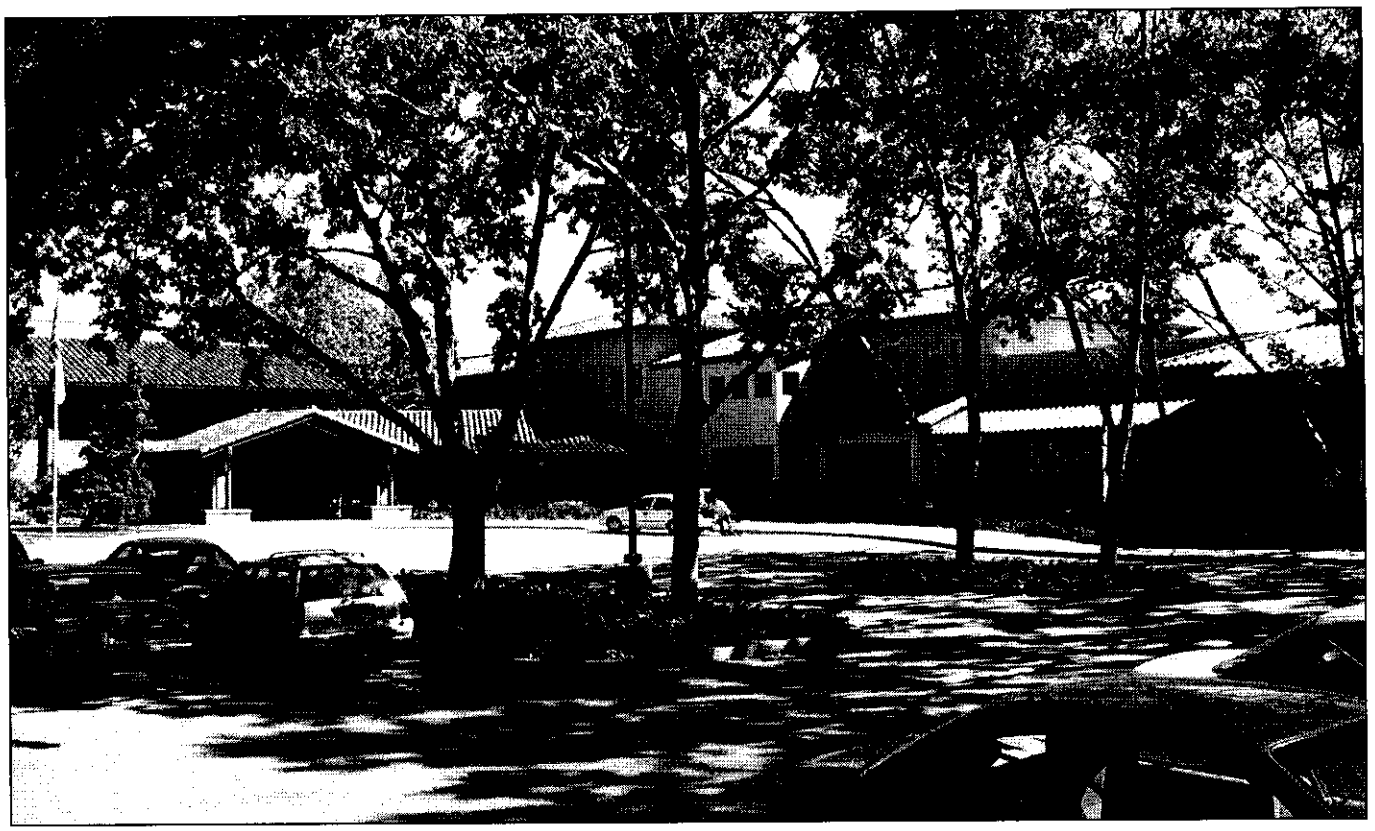

# City of Santa Clara Annual Budget 2007-2008

As adopted June 5, 2007

## Senior Center Expansion

Completed on time and to rave reviews, Santa Clara's newly expanded Senior Center now includes 3 indoor pools and a large fitness center, with more space for dozens of other programs.

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## ANNUAL BUDGET

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THE CITY OF SANTA CLARA CALIFORNIA

Santa Clara
All-America City
2001

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FAX (408) 241-6771

JENNIFER
SPARACINO
CITY MANAGER
July 22, 2007

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

Members of the City Council:

Presented herewith is the adopted Annual Budget for the City of Santa Clara for 2007-08. The Total City Budget of $535.5 million for operations and capital improvement projects represents an increase of $43.97 million, or 8.9% compared to the fiscal year 2006-07 adopted budget. Most of the increase is due to the increase of $26.4 million in capital projects – most of this is for the Electric Utility ($17.2 million) and for Water and Sewer Utility ($3.0 million) – with $7.3 million for enterprise resource and production operations, and $5.4 million in increased salaries and benefits due to contractual increases across all funds. The adopted capital budget also includes $450 thousand to begin design work for the International Swim Center refurbishment.

The Operating Budget of $476.1 million for all funds, including the General Operating Fund and Utilities, increased by $17.5 million or 3.8% over the prior fiscal year. This is primarily due to increases in resource and production costs in the Electric Utility, Water and Water Recycling Utilities and salaries and benefit increases across all funds, with some increases in other categories such as contributions in lieu of taxes. In addition, the added costs of the first full year of operating the City's new expanded Senior Center, as well as the new Dog Park, and higher energy costs at Central Park Library are also included in the Operating Budget. Some additional costs include continuing to fund retiree health care on an actuarial basis, increases in funding for retirement payouts and Workers' Compensation, higher gasoline prices, and moving some on-going costs from the capital budget to operating budget as the financial systems stabilize and the capital budgets for these projects are reduced.

The General Operating Fund budget of $142.4 has been balanced without the use of emergency reserves. The increase of $7.1 million, or 5.3% is due primarily to salary and benefit increases due to contracts and funding for retiree health care expenses, retirement payouts and Workers' Compensation. It is also important to note that for the foreseeable future (2007-08 through 2011-12), the City is anticipating a return to a structurally balanced budget for the General Fund.

The regional and local economic climate began to show signs of a slow recovery during the fiscal year 2004-05, and continues to show signs of a recovery for the foreseeable future. A combination of measures have been implemented over the past several years, and the City forecast is for a return to structurally-balanced budgets across most funds, including the General Fund, for the remainder of the Five Year Plan. The individual funds are discussed later in this document. The measures taken during 2007-08 include:

- Holding constant or modest increases in operating budgets, with up to 3% increases in materials, supplies and services.
- Freezing and holding employee positions vacant: for 2007-08, a total of 29.2 positions in the General Operating Fund are being held frozen/deleted, and vacancies in 2007-08 due to retirements and other separations will be reviewed on a case-by-case basis. Citywide, a total of 31.2 positions are frozen/deleted. Savings are estimated at $3.0 million per year.
- Fee increases and additional cost recovery have been approved, to bring the City's fees to full cost recovery, mindful to recover costs but not exceed the costs of providing the services,
- Additional lease revenues from several sources were approved, in accord with existing contractual arrangements,
- Use of additional cost recovery was approved from non-General Operating Fund sources,
- Selected capital projects were delayed or deferred, continuing other critical/essential projects to ensure the integrity of the City's infrastructure, facilities and program objectives.

The 2007-08 budget also reflects the efforts of departments to further contain costs even as the economy improves. The adopted budget for the 2007-08 fiscal year addresses these issues as well as other regular programs and service needs of the City. The City will continue to inform the community about these issues and how they are being addressed.

Table 1 below 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 communications infrastructure and fleet services which the City manages internally.
- Capital Improvement Project Funds: provides funding for the City's capital projects across all funds except agency (such as Redevelopment Agency (RDA) and Sports and Open Space Authority (SOSA)).

**Table 1**
**Total Budget by Fund Category**

| Fund | Adopted 2007-08 | Adopted 2006-07 | Increase (Decrease) | Percent Change |
|---|---|---|---|---|
| General Operating Funds (w/Debt) | $ 142,390,782 | $ 135,269,329 | $ 7,121,453 | 5.26% |
| Special Revenue Funds | 1,550,479 | 1,508,858 | 41,621 | 2.76% |
| Enterprise Funds | 325,689,247 | 315,648,113 | 10,041,134 | 3.18% |
| Internal Service Funds | 6,516,997 | 6,202,528 | 314,469 | 5.07% |
| Operating Budget | 476,147,505 | 458,628,828 | 17,518,677 | 3.82% |
| Capital Projects Funds | 59,357,384 | 32,910,365 | 26,447,019 | 80.36% |
| TOTAL CITY BUDGET | $ 535,504,889 | $ 491,539,193 | $ 43,965,696 | 8.94% |

Consistent with the City Charter, the adopted budget is a balanced budget. The appropriations adopted for the departments are consistent with City Council principles and priorities and the City Manager's budget guidelines. In addition, the adopted budget was based on the budget principles approved by

City Council. Guiding the development of the overall City Budget was a strong consciousness of the financial challenges, combined with seeking to maintain core, affordable services/infrastructure. It is prudent for the City to begin to readdress capital needs for equipment and projects, deferred during the recent and serious recession. In addition, the City will need time during this period of economic recovery to determine whether the recovery will be ongoing. A concentrated effort has been made to leverage opportunities for economic development that will improve the City's long-term financial outlook. Staff has carefully analyzed all department budget requests for their programs, taking into account the fiscal year projected resources, level of service desired by Santa Clara residents and businesses, Council Principles and Priorities, and the City's Vision.

Vision:

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

On Saturday, March 3, 2007, the City Council conducted its annual City Council Goal Setting Program, to review the Council Priority and to develop goals for the two fiscal years 2007-08 and 2008-09. In May 2007, the City Council adopted the Council priority and supporting principles for fiscal years 2007-2008 and 2008-09.

Council Priority:

> *The City Council priority is to focus on successful completion of existing City projects, postpone new City projects and proposals, and operate within Council adopted budget principles and priorities, with the goal of guiding the City successfully to economic recovery.*

Supporting Principles:

- Maintain Superb/ Affordable Core Services,
- Foster Public Trust/ Demonstrate Leadership,
- Work Efficiently with Focus on Fiscal Responsibility,
- Support & Celebrate Community/Volunteer Partnerships,
- Pro-active Economic Development/Fiscal Partnerships.

The City Manager, with the assistance of City department heads, is developing implementation plans for achieving these goals, related objectives and timelines. Quarterly status reports of accomplishments are prepared and presented to the City Council as several action plans related to each goal are completed.

## ECONOMIC AND FINANCIAL OVERVIEW

The Bay Area economy, and in particular the Silicon Valley region, continues to grow slowly. Regional economic growth is forecasted to remain slow to moderate but with the Silicon Valley area no longer lagging the rest of the region as it has the last few years. In the case of the City of Santa Clara, projected 2006-07 resources of $138.5 million in the General Operating Fund are up 7.7% over the prior year.

The result is in fiscal year 2006-07 the City expects to generate a surplus of approximately $4.1 million in the General Operating Fund. This is due as much to the City's continuing efforts to control its operating costs (including freezing of approximately 30 positions), as it is due to the improvements in the local economy. In addition, the city has deferred non-critical capital projects as well as capital equipment and has reorganized in several departments to identify further efficiencies to address long-

term cost issues. On the revenue side the City has experienced improvements in several key revenue sources including property tax, sales tax, transient occupancy tax and contribution in lieu of taxes.

In fiscal year 2006-07, the City was no longer required to pay additional ERAF (Education Revenue Augmentation Fund) to the State as it had done the previous two fiscal years. However, the City's General Fund continued to lose approximately $3.8 million in baseline ERAF in fiscal year 2006-07. This shift will continue indefinitely. Since the inception of the ERAF program in 1992-93, which shifts revenues to the State, the City has lost approximately $44.4 million over this time, with an additional $7.8 million of revenues from the RDA during 2003-04 through 2005-06.

Looking to fiscal year 2007-08 and beyond, the City is forecasting a structurally balanced General Operating Fund through fiscal year 2011-12. This represents a positive development and the City is expected to be able to begin replenishing its Working Capital Reserves. This was depleted over the last several fiscal years to balance the General Fund Operating budget. The forecast is for modest contributions to the Working Capital (Emergency) Reserves. At the end of the adopted five-year plan these reserves are projected to be $27.8 million, or 17.0% of projected expenditures for 2012-13.

The fiscal year 2007-08 adopted Operating Budget (all funds except Capital, RDA and SOSA) is $476.1 million, up 3.8% over last year's budgeted level. The adopted General Operating Fund (General Fund) is $142.4 million, up 5.3% compared to the 2006-07 adopted budget. The adopted budgets are based on the most recent State, regional and local economic data, other resources applied to the General Operating Fund this year 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 six 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.

General government capital appropriations, detailed in the separately issued CIP budget book, 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 City/RDA/SOSA 2007-08 adopted CIP budget of $87.2 million, which includes utilities and general government projects and programs, increased by 85.5% or approximately $40.2 million from last year. Most of the increase is due to the capital program for the Electric Utility ($17.2 million) and the RDA ($13.7 million). Overall capital improvements include: beginning design work for the International Swim Center refurbishments, various infrastructure improvement projects (street replacement, street resurfacing), several parks and recreation projects (continued restoration of Ulistac Natural Area, bridge replacements at Saratoga Creek in Central Park, the Agnews Park Basketball and Park Improvements project, and the War Memorial Park project), extension of the San Tomas-Aquino Saratoga Creek Trail through Reach 3 and 4, design and construction of two banks of the new 3 Bank Palm Station, a new substation around Lafayette and Agnew roads to meet future growth; design of a new Mission Substation, the Ballroom Expansion at the Santa Clara Convention Center, conversion to a new budget module in the financial management system, and sanitary sewer system improvements.

## BUDGET THEMES AND SIGNIFICANT ISSUES AND PROGRAMS

The budget appropriations were organized and analyzed according to theme categories that ensure uniformity of purpose and balance in terms of program emphasis and resource allocation decisions. The theme categories are Special Programs and Public Facilities; Community Information and Technology; Land Use/Neighborhood Issues; Economic Development; and Santa Clara Utilities, all of

which are consistent with Council goals. Selected items and related issues, programs, and/or projects, which are significant in the 2007-08 adopted budget under the theme categories, are presented below. In addition to this discussion, a summary of the net new position changes is presented on page XIII in this letter.

**Public Facilities and Special Programs**

The adopted budget includes appropriations for various significant programs and public facilities projects designed to enhance City public facilities and promote service efficiency and effectiveness. In recent years the City has been upgrading or adding new facilities to better serve its residents, and several new City facilities have recently been completed that have been well underway before the economic decline. The fiscal year 2007-08 operating budget includes projected costs for operating and maintaining these facilities.

Public Facilities

*Parks & Recreation*: The Parks and Recreation budget reflects additional expenditures of $354,261 to operate the newly expanded Senior Citizens Center, opened in February 2007. This includes staffing, and operating and maintenance expenses. The budget also includes $6,000 for the Reed Street Dog Park, opened in January 2007. No increases are budgeted for golf course fees. The increased golf course revenues from 2007-08 will help offset the Golf Course debt service payment, reducing the General Operating Fund subsidy. The transfer payment of $1.286 million made by the golf course through the Sports and Open Space Authority (SOSA) to the City for 2007-08 will partially offset the portion of the $2.763 million golf course debt service payment, which the City pays on behalf of SOSA. This represents an increase of $310,455 over last year's transfer payment. The golf course is still one of the lowest-priced municipal courses in the area and provides a high level of customer service. In addition to the above, the City Council approved $450,000 appropriations in the Capital Improvement Budget to begin design work on the International Swim Center.

*General Government:* The 2007-08 budget includes continued funding for Leadership Santa Clara, the City Newspaper and The Annual Report/Calendar. The budget also includes funding of $1,069,000 in support of Silicon Valley Animal Control Authority programs. This is an increase of $24,000 over 2006-07, an increase of 2.3%. In addition, retiree health care will continue to be pre-funded on an actuarial basis, and increases in retirement payouts and Workers' Compensation are also budgeted.

*Library Programs:* By the Spring of 2007, the new Central Park Library had been open three full years. Total patronage has increased significantly, and the number of items checked out has increased by nearly 500,000 items per year since opening. Over 56,700 residents have active library cards. During 2006-07 alone, the library has been host to 1.3 million visitors, checking out over 2.7 million items. The 2007-08 budget reflects the experience of operating the library for this period of time. Funding for maintenance and utilities costs has increased to reflect the expense of operations. Central Park Library remains open 64 hours per week, among the highest in the County. Lastly, funding for the North of Bayshore Branch Library continues to be placed on hold until the City has sufficient resources to operate and maintain the facility. Funds to construct the library are earmarked in the RDA 5 Year Plan.

*Emergency Preparedness:* The year will be spent on emergency preparedness training and some additional emergency equipment for the City:

- Fire Station 4 is to be rebuilt in the existing location, replacing a 45-year old structure. It was designed simultaneously with Fire Station 3 and utilizes the same building design, thus holding design costs to a minimum. Fire Station 4 construction started May 2007 and is scheduled for completion in March 2008.

- The relocation of the Emergency Dispatch Center will be under the direction of the Police Department. Conceptual design is completed; final design is expected to be completed in the Summer 2007. Bidding is expected in the Fall and construction is planned for Winter 2007.
- During the fiscal year 2007-08 the Fire and Police Departments will focus on public education and emergency preparedness. This will be primarily accomplished through the HEAT program and a Continuity of Operations Program (COOP) in the event of significant disruption to City services due to a natural or manmade disaster. Specific training in preparing for pandemic flu is being facilitated through the County in cooperation with the City. In addition, the Fire department will conduct two large-scale training exercises that will measure the operational readiness of the City's emergency responders.
- The Neighborhood Watch Program coordinated by the Police Department will also provide opportunities for residents to participate in emergency preparedness.
- Lastly, the City will install four additional defibrillators in the following locations: Senior Center, The Central Garage, the EOC/Dispatch Center and the City Training Center. This will mean a total of twelve defibrillators are installed in various public places throughout the City, from City Hall to the Library, to various fire stations, and now the two units in the Senior Center. This does not include the sixteen additional defibrillators on the fire engines themselves.

Special Programs

For 2007-08, the Art Banner Program will be evident around the City. Special events continuing on an annual basis include the Fourth of July All-City Picnic, Art and Wine Festival, Concerts in the Park, Holiday Tree Lighting Ceremony, Employee Service Award Luncheon and Arbor Day.

Several years ago the City turned its attention to a variety of "Green" initiatives, including services for residents as well as programs internal to the City such as recycling of city paper and plastic waste. In the 2007-08 budget, it became clear that several significant additional programs bear mention of the City's attempts to practice environmentally responsible business and reduce greenhouse gas emissions:

- Per Council policy, the Electric Utility has increased its goal of Green Power participants from 6% to 10% of its customers, as approved in February 2007. Santa Clara Green Power has grown from its beginning in November 2004 to a total enrollment of 8% after only two years, above the stated goal of 5% when the program was launched. The Green Power program allows each participant to pay a small additional cost of 1.5 cents per kilowatt-hour above the standard electricity rate to support 100% clean wind and solar energy facilities within California and the City. It is the equivalent of removing 560 cars per year from the road or to cover 540 acres of forest (7% of Santa Clara).
- In June 2007 the Santa Clara Chamber of Commerce and Convention-Visitors Bureau named Silicon Valley Power "Business Member of the Year." The Business of the Year Award recognizes a local business whose contributions have made a significant and beneficial impact on the City of Santa Clara community. Selection is based on achievements and contributions in areas, such as governmental affairs, education, civic and community service.

**Community Information and Technology**

Over the last several years the City has been undergoing a period of major technological improvement and innovation in its programs and processes. Included in the budget are several new projects for various technology projects in the City. Some of the significant systems issues and changes in appropriations in this budget include the following:

Information Technology Department (IT): Approximately $1.1 million is budgeted for seven capital projects which include replacement of network servers, desktop equipment, data center equipment and HVAC systems, software license upgrades, and hands free mobile phones for the City staff in compliance with a recently passed state law. In addition, the City will implement "streaming video"

which will allow residents to watch City Council meetings on the internet; if a resident does not have cable service, he/she will have another way to view the Council meetings on a remote basis.

Planning Department: $528,500 is budgeted for upgrading the Permit Information System, the Geographic Information System and document imaging projects.

Finance Department: The 2007-08 adopted capital budget includes $600,000 for continuing to upgrade and operate the Utility Management Information System. Plans for 2007-08 include implementing the ability for residents to inquire on line into their utility bills, and also to pay on line using credit cards: in early July, 2007, the City announced that citizens can now pay their bills on line. Additionally, the City is moving forward with the automation of water and electric meters to enable faster, more accurate reading of utility meters. Finally, an additional $400,000 is included for continued support for the Financial and Human Resource Management Systems (FHRMS) of the City.

Police Department: A total of $1.1 million is budgeted for six capital projects including CAD (Computer Aided Dispatch) system server replacement, radio systems replacement, servers, mobile data computers in police cars and mutual aid radio repeaters for police and fire.

Electric Utility: $1.4 million is budgeted for fiber optic network installation, computer replacement, and an electronic mapping system.

**Land Use/Neighborhood Issues**

The annual budget includes substantial appropriations in this theme category whose primary thrust is to protect the integrity of the City's neighborhoods, provide affordable housing, and preserve the character of Santa Clara historical neighborhoods. The following highlights and describes those City of Santa Clara neighborhoods and projects impacted under this category.

Affordable Housing Projects and Programs

The City is currently in the second year of the 2005-2010 Consolidated Plan for using federal Community Development Block Grant (CDBG) and Home Investment Partnership Act (HOME) funds. The last activity report to HUD for FY 2005-06 stated that 1,324 households received some form of housing assistance through the second year of the 2005-2010 Consolidated Plan. This number takes into account all affordable housing activities assisted by either federal CDBG and HOME funds and the Redevelopment Agency Affordable Housing Fund. This includes housing service programs, fair housing investigations, the mortgage assistance program, below market rate program, housing rehabilitation, and housing development projects. On average, approximately 1,000 households per year are assisted in some form or another by the City and RDA affordable housing programs. These programs are administered either directly by the City and RDA, or through non-profit service agencies such as Neighborhood Housing Services Silicon Valley, Catholic Charities, Council on Aging, EHC Life Builders, Next Door, Project Sentinel, and Silicon Valley Independent Living Center.

In total, the adopted CIP budget for both the City and Redevelopment Agency includes a total of $7.0 million for first time homebuyers, senior housing, teacher housing, at-risk youth housing, housing rehabilitation, the Housing Trust of SC Co., and other RDA housing projects and services. The First Time Homebuyer Financing (FTHB) Program has been totally redesigned and is budgeted for $1.5 million. The FTHB Program, when used with the City's Below Market Purchase (BMP) Program, offers an affordable entry-level price for first-time homebuyers, with a market-based approach for owner-equity. Lastly, the $7.0 million adopted budget includes $3.5 million for the Belovida (formerly Martin Property) Senior Apartment Project for the new construction of a 28-unit apartment facility for low-income seniors.

**Economic Development**
The services, programs and projects within this theme category are consistent with Council goals to encourage enhancement of the "Entertainment Theme" in the Convention Center/Theme Park area and to plan for economic development to retain/attract new businesses. The annual budget proposes appropriations for such services, programs and projects that enhance the economic capacity of the City, including the following:

North of Bayshore
The North of Bayshore area of the City of Santa Clara has been a major center of development activity over the past several years. For 2007-08, an additional $20 million is appropriated for the expansion of the Convention Center Ballroom. The adopted budget also includes $500 thousand in RDA funds to extend the San Tomas Aquino/Saratoga Creek Trail. Future budgets will include additional funding requests as the trail is extended. Lastly, $100,000 is budgeted for the Agnews Historic Park Cemetery museum display.

The City has begun a Feasibility Study for a proposed 49ers football stadium in the Bayshore North redevelopment area. Conducting in-depth studies and negotiations will be a major effort this fiscal year.

University
The University Project will move forward with the review of proposals by two developers during 2007-08: CIM and Highland/Summerhill. The RDA budget includes additional funding of $398,664 for the Downtown Revitalization Project, a proposed residential-retail mixed-use development in the old quad area, along Lafayette Street between Benton Street and Homestead Road.

**Santa Clara Utilities**
Santa Clara Electric Utility d.b.a. Silicon Valley Power (SVP)
The 2007-08 Electric Department Operating Budget is $269.9 million (including debt service) and capital expenses budgeted at $34.3 million, or a total of $304.2 million, resulting in a projected increase of $23.9 million or 8.5% over 2006-07. Most of the increase ($17.1 million, or 6.1%) is due to the increased capital needs for the utility, especially the need to order long-lead items such as turbines and equipment for the sub-station construction and the increased cost of fuel. Operating budget expenditures of $246.2 million represent an increase of 2.7% over the prior year. Expenditures are anticipated to exceed revenues by $26.4 million. Of the $26.4 million, $20.3 million is for capital projects, as is the appropriate and planned use of Cost Reduction Funds.

With regard to the long-term financial strategy of the utility, SVP raised rates in 2005-06 by 10.25% for the first time in thirteen years. The City Council approved the rate increase due to the rise in energy costs, recognizing this was part of the increase needed to keep the utility in a positive cash flow position, allowing them to continue to cover operating costs and to build needed capital projects. City management is reviewing the financial status of the utility during 2007 to determine if an additional increase is needed in January 2008.

The adopted capital budget of $34.3 million includes needed capital projects such as rebuilding older substations over the next five years, overhauling sections of the Donald Von Raesfeld Power Plant over the next six years, and implementing technology improvements and economic development tools such as improved utility communications systems. A major project, development of wind power, estimated at $61 million, is identified in the Five Year Financial Plan for the 2009-10 timeframe.

Electric Utility Public Benefits Charge (PBC) Programs: The State of California mandates the collection of a public benefit charge equal to 2.85% of customer electric bills that is dedicated and used for public benefit programs such as: energy efficiency, energy renewable resources, research, development, demonstration, and low income assistance programs. Funds are typically budgeted in both the capital and operating budgets to fund various programs that meet the criteria of the Public Benefits Program. The adopted 2007-08 budget includes funding of $6.7 million in the operating budget to cover programs such as home air conditioner recycling and rebates, business solar photovoltaic rebates, refrigerator recycling, low-income refrigerator replacement, residential appliance rebates, residential solar, residential insulation rebates, rate assistance programs and business energy audits. In addition, in 2007-08, the Utility will add new programs: "Keep it Cool" (replacing broken refrigerator door gaskets) and Compressed Air Management Program (energy efficiency program for businesses).

Water and Sewer Utilities

The 2007-08 Water and Sewer Department Operating Budget is $38.8 million (including debt service) plus appropriated capital expenses at $8.0 million, or a total of $46.8 million, resulting in an approved increase of $5.7 million or 13.8% over 2006-07. Most of the increase ($3.0 million, or 7.3%) is due to the increased capital needs for the utility, especially the plan to increase sewer capacity in the City during the next several years and the on-going improvements at the San Jose/Santa Clara Water Pollution Control Plant. Operating budget expenditures of $38.7 million represent an increase of 7.4% over the prior year, most of this is due to the increase in costs of purchased water and wastewater treatment.

The fiscal year 2007-08 budget includes requisite appropriations in the Water and Sewer utilities to improve water quality and water supply reliability for Santa Clara residents and customers. The Sewer CIP budget includes $2.6 million to fund the repair and replacement of the aging infrastructure at the jointly owned San Jose/ Santa Clara Water Pollution Control Plant. This is the fourth of ten year's of expected requests to be brought to City Council as the Water Pollution Control Plant undergoes a major capital improvement program. Major CIP budget initiatives for Water include: $1.2 million for the restoration or relocation of water mains and appurtenances; $386 thousand to construct water treatment systems and replace obsolete pumps; $441 thousand to install water mains, hydrants and services in new developments.

Resource and production costs and infrastructure replacement needs continue to increase in both the Water and Sewer Utility.

- For the water utility, a 7% retail water rate was adopted in May 2006. In fiscal year 2007-08 an additional water rate increase of 9% was approved. These increases are due to the increase in wholesale costs for water as well as the escalating cost of infrastructure replacement.
- For the sewer utility a 2-year increase of 6% each year was approved in May 2005. In fiscal year 2007-08 a 10% increase was approved to start funding necessary capital projects. Finally, during FY 2007-08 staff expects to request a $22 million revenue bond be issued to cover a major capital project to expand and replace certain sewer conveyance piping (trunk mains) which will be paid primarily by new developments in the City.

## 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 2007-08 | Adopted 2006-07 | Increase (Decrease) | Percent Change |
|---|---|---|---|---|
| Property Tax | $ 26,910,000 | $ 24,164,651 | $ 2,745,349 | 11.36% |
| Sales Tax | 43,463,000 | 40,110,000 | 3,353,000 | 8.36% |
| Transient Occupancy Tax | 10,712,000 | 9,450,000 | 1,262,000 | 13.35% |
| Other Taxes | 3,841,120 | 3,812,000 | 29,120 | 0.76% |
| Licenses and Permits | 3,003,100 | 3,164,000 | (160,900) | -5.09% |
| Fines and Penalties | 1,514,730 | 1,472,000 | 42,730 | 2.90% |
| Interest | 22,143,183 | 21,930,102 | 213,081 | 0.97% |
| Other Use of Money and Property | 3,109,200 | 3,058,000 | 51,200 | 1.67% |
| Revenue from Other Agencies | 7,406,572 | 7,042,949 | 363,623 | 5.16% |
| Charges for Current Services | 339,523,308 | 308,427,634 | 31,095,674 | 10.08% |
| Contribution In-Lieu | 15,456,832 | 13,862,342 | 1,594,490 | 11.50% |
| Other Revenue/Debt Proceeds | 441,540 | 444,540 | (3,000) | -0.67% |
| Transfers From (To) Reserves | 30,764,716 | 31,653,826 | (889,110) | -2.81% |
| Interfund Transfer | 16,108,962 | 13,699,576 | 2,409,386 | 17.59% |
| Estimated Beginning Balance | 11,106,626 | 9,247,573 | 1,859,053 | 20.10% |
| Total Estimated Resources | $ 535,504,889 | $ 491,539,193 | $ 43,965,696 | 8.94% |

| APPROPRIATIONS | Adopted 2007-08 | Adopted 2006-07 | Increase (Decrease) | Percent Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 140,035,897 | $ 134,625,063 | $ 5,410,834 | 4.02% |
| Other Operating Expenditures | 48,641,686 | 47,273,184 | 1,368,502 | 2.89% |
| Resource and Production | 222,556,740 | 215,306,613 | 7,250,127 | 3.37% |
| Contribution In-lieu & Franchise Fees | 15,883,832 | 14,396,565 | 1,487,267 | 10.33% |
| Interfund Services | 18,880,728 | 17,089,463 | 1,791,265 | 10.48% |
| Debt Service | 30,148,622 | 29,937,940 | 210,682 | 0.70% |
| Operating Budget | 476,147,505 | 458,628,828 | 17,518,677 | 3.82% |
| Capital Improvement Projects Budget | 59,357,384 | 32,910,365 | 26,447,019 | 80.36% |
| Total Appropriations | $ 535,504,889 | $ 491,539,193 | $ 43,965,696 | 8.94% |

## ESTIMATED RESOURCES

Resources available to pay for the expenditures in any given fund include the estimated revenue to be received in that fund for the current year plus the beginning balance of that fund, transfers from other funds, and the use of beginning capital projects balances. Property tax, sales tax, transient occupancy tax, interest income and contribution in-lieu are major general government revenues received in the General Operating

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 revenue categories of the General Operating Fund follows:

It is worthwhile to note that the major revenue streams for the City's General Fund include Property Taxes, Sales Taxes, Transient Occupancy Taxes (TOT), Charges for Services, Lease Payments and Contribution in Lieu of Taxes. These six revenue streams represent $128.6 million of the General Fund resources of $142.4 million, or 90.3%. The General Fund is diversified across these six revenue sources.

Property Tax

Property tax revenue for fiscal year 2007-08 is projected at $26.9 million, an increase of 11.4% over the 2006-07 adopted budget of $24.2 million. The City continues to benefit from a moderate but still favorable trend in the City's residential real estate sector that is projected to continue. The recovery of the commercial and industrial sector has been a particularly positive development contributing to this expected increase.

Sales Tax

Sales tax is a significant revenue source and accounts for 31% of the City General Operating Fund resources. Sales tax revenue for fiscal year 2007-08 is projected at $43.5 million, an increase of 8.4% over the 2006-07 adopted budget of $40.1 million. This figure reflects an improved local as well as national economy, the rebounding of the business-to-business sales category as well as continued strong auto sales. It is expected that next year local economic growth will outpace the national economy, not lag as it has the last few years. This factor will further strengthen sales tax activity.

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 $10.7 million for fiscal year 2007-08, an increase of 13.4% over the adopted 2006-07 budget of $9.5 million. This increase is the direct result of the economic recovery and its impact on business travel to our area. 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. When TOT rises, it rises quickly and accelerates; when TOT falls, it falls dramatically, as well.

Together, sales tax and TOT represent 38% of the General Fund budget. Staff monitors the details of both of these revenue streams closely each quarter, as they are the most volatile of the General Fund revenue streams.

Interest Income

Interest Income in fiscal year 2007-08 for the General Operating Fund is projected at $4.6 million a decrease of $652 thousand compared to the adopted budget for 2006-07 of $5.3 million. The decrease in General Operating Fund interest income can be attributed to a smaller investment portfolio caused by lower reserve levels and only a slight increase in portfolio return. 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 the City departments for services rendered (utility charges to customers, recreation programs, engineering fees, planning and zoning fees, plan check and sign fees) and cost allocation for services provided by the General Fund to the utilities and RDA. These charges are estimated to grow from $308.4 million in 2006-07 to $339.5 million for 2007-08, or 10.1% due mostly to the utility charges increases of $29.4 million. These increases are due not only to the increase in rates, but also as additional customers and consumption

increases. The balance of the charges for services is found in the other categories such as recreation programs, planning/engineering and zoning fees, etc.

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 Operating Fund from an outside legal entity, this is budgeted as Rents and Leases. It is found in Table 2 in "Use of Money." In 2007-08, this is budgeted at $2.8 million.
- If the revenues flow to the General Operating Fund by operation of an inter-agency agreement, such as with the Redevelopment Agency of the City, this is budgeted in Transfers In. In 2007-08, this is budgeted at approximately $11.2 million.
- Please note: the total includes only lease revenues; excluded are other transfers, which do not qualify as lease revenues.

| **Rents and Leases** | **Amount** |
|---|---|
| Hyatt Regency Hotel | $ 1,247,000 |
| TECHMART | 1,000,000 |
| Great America Theme Park (Parking) | 117,857 |
| Other Leases | 400,143 |
| Sub-total Leases | $ 2,765,000 |
| **From Transfers In** | |
| The Irvine Project (TIC) | $ 3,639,000 |
| Great America Theme Park | 5,565,000 |
| David's Restaurant | 86,300 |
| Hilton Hotel | 520,000 |
| Interland Apartments | 1,451,700 |
| Sub-total from Transfers In | $ 11,262,000 |
| **Total Rents, Leases and Leases from "Transfers In"** | $ 14,027,000 |

Total revenues from direct Rents and Leases and indirect revenues from rents and leases budgeted for 2007-08 are $14.0 million. This is an increase of $1.2 million over 2006-07, due to the increased lease payment from Great America Theme Park, the payoff of the loans for this development transaction, and increased revenue from the Interland lease.

Contribution In-lieu of Taxes (CLT)

In accordance with the City Charter Sec. 1320, the City's utility funds (except for the Solid Waste Utility) pay a maximum of five percent (5%) of their gross revenue as CLT to the General Operating Fund. The Electric, Water, Sewer and Water Recycling Utilities are the four enterprise funds that pay CLT. For fiscal year 2007-08, CLT is projected to be $15.5 million, up $1.6 million, or 11.5% compared to the 2006-07 adopted budget. Most of this figure reflects the increased revenues in the Electric Utility resulting from increased power demand from business customers. (A portion of these revenues flows to the General Operating Fund in accordance with the City Charter.)

## APPROPRIATIONS

The significant appropriation changes in the fiscal year 2007-08 operating budget compared to 2006-07 are in the following categories:

- Salaries, Wages and Benefits
- Resource and Production
- Contribution In-lieu and Franchise Fees

Salaries, Wages and Benefits
The expenditure category for salaries, wages and benefits across all funds in the 2007-08 budget increased to $140.0 million, an increase of $5.4 million or 4.0% over the 2006-07 adopted budget. In the General Operating Fund, this category increased by 4.6% over the prior year's adopted budget. The increase is due primarily to two factors: Increased salaries across all bargaining units due to recently negotiated MOU's and increases for benefits, particularly retirement.

In fiscal year 2007-08 a total of 32 positions are projected to remain frozen, 30 of these positions in the General Operating Fund, approximately 3% of the total full time employees of 1.013.25. The result is an estimated total savings in salaries and benefits of $3.0 million in General Fund money. These frozen positions represent a continuation of the City's policy to keep designated positions vacant and unbudgeted to contain General Operating Fund expenditures.

*Position Changes for Fiscal Year 2007-08:* The total full time benefited employee count is 1,013.25 full-time equivalents, or FTE's, representing a net increase of 1.0 FTE. The Summary of Regular Personnel Allocation by Department on page 44 provides more detail of the positions included in the 2007-08 Annual Budget.

Resource and Production
The budget for this item for 2007-08 is $222.6 million, up 3.4% from the adopted 2006-07 budget of $215.3 million. The primary reason for this is the increased cost of energy and water for the utilities: Electric and Water & Sewer.

Contribution In-Lieu and Franchise Fees
The budget for this item for 2007-08 is $15.9 million, up $1.5 million, or 10.3% from the adopted budget in 2006-07 of $14.4 million. The primary reason for this increase is increased power demand from customers of the Electric Utility and to a lesser extent expected rate increases for water and sewer services in fiscal year 2007-08.

## ENTERPRISE FUND RATES

Some rates in the City Enterprise activities will increase this year; others will not. Increases in the City Enterprise activities planned for the 2007-08 fiscal year are consistent with contractual cost of living adjustments for private contractors, implementation of mandated programs, and planned service cost recovery adjustments.

For the Electric Utility, since the de-regulation in the industry, the City has held rates constant, unless state-mandated, since 1993. In December 2005, the City Council approved a rate increase to take effect in two stages: 5% in January 2006 and 5% in July 2006, a compounded total of 10.25%. The City's electric utility rates are still 10% to 45% below those for PG&E, and vary across customer type: commercial and industrial rates are 10% to 25% below PG&E, residential rates are 45% below those of PG&E. With the rising price of fuel, the utility has had to draw on its reserves to allow for adequate capital maintenance and operations. Projections show a draw on reserves over the next few years,

resulting in reserves falling below the target range between $184 million to $245 million. There has been no increase in electric utility rates during calendar year 2007. The City will review a rate increase for calendar year 2008 and will be in communications with all customers regarding this issue: industrial, commercial and residential.

The approved rate increases for the water and recycled water utility are due primarily to the cost of water from the City's wholesale water suppliers, including the Santa Clara Valley Water District and San Francisco Public Utility Commission (through the Hetch Hetchy regional water system), as well as increased costs for replacement of aging infrastructure. Other components of the City's water rates include operations and maintenance costs including labor, and support from other City departments. City Council approved a 9% water rate increase, or $0.175 per hundred cubic foot of water. This corresponds to an increase of $2.33 per month in homes using 15 units per month. A corresponding unit rate increase was approved for recycled water delivered by the City. A 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 support from other City departments. The sewer rate increase of 10% was approved, which translates to an increase of $1.06 per residence per month or $11.60 per month per household. At a public hearing on May 22, 2007, City Council adopted the water and sewer rate increases.

The Solid Waste Utility has been increasing fees to reduce subsidies over the past several years and has realized increased revenues from several programs: Clean Green, Recycling and the Clean Up Campaign. Total increased revenues over the past four years have reduced the subsidy from the General Operating Fund from $582,669 in 2004-05 to $396,252 in 2005-06, a decrease of $186,417. (After the close of the fiscal year 2006-07, when audited figures are available in the Fall 2007, these figures will be updated.) This has acted to make these programs more self-sustaining and less dependent on the subsidy from the General Operating Fund.

- Garbage collection will increase 3.6% ($0.30 per month Single Family (single can) rate) due to a cost of living adjustment increase to Mission Trails Waste System for garbage collection and an increase to BFI/IDC for disposal costs at the Newby Island Landfill.
- The charge for Clean Green is scheduled to increase by $0.50 per month to $7.05 per month.
- The Annual Clean Up Campaign is scheduled to remain the same for 2007-08 ($3.80 per month).
- Household Hazardous Waste Charge fee ($0.25 per month) and Residential Curbside Recycling fee ($0.50 per month) will also remain the same, with no increases.

Combining all the above increases, 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 $0.80 per month. City Council held a public hearing on June 5, 2007 and adopted the solid waste fee increases.

## GENERAL CONTINGENCY RESERVE POLICY

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

(a) Revenues higher than anticipated such as from higher than anticipated sales volume in the City resulting in more sales tax and,

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

Each year after the accounting records are closed, if there is an operating surplus, the Council approves transferring the General Operating Fund surplus to the General Contingency Reserve Fund. The funds are then available for working capital 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 Reserve, is set aside for emergency financial crisis or disaster situations. The reserve target is equal to the cost of the City's General Operating 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. Projects identified in the Five-Year Financial Plan are critical to maintaining basic City infrastructure and quality facilities. Staff prepared the 2008-09 through 2012-13 Financial Plan and presented it to Council at the May 15, 2007 study session. It projects that the Working Capital Reserves will grow from $18.1 million at fiscal year end 2007-08 to $27.8 million at fiscal year end 2012-13. It also forecasts that the Capital Projects Reserve fund will not meet the minimum $5 million requirement by the end of fiscal year 2007-08.

