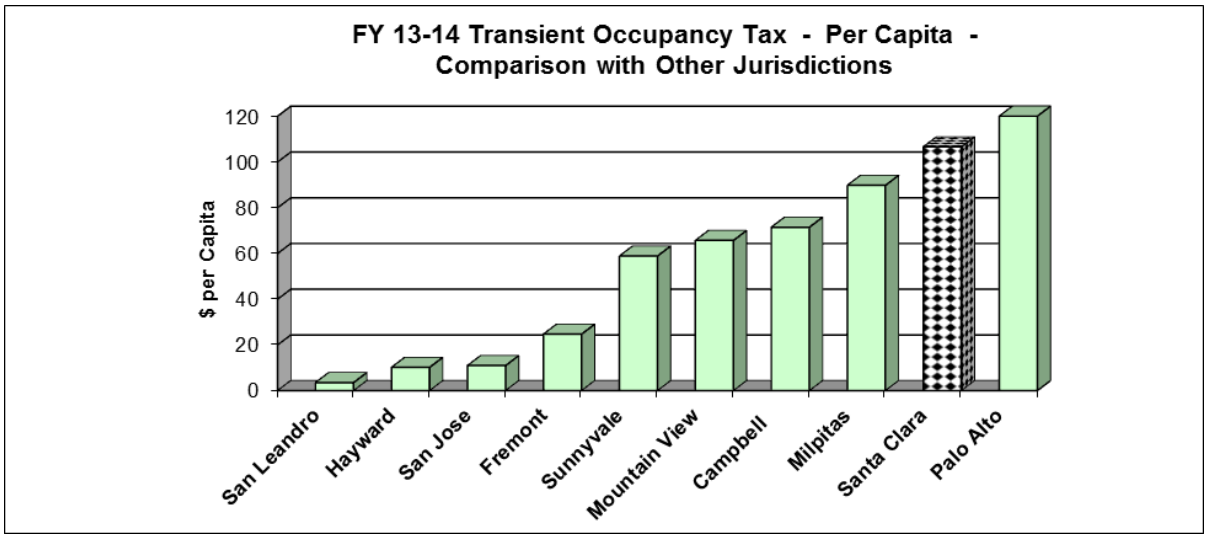
This page intentionally left blank.

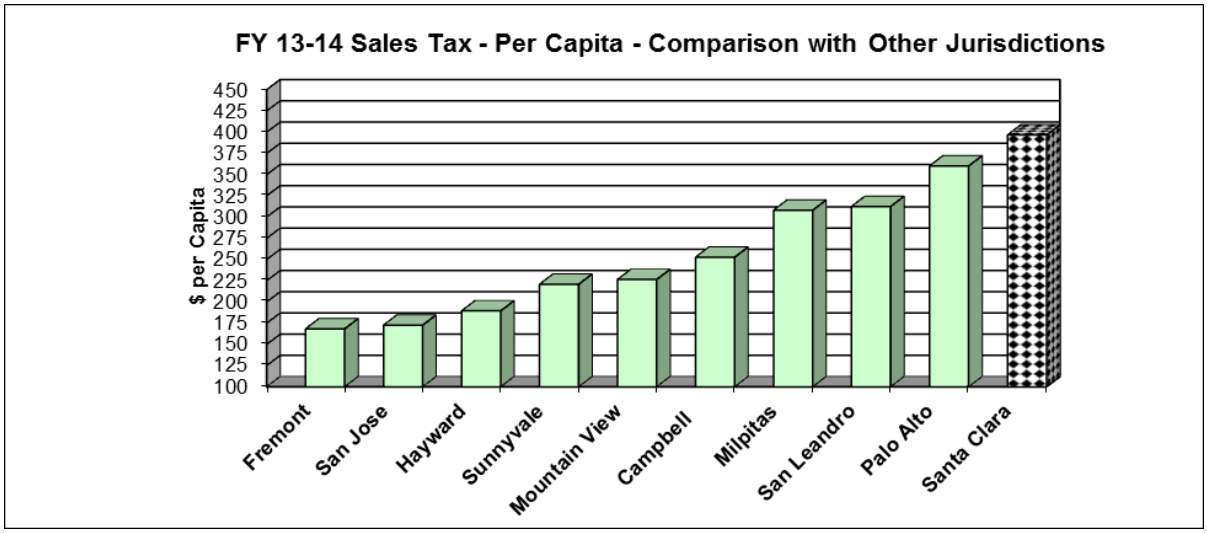
Regional Comparisons

Santa Clara
All-America City
2001

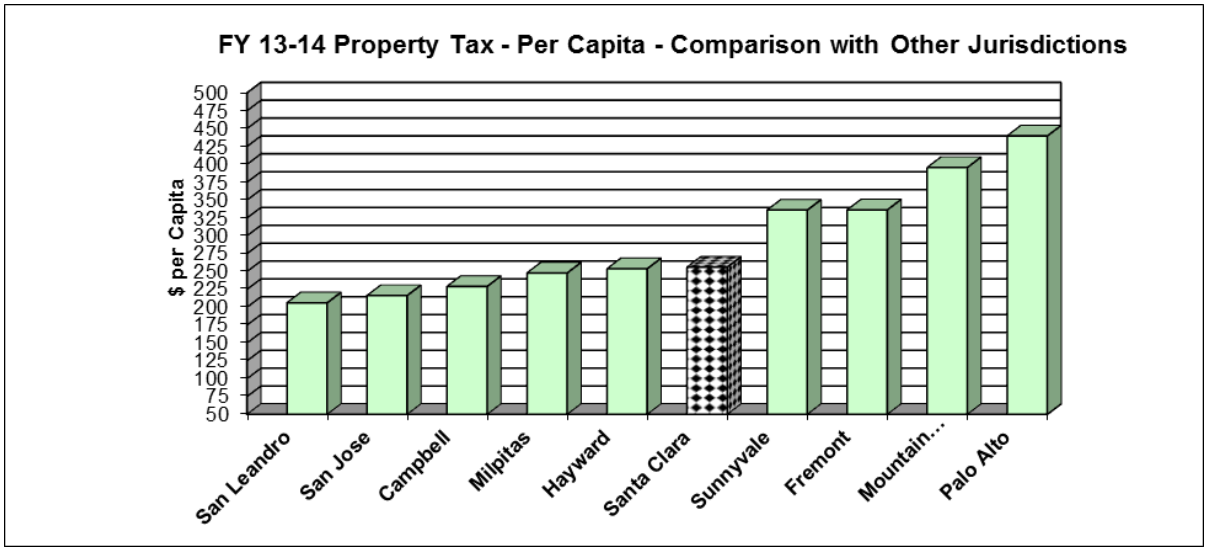
Per Capita Revenue Comparison
Santa Clara Compared to Other Cities in the Local Area

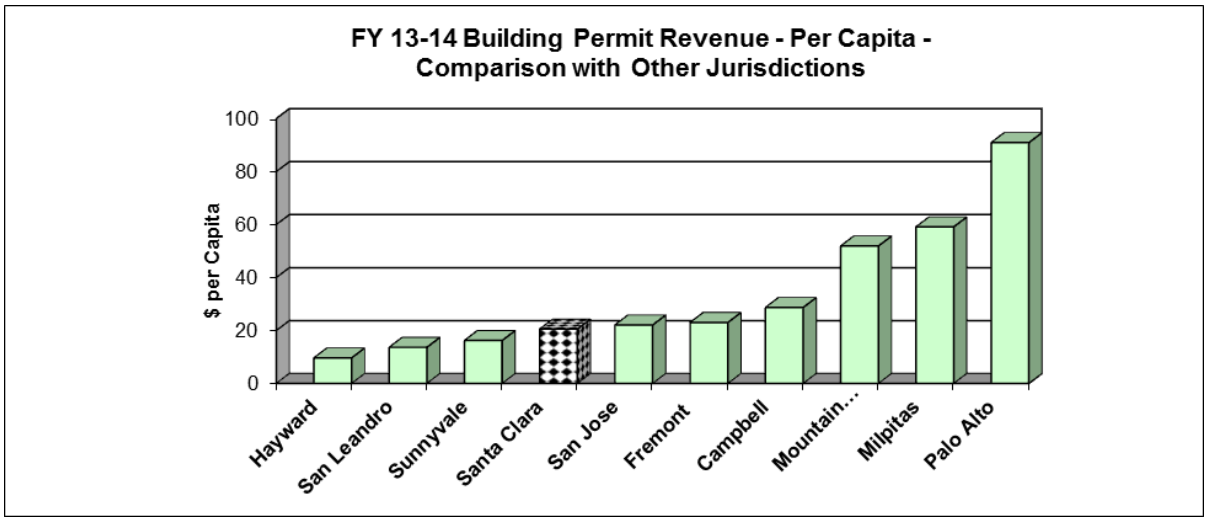
The bar graphs below compare fiscal year 2013-14 budgeted per capita revenues from key sources in the City of Santa Clara to other cities in our area. This data is assembled each year by the City of Milpitas. Sales tax and property tax are the top two revenue sources for the City of Santa Clara. The 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.



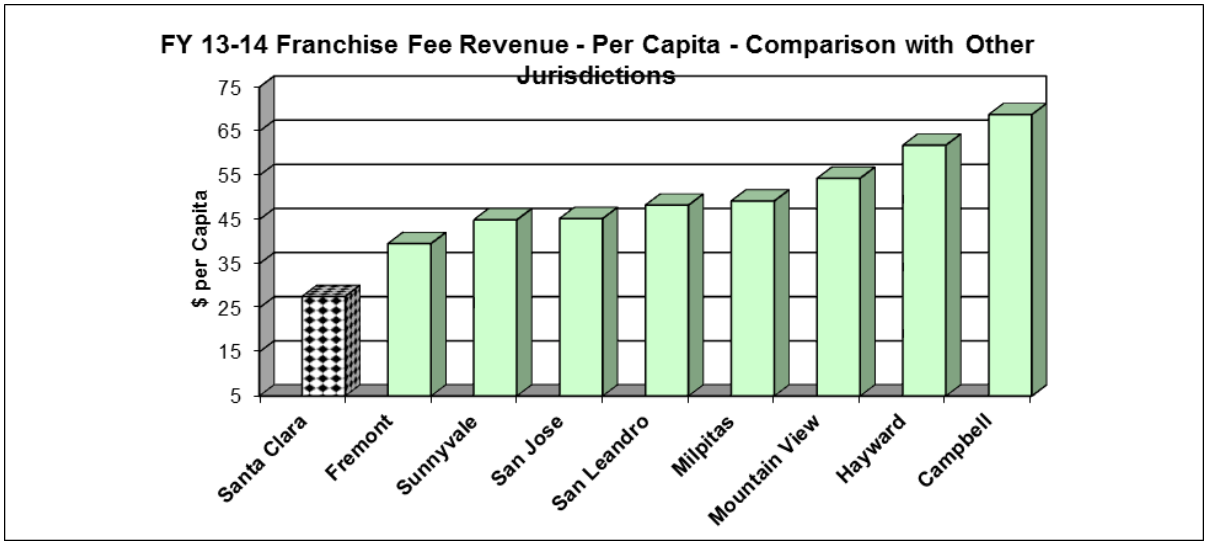


Per Capita Revenue Comparison
Santa Clara Compared to Other Cities in the Local Area (cont'd)





Per Capita Revenue Comparison
Santa Clara Compared to Other Cities in the Local Area (cont'd)



This page intentionally left blank.

Capital Improvement Project (CIP) Budget

Santa Clara
All-America City
2001

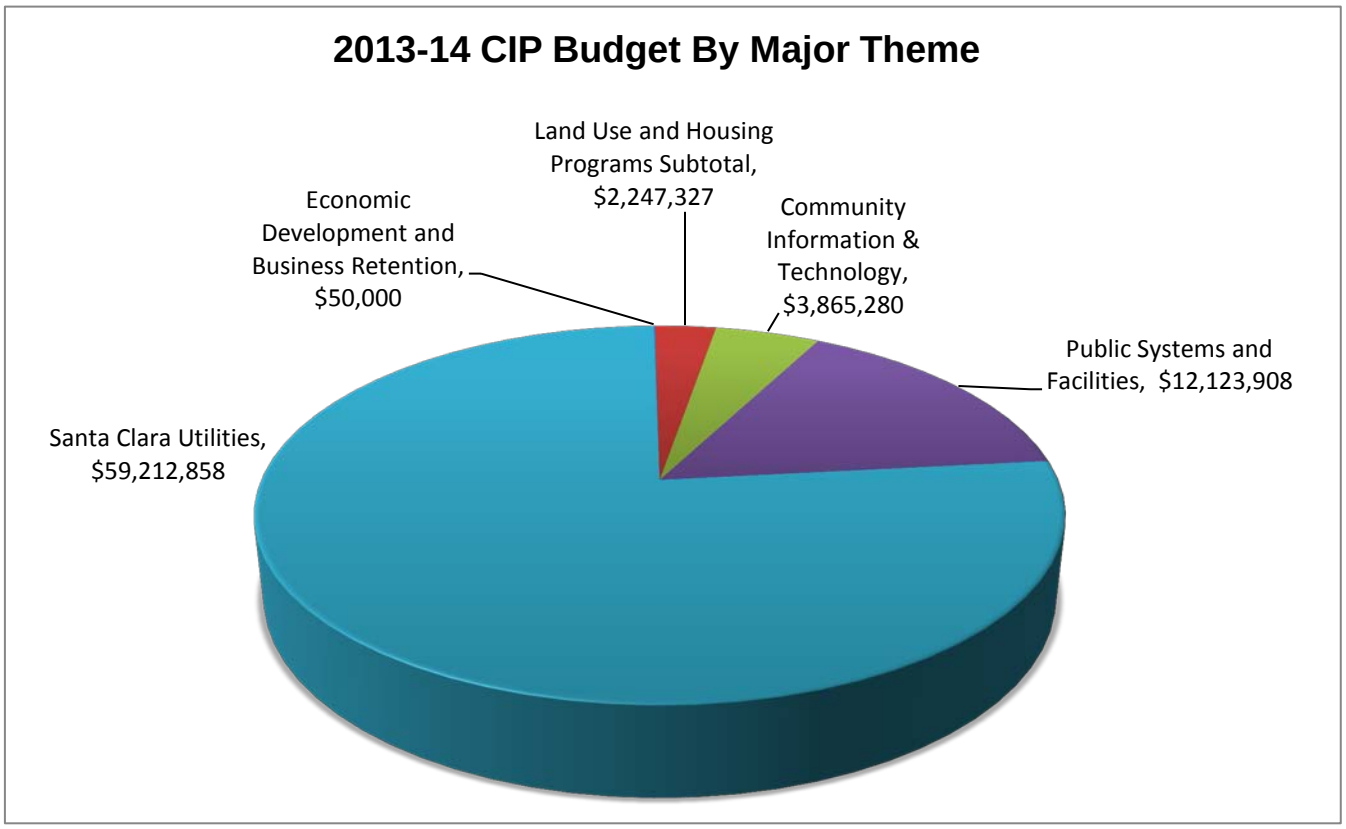
CITY OF SANTA CLARA / AUTHORITIES
2013-14 CAPITAL IMPROVEMENT PROJECT (CIP) BUDGET

TOTAL PROJECT FUNDING $77,499,373

MAJOR CAPITAL PROJECT THEMES

In evaluating projects for inclusion in the 2013-14 CIP Budget, projects were prioritized based on need and future operating budget impacts. Projects were then placed in major theme categories consistent with Council's goals. The major theme categories are: Santa Clara Utilities, Public Systems and Facilities, Economic Development and Business Retention, Land Use and Housing Programs, and Community Information and Technology.

The graph below shows the percentage allocations of the total 2013-14 CIP Budget for the City, Housing Authority, Stadium Authority, and Sports and Open Space Authority by the major capital project theme.