The City Council has stated that one of its primary goals is to rebuild the General Contingency Reserves over the next few years, prior to the end of the current Five Year Plan, by the end of 2012-13. The Committee for Replenishing Reserves, a committee of key executive staff, met in 2006-07, and made recommendations to the City Manager. The City Manager forwarded a policy recommendation to the City Council for the following six-point plan:

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 General Fund Emergency (Working Capital) Reserve.
3. If excess revenues are available above the level of $3.0 million, deposit the remaining excess funds in the Capital Project 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 Working Capital (Emergency) Reserves when not needed to balance the General Fund.
6. Refer to the City Manager to develop financing options for future Capital Improvement Projects.

The City Council approved the strategy at the City Council meeting of June 5.

Reserve for Working Capital

The persistent weakness in the local economy means $20.5 million in Working Capital (Emergency) Reserves were used over the three years from 2002-03 through 2004-05 to balance the budget. Because of one-time payments from the state, the General Operating Fund showed a slight surplus of $1.3 million. The projected surplus for fiscal year 2006-07 is $4.1 million. Staff will propose to City Council in the summer of 2007 the following recommendations: the addition of $3.0 million to Working Capital (Emergency) reserves, and the addition of $1.1 million to Capital Projects Reserve. At the end of fiscal year 2006-07 the Working Capital Reserves balance is estimated to increase from $15.1 million to $18.1 million. This equates to 12.7% of the adopted 2007-08 General Fund Budget. In order to meet the policy level of 25% of adopted budget, this reserve would have to be at the level of $35.6 million, an additional $17.5 million. The Five-Year Financial Plan projects that the Working Capital reserve will grow to $27.8 million by the end of fiscal year 2012-13.

The projections above assume that revenues will increase and that various cost containment strategies will continue: frozen positions, cost controls on budgetary increases, etc. It is imperative that the City develop additional measures to maintain the City's fiscal integrity. Staff is recommending continuance of the six-step approach developed in 2006-07:

1. Increasing Revenues: fee increases and other staff measures to achieve cost recovery for City services, other increases due to economic development (lease revenues, etc.)
2. Re-organization: Under current assumptions of revenues and expenses, a total of 30 to 35 positions will need to be frozen throughout the 5 Year Plan. The City has completed a year of re-organization and cost containment and will continue with 30 frozen positions in the General Fund (31 frozen positions citywide).
3. Capital Projects: delay for 2007-08 or defer where possible. Plan for increasing capital outlay for infrastructure replacement, in response to pent-up demand for capital maintenance. The current adopted 2007-08 budget includes $63 million in deferred capital projects, with $57 million of these projects with no identifiable source of funding. Nevertheless, the City continues to budget for necessary capital infrastructure and maintenance to ensure the integrity of the City's infrastructure.
4. Economic Development: leverage the opportunities available to work with the City's Electric Utility to attract new businesses and retain existing business and industry. Continue to work with the Chamber of Commerce & Convention - Visitors Bureau to enhance visitor economy and maintain the City's proactive involvement in Joint Venture: Silicon Valley.
5. Reserves: implement the strategy to rebuild General Contingency Reserves. Continued diligence is needed to maintain the structurally balanced funding, thus ensuring the long-term financial health of the City.
6. Continue to research tax and/or fee increases based on priorities and needs of the community and the projects and programs necessary to carry out the projects and programs.

Reserve for Capital Projects

The 2007-08 Annual Budget includes funding for appropriations in the amount of $8.1 million from the General Contingency Reserve Fund for essential capital projects. The reserve is projected to decline from $8.9 million at June 30, 2007 to $807 thousand at June 30, 2008.

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 Operating Fund operating expenditures. The balance of the Land Sale Reserve at June 30, 2007 is projected to be $16.4 million. If needed, interest earnings of $600-$650 thousand from this reserve will be used to help balance the 2007-08 General Operating Fund budget. If the interest earnings are not needed to help balance the General Fund Budget, they will be deposited in the Working Capital (Emergency) Reserve. This is according to the policy adopted by City Council at the June 5 budget hearing and adoption, outlined on the prior page.

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 can only be used when Building Inspection revenues are not sufficient to cover related costs. The Adopted 2007-08 CIP budget reflects the use of $1.378 million in Building Inspection Reserve funds for four capital projects dealing with the General Plan update, the Geographic Information System (GIS) system, document imaging and the permit information system. The balance in this fund at June 30, 2007 is estimated to be $3.6 million.

## BUDGET AWARDS

The City received the Excellence in Budgeting Award for the fiscal year 2006-07 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 2006-07 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 seventh year that the City has received an award for its Annual Budget and the eleventh year for its Capital Improvement Budget.

## SUMMARY

Consistent with past years, every effort has been made to estimate revenues with reasonable conservatism based on the most up-to-date information available to the City. A moderate approach has been taken in estimating revenues. A strong team effort has been made to hold expenses down, even with the addition of some new programs. The expenditures are considered necessary and proper, taking into account the growth and development of the City, on-going programs and projects and maintenance of a satisfactory level of service to our residents. In addition to the monthly revenue 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 the projections included in this budget will be transferred to the City's general contingency reserve.

All City departments cooperatively worked together with the City Manager and the Finance Department to prepare a reasonable budget plan. The hard work and commitment of City Department Heads and employees is appreciated. In addition, the policy leadership of the City Council as well as the cooperation and understanding of the City Boards and Commissions is a reflection of the City's status as an All America City. All involved have worked together to make the right 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,

Jennifer Sparacino

Jennifer Sparacino
City Manager

# Budget Principles for 2007-2008

- 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
- During this time of economic recovery, the City will need a period of time to determine whether the current economic recovery will be on-going
- Inform residents, businesses and employees of challenges and the City's responses
- Budget decisions will be made as a whole in context, with no special requests considered in isolation
- Any reduction of permanent positions will be through attrition, retirement, with avoidance of layoffs as a goal
- Continue to balance the budget without the use of emergency reserves throughout the current 5 Year Financial Plan
- Review options for consolidation of functions that reduce operational costs and improve efficiency
- Capital Improvement Projects that have significant continuing staffing, operational and maintenance costs will be evaluated for deferral/elimination
- Consider delays in opening or phase in opening of new facilities
- The perception of funding actions, as well as the fiscal impact, will be considered before expenditures are made.
- Complete a long-range plan to increase certain fees which reduce the subsidy from the General Fund while maintaining the City's low-fee structure
- Implement a strategy to rebuild General Fund Contingency Reserves (Working Capital and Capital) for the long-term financial health of the City.

# California Society of Municipal Finance Officers

## Certificate of Award

## *Excellence in Operating Budgeting 2006-07*

**Presented to**

# *City of Santa Clara*

***This certificate recognizes Excellent Achievement in Operational Budgeting and reflects an outstanding budget document and the underlying budgeting process through which the budget is implemented.***

***March 6, 2007***

**Mark Alvarado**
**CSMFO President**

**Agnes Walker, Chair**
**Budgeting & Financial Management**

***Dedicated to Excellence in Municipal Financial Management***

# ROSTER OF COUNCIL AND COMMISSION MEMBERS
# FISCAL YEAR 2007 - 2008

## CITY COUNCIL

| | |
|---|---|
| **Mayor** | **Patricia M. Mahan** |
| **Councilmember** | **Dominic J. Caserta** |
| **Councilmember** | **Will Kennedy** |
| **Councilmember** | **Patrick Kolstad** |
| **Councilmember** | **Joe Kornder** |
| **Councilmember** | **Jamie McLeod** |
| **Councilmember** | **Kevin Moore** |

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Edward Murphy, Cleo M. Stuckrath

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Ferheen Abbasi, Paul Barghouth, Michelle Biocini,
Leslie Harbinson, Vanessa Harsh, Amelia Herrera,
Zedric Ochoa, Linda Oseso, Tracy Ottey,
Jennifer Padwal, Angela Prochnow, Ashley Seymour,
Alex Vargas, Anya Vo, Amanda Whitecomb

## HOUSING REHABILITATION LOAN COMMITTEE

Anne Kepner, Brice McQueen, Michelle Smith,
Jamie McLeod

# CITY OF SANTA CLARA
# EXECUTIVE MANAGEMENT TEAM
# FISCAL YEAR 2007-2008

**CITY MANAGER**

**Jennifer Sparacino**

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

**CITY ATTORNEY**
Helene L. Leichter

**CHIEF OF POLICE**
Stephen D. Lodge

**FIRE CHIEF**
Phil Kleinheinz

**DIRECTOR OF ELECTRIC UTILITY**
John Roukema (Acting)

**DIRECTOR OF WATER & SEWER UTILITIES**
Robin G. Saunders

**DIRECTOR OF STREETS & AUTOMOTIVE SERVICES**
Richard J. Mauck

**DIRECTOR OF INFORMATION TECHNOLOGY**
Gaurav Garg

**ASSISTANT CITY MANAGER**
Ronald E. Garratt

**DEPUTY CITY MANAGER**
Carol L. McCarthy

**DIRECTOR OF PUBLIC WORKS/CITY ENGINEER**
Rajeev Batra

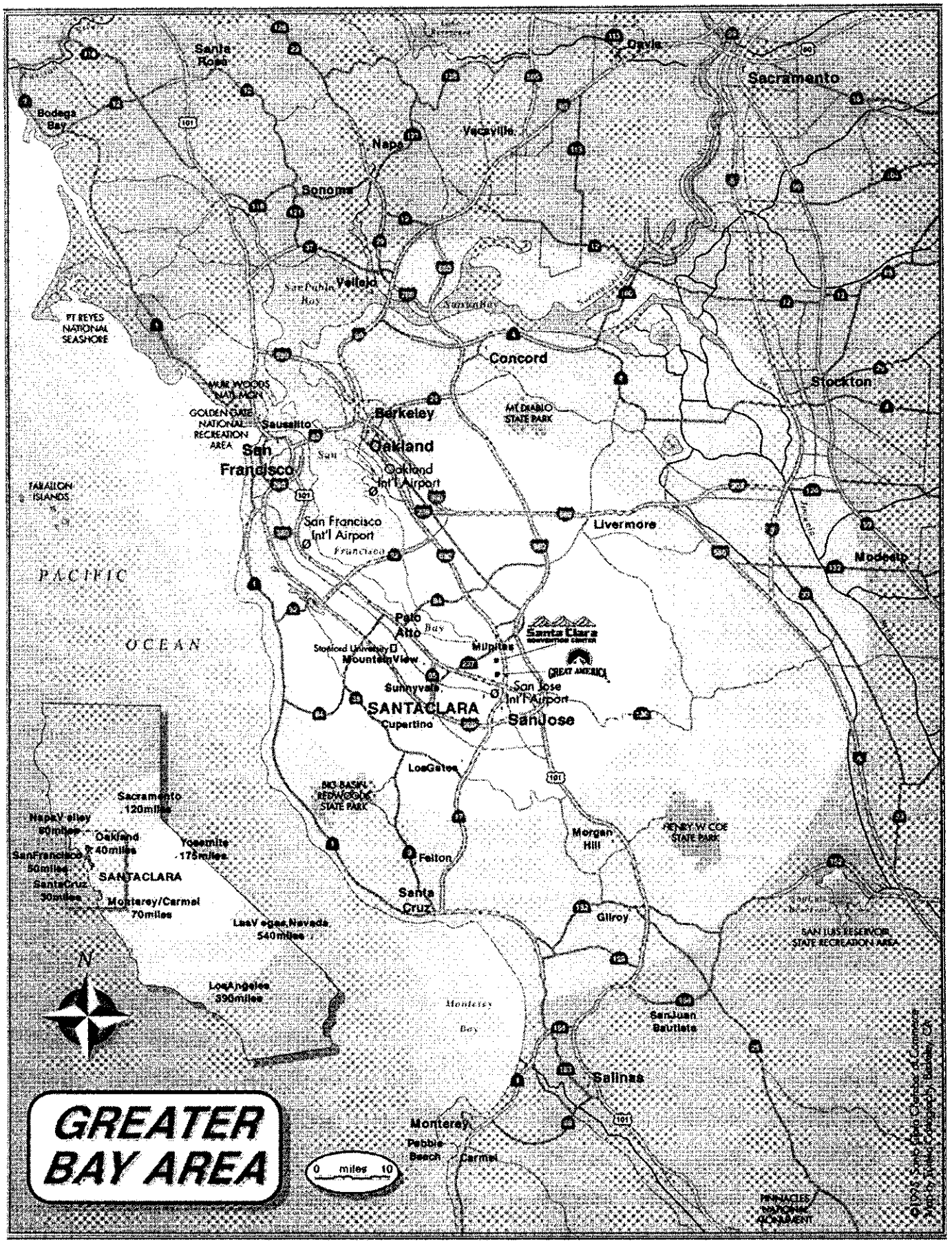
**DIRECTOR OF PLANNING & INSPECTION**
Kevin Riley

**DIRECTOR OF FINANCE**
Mary Ann Parrot

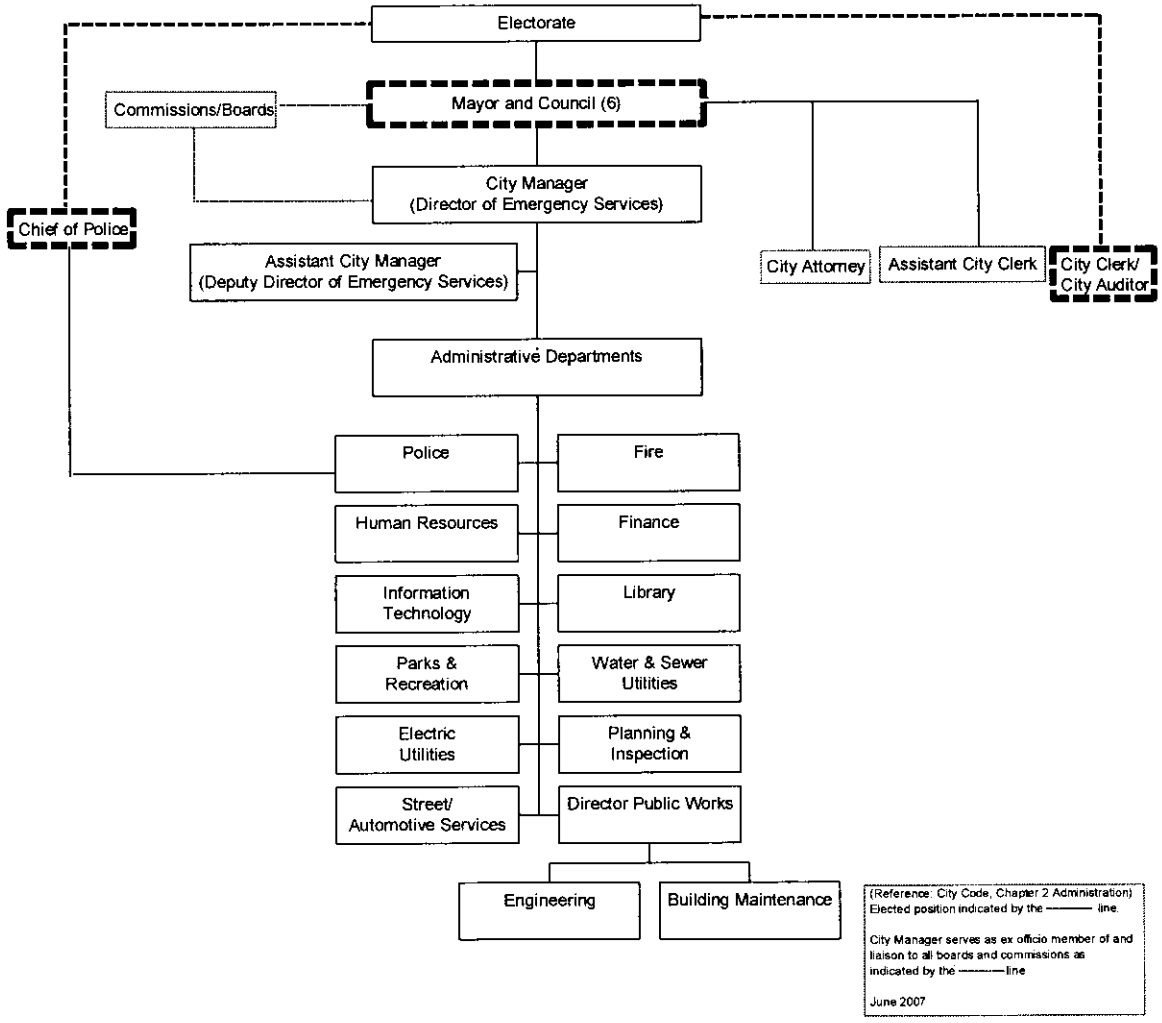
**DIRECTOR OF HUMAN RESOURCES**
Renée Ruŋgis

**CITY LIBRARIAN**
Karen Saunders

**DIRECTOR OF PARKS & RECREATION**
Larry Wolfe


GREATER BAY AREA
Santa Rosa
Davis
Sacramento
Bodega Bay
Napa
Vacaville
Sonoma
Vallejo
San Pablo Bay
Suisun Bay
FT 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
Stanford University
Mountain View
Milpitas
Santa Clara
GREAT AMERICA
Sunnyvale
San Jose Int'l Airport
SANTA CLARA
Cupertino
San Jose
Los Gatos
BIG BASIN REDWOODS STATE PARK
Sacramento 120miles
Napa Valley 90miles
Oakland 40miles
Yosemite 175miles
San Francisco 50miles
SANTA CLARA
Santa Cruz 30miles
Monterey/Carmel 70miles
Las Vegas, Nevada 540miles
Los Angeles 390miles
Morgan Hill
HENRY W COE STATE PARK
Felton
Santa Cruz
Gilroy
SAN LUIS RESERVOIR STATE RECREATION AREA
N
Monterey Bay
San Juan Bautista
Salinas
Monterey
Pebble Beach
Carmel
0 miles 10
PINNACLES NATIONAL MONUMENT

# CITY OF SANTA CLARA
## ORGANIZATION CHART



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 population of 114,238 accounts for 6.32% of the total County population.

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, computer 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[1]

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 game 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 Stocks 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.

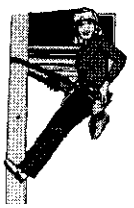
In over two hundred years of Santa Clara history, since the establishment of this Mission on the banks of the Guadalupe on January 12, 1777, many changes have occurred. From the small Indian Villages, housing a few hundreds of people, the community has grown to about 100,000. From a pastoral area, it 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] Warburton, Austen – Town Historian. "The Santa Clara Story."

# Where the City Gets Its Money

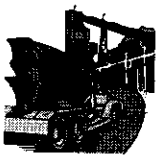
| | |
|---|---|
| **Taxes** | |
| Property Tax | $ 26.9 |
| Sales Tax | 43.5 |
| Transient Occupancy Tax | 10.7 |
| Other Taxes | 3.8 |
| **Intergovernmental** | |
| Revenue from Other Agencies | 7.4 |
| Vehicle License Fees | 0.7 |
| **User Fees** | |
| Charges for Current Services - Utilities | 310.7 |
| Charges for Current Services - Other | 24.9 |
| **Other** | |
| Interest Income | 22.1 |
| Licenses, Permits, Fines, Penalties | 4.5 |
| Contribution In-lieu | 15.5 |
| Rents and Leases | 3.1 |
| Other Revenue/Debt Proceeds | 0.4 |
| Enterprise Capital Projects | 3.9 |
| Beginning Balance/Reserves/Transfers | 57.4 |
| Total Estimated Revenue | $535.5 |

# What Your $535.5 Million Buys - - -

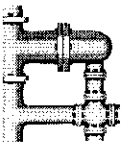


$246.3
Electric

$72.6
Police, Fire, 9-1-1
(Communications)



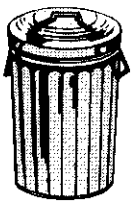
$59.4
Capital
Projects



$38.7
Water &
Sewer

$30.1
Debt
Service

$14.7
Public
Works



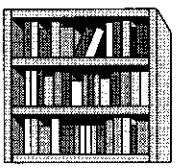
$16.3
Solid
Waste

$11.3
Parks &
Recreation

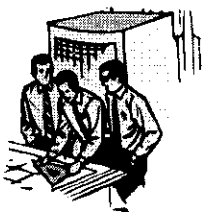
$9.7
Finance &
Human Resources

$16.8
City
Administration

$6.5
Internal
Services



$6.6
Library



$5.1
Planning &
Inspection

$1.4
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. The Redevelopment Agency also provides funding for services that assist housing needs for low and moderate income categories.

## ADOPTED

| | | |
|---|---|---|
| **Bill Wilson Center -** Provides family and individual counseling and youth crisis intervention at local schools. | $ | 64,126 |
| **Bill Wilson Center - Centre for Living with Dying -** Provides grief support services, including individual and group counseling. | $ | 4,513 |
| **Catholic Charities Long Term Care Ombudsman -** Monitors quality of care to elderly and disabled residents of long-term care facilities. | $ | 8,669 |
| **Catholic Charities Shared Housing Project -** Matches low income parents with children and people with AIDS to available, under-utilized housing. | $ | 15,981 |
| **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. | $ | 40,000 |
| **Concerts in the Park -** Provides six concerts at Central Park near the Pavilion. | $ | 4,950 |
| **Council on Aging - Case Management** Provides case management for senior residents, working through the Senior Center. | $ | 4,378 |
| **Emergency Housing Consortium -** Provides emergency shelter, transition counseling, food and clothing for homeless families and individuals. | $ | 49,312 |
| **Heart of the Valley** Provides transportation for seniors and disabled persons who are unable to travel by bus or other public transportation and to collect demographic information on new paratransit clients. | $ | 3,276 |
| **Keep Santa Clara Clean -** Anti-litter, anti-graffiti program promoting a clean and healthy City environment. | $ | 500 |
| **Live Oak Adult Day Services -** Provides adult day care for dependent and disabled seniors. | $ | 4,738 |
| **Mission City Opera** Provides quality opera performances to the community. | $ | 5,150 |

# Outside Group Funding (continued)

## ADOPTED

| | | |
|---|---|---|
| **Miss Santa Clara Pageant -** Provides an opportunity to receive an educational scholarship. | $ | 14,000 |
| **Next Door -** Case Management for survivors of domestic violence. | $ | 22,563 |
| **Operation Brown Bag -** Distributes weekly bags of food for low - income seniors. | $ | 5,866 |
| **Project Sentinel - Fair Housing -** Addresses complaints and undertakes investigation of illegal housing | $ | 17,978 |
| **Project Sentinel - HUD Counseling -** Counseling in personal finance for mortgage or rent delinquency and default | $ | 3,189 |
| **Project Sentinel - Rent Mediation -** Provides advice, referrals, counseling, and mediationservices to tennants and landlords to resolve disputes regarding renatal arrangements | $ | 52,822 |
| **Saint Justin Community Ministry** Provides food assistance to low/moderate income residents. | $ | 13,485 |
| **Santa Clara Ballet -** Provides cultural, music, dancing, entertainment and performances for the enjoyment of all. | $ | 13,500 |
| **Santa Clara Chorale -** Provides community choral performances. | $ | 10,500 |
| **Santa Clara Kiwanis/Lions Fish Derby** Provides funding for annual Fish Derby for local youth. | $ | 960 |
| **Santa Clara Nutrition Site -** Provides daily delivery of meals to severely disabled, homebound seniors. | $ | 31,590 |
| **Santa Clara Players -** Provides theatrical performances for the entertainment and enjoyment of the community. | $ | 6,000 |
| **Santa Clara Swim Club -** Host swim meets which bring national and international visitors to our city. | $ | 35,000 |
| **Senior Adult Legal Assistance -** Provides free legal services for seniors that includes advice and referrals, document writing and legal representation. | $ | 5,717 |
| **Silicon Valley Independent Living Center** 1. Provides counseling and training services for adults with physical disabilities. 2. Provides training in independent living skills to adults who are disabled as a result of a recent traumatic injury. | $ | 20,161 |
| **Support Network for Battered Women -** Provides counseling, shelter and legal services for battered spouses and their families. | $ | 6,697 |
| **Tourist and Convention Bureau -** Market City as a tourism and convention destination. | $ | 1,411,678 |
| **Triton Museum -** Provides artistic exhibitions and educational programs. | $ | 295,000 |
| **Valley Transportation Authority -** Provides transportation for seniors and disabled persons who are unable to travel by bus or other public transportation. | $ | 54,153 |
| **Total Funding Provided to Community Groups** | **$** | **2,226,452** |

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# 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 (2 through 5) depict various budget relationships for the fiscal year 2007-08 budget. The pie charts on page 2 show the total City estimated revenues by source and the total City appropriations by object category. A detailed presentation of revenues can be found on Pages 16 through 31 and a detail of expenditures can be found on pages 32 through 43.

The pie charts on page 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 18 and 19. General operating fund appropriations, which include the following City Departments/Divisions, can be found on pages 22 through 23:

City Council, City Manager, City Clerk/Auditor, City Attorney, Human Resources, Information Technology, Finance (including General Operating Debt Service), Planning, Library, Building Maintenance, Purchasing, Engineering, Police, Fire, and portions of Streets, Parks and Recreation, and Communications.

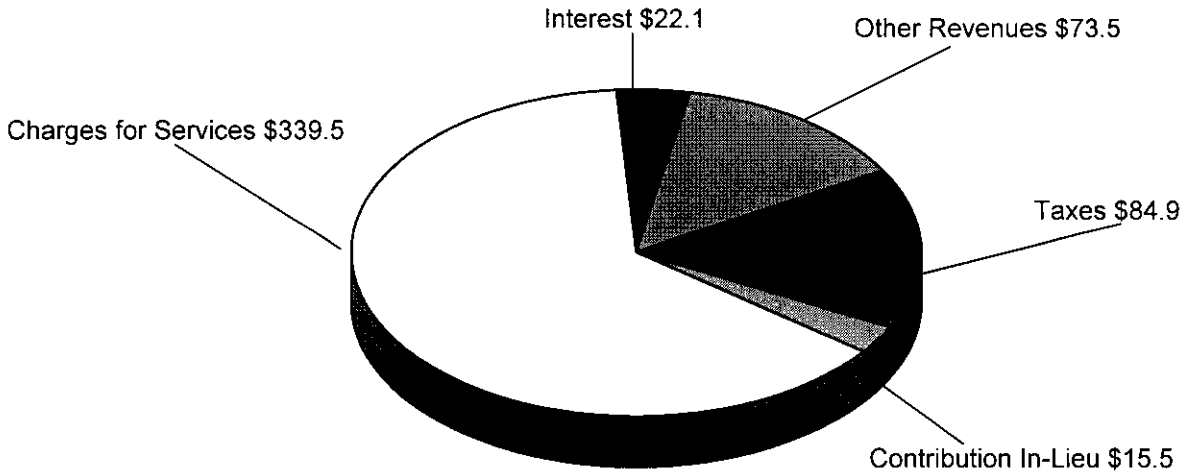
The four line graphs on pages 4 and 5 reflect revenue trends for the General Fund's primary source of external revenues. The numbers for fiscal years 1998-99 through 2005-06 show actual receipts, while the numbers for fiscal years 2006-07 and 2007-08 show budget estimates.

Actual expenditures for fiscal years 2005-06 and 2004-05, the 2006-07 and 2007-08 adopted appropriations are summarized on pages 10 and 11 by Fund (including General Fund Departments). Actual revenues for fiscal years 2004-05 and 2005-06, the 2006-07 and 2007-08 adopted estimated revenues are summarized on pages 12 and 13 by fund.

**City of Santa Clara**
**2007-2008**
**$535,504,889**

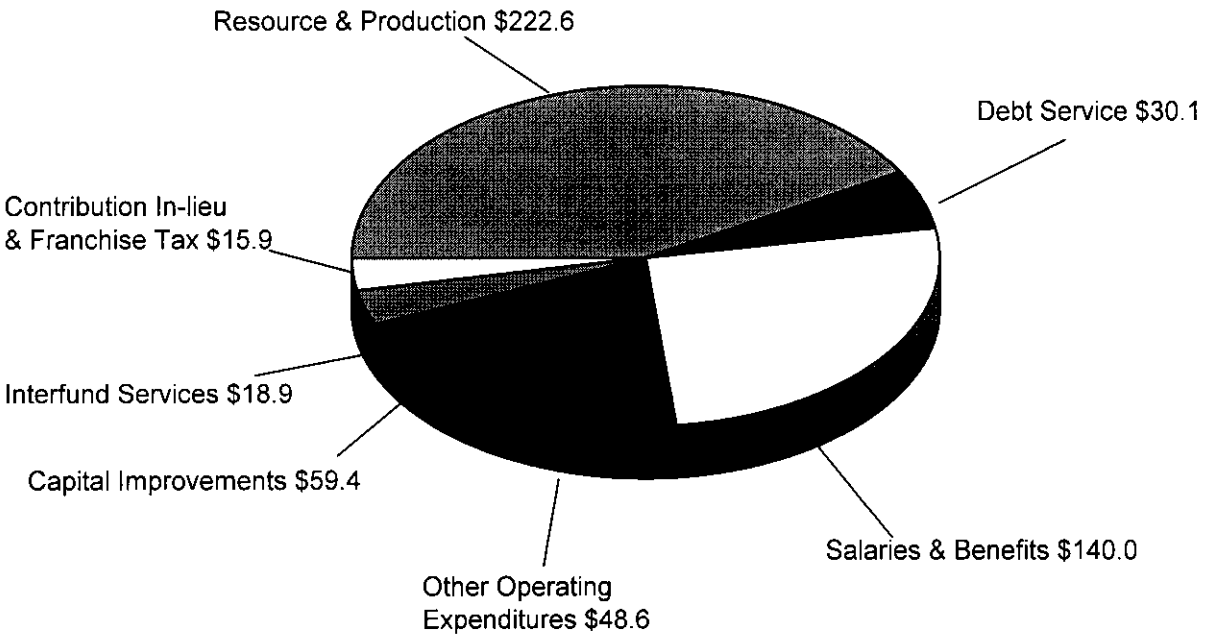
## Total City Revenues by Source

**(Dollars in Millions)**



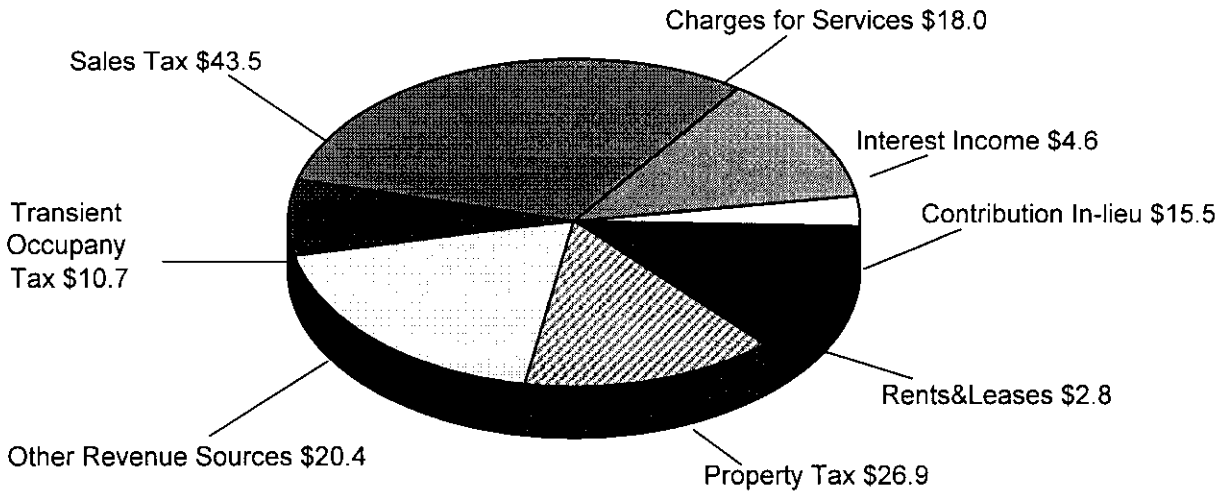

## Total City Appropriations by Object Category

**(Dollars in Millions)**

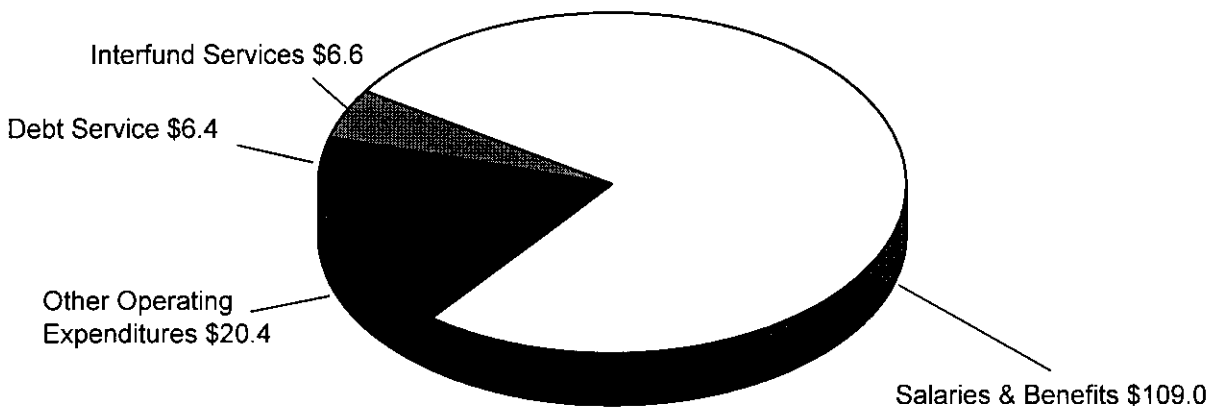


**City of Santa Clara**
**2007-2008**
**$142,390,782**

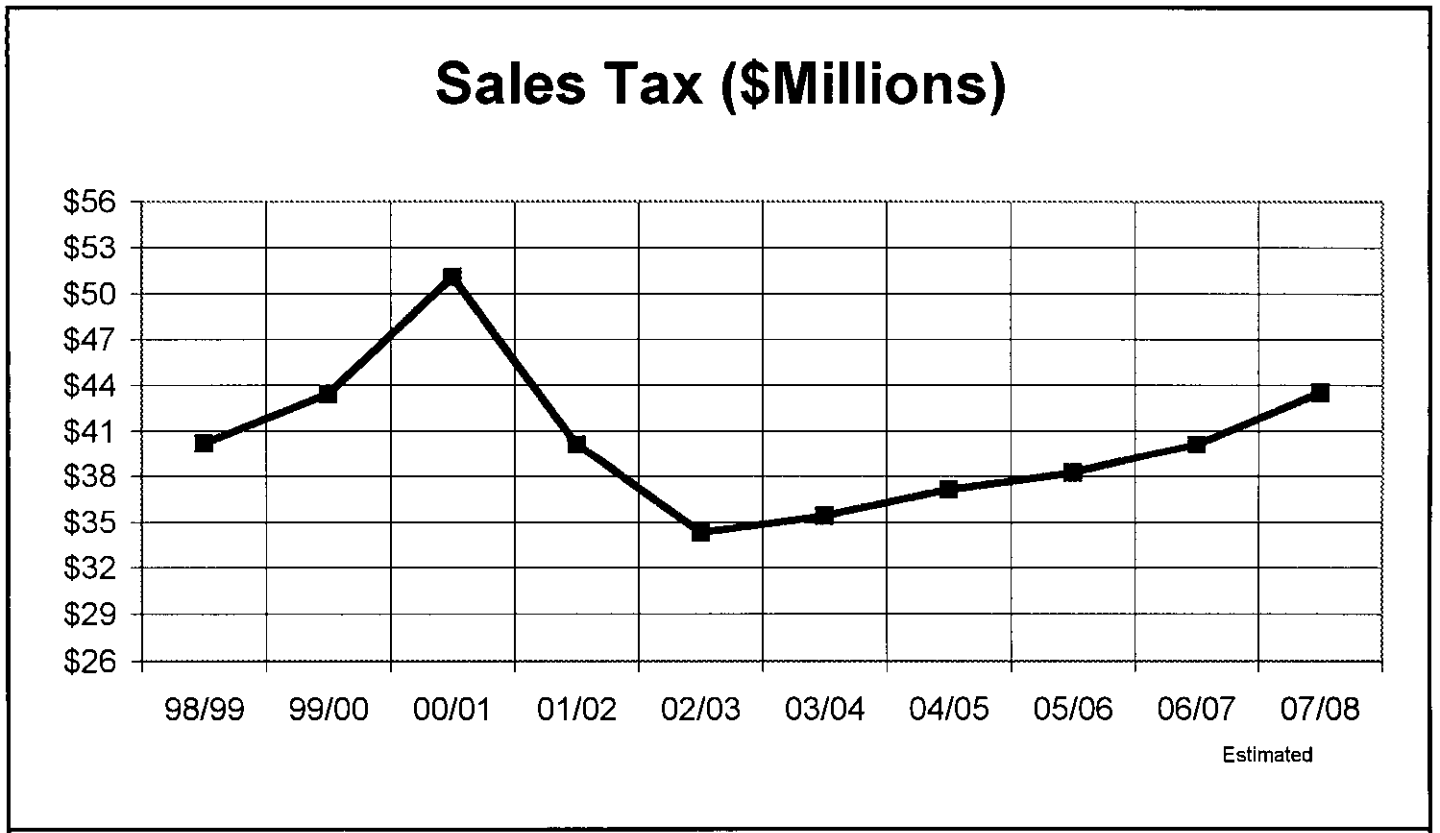
## General Operating Funds
## Revenue by Source
**(Dollars in Millions)**