2013-14 CIP BUDGET SUMMARY BY FUND TYPE

Fund Type	2013-14	Prior Years	Total Appropriations
Streets and Highways Funds:			
521 - Special Gas Tax (2105)	$ 357,074	$ 511,640	$ 868,714
522 - Special Gas Tax (2107)	555,000	4,406,552	4,961,552
523 - Special Gas Tax (2103)	300,000	1,800,000	2,100,000
524 - Collier Transportation Act (2106)	300,000	1,634,024	1,934,024
525 - Traffic Mitigation	824,968	16,833,560	17,658,528
531 - Street Beautification	-	220,000	220,000
533 - Streets and Highways	638,000	17,165,379	17,803,379
Sub-Total	**2,975,042**	**42,571,155**	**45,546,197**
General Government Funds:			
532 - Parks and Recreation	870,000	3,304,429	4,174,429
535 - Storm Drains	1,394,000	4,183,414	5,577,414
536 - Fire Department	380,000	1,304,997	1,684,997
537 - Library	520,000	825,048	1,345,048
538 - Public Buildings	225,000	6,816,467	7,041,467
539 - General Government - Other	5,819,280	32,719,872	38,539,152
562 - Housing and Community Services (HUD)	962,846	9,311,029	10,273,875
565 - City Affordable Housing Fund	131,959	133,176	265,135
938 - University Project Area CIP	-	4,464,347	4,464,347
939 - Bayshore North Project Area CIP	-	159,017,751	159,017,751
Sub-Total	**10,303,085**	**222,080,530**	**232,383,615**
Enterprise Funds:			
534 - Street Lighting	100,000	604,144	704,144
591 - Electric Utility	44,425,000	146,800,336	191,225,336
592 - Water Utility	5,097,000	10,468,955	15,565,955
597 - Recycled Water	750,000	-	750,000
594 - Sewer Utility	13,035,132	56,070,161	69,105,293
596 - Solid Waste	441,000	5,045,000	5,486,000
593 - Cemetery	5,000	188,768	193,768
Sub-Total	**63,853,132**	**219,177,364**	**283,030,496**
TOTAL - ALL CITY FUNDS	**$ 77,131,259**	**$ 483,829,049**	**$ 560,960,308**
Authority Funds:			
840 - Sports and Open Space Authority	$ 50,000	$ 461,916	$ 511,916
875 - Stadium Authority	-	1,251,817,731	1,251,817,731
910 - Housing Authority 20% CIP	318,114	72,797,351	73,115,465
915 - Housing Authority 10% CIP	-	18,444,431	18,444,431
TOTAL - ALL AUTHORITY FUNDS	**$ 368,114**	**$ 1,343,521,429**	**$ 1,343,889,543**
TOTAL - ALL FUNDS	**$ 77,499,373**	**$ 1,827,350,478**	**$ 1,904,849,851**

2013-14 ADOPTED CIP
LISTING BY PROJECT THEME

Project ID	Department	Project Title	2013-14
Community Information and Technology			
6513	Info Tech	Computer Replacement Program	250,000
6514	Info Tech	Consolidate and Upgrade Servers	200,000
6501	Finance	FHRMS Update Project	318,000
6076	Planning	Geographic Information System (GIS) Phase II	25,000
6534	Info Tech	GIS Enterprise System (Geospatial Information System)	395,000
6503	Police	Radio System Replacement	1,733,000
6505	Info Tech	Replace Network Equipment	150,000
6517	Info Tech	Software Upgrade Licenses	309,280
6053	Info Tech	Telephone System Upgrades	350,000
6103	Finance	Utility Management Information System (UMIS) Enhancements	85,000
6521	Info Tech	Web Content Management System	50,000
		Community Information and Technology Subtotal	**$3,865,280**
Land Use and Housing Programs			
5510	Planning	CDBG Administration	314,483
5559	Planning	City Hall ADA Compliance Study	100,000
5210	Planning	City Housing Administration	131,959
5910	Planning	HOME Administration	49,045
9110	Planning	Housing Administration and Grants to Non-Profit Housing Service Providers	318,114
6535	Planning	Housing Element Update 2014	95,000
5552	Planning	Neighborhood Conservation and Improvement Program NCIP	278,726
6536	Planning	Precise Plan for El Camino Real	480,000
6537	Planning	Specific Plan for Lawrence Station	480,000
		Land Use and Housing Programs Subtotal	**$2,247,327**
Economic Development and Business Retention			
9534	Parks & Rec	Slurry Seal Parking Lot	50,000
		Economic Dev. and Business Retention Subtotal	**$50,000**

2013-14 ADOPTED CIP
LISTING BY PROJECT THEME

Project ID	Department	Project Title	2013-14
Public Systems and Facilities			
1356	Public Works	Annual Street Maintenance and Rehabilitation Program	200,000
3422	Public Works	Annual Street Maintenance and Rehabilitation Program	150,000
1468	Public Works	Annual Street Maintenance and Rehabilitation Program	300,000
1650	Public Works	Annual Street Maintenance and Rehabilitation Program	300,000
5042	Library	Automated Library System, Phase IV	120,000
4080	Fire	Automatic External Defibrillators (AED's) for City Facilities	20,000
1325	Public Works	Bridge Maintenance Program	38,000
2665	Public Works	Central Control Traffic Signal Upgrade	200,000
5043	Library	Central Park Library Refurbishment	400,000
3002	Parks & Rec	Community Recreation Center Refurbishment	25,000
6018	Convention Center	Convention Center Repairs and Upgrades	899,000
4089	Fire	Defibrillator/Monitor Replacement	250,000
2658	Public Works	Intersection Improvements - El Camino Real at San Tomas Expressway - Phase "B"	332,998
3176	Parks & Rec	Misc. Swim Pool Improvements Phase VI	60,000
3001	Parks & Rec	Miscellaneous Park Improvements	50,000
1904	Public Works	Miscellaneous Sewer Improvements	400,000
1831	Public Works	Miscellaneous Storm Drain Improvements	105,000
1515	Public Works	Miscellaneous Street Rehabilitation	300,000
3007	Parks & Rec	Mission City Center for Performing Arts Maintenance	75,000
1462	Public Works	Neighborhood Traffic Calming	150,000
6134	Street & Auto	Overfill-Tank Replacement	150,000
3010	Parks & Rec	Park Building Roof & Structure Rehabilitation & Replacement	85,000
2670	Public Works	Pedestrian and Bicycle Enhancement Facilities	100,000
4084	Fire	Protective Equipment Replacement	110,000
5551	Planning	Removal of Barriers to the Physically Challenged	220,592
6139	Public Works	Repair to Historic Buildings	40,000
3622	Parks & Rec	Repurchase Cemetery Property	5,000
1909	Public Works	Sanitary Sewer Capacity Improvements	535,274
1913	Public Works	Sanitary Sewer Pump Station Improvements	700,000
1912	Public Works	Sanitary Sewer System Improvements	3,000,000
3401	Public Works	Santa Clara Valley Transportation Authority - Congestion Management	207,074
3005	Parks & Rec	Senior Center Refurbishment	30,000
1835	Street & Auto	Storm Drain Outfall Reconstruction Program	358,000
1838	Street & Auto	Storm Pump Motor and Control Replacement	100,000
1837	Street & Auto	Storm Water Retention Basin Remediation	705,000
3006	Parks & Rec	Teen Center Refurbishment	25,000
3003	Parks & Rec	Tennis & Sports Court Resurfacing and Lighting	30,000
3008	Parks & Rec	Townsend Field, Washington Ballpark, Elmer Johnson Field Maintenance	100,000
2672	Public Works	Traffic Monitoring at Various Locations - Phase "C"	37,500
1467	Public Works	Traffic Signal Controller Replacement	75,000
1357	Public Works	Traffic Signal Controller Upgrade - Phase "C"	400,000
2669	Public Works	Traffic Signal Enhancements	100,000
1409	Public Works	Traffic Signal Modification - El Camino-Lafayette	30,000
2639	Public Works	Traffic Signal Modification - San Tomas Expressway at Homestead Road Phase "B"	54,470
3009	Parks & Rec	Tree Inventory, Replacement & Habitat Restoration	90,000
6140	Public Works	Triton Museum Repair and Modifications	35,000
1839	Street & Auto	Urban Runoff Pollution Prevention Program (URPPP)	126,000
3004	Parks & Rec	Youth Activity Center Refurbishment	300,000
		Public Systems and Facilities Subtotal	**$12,123,908**

2013-14 ADOPTED CIP
LISTING BY PROJECT THEME

Project ID	Department	Project Title	2013-14
Santa Clara Utilities			
7005	Water & Sewer	Buildings and Grounds	88,000
7506	Water & Sewer	Central Park Pond Recycled Water Retrofit	500,000
2123	Electric	Customer Service Program Development	100,000
2006	Electric	Distribution Capital Maintenance and Betterments	1,500,000
7054	Water & Sewer	Distribution System Replacement / Restoration	1,833,000
7053	Water & Sewer	Domestic Hot Water Heating	20,000
2390	Electric	Electric Cyber Security	565,000
2010	Electric	Electric Yard Building and Grounds	550,000
2004	Electric	Fiber Optic Network Work Orders for Dept, City & Fiber Lease Customers	700,000
2119	Electric	Generation Capital Maintenance and Betterments	750,000
2111	Electric	Implementation of Advanced Metering Infrastructure (AMI)	3,750,000
2403	Electric	Install Fairview Substation	10,000,000
2404	Electric	Install Phase Shifting Transformer at NRS	15,800,000
1906	Water & Sewer	Lift Station Equipment Replacement	215,000
2127	Electric	Major Engine Overhaul and Repair	1,400,000
2871	Electric	Miscellaneous Street Lighting	50,000
2005	Electric	New Business Estimate Work	2,500,000
2872	Electric	New Development Street Lighting	50,000
7055	Water & Sewer	Northside Tank Site Improvements	1,600,000
7056	Water & Sewer	Office Rehabilitation	225,000
2387	Electric	PC Lifecycle Replacement	85,000
2122	Electric	Power Scheduling	500,000
7505	Water & Sewer	Recycled Water System Mains and Services	250,000
1908	Water & Sewer	S.J.-S.C. Water Pollution Control Plant	6,929,858
6109	Street & Auto	Sanitary Landfill Development-Post Closure	441,000
1910	Public Works	Sanitary Sewer Hydraulic Modeling Support Project	200,000
1911	Public Works	Sanitary Sewer System Condition Assessment Study	700,000
1914	Water & Sewer	SCADA Replacement	250,000
2104	Electric	Serra Substation Re-Build	3,700,000
7006	Water & Sewer	Services and Development Improvements	345,000
1915	Water & Sewer	Sewer Utility Asset Management System	105,000
7052	Water & Sewer	Solar Pool Heating	20,000
2008	Electric	Substation Capital Maintenance & Betterments	700,000
2129	Electric	Substation Critical Equipment Storage Building	175,000
2405	Electric	SVP Fiber Optic Expansion Project	1,000,000
2007	Electric	Transmission Capital Maintenance and Betterments	250,000
2124	Electric	Transmission System Reinforcements	250,000
2406	Electric	Utility Communications Infrastructure Betterments	150,000
7004	Water & Sewer	Water Utility Asset Management System	450,000
7008	Water & Sewer	Wells and Pumps	516,000
		Santa Clara Utilities Subtotal	**$59,212,858**
		Grand Total	**$77,499,373**

This page intentionally left blank.

Appropriations Limit

Santa Clara
All-America City
2001

Meeting Date: _____

AGENDA REPORT

City of Santa Clara, California

Agenda Item # _____

Exhibit 6

Date: June 1, 2013

To: City Manager for Council Action

From: Director of Finance

Subject: Adoption of Resolution Establishing Fiscal Year 2013-14 Appropriations Limit

EXECUTIVE SUMMARY:

In June of 1990 the methodology for arriving at the adjustment factor for the appropriations limit was changed by the passage of Proposition 111. The appropriations limit for 1990-91 was revised as allowed by Proposition 111. Proposition 111 also allows local governments to retroactively adjust past limits when factors become available subsequent to Council adoption.

In computing the fiscal year 2013-14 appropriations limit, the population growth of the County of Santa Clara and the California Per Capita Income change were used. For fiscal year 2013-14, the City of Santa Clara appropriations limit is $327,531,346 (Schedule 1). An analysis of the request for appropriations from estimated proceeds of taxes, as reflected in the proposed fiscal year 2013-14 budget, indicates that for fiscal year 2013-14 the City will be at 35.4% ($115,952,115) of its limit.

Schedule 1 provides the history of the City's appropriations limits as adopted by Council for fiscal year 2004-05 through fiscal year 2012-13, including allowable retroactive adjustments, and the appropriations limit being recommended for adoption for fiscal year 2013-14.

ADVANTAGES AND DISADVANTAGES OF ISSUE:

By adopting the fiscal year 2013-14 appropriations limit, the City will be in compliance with the existing State law.

ECONOMIC/FISCAL IMPACT:

By adopting the resolution, the City will have a total increase of its appropriations limit of $20,768,989.

RECOMMENDATION:

That the Council adopt a resolution establishing the City's fiscal year 2013-14 appropriations limit of $327,531,346.

APPROVED:

Gary Ameling
Director of Finance

Julio Fuentes
City Manager

Documents Related to this Report:
1) Resolution for Appropriations Limit
2) Schedule 1

DISCUSSION:

On November 6, 1979, the California electorate passed Proposition 4, which created Article XIIIB of the State Constitution placing limits on the amount of revenue that can be spent by governmental agencies. This section of the Constitution placed a restriction on the amount of revenue that the City can appropriate in any fiscal year. Not all revenues are restricted by the limit, only those that are categorized as proceeds of taxes.

Historically, the City's limit has been based on actual appropriations during fiscal year 1978-79, increased annually by a factor comprised of the following:

1. The annual growth in the City's population as provided by the State Department of Finance,

AND

2. The lesser of the annual growth in the U.S. Consumer Price Index or the annual growth in California per capita income.

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.

On June 19, 1990 Council adopted Resolution 5516 establishing the City's Appropriations Limit for Fiscal year 1990-91. This limit was calculated using the pre-Proposition 111 method. In calculating future appropriations limits, the 1990-91 limit has been revised as allowed by Proposition 111.

J:\Budget\2013-14 Budget\50 Operating Budget\Public Hearing\Appropriation Limit\06-11-2013 Agenda Report Appropriation Limit 2013-14.doc

SCHEDULE 1

CITY OF SANTA CLARA

PROPOSITION 4 APPROPRIATIONS LIMIT
FYs 2004-05 THROUGH 2013-14

FISCAL YEAR	BEGINNING APPROPRIATIONS LIMIT	PRICE FACTOR		POPULATION FACTOR		ADJUSTMENT FACTOR	ENDING APPROPRIATIONS LIMIT
	(1)	(2)		(3)		(4) = (2) X (3)	(1) X (4)
2013-14	$ 306,762,357	1.0512	X	1.0157	=	1.0677	$327,531,346
2012-13	291,996,814	1.0377	X	1.0124	=	1.0506	306,762,357
2011-12	280,361,369	1.0251	X	1.0160	=	1.0415	291,996,814
2010-11	283,808,346	0.9746	X	1.0136	=	0.9879	280,361,369
2009-10	276,718,902	1.0062	X	1.0193	=	1.0256	283,808,346
2008-09	260,849,378	1.0429	X	1.0172	=	1.0608	276,718,902
2007-08	243,287,759	1.0442	X	1.0268	=	1.0722	260,849,378
2006-07	229,611,995	1.0396	X	1.0192	=	1.0596	243,287,759
2005-06	215,466,159	1.0526	X	1.0124	=	1.0657	229,611,995
2004-05	204,733,380	1.0328	X	1.0190	=	1.0524	215,466,159

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 2013-14 appropriations limit, the population growth of Santa Clara County and the California Per Capita Income change were used.

RESOLUTION NO. 13-8043

A RESOLUTION OF THE CITY OF SANTA CLARA, CALIFORNIA, ESTABLISHING FISCAL YEAR 2013-14 APPROPRIATIONS LIMIT PURSUANT TO ARTICLE XIIIB OF THE CALIFORNIA STATE CONSTITUTION AS IMPLEMENTED BY TITLE 1, DIVISION 9 (ENTITLED "EXPENDITURE LIMITATIONS" – SECTION 7900 ET SEQ.) OF THE CALIFORNIA GOVERNMENT CODE

BE IT RESOLVED BY THE CITY OF SANTA CLARA AS FOLLOWS:

WHEREAS, Proposition 4, commonly known as the Gann Initiative, was adopted by voters on November 6, 1979;

WHEREAS, the Proposition created Article XIIIB of the California State Constitution placing limits on the amount of revenue which can be spent by all entities of government;

WHEREAS, the limit based on the Proposition 4 formula is updated annually using growth data supplied by the State Department of Finance; and,

WHEREAS, the appropriation limit is required to be adopted by the legislative body of each government entity.

NOW THEREFORE, BE IT FURTHER RESOLVED BY THE CITY OF SANTA CLARA AS FOLLOWS:

1. Appropriations Limit. That the appropriations limit for fiscal year 2013-14 be Three Hundred Twenty Seven Million Five Hundred Thirty One Thousand and Three Hundred and Forty Six Dollars ($327,531,346).