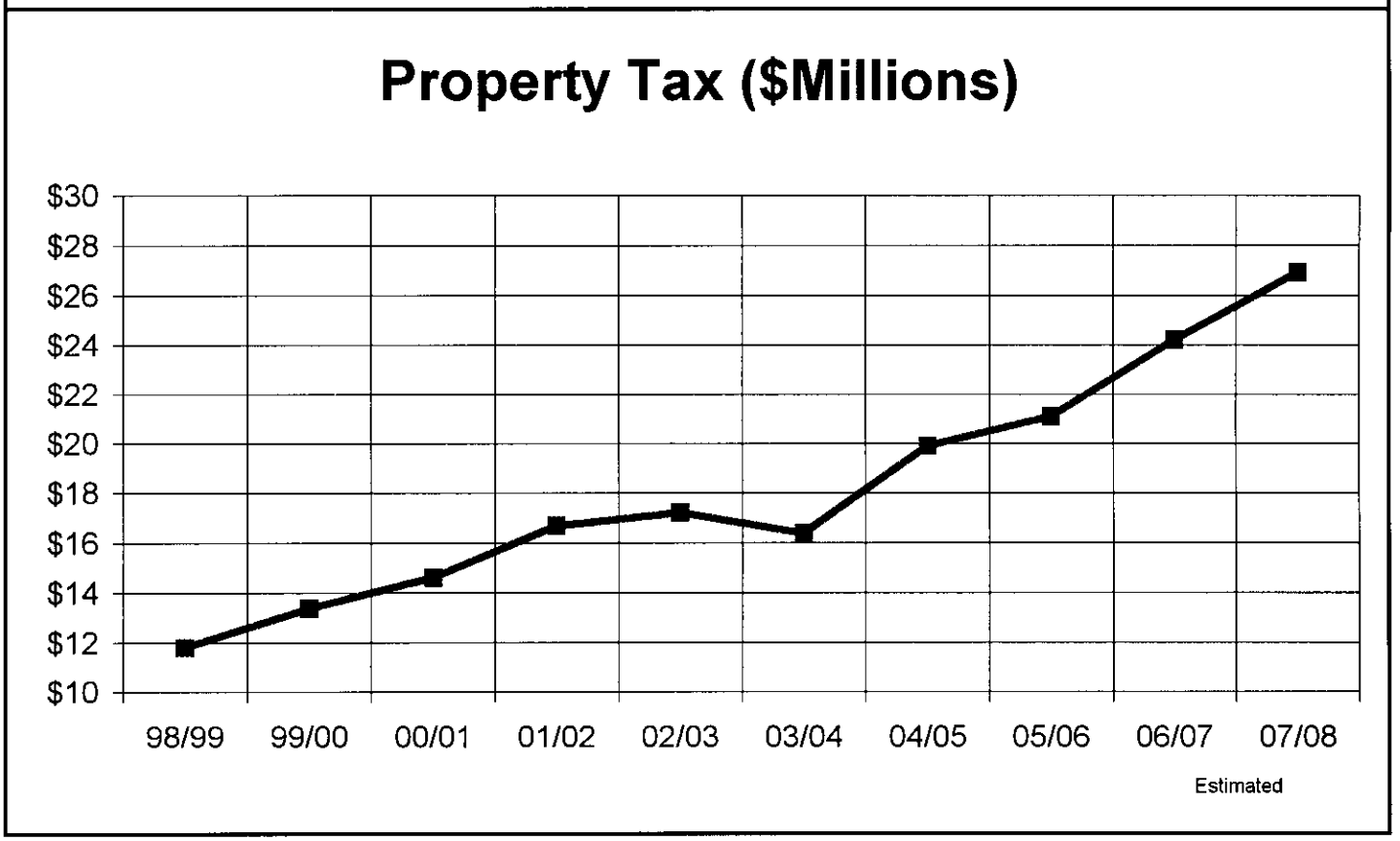



## General Operating Funds
## Appropriations by Object Category
**(Dollars in Millions)**

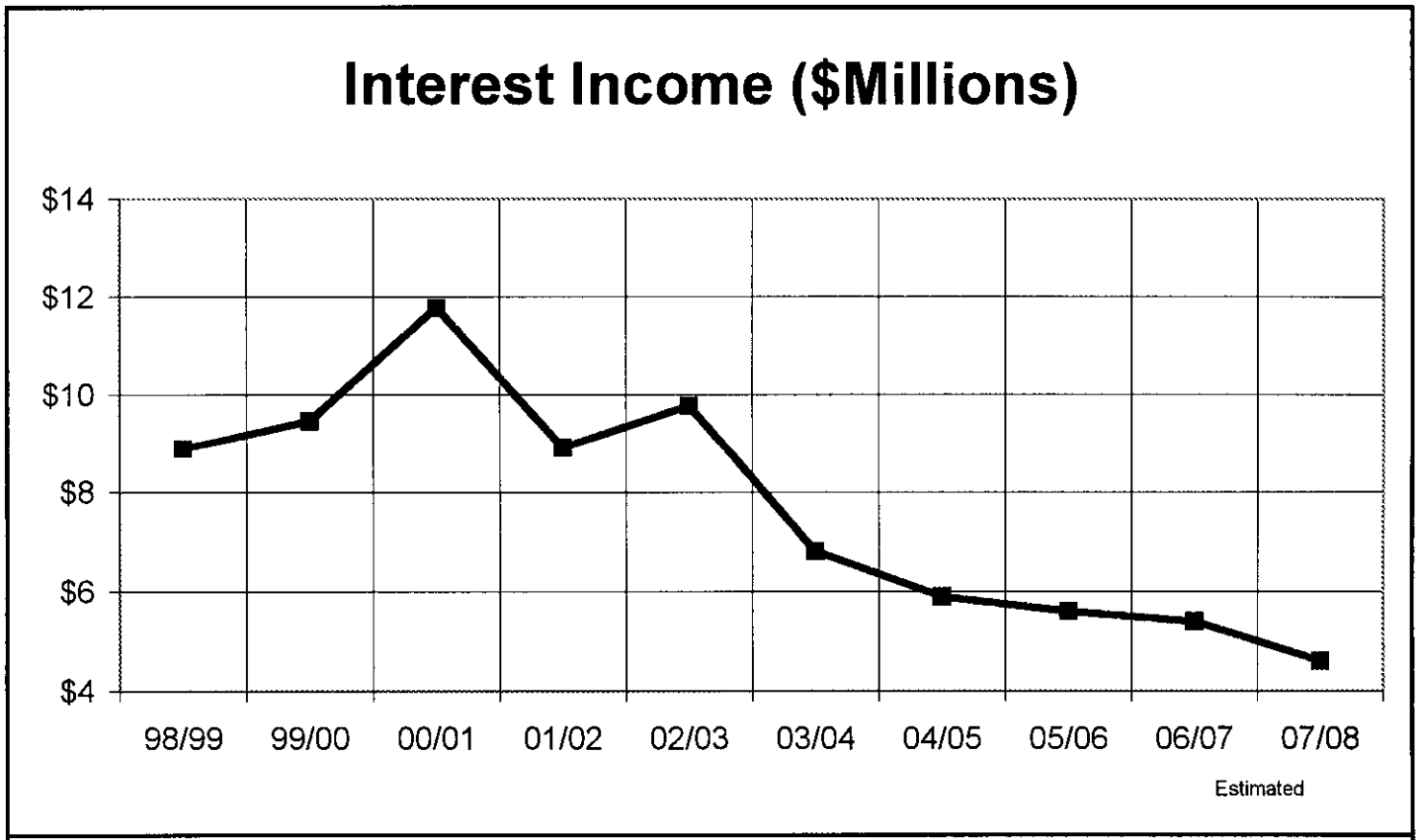


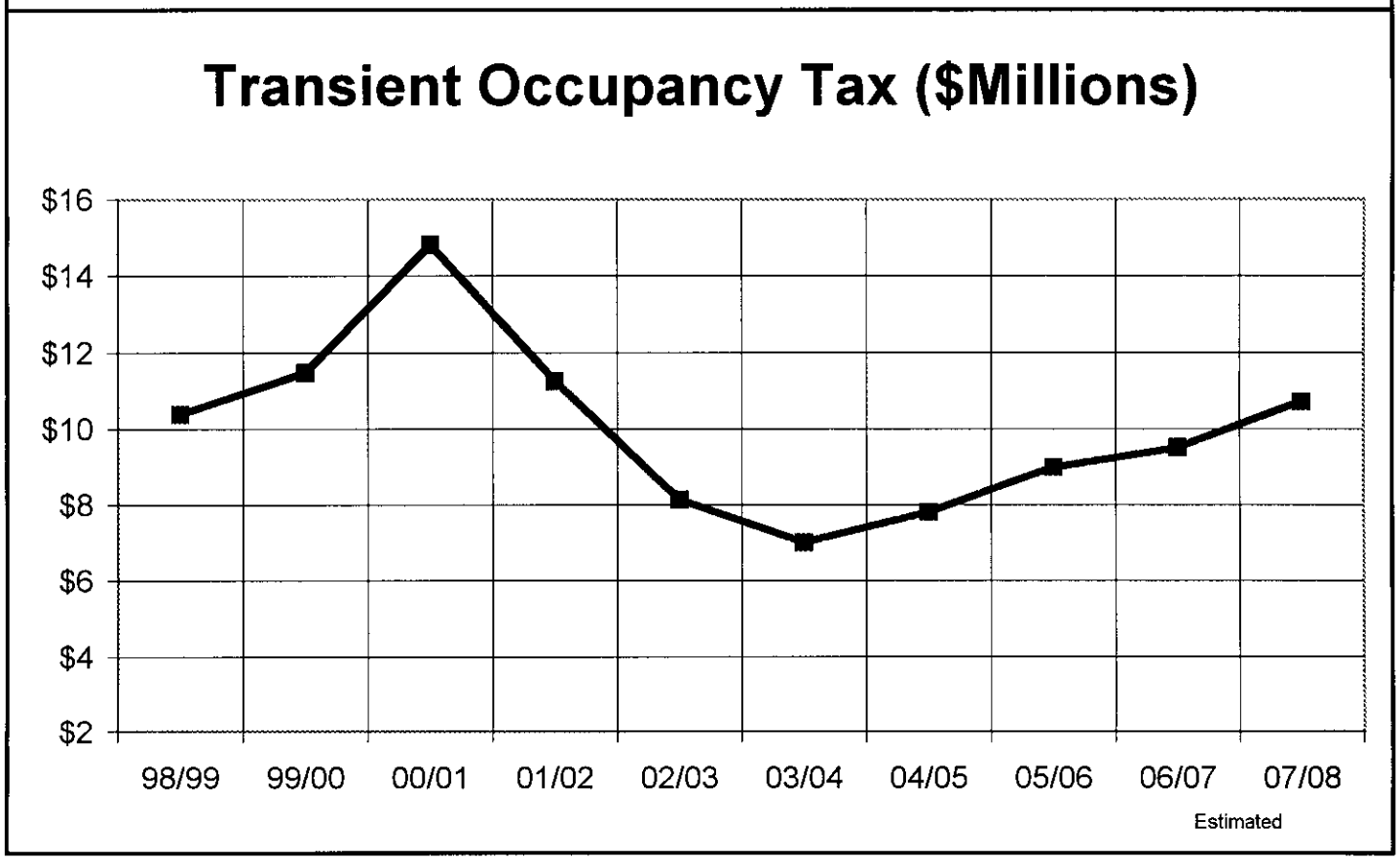
CITY OF SANTA CLARA
GENERAL FUND REVENUES
TEN YEAR TREND LINE



CITY OF SANTA CLARA
GENERAL FUND REVENUES
TEN YEAR TREND LINE



## REVENUE ESTIMATES AND FEE IMPACTS

### Fiscal Year 2007 - 08 Revenue Assumptions

| | |
|---|---|
| Rate of Inflation | 2.8% increase based on national, state and local economic forecasts. |
| General Fund | 7.3% increase in budgeted direct revenue. |
| Property Tax | 11.4% increase in City property tax revenue due to improved commercial/industrial sector and slower residential market. |
| Sales Tax | 8.4% increase due to improved economic conditions in fiscal year 2007-08. |
| Transient Occupancy Tax | 13.4% increase based on increased business travel and demand for hotel rooms in the County. |
| Interest Income | 1.0% increase based on increased reserve balances and with higher yields. |
| Contribution In-lieu of Tax | 11.5% increase due to increased sales and power demand compared to the fiscal year 2006-07 budget. |

### Enterprise Funds Rate and Fee Impact

| Rate Type | Fiscal Year 2007-08 Rate Change |
|---|---|
| Electric Utility Rate | None. Under review for Jan 2008 |
| Water Utility Rate | 9.0% increase |
| Sewer Utility Rate | 10% increase |
| Clean up Campaign Charge | None |
| Household Hazardous Waste Charge | None |
| Garbage Collection and Disposal Rate | $0.30 per month Single Family Rate |
| Residential Curbside Recycling Rate | None |
| Clean Green Program Rate | $0.50 per month, per participating residence |
| Recycle Water Rate | 9-31% depending on type of service |
| Municipal Solar Utility | None |

## SUMMARY OF ESTIMATED RESOURCES BY FUND AND REVENUE CATEGORY

### FISCAL YEAR 2007 - 2008

| Revenue Category | General Operating | Capital Projects | Special Revenue | Enterprise | Internal Services | Totals |
|---|---|---|---|---|---|---|
| Property Taxes | $ 26,910,000 | $ - | $ - | $ - | $ - | $ 26,910,000 |
| Sales Tax | 43,463,000 | - | - | - | - | 43,463,000 |
| Other Taxes | 14,553,120 | - | - | - | - | 14,553,120 |
| Licenses and Permits | 3,003,100 | - | - | - | - | 3,003,100 |
| Fines and Penalties | 1,514,730 | - | - | - | - | 1,514,730 |
| Use of Money and Property | 7,420,000 | - | - | 17,832,383 | - | 25,252,383 |
| Revenue from Other Agencies | 1,638,215 | 1,443,809 | 3,743,548 | 581,000 | - | 7,406,572 |
| Charges for Current Services | 18,026,144 | 410,000 | 700,876 | 314,586,354 | 5,799,934 | 339,523,308 |
| Contribution In-lieu of Taxes | 15,456,832 | - | - | - | - | 15,456,832 |
| Other Revenue/Debt Proceeds | 224,000 | - | - | 107,500 | 110,040 | 441,540 |
| **Subtotal - Estimated Revenue** | **132,209,141** | **1,853,809** | **4,444,424** | **333,107,237** | **5,909,974** | **477,524,585** |
| Transfer/Designation From (To) Reserve | (3,806,579) | 7,599,498 | (11,200) | 27,121,737 | (138,740) | 30,764,716 |
| Inter-fund Transfers | 13,988,220 | 2,161,300 | (533,431) | 492,873 | - | 16,108,962 |
| Estimated Beginning Balance | - | 1,460,000 | 1,158,463 | 7,742,400 | 745,763 | 11,106,626 |
| **TOTAL ESTIMATED RESOURCES** | **$ 142,390,782** | **$ 13,074,607** | **$ 5,058,256** | **$ 368,464,247** | **$ 6,516,997** | **$ 535,504,889** |

## SUMMARY OF ESTIMATED RESOURCES BY FUND AND REVENUE CATEGORY

### FISCAL YEAR 2006 - 2007

| Revenue Category | General Operating | Capital Projects | Special Revenue | Enterprise | Internal Services | Totals |
|---|---|---|---|---|---|---|
| Property Taxes | $ 24,164,651 | $ - | $ - | $ - | $ - | $ 24,164,651 |
| Sales Tax | 40,110,000 | - | - | - | - | 40,110,000 |
| Other Taxes | 13,262,000 | - | - | - | - | 13,262,000 |
| Licenses and Permits | 3,164,000 | - | - | - | - | 3,164,000 |
| Fines and Penalties | 1,472,000 | - | - | - | - | 1,472,000 |
| Use of Money and Property | 8,076,640 | - | - | 16,911,462 | - | 24,988,102 |
| Revenue from Other Agencies | 1,901,000 | 675,632 | 3,751,317 | 715,000 | - | 7,042,949 |
| Charges for Current Services | 16,991,000 | 283,000 | 678,679 | 285,203,295 | 5,271,660 | 308,427,634 |
| Contribution In-lieu of Taxes | 13,862,342 | - | - | - | - | 13,862,342 |
| Other Revenue/Debt Proceeds | 228,000 | - | - | 106,500 | 110,040 | 444,540 |
| **Subtotal - Estimated Revenue** | **123,231,633** | **958,632** | **4,429,996** | **302,936,257** | **5,381,700** | **436,938,218** |
| Transfer/Designation From (To) Reserve | (1,142,410) | 3,661,400 | (13,000) | 29,285,726 | (137,890) | 31,653,826 |
| Inter-fund Transfers | 13,180,106 | 1,558,420 | (574,080) | (464,870) | - | 13,699,576 |
| Estimated Beginning Balance | - | 995,481 | 742,374 | 6,551,000 | 958,718 | 9,247,573 |
| **TOTAL ESTIMATED RESOURCES** | **$ 135,269,329** | **$ 7,173,933** | **$ 4,585,290** | **$ 338,308,113** | **$ 6,202,528** | **$ 491,539,193** |

## SUMMARY OF APPROPRIATIONS
## BY FUND AND CATEGORY
## FISCAL YEAR 2007 - 2008

| Fund Name | Salaries and Benefits | Other Operating Expenditures | Resource and Production | Contribution In-lieu of Taxes & Franchise Fees | Interfund Services | Capital Improvements | Debt Service | Totals |
|---|---|---|---|---|---|---|---|---|
| General Operating Fund: | | | | | | | | |
| General Government | $ 14,454,145 | $ 11,887,819 | $ - | $ - | $ 233,379 | $ - | $ - | $ 26,575,343 |
| Public Works | 11,326,520 | 2,237,053 | - | - | 1,106,686 | - | - | 14,670,259 |
| Public Safety + 9-1-1 | 64,714,959 | 2,658,798 | - | - | 4,539,960 | - | - | 71,913,717 |
| Parks & Recreation | 8,945,409 | 1,802,873 | - | - | 529,735 | - | - | 11,278,017 |
| Library | 5,312,387 | 1,253,500 | - | - | 62,392 | - | - | 6,628,279 |
| Planning & Inspection | 4,351,056 | 515,045 | - | - | 95,059 | - | - | 4,961,160 |
| Debt Service | - | - | - | - | - | - | 6,364,007 | 6,364,007 |
| Total-Gen. Operating | 109,104,476 | 20,355,088 | - | - | 6,567,211 | - | 6,364,007 | 142,390,782 |
| Special Revenue Funds | 131,908 | 1,364,581 | - | - | 53,990 | 3,507,777 | - | 5,058,256 |
| Capital Projects Funds | - | - | - | - | - | 13,074,607 | - | 13,074,607 |
| Enterprise Funds | 28,579,991 | 22,770,106 | 222,556,740 | 15,883,832 | 12,113,963 | 42,775,000 | 23,784,615 | 368,464,247 |
| Internal Service Funds | 2,219,522 | 4,151,911 | - | - | 145,564 | - | - | 6,516,997 |
| CATEGORY TOTALS | $ 140,035,897 | $ 48,641,686 | $ 222,556,740 | $ 15,883,832 | $ 18,880,728 | $ 59,357,384 | $ 30,148,622 | $ 535,504,889 |

## SUMMARY OF APPROPRIATIONS
## BY FUND AND CATEGORY
## FISCAL YEAR 2006 - 2007

| Fund Name | Salaries and Benefits | Other Operating Expenditures | Resource and Production | Contribution In-lieu of Taxes & Franchise Fees | Interfund Services | Capital Improvements | Debt Service | Totals |
|---|---|---|---|---|---|---|---|---|
| General Operating Fund: | | | | | | | | |
| General Government | $ 11,451,644 | $ 11,372,434 | $ - | $ - | $ 174,106 | $ - | $ - | $ 22,998,184 |
| Public Works | 11,706,315 | 2,120,841 | - | - | 980,111 | - | - | 14,807,267 |
| Public Safety + 9-1-1 | 62,982,078 | 2,399,824 | - | - | 3,622,211 | - | - | 69,004,113 |
| Parks & Recreation | 8,447,368 | 1,658,569 | - | - | 435,691 | - | - | 10,541,628 |
| Library | 5,144,696 | 1,156,765 | - | - | 53,300 | - | - | 6,354,761 |
| Planning & Inspection | 4,624,216 | 493,639 | - | - | 80,074 | - | - | 5,197,929 |
| Debt Service | - | - | - | - | - | - | 6,365,447 | 6,365,447 |
| Total-Gen. Operating | 104,356,317 | 19,202,072 | - | - | 5,345,493 | - | 6,365,447 | 135,269,329 |
| Special Revenue Funds | 126,557 | 1,334,688 | - | - | 47,613 | 3,076,432 | - | 4,585,290 |
| Capital Projects Funds | - | - | - | - | - | 7,173,933 | - | 7,173,933 |
| Enterprise Funds | 27,965,513 | 22,844,694 | 215,306,613 | 14,396,565 | 11,562,235 | 22,660,000 | 23,572,493 | 338,308,113 |
| Internal Service Funds | 2,176,676 | 3,891,730 | - | - | 134,122 | - | - | 6,202,528 |
| CATEGORY TOTALS | $ 134,625,063 | $ 47,273,184 | $ 215,306,613 | $ 14,396,565 | $ 17,089,463 | $ 32,910,365 | $ 29,937,940 | $ 491,539,193 |

## SUMMARY OF ESTIMATED RESOURCES
## THREE YEAR TREND BY REVENUE CATEGORY
### ADOPTED BUDGETS FOR FISCAL YEARS 2005-2006 through 2007-2008

| ESTIMATED RESOURCES | 2007-2008 | 2006-2007 | 2005-2006 |
|---|---|---|---|
| Revenue Categories | | | |
| Property Taxes | $ 26,910,000 | $ 24,164,651 | $ 20,115,000 |
| Sales Tax | 43,463,000 | 40,110,000 | 37,053,000 |
| Transient Occupancy Tax | 10,712,000 | 9,450,000 | 7,904,000 |
| Other Taxes | 3,841,120 | 3,812,000 | 3,227,000 |
| Licenses and Permits | 3,003,100 | 3,164,000 | 3,132,200 |
| Fines and Penalties | 1,514,730 | 1,472,000 | 1,307,730 |
| Interest | 22,143,183 | 21,930,102 | 23,452,505 |
| Other use of Money and Property | 3,109,200 | 3,058,000 | 11,643,200 |
| Revenue from Other Agencies | 7,406,572 | 7,042,949 | 7,280,227 |
| Charges for Current Services | 339,523,308 | 308,427,634 | 274,518,559 |
| Contribution In-lieu | 15,456,832 | 13,862,342 | 12,165,295 |
| Other Revenue | 441,540 | 444,540 | 437,540 |
| Transfers From (To) Reserves | 30,764,716 | 31,653,826 | 29,943,198 |
| Interfund Transfers | 16,108,962 | 13,699,576 | 4,596,036 |
| Estimated Beginning Balance | 11,106,626 | 9,247,573 | 13,049,606 |
| **Total Estimated Resources** | **$ 535,504,889** | **$ 491,539,193** | **$ 449,825,096** |

## SUMMARY OF APPROPRIATIONS
## THREE YEAR TREND BY EXPENDITURE CATEGORY
### ADOPTED BUDGETS FOR FISCAL YEARS 2005-2006 through 2007-2008

| PROJECTED EXPENDITURES | 2007-2008 | 2006-2007 | 2005-2006 |
|---|---|---|---|
| Expenditure Categories | | | |
| Salaries and Benefits | $ 140,035,897 | $ 134,625,063 | $ 123,805,161 |
| Other Operating Expenditures | 48,641,686 | 47,273,184 | 46,666,053 |
| Resource and Production | 222,556,740 | 215,306,613 | 188,411,635 |
| Contribution In-lieu & Franchise Fees | 15,883,832 | 14,396,565 | 12,570,095 |
| Interfund Services | 18,880,728 | 17,089,463 | 16,475,498 |
| Debt Service | 30,148,622 | 29,937,940 | 29,478,685 |
| **Total Operating Budget** | **476,147,505** | **458,628,828** | **417,407,127** |
| Capital Improvement Project Budget | 59,357,384 | 32,910,365 | 32,417,969 |
| **Total Projected Expenditures** | **$ 535,504,889** | **$ 491,539,193** | **$ 449,825,096** |

# City of Santa Clara
# 2007 - 08 Budget by Fund
# And P/Y Appropriations/Expenditures
(amounts expressed in thousands)

| DEPARTMENT/FUND NAME | FY 2004-05 Actual | 2005-06 Actual | FY 2006-07 Adopted | FY 2007-08 Adopted |
|---|---|---|---|---|
| **GENERAL FUND (by Department)** | | | | |
| City Council | $ 218 | $ 224 | $ 256 | $ 249 |
| City Manager | 3,818 | 6,142 | 7,122 | 9,048 |
| City Clerk | 633 | 556 | 792 | 564 |
| City Attorney | 957 | 1,107 | 1,067 | 1,106 |
| Information Technology | 6,115 | 5,432 | 5,772 | 5,915 |
| Human Resources | 1,478 | 1,717 | 1,806 | 1,843 |
| Finance | 6,301 | 6,108 | 6,980 | 7,850 |
| Parks and Recreation | 10,174 | 10,607 | 10,542 | 11,278 |
| Library | 6,579 | 6,488 | 6,355 | 6,628 |
| Planning and Inspection | 5,038 | 5,033 | 5,197 | 4,961 |
| Street | 5,619 | 6,117 | 6,245 | 7,567 |
| Engineering | 5,452 | 5,960 | 6,262 | 5,520 |
| Building Maintenance | 1,260 | 1,342 | 1,503 | 1,584 |
| Police | 30,704 | 34,471 | 38,460 | 40,210 |
| Fire | 25,559 | 28,541 | 30,545 | 31,704 |
| **General Fund - Total Budget** | **109,905** | **119,845** | **128,904** | **136,027** |
| **Debt Service Fund (431, 441)** | **$ 6,377** | **$ 6,347** | **$ 6,365** | **$ 6,364** |
| **Capital Improvement Project Funds** | | | | |
| Traffic Mitigation (525) | $ 1,074 | $ 1,110 | $ 550 | $ 1,000 |
| Street Beautification (531) | 70 | 84 | 60 | 55 |
| Parks and Recreation (532) | 929 | 10,729 | 280 | 965 |
| Streets and Highways (533) | 548 | 421 | 669 | 1,728 |
| Storm Drain (535) | 307 | 403 | 530 | 595 |
| Fire Department (536) | 545 | 2,280 | 74 | 147 |
| Library Department (537) | 879 | 83 | 25 | 25 |
| Public Buildings (538) | 509 | 6,446 | 1,691 | 3,780 |
| General Government-Other (539) | 7,068 | 5,899 | 3,295 | 4,780 |
| | **11,929** | **27,455** | **7,174** | **13,075** |
| **Special Revenue Funds** | | | | |
| Dwntwn. Parking Mtce. District (025) | $ 111 | $ 120 | $ 126 | $ 130 |
| Convention Ctr .Mtce. District (026) | 1,216 | 1,258 | 1,307 | 1,346 |
| Recreation Programs (041) | 73 | 75 | 76 | 75 |
| HUD Program Commty. Serv. (562) | 2,459 | 1,942 | 1,276 | 1,325 |
| Special Gas Tax (521) | 686 | 1,106 | 750 | 757 |
| Special Gas Tax (522) | 558 | 1,033 | 600 | 975 |
| Collier-Uruh Trans. Act (524) | - | 813 | 450 | 450 |
| | **5,103** | **6,347** | **4,585** | **5,058** |

# City of Santa Clara
# 2007 - 08 Budget by Fund
# And P/Y Appropriations/Expenditures
(amounts expressed in thousands)

| DEPARTMENT/FUND NAME | FY 2004-05 Actual | 2005-06 Actual | FY 2006-07 Adopted | FY 2007-08 Adopted |
|---|---|---|---|---|
| **Internal Service Funds** | | | | |
| Vehicle Maintenance (053) | $ 2,894 | $ 3,179 | $ 3,571 | $ 3,822 |
| Vehicle Acquisition (050) | 1,169 | 701 | 1,981 | 2,050 |
| Communications Tech. Services (047) | 483 | 550 | 631 | 625 |
| Communications Acquisition (048) | - | - | 20 | 20 |
| | **4,546** | **4,430** | **6,203** | **6,517** |
| **Enterprise Funds** | | | | |
| Electric Utility (091,491,534,591) | $ 310,706 | $ 271,952 | $ 280,276 | $ 304,157 |
| Water Utility (092,592) | 19,424 | 20,097 | 23,272 | 25,034 |
| Water Recycling (097,497,597) | 907 | 1,029 | 914 | 1,184 |
| Sewer Utility (094,594) | 16,101 | 11,658 | 16,909 | 20,544 |
| Solid Waste (096,596) | 14,244 | 15,422 | 16,111 | 16,748 |
| Cemetery (093,593) | 766 | 723 | 826 | 797 |
| | **362,148** | **320,881** | **338,308** | **368,464** |
| **Total City** | **$ 500,008** | **$ 485,305** | **$ 491,539** | **$ 535,505** |
| **Redevelopment Agency** | | | | |
| Bayshore North (901, 939, 941) | $ 32,433 | $ 22,109 | $ 32,225 | $ 49,832 |
| University Project (902, 938, 942) | 145 | 119 | 1,370 | 499 |
| Housing (910,915) | 10,321 | 5,082 | 9,336 | 6,756 |
| | **42,899** | **27,310** | **42,931** | **57,087** |
| **Sport. & Open Space Authty.** | | | | |
| Sports & Open Space Authty. (801) | $ 28 | $ 28 | $ 45 | $ 45 |
| Santa Clara Golf and Tennis (811,840) | 1,211 | 1,804 | 1,987 | 2,021 |
| | **1,239** | **1,832** | **2,032** | **2,066** |
| **Total - City & Agency** | **$ 544,146** | **$ 514,447** | **$ 536,502** | **$ 594,658** |

# City of Santa Clara
## Revenue Summary - All Funds
## FY 2004-05 through FY 2007-08
(amounts expressed in thousands)

| FUND | FY 2004-05 Actual | FY 2005-06 Actual | FY 2006-07 Adopted | FY 2007-08 Adopted |
|---|---|---|---|---|
| **General Operating Funds** | | | | |
| General Fund (001) | $ 111,636 | $ 125,284 | $ 130,047 | $ 139,834 |
| Debt Service Fund (441,431) | 6,351 | 6,365 | 6,365 | 6,364 |
| | **117,987** | **131,649** | **136,412** | **146,198** |
| **Capital Improvement Project Funds** | | | | |
| Traffic Mitigation (525) | $ 658 | $ 523 | $ - | $ - |
| Street Beautification (531) | (233) | 72 | 60 | 30 |
| Parks and Recreation (532) | (4,237) | 596 | 280 | 965 |
| Streets and Highways (533) | 417 | 754 | 669 | 1,178 |
| Storm Drain (535) | 544 | 235 | 120 | 430 |
| Fire Department (536) | 1,559 | 2,942 | 74 | 147 |
| Library Department (537) | 218 | - | 25 | 25 |
| Public Buildings (538) | 604 | 765 | 1,655 | 3,779 |
| General Government-Other (539) | 4,167 | 3,513 | 3,296 | 4,780 |
| | **3,697** | **9,400** | **6,179** | **11,334** |
| **Special Revenue Funds** | | | | |
| Downtown. Parking Mtce. District (025 ) | $ 136 | $ 177 | $ 138 | $ 130 |
| Convention Ctr .Mtce. District (026) | 1,394 | 1,098 | 1,198 | 1,257 |
| Recreation Programs (041) | 77 | 75 | 75 | 75 |
| HUD Program Community. Serv. (562) | 2,202 | 1,598 | 1,239 | 1,234 |
| Special Gas Tax (521) | 729 | 1,120 | 650 | 650 |
| Special Gas Tax (522) | 612 | 589 | 155 | 155 |
| Collier-Uruh Trans. Act (524) | 610 | 539 | 400 | 400 |
| | **5,760** | **5,196** | **3,855** | **3,901** |
| **Internal Service Funds** | | | | |
| Vehicle Maintenance (053) | $ 3,393 | $ 3,389 | $ 3,410 | $ 3,509 |
| Vehicle Acquisition (050) | 719 | 1,043 | 1,307 | 1,731 |
| Communications Tech. Services (047) | 469 | 467 | 506 | 511 |
| Communications Acquisition (048) | (175) | 85 | 158 | 159 |
| | **4,406** | **4,984** | **5,381** | **5,910** |

# City of Santa Clara
## Revenue Summary - All Funds
## FY 2004-05 through FY 2007-08
(amounts expressed in thousands)

| FUND | FY 2004-05 Actual | FY 2005-06 Actual | FY 2006-07 Adopted | FY 2007-08 Adopted |
|---|---|---|---|---|
| **Enterprise Funds** | | | | |
| Electric Utility (091,491,534,591) | $ 214,134 | $ 236,885 | $ 247,990 | $ 274,253 |
| Water Utility (092,492,592) | 19,858 | 20,162 | 22,153 | 24,173 |
| Water Recycling (097,497,597) | 750 | 1,356 | 920 | 1,040 |
| Sewer Utility (094,494,594) | 12,896 | 13,666 | 14,306 | 16,755 |
| Solid Waste (096,496,596) | 15,038 | 15,014 | 16,288 | 16,582 |
| Cemetery (093,493,593) | 710 | 530 | 815 | 797 |
| | **263,386** | **287,613** | **302,472** | **333,600** |
| **Total City** | **$ 395,236** | **$ 438,842** | **$ 454,299** | **$ 500,943** |
| **Redevelopment Agency** | | | | |
| Bayshore North (901, 939, 941) | $ 27,317 | $ 21,595 | $ 20,441 | $ 31,254 |
| University Project (902, 938, 942) | 381 | 422 | 1,270 | 599 |
| Housing (910, 915) | 9,306 | 8,553 | 8,344 | 9,062 |
| | **37,004** | **30,570** | **30,055** | **40,915** |
| **Sport. & Open Space Authty.** | | | | |
| Sport. & Open Space Authty. (801) | $ 18 | $ 18 | $ 45 | $ 45 |
| Santa Clara Golf and Tennis (811, 840) | 1,902 | 1,715 | 1,897 | 1,921 |
| | **1,920** | **1,733** | **1,942** | **1,966** |
| **Total - City & Agency** | **$ 434,160** | **$ 471,145** | **$ 486,296** | **$ 543,824** |

# City of Santa Clara
# Estimated Fund Balances
# As of June 30, 2007 and 2008

| | Estimated Fund Balance at 06-30-07 | FY07-08 Appropriations | FY07-08 Estimated Revenues & Net Transfers | Estimated Fund Balance at 06-30-08 |
|---|---|---|---|---|
| **General Operating Funds** | | | | |
| General Fund (001) **(a)** | $ 1,898,312 | $ 136,026,775 | $ 136,026,775 | $ 1,898,312 |
| Debt Service Fund (441, 431) | 6,351,481 | 6,364,007 | 6,364,007 | 6,351,481 |
| | 8,249,793 | 142,390,782 | 142,390,782 | 8,249,793 |
| **Capital Projects Funds** | | | | |
| Streets and Highways Funds (525, 531, 533) **(b)** | 6,750,240 | 2,783,208 | 1,488,208 | 5,455,240 |
| General Government (532, 535, 536, 537, 538, 539) **(b)** | 902,408 | 10,291,399 | 10,126,399 | 737,408 |
| | 7,652,648 | 13,074,607 | 11,614,607 | 6,192,648 |
| **Special Revenue Funds** | | | | |
| Maintenance Districts (025, 026) | 277,852 | 1,475,761 | 1,386,761 | 188,852 |
| Recreation Programs (041) | 54,000 | 74,718 | 74,718 | 54,000 |
| Community Services HUD Program (562) **(b)** | 124,868 | 1,325,377 | 1,233,614 | 33,105 |
| Streets and Highways Funds (521, 522, 524) **(b)** | 5,057,545 | 2,182,400 | 1,204,700 | 4,079,845 |
| | 5,514,265 | 5,058,256 | 3,899,793 | 4,355,802 |
| **Enterprise Funds** | | | | |
| Electric Utility (091, 491, 534, 591) | 379,065,286 | 304,156,466 | 274,253,572 | 349,162,392 |
| Water Utility (092, 492, 592) | 9,602,483 | 25,034,246 | 24,172,500 | 8,740,737 |
| Water Recycling (097, 497, 597) | 2,215,997 | 1,183,932 | 1,040,200 | 2,072,265 |
| Sewer Utility (094, 494, 594) | 18,173,518 | 20,544,276 | 16,754,775 | 14,384,017 |
| Solid Waste (096, 496, 596) **(c)** | (3,589,593) | 16,747,883 | 16,581,619 | (3,755,857) |
| Cemetery (093, 493, 593) | (1,666,069) | 797,444 | 797,444 | (1,666,069) |
| | 403,801,622 | 368,464,247 | 333,600,110 | 368,937,485 |
| **Internal Service Funds** | | | | |
| Vehicle Maintenance (053) | 1,493,127 | 3,821,839 | 3,509,351 | 1,180,639 |
| Vehicle Acquisition (050) | 1,255,760 | 2,050,000 | 1,731,431 | 937,191 |
| Communications Technical Services (047) | (108,558) | 625,158 | 610,452 | (123,264) |
| Communications Acquisition (048) | (52,799) | 20,000 | 158,740 | 85,941 |
| | 2,587,530 | 6,516,997 | 6,009,974 | 2,080,507 |
| | $ 427,805,858 | $ 535,504,889 | $ 497,515,266 | $ 389,816,235 |

**(a)** General Operating Fund only; does not include the General Contingency Reserve Fund. See the Five Year Financial Plan, included in the Capital Improvement Budget, for a discussion of the General Contingency Reserve Fund balances.

**(b)** Capital Project appropriations are fully funded, project length appropriations; beginning fund balance does not include the estimated unspent appropriations at 6-30-07.

**(c)** Fund balance has been reduced by the unfunded liability for estimated post-closure costs.

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# ESTIMATED RESOURCES

## *ALL FUNDS*

| Revenue Accounts | TOTALS | General Operating Funds | Capital Improvement Funds |
|---|---|---|---|
| ***Taxes:*** | | | |
| ***Property Tax:*** | | | |
| Secured | $ 25,210,000 | $ 25,210,000 | $ - |
| Unsecured | 1,700,000 | 1,700,000 | - |
| **Subtotal - Property Tax** | **26,910,000** | **26,910,000** | **-** |
| Sales Tax | 43,463,000 | 43,463,000 | - |
| Transient Occupancy Tax | 10,712,000 | 10,712,000 | - |
| Franchise Tax | 2,941,120 | 2,941,120 | - |
| Document Transfer Tax | 900,000 | 900,000 | - |
| **Total Taxes** | **84,926,120** | **84,926,120** | **-** |
| ***Licenses and Permits:*** | | | |
| Business Licenses | 820,000 | 820,000 | - |
| Building Permits | 1,750,000 | 1,750,000 | - |
| Electric Permits | 200,000 | 200,000 | - |
| Plumbing Permits | 120,000 | 120,000 | - |
| Mechanical Permits | 110,000 | 110,000 | - |
| Street Opening Permits | 3,000 | 3,000 | - |
| Misc. Licenses and Permits | 100 | 100 | - |
| **Total Licenses and Permits** | **3,003,100** | **3,003,100** | **-** |
| ***Fines and Penalties:*** | | | |
| Traffic Fines | 515,730 | 515,730 | - |
| California Vehicle Code | 184,000 | 184,000 | - |
| Library Fines | 215,000 | 215,000 | - |
| Collection Charges | 600,000 | 600,000 | - |
| **Total Fines and Penalties** | **1,514,730** | **1,514,730** | **-** |
| ***Use of Money and Property:*** | | | |
| Interest Income | 22,143,183 | 4,649,000 | - |
| Rents and Leases | 3,103,200 | 2,765,000 | - |
| Miscellaneous Money and Property | 6,000 | 6,000 | - |
| **Total Money and Property** | **25,252,383** | **7,420,000** | **-** |
| ***Revenue from Other Agencies:*** | | | |
| Community Devel. Block Grant | 1,105,023 | - | - |
| HOME Program | 613,807 | - | - |
| Vehicle License Fee | 678,000 | 678,000 | - |
| Gas Tax (2105, 2106, 2107, 2126) | 1,950,000 | - | - |
| Misc. Revenue from Other Agencies | 3,059,742 | 960,215 | 1,443,809 |
| **Total Rev. from Other Agencies** | **7,406,572** | **1,638,215** | **1,443,809** |

# ESTIMATED RESOURCES

## *ALL FUNDS*

| Revenue Accounts | Special Revenue Funds | Enterprise Funds | Internal Service Funds |
|---|---|---|---|
| ***Taxes:*** | | | |
| ***Property Tax:*** | | | |
| Secured | $ - | $ - | $ - |
| Unsecured | - | - | - |
| **Subtotal - Property Tax** | - | - | - |
| Sales Tax | - | - | - |
| Transient Occupancy Tax | - | - | - |
| Franchise Tax | - | - | - |
| Document Transfer Tax | - | - | - |
| **Total Taxes** | - | - | - |
| ***Licenses and Permits:*** | | | |
| Business Licenses | - | - | - |
| Building Permits | - | - | - |
| Electric Permits | - | - | - |
| Plumbing Permits | - | - | - |
| Mechanical Permits | - | - | - |
| Street Opening Permits | - | - | - |
| Misc. Licenses and Permits | - | - | - |
| **Total Licenses and Permits** | - | - | - |
| ***Fines and Penalties:*** | | | |
| Traffic Fines | - | - | - |
| California Vehicle Code | - | - | - |
| Library Fines | - | - | - |
| Collection Charges | - | - | - |
| **Total Fines and Penalties** | - | - | - |
| ***Use of Money and Property:*** | | | |
| Interest Income | - | 17,494,183 | - |
| Rents and Leases | - | 338,200 | - |
| Miscellaneous Money and Property | - | - | - |
| **Total Money and Property** | - | **17,832,383** | - |
| ***Revenue from Other Agencies:*** | | | |
| Community Devel. Block Grant | 1,105,023 | - | - |
| HOME Program | 613,807 | - | - |
| Vehicle License Fee | - | - | - |
| Gas Tax (2105, 2106, 2107, 2126) | 1,950,000 | - | - |
| Misc. Revenue from Other Agencies | 74,718 | 581,000 | - |
| **Total Rev. from Other Agencies** | **3,743,548** | **581,000** | - |

# ESTIMATED RESOURCES

## *ALL FUNDS*

| Revenue Accounts | TOTALS | General Operating Funds | Capital Improvement Funds |
|---|---|---|---|
| ***Charges for Current Services:*** | | | |
| Customer Service Charges | 289,881,118 | - | 130,000 |
| Connection Charges | 800,000 | - | - |
| Sewer Charges | 14,275 | - | - |
| Recreation Programs | 1,526,345 | 1,526,345 | - |
| Engineering Fees | 215,116 | 215,116 | - |
| Planning and Zoning Fees | 190,000 | 190,000 | - |
| Inter-department Services | 16,962,563 | 12,490,000 | - |
| Refuse Collection Charges | 13,487,000 | - | - |
| Sales-Facilities, Labor & Other | 688,490 | - | - |
| Equipment Amortization | 1,790,171 | - | - |
| Solar Installation and Service Charge | 131,800 | - | - |
| Clean-up campaign | 1,485,000 | - | - |
| Plan Check and Sign Fees | 1,100,000 | 1,100,000 | - |
| Police Monitored Alarm Fee | 117,500 | 117,500 | - |
| Fire Prevention Fees | 1,300,000 | 1,300,000 | - |
| Sales-Bulk Power, Steam Sales, Gas Wells | 1,806,071 | - | - |
| Household Hazardous Waste Charge | 126,000 | - | - |
| Misc. Charges for Current Services | 3,960,859 | 1,087,183 | 280,000 |
| **Total Charges for Current Services** | **335,582,308** | **18,026,144** | **410,000** |
| ***Other Revenue:*** | | | |
| Contribution In-lieu of Taxes | 15,456,832 | 15,456,832 | - |
| Damage Recoveries | 60,000 | - | - |
| Miscellaneous Other Revenue | 381,540 | 224,000 | - |
| **Total Other Revenue** | **15,898,372** | **15,680,832** | **-** |
| **TOTAL DIRECT REVENUE, OPERATIONS** | **473,583,585** | **132,209,141** | **1,853,809** |
| ***Contingent/Reserve Transfers, Loans and Designations:*** | | | |
| Transfer From (To) GF Gen. Cont. Reserve | 7,518,492 | (806,579) | 7,599,498 |
| Transfer From (To) GF Working Capital Reserve | (3,000,000) | (3,000,000) | - |
| Transfer From RDA | 10,656,589 | 10,655,389 | 1,200 |
| Transfer From (To) Fund Reserves | (149,940) | - | - |
| Transfer From (To) Cost Reducion Fund | 26,373,494 | - | - |
| Transfer (To) Enterprise Fund Res. | 748,243 | - | - |
| Transfer From Non-Expendable Trust Funds | 17,000 | - | - |
| Transfer From Sports&Open Space Authority | 2,798,600 | 2,798,600 | - |
| Transfer From Gas Tax (2105, 2107) | - | 745,300 | - |
| Transfer From Comm. Svcs. HUD Prog. | - | 485,216 | - |

# ESTIMATED RESOURCES

## *ALL FUNDS*

| Revenue Accounts | Special Revenue Funds | Enterprise Funds | Internal Service Funds |
|---|---|---|---|
| ***Charges for Current Services:*** | | | |
| Customer Service Charges | - | 289,751,118 | - |
| Connection Charges | - | 800,000 | - |
| Sewer Charges | - | 14,275 | - |
| Recreation Programs | - | - | - |
| Engineering Fees | - | - | - |
| Planning and Zoning Fees | - | - | - |
| Inter-department Services | - | 462,800 | 4,009,763 |
| Refuse Collection Charges | - | 13,487,000 | - |
| Sales-Facilities, Labor & Other | - | 688,490 | - |
| Equipment Amortization | - | - | 1,790,171 |
| Solar Installation and Service Charge | - | 131,800 | - |
| Clean-up campaign | - | 1,485,000 | - |
| Plan Check and Sign Fees | - | - | - |
| Police Monitored Alarm Fee | - | - | - |
| Fire Prevention Fees | - | - | - |
| Sales-Bulk Power, Steam Sales, Gas Wells | - | 1,806,071 | - |
| Household Hazardous Waste Charge | - | 126,000 | - |
| Misc. Charges for Current Services | 700,876 | 1,892,800 | - |
| **Total Charges for Current Services** | **700,876** | **310,645,354** | **5,799,934** |
| ***Other Revenue:*** | | | |
| Contribution In-lieu of Taxes | - | - | - |
| Damage Recoveries | - | 51,500 | 8,500 |
| Miscellaneous Other Revenue | - | 56,000 | 101,540 |
| **Total Other Revenue** | **-** | **107,500** | **110,040** |
| **TOTAL DIRECT REVENUE, OPERATIONS** | **4,444,424** | **329,166,237** | **5,909,974** |
| ***Contingent/Reserve Transfers, Loans and Designatic*** | | | |
| Transfer From (To) GF Gen. Cont. Reserve | - | 725,573 | - |
| Transfer From (To) GF Working Capital Reserve | - | - | - |
| Transfer From RDA | - | - | - |
| Transfer From (To) Fund Reserves | (11,200) | - | (138,740) |
| Transfer From (To) Cost Reducion Fund | - | 26,373,494 | - |
| Transfer (To) Enterprise Fund Res. | - | 748,243 | - |
| Transfer From Non-Expendable Trust Funds | - | 17,000 | - |
| Transfer From Sports&Open Space Authority | - | - | - |
| Transfer From Gas Tax (2105, 2107) | (745,300) | - | - |
| Transfer From Comm. Svcs. HUD Prog. | (485,216) | - | - |

# ESTIMATED RESOURCES

## *ALL FUNDS*

| Revenue Accounts | TOTALS | General Operating Funds | Capital Improvement Funds |
|---|---|---|---|
| Transfer To Maintenance Districts | - | (697,085) | - |
| Transfer From Trust Funds | 800 | 800 | - |
| **Total Contingent/Reserve Transfers, Loans and Designations** | **44,963,278** | **10,181,641** | **7,600,698** |
| **Resources After Reserve Transfers Loans and Designations-Operations** | **518,546,863** | **142,390,782** | **9,454,507** |
| ***Enterprise Funds - Capital Projects*** | | | |
| Direct Revenue/Debt Proceeds | 3,941,000 | - | - |
| Beginning Balance | 7,742,400 | - | - |
| Transfer From Building Inspection Reserve | 1,348,500 | - | 1,348,500 |
| Transfer From Electric Utility | - | - | 629,400 |
| Transfer From Water Utility | - | - | 69,100 |
| Transfer (To) From Cemetery | 2,900 | - | 2,900 |
| Transfer From Sewer Utility | (24,600) | - | 35,600 |
| Transfer From Solid Waste Enter. | 534,600 | - | 49,600 |
| Transfer From Assessment District | 25,000 | - | 25,000 |
| Loan From GF GC Res | 24,000 | - | - |
| **Total Enterprise Funds - Cap. Proj.** | 13,593,800 | - | 2,160,100 |
| **Estimated Beginning Balance** | 3,364,226 | - | 1,460,000 |
| **TOTAL ESTIMATED RESOURCES** | **$ 535,504,889** | **$ 142,390,782** | **$ 13,074,607** |

# ESTIMATED RESOURCES

## *ALL FUNDS*

| Revenue Accounts | Special Revenue Funds | Enterprise Funds | Internal Service Funds |
|---|---|---|---|
| Transfer To Maintenance Districts | 697,085 | - | - |
| Transfer From Trust Funds | - | - | - |
| **Total Contingent/Reserve Transfers, Loans and Designations** | **(544,631)** | **27,864,310** | **(138,740)** |
| **Resources After Reserve Transfers Loans and Designations-Operations** | **3,899,793** | **357,030,547** | **5,771,234** |
| ***Enterprise Funds - Capital Projects*** | | | |
| Direct Revenue/Debt Proceeds | - | 3,941,000 | - |
| Beginning Balance | - | 7,742,400 | - |
| Transfer From Building Inspection Reserve | - | - | - |
| Transfer From Electric Utility | - | (629,400) | - |
| Transfer From Water Utility | - | (69,100) | - |
| Transfer (To) From Cemetery | - | - | - |
| Transfer From Sewer Utility | - | (60,200) | - |
| Transfer From Solid Waste Enter. | - | 485,000 | - |
| Transfer From Assessment District | - | - | - |
| Loan From GF GC Res | - | 24,000 | - |
| **Total Enterprise Funds - Cap. Proj.** | - | 11,433,700 | - |
| **Estimated Beginning Balance** | 1,158,463 | - | 745,763 |
| **TOTAL ESTIMATED RESOURCES** | **$ 5,058,256** | **$ 368,464,247** | **$ 6,516,997** |

# ESTIMATED RESOURCES

## *GENERAL OPERATING FUNDS*

| *Fund Number* | | *001* | *441* |
|---|---|---|---|
| **Revenue Accounts** | **TOTALS** | **General Fund** | **Debt Service Fund** |
| ***Taxes:*** | | | |
| ***Property Tax:*** | | | |
| Secured | $ 25,210,000 | $ 25,210,000 | $ - |
| Unsecured | 1,700,000 | 1,700,000 | - |
| **Subtotal - Property Tax** | **26,910,000** | **26,910,000** | **-** |
| Sales Tax | 43,463,000 | 43,463,000 | - |
| Transient Occupancy Tax | 10,712,000 | 10,712,000 | - |
| Franchise Tax | 2,941,120 | 2,941,120 | - |
| Document Transfer Tax | 900,000 | 900,000 | - |
| **Total - Taxes** | **84,926,120** | **84,926,120** | **-** |
| ***Licenses and Permits:*** | | | |
| Business Licenses | 820,000 | 820,000 | - |
| Building Permits | 1,750,000 | 1,750,000 | - |
| Electric Permits | 200,000 | 200,000 | - |
| Plumbing Permits | 120,000 | 120,000 | - |
| Mechanical Permits | 110,000 | 110,000 | - |
| Street Opening Permits | 3,000 | 3,000 | - |
| Misc. Licenses and Permits | 100 | 100 | - |
| **Total - Licenses and Permits** | **3,003,100** | **3,003,100** | **-** |
| ***Fines and Penalties:*** | | | |
| Traffic Fines | 515,730 | 515,730 | - |
| California Vehicle Code | 184,000 | 184,000 | - |
| Library Fines | 215,000 | 215,000 | - |
| Collection Charges | 600,000 | 600,000 | - |
| **Total - Fines and Penalties** | **1,514,730** | **1,514,730** | **-** |
| ***Use of Money and Property:*** | | | |
| Interest Income | 4,649,000 | 4,523,360 | 125,640 |
| Rents and Leases | 2,765,000 | 2,765,000 | - |
| Miscellaneous Money and Property | 6,000 | 6,000 | - |
| **Total - Money and Property** | **7,420,000** | **7,294,360** | **125,640** |
| ***Revenue from Other Agencies:*** | | | |
| Vehicle License Fee | 678,000 | 678,000 | - |
| Misc. Revenue from Other Agencies | 960,215 | 620,000 | 340,215 |
| **Total - Revenue from Other Agencies** | **1,638,215** | **1,298,000** | **340,215** |

# ESTIMATED RESOURCES

## *GENERAL OPERATING FUNDS*

| *Fund Number* | | *001* | *441* |
|---|---|---|---|
| **Revenue Accounts** | **TOTALS** | **General Fund** | **Debt Service Fund** |
| ***Charges for Current Services:*** | | | |
| Recreation Programs | 1,526,345 | 1,526,345 | - |
| Engineering Fees | 215,116 | 215,116 | - |
| Planning and Zoning Fees | 190,000 | 190,000 | - |
| Inter-department Services | 12,490,000 | 12,490,000 | - |
| Plan Check and Sign Fees | 1,100,000 | 1,100,000 | - |
| Fire Prevention and Haz Mat Fees | 1,300,000 | 1,300,000 | - |
| Police Monitored Alarm Fees | 117,500 | 117,500 | - |
| Misc. Charges for Current Services | 1,087,183 | 1,087,183 | - |
| **Total - Charges for Current Services** | **18,026,144** | **18,026,144** | **-** |
| ***Other Revenue:*** | | | |
| Contribution In-lieu of Taxes | 15,456,832 | 15,456,832 | - |
| Miscellaneous Other Revenue | 224,000 | 224,000 | - |
| **Total - Other Revenue** | **15,680,832** | **15,680,832** | **-** |
| **TOTAL DIRECT REVENUE** | **132,209,141** | **131,743,286** | **465,855** |
| ***Contingent / Reserve Transfers and Designations:*** | | | |
| Transfer From/To Working Capital Reserve | (3,806,579) | (3,806,579) | - |
| **Total - Contingent / Reserve Transfers** | **(3,806,579)** | **(3,806,579)** | **-** |
| ***Inter - Fund Transfers:*** | | | |
| Transfer (To) Debt Service | - | (5,898,152) | 5,898,152 |
| Transfer From Sports & Open Space Auth. | 2,798,600 | 2,798,600 | - |
| Transfer From RDA | 10,655,389 | 10,655,389 | - |
| Transfer To Maintenance Districts | (697,085) | (697,085) | - |
| Transfer From Comm. Svcs. HUD Programs | 485,216 | 485,216 | - |
| Transfer From Gas Tax (2107) | 745,300 | 745,300 | - |
| Transfer From Trust Funds | 800 | 800 | - |
| **Total - Inter-Fund Transfers** | **13,988,220** | **8,090,068** | **5,898,152** |
| **TOTAL ESTIMATED RESOURCES** | **$ 142,390,782** | **$ 136,026,775** | **$ 6,364,007** |

# ESTIMATED RESOURCES

## *CAPITAL IMPROVEMENT PROJECTS FUNDS **

| *Fund Number* | | *525* *531 533* | *532 535 536* *537 538 539* |
|---|---|---|---|
| **Revenue Accounts** | **TOTALS** | **Streets and Highways** | **General Government** |
| ***Revenue From Other Agencies:*** | | | |
| Misc Revenue from Other Agencies | $ 1,443,809 | $ 1,153,208 | $ 290,601 |
| ***Charges for Current Services:*** | | | |
| Environmental Compliance Fee | 130,000 | - | 130,000 |
| Developer Contributions | 280,000 | 280,000 | |
| Total - Charges for Current Services | 410,000 | 280,000 | 130,000 |
| **TOTAL DIRECT REVENUE** | **1,853,809** | **1,433,208** | **420,601** |
| ***Contingent / Reserve Transfers:*** | | | |
| Transfer From General Fund Capital Projects Res. | 7,599,498 | - | 7,599,498 |
| **Resources After Contingent / Reserve Transfers and Loans** | **9,453,307** | **1,433,208** | **8,020,099** |
| ***Inter - Fund Transfers:*** | | | |
| Transfer From Building Inspection Reserve | 1,348,500 | - | 1,348,500 |
| Transfer From Electric Utility | 629,400 | 30,000 | 599,400 |
| Transfer From Water Utility | 69,100 | - | 69,100 |
| Transfer From Sewer Utility | 35,600 | - | 35,600 |
| Transfer From Cemetery | 2,900 | - | 2,900 |
| Transfer From Solid Waste Utility | 49,600 | - | 49,600 |
| Transfer From RDA | 1,200 | - | 1,200 |
| Transfer From Assessment District | 25,000 | 25,000 | - |
| **Total - Inter-Fund Transfers** | **2,161,300** | **55,000** | **2,106,300** |
| ***Estimated Beginning Balance*** | 1,460,000 | 1,295,000 | 165,000 |
| **TOTAL ESTIMATED RESOURCES** | **$ 13,074,607** | **$ 2,783,208** | **$ 10,291,399** |

**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).**

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# ESTIMATED RESOURCES

## *SPECIAL REVENUE FUNDS*

| *Fund Number* | | *025 026* | *041* |
|---|---|---|---|
| **Revenue Accounts** | **TOTALS** | **Maintenance Districts** | **Recreation Programs** |
| ***Use of Money and Property:*** | | | |
| Interest Income | $ - | $ - | $ - |
| **Total - Use of Money and Property** | **-** | **-** | **-** |
| ***Revenue from Other Agencies:*** | | | |
| Community Development Block Grant | 1,105,023 | - | - |
| HOME Program | 613,807 | - | - |
| Gas Tax (2105, 2106, 2107, 2107.5, 2126) | 1,950,000 | - | - |
| Misc. Revenue from Other Agencies | 74,718 | - | 74,718 |
| **Total - Revenue from Other Agencies** | **3,743,548** | **-** | **74,718** |
| ***Charges for Current Services:*** | | | |
| Misc. Charges for Current Srvcs. | 700,876 | 700,876 | - |
| **Total - Charges for Current Services** | **700,876** | **700,876** | **-** |
| **TOTAL DIRECT REVENUE** | **4,444,424** | **700,876** | **74,718** |
| ***Inter - Fund Transfers:*** | | | |
| Transfer From (To) Fund Reserves | (11,200) | (11,200) | - |
| Transfer From (To) General Fund | (533,431) | 697,085 | - |
| **Total - Inter-Fund Transfers** | **(544,631)** | **685,885** | **-** |
| ***Estimated Beginning Balance*** | **1,158,463** | **89,000** | **-** |
| **TOTAL ESTIMATED RESOURCES** | **$ 5,058,256** | **$ 1,475,761** | **$ 74,718** |

## ESTIMATED RESOURCES

### *SPECIAL REVENUE FUNDS*

| *Fund Number* | *562* | *521 522 524* |
|---|---|---|
| **Revenue Accounts** | **Community Services HUD Program** | **Streets and Highways Funds** |
| ***Use of Money and Property:*** | | |
| Interest Income | $ - | $ - |
| **Total - Use of Money and Property** | **-** | **-** |
| ***Revenue from Other Agencies:*** | | |
| Community Development Block Grant | 1,105,023 | - |
| HOME Program | 613,807 | - |
| Gas Tax (2105, 2106, 2107, 2107.5, 2126) | - | 1,950,000 |
| Misc. Revenue from Other Agencies | - | - |
| **Total - Revenue from Other Agencies** | **1,718,830** | **1,950,000** |
| ***Charges for Current Services:*** | | |
| Misc. Charges for Current Srvcs. | - | - |
| **Total - Charges for Current Services** | **-** | **-** |
| **TOTAL DIRECT REVENUE** | **1,718,830** | **1,950,000** |
| ***Inter - Fund Transfers:*** | | |
| Transfer From (To) Fund Reserves | - | - |
| Transfer From (To) General Fund | (485,216) | (745,300) |
| **Total - Inter-Fund Transfers** | **(485,216)** | **(745,300)** |
| ***Estimated Beginning Balance*** | **91,763** | **977,700** |
| **TOTAL ESTIMATED RESOURCES** | **$ 1,325,377** | **$ 2,182,400** |

# ESTIMATED RESOURCES

## *ENTERPRISE FUNDS*

| *Fund Number* | | *091 491* | *092 492* |
|---|---|---|---|
| | | **534 591** | **592** |
| | | **Electric** | **Water** |
| **Revenue Accounts** | **TOTALS** | **Utility** | **Utility** |
| ***Use of Money and Property:*** | | | |
| Interest Income | $ 17,494,183 | $ 16,075,583 | $ 460,000 |
| Rents & Leases | 338,200 | 262,500 | 75,700 |
| **Total - Money and Property** | **17,832,383** | **16,338,083** | **535,700** |
| ***Revenue from Other Agencies:*** | | | |
| Misc. Revenue from Other Agencies | 581,000 | - | |
| **Total - Revenue from Other Agencies** | **581,000** | **-** | **-** |
| ***Charges for Current Services:*** | | | |
| Customer Service Charges | 289,751,118 | 252,248,818 | 22,240,300 |
| Connection Charges | 800,000 | - | - |
| Sewer Charges | 14,275 | - | - |
| Refuse Collection Charges | 13,487,000 | - | - |
| Clean-up Campaign Charges | 1,485,000 | - | - |
| Household Hazardous Waste Charges | 126,000 | - | - |
| Inter-department Services | 462,800 | 390,000 | - |
| Sales - Facilities, Labor & Other | 688,490 | - | - |
| Solar Installation and Service Charge | 131,800 | - | 131,800 |
| Sales - Bulk Power, Steam Sales, Gas Wells | 1,806,071 | 1,806,071 | - |
| Miscellaneous Charges for Current Services | 1,892,800 | 1,500,000 | 392,800 |
| **Total - Charges for Current Services** | **310,645,354** | **255,944,889** | **22,764,900** |
| ***Other Revenue:*** | | | |
| Damage Recoveries | 51,500 | 50,000 | - |
| Miscellaneous Other Revenue | 56,000 | 50,000 | - |
| **Total - Other Revenue** | **107,500** | **100,000** | **-** |
| **TOTAL DIRECT REVENUE, OPERATING** | **329,166,237** | **272,382,972** | **23,300,600** |
| ***Contingent / Reserve Transfers and Loan:*** | | | |
| Transfers/Loan From General Fund Gen Cont Reserve | 725,573 | - | - |
| Debt Service Coverage Transfer | - | - | - |
| Transfer From Non-Expendable Trust Funds | 17,000 | - | - |
| Transfer From (To) Electric Cost Reduction Fund | 26,373,494 | 26,373,494 | - |
| Transfer From (To) Other Funds | - | - | 500,000 |
| Transfer From (To) Enterprise Fund Reserves | 748,243 | - | (351,254) |
| **Total - Contingent / Reserve Transfers and Loans** | **27,864,310** | **26,373,494** | **148,746** |
| **TOTAL ESTIMATED RESOURCES, OPERATING** | **357,030,547** | **298,756,466** | **23,449,346** |
| ***Direct Revenue/Debt Proceeds - Capital Projects*** | 3,941,000 | 2,500,000 | 441,000 |
| ***Transfer and Loans (To) From Other Funds*** | (249,700) | (629,400) | (69,100) |
| ***Capital Projects Beginning Balance*** | 7,742,400 | 3,529,400 | 1,213,000 |
| **TOTAL ESTIMATED RESOURCES** | **$ 368,464,247** | **$ 304,156,466** | **$ 25,034,246** |

# ESTIMATED RESOURCES

## *ENTERPRISE FUNDS*

| *Fund Number* | *097 497* | *094 494* | *096 496* | *093 493* |
|---|---|---|---|---|
| | **597** | **594** | **596** | **593** |
| **Revenue Accounts** | **Water Recycling** | **Sewer Utility** | **Solid Waste** | **Cemetery** |
| ***Use of Money and Property:*** | | | | |
| Interest Income | $ 149,200 | $ 809,400 | $ - | $ - |
| Rents & Leases | - | - | - | - |
| **Total - Money and Property** | **149,200** | **809,400** | **-** | **-** |
| ***Revenue from Other Agencies:*** | | | | |
| Misc. Revenue from Other Agencies | 115,000 | 130,000 | 336,000 | - |
| **Total - Revenue from Other Agencies** | **115,000** | **130,000** | **336,000** | **-** |
| ***Charges for Current Services:*** | | | | |
| Customer Service Charges | 1,276,000 | 13,986,000 | - | - |
| Connection Charges | - | 800,000 | - | - |
| Sewer Charges | - | 14,275 | - | - |
| Refuse Collection Charges | - | - | 13,487,000 | - |
| Clean-up Campaign Charges | - | - | 1,485,000 | - |
| Household Hazardous Waste Charges | - | - | 126,000 | - |
| Inter-department Services | - | 72,800 | - | - |
| Sales - Facilities, Labor & Other | - | - | - | 688,490 |
| Solar Installation and Service Charge | - | - | - | - |
| Sales - Bulk Power, Steam Sales, Gas Wells | - | - | - | - |
| Miscellaneous Charges for Current Services | - | - | - | - |
| **Total - Charges for Current Services** | **1,276,000** | **14,873,075** | **15,098,000** | **688,490** |
| ***Other Revenue:*** | | | | |
| Damage Recoveries | - | 1,500 | - | - |
| Miscellaneous Other Revenue | - | 1,000 | 5,000 | - |
| **Total - Other Revenue** | **-** | **2,500** | **5,000** | **-** |
| **TOTAL DIRECT REVENUE, OPERATING** | **1,540,200** | **15,814,975** | **15,439,000** | **688,490** |
| ***Contingent / Reserve Transfers and Loan:*** | | | | |
| Transfers/Loan From General Fund Gen Cont Reserve | - | - | 657,619 | 67,954 |
| Debt Service Coverage Transfer | - | - | - | - |
| Transfer From Non-Expendable Trust Funds | - | - | - | 17,000 |
| Transfer From (To) Electric Cost Reduction Fund | - | - | - | - |
| Transfer From (To) Other Funds | (500,000) | - | - | - |
| Transfer From (To) Enterprise Fund Reserves | 143,732 | 789,501 | 166,264 | - |
| **Total - Contingent / Reserve Transfers and Loans** | **(356,268)** | **789,501** | **823,883** | **84,954** |
| **TOTAL ESTIMATED RESOURCES, OPERATING** | **1,183,932** | **16,604,476** | **16,262,883** | **773,444** |
| ***Direct Revenue/Debt Proceeds - Capital Projects*** | - | 1,000,000 | - | - |
| ***Transfer and Loans (To) From Other Funds*** | - | (60,200) | 485,000 | 24,000 |
| ***Capital Projects Beginning Balance*** | - | 3,000,000 | - | - |
| **TOTAL ESTIMATED RESOURCES** | **$ 1,183,932** | **$ 20,544,276** | **$16,747,883** | **$ 797,444** |

# ESTIMATED RESOURCES

## *INTERNAL SERVICE FUNDS*

| *Fund Number* | | *053* | *050* |
|---|---|---|---|
| **Revenue Accounts** | **TOTALS** | **Vehicle Maintenance** | **Vehicle Acquisition** |
| ***Charges for Current Services:*** | | | |
| Inter-department Services | $ 4,009,763 | $ 3,499,311 | $ - |
| Equipment Amortization | 1,790,171 | - | 1,631,431 |
| **Total-Charges for Current Services** | **5,799,934** | **3,499,311** | **1,631,431** |
| 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** | **5,909,974** | **3,509,351** | **1,731,431** |
| ***Reserve Transfers:*** | | | |
| Transfer From (To) Fund Reserves | (138,740) | - | - |
| Transfer From (To) Other Funds | - | - | - |
| **Total - Reserve Transfers** | **(138,740)** | **-** | **-** |
| ***Estimated Beginning Balance*** | 745,763 | 312,488 | 318,569 |
| **TOTAL ESTIMATED RESOURCES** | **$ 6,516,997** | **$ 3,821,839** | **$ 2,050,000** |

# ESTIMATED RESOURCES

## *INTERNAL SERVICE FUNDS*

| *Fund Number* | *047* Communications Technical Services | *048* Communications Acquisition |
|---|---|---|
| **Revenue Accounts** | | |
| ***Charges for Current Services:*** | | |
| Inter-department Services | $ 510,452 | $ - |
| Equipment Amortization | - | 158,740 |
| **Total-Charges for Current Services** | **510,452** | **158,740** |
| Other Revenue: | | |
| Damage Recoveries | - | - |
| Miscellaneous Other Revenue | - | - |
| Total-Other Revenue | - | - |
| **TOTAL DIRECT REVENUE** | **510,452** | **158,740** |
| ***Reserve Transfers:*** | | |
| Transfer From (To) Fund Reserves | - | (138,740) |
| Transfer From (To) Other Funds | - | - |
| **Total - Reserve Transfers** | **-** | **(138,740)** |
| ***Estimated Beginning Balance*** | 114,706 | - |
| **TOTAL ESTIMATED RESOURCES** | **$ 625,158** | **$ 20,000** |

## APPROPRIATIONS
## BY PROGRAM AND DEPARTMENT

| Program Number | Program Name | Totals | OPERATING Salaries and Benefits | OPERATING Other Operating Expenditures |
|---|---|---|---|---|
| | **CITY COUNCIL** | | | |
| 1611 | City Council Operations | $ 249,067 | $ 215,530 | $ 21,585 |
| | ***Total - City Council*** | 249,067 | 215,530 | 21,585 |
| | **CITY CLERK** | | | |
| 2311 | Council/Administration Support | 193,436 | 172,545 | 20,194 |
| 2312 | Public Information/Legislative Records Management | 165,092 | 116,003 | 48,399 |
| 2313 | Elections/Political Reform Act | 107,186 | 93,361 | 13,170 |
| 2321 | City Auditor | 98,337 | 92,540 | 5,127 |
| | ***Total - City Clerk*** | 564,051 | 474,449 | 86,890 |
| | **CITY ATTORNEY** | | | |
| 2411 | Administration | 816,539 | 760,108 | 50,647 |
| 2412 | Litigation | 289,749 | 265,744 | 21,528 |
| | ***Total - City Attorney*** | 1,106,288 | 1,025,852 | 72,175 |
| | **CITY MANAGER** | | | |
| 1011 | Management & Administration | 525,644 | 497,937 | 16,195 |
| 1012 | RDA/SOSA Administration | 346,695 | 212,517 | 1,500 |
| 1013 | Property Management | 226,798 | 222,720 | 3,900 |
| 1042 | Advertising/Community Promotion | 2,523,579 | 348,443 | 2,174,958 |
| 1043 | Contract Management | 1,752,959 | 546,102 | 1,172,200 |
| 3611 | Reserve for Compensated Absence Payoffs | 2,250,000 | 2,250,000 | - |
| 1045 | Mandated Program Administration | 1,369,204 | 4,226 | 1,364,978 |
| 1046 | Video Services | 185,428 | 101,124 | 84,125 |
| | ***Total - City Manager*** | 9,180,307 | 4,183,069 | 4,817,856 |
| | **INFORMATION TECHNOLOGY** | | | |
| 1911 | Application Systems | 195,481 | 135,711 | 59,770 |
| 1912 | Web Services | 287,950 | 114,800 | 93,150 |
| 1921 | Network Computer Support | 1,779,026 | 333,955 | 383,654 |
| 1931 | Contract Technical Support | 4,045,206 | - | 4,045,206 |
| 1941 | Telephone & Cable Services | 787,375 | 30,000 | 704,375 |
| | ***Total - Information Technology*** | 7,095,038 | 614,466 | 5,286,155 |
| | **HUMAN RESOURCES** | | | |
| 2512 | Benefits, Records and Payroll | 738,054 | 627,348 | 107,105 |
| 2513 | Workers' Compensation | 316,846 | 290,581 | 23,800 |
| 2522 | Recruitment | 788,138 | 683,207 | 101,372 |
| | ***Total - Human Resources*** | 1,843,038 | 1,601,136 | 232,277 |

## APPROPRIATIONS
## BY PROGRAM AND DEPARTMENT

| Program Number | Program Name | OPERATING (continued) Resource and Production | Contribution In-lieu of Taxes & Franchise Fees |
|---|---|---|---|
| | **CITY COUNCIL** | | |
| 1611 | City Council Operations | $ - | $ - |
| | ***Total - City Council*** | - | - |
| | **CITY CLERK** | | |
| 2311 | Council/Administration Support | - | - |
| 2312 | Public Information/Legislative Records Management | - | - |
| 2313 | Elections/Political Reform Act | - | - |
| 2321 | City Auditor | - | - |
| | ***Total - City Clerk*** | - | - |
| | **CITY ATTORNEY** | | |
| 2411 | Administration | - | - |
| 2412 | Litigation | - | - |
| | ***Total - City Attorney*** | - | - |
| | **CITY MANAGER** | | |
| 1011 | Management & Administration | - | - |
| 1012 | RDA/SOSA Administration | - | - |
| 1013 | Property Management | - | - |
| 1042 | Advertising/Community Promotion | - | - |
| 1043 | Contract Management | - | - |
| 3611 | Reserve for Compensated Absence Payoffs | - | - |
| 1045 | Mandated Program Administration | - | - |
| 1046 | Video Services | - | - |
| | ***Total - City Manager*** | - | - |
| | **INFORMATION TECHNOLOGY** | | |
| 1911 | Application Systems | - | - |
| 1912 | Web Services | - | - |
| 1921 | Network Computer Support | - | - |
| 1931 | Contract Technical Support | - | - |
| 1941 | Telephone & Cable Services | - | - |
| | ***Total - Information Technology*** | - | - |
| | **HUMAN RESOURCES** | | |
| 2512 | Benefits, Records and Payroll | - | - |
| 2513 | Workers' Compensation | - | - |
| 2522 | Recruitment | - | - |
| | ***Total - Human Resources*** | - | - |

## APPROPRIATIONS
## BY PROGRAM AND DEPARTMENT

| Program Number | Program Name | Total Operating Appropriations | Interfund Services |
|---|---|---|---|
| | **CITY COUNCIL** | | |
| 1611 | City Council Operations | $ 237,115 | $ 11,952 |
| | ***Total - City Council*** | 237,115 | 11,952 |
| | **CITY CLERK** | | |
| 2311 | Council/Administration Support | 192,739 | 697 |
| 2312 | Public Information/Legislative Records Management | 164,402 | 690 |
| 2313 | Elections/Political Reform Act | 106,531 | 655 |
| 2321 | City Auditor | 97,667 | 670 |
| | ***Total - City Clerk*** | 561,339 | 2,712 |
| | **CITY ATTORNEY** | | |
| 2411 | Administration | 810,755 | 5,784 |
| 2412 | Litigation | 287,272 | 2,477 |
| | ***Total - City Attorney*** | 1,098,027 | 8,261 |
| | **CITY MANAGER** | | |
| 1011 | Management & Administration | 514,132 | 11,512 |
| 1012 | RDA/SOSA Administration | 214,017 | 178 |
| 1013 | Property Management | 226,620 | 178 |
| 1042 | Advertising/Community Promotion | 2,523,401 | 178 |
| 1043 | Contract Management | 1,718,302 | 34,657 |
| 3611 | Reserve for Compensated Absence Payoffs | 2,250,000 | - |
| 1045 | Mandated Program Administration | 1,369,204 | - |
| 1046 | Video Services | 185,249 | 179 |
| | ***Total - City Manager*** | 9,000,925 | 46,882 |
| | **INFORMATION TECHNOLOGY** | | |
| 1911 | Application Systems | 195,481 | - |
| 1912 | Web Services | 207,950 | - |
| 1921 | Network Computer Support | 717,609 | 14,417 |
| 1931 | Contract Technical Support | 4,045,206 | - |
| 1941 | Telephone & Cable Services | - | - |
| | ***Total - Information Technology*** | 5,166,246 | 14,417 |
| | **HUMAN RESOURCES** | | |
| 2512 | Benefits, Records and Payroll | 734,453 | 3,601 |
| 2513 | Workers' Compensation | 314,381 | 2,465 |
| 2522 | Recruitment | 784,579 | 3,559 |
| | ***Total - Human Resources*** | 1,833,413 | 9,625 |

## APPROPRIATIONS
## BY PROGRAM AND DEPARTMENT

| Program Number | Program Name | Capital Improvements | Debt Service |
|---|---|---|---|
| | **CITY COUNCIL** | | |
| 1611 | City Council Operations | $ - | $ - |
| | ***Total - City Council*** | - | - |
| | **CITY CLERK** | | |
| 2311 | Council/Administration Support | - | - |
| 2312 | Public Information/Legislative Records Management | - | - |
| 2313 | Elections/Political Reform Act | - | - |
| 2321 | City Auditor | - | - |
| | ***Total - City Clerk*** | - | - |
| | **CITY ATTORNEY** | | |
| 2411 | Administration | - | - |
| 2412 | Litigation | - | - |
| | ***Total - City Attorney*** | - | - |
| | **CITY MANAGER** | | |
| 1011 | Management & Administration | - | - |
| 1012 | RDA/SOSA Administration | 132,500 | - |
| 1013 | Property Management | - | - |
| 1042 | Advertising/Community Promotion | - | - |
| 1043 | Contract Management | - | - |
| 3611 | Reserve for Compensated Absence Payoffs | - | - |
| 1045 | Mandated Program Administration | - | - |
| 1046 | Video Services | - | - |
| | ***Total - City Manager*** | 132,500 | - |
| | **INFORMATION TECHNOLOGY** | | |
| 1911 | Application Systems | - | - |
| 1912 | Web Services | 80,000 | - |
| 1921 | Network Computer Support | 1,047,000 | - |
| 1931 | Contract Technical Support | - | - |
| 1941 | Telephone & Cable Services | 53,000 | - |
| | ***Total - Information Technology*** | 1,180,000 | - |
| | **HUMAN RESOURCES** | | |
| 2512 | Benefits, Records and Payroll | - | - |
| 2513 | Workers' Compensation | - | - |
| 2522 | Recruitment | - | - |
| | ***Total - Human Resources*** | - | - |

## APPROPRIATIONS
## BY PROGRAM AND DEPARTMENT

| Program Number | Program Name | Totals | OPERATING Salaries and Benefits | OPERATING Other Operating Expenditures |
|---|---|---|---|---|
| | **FINANCE** | | | |
| 3312 | Cash Management | $ 111,757 | $ 95,323 | $ 15,750 |
| 3313 | Contract Management | 55,292 | 54,891 | - |
| 3314 | Debt Management | 76,812 | 71,295 | 5,000 |
| 3315 | Financial Analysis | 135,648 | 127,281 | 7,445 |
| 3316 | Budget Development/Analysis | 274,793 | 257,766 | 15,000 |
| 3322 | General Accounting | 1,533,337 | 557,587 | 570,690 |
| 3323 | Payroll | 343,887 | 339,880 | 1,000 |
| 3324 | Procurement | 243,962 | 239,972 | 1,500 |
| 3325 | Business License/Receivables/Fixed Assets | 220,235 | 218,746 | - |
| 3332 | Utility Service | 1,985,046 | 787,936 | 589,528 |
| 3333 | Revenue Receipting | 579,693 | 532,628 | 44,762 |
| 3334 | Business Certificate | 233,863 | 217,566 | 14,782 |
| 3335 | Field Service | 1,230,154 | 1,157,361 | 9,183 |
| 3336 | Administration | 180,882 | 179,558 | 121 |
| 3337 | Call Center / Communication | 407,674 | 358,982 | 46,004 |
| 3341 | Warehouse | 461,793 | 423,072 | 6,800 |
| 3342 | Duplicating | 162,045 | 149,472 | 11,000 |
| 3343 | Purchasing | 151,745 | 134,427 | 15,200 |
| 3362 | City-Wide Fiscal Planning & Administration | 220,051 | 197,035 | 17,116 |
| 3363 | Special Projects | 241,385 | 238,865 | - |
| 441/xxxx | General Operating Debt Service | 6,364,007 | - | - |
| | ***Total - Finance*** | 15,214,061 | 6,339,643 | 1,370,881 |
| | **PARKS and RECREATION** | 8,850,054 | | |
| 1132 | Park Maintenance | 5,694,538 | 4,156,019 | 551,910 |
| 1133 | Pool Maintenance | 673,254 | 232,239 | 325,875 |
| 1134 | Building Maintenance | 631,436 | 253,268 | 327,180 |
| 1135 | Park Operations | 558,080 | 492,766 | 13,660 |
| 1142 | Recreation Operations | 217,972 | 184,353 | 20,065 |
| 1143 | Youth Activity Center | 606,243 | 504,796 | 70,002 |
| 1144 | Senior Center | 796,740 | 697,016 | 88,930 |
| 1145 | Community Recreation Center | 1,701,161 | 1,360,424 | 301,796 |
| 1146 | Recreation Facilities | 76,890 | 58,300 | 13,840 |
| 1147 | Aquatics | 756,294 | 298,064 | 3,504 |
| 1148 | Adult Sports | 220,110 | 167,154 | 47,369 |
| 1149 | Teen Center | 610,299 | 541,010 | 38,742 |
| 1112 | Senior Nutrition | 74,718 | 36,629 | 38,089 |
| 1162 | Maintenance of Grounds | 480,596 | 306,128 | 97,802 |
| 1163 | Maintenance of Buildings | 68,536 | 25,865 | 16,467 |
| 1164 | Cemetery Operations | 248,312 | 190,801 | 3,202 |
| | ***Total Parks and Recreation*** | 13,415,179 | 9,504,832 | 1,958,433 |
| | **LIBRARY** | | | |
| 1221 | Administration | 641,237 | 577,316 | 34,400 |
| 1231 | Youth Services | 586,974 | 466,313 | 116,190 |

## APPROPRIATIONS
## BY PROGRAM AND DEPARTMENT

| Program Number | Program Name | OPERATING (continued) Resource and Production | Contribution In-lieu of Taxes & Franchise Fees |
|---|---|---|---|
| | **FINANCE** | | |
| 3312 | Cash Management | $ - | $ - |
| 3313 | Contract Management | - | - |
| 3314 | Debt Management | - | - |
| 3315 | Financial Analysis | - | - |
| 3316 | Budget Development/Analysis | - | - |
| 3322 | General Accounting | - | - |
| 3323 | Payroll | - | - |
| 3324 | Procurement | - | - |
| 3325 | Business License/Receivables/Fixed Assets | - | - |
| 3332 | Utility Service | - | - |
| 3333 | Revenue Receipting | - | - |
| 3334 | Business Certificate | - | - |
| 3335 | Field Service | - | - |
| 3336 | Administration | - | - |
| 3337 | Call Center / Communication | - | - |
| 3341 | Warehouse | - | - |
| 3342 | Duplicating | - | - |
| 3343 | Purchasing | - | - |
| 3362 | City-Wide Fiscal Planning & Administration | - | - |
| 3363 | Special Projects | - | - |
| 441/xxxx | General Operating Debt Service | - | - |
| | ***Total - Finance*** | - | - |
| | **PARKS and RECREATION** | | |
| 1132 | Park Maintenance | - | - |
| 1133 | Pool Maintenance | - | - |
| 1134 | Building Maintenance | - | - |
| 1135 | Park Operations | - | - |
| 1142 | Recreation Operations | - | - |
| 1143 | Youth Activity Center | - | - |
| 1144 | Senior Center | - | - |
| 1145 | Community Recreation Center | - | - |
| 1146 | Recreation Facilities | - | - |
| 1147 | Aquatics | - | - |
| 1148 | Adult Sports | - | - |
| 1149 | Teen Center | - | - |
| 1112 | Senior Nutrition | - | - |
| 1162 | Maintenance of Grounds | - | - |
| 1163 | Maintenance of Buildings | | - |
| 1164 | Cemetery Operations | - | - |
| | ***Total Parks and Recreation*** | - | - |
| | **LIBRARY** | | |
| 1221 | Administration | - | - |
| 1231 | Youth Services | - | - |

## APPROPRIATIONS
## BY PROGRAM AND DEPARTMENT

| Program Number | Program Name | Total Operating Appropriations | Interfund Services |
|---|---|---|---|
| | **FINANCE** | | |
| 3312 | Cash Management | $ 111,073 | $ 684 |
| 3313 | Contract Management | 54,891 | 401 |
| 3314 | Debt Management | 76,295 | 517 |
| 3315 | Financial Analysis | 134,726 | 922 |
| 3316 | Budget Development/Analysis | 272,766 | 2,027 |
| 3322 | General Accounting | 1,128,277 | 5,060 |
| 3323 | Payroll | 340,880 | 3,007 |
| 3324 | Procurement | 241,472 | 2,490 |
| 3325 | Business License/Receivables/Fixed Assets | 218,746 | 1,489 |
| 3332 | Utility Service | 1,377,464 | 7,582 |
| 3333 | Revenue Receipting | 577,390 | 2,303 |
| 3334 | Business Certificate | 232,348 | 1,515 |
| 3335 | Field Service | 1,166,544 | 63,610 |
| 3336 | Administration | 179,679 | 1,203 |
| 3337 | Call Center / Communication | 404,986 | 2,688 |
| 3341 | Warehouse | 429,872 | 31,921 |
| 3342 | Duplicating | 160,472 | 1,573 |
| 3343 | Purchasing | 149,627 | 2,118 |
| 3362 | City-Wide Fiscal Planning & Administration | 214,151 | 5,900 |
| 3363 | Special Projects | 238,865 | 2,520 |
| 441/xxxx | General Operating Debt Service | - | - |
| | ***Total - Finance*** | 7,710,524 | 139,530 |
| | **PARKS and RECREATION** | | |
| 1132 | Park Maintenance | 4,707,929 | 291,609 |
| 1133 | Pool Maintenance | 558,114 | 55,140 |
| 1134 | Building Maintenance | 580,448 | 50,988 |
| 1135 | Park Operations | 506,426 | 51,654 |
| 1142 | Recreation Operations | 204,418 | 13,554 |
| 1143 | Youth Activity Center | 574,798 | 11,445 |
| 1144 | Senior Center | 785,946 | 10,794 |
| 1145 | Community Recreation Center | 1,662,220 | 18,941 |
| 1146 | Recreation Facilities | 72,140 | 4,750 |
| 1147 | Aquatics | 301,568 | 4,726 |
| 1148 | Adult Sports | 214,523 | 5,587 |
| 1149 | Teen Center | 579,752 | 10,547 |
| 1112 | Senior Nutrition | 74,718 | - |
| 1162 | Maintenance of Grounds | 403,930 | 76,666 |
| 1163 | Maintenance of Buildings | 42,332 | 6,204 |
| 1164 | Cemetery Operations | 194,003 | 50,309 |
| | ***Total Parks and Recreation*** | 11,463,265 | 662,914 |
| | **LIBRARY** | | |
| 1221 | Administration | 611,716 | 4,521 |
| 1231 | Youth Services | 582,503 | 4,471 |