2. Calculation Factors. Pursuant to Section 8 of Article XIIIB of the California Constitution, the City Council determines that for 2013-14 the change in the cost of living shall be measured by the percentage change in California per capita personal income 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 2013-14. That for purposes of computing the appropriations limit for 2013-14, the change in California per capita personal income is 5.12% and the annual percent change in population minus exclusions in the County's population as provided by the State Department of Finance is 1.57%.

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 2013-14 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.

///

///

///

///

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 11TH DAY OF JUNE, 2013, BY THE FOLLOWING VOTE:

AYES:	COUNCILORS:	Davis, Gillmor, Mahan, Marsalli, O'Neill and Vice Mayor Kolstad
NOES:	COUNCILORS:	None
ABSENT:	COUNCILORS:	Mayor Matthews
ABSTAINED:	COUNCILORS:	None

ATTEST:

for ROD DIRIDON, JR.
CITY CLERK
CITY OF SANTA CLARA

Attachments incorporated by reference: None

Statistics

Santa Clara
All-America City
2001

CITY OF SANTA CLARA
LEGAL DEBT MARGIN INFORMATION
Last Ten Fiscal Years
(In Thousands)

Table 1

Fiscal Year Ending June 30	Assessed Valuation	Debt Limit- 15% of Assessed Valuation*	Debt Applicable to Limit	Legal Debt Margin
2002 / 03	$ 19,320,514	$ 2,898,077	$ 20,000	$ 2,878,077
2003 / 04	18,925,445	2,838,817	20,000	2,818,817
2004 / 05	17,972,599	2,695,890	20,000	2,675,890
2005 / 06	18,702,210	2,805,332	20,000	2,785,332
2006 / 07	20,365,381	3,054,807	20,000	3,034,807
2007 / 08	22,125,638	3,318,846	-	3,318,846
2008 / 09	24,362,076	3,654,311	-	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

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
City of Santa Clara

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

Table 2

Fiscal Year Ending June 30	Net Local Secured Roll	State Board of Equalization (2)	Net Unsecured Roll	Net Assessed Valuation (1)	Estimated Actual Value	Ratio of Assessed Value To Estimated Value	% of Growth of Assessed Valuation	Total Direct Tax Rate
2002 / 03	15,110,520	2,861	4,207,133	19,320,514	19,429,970	99.44%	6.01%	1.07%
2003 / 04	15,283,368	2,803	3,639,274	18,925,445	19,033,631	99.43%	-2.04%	1.07%
2004 / 05	14,978,836	2,471	2,991,292	17,972,599	18,081,181	99.40%	-5.03%	1.08%
2005 / 06	15,663,135	1,756	3,037,319	18,702,210	18,813,195	99.41%	4.06%	1.15%
2006 / 07	17,458,047	1,605	2,905,729	20,365,381	20,478,830	99.45%	8.89%	1.14%
2007 / 08	19,148,464	909	2,976,265	22,125,638	22,241,709	99.48%	8.64%	1.08%
2008 / 09	20,545,808	3,689	3,812,579	24,362,076	24,479,723	99.52%	10.11%	1.12%
2009 / 10	20,707,612	3,689	3,844,940	24,556,241	24,674,410	99.52%	0.80%	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%

Notes:

(1) Full cash value.

(2) Beginning in fiscal 1989, Chapter 921 of the Statutes of 1987 requires the establishment of a single County-wide tax rate area for the assignment of the assessed value of certain types of State-assessed utility property.

Source: County of Santa Clara, Department of Finance

CITY OF SANTA CLARA
PRINCIPAL PROPERTY TAX PAYERS
2011-12 AND 2002-03 COMPARISON FOR GENERAL FUND
(In Thousands)

Table 3

Taxpayers	2011-12 Assessed Value	2011-12 Percentage of Total Assessed Valuation	2002-03 Assessed Value	2002-03 Percentage of Total Assessed Valuation
Intel Corporation	$ 943,658	3.97%	$ 1,663,179	8.56%
Sobrato Interest	646,476	2.72%	170,184	0.88%
Nvidia Land Development LLC.	337,617	1.42%		
Yahoo Inc.	226,655	0.95%		
Oracle America Inc. (formerly Sun Microsystems)	226,306	0.95%	344,910	1.78%
Applied Materials Inc.	211,225	0.89%	627,615	3.23%
Marvell Technology Inc.	204,210	0.86%		
Silicon Valley California LLC.	183,680	0.77%		
National Semiconductor Corporation	170,287	0.72%	231,920	1.19%
Agilent Technologies, Inc.	168,939	0.71%	255,624	1.32%
Exodus Communications Inc.			327,369	1.68%
3Com Corporation			298,440	1.54%
Sobrato Interests III			262,927	1.35%
Rivermark Partners LLC			186,299	0.96%
Top Ten Total	$ 3,319,053	13.96%	$ 4,368,467	22.49%
City Total	$ 23,764,030		$ 19,429,988	

Source: Santa Clara County Assessor 2011-12 Combined Tax Rolls through HdL Coren & Cone.

CITY OF SANTA CLARA
PRINCIPAL PRIVATE EMPLOYERS
Current Year and Nine Years Ago

Table 4

	2012		2003	
Company	**Number of Employees**	**Percentage of Total City Employment**	**Number of Employees**	**Percentage of Total City Employment**
Applied Materials, Inc.	8,500	14.4%		
Intel Corporation	7,001	11.8%	8,000	15.6%
AAA-Affordable Tutoring	4,324	7.3%		
Texas Instruments, Inc.	3,500	5.9%		
California's Great America	2,500	4.2%		
EMC Corporation	1,338	2.3%		
Santa Clara University	1,200	2.0%		
Macy's	1,200	2.0%		
ON Semiconductor Corporation	1,100	1.9%		
Agilent Technologies, Inc.	1,000	1.7%	3,000	5.8%
Oracle (formerly Sun Microsystems)			3,500	6.8%
National Semiconductor Corporation			2,000	3.9%
Coast Personnel			1,895	3.7%
Sanmina-SCI Corporation			1,500	2.9%
NEC Electronics			1,200	2.3%
3Com Corporation			1,000	1.9%
Integrated Device Technology			1,000	1.9%
Analog Devices			900	1.8%
Total Top Ten	31,663	53.5%	23,995	46.6%
All Others	27,437	46.5%	27,305	53.4%
Total Employment	59,100	100%	51,300	100%

Source: www.ReferenceUSA.com,

CITY OF SANTA CLARA
CAPITAL ASSETS STATISTICS BY FUNCTION
Last Ten Fiscal Years

Table 5

	Fiscal Year Ending June 30									
	2012	**2011**	**2010**	**2009**	**2008**	**2007**	**2006**	**2005**	**2004**	**2003**
Culture and Recreation:										
Number of community centers	4	4	4	4	4	4	4	4	4	4
Number of parks	32	32	32	32	32	32	31	30	30	28
Park acreage	273	273	273	282	282	282	282	277	277	265
Number of golf courses	1	1	1	1	1	1	1	1	1	1
Number of swimming pools (1)	5	5	5	5	5	4	4	4	4	4
Number of tennis courts	28	28	28	28	28	28	28	27	27	27
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	0
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	0	0
Number of libraries	2	2	2	2	2	2	2	2	2	2
Cemetery	2	2	2	2	2	2	2	2	2	2
Fire Protection:										
Number of stations	10	10	10	10	10	10	10	10	10	10
Police Protection:										
Number of stations	2	2	2	2	2	2	2	2	2	2
Electric System:										
Number of meters	52,867	52,327	52,090	51,832	51,514	50,858	50,069	49,775	48,753	48,489
Miles of high voltage lines	582	579	573	573	548	479	479	477	475	471
Number of substations (1)	26	26	24	23	23	23	23	22	19	19
Sewerage System:										
Miles of sanitary sewers	286	285	285	279	279	282	282	282	277	275
Miles of storm sewers	141	140	140	140	140	138	138	138	137	137
Number of treatment plants	1 Tertiary	1 Tertiary	1 Tertiary	1 Tertiary	1 Tertiary	1 Tertiary	1 Tertiary	1 Tertiary	1 Tertiary	1 Tertiary
Water System:										
Miles of water mains	335	335	335	335	335	335	334	301	301	298
Number of fire hydrants	3,315	3,315	3,315	3,313	3,285	3,261	3,249	3,249	3,143	3,143
Miles of recycled watermains	33	23	21	20	20	20	19	19	19	19
Streets:										
Miles of Streets	249	249	249	249	249	249	249	249	248	248
Number of Street Lights	8,046	7,993	7,990	7,976	8,481	8,181	8,179	8,170	8,163	8,171
Number of Traffic Signals	188	188	188	188	187	187	184	182	178	175

(1) Certain amounts in the prior years have been reclassified in order to be consistent with current years presentation.