## APPROPRIATIONS
## BY PROGRAM AND DEPARTMENT

| Program Number | Program Name | Capital Improvements | Debt Service |
|---|---|---|---|
| | **FINANCE** | | |
| 3312 | Cash Management | $ - | $ - |
| 3313 | Contract Management | - | - |
| 3314 | Debt Management | - | - |
| 3315 | Financial Analysis | - | - |
| 3316 | Budget Development/Analysis | - | - |
| 3322 | General Accounting | 400,000 | - |
| 3323 | Payroll | - | - |
| 3324 | Procurement | - | - |
| 3325 | Business License/Receivables/Fixed Assets | - | - |
| 3332 | Utility Service | 600,000 | - |
| 3333 | Revenue Receipting | - | - |
| 3334 | Business Certificate | - | - |
| 3335 | Field Service | - | - |
| 3336 | Administration | - | - |
| 3337 | Call Center / Communication | - | - |
| 3341 | Warehouse | - | - |
| 3342 | Duplicating | - | - |
| 3343 | Purchasing | - | - |
| 3362 | City-Wide Fiscal Planning & Administration | - | - |
| 3363 | Special Projects | - | - |
| 441/xxxx | General Operating Debt Service | - | 6,364,007 |
| | ***Total - Finance*** | 1,000,000 | 6,364,007 |
| | **PARKS and RECREATION** | | |
| 1132 | Park Maintenance | 695,000 | - |
| 1133 | Pool Maintenance | 60,000 | - |
| 1134 | Building Maintenance | - | - |
| 1135 | Park Operations | - | - |
| 1142 | Recreation Operations | - | - |
| 1143 | Youth Activity Center | 20,000 | - |
| 1144 | Senior Center | - | - |
| 1145 | Community Recreation Center | 20,000 | - |
| 1146 | Recreation Facilities | - | - |
| 1147 | Aquatics | 450,000 | - |
| 1148 | Adult Sports | - | - |
| 1149 | Teen Center | 20,000 | - |
| 1112 | Senior Nutrition | - | - |
| 1162 | Maintenance of Grounds | - | - |
| 1163 | Maintenance of Buildings | 20,000 | - |
| 1164 | Cemetery Operations | 4,000 | - |
| | ***Total Parks and Recreation*** | 1,289,000 | - |
| | **LIBRARY** | | |
| 1221 | Administration | 25,000 | - |
| 1231 | Youth Services | - | - |

## APPROPRIATIONS
## BY PROGRAM AND DEPARTMENT

| Program Number | Program Name | Totals | OPERATING Salaries and Benefits | OPERATING Other Operating Expenditures |
|---|---|---|---|---|
| | **LIBRARY (continued)** | | | |
| 1232 | Young Adult | $ 88,579 | $ 77,210 | $ 7,085 |
| 1233 | Mission Library | 551,751 | 398,980 | 148,300 |
| 1234 | Extension Services | 367,058 | 361,999 | 575 |
| 1241 | Reference | 798,555 | 690,372 | 103,525 |
| 1242 | Adult Collections | 125,447 | - | 121,200 |
| 1243 | Periodicals | 203,516 | 155,957 | 43,225 |
| 1244 | Local History | 150,529 | 141,057 | 5,125 |
| 1245 | Circulation | 1,415,415 | 1,391,622 | 18,900 |
| 1251 | Technical Services | 580,427 | 497,543 | 78,375 |
| 1254 | Collection Management | 143,744 | 137,155 | 2,150 |
| 1271 | Facilities | 614,368 | 140,621 | 469,400 |
| 1272 | Technology | 385,679 | 276,242 | 105,050 |
| | ***Total - Library*** | 6,653,279 | 5,312,387 | 1,253,500 |
| | **PLANNING AND INSPECTION** | | | |
| 5522 | Development Review/Current Planning | 1,223,927 | 887,049 | 105,888 |
| 5523 | Advanced Planning | 829,119 | 73,753 | 3,343 |
| 5524 | Historic Preservation | 100,845 | 84,383 | 14,460 |
| 5525 | Code Enforcement | 260,111 | 257,043 | 150 |
| 5532 | Permit Services | 1,889,132 | 1,512,658 | 62,795 |
| 5533 | Field Inspection | 1,262,857 | 1,194,204 | 28,214 |
| 5534 | Housing Inspection | 76,316 | 66,434 | 5,088 |
| 5542 | Federal & State Grant Administration | 255,041 | 226,503 | 20,288 |
| 5543 | Neighborhood Conservation & Improvement | 339,327 | 12,931 | 14,642 |
| 5544 | Community Development Projects | 775,854 | - | 207,355 |
| 5545 | Affordable Housing | 92,508 | 36,098 | 52,822 |
| | ***Total Planning and Inspection*** | 7,105,037 | 4,351,056 | 515,045 |
| | **STREET AND AUTOMOTIVE SERVICES** | | | |
| | **Street** | | | |
| 2911 | Street Maintenance | 1,969,996 | 1,389,537 | 325,801 |
| 2912 | Curb, Gutter & Sidewalk Maintenance | 234,260 | 192,626 | 8,644 |
| 2913 | Clean-up Campaign | 223,018 | 181,769 | - |
| 2914 | Utility Trenching Pavement Restoration | 310,073 | 249,715 | 21,290 |
| 2915 | Leaf Vacuuming | 339,852 | 291,472 | 3,045 |
| 2921 | Storm Maintenance | 349,750 | 260,907 | 35,018 |
| 2922 | Pump Station Maintenance | 150,605 | 52,609 | 66,322 |
| 2923 | Clean-up Campaign | 33,775 | 30,892 | - |
| 2924 | Urban Runoff Pollution Prevention Program | 570,855 | 281,345 | 6,909 |
| 2951 | Landscape Maintenance | 2,217,355 | 1,393,708 | 458,839 |
| 2952 | Street Tree Program | 977,041 | 445,714 | 340,161 |
| 2953 | Clean-up Campaign | 3,879 | 3,744 | - |
| 2971 | Traffic Striping and Signing | 684,983 | 421,146 | 211,100 |
| 2931 | Garbage Collection & Disposal | 12,044,330 | 92,701 | 59,965 |
| 2932 | Clean Green | 1,801,172 | 84,070 | 26,961 |

## APPROPRIATIONS
## BY PROGRAM AND DEPARTMENT

| Program Number | Program Name | OPERATING (continued) Resource and Production | Contribution In-lieu of Taxes & Franchise Fees |
|---|---|---|---|
| | **LIBRARY (continued)** | | |
| 1232 | Young Adult | $ - | $ - |
| 1233 | Mission Library | - | - |
| 1234 | Extension Services | - | - |
| 1241 | Reference | - | - |
| 1242 | Adult Collections | - | - |
| 1243 | Periodicals | - | - |
| 1244 | Local History | - | - |
| 1245 | Circulation | - | - |
| 1251 | Technical Services | - | - |
| 1254 | Collection Management | - | - |
| 1271 | Facilities | - | - |
| 1272 | Technology | - | - |
| | ***Total - Library*** | - | - |
| | **PLANNING AND INSPECTION** | | |
| 5522 | Development Review/Current Planning | - | - |
| 5523 | Advanced Planning | - | - |
| 5524 | Historic Preservation | - | - |
| 5525 | Code Enforcement | - | - |
| 5532 | Permit Services | - | - |
| 5533 | Field Inspection | - | - |
| 5534 | Housing Inspection | - | - |
| 5542 | Federal & State Grant Administration | - | - |
| 5543 | Neighborhood Conservation & Improvement | - | - |
| 5544 | Community Development Projects | - | - |
| 5545 | Affordable Housing | - | - |
| | ***Total Planning and Inspection*** | - | - |
| | **STREET AND AUTOMOTIVE SERVICES** | | |
| | **Street** | | |
| 2911 | Street Maintenance | - | - |
| 2912 | Curb, Gutter & Sidewalk Maintenance | - | - |
| 2913 | Clean-up Campaign | - | - |
| 2914 | Utility Trenching Pavement Restoration | - | - |
| 2915 | Leaf Vacuuming | - | - |
| 2921 | Storm Maintenance | - | - |
| 2922 | Pump Station Maintenance | - | - |
| 2923 | Clean-up Campaign | - | - |
| 2924 | Urban Runoff Pollution Prevention Program | - | - |
| 2951 | Landscape Maintenance | - | - |
| 2952 | Street Tree Program | - | - |
| 2953 | Clean-up Campaign | - | - |
| 2971 | Traffic Striping and Signing | - | - |
| 2931 | Garbage Collection & Disposal | 10,037,000 | 427,000 |
| 2932 | Clean Green | 1,669,000 | - |

## APPROPRIATIONS
## BY PROGRAM AND DEPARTMENT

| Program Number | Program Name | Total Operating Appropriations | Interfund Services |
|---|---|---|---|
| | **LIBRARY (continued)** | | |
| 1232 | Young Adult | $ 84,295 | $ 4,284 |
| 1233 | Mission Library | 547,280 | 4,471 |
| 1234 | Extension Services | 362,574 | 4,484 |
| 1241 | Reference | 793,897 | 4,658 |
| 1242 | Adult Collections | 121,200 | 4,247 |
| 1243 | Periodicals | 199,182 | 4,334 |
| 1244 | Local History | 146,182 | 4,347 |
| 1245 | Circulation | 1,410,522 | 4,893 |
| 1251 | Technical Services | 575,918 | 4,509 |
| 1254 | Collection Management | 139,305 | 4,439 |
| 1271 | Facilities | 610,021 | 4,347 |
| 1272 | Technology | 381,292 | 4,387 |
| | ***Total - Library*** | 6,565,887 | 62,392 |
| | **PLANNING AND INSPECTION** | | |
| 5522 | Development Review/Current Planning | 992,937 | 10,990 |
| 5523 | Advanced Planning | 77,096 | 2,023 |
| 5524 | Historic Preservation | 98,843 | 2,002 |
| 5525 | Code Enforcement | 257,193 | 2,918 |
| 5532 | Permit Services | 1,575,453 | 5,179 |
| 5533 | Field Inspection | 1,222,418 | 40,439 |
| 5534 | Housing Inspection | 71,522 | 4,794 |
| 5542 | Federal & State Grant Administration | 246,791 | 8,250 |
| 5543 | Neighborhood Conservation & Improvement | 27,573 | 4,577 |
| 5544 | Community Development Projects | 207,355 | 10,299 |
| 5545 | Affordable Housing | 88,920 | 3,588 |
| | ***Total Planning and Inspection*** | 4,866,101 | 95,059 |
| | **STREET AND AUTOMOTIVE SERVICES** | | |
| | **Street** | | |
| 2911 | Street Maintenance | 1,715,338 | 254,658 |
| 2912 | Curb, Gutter & Sidewalk Maintenance | 201,270 | 32,990 |
| 2913 | Clean-up Campaign | 181,769 | 41,249 |
| 2914 | Utility Trenching Pavement Restoration | 271,005 | 39,068 |
| 2915 | Leaf Vacuuming | 294,517 | 45,335 |
| 2921 | Storm Maintenance | 295,925 | 43,825 |
| 2922 | Pump Station Maintenance | 118,931 | 1,674 |
| 2923 | Clean-up Campaign | 30,892 | 2,883 |
| 2924 | Urban Runoff Pollution Prevention Program | 288,254 | 22,601 |
| 2951 | Landscape Maintenance | 1,852,547 | 194,808 |
| 2952 | Street Tree Program | 785,875 | 161,166 |
| 2953 | Clean-up Campaign | 3,744 | 135 |
| 2971 | Traffic Striping and Signing | 632,246 | 52,737 |
| 2931 | Garbage Collection & Disposal | 10,616,666 | 942,664 |
| 2932 | Clean Green | 1,780,031 | 21,141 |

## APPROPRIATIONS BY PROGRAM AND DEPARTMENT

| Program Number | Program Name | Capital Improvements | Debt Service |
|---|---|---|---|
| | **LIBRARY (continued)** | | |
| 1232 | Young Adult | $ - | $ - |
| 1233 | Mission Library | - | - |
| 1234 | Extension Services | - | - |
| 1241 | Reference | - | - |
| 1242 | Adult Collections | - | - |
| 1243 | Periodicals | - | - |
| 1244 | Local History | - | - |
| 1245 | Circulation | - | - |
| 1251 | Technical Services | - | - |
| 1254 | Collection Management | - | - |
| 1271 | Facilities | - | - |
| 1272 | Technology | - | - |
| | ***Total - Library*** | 25,000 | - |
| | **PLANNING AND INSPECTION** | | |
| 5522 | Development Review/Current Planning | 220,000 | - |
| 5523 | Advanced Planning | 750,000 | - |
| 5524 | Historic Preservation | - | - |
| 5525 | Code Enforcement | - | - |
| 5532 | Permit Services | 308,500 | - |
| 5533 | Field Inspection | - | - |
| 5534 | Housing Inspection | - | - |
| 5542 | Federal & State Grant Administration | - | - |
| 5543 | Neighborhood Conservation & Improvement | 307,177 | - |
| 5544 | Community Development Projects | 558,200 | - |
| 5545 | Affordable Housing | - | - |
| | ***Total Planning and Inspection*** | 2,143,877 | - |
| | **STREET AND AUTOMOTIVE SERVICES** | | |
| | **Street** | | |
| 2911 | Street Maintenance | - | - |
| 2912 | Curb, Gutter & Sidewalk Maintenance | - | - |
| 2913 | Clean-up Campaign | - | - |
| 2914 | Utility Trenching Pavement Restoration | - | - |
| 2915 | Leaf Vacuuming | - | - |
| 2921 | Storm Maintenance | 10,000 | - |
| 2922 | Pump Station Maintenance | 30,000 | - |
| 2923 | Clean-up Campaign | - | - |
| 2924 | Urban Runoff Pollution Prevention Program | 260,000 | - |
| 2951 | Landscape Maintenance | 170,000 | - |
| 2952 | Street Tree Program | 30,000 | - |
| 2953 | Clean-up Campaign | - | - |
| 2971 | Traffic Striping and Signing | - | - |
| 2931 | Garbage Collection & Disposal | 485,000 | - |
| 2932 | Clean Green | - | - |

## APPROPRIATIONS
## BY PROGRAM AND DEPARTMENT

| Program Number | Program Name | Totals | OPERATING Salaries and Benefits | OPERATING Other Operating Expenditures |
|---|---|---|---|---|
| | **Street (continued)** | | | |
| 2933 | Clean-up Campaign | 1,497,245 | 57,977 | 669,016 |
| 2934 | Residential Recycling | 674,879 | 142,644 | 840 |
| 2935 | Street Sweeping | 585,472 | 378,748 | 14,366 |
| 2936 | Household Hazardous Waste | 74,658 | 27,781 | 44,235 |
| 2937 | Nuisance Abatement | 63,183 | 53,153 | 10,030 |
| 2938 | Urban Runoff Pollution | 6,945 | 6,945 | - |
| 2941 | Urban Renewal Parking District | 129,662 | 36,000 | 92,492 |
| 2961 | Convention Center Maintenance District | 1,346,099 | 59,279 | 1,234,000 |
| | ***Total - Street*** | 26,289,087 | 6,134,482 | 3,629,034 |
| | **Automotive Services** | | | |
| 2111 | Equipment Pool Revolving | 2,050,000 | - | 2,050,000 |
| 2123 | Maintenance/Repairs | 4,021,839 | 1,762,091 | 1,932,351 |
| | ***Total - Automotive Services*** | 6,071,839 | 1,762,091 | 3,982,351 |
| | **Total Street and Automotive Services** | 32,360,926 | 7,896,573 | 7,611,385 |
| | **PUBLIC WORKS** | | | |
| | **Building Maintenance** | | | |
| 2222 | Maintenance/Repair | 1,863,555 | 1,030,755 | 113,822 |
| 2223 | Janitorial | 370,769 | 209,303 | 134,616 |
| | ***Total - Building Maintenance*** | 2,234,324 | 1,240,058 | 248,438 |
| | **Engineering** | | | |
| 4411 | Administration-General Services | 206,490 | 192,116 | 10,519 |
| 4412 | Administration-Development | 177,535 | 173,943 | - |
| 4413 | Administration-CIP | 225,013 | 220,908 | - |
| 4431 | Traffic General Services | 238,647 | 198,937 | 19,630 |
| 4432 | Traffic-Development | 209,096 | 205,921 | - |
| 4433 | Traffic-CIP | 2,099,972 | 214,560 | - |
| 4434 | Traffic Signal Management | 590,777 | 155,732 | 432,600 |
| 4435 | Traffic Striping and Signing | 47,058 | 47,058 | - |
| 4441 | Design-General Services | 300,262 | 271,744 | 15,194 |
| 4442 | Design-Development | 122,776 | 120,637 | - |
| 4443 | Design-CIP | 10,324,216 | 817,670 | - |
| 4451 | Land & Property-General Services | 170,067 | 155,373 | 12,113 |
| 4452 | Land & Property-Development | 938,048 | 927,475 | - |
| 4461 | Field Services-General Services | 141,845 | 95,846 | 21,430 |
| 4462 | Field Services-Development | 395,352 | 389,750 | - |
| 4463 | Field Services-CIP | 713,346 | 703,608 | - |
| | ***Total - Engineering*** | 16,900,500 | 4,891,278 | 511,486 |
| | ***Total Public Works*** | 19,134,824 | 6,131,336 | 759,924 |

## APPROPRIATIONS
## BY PROGRAM AND DEPARTMENT

| Program Number | Program Name | OPERATING (continued) Resource and Production | Contribution In-lieu of Taxes & Franchise Fees |
|---|---|---|---|
| | **Street (continued)** | | |
| 2933 | Clean-up Campaign | 766,000 | - |
| 2934 | Residential Recycling | 528,000 | - |
| 2935 | Street Sweeping | - | - |
| 2936 | Household Hazardous Waste | - | - |
| 2937 | Nuisance Abatement | - | - |
| 2938 | Urban Runoff Pollution | - | - |
| 2941 | Urban Renewal Parking District | - | - |
| 2961 | Convention Center Maintenance District | - | - |
| | ***Total - Street*** | 13,000,000 | 427,000 |
| | **Automotive Services** | | |
| 2111 | Equipment Pool Revolving | - | |
| 2123 | Maintenance/Repairs | - | |
| | ***Total - Automotive Services*** | - | - |
| | **Total Street and Automotive Services** | 13,000,000 | 427,000 |
| | **PUBLIC WORKS** | | |
| | **Building Maintenance** | | |
| 2222 | Maintenance/Repair | - | - |
| 2223 | Janitorial | - | - |
| | ***Total - Building Maintenance*** | - | - |
| | **Engineering** | | |
| 4411 | Administration-General Services | - | - |
| 4412 | Administration-Development | - | - |
| 4413 | Administration-CIP | - | - |
| 4431 | Traffic General Services | - | - |
| 4432 | Traffic-Development | - | - |
| 4433 | Traffic-CIP | - | - |
| 4434 | Traffic Signal Management | - | - |
| 4435 | Traffic Striping and Signing | - | - |
| 4441 | Design-General Services | - | - |
| 4442 | Design-Development | - | - |
| 4443 | Design-CIP | - | - |
| 4451 | Land & Property-General Services | - | - |
| 4452 | Land & Property-Development | - | - |
| 4461 | Field Services-General Services | - | - |
| 4462 | Field Services-Development | - | - |
| 4463 | Field Services-CIP | - | - |
| | ***Total - Engineering*** | - | - |
| | ***Total Public Works*** | - | - |

## APPROPRIATIONS
## BY PROGRAM AND DEPARTMENT

| Program Number | Program Name | Total Operating Appropriations | Interfund Services |
|---|---|---|---|
| | **Street (continued)** | | |
| 2933 | Clean-up Campaign | 1,492,993 | 4,252 |
| 2934 | Residential Recycling | 671,484 | 3,395 |
| 2935 | Street Sweeping | 393,114 | 192,358 |
| 2936 | Household Hazardous Waste | 72,016 | 2,642 |
| 2937 | Nuisance Abatement | 63,183 | - |
| 2938 | Urban Runoff Pollution | 6,945 | - |
| 2941 | Urban Renewal Parking District | 128,492 | 1,170 |
| 2961 | Convention Center Maintenance District | 1,293,279 | 52,820 |
| | ***Total - Street*** | 23,190,516 | 2,113,571 |
| | **Automotive Services** | | |
| 2111 | Equipment Pool Revolving | 2,050,000 | - |
| 2123 | Maintenance/Repairs | 3,694,442 | 127,397 |
| | ***Total - Automotive Services*** | 5,744,442 | 127,397 |
| | **Total Street and Automotive Services** | 28,934,958 | 2,240,968 |
| | **PUBLIC WORKS** | | |
| | **Building Maintenance** | | |
| 2222 | Maintenance/Repair | 1,144,577 | 68,978 |
| 2223 | Janitorial | 343,919 | 26,850 |
| | ***Total - Building Maintenance*** | 1,488,496 | 95,828 |
| | **Engineering** | | |
| 4411 | Administration-General Services | 202,635 | 3,855 |
| 4412 | Administration-Development | 173,943 | 3,592 |
| 4413 | Administration-CIP | 220,908 | 4,105 |
| 4431 | Traffic General Services | 218,567 | 20,080 |
| 4432 | Traffic-Development | 205,921 | 3,175 |
| 4433 | Traffic-CIP | 214,560 | 3,012 |
| 4434 | Traffic Signal Management | 588,332 | 2,445 |
| 4435 | Traffic Striping and Signing | 47,058 | - |
| 4441 | Design-General Services | 286,938 | 13,324 |
| 4442 | Design-Development | 120,637 | 2,139 |
| 4443 | Design-CIP | 817,670 | 8,939 |
| 4451 | Land & Property-General Services | 167,486 | 2,581 |
| 4452 | Land & Property-Development | 927,475 | 10,573 |
| 4461 | Field Services-General Services | 117,276 | 24,569 |
| 4462 | Field Services-Development | 389,750 | 5,602 |
| 4463 | Field Services-CIP | 703,608 | 9,738 |
| | ***Total - Engineering*** | 5,402,764 | 117,729 |
| | ***Total Public Works*** | 6,891,260 | 213,557 |

## APPROPRIATIONS BY PROGRAM AND DEPARTMENT

| Program Number | Program Name | Capital Improvements | Debt Service |
|---|---|---|---|
| | **Street (continued)** | | |
| 2933 | Clean-up Campaign | - | - |
| 2934 | Residential Recycling | - | - |
| 2935 | Street Sweeping | - | - |
| 2936 | Household Hazardous Waste | - | - |
| 2937 | Nuisance Abatement | - | - |
| 2938 | Urban Runoff Pollution | - | - |
| 2941 | Urban Renewal Parking District | - | - |
| 2961 | Convention Center Maintenance District | - | - |
| | ***Total - Street*** | 985,000 | - |
| | **Automotive Services** | | |
| 2111 | Equipment Pool Revolving | - | - |
| 2123 | Maintenance/Repairs | 200,000 | - |
| | ***Total - Automotive Services*** | 200,000 | - |
| | **Total Street and Automotive Services** | 1,185,000 | - |
| | **PUBLIC WORKS** | | |
| | **Building Maintenance** | | |
| 2222 | Maintenance/Repair | 650,000 | - |
| 2223 | Janitorial | - | - |
| | ***Total - Building Maintenance*** | 650,000 | - |
| | **Engineering** | | |
| 4411 | Administration-General Services | - | - |
| 4412 | Administration-Development | - | - |
| 4413 | Administration-CIP | - | - |
| 4431 | Traffic General Services | - | - |
| 4432 | Traffic-Development | - | - |
| 4433 | Traffic-CIP | 1,882,400 | - |
| 4434 | Traffic Signal Management | - | - |
| 4435 | Traffic Striping and Signing | - | - |
| 4441 | Design-General Services | - | - |
| 4442 | Design-Development | - | - |
| 4443 | Design-CIP | 9,497,607 | - |
| 4451 | Land & Property-General Services | - | - |
| 4452 | Land & Property-Development | - | - |
| 4461 | Field Services-General Services | - | - |
| 4462 | Field Services-Development | - | - |
| 4463 | Field Services-CIP | - | - |
| | ***Total - Engineering*** | 11,380,007 | - |
| | ***Total Public Works*** | 12,030,007 | - |

## APPROPRIATIONS
## BY PROGRAM AND DEPARTMENT

| Program Number | Program Name | Totals | OPERATING Salaries and Benefits | OPERATING Other Operating Expenditures |
|---|---|---|---|---|
| | **POLICE** | | | |
| 7722 | General Patrol | $ 15,405,136 | $ 14,922,202 | $ 100,200 |
| 7723 | Traffic | 2,626,229 | 2,497,138 | 58,650 |
| 7724 | Special Operations | 1,273,235 | 1,222,471 | 31,980 |
| 7725 | Reserves | 383,585 | 325,839 | 55,400 |
| 7732 | General Investigations | 4,109,373 | 3,858,932 | 167,320 |
| 7733 | SCAT | 967,711 | 945,457 | 2,060 |
| 7742 | Administrative Services | 1,525,130 | 1,303,298 | 188,959 |
| 7743 | Information Services | 2,738,856 | 2,111,402 | 437,014 |
| 7744 | Professional Standards | 1,932,177 | 1,656,312 | 228,900 |
| 7745 | Department Support | 3,566,079 | 1,369,278 | 487,236 |
| 7746 | Community Services | 2,203,616 | 2,110,310 | 36,954 |
| 7747 | 911 Dispatch | 3,898,652 | 3,326,149 | 169,190 |
| 7771 | Technical Services Operation (2731) | 1,394,158 | 457,431 | 149,560 |
| 7781 | Communications Equipment Acquisition (2703) | 20,000 | - | 20,000 |
| | ***Total - Police*** | 42,043,937 | 36,106,219 | 2,133,423 |
| | **FIRE** | | | |
| 7821 | Administration | 1,380,257 | 1,116,947 | 146,540 |
| 7822 | Emergency Response | 25,142,904 | 23,736,961 | 275,928 |
| 7832 | Code Enforcement/Public Education | 1,897,615 | 1,628,406 | 17,200 |
| 7833 | Investigations | 206,515 | 180,971 | 2,200 |
| 7841 | Training | 1,268,623 | 1,072,397 | 51,800 |
| 7851 | Hazardous Materials Code Enforcement | 1,234,614 | 1,024,533 | 12,075 |
| 7861 | Paramedic Services | 720,410 | 305,956 | 189,192 |
| | ***Total - Fire*** | 31,850,938 | 29,066,171 | 694,935 |
| | **ELECTRIC UTILITY** | | | |
| 132 | Administrative Services | 167,292,699 | 750,503 | 360,331 |
| 131 | Customer Service & Marketing | 9,402,244 | 1,989,065 | 7,297,565 |
| 135 | Resource Management | 70,358,872 | 3,690,306 | 5,348,588 |
| 136/37 | Energy Distribution | 57,102,651 | 13,769,748 | 7,706,675 |
| | ***Total - Electric*** | 304,156,466 | 20,199,622 | 20,713,159 |

## APPROPRIATIONS
## BY PROGRAM AND DEPARTMENT

| Program Number | Program Name | OPERATING (continued) Resource and Production | Contribution In-lieu of Taxes & Franchise Fees |
|---|---|---|---|
| | **POLICE** | | |
| 7722 | General Patrol | $ - | $ - |
| 7723 | Traffic | - | - |
| 7724 | Special Operations | - | - |
| 7725 | Reserves | - | - |
| 7732 | General Investigations | - | - |
| 7733 | SCAT | - | - |
| 7742 | Administrative Services | - | - |
| 7743 | Information Services | - | - |
| 7744 | Professional Standards | - | - |
| 7745 | Department Support | - | - |
| 7746 | Community Services | - | - |
| 7747 | 911 Dispatch | | |
| 7771 | Technical Services Operation (2731) | - | - |
| 7781 | Communications Equipment Acquisition (2703) | - | - |
| | ***Total - Police*** | - | - |
| | **FIRE** | | |
| 7821 | Administration | - | - |
| 7822 | Emergency Response | - | - |
| 7832 | Code Enforcement/Public Education | - | - |
| 7833 | Investigations | - | - |
| 7841 | Training | - | - |
| 7851 | Hazardous Materials Code Enforcement | - | - |
| 7861 | Paramedic Services | - | - |
| | ***Total - Fire*** | - | - |
| | **ELECTRIC UTILITY** | | |
| 132 | Administrative Services | 121,936,216 | 13,366,622 |
| 131 | Customer Service & Marketing | - | - |
| 135 | Resource Management | 60,495,041 | - |
| 136/37 | Energy Distribution | 1,723,900 | - |
| | ***Total - Electric*** | 184,155,157 | 13,366,622 |

## APPROPRIATIONS
## BY PROGRAM AND DEPARTMENT

| Program Number | Program Name | Total Operating Appropriations | Interfund Services |
|---|---|---|---|
| | **POLICE** | | |
| 7722 | General Patrol | $ 15,022,402 | $ 382,734 |
| 7723 | Traffic | 2,555,788 | 70,441 |
| 7724 | Special Operations | 1,254,451 | 18,784 |
| 7725 | Reserves | 381,239 | 2,346 |
| 7732 | General Investigations | 4,026,252 | 83,121 |
| 7733 | SCAT | 947,517 | 20,194 |
| 7742 | Administrative Services | 1,492,257 | 32,873 |
| 7743 | Information Services | 2,548,416 | 70,440 |
| 7744 | Professional Standards | 1,885,212 | 46,965 |
| 7745 | Department Support | 1,856,514 | 1,709,565 |
| 7746 | Community Services | 2,147,264 | 56,352 |
| 7747 | 911 Dispatch | 3,495,339 | 103,313 |
| 7771 | Technical Services Operation (2731) | 606,991 | 18,167 |
| 7781 | Communications Equipment Acquisition (2703) | 20,000 | - |
| | ***Total - Police*** | 38,239,642 | 2,615,295 |
| | **FIRE** | | |
| 7821 | Administration | 1,263,487 | 66,770 |
| 7822 | Emergency Response | 24,012,889 | 1,050,015 |
| 7832 | Code Enforcement/Public Education | 1,645,606 | 252,009 |
| 7833 | Investigations | 183,171 | 23,344 |
| 7841 | Training | 1,124,197 | 144,426 |
| 7851 | Hazardous Materials Code Enforcement | 1,036,608 | 198,006 |
| 7861 | Paramedic Services | 495,148 | 208,262 |
| | ***Total - Fire*** | 29,761,106 | 1,942,832 |
| | **ELECTRIC UTILITY** | | |
| 132 | Administrative Services | 136,413,672 | 6,568,660 |
| 131 | Customer Service & Marketing | 9,286,630 | 115,614 |
| 135 | Resource Management | 69,533,935 | 189,937 |
| 136/37 | Energy Distribution | 23,200,323 | 842,328 |
| | ***Total - Electric*** | 238,434,560 | 7,716,539 |

## APPROPRIATIONS
## BY PROGRAM AND DEPARTMENT

| Program Number | Program Name | Capital Improvements | Debt Service |
|---|---|---|---|
| | **POLICE** | | |
| 7722 | General Patrol | $ - | $ - |
| 7723 | Traffic | - | - |
| 7724 | Special Operations | - | - |
| 7725 | Reserves | - | - |
| 7732 | General Investigations | - | - |
| 7733 | SCAT | - | - |
| 7742 | Administrative Services | - | - |
| 7743 | Information Services | 120,000 | - |
| 7744 | Professional Standards | - | - |
| 7745 | Department Support | - | - |
| 7746 | Community Services | - | - |
| 7747 | 911 Dispatch | 300,000 | - |
| 7771 | Technical Services Operation (2731) | 769,000 | - |
| 7781 | Communications Equipment Acquisition (2703) | - | - |
| | ***Total - Police*** | 1,189,000 | - |
| | **FIRE** | | |
| 7821 | Administration | 50,000 | - |
| 7822 | Emergency Response | 80,000 | - |
| 7832 | Code Enforcement/Public Education | - | - |
| 7833 | Investigations | - | - |
| 7841 | Training | - | - |
| 7851 | Hazardous Materials Code Enforcement | - | - |
| 7861 | Paramedic Services | 17,000 | - |
| | ***Total - Fire*** | 147,000 | - |
| | **ELECTRIC UTILITY** | | |
| 132 | Administrative Services | 600,000 | 23,710,367 |
| 131 | Customer Service & Marketing | - | - |
| 135 | Resource Management | 635,000 | - |
| 136/37 | Energy Distribution | 33,060,000 | - |
| | ***Total - Electric*** | 34,295,000 | 23,710,367 |

## APPROPRIATIONS
## BY PROGRAM AND DEPARTMENT

| Program Number | Program Name | Totals | OPERATING Salaries and Benefits | OPERATING Other Operating Expenditures |
|---|---|---|---|---|
| | **WATER and SEWER UTILITIES** | | | |
| 1411 | Administration/Design Engineering | $ 2,253,423 | $ 1,387,215 | $ 180,248 |
| 1412 | Water Quality | 300,856 | 129,578 | 112,978 |
| 1413 | Water Resources | 111,646 | 82,691 | 3,660 |
| 1422 | Water System Maintenance | 1,382,056 | 795,806 | 235,280 |
| 1423 | Water System Construction | 3,520,861 | 1,362,513 | 31,015 |
| 1424 | Water System Operations | 17,177,434 | 1,006,645 | 243,985 |
| 1511 | Sewer System Administration | 1,557,786 | 649,720 | 35,575 |
| 1512 | Sewer System Maintenance | 1,663,318 | 1,015,277 | 155,075 |
| 1514 | Sewer Operations | 810,764 | 170,566 | 58,717 |
| 1515 | S.J./Santa Clara Water Pollution Control Plant | 13,272,907 | 17,964 | 1,700 |
| 1516 | Storm Pump Maintenance | 9,500 | 9,500 | - |
| 1522 | Recycled Water System Maintenance, City | 901,970 | 26,072 | 9,000 |
| 1525 | South Bay Water Recycling System Maintenance | 207,714 | 172,214 | 35,500 |
| 1532 | Solar System Maintenance (1525) | 362,218 | 187,795 | 11,330 |
| 1533 | Solar System Construction (CIP only) | - | - | - |
| | ***Total Water and Sewer Utilities*** | 43,532,453 | 7,013,556 | 1,114,063 |
| | ***Total - All Departments*** | $535,504,889 | $140,035,897 | $ 48,641,686 |

## APPROPRIATIONS
## BY PROGRAM AND DEPARTMENT

| Program Number | Program Name | OPERATING (continued) Resource and Production | Contribution In-lieu of Taxes & Franchise Fees |
|---|---|---|---|
| | **WATER and SEWER UTILITIES** | | |
| 1411 | Administration/Design Engineering | $ - | $ - |
| 1412 | Water Quality | - | - |
| 1413 | Water Resources | - | - |
| 1422 | Water System Maintenance | - | - |
| 1423 | Water System Construction | - | - |
| 1424 | Water System Operations | 13,857,200 | 1,187,080 |
| 1511 | Sewer System Administration | - | 830,600 |
| 1512 | Sewer System Maintenance | - | - |
| 1514 | Sewer Operations | 101,150 | - |
| 1515 | S.J./Santa Clara Water Pollution Control Plant | 10,653,233 | - |
| 1516 | Storm Pump Maintenance | - | - |
| 1522 | Recycled Water System Maintenance, City | 790,000 | 72,530 |
| 1525 | South Bay Water Recycling System Maintenance | - | - |
| 1532 | Solar System Maintenance (1525) | - | - |
| 1533 | Solar System Construction (CIP only) | - | - |
| | ***Total Water and Sewer Utilities*** | 25,401,583 | 2,090,210 |
| | ***Total - All Departments*** | $ 222,556,740 | $ 15,883,832 |

## APPROPRIATIONS
## BY PROGRAM AND DEPARTMENT

| Program Number | Program Name | Total Operating Appropriations | Interfund Services |
|---|---|---|---|
| | **WATER and SEWER UTILITIES** | | |
| 1411 | Administration/Design Engineering | $ 1,567,463 | $ 685,960 |
| 1412 | Water Quality | 242,556 | 58,300 |
| 1413 | Water Resources | 86,351 | 25,295 |
| 1422 | Water System Maintenance | 1,031,086 | 350,970 |
| 1423 | Water System Construction | 1,393,528 | 473,333 |
| 1424 | Water System Operations | 16,294,910 | 430,524 |
| 1511 | Sewer System Administration | 1,515,895 | 41,891 |
| 1512 | Sewer System Maintenance | 1,170,352 | 492,966 |
| 1514 | Sewer Operations | 330,433 | 480,331 |
| 1515 | S.J./Santa Clara Water Pollution Control Plant | 10,672,897 | 10 |
| 1516 | Storm Pump Maintenance | 9,500 | - |
| 1522 | Recycled Water System Maintenance, City | 897,602 | 4,368 |
| 1525 | South Bay Water Recycling System Maintenance | 207,714 | - |
| 1532 | Solar System Maintenance (1525) | 199,125 | 53,845 |
| 1533 | Solar System Construction (CIP only) | - | - |
| | ***Total Water and Sewer Utilities*** | 35,619,412 | 3,097,793 |
| | ***Total - All Departments*** | $ 426,383,780 | $ 18,880,728 |

## APPROPRIATIONS
## BY PROGRAM AND DEPARTMENT

| Program Number | Program Name | Capital Improvements | Debt Service |
|---|---|---|---|
| | **WATER and SEWER UTILITIES** | | |
| 1411 | Administration/Design Engineering | $ - | $ - |
| 1412 | Water Quality | - | - |
| 1413 | Water Resources | - | - |
| 1422 | Water System Maintenance | - | - |
| 1423 | Water System Construction | 1,654,000 | - |
| 1424 | Water System Operations | 452,000 | - |
| 1511 | Sewer System Administration | - | - |
| 1512 | Sewer System Maintenance | - | - |
| 1514 | Sewer Operations | - | - |
| 1515 | S.J./Santa Clara Water Pollution Control Plant | 2,600,000 | - |
| 1516 | Storm Pump Maintenance | - | - |
| 1522 | Recycled Water System Maintenance, City | - | - |
| 1525 | South Bay Water Recycling System Maintenance | - | - |
| 1532 | Solar System Maintenance (1525) | 35,000 | 74,248 |
| 1533 | Solar System Construction (CIP only) | - | - |
| | ***Total Water and Sewer Utilities*** | 4,741,000 | 74,248 |
| | ***Total - All Departments*** | $ 59,357,384 | $ 30,148,622 |

235,434

## SUMMARY OF REGULAR PERSONNEL ALLOCATION BY DEPARTMENT

| DEPARTMENT/DIVISION | 2003-04 | 2004-05 | 2005-06 | 2006-07 | 2007-08 |
|---|---|---|---|---|---|
| City Council | 8.50 | 8.50 | 8.50 | 8.50 | 8.50 |
| City Clerk | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| City Attorney | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 |
| Office of the City Manager | 8.00 | 8.00 | 8.00 | 8.00 | 9.00 |
| Information Technology | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| Human Resources | 16.00 | 15.00 | 15.00 | 15.00 | 15.00 |
| Finance | 55.00 | 55.00 | 54.00 | 54.00 | 54.00 |
| Parks and Recreation | 85.00 | 84.00 | 84.00 | 84.00 | 83.00 |
| Library | 43.75 | 42.75 | 42.75 | 42.75 | 42.75 |
| Planning and Inspection | 39.00 | 39.00 | 39.00 | 39.00 | 39.00 |
| Public Works: | | | | | |
| Engineering | 46.00 | 44.67 | 44.67 | 44.00 | 44.00 |
| Purchasing | 9.00 | 9.00 | 9.00 | 9.00 | 9.00 |
| Building Maintenance | 13.50 | 13.50 | 13.50 | 13.50 | 13.50 |
| Street and Automotive Services: | | | | | |
| Street | 59.00 | 58.00 | 58.00 | 58.00 | 58.00 |
| Automotive Services | 20.00 | 19.00 | 19.00 | 19.00 | 19.00 |
| Police | 199.00 | 199.00 | 227.00 | 227.00 | 227.00 |
| Fire | 180.00 | 179.50 | 179.50 | 179.50 | 179.50 |
| Communications | 29.00 | 29.00 | - | - | - |
| Electric Utility | 138.00 | 144.00 | 144.00 | 144.00 | 144.00 |
| Water and Sewer Utilities: | | | | | |
| Water Utility | 44.50 | 44.50 | 45.50 | 45.50 | 45.50 |
| Sewer Utility | 13.50 | 13.50 | 13.50 | 13.50 | 14.50 |
| **TOTAL - ALL PERSONNEL** | **1,021.75** | **1,020.92** | **1,019.92** | **1,019.25** | **1,020.25** |

## SUMMARY OF REGULAR PERSONNEL ALLOCATION BY FUND TYPE

| FUND TYPE | 2003-04 | 2004-05 | 2005-06 | 2006-07 | 2007-08 |
|---|---|---|---|---|---|
| **General Fund** | **787.90** | **782.07** | **780.07** | **779.40** | **779.40** |
| **Enterprise Funds** | **209.00** | **215.00** | **216.00** | **216.00** | **217.00** |
| **Internal Service Funds** | **24.85** | **23.85** | **23.85** | **23.85** | **23.85** |
| **TOTAL - ALL PERSONNEL** | **1,021.75** | **1,020.92** | **1,019.92** | **1,019.25** | **1,020.25** |