Source: City of Santa Clara

CITY OF SANTA CLARA
DEMOGRAPHIC AND ECONOMIC STATISTICS
Last Ten Calendar Years

Table 6

Year	Population	Personal Income ($000)	Per Capita Buying Income	Median Age	Public School Enrollment	County Unemployment Rate	City Unemployment Rate
2002 / 03	104,306	$ 2,818,661	$ 27,023	34.2	13,321	8.4%	7.9%
2003 / 04	105,831	2,677,383	25,282	35.2	13,188	8.2%	7.7%
2004 / 05	107,200	2,720,598	26,465	35.7	13,839	6.2%	5.9%
2005 / 06	109,106	2,765,258	26,513	35.3	13,317	5.5%	4.8%
2006 / 07	110,771	3,831,569	34,590	-	13,366	5.0%	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%	8.0%

Note: (-) Data unavailable
Sources:
- Population and the Unemployment Rate are provided by California Department of Finance Projections.
- Starting in FY 2006-07 Personal Income Data is determined using 2005 American Community Survey Data and adjusted for inflation in accordance with rates provided by the Bureau of Labor Statistics as provided by MuniServices LLC.
- Prior Years Personal Income Data are from Sales and Marketing Power Management-Survey of Buying Power.
- 2009/10 Population was revised based on 2010 U.S. Census results.

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				Redevelopment Agency	Business Activities	Santa Clara Stadium Authority	Total Primary Government	Population	Debt per Capita	Total Personal Income ($000)	Debt/Income Ratio
	Public Financing Authority											
	Certificates of Participation	Insurance Funding Bonds	Assessment Bonds	Total Governmental Activities	Tax Allocation Bonds	Revenue Bonds	Revenue Bonds					
2002 / 03	$ 72,895	$ 20,000	$ 8,240	$ 101,135	$ 159,727	$ 132,646	$ -	$ 393,508	104,306	$ 3,773	$ 2,818,661	13.96%
2003 / 04	70,010	20,000	7,490	97,500	151,214	280,609	-	529,323	105,831	5,002	2,677,383	19.77%
2004 / 05	66,725	20,000	6,700	93,425	141,938	275,360	-	510,723	107,200	4,764	2,720,598	18.77%
2005 / 06	63,345	20,000	5,875	89,220	140,225	269,883	-	499,328	109,106	4,577	2,765,258	18.06%
2006 / 07	59,850	20,000	5,015	84,865	135,325	258,015	-	478,205	110,771	4,317	3,831,569	12.48%
2007 / 08	56,240	-	4,110	60,350	130,640	230,970	-	421,960	115,503	3,653	4,121,147	10.24%
2008 / 09	52,500	-	3,155	55,655	125,335	227,390	-	408,380	117,242	3,483	4,225,531	9.66%
2009 / 10	48,620	-	2,155	50,775	119,660	223,170	-	393,605	118,830	3,312	4,291,695	9.17%
2010 / 11	43,822	-	-	43,822	138,511	223,920	-	406,253	118,169	3,438	4,727,907	8.59%
2011 / 12	39,528	-	-	39,528	-	217,665	132,630	389,823	118,813	3,281	4,399,786	8.86%

Sources: Note 11, Note 2; Statement of Net Assets; MuniServices LLC

This page intentionally left blank.

Glossary

GLOSSARY AND TERMS

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.

GLOSSARY AND TERMS

Balanced Budget - The budget for a fund is balanced when total budgeted resources, including revenues, transfers in from other funds, and available fund balance from the previous year, meets or exceeds total budgeted uses of resources, including expenditures and transfers out to other funds.

Basis of Accounting - The timing of recognition, that is, when the effects of transactions or events are recognized for financial reporting or budgeting purposes. The three bases of accounting for governmental agencies are: (1) cash basis (when cash is received or paid), (2) accrual basis (when the underlying transaction or event takes place), and (3) modified accrual basis (revenues are recognized in the accounting period in which they become available and measurable and expenditures are recognized in the accounting period in which the fund liability occurred).

Beginning Fund Balance - The amount of prior year's unappropriated funds used to finance appropriated expenditures in the current budget year.

Bond - A city may raise capital by issuing a written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, together with periodic interest at a specific rate.

Bond Rating - An evaluation of a bond issuer's credit quality and perceived ability to pay the principal and interest on time and in full. Three agencies regularly review city bonds and generate bond ratings: Moody's Investors Service, Standard and Poor's and Fitch Ratings.

Budget - A plan of financial operation embodying an estimate of proposed expenditures for a given period and the estimated financial resources available to finance them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year.

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

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

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

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

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

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

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

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

Certificates of Participation (COPs) - This financing technique provides long-term financing through a lease,

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

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

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

Debt - Obligations of the City to repay, with or without interest, in installments and/or at a later date, some amount of money utilized resulting from the borrowing of money or from the purchase of goods and services. Debts of governments include bonds, notes, or certificates of participation (COPs).

Debt Financing - Issuance of bonds and other debt instruments to finance municipal improvements and services.

Debt Service - Payment of the principal and interest on an obligation resulting from the issuance of bonds, notes or certificates of participation (COPs).

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

Department – An organizational unit comprised of divisions and/or programs. It is the basic unit of service responsibility encompassing a broad mandate of related activities. Department directors generally report directly to the City Manager's Office, for instance, Fire and Finance.

Depreciation - An allocation of the cost of fixed assets (buildings, plant or equipment) over the estimated useful life of the asset.

Designation - A portion of fund equity set aside by Council Action for a specific purpose.

Dissolution Act – Also known as Redevelopment Dissolution Act; on December 29, 2011 the California Supreme Court found the Dissolution Act (ABx1 26) constitutional in the California Redevelopment Association vs. Matosantos case. The Act continued the suspension and prohibition of most redevelopment activities in effect since late June 2011; dissolved RDAs as of February 1, 2012; created successor agencies and oversight boards; and established roles for the County-Auditor Controller, the Department of Finance and State Controller's Office in the dissolution process and satisfaction of enforceable obligations of former RDAs.

Division - An organizational unit within a City department. For instance, Fire Protection, Fire Prevention, and Fire Training.

Encumbrance - Obligations in the form of purchase orders, contracts, or salary commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid.

Enterprise Fund - Used to account for the following operations: a) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs and expenses, including depreciation or capital replacement, of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Environmental Impact Report (EIR) - An assessment of the likely influence a project might have on the environment.

GLOSSARY AND TERMS

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.

GLOSSARY AND TERMS

Governmental Accounting Standards Board (GASB) - The authoritative accounting and financial reporting standard-setting body for government entities.

Governmental Fund - A fund type to account for tax-supported activities. There are five different types of governmental funds: the General Fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

Grant - Contributions of cash or other assets from another government entity to be used or expended for a specific purpose, activity, or facility. An example is the Community Development Block Grant given by the federal government.

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

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

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

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

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

Interfund Transfers – With Council approval, resources may be transferred from one City fund to another. The purpose of the majority of transfers is to reimburse a fund that has made expenditure on behalf of another fund. Less often, a transfer may be made to open or close a fund.

Internal Service Funds - These funds account for special activities and services performed by a designated department for other departments in the City on a cost reimbursement basis

Legal Debt Limit - Per section 6.07 of the City Charter, bonded indebtedness of the City may not exceed 10% of the total assessed valuation of property within the City, exclusive of any indebtedness incurred for the purpose of water supply or sewers or storm drains.

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.

GLOSSARY AND TERMS

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 – Voters in the City of Santa Clara approved Measure J, the Santa Clara Stadium Taxpayer Protection and Economic Progress Act, on June 8, 2010 to build a new professional football stadium. The stadium will have 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 site is located in the Bayshore North project area on the south side of Tasman Drive at Centennial Boulevard.

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.

GLOSSARY AND TERMS

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.