# 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 Services Division Manager | 10,200 | 8,670 | 11,220 |
| Administrative Analyst (4) | 7,115 | 6,048 | 7,827 |
| Applications Systems Manager | 8,682 | 7,380 | 9,551 |
| Assistant City Attorney (2) | 12,638 | 10,743 | 13,902 |
| Assistant City Clerk | 7,684 | 6,532 | 8,452 |
| Assistant City Librarian | 11,011 | 9,360 | 12,113 |
| Assistant City Manager | 15,100 | 12,835 | 16,610 |
| Assistant Director of Electric Utility-Energy Distribution | 13,399 | 11,390 | 14,739 |
| Assistant Director of Electric Utility-Marketing/Customer Service | 13,399 | 11,390 | 14,739 |
| Assistant Director of Finance | 11,871 | 10,090 | 13,057 |
| Assistant Director of Human Resources/EEO Officer | 10,608 | 9,016 | 11,669 |
| Assistant Director of Sewer Utility | 10,815 | 9,192 | 11,896 |
| Assistant Director of Streets & Auto Services/City Arborist | 9,867 | 8,387 | 10,854 |
| Assistant Director of Water Utility | 11,384 | 9,676 | 12,522 |
| Automotive Superintendent | 8,609 | 7,318 | 9,470 |
| Building Manager | 9,035 | 7,680 | 9,938 |
| Building Official | 11,962 | 10,168 | 13,157 |
| Cemetery Operations Superintendent | 7,223 | 6,140 | 7,945 |
| City Engineer | 13,069 | 11,109 | 14,376 |
| City Librarian | 13,763 | 11,698 | 15,139 |
| City Planner | 10,800 | 9,180 | 11,880 |
| Communications Operations Manager | 9,292 | 7,898 | 10,221 |
| Communications Technical Services Manager | 9,292 | 7,898 | 10,221 |
| Compliance Manager (2) | 8,330 | 7,080 | 9,163 |
| Deputy City Attorney I | 7,898 | 6,713 | 8,687 |
| Deputy City Attorney II | 9,214 | 7,832 | 10,135 |
| Deputy City Manager | 12,767 | 10,852 | 14,043 |
| Development Review Officer | 9,997 | 8,498 | 10,997 |
| Director of Electric Utility | 16,381 | 13,924 | 18,019 |
| Director of Finance | 14,623 | 12,429 | 16,085 |
| Director of Human Resources/MERO | 13,256 | 11,267 | 14,581 |
| Director of Information Technology | 14,364 | 12,210 | 15,801 |
| Director of Planning & Inspection | 15,130 | 12,861 | 16,642 |
| Director of Public Works/City Engineer | 16,003 | 13,602 | 17,603 |
| Director of Streets and Automotive Services | 13,359 | 11,355 | 14,694 |
| Director of Water & Sewer Utilities | 14,504 | 12,328 | 15,955 |
| Electric Division Manager-Customer Services | 11,340 | 9,639 | 12,474 |
| Electric Division Manager-Electric Risk Analysis | 11,751 | 9,988 | 12,927 |
| Electric Division Manager (9) | 11,751 | 9,988 | 12,927 |
| Executive Assistant to the City Attorney | 7,005 | 5,955 | 7,706 |
| Executive Assistant to the Mayor and City Council | 7,005 | 5,955 | 7,706 |
| Executive Assistant to the City Manager | 7,005 | 5,955 | 7,706 |

# UNCLASSIFIED POSITIONS

## SCHEDULE OF MONTHLY CONTROL POINTS (Continued)

| POSITION | CONTROL POINT | 85% LEVEL | 110% LEVEL |
|---|---|---|---|
| **Miscellaneous Management (Unit 9) Continued** | | | |
| Field Foreperson (4) | 10,089 | 8,575 | 11,097 |
| Financial Services Division Manager | 10,200 | 8,670 | 11,220 |
| Historic Resources Coordinator | 8,197 | 6,968 | 9,017 |
| Housing & Community Services Division Manager | 10,343 | 8,792 | 11,377 |
| Human Resources Division Manager/Safety & Training Officer | 7,864 | 6,685 | 8,651 |
| Inspection Manager | 10,245 | 8,709 | 11,270 |
| Library Division Manager (4) | 8,602 | 7,312 | 9,463 |
| Municipal Services Division Manager | 10,200 | 8,670 | 11,220 |
| Network Computer Support Division Manager | 8,069 | 6,859 | 8,876 |
| Park Construction & Repair Supervisor | 8,501 | 7,226 | 9,351 |
| Park Maintenance & Operations Supervisor | 8,501 | 7,226 | 9,351 |
| Park Superintendent | 11,147 | 9,475 | 12,261 |
| Parks & Recreation Director | 14,025 | 11,921 | 15,427 |
| Power Trader (3) | 11,751 | 9,988 | 12,927 |
| Power System Scheduler/Trader (6) | 9,194 | 7,814 | 10,113 |
| Principal Accountant | 9,182 | 7,805 | 10,101 |
| Principal Engineer (3) | 11,384 | 9,676 | 12,522 |
| Principal Engineer - Permit Center | 11,384 | 9,676 | 12,522 |
| Principal Financial Analyst | 9,182 | 7,805 | 10,101 |
| Public Communications Manager | 7,327 | 6,228 | 8,061 |
| Purchasing Services Division Manager | 9,821 | 8,348 | 10,803 |
| Recreation Superintendent | 9,269 | 7,879 | 10,197 |
| Redevelopment Project Manager | 10,800 | 9,180 | 11,880 |
| Risk Control Analyst | 9,600 | 8,160 | 10,560 |
| Sanitary Sewer Superintendent | 8,670 | 7,370 | 9,537 |
| Senior Deputy City Attorney | 9,796 | 8,327 | 10,776 |
| Senior Electric Division Manager-Market Analysis & Pricing | 12,632 | 10,738 | 13,896 |
| Senior Electric Division Manager (3) | 12,632 | 10,738 | 13,896 |
| Senior Housing Planner | 8,123 | 6,905 | 8,935 |
| Senior Power Analyst | 9,182 | 7,805 | 10,101 |
| Senior Power System Scheduler/Trader | 9,883 | 8,401 | 10,871 |
| Solid Waste Superintendent | 8,481 | 7,209 | 9,329 |
| Street/Storm Maintenance Superintendent | 9,396 | 7,987 | 10,336 |
| Traffic Engineer | 11,489 | 9,766 | 12,638 |
| Water Superintendent | 9,512 | 8,086 | 10,464 |
| Water/Sewer Compliance Manager | 8,330 | 7,080 | 9,163 |
| Web Manager | 8,201 | 6,971 | 9,021 |
| **Fire Management (Unit 9B)** | | | |
| Battalion Chief (5) | 12,513 | 10,635 | 13,764 |
| Deputy Fire Chief (2) | 13,262 | 11,273 | 14,588 |
| Fire Chief | 16,470 | 14,000 | 18,116 |
| Fire Marshal | 11,916 | 10,129 | 13,107 |
| Hazardous Materials Administrator | 11,625 | 9,882 | 12,788 |
| Hazardous Materials Specialist (4) | 11,180 | 9,502 | 12,298 |
| **Police Management (Unit 9A)** | | | |
| Assistant Police Chief | 16,765 | 14,250 | 18,442 |
| Police Captain (3) | 15,967 | 13,572 | 17,563 |

## CLASSIFIED AND AS-NEEDED POSITIONS

### AUTHORIZED CLASS TITLES AND SALARY RANGES FOR 2007-2008

| | | | | | |
|---|---|---|---|---|---|
| Account Clerk I | A19 | Communications Technician I | A28 | Grounds Maintenance Worker I | G19 |
| Account Clerk II | A23 | Communications Technician II | A32 | Grounds Maintenance Worker II | G21 |
| Account Clerk III | A25 | Community Service Officer I | H17 | Grounds Maintenance Worker III | G23 |
| Accountant | A31 | Community Service Officer II | H22 | Head Proctor | AN |
| Accounting Technician I | A18 | Construction Project Engineer | E36 | Housing Inspector | A35 |
| Accounting Technician II | A20 | Consultant | AN | Human Resources Assistant | A19 |
| Assistant Planner I | A27 | Crime Analyst | A32 | Human Resources Supervisor | A27 |
| Assistant Planner II | A31 | Crossing Guard | ANE | Human Resources Technician | A23 |
| Assistant Recreation Supervisor | A30 | Custodian | G17 | Instructor / Lifeguard | ANE |
| Assistant Sanitary Sewer Superintendent | A38 | Customer Service Rep.-Permit Ctr. | A19 | Jail Service Officer | H22 |
| Assistant Training Officer | C1-41 | Customer Service Representative | A19 | Journey Lineworker | D1-32 |
| Associate Planner | A36 | Customer Service Supervisor | A28 | Key Customer Representative | A35 |
| Auto Services Coordinator | A24 | Deputy Fire Marshal | C-38 | Laborer | AN |
| Automotive Foreman/Forewoman | A30 | Distribution Specialist | D1-36 | Landscape Foreman / Forewoman | A37 |
| Automotive Services Utility Worker | A15 | Driver/Engineer | C1-33 | Landscape Pest Control Operator | G23 |
| Automotive Technician I | G20 | Electric Crew Foreperson | D1-36 | Law Clerk I | AN |
| Automotive Technician II | G22 | Electric Maintenance Worker | D2-22 | Law Clerk II | AN |
| Automotive Technician III | G28 | Electric Meter Technician | D1-32 | Legal Office Specialist III | A24 |
| Building Maintenance Foreperson | A31 | Electric&Water System Operator | D1-37 | Librarian I | A26 |
| Building Maintenance Worker | G26 | Electric Utility Engineer | E42 | Librarian II | A30 |
| Business Analyst | A35 | Electric Utility Equipment Operator | D2-22 | Library Assistant I | A16 |
| Business Analyst - Fiber | A35 | Electric Utility Generation Technician | D1-35 | Library Assistant II | A20 |
| Business Analyst - Public Benefits | A35 | Electric Helper / Driver | D2-20 | Library Circulation Supervisor | A28 |
| Cable Splicer Leader | D1-36 | Electric Utility Programmer Analyst | A36 | Library Material Mender/Processor | A15 |
| Cemetery Services Clerk | A23 | Electrical Estimator | D1-27 | Library Page | ANE |
| Cemetery Worker I | G19 | Electrician | D1-32 | Library Program Coordinator - Cataloging | A34 |
| Cemetery Worker II | G21 | Energy Conservation Specialist | A21 | Library Program Coordinator - Outreach | A34 |
| Cemetery Worker III | G23 | Engineering Aide | A21 | Library Program Coordinator - Technology | A34 |
| Central Services Operator | A21 | Engineering Aide (Electric) | A21 | Library Program Coordinator - Local History | A34 |
| Chief of Party | A34 | Equipment Operator | G27 | Library Program Coordinator - Reference | A34 |
| Chief Storekeeper/Buyer | A32 | Examination Proctor | AN | Library Tech. Aid | ANE |
| Civil Engineer I | E34 | Facilities Technician | G27 | Library Technology Assistant | A25 |
| Civil Engineer II | E41 | Financial Analyst | A33 | Lifeguard | ANE |
| Clerk II | A17 | Fire Captain | C1-38 | Line Crew Leader | D1-34 |
| Code Enforcement Technician | A23 | Fire Inspector Aide | AN | Line Truck Driver | D2-21 |
| Combination Inspector | A37 | Fire Prevention Specialist | H35 | Literacy Advocate | A12 |
| Communications Dispatcher I | H25 | Firefighter | C1-30 | Literacy Program Supervisor | A28 |
| Communications Dispatcher II | H28 | Fleet Assistant | A23 | Literacy Student Tutor Coordinator | A20 |
| Communications Dispatcher III | H30 | Forensic Coordinator | A34 | Materials Handler | A19 |

## CLASSIFIED AND AS-NEEDED POSITIONS

### AUTHORIZED CLASS TITLES AND SALARY RANGES FOR 2007-2008

| | | | | | |
|---|---|---|---|---|---|
| Materials Handler/Auto Parts Technician | A19 | Public Works Inspector | A33 | Senior Engineering Aide | A28 |
| Materials Testing Technician | A34 | Pump Maintenance Technician - Solar | G27 | Senior Human Resources Assistant | A20 |
| Mechanical Maint. Foreman/Woman | A31 | Pump Maintenance Technician - Water | G27 | Senior Human Resources Technician | A24 |
| Mechanical Maint. Worker - Building | G29 | Pump Maintenance Technician - Sewer | G27 | Senior Inspector - Building | A39 |
| Medical Director | AN | Purchasing Clerk | A19 | Senior Inspector - Electrical | A39 |
| Messenger Clerk | AN | Purchasing Utility Worker | A15 | Senior Human Resources Technician | A24 |
| Meter Reader | A21 | Receptionist Clerk | A12 | Senior Key Customer Representative | A39 |
| Microfilm Processor | AN | Recreation Coordinator | A27 | Senior Library Assistant | A25 |
| Nutrition Site Manager | ANE | Recreation Coordinator - Therapeutics | A27 | Senior Library Assistant-Administration | A25 |
| Nutritional Meal Server | ANE | Recreation Instructor | ANE | Senior Library Assistant-Public Service | A25 |
| Office Assistant | A12 | Recreation Leader I | ANE | Senior Library Page | ANE |
| Office Records Specialist | A19 | Recreation Leader II | ANE | Senior Materials Handler | A23 |
| Office Specialist II | A18 | Recreation Leader III | ANE | Senior Plans Examiner | A41 |
| Office Specialist III | A22 | Recreation Office Assistant | ANE | Senior Permit Technician | A28 |
| Office Specialist IV | A24 | Recreation Program Coordinator | ANE | Senior Staff Aide | A30 |
| Office Specialist to the City Council | A20 | Recreation Supervisor | A32 | Senior Tree Trimmer | G26 |
| Park Foreman / Forewoman | A33 | Recreation Specialist | ANE | Senior Electrician Technician | D1-38 |
| Park Maintenance Crafts Worker | G29 | Recruit Police Officer | A31 | Senior Water Utility Engineer | E41 |
| Payroll Analyst | A33 | Senior Accounting Technician | A26 | Service Coordinator-Inspector | D1-34 |
| Permit Technician | A23 | Senior Business Analyst | A38 | Solid Waste Foreman/Forewoman | A35 |
| Planning Intern I | AN | Senior Center Coordinator | A27 | Staff Aide I | A24 |
| Planning Intern II | AN | Senior Communications Dispatcher | H33 | Staff Aide II | A26 |
| Plans Examiner | A39 | Senior Customer Service Rep | A22 | Staff Aide Public Works/Recycling | A26 |
| Police Lieutenant | B43 | Senior Distribution Supervisor | A43 | Staff Analyst | A32 |
| Police Officer | B31 | Senior Electric Utility Generation Tech. | D1-38 | Staff Analyst II | A34 |
| Police Records Specialist I | H18 | Senior Electric Meter Technician | D1-36 | Street Maintenance Foreperson | A35 |
| Police Records Specialist II | H22 | Senior Electric&Water System Operator | D1-40 | Street Maintenance Worker I | G19 |
| Police Records Supervisor | H26 | Senior Electric Utility Eng./Customer Svce. | E46 | Street Maintenance Worker II | G21 |
| Police Records Manager | A34 | Senior Electric Utility Eng./Civil | E46 | Street Maintenance Worker III | G23 |
| Police Sergeant | B37 | Senior Electric Utility Eng./Contracts | E46 | Street Maintenance Worker IV | G29 |
| Pool Manager | ANE | Senior Electric Utility Eng./Control | E46 | Street Sweeper Operator | G28 |
| Power Account Clerk I | A19 | Senior Electric Utility Eng./Distribution | E46 | Time and Material Clerk | A28 |
| Power Account Clerk III | A25 | Senior Electric Utility Eng./Generation | E46 | Traffic Control Trainee | AN |
| Power Contract Specialist | A33 | Senior Electric Utility Eng./Prot. Relay | E46 | Traffic Foreman / Forewoman | A31 |
| Power Scheduling Operator | D1-37 | Senior Electric Utility Eng./Resource Plan | E46 | Traffic Operations Engineer | E38 |
| Principal Electrical Estimator | D1-35 | Senior Electric Utility Eng./Substations | E46 | Trouble Shooter | D1-35 |
| Principal Engineering Aide | A32 | Senior Electric Utility Engineer | E46 | Typist Clerk I | A14 |
| Principal Engineering Aide (Civil) | A32 | Senior Electrical Estimator | D1-31 | Typist Clerk II | A18 |
| Program Coordinator-Public Benefits | A43 | Senior Energy Systems Analyst | A43 | Typist Clerk III | A22 |

## CLASSIFIED AND AS-NEEDED POSITIONS

### AUTHORIZED CLASS TITLES AND SALARY RANGES FOR 2007-2008

| | |
|---|---|
| Underground Crew Leader | D1-36 |
| Utility Crew Supervisor | A35 |
| Utility Electrician Technician | D1-35 |
| Utility Field Services Supervisor | A27 |
| Utility Field Services Worker | A23 |
| Utility Services Technician | A28 |
| Utility Worker | G19 |
| Water & Energy Conservation Coord. | A28 |
| 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 Treatment Technician | G28 |
| Water Utility Engineer | E34 |

## SCHEDULE OF MONTHLY SALARY RANGES

| ORGANIZATION | UNIT NO. | SCHEDULE |
|---|---|---|
| Public Safety - Fire | 1 | C |
| 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 | 2673 | 2805 | 2947 | 3103 | 3264 | 16 | 3938 | 4146 | 4350 | 4577 | 4809 | 32 | 5833 | 6127 | 6438 | 6761 | 7091 |
| 1 | 2741 | 2876 | 3025 | 3183 | 3345 | 17 | 4041 | 4249 | 4464 | 4694 | 4934 | 33 | 5981 | 6282 | 6599 | 6925 | 7274 |
| 2 | 2805 | 2947 | 3103 | 3264 | 3424 | 18 | 4146 | 4350 | 4577 | 4809 | 5057 | 34 | 6127 | 6438 | 6761 | 7091 | 7461 |
| 3 | 2876 | 3025 | 3183 | 3345 | 3504 | 19 | 4249 | 4464 | 4694 | 4934 | 5178 | 35 | 6282 | 6599 | 6925 | 7274 | 7650 |
| 4 | 2947 | 3103 | 3264 | 3424 | 3582 | 20 | 4350 | 4577 | 4809 | 5057 | 5300 | 36 | 6438 | 6761 | 7091 | 7461 | 7839 |
| 5 | 3025 | 3183 | 3345 | 3504 | 3673 | 21 | 4464 | 4694 | 4934 | 5178 | 5438 | 37 | 6599 | 6925 | 7274 | 7650 | 8025 |
| 6 | 3103 | 3264 | 3424 | 3582 | 3762 | 22 | 4577 | 4809 | 5057 | 5300 | 5576 | 38 | 6761 | 7091 | 7461 | 7839 | 8213 |
| 7 | 3183 | 3345 | 3504 | 3673 | 3850 | 23 | 4694 | 4934 | 5178 | 5438 | 5706 | 39 | 6925 | 7274 | 7650 | 8025 | 8420 |
| 8 | 3264 | 3424 | 3582 | 3762 | 3938 | 24 | 4809 | 5057 | 5300 | 5576 | 5833 | 40 | 7091 | 7461 | 7839 | 8213 | 8628 |
| 9 | 3345 | 3504 | 3673 | 3850 | 4041 | 25 | 4934 | 5178 | 5438 | 5706 | 5981 | 41 | 7274 | 7650 | 8025 | 8420 | 8843 |
| 10 | 3424 | 3582 | 3762 | 3938 | 4146 | 26 | 5057 | 5300 | 5576 | 5833 | 6127 | 42 | 7461 | 7839 | 8213 | 8628 | 9061 |
| 11 | 3504 | 3673 | 3850 | 4041 | 4249 | 27 | 5178 | 5438 | 5706 | 5981 | 6282 | 43 | 7650 | 8025 | 8420 | 8843 | 9290 |
| 12 | 3582 | 3762 | 3938 | 4146 | 4350 | 28 | 5300 | 5576 | 5833 | 6127 | 6438 | 44 | 7839 | 8213 | 8628 | 9061 | 9518 |
| 13 | 3673 | 3850 | 4041 | 4249 | 4464 | 29 | 5438 | 5706 | 5981 | 6282 | 6599 | 45 | 8025 | 8420 | 8843 | 9290 | 9754 |
| 14 | 3762 | 3938 | 4146 | 4350 | 4577 | 30 | 5576 | 5833 | 6127 | 6438 | 6761 | 46 | 8213 | 8628 | 9061 | 9518 | 9992 |
| 15 | 3850 | 4041 | 4249 | 4464 | 4694 | 31 | 5706 | 5981 | 6282 | 6599 | 6925 | | | | | | |

### SCHEDULE B

| Range | 1 | 2 | 3 | 4 | 5 | Range | 1 | 2 | 3 | 4 | 5 | Range | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 31 | 7606 | 7983 | 8383 | 8804 | 9242 | 36 | 8592 | 9022 | 9474 | 9948 | 10444 | 41 | 9705 | 10190 | 10701 | 11233 | 11796 |
| 32 | 7794 | 8184 | 8592 | 9022 | 9474 | 37 | 8804 | 9242 | 9705 | 10190 | 10701 | 42 | 9948 | 10444 | 10965 | 11514 | 12090 |
| 33 | 7983 | 8383 | 8804 | 9242 | 9705 | 38 | 9022 | 9474 | 9948 | 10444 | 10965 | 43 | 10190 | 10701 | 11233 | 11796 | 12383 |
| 34 | 8184 | 8592 | 9022 | 9474 | 9948 | 39 | 9242 | 9705 | 10190 | 10701 | 11233 | 44 | 10444 | 10965 | 11514 | 12090 | 12694 |
| 35 | 8383 | 8804 | 9242 | 9705 | 10190 | 40 | 9474 | 9948 | 10444 | 10965 | 11514 | 45 | 10701 | 11233 | 11796 | 12383 | 13006 |

### SCHEDULE C

| Range | 1 | 2 | 3 | 4 | 5 | Range | 1 | 2 | 3 | 4 | 5 | Range | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 30 | 6996 | 7341 | 7718 | 8099 | 8507 | 35 | 7909 | 8304 | 8717 | 9154 | 9620 | 40 | 8925 | 9385 | 9857 | 10342 | 10875 |
| 31 | 7170 | 7530 | 7909 | 8304 | 8717 | 36 | 8099 | 8507 | 8925 | 9385 | 9857 | 41 | 9154 | 9620 | 10100 | 10609 | 11148 |
| 32 | 7341 | 7718 | 8099 | 8507 | 8925 | 37 | 8304 | 8717 | 9154 | 9620 | 10100 | 42 | 9385 | 9857 | 10342 | 10875 | 11418 |
| 33 | 7530 | 7909 | 8304 | 8717 | 9154 | 38 | 8507 | 8925 | 9385 | 9857 | 10342 | | | | | | |
| 34 | 7718 | 8099 | 8507 | 8925 | 9385 | 39 | 8717 | 9154 | 9620 | 10100 | 10609 | | | | | | |

### SCHEDULE C1

| Range | 1 | 2 | 3 | 4 | 5 | Range | 1 | 2 | 3 | 4 | 5 | Range | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 30 | 7118 | 7469 | 7853 | 8241 | 8656 | 35 | 8047 | 8449 | 8869 | 9315 | 9789 | 40 | 9081 | 9549 | 10029 | 10523 | 11065 |
| 31 | 7294 | 7661 | 8047 | 8449 | 8869 | 36 | 8241 | 8656 | 9081 | 9549 | 10029 | 41 | 9315 | 9789 | 10276 | 10794 | 11342 |
| 32 | 7469 | 7853 | 8241 | 8656 | 9081 | 37 | 8449 | 8869 | 9315 | 9789 | 10276 | 42 | 9549 | 10029 | 10523 | 11065 | 11618 |
| 33 | 7661 | 8047 | 8449 | 8869 | 9315 | 38 | 8656 | 9081 | 9549 | 10029 | 10523 | | | | | | |
| 34 | 7853 | 8241 | 8656 | 9081 | 9549 | 39 | 8869 | 9315 | 9789 | 10276 | 10794 | | | | | | |

## 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 | 5199 | 5470 | 5734 | 6021 | 6311 | 30 | 6021 | 6311 | 6622 | 6961 | 7296 | 36 | 6961 | 7296 | 7662 | 8062 | 8474 |
| 25 | 5334 | 5602 | 5877 | 6167 | 6466 | 31 | 6167 | 6466 | 6791 | 7129 | 7479 | 37 | 7129 | 7479 | 7863 | 8267 | 8684 |
| 26 | 5470 | 5734 | 6021 | 6311 | 6622 | 32 | 6311 | 6622 | 6961 | 7296 | 7662 | 38 | 7296 | 7662 | 8062 | 8474 | 8894 |
| 27 | 5602 | 5877 | 6167 | 6466 | 6791 | 33 | 6466 | 6791 | 7129 | 7479 | 7863 | 39 | 7479 | 7863 | 8267 | 8684 | 9118 |
| 28 | 5734 | 6021 | 6311 | 6622 | 6961 | 34 | 6622 | 6961 | 7296 | 7662 | 8062 | 40 | 7662 | 8062 | 8474 | 8894 | 9341 |
| 29 | 5877 | 6167 | 6466 | 6791 | 7129 | 35 | 6791 | 7129 | 7479 | 7863 | 8267 | | | | | | |

### SCHEDULE D2

| Range | 1 | 2 | 3 | 4 | 5 | Range | 1 | 2 | 3 | 4 | 5 | Range | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 18 | 4490 | 4717 | 4964 | 5217 | 5473 | 21 | 4841 | 5090 | 5345 | 5610 | 5893 | 23 | 5090 | 5345 | 5610 | 5893 | 6182 |
| 19 | 4603 | 4841 | 5090 | 5345 | 5610 | 22 | 4964 | 5217 | 5473 | 5747 | 6036 | 24 | 5217 | 5473 | 5747 | 6036 | 6326 |
| 20 | 4717 | 4964 | 5217 | 5473 | 5747 | | | | | | | | | | | | |

### SCHEDULE D3

| Range | 1 | 2 | 3 | 4 | 5 | Range | 1 | 2 | 3 | 4 | 5 | Range | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 32 | 5918 | 6210 | 6522 | 6839 | 7183 | 35 | 6367 | 6681 | 7011 | 7369 | 7751 | 37 | 6681 | 7011 | 7369 | 7751 | 8129 |
| 33 | 6064 | 6367 | 6681 | 7011 | 7369 | 36 | 6522 | 6839 | 7183 | 7554 | 7946 | 38 | 6839 | 7183 | 7554 | 7946 | 8313 |
| 34 | 6210 | 6522 | 6839 | 7183 | 7554 | | | | | | | | | | | | |

### SCHEDULE E

| Range | 1 | 2 | 3 | 4 | 5 | Range | 1 | 2 | 3 | 4 | 5 | Range | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 32 | 5658 | 5931 | 6239 | 6539 | 6867 | 37 | 6389 | 6704 | 7042 | 7404 | 7770 | 42 | 7217 | 7591 | 8152 | 8566 | 8992 |
| 33 | 5796 | 6085 | 6389 | 6704 | 7042 | 38 | 6539 | 6867 | 7217 | 7591 | 7950 | 43 | 7404 | 7950 | 8353 | 8779 | 9204 |
| 34 | 5931 | 6239 | 6539 | 6867 | 7217 | 39 | 6704 | 7042 | 7404 | 7770 | 8152 | 44 | 7591 | 8152 | 8566 | 8992 | 9433 |
| 35 | 6085 | 6389 | 6704 | 7042 | 7404 | 40 | 6867 | 7217 | 7591 | 7950 | 8353 | 45 | 7770 | 8353 | 8779 | 9204 | 9658 |
| 36 | 6239 | 6539 | 6867 | 7217 | 7591 | 41 | 7042 | 7404 | 7770 | 8152 | 8566 | 46 | 7950 | 8566 | 8992 | 9433 | 9904 |

### SCHEDULE G

| Range | 1 | 2 | 3 | 4 | 5 | Range | 1 | 2 | 3 | 4 | 5 | Range | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 16 | 3628 | 3827 | 4010 | 4211 | 4434 | 21 | 4110 | 4320 | 4549 | 4779 | 5015 | 26 | 4665 | 4893 | 5138 | 5385 | 5645 |
| 17 | 3726 | 3917 | 4110 | 4320 | 4549 | 22 | 4211 | 4434 | 4665 | 4893 | 5138 | 27 | 4779 | 5015 | 5263 | 5517 | 5790 |
| 18 | 3827 | 4010 | 4211 | 4434 | 4665 | 23 | 4320 | 4549 | 4779 | 5015 | 5263 | 28 | 4893 | 5138 | 5385 | 5645 | 5935 |
| 19 | 3917 | 4110 | 4320 | 4549 | 4779 | 24 | 4434 | 4665 | 4893 | 5138 | 5385 | 29 | 5015 | 5263 | 5517 | 5790 | 6079 |
| 20 | 4010 | 4211 | 4434 | 4665 | 4893 | 25 | 4549 | 4779 | 5015 | 5263 | 5517 | 30 | 5138 | 5385 | 5645 | 5935 | 6225 |

### SCHEDULE H

| Range | 1 | 2 | 3 | 4 | 5 | Range | 1 | 2 | 3 | 4 | 5 | Range | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 0 | 2847 | 2984 | 3136 | 3302 | 3475 | 16 | 4188 | 4409 | 4630 | 4869 | 5116 | 32 | 6207 | 6518 | 6849 | 7192 | 7547 |
| 1 | 2915 | 3059 | 3219 | 3389 | 3558 | 17 | 4301 | 4518 | 4749 | 4995 | 5249 | 33 | 6364 | 6685 | 7021 | 7369 | 7742 |
| 2 | 2984 | 3136 | 3302 | 3475 | 3644 | 18 | 4409 | 4630 | 4869 | 5116 | 5383 | 34 | 6518 | 6849 | 7192 | 7547 | 7938 |
| 3 | 3059 | 3219 | 3389 | 3558 | 3727 | 19 | 4518 | 4749 | 4995 | 5249 | 5511 | 35 | 6685 | 7021 | 7369 | 7742 | 8140 |
| 4 | 3136 | 3302 | 3475 | 3644 | 3811 | 20 | 4630 | 4869 | 5116 | 5383 | 5638 | 36 | 6849 | 7192 | 7547 | 7938 | 8340 |
| 5 | 3219 | 3389 | 3558 | 3727 | 3906 | 21 | 4749 | 4995 | 5249 | 5511 | 5785 | 37 | 7021 | 7369 | 7742 | 8140 | 8540 |
| 6 | 3302 | 3475 | 3644 | 3811 | 4002 | 22 | 4869 | 5116 | 5383 | 5638 | 5932 | 38 | 7192 | 7547 | 7938 | 8340 | 8740 |
| 7 | 3389 | 3558 | 3727 | 3906 | 4097 | 23 | 4995 | 5249 | 5511 | 5785 | 6069 | 39 | 7369 | 7742 | 8140 | 8540 | 8960 |
| 8 | 3475 | 3644 | 3811 | 4002 | 4188 | 24 | 5116 | 5383 | 5638 | 5932 | 6207 | 40 | 7547 | 7938 | 8340 | 8740 | 9182 |
| 9 | 3558 | 3727 | 3906 | 4097 | 4301 | 25 | 5249 | 5511 | 5785 | 6069 | 6364 | 41 | 7742 | 8140 | 8540 | 8960 | 9413 |
| 10 | 3644 | 3811 | 4002 | 4188 | 4409 | 26 | 5383 | 5638 | 5932 | 6207 | 6518 | 42 | 7938 | 8340 | 8740 | 9182 | 9641 |
| 11 | 3727 | 3906 | 4097 | 4301 | 4518 | 27 | 5511 | 5785 | 6069 | 6364 | 6685 | 43 | 8140 | 8540 | 8960 | 9413 | 9884 |
| 12 | 3811 | 4002 | 4188 | 4409 | 4630 | 28 | 5638 | 5932 | 6207 | 6518 | 6849 | 44 | 8340 | 8740 | 9182 | 9641 | 10127 |
| 13 | 3906 | 4097 | 4301 | 4518 | 4749 | 29 | 5785 | 6069 | 6364 | 6685 | 7021 | 45 | 8540 | 8960 | 9413 | 9884 | 10379 |
| 14 | 4002 | 4188 | 4409 | 4630 | 4869 | 30 | 5932 | 6207 | 6518 | 6849 | 7192 | 46 | 8740 | 9182 | 9641 | 10127 | 10633 |
| 15 | 4097 | 4301 | 4518 | 4749 | 4995 | 31 | 6069 | 6364 | 6685 | 7021 | 7369 | | | | | | |

# RECREATION AND MISCELLANEOUS CLASSES

## CLASS TITLE, SALARY RANGES AND PAY RATE SCHEDULE

| Class Title | SALARY RANGE A | B | C | D | E |
|---|---|---|---|---|---|
| | PAY RATES | | | | |
| Consultant | $ 25.000 | up to $105.00, by $5 increments. | | | |
| Crossing Guard | 12.012 | 13.104 | - | - | - |
| Exam Proctor | 9.560 | 10.037 | 10.539 | 11.066 | 11.619 |
| Fire Inspector Aide | 16.668 | 17.502 | 18.376 | - | - |
| Head Proctor | 10.296 | 10.812 | 11.352 | - | - |
| Instructor - Lifeguard | 10.993 | 11.543 | 12.120 | - | - |
| Laborer | 11.680 | 12.264 | 12.878 | 13.521 | 14.197 |
| Law Clerk I | 16.083 | 16.887 | 17.732 | 18.618 | 19.549 |
| Law Clerk II | 19.006 | 19.956 | 20.954 | 22.002 | 23.103 |
| Library Page | 8.843 | 9.285 | 9.749 | 10.236 | 10.748 |
| Library Technology Aide | 10.748 | 11.285 | 11.850 | 12.442 | 13.064 |
| Lifeguard | 9.050 | 9.502 | 9.978 | - | - |
| Medical Director | 100.000 | - | - | - | - |
| Messenger Clerk | 7.982 | 8.381 | 8.800 | 9.240 | 9.702 |
| Microfilm Processor | 10.932 | 11.478 | 12.052 | 12.655 | 13.288 |
| Nutrition Meal Server | 14.160 | - | - | - | - |
| Nutrition Site Manager | 18.590 | - | - | - | - |
| Planning Intern I | 15.474 | 16.248 | 17.060 | - | - |
| Planning Intern II | 19.201 | 20.161 | 21.170 | 22.228 | 23.340 |
| Pool Manager | 13.010 | 13.661 | 14.345 | - | - |
| Recreation Instructor | 12.132 | 12.740 | 13.377 | 14.046 | 14.748 |
| Recreation Leader I | 8.266 | 8.680 | 9.113 | - | - |
| Recreation Leader II | 10.063 | 10.567 | 11.096 | - | - |
| Recreation Leader III | 11.014 | 11.565 | 12.143 | 12.750 | 13.387 |
| Recreation Office Assistant | 12.132 | 12.740 | 13.377 | 14.046 | 14.748 |
| Recreation Program Coordinator | 15.752 | 16.540 | 17.367 | 18.235 | 19.148 |
| Recreation Specialist | 12.132 | 12.740 | 13.377 | 14.046 | 14.748 |
| Senior Library Page | 9.749 | 10.236 | 10.748 | 11.285 | 11.849 |
| Traffic Control Trainee | 8.665 | 9.099 | 9.553 | 10.031 | 10.533 |

# City Council

Santa Clara
All-America City
2001

# City Council Department

| Department Summary | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|
| City Council Operations | $ 223,866 | $ 255,524 | $ 249,067 |
| Total Department Expenditures | $ 223,866 | $ 255,524 | $ 249,067 |
| 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 City-wide 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 also serve on county, regional, and state organizations representing the City's interests. The Council also serves as the Redevelopment Agency Board of Directors and the Sports and Open Space Authority Board.

## Council Goals

The City Council met in April of 2005, to develop new principles and priorities. These principles and priorities will be reevaluated every two years, per Council concurrence. The adopted 2007-2009 principles and priorities are:

- **Maintain superb and affordable core services** - The City will strengthen emergency preparedness Citywide; proceed with emergency communications relocation and electric substation renovations; complete Fire Stations #4; and complete the General Plan update for 2010-2025.
- **Foster public trust/demonstrate leadership** - affirm commitment to reduction of greenhouse gases and development of Sustainable Renewable Energy and Green Power Resources; advance City's Ethics Program through analyzing and applying ethical decision-making in City decisions with review of transparent reporting; create a culture heritage/diversity "Entertainment Theme" at the All City July 4th Picnic and Fireworks event.
- **Work efficiently with focus on fiscal responsibility** - focus on replenishing Working Capital (Emergency) Reserve for General Fund; develop succession plan for Electric Joint Powers Authority council representative; generate options for Capital Improvement Project funding.
- **Support and Celebrate community /volunteer partnerships** - commit to health and wellness focus for City's Preschool Program and Youth Activity Center; explore options for Morse Mansion use and purchase; participate in Library Ambassador Outreach Program; review Sister Cities Program; restore Citywide Garage Sale Program.
- **Pro-active economic development/fiscal partnerships** - examine the feasibility of stadium in Bayshore North Entertainment Zone; achieve progress on Downtown Revitalization through selection of master developer; emphasize strong commitment to affordable housing; complete the BAREC process with senior housing element.

## Resource Level Changes

The proposed operating budget for 2007-08 is $249,067, which is a 2.53% decrease from the 2006-07 approved budget of $255,524. The decrease is primarily attributed to no requested capital equipment purchases for 2007-08 and reported decreases in Technical Services, Employee Benefits, and Unemployment Insurance. There is a requested slight increase in Employee Training and Conference and Travel due to increased associated costs.

## Divisions and Programs

City Council Operations

- City Council Operations

# CITY OF SANTA CLARA
## CITY COUNCIL

### TABLE OF ORGANIZATION

Patricia M. Mahan
Mayor of the City of Santa Clara
Term of Office: 2006 - 2010
(2nd term)

Dominic J. Caserta, Council Member
Term of Office: 2006 - 2010
(2nd term)
Council Seat 2

Joe Kornder, Council Member
Term of Office: 2006 - 2010
(1st term)
Council Seat 5

Will Kennedy, Council Member
Term of Office: 2004 - 2008
(1st term)
Council Seat 3

Patrick Kolstad, Council Member
Term of Office: 2004 - 2008
(2nd term)
Council Seat 6

Kevin Moore, Council Member
Term of Office: 2004 - 2008
(1st term)
Council Seat 4

Jamie McLeod, Council Member
Term of Office: 2004 - 2008
(1st term)
Council Seat 7

## City Council Department (continued)

### *POSITION AND SALARY DETAIL*

| Schedule/ Range | Position Title | No. of Positions 2006-2007 Adopted | No. of Positions 2007-2008 Budget | Salary 2006-2007 Adopted | Salary 2007-2008 Budget |
|---|---|---|---|---|---|
| | Mayor | 1.00 | 1.00 | $ 13,929 | $ 14,274 |
| | City Council Member | 6.00 | 6.00 | 50,147 | 51,390 |
| Uncl | Executive Asst. to Mayor & City Council | 1.00 | 1.00 | 70,976 | 72,250 |
| A20 | Office Specialist to City Council | 0.50 | 0.50 | 33,208 | 33,819 |
| | Premium | | | - | 1,300 |
| | Reserve | | | - | - |
| | Salary & Wages-Regular | 8.50 | 8.50 | 168,260 | 173,033 |
| | Salary & Wages-Overtime/Vacation Relief | | | 1,000 | 1,000 |
| | **Total** | **8.50** | **8.50** | **$ 169,260** | **$ 174,033** |

**Department: City Council**

**Division: City Council Operations**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| City Council Operations | $ 223,866 | $ 255,524 | $ 249,067 | $ (6,457) |
| Total Expenditures | $ 223,866 | $ 255,524 | $ 249,067 | $ (6,457) |
| Full Time Positions | 1.50 | 1.50 | 1.50 | $ - |
| Total 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 15 City Council committees and 29 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

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **City Council Operations** | | | | |
| Executive Assistant to 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 194,058 | $ 215,750 | $ 215,530 | $ (220) |
| Other Operating Expenditures | 13,887 | 22,945 | 21,585 | (1,360) |
| Interfund Services | 15,921 | 16,829 | 11,952 | (4,877) |
| Total Expenditures | $ 223,866 | $ 255,524 | $ 249,067 | $ (6,457) |
| Full Time Positions | 1.50 | 1.50 | 1.50 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Forward all citizen concerns and inquiries to City Manager within one business day. | 100% | 100% | 100% | 100% |
| 2. Percentage of approved proclamations processed in time for proclaimed event. | 100% | 100% | 100% | 100% |
| 3. Percentage 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% |

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# City Clerk

Santa Clara
All-America City
2001

# City Clerk Department

| Department Summary | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|
| City Clerk | $ 555,787 | $ 792,065 | $ 564,051 |
| Total Department Expenditures | $ 555,787 | $ 792,065 | $ 564,051 |
| Total Full Time Positions | 4.00 | 4.00 | 4.00 |
| Total Department Revenue | $ 71,378 | $ 63,000 | $ - |

## 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 2007-2008 budget year will be:

To continue to provide prompt and thorough responses to requests 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 reports by City staff and the public.

## Resource Level Changes

Decrease of $248,000 in contractual services since there is no Municipal Election in November 2007.

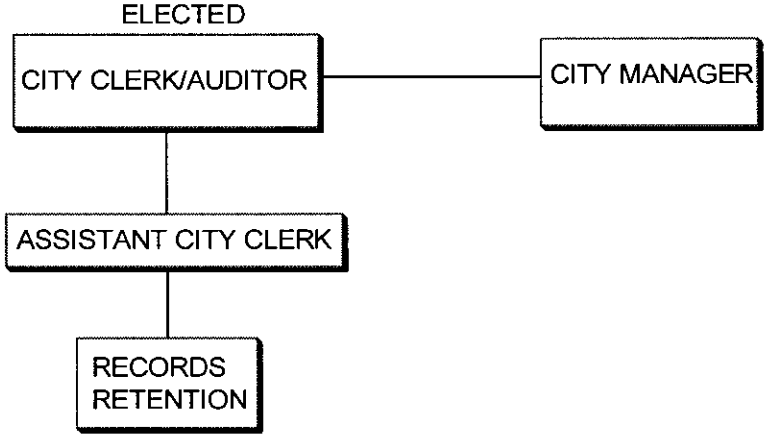
## Divisions and Programs

City Clerk

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

# CITY OF SANTA CLARA
## CITY CLERK'S OFFICE

### TABLE OF ORGANIZATION



## City Clerk Department (continued)

### *POSITION AND SALARY DETAIL*

| Schedule/ Range | Position Title | No. of Positions 2006-2007 Adopted | No. of Positions 2007-2008 Budget | Salary 2006-2007 Adopted | Salary 2007-2008 Budget |
|---|---|---|---|---|---|
| Uncl | City Clerk/Auditor | 1.00 | 1.00 | $ 105,043 | $ 118,354 |
| Uncl | Assistant City Clerk | 1.00 | 1.00 | 88,803 | 79,251 |
| A22 | Office Specialist III | 1.00 | 1.00 | 66,417 | 67,639 |
| A19 | Office Records Specialist | 1.00 | 1.00 | 61,688 | 62,808 |
| | Reserve | | | - | - |
| | Salary & Wages-Regular | 4.00 | 4.00 | 321,951 | 328,052 |
| | Salary & Wages-As Needed | | | 27,800 | 28,217 |
| | Salary & Wages-Overtime/Vacation Relief | | | - | - |
| | **Total** | **4.00** | **4.00** | **$ 349,751** | **$ 356,269** |

**Department: City Clerk**

**Division: City Clerk**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Council/Administration Support | $ 183,858 | $ 192,683 | $ 193,436 | $ 753 |
| Public Information/Legislative Records Mgmt. | 184,650 | 152,245 | 165,092 | 12,847 |
| Elections/Political Reform Act | 93,805 | 347,947 | 107,186 | (240,761) |
| City Auditor | 93,474 | 99,190 | 98,337 | (853) |
| Total Expenditures | $ 555,787 | $ 792,065 | $ 564,051 | $(228,014) |
| Full Time Positions | 4.00 | 4.00 | 4.00 | - |
| Total Revenue | $ 71,378 | $ 63,000 | $ - | $ - |

## 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 update the Records Management Manual and individual department retention schedules with emphasis on electronic records and historical and vital records.
- Completion of the implementation of the new software for tracking active, inactive and electronic records for all departments.
- Initiate training for the new 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

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Council/Administration Support** | | | | |
| City Clerk/Auditor | 0.44 | 0.44 | 0.44 | - |
| Assistant City Clerk | 0.35 | 0.35 | 0.35 | - |
| Office Specialist III | 0.30 | 0.30 | 0.30 | - |
| Office Records Specialist | 0.10 | 0.10 | 0.10 | - |
| **Subtotal** | **1.19** | **1.19** | **1.19** | **-** |
| **Public Information/Legislative Records Management** | | | | |
| City Clerk/Auditor | 0.13 | 0.13 | 0.13 | - |
| Assistant City Clerk | 0.30 | 0.30 | 0.30 | - |
| Office Specialist III | 0.40 | 0.40 | 0.40 | - |
| Office Records Specialist | 0.30 | 0.30 | 0.30 | - |
| **Subtotal** | **1.13** | **1.13** | **1.13** | **-** |
| **Elections/Political Reform Act** | | | | |
| City Clerk/Auditor | 0.38 | 0.38 | 0.38 | - |
| Assistant City Clerk | 0.05 | 0.05 | 0.05 | - |
| Office Specialist III | 0.25 | 0.25 | 0.25 | - |
| Office Records Specialist | 0.05 | 0.05 | 0.05 | - |
| **Subtotal** | **0.73** | **0.73** | **0.73** | **-** |
| **City Auditor** | | | | |
| City Clerk/Auditor | 0.05 | 0.05 | 0.05 | - |
| Assistant City Clerk | 0.30 | 0.30 | 0.30 | - |
| Office Specialist III | 0.05 | 0.05 | 0.05 | - |
| Office Records Specialist | 0.55 | 0.55 | 0.55 | - |
| **Subtotal** | **0.95** | **0.95** | **0.95** | **-** |
| **Total Division Positions** | **4.00** | **4.00** | **4.00** | **-** |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 144,900 | $ 167,184 | $ 172,545 | $ 5,361 |
| Other Operating Expenditures | 38,363 | 24,894 | 20,194 | (4,700) |
| Interfund Services | 595 | 605 | 697 | 92 |
| Total Expenditures | $ 183,858 | $ 192,683 | $ 193,436 | $ 753 |
| Full Time Positions | 1.19 | 1.19 | 1.19 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent of Council minutes approved within four weeks. | 92% | 90% | 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 131,322 | $ 115,180 | $ 116,003 | $ 823 |
| Other Operating Expenditures | 52,740 | 36,468 | 48,399 | 11,931 |
| Interfund Services | 588 | 597 | 690 | 93 |
| Total Expenditures | $ 184,650 | $ 152,245 | $ 165,092 | $ 12,847 |
| Full Time Positions | 1.13 | 1.13 | 1.13 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent of records declared eligible for destruction are destroyed within 30 days. | 90% | 95% | 100% | 100% |
| 2. Percent of requests for records filled within one business day. | 100% | 100% | 100% | 100% |
| 3. Number of documents processed. | 922 | 1,011 | 1,820 | 1,820 |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 84,183 | $ 86,217 | $ 93,361 | $ 7,144 |
| Other Operating Expenditures | 9,072 | 261,170 | 13,170 | (248,000) |
| Interfund Services | 550 | 560 | 655 | 95 |
| Total Expenditures | $ 93,805 | $ 347,947 | $ 107,186 | $(240,761) |
| Full Time Positions | 0.73 | 0.73 | 0.73 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Distribute Campaign Disclosure and Conflict of Interest forms two weeks prior to filing deadline. | 100% | 100% | 100% | 100% |
| 2. Number of Conflict of Interest forms processed. | 173 | 182 | 200 | 200 |
| 3. Number of elections held. | 1 | 1 | 1 | - |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 92,907 | $ 93,487 | $ 92,540 | $ (947) |
| Other Operating Expenditures | - | 5,127 | 5,127 | - |
| Interfund Services | 567 | 576 | 670 | 94 |
| Total Expenditures | $ 93,474 | $ 99,190 | $ 98,337 | $ (853) |
| Full Time Positions | 0.95 | 0.95 | 0.95 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of warrants audited. | 18,329 | 16,224 | 20,000 | 20,000 |
| 2. Number of travel reports audited. | 319 | 240 | 750 | 750 |
| 3. Number of payroll checks processed. | 31,930 | 29,206 | 35,000 | 35,000 |

# City Attorney

Santa Clara
All-America City
2001

# City Attorney Department

| Department Summary | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|
| City Attorney | $1,107,435 | $1,067,050 | $1,106,288 |
| Total Department Expenditures | $1,107,435 | $1,067,050 | $1,106,288 |
| Total Full Time Positions | 7.00 | 7.00 | 7.00 |
| Total Department Revenue | $ - | $ - | $ - |

## Department Mission

*Provide advice to and legal representation of the City and all of its officers, employees, councils, commissions, boards and committees in the lawful performance of their respective duties.*

## 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 or former 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. The City Council shall have control of all legal business and proceedings and may employ other attorneys to take charge of any litigation or matter or to assist the City Attorney.
- Attend all meetings of the City Council and give his/her advice or opinion in writing whenever requested to do so by the City Council or officers of the City.
- Approve the forms of all bonds given to and all contracts made by the City, endorsing his/her approval thereon in writing.
- Approve all ordinances and resolutions for the City and amendments thereof.
- Prosecute criminal cases for violation of the Charter and City ordinances.

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

## Resource Level Changes

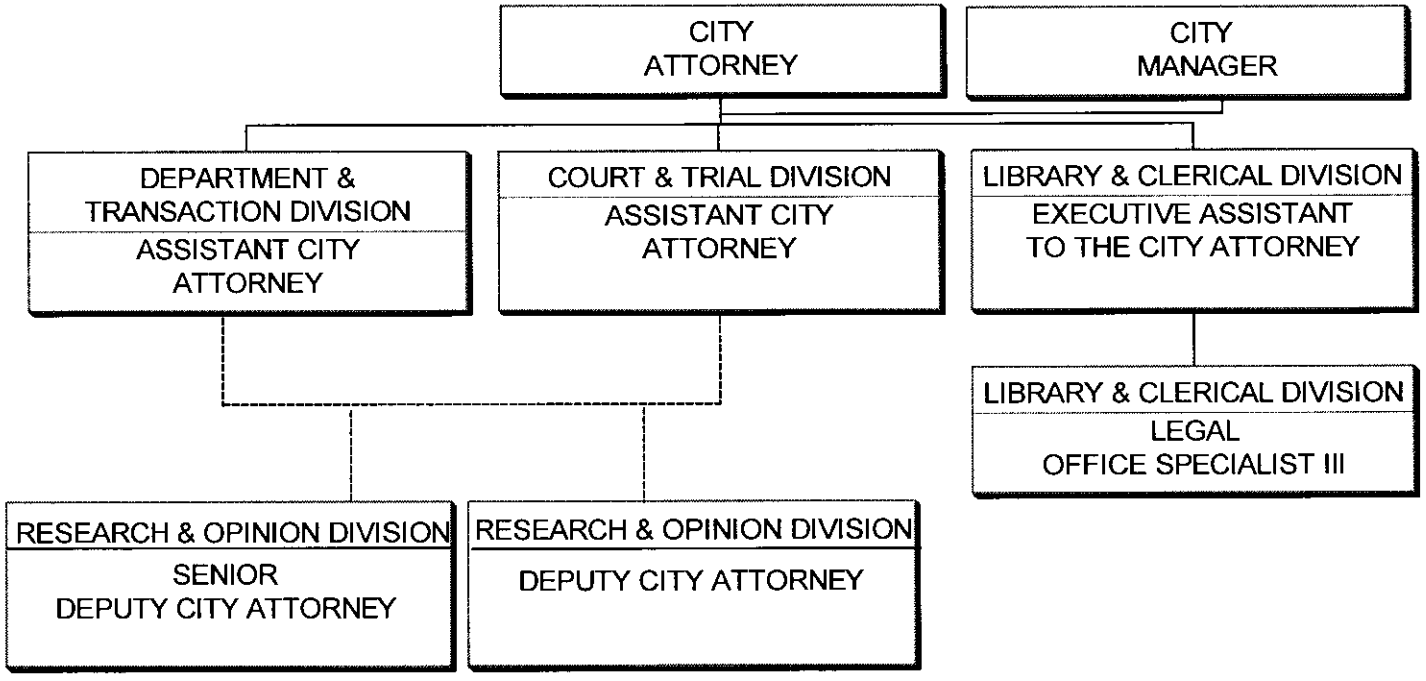
## Divisions and Programs

City Attorney

- Administration
- Litigation

# CITY OF SANTA CLARA
## CITY ATTORNEY'S OFFICE

### TABLE OF ORGANIZATION



## City Attorney Department (continued)

### *POSITION AND SALARY DETAIL*

| Schedule/ Range | Position Title | No. of Positions 2006-2007 Budget | No. of Positions 2007-2008 Budget | Salary 2006-2007 Budget | Salary 2007-2008 Budget |
|---|---|---|---|---|---|
| Uncl | City Attorney | 1.00 | 1.00 | $ 177,075 | $ 203,221 |
| Uncl | Assistant City Attorney | 2.00 | 2.00 | 294,128 | 305,911 |
| Uncl | Senior Deputy City Attorney | 1.00 | 1.00 | 143,129 | - |
| Uncl | Deputy City Attorney I | 1.00 | 1.00 | - | 81,446 |
| Uncl | Executive Assistant to City Attorney | 1.00 | 1.00 | 77,182 | 78,547 |
| A24 | Legal Office Specialist III | 1.00 | 1.00 | 59,193 | 61,342 |
| | Reserve | | | - | - |
| | Salary & Wages-Regular | 7.00 | 7.00 | 750,707 | 730,467 |
| | Salary & Wages-As Needed | | | 12,408 | 62,126 |
| | **Total** | **7.00** | **7.00** | **$ 763,115** | **$ 792,593** |

**Department: City Attorney**

**Division: City Attorney**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Administration | $ 795,296 | $ 807,488 | $ 816,539 | $ 9,051 |
| Litigation | 312,139 | 259,562 | 289,749 | 30,187 |
| Total Expenditures | $ 1,107,435 | $ 1,067,050 | $ 1,106,288 | $ 39,238 |
| Full Time Positions | 7.00 | 7.00 | 7.00 | - |
| Total Revenue | $ - | $ - | $ - | $ - |

## Division Mission

*Produce high quality legal documents in conjunction with sound legal advice to our policy makers, boards, commissions, and staff in their official capacities.*

## Division Highlights

- Provide legal support regarding the proposed 49er's stadium;
- Provide legal support regarding the Downtown Revitalization project;
- Provide legal support regarding development impact fees and user rates for compliance with AB 1600 and Proposition 218;
- Provide legal support regarding various development projects in the City, including the Palm Substation, Santa Clara Square, Marina Playa, and Kaiser (Kiley site);
- Provide legal support regarding Project Lightspeed/Cable Franchise negotiations;
- Continue to provide legal support in finalizing documents with the State regarding the future of the BAREC Property;
- Provide legal support to update the City's Procurement/Purchasing Ordinance and Guidelines;
- Provide legal support to streamline the City's Public Records Act Policy;
- Continue to provide legal support to departmental clients in resolving insurance issues and disputes with vendors;
- Conduct staff training for contract management processes, public records act and anti-harassment;
- Provide oversight and advice regarding ongoing ethics issues;
- Provide oversight of outside legal counsel;
- Initiate environmental prosecutions when necessary to protect residents, employees and the environment. Utilize prosecution when necessary to enforce quality-of-life issues, and,
- Continue to attend meetings of, and provide legal advice to, the Silicon Valley Animal Control Authority, Planning Commission and Civil Service Boards of Review.

## Division: City Attorney

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Administration** | | | | |
| City Attorney | 0.80 | 0.80 | 0.80 | - |
| Assistant City Attorney | 1.50 | 1.40 | 1.40 | - |
| Senior Deputy Attorney | 0.70 | 1.00 | 1.00 | - |
| Deputy City Attorney I | 0.50 | 0.50 | 1.00 | 0.50 |
| Executive Assistant to City Attorney | 0.70 | 0.70 | 0.70 | - |
| Legal Office Specialist III | 0.50 | 0.50 | 0.50 | - |
| **Subtotal** | **4.70** | **4.90** | **5.40** | **0.50** |
| **Litigation** | | | | |
| City Attorney | 0.20 | 0.20 | 0.20 | - |
| Assistant City Attorney | 0.50 | 0.60 | 0.60 | - |
| Senior Deputy City Attorney | 0.30 | - | - | - |
| Deputy City Attorney I | 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** | **2.30** | **2.10** | **1.60** | **(0.50)** |
| **Total Division Positions** | **7.00** | **7.00** | **7.00** | **-** |

## Division: City Attorney
## Program: Administration
**Number: 001/2411**

*Program Mission: Fulfill the independent official and administrative duties of the City Attorney's Office on behalf of the City as well as providing legal review and support to City staff on matters initiated by the City Manager, City Clerk, or City Auditor; provide legal review and support to City staff for Council and City board or commission issues; manage the legal representation of the City.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 699,925 | $ 756,492 | $ 760,108 | $ 3,616 |
| Other Operating Expenditures | 92,706 | 47,184 | 50,647 | 3,463 |
| Interfund Services | 2,665 | 3,812 | 5,784 | 1,972 |
| Total Expenditures | $ 795,296 | $ 807,488 | $ 816,539 | $ 9,051 |
| Full Time Positions | 4.70 | 4.90 | 5.40 | 0.50 |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of routine agenda report packets reviewed and forwarded to City Manager within ten working days after receipt from department. | 252 | 250 | 350 | 350 |
| 2. Number of class hours attended per attorney for mandatory continuing legal education. | 9 | 9 | 9 | 9 |
| 3. Percentage of routine legal service requests reviewed and responded to within ten working days after receipt from department. | 95% | 99% | 99% | 99% |

## Division: City Attorney
## Program: Litigation
**Number: 001/2412**

*Program Mission: With assistance from the City's Claim Adjuster, investigate and administer claims against the City in a fair, prudent, and efficient manner. Represent the City in all litigation or administration proceedings initiated by the City and in criminal discovery motions, personnel, land use, CEQA, municipal code violations, and accounts receivable actions.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 301,187 | $ 237,708 | $ 265,744 | $ 28,036 |
| Other Operating Expenditures | 8,675 | 20,221 | 21,528 | 1,307 |
| Interfund Services | 2,277 | 1,633 | 2,477 | 844 |
| Total Expenditures | $ 312,139 | $ 259,562 | $ 289,749 | $ 30,187 |
| Full Time Positions | 2.30 | 2.10 | 1.60 | (0.50) |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percentage of outside counsel status reports received from each firm on progress of cases they are handling for City. | 100% | 95% | 100% | 100% |
| 2. Number of prosecutions initiated to protect residents, employees and the environment. | 4 | 4 | 5 | 5 |
| 3. Number of court appearances attended for enforcement of City Code violations. | 70 | 40 | 75 | 75 |

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# *City Manager*

City Manager

General Administration

Santa Clara
All-America City
2001

# City Manager Department (Includes General Administration)

| Department Summary | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|
| City Manager | $ 778,700 | $ 774,413 | $ 966,636 |
| General Administration | 5,363,062 | 5,647,593 | 5,831,170 |
| Total Department Expenditures | $ 6,141,762 | $6,422,006 | $6,797,806 |
| Total Full Time Positions | 8.00 | 8.00 | 9.00 |
| Total Department Revenue | $ 157,584 | $ 307,248 | $ 450,000 |

## 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 and City Charter and Codes.*

## Department Overview

The City Manager, who is the Chief Executive Officer of the City, is responsible for the administration of the City in accordance with the City Council policy and Charter requirements. The City Manager prepares and submits the budget to Council in conformance with the Council's approved Budget Principles for this fiscal year 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, community and media relations, Government Channel 15 broadcasting and video services, special projects, research and contracts, emergency services, training and safety, redevelopment, special agency activities, and the overall general administration budget.

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. Employee Relations and Equal Employment Opportunities are also a direct function of the City Manager's Department.

## Resource Level Changes

The City Manager's Office is following the City's Budget Principles:

- There is no limited out-of-state travel included in the Conference and Travel budget.

Over the past five years, revenues from City leasehold interests have risen from $6 million to $14 million per year, and rental of City property is now the third largest General Fund revenue behind Sales Tax and Property Tax. The filling of the Redevelopment Project Manager position in the City Manager's Office in fiscal year 2007-08 will increase the City's ability to manage its leasehold interests and negotiate continuing RDA projects.

The City will continue presenting high quality information to our residents through *Inside Santa Clara,* Annual Report and City Calendar and Mission City SCENES. Publications are printed as cost effectively as possible while still maintaining quality standards.

In an ongoing effort to reduce expenses, some annual events continue to be held on an every-other-year basis. In the 2007-08 budget year, the City will recognize Board Members and Commissioners as well as outstanding service by public safety providers.

Programs that continue on an annual basis include the Holiday Tree Lighting Ceremony, Art and Wine Festival, Fourth of July All-City Picnic and Fireworks, Employee Service Award Luncheon, Concerts in the Park, Street Dance in Franklin Square and Arbor Day/Earth Day.

Despite budget reductions and significant retirements citywide in response to the City's retirement enhancement of 2.7% @55, the City Manager's Office will continue to provide excellent core services to City residents in the most efficient and cost effective manner possible.

## Divisions and Programs

City Manager

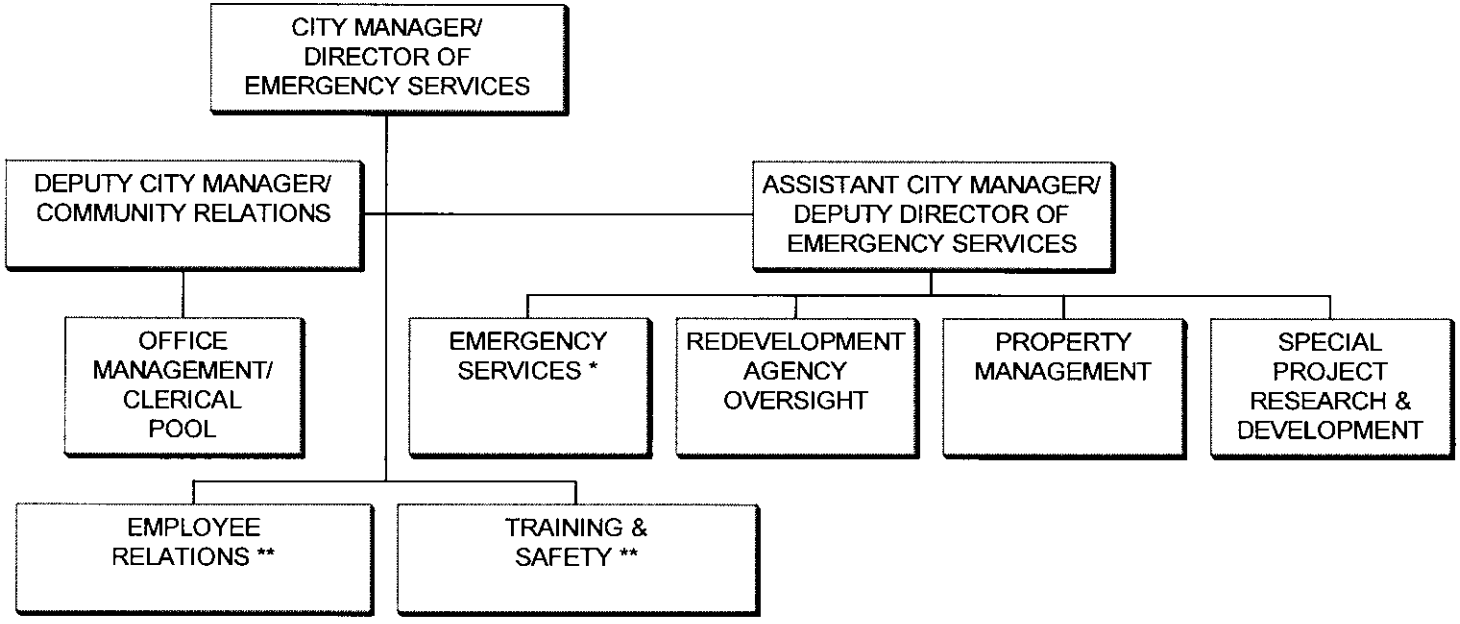
- Management & Administration
- Redevelopment Agency/SOSA Administration
- Property Management

General Administration

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

# CITY OF SANTA CLARA
## CITY MANAGER'S OFFICE

### TABLE OF ORGANIZATION




* Coordinated through Fire Department

** Coordinated through Human Resources Department

## *POSITION AND SALARY DETAIL*

| Schedule/ Range | Position Title | No.of Positions 2006-2007 Adopted | No.of Positions 2007-2008 Budget | Salary 2006-2007 Adopted | Salary 2007-2008 Budget |
|---|---|---|---|---|---|
| Uncl | City Manager | 1.00 | 1.00 | $ 236,367 | $ 240,566 |
| Uncl | Assistant City Manager | 1.00 | 1.00 | 179,201 | 182,377 |
| Uncl | Deputy City Manager | 1.00 | 1.00 | 138,174 | 140,629 |
| Uncl | Redevelopment Project Manager | - | 1.00 | - | 117,929 |
| Uncl | Administrative Analyst | 1.00 | 1.00 | 83,690 | 85,183 |
| Uncl | Public Communications Manager | 1.00 | 1.00 | 82,538 | 83,994 |
| Uncl | Executive Asst. to the City Manager | 1.00 | 1.00 | 81,529 | 82,975 |
| A30 | Senior Staff Aide | 1.00 | 1.00 | 84,465 | 86,015 |
| A18 | Office Specialist II | 1.00 | 1.00 | 60,243 | 61,342 |
| | Premium | | | 694 | 1,500 |
| | Reserve | | | - | - |
| | Salary & Wages-Regular | 8.00 | 9.00 | 946,901 | 1,082,510 |
| | Salary & Wages-As Needed | | | 29,000 | 29,000 |
| | Salary & Wages-Overtime/Vacation Relief | - | | - | - |
| | **Total** | **8.00** | **9.00** | **$ 975,901** | **$ 1,111,510** |

**Department: City Manager**

**Division: City Manager**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Management & Administration | $ 500,680 | $ 505,666 | $ 525,643 | $ 19,977 |
| RDA/SOSA Administration | 154,245 | 184,177 | 214,195 | 30,018 |
| Property Management | 123,775 | 84,570 | 226,798 | 142,228 |
| Total Expenditures | $ 778,700 | $ 774,413 | $ 966,636 | $ 192,223 |
| Full Time Positions | 4.20 | 4.25 | 5.30 | 1.05 |
| Total Revenue | $ 78,613 | $ 50,000 | $ 100,000 | $ 50,000 |

## 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 goals, plans and objectives; and report to Council on goal implementation.
- Work with developers to assemble and build mixed-use projects on vacant City parcels along El Camino Real in conformance with Council guidelines.
- Evaluate feasibility of a sports stadium in the North Bayshore Redevelopment Area, following the Guiding Principles established by Council.
- Coordinate with City's Electric Utility Department/Silicon Valley Power and the Santa Clara Chamber of Commerce to enhance the economic development program with real estate developers.
- Develop and implement re-organization plan to deal with employee retirements due to enhanced pension benefit for miscellaneous employees with the assistance of the City's management team.

**Department: City Manager**

**Division: City Manager**

## Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Management and Administration** | | | | |
| Administrative Analyst | - | 0.20 | 0.20 | - |
| Assistant City Manager | 0.20 | 0.15 | 0.15 | - |
| City Manager | 0.65 | 0.65 | 0.65 | - |
| Executive Asst. to the City Manager | 0.35 | 0.35 | 0.35 | - |
| Deputy City Manager | 0.40 | 0.40 | 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 | 0.90 | 0.90 | - |
| **Subtotal** | **3.05** | **3.10** | **3.10** | **-** |
| **Redevelopment Agency/Sports and Open Space Administration** | | | | |
| City Manager | 0.15 | 0.15 | 0.15 | - |
| Assistant City Manager | 0.50 | 0.60 | 0.05 | (0.55) |
| Redevelopment Project Manager | - | - | 1.00 | 1.00 |
| **Subtotal** | **0.65** | **0.75** | **1.20** | **0.45** |
| **Property Management** | | | | |
| Administrative Analyst | - | 0.05 | 0.05 | - |
| Assistant City Manager | 0.25 | 0.15 | 0.75 | 0.60 |
| City Manager | 0.20 | 0.10 | 0.10 | - |
| Senior Staff Aide | 0.05 | 0.05 | 0.05 | - |
| Office Specialist II | - | 0.05 | 0.05 | - |
| **Subtotal** | **0.50** | **0.40** | **1.00** | **0.60** |
| **Total Division Positions** | **4.20** | **4.25** | **5.30** | **1.05** |

## 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, Redevelopment Agency, Sports and Open Space Authority, property, contracts, employee relations, and Equal Employment Opportunity functions.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 477,471 | $ 484,548 | $ 497,936 | $ 13,388 |
| Other Operating Expenditures | 12,557 | 11,195 | 16,195 | 5,000 |
| Interfund Services | 10,652 | 9,923 | 11,512 | 1,589 |
| Total Expenditures | $ 500,680 | $ 505,666 | $ 525,643 | $ 19,977 |
| Full Time Positions | 3.05 | 3.10 | 3.10 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of citizen complaints responded to by City Manager's Office. | 333 | 534 | 450 | 450 |
| 2. Percent of complaints assigned out within 5 business days. | 100% | 100% | 90% | 90% |
| 3. Number of EOC training hours. | 4.0 | 3.0 | 5.0 | 5.0 |
| 4. General fund expenditures per general fund employee. | $ 154,702 | $ 163,276 | 166,801 | 173,501 |

## Division: City Manager

## Program: Redevelopment Agency/Sports & Open Space Authority Admin. — Number: 001/1012

*Program Mission: The Redevelopment Agency's mission is to foster redevelopment primarily in the North of Bayshore Project area, and manage the Low and Moderate Income Housing Fund. It is the Sports and Open Space Authority's mission to oversee the Ulistac Natural Area and SOSA projects.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 152,583 | $ 183,751 | $ 212,517 | $ 28,766 |
| Other Operating Expenditures | - | - | 1,500 | 1,500 |
| Interfund Services | 1,662 | 426 | 178 | (248) |
| Total Expenditures | $ 154,245 | $ 184,177 | $ 214,195 | $ 30,018 |
| Full Time Positions | 0.65 | 0.75 | 1.20 | 0.45 |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 117,169 | $ 80,248 | $ 222,720 | $ 142,472 |
| Other Operating Expenditures | 4,944 | 3,896 | 3,900 | 4 |
| Interfund Services | 1,662 | 426 | 178 | (248) |
| Total Expenditures | $ 123,775 | $ 84,570 | $ 226,798 | $ 142,228 |
| Full Time Positions | 0.50 | 0.40 | 1.00 | 0.60 |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Review property management's active files as needed. | 26 | 26 | 26 | 26 |
| 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Advertising/Community Promotion | $ 2,493,106 | $ 2,426,378 | $ 2,523,579 | $ 97,201 |
| Contract Management | 1,653,030 | 1,672,010 | 1,752,959 | 80,949 |
| Mandated Program Administration | 1,076,613 | 1,366,623 | 1,369,204 | 2,581 |
| Video Services | 140,313 | 182,582 | 185,428 | 2,846 |
| Total Expenditures | $ 5,363,062 | $ 5,647,593 | $ 5,831,170 | $ 183,577 |
| Full Time Positions | 3.80 | 3.75 | 3.70 | (0.05) |
| Total Revenue | $ 78,971 | $ 257,248 | $ 350,000 | $ 92,752 |

## Division Mission

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

## Division Highlights

- Continue working with City departments and the City's Mission City 21 Committee to augment community economic development.
- Maintain City's community outreach, ensuring continued publication of articles in *Inside Santa Clara*, the quarterly newspaper for residents and businesses, with continuity of information in other outreach mediums including Cable Channel 15/MCTV and the City's website.
- Continue to conduct training programs for elected and appointed officials in the City's Ethics and Values Program.
- Continue to conduct day-to-day operation of the regional Animal Control Shelter.
- 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.

**Department: City Manager**

**Division: General Administration**

## Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Advertising/Community Promotion** | | | | |
| Administrative Analyst | 1.00 | 0.70 | 0.70 | - |
| Deputy City Manager | 0.40 | 0.40 | 0.40 | - |
| Assistant City Manager | - | - | 0.05 | 0.05 |
| Senior Staff Aide | 0.45 | 0.45 | 0.45 | - |
| Public Communications Manager | 0.60 | 0.50 | 0.50 | - |
| Executive Asst. to the City Manager | 0.60 | 0.60 | 0.60 | - |
| **Subtotal** | **3.05** | **2.65** | **2.70** | **0.05** |
| **Contract Management** | | | | |
| City Manager | - | 0.10 | 0.10 | - |
| Administrative Analyst | - | 0.05 | 0.05 | - |
| Public Communications Manager | - | 0.10 | 0.10 | - |
| Senior Staff Aide | 0.15 | 0.15 | 0.15 | - |
| Executive Asst. to the City Manager | 0.05 | 0.05 | 0.05 | - |
| **Subtotal** | **0.20** | **0.45** | **0.45** | **-** |
| **Mandated Program Administration** | | | | |
| Assistant City Manager | 0.05 | 0.10 | - | (0.10) |
| Office Specialist II | - | 0.05 | 0.05 | - |
| **Subtotal** | **0.05** | **0.15** | **0.05** | **(0.10)** |
| **Video Services** | | | | |
| Deputy City Manager | 0.20 | 0.20 | 0.20 | - |
| Public Communications Manager | 0.30 | 0.30 | 0.30 | - |
| **Subtotal** | **0.50** | **0.50** | **0.50** | **-** |
| **Total Division Positions** | **3.80** | **3.75** | **3.70** | **(0.05)** |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 351,477 | $ 325,687 | $ 348,443 | $ 22,756 |
| Other Operating Expenditures * | 2,139,967 | 2,100,265 | 2,174,958 | 74,693 |
| Interfund Services | 1,662 | 426 | 178 | (248) |
| Total Expenditures | $ 2,493,106 | $ 2,426,378 | $ 2,523,579 | $ 97,201 |
| Full Time Positions | 3.05 | 2.65 | 2.70 | 0.05 |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 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 quarterly City newspaper to residents and businesses. | 4 | 4 | 4 | 4 |

*** Special Community Groups Detail**

| | |
|---|---|
| Cultural Advisory Commission: | |
| Triton Museum | $ 290,000 |
| Santa Clara Ballet | 13,000 |
| Santa Clara Chorale | 10,200 |
| Santa Clara Players | 5,760 |
| Concerts in the Park | 4,950 |
| Keep Santa Clara Clean | 500 |
| Banner Program | 10,000 |
| Street Dance | 11,000 |
| Mission City Opera | 5,000 |
| Mission City Scenes | 30,000 |
| Tourist and Convention Bureau | 1,411,678 |
| Unassigned Reserve - Community Promotions | 4,850 |
| Miss Santa Clara Scholarship Auxiliary | 14,000 |
| Santa Clara Swim Club | 35,000 |
| Championship Teams | 40,000 |
| Maintenance of Closed School Sites | 40,000 |
| Extended Day Care/Latch Key Program | 113,500 |
| Fish Derby | 960 |
| Board/Commission Recognition Event | 5,000 |
| Fourth of July Fireworks | 40,000 |
| Total - Advertising and Promotions Account 87710 | $ 2,085,398 |

(1) Fund $300 From Give A Little...Give A Lot - Balance To Be Funded From City General Fund.

(2) Fund $500 From Give A Litte...Give A Lot.

## Division: General Administration

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

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

| | |
|---|---|
| Cultural Advisory Commission | $ 200 |
| Civil Service Commission | 500 |
| Historical and Landmarks Commission | 9,300 |
| International Exchange Commission | 9,281 |
| Library Board of Trustees | 500 |
| Parks and Recreation Commission | 5,754 |
| Planning Commission | 10,690 |
| Senior Advisory Commission | 2,500 |
| Youth Commission | 4,500 |
| Total Board/Commissions Conference/Training Account 87820 | $ 43,225 |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 540,102 | $ 550,224 | $ 546,102 | $ (4,122) |
| Other Operating Expenditures | 1,082,082 | 1,090,420 | 1,172,200 | 81,780 |
| Interfund Services | 30,846 | 31,366 | 34,657 | 3,291 |
| Total Expenditures | $ 1,653,030 | $ 1,672,010 | $ 1,752,959 | $ 80,949 |
| Full Time Positions | 0.20 | 0.45 | 0.45 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of agreements with community-based organizations and intergovernmental agencies updated and administered annually. | 8 | 8 | 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. | 100% | 99% | 90% | 90% |

## Division: General Administration

## Program: Mandated Program Administration — Number: 001/1045

*Program Mission: Administer the City's participation in mandated programs such as Police Booking Fees and Animal Control.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 10,974 | $ 27,347 | $ 4,226 | $ (23,121) |
| Other Operating Expenditures | 1,063,977 | 1,338,850 | 1,364,800 | 25,950 |
| Interfund Services | 1,662 | 426 | 178 | (248) |
| Total Expenditures | $ 1,076,613 | $ 1,366,623 | $ 1,369,204 | $ 2,581 |
| Full Time Positions | 0.05 | 0.15 | 0.05 | (0.10) |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Attend meetings with the Silicon Valley Animal Control Authority (SVACA) and participating cities concerning Animal Control Services. | 18 | 18 | 18 | 18 |
| 2. Number of SVACA Control Officer animal responses. | 3,383 | 3,086 | 3,000 | 3,000 |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 76,421 | $ 99,855 | $ 101,124 | $ 1,269 |
| Other Operating Expenditures | 62,228 | 82,300 | 84,125 | 1,825 |
| Interfund Services | 1,664 | 427 | 179 | (248) |
| Total Expenditures | $ 140,313 | $ 182,582 | $ 185,428 | $ 2,846 |
| Full Time Positions | 0.50 | 0.50 | 0.50 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Produce and cablecast Video Newsbriefs and "Extended" Newsbriefs each year to inform residents of current City programs, services, or topics of interest. | 46 | 33 | 44 | 44 |
| 2. Provide live video coverage and playback of Council meetings, Council agendas and special meetings at the request of the City Manager. | 100% | 100% | 100% | 100% |

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# *Information Technology*

Application Systems

Network Computer Support

Contract Technology Support

Telephone/Cable Systems

Santa Clara
All-America City
2001

# Information Technology Department

| Department Summary | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|
| Application Systems | $ 145,080 | $ 181,106 | $ 195,481 |
| Web Services | 173,029 | 211,811 | 207,950 |
| Network Computer Support | 663,332 | 794,662 | 732,026 |
| Contract Technology Support | 3,778,010 | 3,853,768 | 4,045,206 |
| Telephone/Cable Systems | 672,850 | 731,000 | 734,375 |
| Total Department Expenditures | $5,432,301 | $5,772,347 | $5,915,038 |
| Total Full Time Positions | 4.00 | 4.00 | 4.00 |
| Total Department Revenue | $ - | $ - | $ - |

## Department Mission

*To provide innovative information technology services and solutions that align with City-wide objectives and maximize the City's information technology investment.*

## Department Overview

The Information Technology Department was the recipient of the 2006-2007 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.

- Support and enable City departments to fulfill their Information Technology and telecommunication needs.
- Provide City-wide information technology services under a centralized, focused management structure.
- Enhance the reliability, availability, and usability of the City's information technology resources.
- Maintain, support, and enhance the City's enterprise wide technology infrastructure in support of City departments.
- Support public and employee information outreach efforts through the City websites.
- Protect and strengthen the City network and information security.
- Improve the City's ability to recover from a serious disruption to IT services.

## Information Technology Department (continued)

### Resource Level Changes

### Divisions and Programs

Application Systems
- Application Systems

Web Services
- Web Services

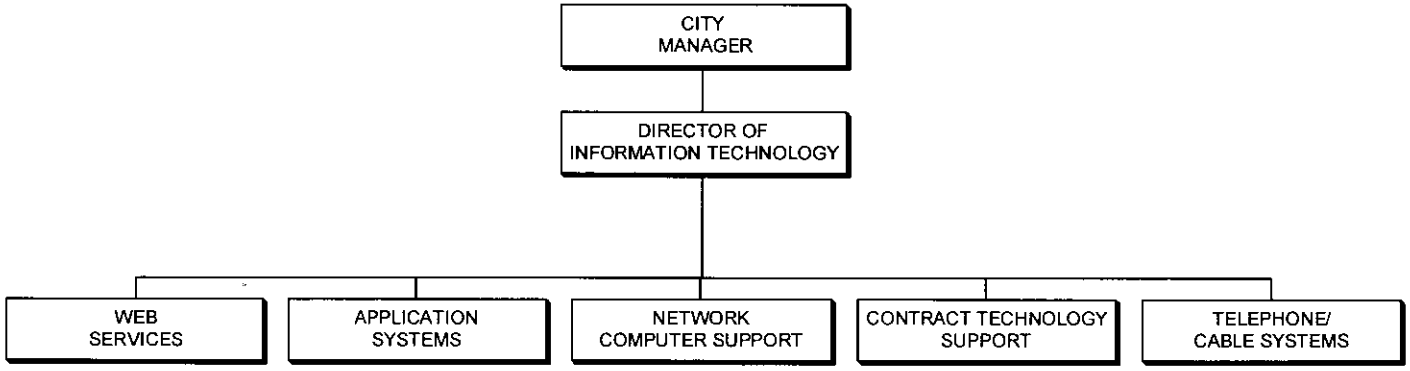
Network Computer Support
- Network Computer Support

Contract Technology Support
- Contract Technology Support

Telecommunication Services
- Telephone/Cable Systems

# CITY OF SANTA CLARA
## INFORMATION TECHNOLOGY DEPARTMENT

### TABLE OF ORGANIZATION



## Information Technology Department (continued)

### *POSITION AND SALARY DETAIL*

| Schedule/ Range | Position Title | No. of Positions 2006-2007 Adopted | No. of Positions 2007-2008 Budget | Salary 2006-2007 Adopted | Salary 2007-2008 Budget |
|---|---|---|---|---|---|
| Uncl | Director of Information Technology | 1.00 | 1.00 | $ 155,833 | $ 158,597 |
| Uncl | Applications Systems Manager | 1.00 | 1.00 | 100,002 | 101,781 |
| Uncl | Network Computer Support Division Mana | 1.00 | 1.00 | 92,873 | 94,513 |
| Uncl | Web Manager | 1.00 | 1.00 | 79,502 | 84,576 |
| | Reserve | | | - | - |
| | Salary & Wages-Regular | 4.00 | 4.00 | 428,210 | 439,467 |
| | Salary & Wages-As Needed | | | 30,000 | 30,000 |
| | Salary & Wages-Overtime/Vacation Relief | | | - | - |
| | **Total** | **4.00** | **4.00** | **$ 458,210** | **$ 469,467** |

**Department: Information Technology**

**Division: Application Systems**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Application Systems | $ 145,080 | $ 181,106 | $ 195,481 | $ 14,375 |
| Total Expenditures | $ 145,080 | $ 181,106 | $ 195,481 | $ 14,375 |
| Full Time Positions | 1.00 | 1.00 | 1.00 | - |
| Total Revenue | $ - | $ - | $ - | $ - |

## Division Mission

*To plan and implement information technology applications using current software and hardware technology to meet user department needs.*

## Division Highlights

- Provide application support for the following areas:
  - Finance and HR - PeopleSoft Financials and HR/Payroll
  - Finance - Ancillary systems around PeopleSoft Financials Business License, Cash Receipting, Budgeting and check printing
  - Finance - Municipal Services Utility Billing system, Interactive Voice Response (IVR) and Automatic Call Distribution System (ACD)
  - City Clerk - Agenda Manager, Records Management system
  - Planning & Inspection - Permit Tracking, IVR and Document Imaging system, GIS
  - Automotive Services - Fleet maintenance and management system
  - Water & Sewer - Facilities management system
  - Parks & Recreation - Recreation class registration and IVR system
- Assisted with the upgrade of PeopleSoft HR/Payroll and Financials to the most current release level.
- Led and assisted the Water Department in the upgrade of their Work Order and Meter Inventory System.
- Led and assisted the upgrade of the Fire Department's Records Management System.
- Led and assisted the upgrade of the Human Resources Department's Applicant tracking system.
- Assisted with upgrade of the Finance Department's Utility Billing system.
- Assisted with the upgrade of the Finance Department's Utility Billing reporting datamart.
- Assisted with upgrade of Parks and Recreation class registration system software and the upgrade of the database system to SQL 2000.
- Assisted with upgrade of the Police Department's Records Management System.