Acronyms

List of Acronyms

AB	Assembly Bill
ARRA	American Recovery and Reinvestment Act
BAREC	Bay Area Research Extension Center
BMP	Below Market Price
BNPEA	Bayshore North Project Enhancement Authority
CAFR	Comprehensive Audited Financial Report
CAHF	City Affordable Housing Fund
CalPERS	California Public Employees' Retirement System
CDBG	Community Development Block Grant
CEQA	California Environmental Quality Act
CFD	Community Facilities District
CIP	Capital Improvement Project
CLT	Contribution In-Lieu of Tax
CNG	Compressed Natural Gas
COLA	Cost of Living Adjustment
COPS	Certificates of Participation
COPS	Citizens' Option for Public Safety
CPI	Consumer Price Index
CSMFO	California Society of Municipal Finance Officers
CVB	Convention-Visitors Bureau
DVR	Donald Von Raesfeld Power Plant
EEO	Equal Employment Opportunity
EIR	Environmental Impact Report

List of Acronyms

EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
EOPS	Enforceable Obligation Payment Schedule
ERAF	Educational Revenue Augmentation Fund
FEMA	Federal Emergency Management Agency
FERC	Federal Energy Regulatory Commission
FHRMS	Finance Human Resources Management System
FMIS	Finance Management Information System
FPPC	Fair Political Practices Commission
FTE	Full Time Equivalent (Employee)
FTHB	First Time Homebuyer
GAAP	Generally Accepted Accounting Practices
GASB	Governmental Accounting Standards Board
GDP	Gross Domestic Product
GIS	Geographical Information Systems
GFGC	General Fund General Contingency
GFOA	Government Finance Officers Association
GPS	Global Positioning System
HA	Housing Authority
HIPPA	Health Insurance Portability and Accountability Act
HOME	Home Investment Partnerships Act
HR	Human Resources

List of Acronyms

HMG	Hazard Mitigation Grant
HUD	Housing and Urban Development
IBEW	International Brotherhood of Electric Workers
JPA	Joint Power Agreement
kWh	Kilo Watt Hour
LED	Light Emitting Diodes
LEED	Leadership in Energy and Environmental Design
LPD	Land, Property & Development
LLEBG	Local Law Enforcement Block Grants Program
m:s	minutes: seconds
MOU	Memorandum of Understanding
Muni	Municipal
N/A	Not Applicable
NCPA	Northern California Power Agency
O&M	Operations and Maintenance
OBAG	One Bay Area Grant
OSHA	Occupational Safety and Health Administration
OTS	California Office Traffic Safety
PBC	Public Benefits Charge
PEMCHA	Public Employees' Medical and Hospital Care Act (California)
PEPRA	Public Employees' Pension Reform Act of 2013
PERS	Public Employees' Retirement System
PG&E	Pacific Gas and Electric

List of Acronyms

POP	Problem Oriented Policing
RDA	Redevelopment Agency
RMRP	Retiree Medical Reimbursement Program
ROPS	Recognized Obligation Payment Schedule
SA	Successor Agency
SB	Senate Bill
SCAT	Specialized Crime Action Team
SCSA	Santa Clara Stadium Authority
SOSA	Sports and Open Space Authority
SRT	Special Response Team
SVACA	Silicon Valley Animal Control Authority
SVP	Silicon Valley Power (City owned Electric Utility)
TDA	Transportation Development Act
TDM	Traffic Demand Management
TMP	Transportation Management Program
TOT	Transient Occupancy Tax
TPAC	Treatment Plant Advisory Committee
UMIS	Utility Management Information System
Uncl	Unclassified Employee
VoIP	Voice over Internet Protocol
VLF	Vehicle License Fee
WiFi	Wireless Fidelity communication technology
WPCP	Water Pollution Control Plant

Index

I N D E X

	Page No
Accounting Division Summary	8-13
Accounts Payable	8-17
Acronyms	20-41
Administration – City Attorney	4-7
Administration – Fire Protection	14-7
Administration – Library	10-7
Administration – Municipal Services	8-23
Administration Division Summary – Library	10-5
Administration/Design Engineering - Water Utility	16-9
Administrative Services – Electric	15-8
Administrative Services – Police	13-17
Administrative Services Division Summary – Electric	15-6
Administrative Services Division Summary – Finance	8-5
Administrative Services Division Summary – Police	13-14
Adult Collections	10-15
Adult Services Division Summary	10-13
Adult Sports	9-15
Advanced Planning	11-7
Advertising/Community Promotion	5-11
Affordable Housing	11-16
Application Systems Division Summary	6-5
Application Systems	6-7
Appropriations - By Program and Department	1-32
Appropriations Limit For Fiscal Year 2013-14	20-19
Aquatics	9-14
Automotive Services Division Summary	12-71
Automotive Services Summary	12-68
Benefits, Compensation and Records	7-7
Benefits, Compensation and Services Division Summary	7-5
Budget and Treasury Division Summary	8-8
Budget Calendar	20-5
Budget Development and Analysis	8-12
Budget Principles for 2013-14	XXIII
Budgetary Accounting, Graphs and Charts	1-1
Budgets and Accounting Summary	20-1
Building Inspection Division Summary	11-9
Building Maintenance – Parks and Playgrounds	9-9
Building Maintenance Division Summary	12-30
Business Certificate	8-22
Capital Improvement Budget By Theme Category	20-13
Capital Improvement Projects - Engineering Design	12-12
Capital Improvement Projects - Engineering Support Services	12-8
Capital Improvement Projects – Engineering Traffic	12-25
Capital Improvement Projects Inspection – Engineering Field Services	12-20
Cash Management	8-10
Cemetery Division Summary	9-18
Cemetery Operations	9-21
Circulation - Adult Services	10-17

I N D E X

	Page No
City Attorney Division Summary	4-5
City Attorney Summary	4-1
City Auditor	3-8
City Clerk Division Summary	3-5
City Clerk Summary	3-1
City Council Division Summary	2-5
City Council Operations	2-7
City Council Summary	2-1
City Manager Division Summary	5-5
City Manager Summary	5-1
City Manager's Transmittal Letter	I
City of Santa Clara Executive Management Team	XXVI
City Of Santa Clara Location Map	XXVII
City Of Santa Clara Organization Chart	XXVIII
City Profile	XXIX
Citywide Fiscal Planning & Administration	8-7
Clean Green	12-58
Clean-Up Campaign – Parkways & Boulevards	12-54
Clean-Up Campaign – Solid Waste	12-59
Clean-Up Campaign – Storm Drain	12-50
Clean-Up Campaign – Street Maintenance	12-42
Code Enforcement/Public Education	14-11
Collection Management	10-20
Collection Services Division Summary	10-18
Communications Equipment Acquisition – Police	13-24
Communications Equipment Acquisition Division Summary – Police	13-23
Community Development Projects	11-16
Community Recreation Center	9-13
Community Services – Police	13-19
Contact Center/Communication	8-24
Contract Management – Finance	8-10
Contract Management – General Administration	5-12
Contract Technology Support Division Summary	6-14
Contract Technology Support	6-16
Convention Center Maintenance District Division Summary	12-65
Convention Center Maintenance District	12-67
Convention Center	18-4
Convention Marketing & Sales	18-8
Convention Servicing	18-9
Convention-Visitors Bureau Division Summary	18-7
Convention-Visitors Bureau Summary	18-5
Council/Administration Support	3-7
CSMFO Excellence in Operational Budgeting Award	XXIV
Curb, Gutter & Sidewalk Maintenance	12-41
Current Planning	11-7
Customer Service & Marketing Division Summary	15-9
Customer Service & Marketing	15-11
Debt Management	8-11
Debt Service – Finance	8-29

I N D E X

	Page No
Department Support – Police	13-18
Design Division Summary	12-9
Development Support – Engineering Design	12-11
Development Support – Engineering Field Services	12-19
Development Support – Engineering Support Services	12-7
Development Support – Engineering Traffic	12-24
Development Support & Review – Engineering Land & Property	12-16
Dispatch – Police	13-19
Division Administration - Engineering Design	12-11
Division Administration – Engineering Field Services	12-19
Division Administration – Engineering Land & Property	12-15
Division Administration - Engineering Support Services	12-7
Division Administration – Engineering Traffic	12-24
Downtown Parking District Division Summary	12-62
Downtown Parking District	12-64
Duplicating	8-27
Elections/Political Reform Act	3-8
Electric Utility Summary	15-1
Emergency Medical Services Division Summary	14-19
Emergency Response	14-8
Energy Distribution and Generation	15-17
Enforcement Services	11-8
Equipment Pool Revolving Division Summary	12-74
Equipment Pool Revolving	12-75
Estimated Fund Balances	1-15
Estimated Resources - All Funds	1-16
Estimated Resources - Capital Improvement Projects Funds	1-27
Estimated Resources - Enterprise Funds	1-28
Estimated Resources - General Operating Funds	1-22
Estimated Resources - Internal Service Funds	1-30
Estimated Resources - Special Revenue Funds	1-24
Expenditure Summary – All Funds FY 2010-11 Through FY 2013-14	1-10
Extension Services	10-11
Facilities – Library	10-23
Federal & State Grant Administration	11-15
Field Inspection	11-11
Field Operations Division Summary	13-6
Field Service - Municipal Services	8-22
Field Services Division Summary - Engineering	12-17
Finance Summary	8-1
Financial Analysis	8-11
Financial Policies and Practices	20-6
Fire Summary	14-1
Five-Year Financial Plan	19-1
Garbage Collection & Disposal	12-58
General Accounting	8-15
General Administration Division Summary	5-9
General Fund Revenues - Ten Year Trend Line Charts	1-4
General Investigations	13-12

I N D E X

	Page No
General Operating Funds Revenue and Appropriations Graphs	1-3
General Patrol	13-8
Glossary	20-33
Hazardous Materials Code Enforcement	14-18
Hazardous Materials Division Summary	14-16
Household Hazardous Waste	12-60
Housing and Community Services Division Summary	11-13
Housing and Community Services Programs	17-1
Housing Authority Budget	17-4
Housing Authority Functions and Activities	17-3
Housing Inspection	11-12
Human Resources Summary	7-1
Index by Capital Project Theme	20-15
Information Technology Summary	6-1
Investigations – Fire Prevention	14-12
Investigations Division Summary – Police	13-10
Janitorial – Building Maintenance	12-32
Land & Property Development Division Summary	12-13
Landscape Maintenance	12-53
Leaf Vacuuming	12-43
Library Summary	10-1
Litigation	4-7
Local History	10-16
Mail Services	8-28
Maintenance of Buildings – Cemetery	9-20
Maintenance of Grounds – Cemetery	9-20
Maintenance/Repair – Building Maintenance	12-32
Maintenance/Repairs – Automotive Services	12-73
Management & Administration	5-7
Mandated Program Administration	5-13
Mission Library	10-11
Municipal Services Division Summary	8-18
Neighborhood Conservation & Improvement	11-15
Network Computer Support Division Summary	6-11
Network Computer Support	6-13
Northside Branch Library	10-12
Nuisance Abatement – Solid Waste	12-61
Operating Budget Revenue Estimates and Fee Impacts	1-6
Operations Division Summary	15-15
Outside Group Funding - Exhibit II	XXXIII
Paramedic Services	14-21
Park Maintenance	9-8
Park Operations	9-9
Parks & Playgrounds Division Summary	9-6
Parks & Recreation Summary	9-1
Parkways & Boulevards Division Summary	12-51
Payroll	8-16
Per Capita Revenue Comparison	20-9
Periodicals	10-16

I N D E X

	Page No
Permit Services	11-11
Personnel Allocation By Department and Fund	1-44
Planning and Inspection Summary	11-1
Planning Division Summary	11-5
Planning Services	11-8
Police Summary	13-1
Pool Maintenance	9-8
Prevention Division Summary	14-9
Professional Standards	13-18
Property Management	5-8
Protection Division Summary	14-5
Public Information/Legislative Records Management	3-7
Public Works Department/Building Maintenance Summary	12-27
Public Works Department/Engineering Summary	12-1
Pump Station Maintenance	12-49
Purchasing Division Summary	8-25
Purchasing	8-28
Receivables/Fixed Assets	8-17
Records/THF	13-13
Recreation Division Summary	9-10
Recreation Facilities	9-14
Recreation Operations	9-12
Recruitment, Selection and Classification Division Summary	7-9
Recruitment, Selection and Classification	7-11
Recycled Water Construction & Maintenance Division Summary	16-24
Recycled Water System Maintenance, City	16-26
Reference	10-15
Reserves – Police	13-9
Residential Recycling	12-59
Resource Management Division Summary	15-12
Resource Management	15-14
Resources and Appropriations by Categories – Three Year Trend	1-9
Resources and Appropriations Graphs – City Wide	1-2
Revenue Receipting-Cashiering	8-21
Revenue Summary - All Funds FY 2010-11 through FY 2013-14	1-12
Roster of Council and Commission Members	XXV
Salary Ranges	1-51
Salary Schedule - Classified and As-Needed	1-48
Salary Schedule – Unclassified	1-46
San Jose/Santa Clara Water Pollution Control Plant	16-19
Santa Clara Convention Center Division Summary	18-3
Santa Clara Convention Center Summary	18-1
SCAT – Police	13-12
Senior Center	9-13
Senior Nutrition	9-17
Sewer Division Summary	16-15
Sewer Operations	16-19
Sewer System Administration	16-18
Sewer System Maintenance	16-18

I N D E X

Page No

Solar Construction & Maintenance Division Summary…… 16-21
Solar System Maintenance…….. 16-23
Solid Waste Division Summary…… 12-55
South Bay Water Recycling System Maintenance…… 16-26
Special Operations – Police…….. 13-9
Special Projects…….. 8-7
Special Recreation Programs - Senior Nutrition Division Summary…… 9-16
Sports and Open Space Authority Budget…… 17-8
Sports and Open Space Authority Functions and Activities…… 17-7
Stadium Authority Functions and Activities…… 17-9
Statistics…….. 20-25
Storm Drain Division Summary…… 12-47
Storm Maintenance…… 12-49
Storm Pump Maintenance…… 16-20
Street Maintenance Division Summary…….. 12-38
Street Maintenance…… 12-41
Street Summary…….. 12-33
Street Sweeping…….. 12-60
Street Tree Program…….. 12-53
Successor Agency Budget…….. 17-6
Successor Agency for RDA/Sports & Open Space Authority/Housing Authority/
Stadium Authority Administration…… 5-7
Successor Agency Functions and Activities…… 17-5
Summary of Appropriations Chart…… 1-8
Summary of Estimated Resources Chart…….. 1-7
Support Services Division Summary – Engineering…… 12-5
Support Services Division Summary – Library…….. 10-21
Tasman Drive Parking Structure – Parkways & Boulevards…… 12-54
Technical Services - Library…… 10-20
Technical Services Division Summary – Police…… 13-20
Technical Services Operation – Police…….. 13-22
Technology – Library…….. 10-23
Teen Center…… 9-15
Telecommunications Services…….. 6-19
Telephone/Cable Systems Division Summary…….. 6-17
Traffic – Police…… 13-8
Traffic Division Summary – Engineering…….. 12-21
Traffic Maintenance Division Summary…….. 12-44
Traffic Signal Management – Engineering Traffic …… 12-25
Traffic Striping and Signing – Engineering Traffic…… 12-26
Traffic Striping and Signing - Streets…….. 12-46
Training – Fire…… 14-15
Training Division Summary – Fire…… 14-13
Urban Runoff Pollution Prevention – Solid Waste…… 12-61
Urban Runoff Pollution Prevention – Storm Drain…… 12-50
Utility Billing Service - Municipal Services…….. 8-21
Utility Trenching Pavement Restoration…… 12-42
Video Services…… 5-13
Visitor Marketing and Communications…… 18-10

I N D E X

	Page No
Warehouse……..	8-27
Water and Sewer Utilities Summary……	16-1
Water Construction, Maintenance & Operations Division Summary……	16-11
Water Engineering Division Summary……	16-7
Water Quality……..	16-9
Water Resources……	16-10
Water System Construction……..	16-14
Water System Maintenance……..	16-13
Water System Operations……	16-14
Web Services Division Summary……	6-8
Web Services……..	6-10
Where The City Gets Its Money and What Your Money Buys - Exhibit I……	XXXII
Workers' Compensation, Safety and Staff Development……	7-8
Young Adult……	10-10
Youth & Extension Services Division Summary……	10-8
Youth Activity Center……	9-12
Youth Services……	10-10

This page intentionally left blank.