## Division: Application Systems

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Systems Analysis & Planning** | | | | |
| Applications Systems 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: Systems Analysis and Planning** **Number: 001/1911**

*Program Mission:*
*To develop computer applications using current hardware and software technology to meet user department needs.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 126,839 | $ 131,786 | $ 135,711 | $ 3,925 |
| Other Operating Expenditures | 15,766 | 49,320 | 59,770 | 10,450 |
| Interfund Services | 2,475 | - | - | - |
| Total Expenditures | $ 145,080 | $ 181,106 | $ 195,481 | $ 14,375 |
| Full Time Positions | 1.00 | 1.00 | 1.00 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Complete/update strategic technology plan for the City. | 100% | 100% | 100% | 100% |
| 2. Percentage of project milestones completed according to system specific schedules. | 90% | 85% | 80% | 85% |

**Department: Information Technology**

**Division: Web Services**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2006-2007 Budget | Budget Change |
|---|---|---|---|---|
| Web Services | $ 173,029 | $ 211,811 | $ 207,950 | $ (3,861) |
| Total Expenditures | $ 173,029 | $ 211,811 | $ 207,950 | $ (3,861) |
| Full Time Positions | 1.00 | 1.00 | 1.00 | - |
| Total Revenue | $ - | $ - | $ - | $ - |

## Division Mission

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

## Division Highlights

- Led the implementation of Parks and Recreation online registration.
- Assisted with implementation of online Police Reporting.
- Streamlined web maintenance processes and procedures.
- Launched Fall 2006 & Spring 2007 Art & Wine Festival website redesign.
- Published Online Annual Report for Santa Clara Police Department.
- Redesigned sites adopting better branding & best practices including: Art & Wine, Santa Clara Police Department Website, SVACA Animal Control Website.
- Ensure equal access to the City website for people with disabilities by providing a text-only version of the website.

## Division: Web Services

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 101,353 | $ 106,911 | $ 114,800 | $ 7,889 |
| Other Operating Expenditures | 69,223 | 104,900 | 93,150 | (11,750) |
| Interfund Services | 2,453 | - | - | - |
| Total Expenditures | $ 173,029 | $ 211,811 | $ 207,950 | $ (3,861) |
| Full Time Positions | 1.00 | 1.00 | 1.00 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Updated City Web sites 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Networks & Office Automation | $ 663,332 | $ 794,662 | $ 732,026 | (62,636) |
| Total Expenditures | $ 663,332 | $ 794,662 | $ 732,026 | $ (62,636) |
| Full Time Positions | 2.00 | 2.00 | 2.00 | - |
| Total Revenue | $ - | $ - | $ - | $ - |

## Division Mission

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

## Division Highlights

- Continue enhancement of Data Center to allow City to make better use of technology.
- Oversee the delivery of services to ensure the reliability, continuity, and sustainability of networks, servers, and desktop systems.
- Deployed a separate network to provide Internet-only access at City facilities for patrons, residents, vendors, etc.
- Implemented several initiatives identified in the comprehensive security audit (completed in FY 05/06) to strengthen the security and improve the reliability of the internal City network.
- Deployed and/or upgraded several tools to better manage the desktop and server environment throughout the City network. These tools included software for asset inventory and work order tracking, desktop patch and upgrade management, virus and spyware protection, and domain directory management.

## Division: Network Computer Support

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Network Computer Support** | | | | |
| Director of Information Technology | 1.00 | 1.00 | 1.00 | - |
| Network Computer Support Division Manager | 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 217,122 | $ 322,217 | $ 333,955 | $ 11,738 |
| Other Operating Expenditures | 443,742 | 462,779 | 383,654 | (79,125) |
| Interfund Services | 2,468 | 9,666 | 14,417 | 4,751 |
| Total Expenditures | $ 663,332 | $ 794,662 | $ 732,026 | $ (62,636) |
| Full Time Positions | 2.00 | 2.00 | 2.00 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Maintain availability and accessibility of the City's servers and network infrastructure during scheduled hours of operation. | 99% | 99% | 99% | 99% |

**Department: Information Technology**

**Division: Contract Technology Support**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Contract Support | $ 3,778,010 | $ 3,853,768 | $ 4,045,206 | 191,438 |
| Total Expenditures | $ 3,778,010 | $ 3,853,768 | $ 4,045,206 | $ 191,438 |
| Full Time Positions | - | - | - | - |
| Total Revenue | $ - | $ - | $ - | $ - |

## Division Mission

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

## Division Highlights

- Enhanced support for business applications used within the City.
- Provided services to insure the reliability, continuity, and sustainability of network, server and desktop systems.
- Provide outstanding Web design, development, and support for six websites.
- Performed a comprehensive audit and assessment to reinvent the City IT outsourced presence and enhance the delivery of services. Recommendations from this audit and assessment are currently being implemented, and this effort will continue into the upcoming fiscal year.
- Strengthened skill sets amongst existing and new staff introduced to the City account.

## Division: Contract Technology Support

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Other Operating Expenditures | $3,775,625.00 | $3,853,768 | $ 4,045,206 | $ 191,438 |
| Interfund Services | 2,385 | - | - | - |
| Total Expenditures | $ 3,778,010 | $3,853,768 | $ 4,045,206 | $ 191,438 |
| Full Time Positions | - | - | - | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percentage of Help Desk clients rate provided technical service better than satisfactory. | 95% | 97% | 95% | 95% |
| 2. Maintain production server uptime above 99.5%. | 99.5% | 99.5% | 99.5% | 99.5% |

**Department: Information Technology**

**Division: Telephone/Cable Systems**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Telecommunications Services | $ 672,850 | $ 731,000 | $ 734,375 | $ 3,375 |
| Total Expenditures | $ 672,850 | $ 731,000 | $ 734,375 | $ 3,375 |
| Full Time Positions | - | - | - | - |
| Total Revenue | $ - | $ - | $ - | $ - |

## 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.
- Assist with the planning and implementation of telecommunication services at City facilities that were newly built or upgraded.
- Continue to screen various telecommunications providers interested in providing services in the City to ensure that the City's infrastructure and interests are protected.
- Coordinated City efforts for cable franchise renewal process.
- Assist with the planning and implementation of telecommunications services at the Silicon Valley Animal Control Authority site, Building Maintenance Shop, and Senior Center.
- Assisted SVP with setting up a mini Department Operation Center that will handle multiple calls from residents in case of a significant power outage.
- Continuing work on the E-Rate project what will allow the City to receive significant discounts from the State of California for all Library telephone lines. This project involves significant documentation to define our eligibility for these discounts.

## Division: Telephone/Cable Services

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Telephone/Cable Services | - | - | - | - |
| Total Division Positions | - | - | - | - |

## Division: Telephone/Cable Services

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 25,920 | $ 30,000 | $ 30,000 | $ - |
| Other Operating Expenditures | 644,530 | 701,000 | 704,375 | 3,375 |
| Interfund Services | 2,400 | - | - | - |
| Total Expenditures | $ 672,850 | $ 731,000 | $ 734,375 | $ 3,375 |
| Full Time Positions | - | - | - | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent of requests for telephone service processed within two business days. | 100% | 100% | 100% | 100% |
| 2. Percent of citizen cable complaints responded to within two business days. | 100% | 100% | 100% | 100% |
| 3. Percent of reported/alleged Comcast Cable Franchise requirement infractions resolved within 5 business days. | 100% | 100% | 100% | 100% |

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# *Human Resources*

## Benefits, Compensation and Services

## Recruitment, Selection and Classification

Santa Clara
All-America City
2001

# Human Resources Department

| Department Summary | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|
| Benefits, Compensation and Services | $1,004,900 | $1,036,885 | $1,054,900 |
| Recruitment, Selection and Classification | 711,795 | 768,727 | 788,138 |
| Total Department Expenditures | $1,716,695 | $1,805,612 | $1,843,038 |
| Total Full Time Positions | 15.00 | 15.00 | 15.00 |
| Total Department Revenue | $ - | $ - | $ - |

## 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 significantly fewer resources.

The Department continues to process retirements and administer health benefits to retirees in the Retiree Medical Reimbursement programs. With the combination of the City's workforce demographics and recent enhanced retirement benefits, a significant increase in the number of retirements has occurred and will continue through the fiscal year.

The number of recruitments has increased due to retirements. Vacant positions continue to be filled although the City has been under a managed hiring freeze. A continuing goal is to integrate job analysis into the selection process for each position to ensure the accuracy of job specifications and the validity of examination procedures. 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, and comprehensive medical exams and background investigations.

This fiscal year, the City will be negotiating new labor contracts with two employee organizations, whose memoranda of understanding expire at the end of 2007. Human Resources manages this process.

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 in 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 regular Brown Bag Lunch Seminars on topics such as Tax Preparation, Solar Energy, and College Funding. Human Resources is partnering with the IT Department on the development of the City's intranet.

## Resource Level Changes

The Human Resources Department's budget submitted for FY 2007-2008 represents a 2.07% increase from the FY 2006-2007 adopted budget. This was accomplished despite projected increases of 6.45% to the benefits account and 0.14% to the salary account (due to negotiated total compensation adjustments and step increases) on top of previous reductions in the department's budget over the past few years.

The most significant bottom-line reduction occurred in salaries and benefits. Funds continue to be frozen for one-half of a Senior Human Resources Assistant position and one-quarter of a Human Resources Assistant position (a savings of $42,318). Several items were deleted from services and supplies that are no longer needed as resources. Legal and best practices information may be accessed on the internet, through professional organization memberships, and the City Attorney's Office.

In total, the FY 2007-2008 budget for the Human Resources Department services and supplies was increased by $6,718 (3.0% increase) from the department's budget for FY 2006-2007.

## Divisions and Programs

Benefits, Compensation and Services

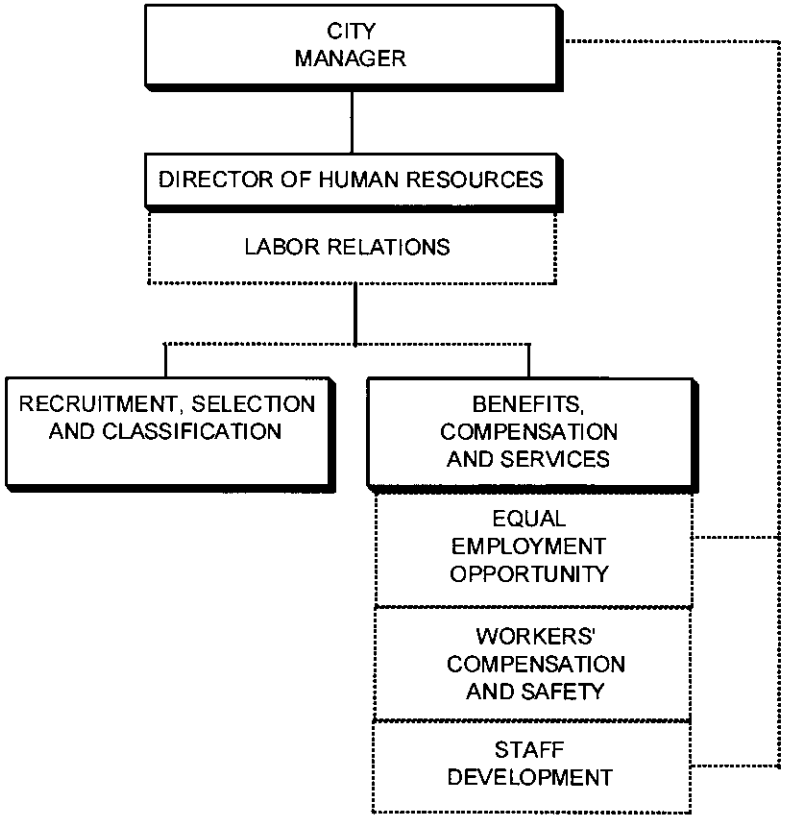
- Benefits, Compensation and Records
- Workers' Compensation, Safety and Staff Development

Recruitment, Selection and Classification

- Recruitment, Selection and Classification

# CITY OF SANTA CLARA
## HUMAN RESOURCES DEPARTMENT

### TABLE OF ORGANIZATION



## Department of Human Resources (continued)

### *POSITION AND SALARY DETAIL*

| Schedule/ Range | Position Title | No. of Positions 2006-2007 Adopted | No. of Positions 2007-2008 Budget | Salary 2006-2007 Adopted | Salary 2007-2008 Budget |
|---|---|---|---|---|---|
| Uncl | Director of Human Resources | 1.00 | 1.00 | $ 146,348 | $ 148,952 |
| Uncl | Assistant Director of Human Resources /Equal Employment Opportunity Officer | 1.00 | 1.00 | 132,770 | 109,388 |
| Uncl | Human Resources Division Manager /Training and Safety Officer | 1.00 | 1.00 | 96,067 | 97,765 |
| Uncl | Administrative Analyst | 2.00 | 2.00 | 161,468 | 171,494 |
| A27 | Human Resources Supervisor | 1.00 | 1.00 | 74,509 | 76,202 |
| A24 | Senior Human Resources Technician | 1.00 | 1.00 | 57,311 | 56,939 |
| A23 | Human Resources Technician | 3.00 | 3.00 | 191,092 | 196,318 |
| A22 | Office Specialist III | 1.00 | 1.00 | 66,417 | 67,638 |
| A20 | Senior Human Resources Assistant | 1.00 | 1.00 | 26,361 | 27,074 |
| A19 | Human Resources Assistant | 3.00 | 3.00 | 171,451 | 172,728 |
| | Reserve | | | - | - |
| | Salary & Wages-Regular | 15.00 | 15.00 | 1,123,794 | 1,124,498 |
| | Salary & Wages-As Needed | | | 64,000 | 64,960 |
| | **Total** | **15.00** | **15.00** | **1,187,794** | **1,189,458** |

**Department: Human Resources**

**Division: Benefits, Compensation and Services**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Benefits, Compensation and Records | $ 795,935 | $ 731,924 | $ 738,054 | $ 6,130 |
| Workers' Compensation, Safety and Staff Development | 208,965 | 304,961 | 316,846 | 11,885 |
| Total Expenditures | $ 1,004,900 | $ 1,036,885 | $ 1,054,900 | $ 18,015 |
| Full Time Positions | 8.80 | 7.80 | 7.80 | - |
| Total Revenue | $ - | $ - | $ - | $ - |

## 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

- Prepare for labor negotiations and negotiate new Memoranda of Understanding with two of the City's bargaining groups.
- Collaborate with internal and external counsel and advise other departments and the City Manger 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 enhanced 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 personal and professional development opportunities to improve the performance of employees.
- Continue maintenance and updates of the 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

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 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 | - |
| Senior Human Resources Assistant | 1.00 | - | - | - |
| Human Resources Assistant | 0.75 | 0.70 | 0.70 | - |
| Office Specialist III | 0.35 | 0.35 | 0.35 | - |
| **Subtotal** | **6.40** | **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 | - |
| Human Resources Assistant | 0.60 | 0.30 | 0.30 | - |
| **Subtotal** | **2.40** | **2.45** | **2.45** | **-** |
| **Total Division Positions** | **8.80** | **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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 633,964 | $ 621,969 | $ 627,348 | $ 5,379 |
| Other Operating Expenditures | 158,575 | 106,930 | 107,105 | 175 |
| Interfund Services | 3,396 | 3,025 | 3,601 | 576 |
| Total Expenditures | $ 795,935 | $ 731,924 | $ 738,054 | $ 6,130 |
| Full Time Positions | 6.40 | 5.35 | 5.35 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent of employee benefits & compensation transactions processed accurately and timely. | 99% | 99% | 99% | 99% |
| 2. Percent of separation and retirement payoff calculations completed according to policy and within final pay period. | 100% | 100% | 99% | 99% |
| 3 Percent of new hires processed for pay and benefits in time for their first paycheck. | 100% | 100% | 95% | 95% |

## 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 improve the performance of all employees.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 204,665 | $ 278,903 | $ 290,581 | $ 11,678 |
| Other Operating Expenditures | 2,991 | 23,825 | 23,800 | (25) |
| Interfund Services | 1,309 | 2,233 | 2,465 | 232 |
| Total Expenditures | $ 208,965 | $ 304,961 | $ 316,846 | $ 11,885 |
| Full Time Positions | 2.40 | 2.45 | 2.45 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent of Worker's 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. | 1.56% | 1.36% | 3.50% | 3.5% |
| 3. Percent of workforce that is accident free. | 79.9% | 83.9% | 83% | 83% |
| 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. | 97.7% | 29.0% | 20% | 20% |

## Department: Human Resources

## Division: Recruitment, Selection and Classification

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Recruitment, Selection and Classification | $ 711,795 | $ 768,727 | $ 788,138 | $ 19,411 |
| Total Expenditures | $ 711,795 | $ 768,727 | $ 788,138 | $ 19,411 |
| Full Time Positions | 6.20 | 7.20 | 7.20 | - |
| Total Revenue | $ - | $ - | $ - | $ - |

### 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 employees.
- Evaluate and revise the City's classification specifications in accordance with industry standards to ensure proper classification and update 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 City-wide shared drive to make available to the public and employees employment information such as job descriptions and salary and benefit data.

## Division: Recruitment, Classification & Staff Development

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 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 | - | 0.65 | 0.65 | - |
| Human Resources Assistant | 1.65 | 2.00 | 2.00 | - |
| **Subtotal** | **6.20** | **7.20** | **7.20** | **-** |
| **Total Division Positions** | **6.20** | **7.20** | **7.20** | **-** |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 590,251 | $ 672,555 | $ 683,207 | $ 10,652 |
| Other Operating Expenditures | 118,229 | 93,175 | 101,372 | 8,197 |
| Interfund Services | 3,315 | 2,997 | 3,559 | 562 |
| Total Expenditures | $ 711,795 | $ 768,727 | $ 788,138 | $ 19,411 |
| Full Time Positions | 6.20 | 7.20 | 7.20 | - |

| Program Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Average employee turnover rate. | 6% | 10.69% | 5% | 5% |
| 2. Percent of recruitments completed within established timelines. | 88% | 96% | 95% | 95% |
| 3. Percent of recruitments for which a job analysis is completed. | 75% | 70% | 95% | 95% |

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# *Finance*

Administrative Services

Financial Services

Accounting Services

Municipal Services

Purchasing

Debt Service

Santa Clara
All-America City
2001

# Finance Department

| Department Summary | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|
| Administrative Services | $ 453,731 | $ 438,090 | $ 461,436 |
| Financial Services | 586,527 | 624,672 | 654,302 |
| Accounting Services | 1,602,503 | 1,631,740 | 1,941,421 |
| Municipal Services | 3,476,558 | 3,489,078 | 4,017,312 |
| Purchasing | 819,950 | 796,490 | 775,583 |
| Debt Service | 6,361,674 | 6,365,447 | 6,364,007 |
| Total Department Expenditures | $ 13,300,943 | $ 13,345,517 | $ 14,214,061 |
| Total Full Time Positions | 63.00 | 63.00 | 63.00 |
| Total Department Revenue | $ 1,707,610 | $ 1,700,640 | $ 1,865,640 |

## Department Mission

*Leverage management, staff and technology to make Department services a highly valued component of City operations and to facilitate City-wide 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 2006-2007 fiscal year:

Administration:
Monitor the State budget and related legislative activities. Provide financial leadership during the City's financial crisis. Assist with special projects. Evaluate the effectiveness of the City's deferred compensation contractor and make recommendations accordingly.

Budgets and Fiscal Planning:
Closely monitor City revenues and expenditures throughout the year. Provide leadership in balancing the budget for the upcoming budget year. Perform a critical review of the first budget cycle using the new budget software. Retain independent financial advisor as a consultant to the City.

Financial and Fiscal Controls:
Continue the effort to replace the City's Financial and Human Resources Management System.

Utility Customer Service:
Provide customer service to our utility and business certificate customers. Provide courteous, accurate and speedy solutions to customer inquiries and requests.

Purchasing:
The Purchasing Division procures required materials and services, operates the Utilities Warehouse and the City Print Shop, provides interoffice and outgoing U.S. mail distribution, and disposes of surplus material.

## Resource Level Changes

Salaries and benefits have declined by $120,157 due to two retirements, and work will be reallocated or eliminated by re-organizing selected functions or by the use of technology.

## Divisions and Programs

Administrative Services
- City-Wide Fiscal Planning & Administration
- Special Projects

Financial Services
- Cash Management
- Contract Management
- Debt Management
- Financial Analysis
- Budget Development & Analysis

Accounting
- General Accounting
- Payroll
- Procurement
- Business License/Receivables/Fixed Assets

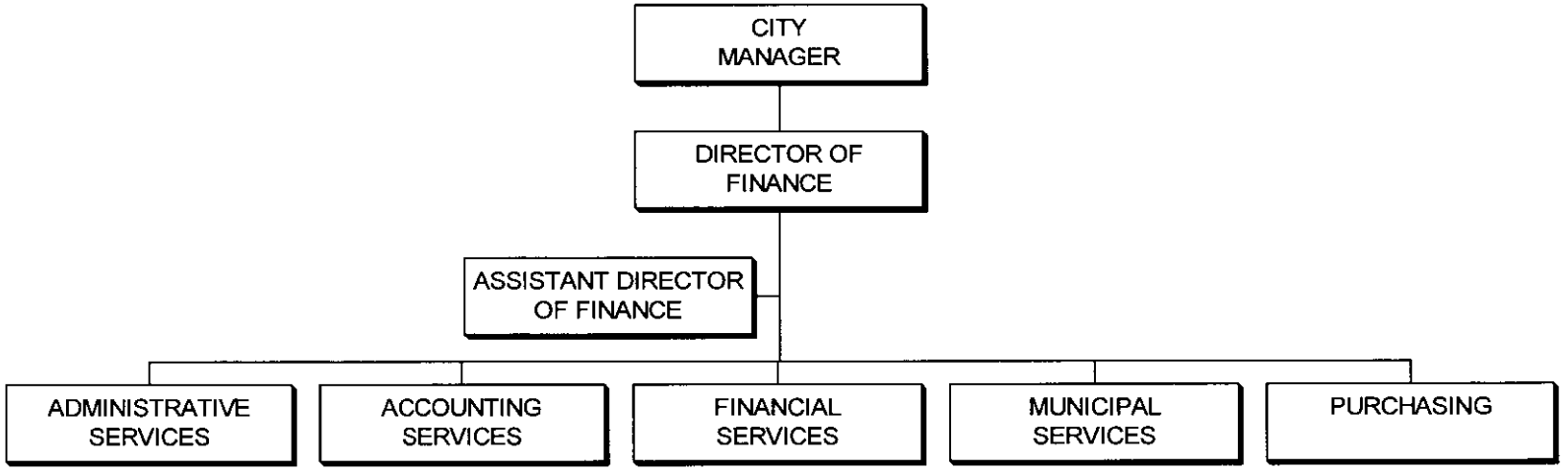
Municipal Services
- Utility Service
- Revenue Receipting
- Business Certificate
- Field Service
- Administration
- Call Center

Purchasing
- Warehouse
- Duplicating
- Purchasing

Debt Service
- Debt Service

# CITY OF SANTA CLARA
## FINANCE DEPARTMENT

### TABLE OF ORGANIZATION



## Finance Department (continued)

### *POSITION AND SALARY DETAIL*

| Schedule/ Range | Position Title | No, of Positions 2006-2007 Adopted | No, of Positions 2007-2008 Budget | Salary 2006-2007 Adopted | Salary 2007-2008 Budget |
|---|---|---|---|---|---|
| Uncl | Director of Finance | 1.00 | 1.00 | $ 160,897 | $ 171,943 |
| Uncl | Assistant Director of Finance | 1.00 | 1.00 | 130,875 | 133,203 |
| Uncl | Financial Services Division Manager | 1.00 | 1.00 | 121,608 | 126,858 |
| Uncl | Accounting Services Division Manager | 1.00 | 1.00 | - | - |
| Uncl | Municipal Services Division Manager | 1.00 | 1.00 | 117,358 | 121,569 |
| Uncl | Purchasing Services Division Manager | 1.00 | 1.00 | 68,036 | 101,283 |
| Uncl | Principal Financial Analyst | 1.00 | 1.00 | 106,197 | 111,320 |
| Uncl | Principal Accountant | 1.00 | 1.00 | 112,718 | 114,726 |
| A33 | Financial Analyst | 1.00 | 1.00 | 86,660 | 88,234 |
| A33 | Payroll Analyst | 0.50 | 0.50 | 45,568 | 46,398 |
| A32 | Buyer | 1.00 | 1.00 | 88,879 | - |
| A32 | Chief Storekeeper/Buyer | - | 1.00 | - | 90,503 |
| A31 | Accountant | 3.50 | 3.50 | 293,649 | 284,255 |
| A30 | Chief Storekeeper | 1.00 | - | 84,464 | - |
| A28 | Customer Service Supervisor | 2.00 | 2.00 | 157,225 | 160,107 |
| A28 | Utility Services Technician | 2.00 | 2.00 | 161,070 | 164,024 |
| A27 | Utility Field Services Supervisor | 1.00 | 1.00 | 78,606 | 80,047 |
| A26 | Senior Accounting Technician | 3.00 | 3.00 | 208,881 | 216,281 |
| A23 | Utility Field Services Worker | 3.00 | 3.00 | 177,036 | 210,726 |
| A23 | Senior Materials Handler | 1.00 | 1.00 | 55,914 | 62,810 |
| A22 | Office Specialist III | 1.00 | 1.00 | 66,417 | 67,638 |
| A22 | Senior Customer Service Representative | 2.75 | 2.75 | 175,127 | 190,305 |
| A21 | Meter Reader | 8.00 | 8.00 | 521,065 | 466,673 |
| A21 | Central Services Operator | 1.00 | 1.00 | 67,969 | 69,215 |
| A20 | Accounting Technician I/II | 6.00 | 6.00 | 316,900 | 326,024 |
| A19 | Materials Handler | 2.00 | 2.00 | 64,780 | 65,964 |
| A19 | Purchasing Clerk | 1.00 | 1.00 | 61,687 | 62,810 |
| A19 | Customer Service Representative | 12.25 | 12.25 | 722,592 | 740,370 |
| A18 | Office Specialist II | 1.00 | 1.00 | 60,243 | 61,342 |
| A15 | Purchasing Utility Worker | 1.00 | 1.00 | 58,776 | 59,851 |
| | Premium | | | 7,592 | 6,100 |
| | Reserve | | | - | - |
| | Salary & Wages-Regular | 63.00 | 63.00 | 4,378,789 | 4,400,579 |
| | Salary & Wages-As Needed | | | 156,630 | 342,515 |
| | Salary & Wages-Overtime/Vacation Relief | | | 28,060 | 27,310 |
| | Less CIP Funded | | | (103,470) | - |
| | **Total** | **63.00** | **63.00** | **$ 4,460,009** | **$ 4,770,404** |

**Department: Finance**

**Division: Administrative Services**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| City-Wide Fiscal Planning & Administration | $ 258,991 | $ 206,867 | $ 220,051 | $ 13,184 |
| Special Projects | 194,740 | 231,223 | 241,385 | 10,162 |
| Total Expenditures | $ 453,731 | $ 438,090 | $ 461,436 | $ 23,346 |
| Full Time Positions | 2.40 | 2.40 | 2.40 | - |
| Total Revenue | $ - | $ - | $ - | $ - |

## Division Mission

*Be a proactive participant in City-wide 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 2007-2008 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.
- Enhance the City's Deferred Compensation program.

## Division: Administrative Services

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **City-Wide Fiscal Planning & Administration** | | | | |
| Director of Finance | 0.70 | 0.70 | 0.70 | - |
| Assistant Director of Finance | 0.10 | 0.10 | 0.10 | - |
| Office Specialist III | 0.25 | 0.25 | 0.25 | - |
| **Subtotal** | **1.05** | **1.05** | **1.05** | **-** |
| **Special Projects** | | | | |
| Director of Finance | 0.30 | 0.30 | 0.30 | - |
| Assistant Director of Finance | 0.90 | 0.90 | 0.90 | - |
| Office Specialist III | 0.15 | 0.15 | 0.15 | - |
| **Subtotal** | **1.35** | **1.35** | **1.35** | **-** |
| **Total Division Positions** | **2.40** | **2.40** | **2.40** | **-** |

## Division: Administrative Services
## Program: City-Wide 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 238,512 | $ 185,445 | $ 197,035 | $ 11,590 |
| Other Operating Expenditures | 18,681 | 16,739 | 17,116 | 377 |
| Interfund Services | 1,798 | 4,683 | 5,900 | 1,217 |
| Total Expenditures | $ 258,991 | $ 206,867 | $ 220,051 | $ 13,184 |
| Full Time Positions | 1.05 | 1.05 | 1.05 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Prepare up to four quarterly financial reports including the third in the budget and the fourth in the CAFR. | 4 | 4 | 4 | 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; to obtain for the City the appropriate insurance at the most favorable rate; and to be proactive in reviewing and responding to proposed state and federal legislation which has the potential to significantly impact City revenues.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 192,983 | $ 229,713 | $ 238,865 | $ 9,152 |
| Other Operating Expenditures | 241 | - | - | - |
| Interfund Services | 1,516 | 1,510 | 2,520 | 1,010 |
| Total Expenditures | $ 194,740 | $ 231,223 | $ 241,385 | $ 10,162 |
| Full Time Positions | 1.35 | 1.35 | 1.35 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 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: Financial Services**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Cash Management | $ 123,047 | $ 107,196 | $ 111,757 | $ 4,561 |
| Contract Management (transferred out) | 75,804 | 55,069 | 55,292 | 223 |
| Debt Management | 57,849 | 74,524 | 76,812 | 2,288 |
| Financial Analysis | 153,191 | 128,082 | 135,648 | 7,566 |
| Budget Development & Analysis | 176,636 | 259,801 | 274,793 | 14,992 |
| Total Expenditures | $ 586,527 | $ 624,672 | $ 654,302 | $ 29,630 |
| Full Time Pos | 4.60 | 4.60 | 4.60 | - |
| Total 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

- Assist with the banking and procedural aspects of electronic and on-line payments for City services.
- Provide leadership in the effort to develop new performance measures.
- 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.
- Retained an independent financial advisor to act as a consultant to the City.
- Assist and provide support for development negotiations in RDA project areas.

## Division: Financial Services

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Cash Management** | | | | |
| Financial Services Division Manager | 0.20 | 0.20 | 0.20 | - |
| Principal Financial Analyst | 0.10 | 0.10 | 0.10 | - |
| Financial Analyst | 0.25 | 0.25 | 0.25 | - |
| Accountant | 0.15 | 0.15 | 0.15 | - |
| **Subtotal** | **0.70** | **0.70** | **0.70** | **-** |
| **Contract Management** | | | | |
| Financial Services Division Manager | 0.05 | 0.05 | 0.05 | - |
| Accountant | 0.40 | 0.40 | 0.40 | - |
| **Subtotal** | **0.45** | **0.45** | **0.45** | **-** |
| **Debt Management** | | | | |
| Financial Services Division Manager | 0.25 | 0.25 | 0.25 | - |
| Financial Analyst | 0.15 | 0.15 | 0.15 | - |
| Accountant | 0.10 | 0.10 | 0.10 | - |
| **Subtotal** | **0.50** | **0.50** | **0.50** | **-** |
| **Financial Analysis** | | | | |
| Financial Services Division Manager | 0.25 | 0.25 | 0.25 | - |
| Principal Financial Analyst | 0.10 | 0.10 | 0.10 | - |
| Financial Analyst | 0.45 | 0.45 | 0.45 | - |
| Accountant | 0.15 | 0.15 | 0.15 | - |
| **Subtotal** | **0.95** | **0.95** | **0.95** | **-** |
| **Budget Development & Analysis** | | | | |
| Financial Services Division Manager | 0.25 | 0.25 | 0.25 | - |
| Principal Financial Analyst | 0.80 | 0.80 | 0.80 | - |
| Financial Analyst | 0.15 | 0.15 | 0.15 | - |
| Accountant | 0.20 | 0.20 | 0.20 | - |
| Office Specialist III | 0.60 | 0.60 | 0.60 | - |
| **Subtotal** | **2.00** | **2.00** | **2.00** | **-** |
| **Total Division Positions** | **4.60** | **4.60** | **4.60** | **-** |

## Financial Services

### 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 92,477 | $ 91,542 | $ 95,323 | $ 3,781 |
| Other Operating Expenditures | 29,293 | 15,095 | 15,750 | 655 |
| Interfund Services | 1,277 | 559 | 684 | 125 |
| Total Expenditures | $ 123,047 | $ 107,196 | $ 111,757 | $ 4,561 |
| Full Time Positions | 0.70 | 0.70 | 0.70 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Average weighted yield on unrestricted funds will be at least 98% of the twelve month average yield on the two-year Treasury note. | 93% | N/A | 98% | 98% |

## Division: Financial Services

### 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 75,327 | $ 54,740 | $ 54,891 | $ 151 |
| Other Operating Expenditures | 156 | - | - | - |
| Interfund Services | 321 | 329 | 401 | 72 |
| Total Expenditures | $ 75,804 | $ 55,069 | $ 55,292 | $ 223 |
| Full Time Positions | 0.45 | 0.45 | 0.45 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 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% | 75% | 100% | 100% |

## Division: Financial Services

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 57,424 | $ 68,416 | $ 71,295 | $ 2,879 |
| Other Operating Expenditures | 13 | 5,687 | 5,000 | (687) |
| Interfund Services | 412 | 421 | 517 | 96 |
| Total Expenditures | $ 57,849 | $ 74,524 | $ 76,812 | $ 2,288 |
| Full Time Positions | 0.50 | 0.50 | 0.50 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Submit debt schedules to Council no later than January 31 and July 31 of each year. | 100% | 100% | 100% | 100% |

## Division: Financial Services

## Program: Financial Analysis — Number: 001/3315

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

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 150,079 | $ 122,910 | $ 127,281 | $ 4,371 |
| Other Operating Expenditures | 2,379 | 4,420 | 7,445 | 3,025 |
| Interfund Services | 733 | 752 | 922 | 170 |
| Total Expenditures | $ 153,191 | $ 128,082 | $ 135,648 | $ 7,566 |
| Full Time Positions | 0.95 | 0.95 | 0.95 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Complete special projects by agreed upon due dates. | 100% | 100% | 100% | 100% |

## Division: Financial Services

## Program: Budget Development & Analysis

**Number: 001/3316**

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

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 163,258 | $ 246,396 | $ 257,766 | $ 11,370 |
| Other Operating Expenditures | 11,713 | 11,775 | 15,000 | 3,225 |
| Interfund Services | 1,665 | 1,630 | 2,027 | 397 |
| Total Expenditures | $ 176,636 | $ 259,801 | $ 274,793 | $ 14,992 |
| Full Time Positions | 2.00 | 2.00 | 2.00 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Receive California Society of Municipal Finance Officers (CSMFO) and Government Finance Officers Association (GFOA) budget awards. | 2 | 2 | 3 | 3 |

**Department: Finance**

**Division: Accounting Services**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| General Accounting | $ 817,034 | $ 860,555 | $ 1,133,337 | $ 272,782 |
| Payroll | 298,569 | 321,701 | 343,887 | 22,186 |
| Accounts Payable | 297,472 | 235,688 | 243,962 | 8,274 |
| Business License/Receivables/Fixed Assets | 189,428 | 213,796 | 220,235 | 6,439 |
| Total Expenditures | $ 1,602,503 | $ 1,631,740 | $ 1,941,421 | $ 309,681 |
| Full Time Positions | 14.00 | 14.00 | 14.00 | - |
| Total Revenue | $ 3,750 | $ - | $ - | $ - |

## 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

- Participate in the successful implementation and support of new Finance/Human Resources Management System (FHRMS).
- Continue training of Accounting staff and City-wide end-users in FHRMS financial modules and process workflow.
- Identify areas of improvements and streamlining in accounting process with the implementation of PeopleSoft.

## Division: Accounting Services

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **General Accounting** | | | | |
| Accounting Services Division Manager | 0.60 | 0.60 | 0.60 | - |
| Principal Accountant | 1.00 | 1.00 | 1.00 | - |
| Accountant | 2.50 | 2.50 | 2.50 | - |
| Office Specialist II | 1.00 | 1.00 | 1.00 | - |
| **Subtotal** | **5.10** | **5.10** | **5.10** | **-** |
| **Payroll** | | | | |
| Accounting Services Division Manager | 0.20 | 0.20 | 0.20 | - |
| Payroll Analyst | 0.50 | 0.50 | 0.50 | - |
| Senior Accounting Technician | 1.00 | 1.00 | 1.00 | - |
| Accounting Technician I/II | 2.00 | 2.00 | 2.00 | - |
| **Subtotal** | **3.70** | **3.70** | **3.70** | **-** |
| **Procurement** | | | | |
| Accounting Services Division Manager | 0.10 | 0.10 | 0.10 | - |
| Senior Accounting Technician | 1.00 | 1.00 | 1.00 | - |
| Accounting Technician I/II | 2.00 | 2.00 | 2.00 | - |
| **Subtotal** | **3.10** | **3.10** | **3.10** | **-** |
| **Business Tax/Receivable/Fixed Assets** | | | | |
| Accounting Services Division Manager | 0.10 | 0.10 | 0.10 | - |
| Accounting Technician I/II | 2.00 | 2.00 | 2.00 | - |
| **Subtotal** | **2.10** | **2.10** | **2.10** | **-** |
| **Total Division Positions** | **14.00** | **14.00** | **14.00** | **-** |

## Division: Accounting Services

## Program: General Accounting

**Number: 001/3322**

*Program Mission: Maintain the financial records of the City, including an effective City-wide 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 630,481 | $ 559,249 | $ 557,587 | $ (1,662) |
| Other Operating Expenditures | 182,535 | 297,290 | 570,690 | 273,400 |
| Interfund Services | 4,018 | 4,016 | 5,060 | 1,044 |
| Total Expenditures | $ 817,034 | $ 860,555 | $ 1,133,337 | $ 272,782 |
| Full Time Positions | 5.10 | 5.10 | 5.10 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Complete the external audit process and preparation of City's Annual Comprehensive Financial Report with an unqualified audit by December 31. | 100% | 100% | 100% | 100% |
| 2. Receive California Society of Municipal Finance Officers (CSMFO) and Government Financial Officers Association of the United States and Canada (GFOA) for excellence in financial reporting awards. | 2 | 2 | 2 | 2 |
| 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. | 94% | 100% | 86% | 86% |

## Division: Accounting Services

## Program: Payroll

**Number: 001/3323**

*Program Mission: Maintain employee records, process biweekly 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 295,013 | $ 319,240 | $ 339,880 | $ 20,640 |
| Other Operating Expenditures | 1,307 | - | 1,000 | 1,000 |
| Interfund Services | 2,249 | 2,461 | 3,007 | 546 |
| Total Expenditures | $ 298,569 | $ 321,701 | $ 343,887 | $ 22,186 |
| Full Time Positions | 3.70 | 3.70 | 3.70 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 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 Internal Revenue Service by March 31. | 100% | 100% | 100% | 100% |

## Division: Accounting Services

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 292,521 | $ 233,624 | $ 239,972 | $ 6,348 |
| Other Operating Expenditures | 3,202 | - | 1,500 | 1,500 |
| Interfund Services | 1,749 | 2,064 | 2,490 | 426 |
| Total Expenditures | $ 297,472 | $ 235,688 | $ 243,962 | $ 8,274 |
| Full Time Positions | 3.10 | 3.10 | 3.10 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of invoices processed. | 30,989 | 30,434 | 36,000 | 36,000 |
| 2. Number of vendor warrants issued. | 18,619 | 17,756 | 20,000 | 20,000 |
| 3. Percentage of vendor invoices paid by due date. | 74% | 73% | 90% | 90% |

## Division: Accounting Services

## Program: Business License/Receivables/Fixed Assets

**Number: 001/3325**

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

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 187,236 | $ 212,470 | $ 218,746 | $ 6,276 |
| Other Operating Expenditures | 1,198 | - | - | - |
| Interfund Services | 994 | 1,326 | 1,489 | 163 |
| Total Expenditures | $ 189,428 | $ 213,796 | $ 220,235 | $ 6,439 |
| Full Time Positions | 2.10 | 2.10 | 2.10 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent of the time that invoices were mailed within 5 working days of receipt of documentation from City departments. | 100% | 100% | 97% | 97% |

**Department: Finance**

**Division: Municipal Services**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Utility Service | $ 1,225,637 | $ 1,241,507 | 1,385,046 | $ 143,539 |
| Revenue Receipting | 362,801 | 390,035 | 579,693 | 189,658 |
| Business Certificate | 182,689 | 212,864 | 233,863 | 20,999 |
| Field Service | 1,184,028 | 1,181,024 | 1,230,154 | 49,130 |
| Administration | 168,758 | 127,749 | 180,882 | 53,133 |
| Call Center | 352,645 | 335,899 | 407,674 | 71,775 |
| Total Expenditures | $ 3,476,558 | $ 3,489,078 | $ 4,017,312 | $ 528,234 |
| Full Time Positions | 33.00 | 33.00 | 33.00 | - |
| Total Revenue | $ 1,562,770 | $ 1,575,000 | $ 1,740,000 | $ 165,000 |

## 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.
- Outsource utility cash receipts processing.
- Develop strategic plan for automated utility meter reading. Implement first phase (difficult/hazardous to read) if CIP project is approved
- Upgrade the customer information and billing system to a currently supported, browser-based version.
- Promote and enhance alternate payment methods for utility bills, including preauthorized checking account, automated credit card and internet payments.
- Continue upgrading the functionality and underlying business processes of the Utility Management Information System (UMIS).

## Division: Municipal Services

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Utility Service** | | | | |
| Municipal Services Division Manager | 0.15 | 0.10 | 0.10 | - |
| Customer Service Supervisor | 0.80 | 0.80 | 0.80 | - |
| Senior Accounting Technician | - | 1.00 | 1.00 | - |
| Utility Service Technician | 1.00 | 0.80 | 0.80 | - |
| Senior Customer Service Representative | 2.00 | 2.00 | 2.00 | - |
| Customer Service Representative | 5.00 | 3.00 | 3.00 | - |
| **Subtotal** | **8.95** | **7.70** | **7.70** | **-** |
| **Revenue Receipting** | | | | |
| Municipal Services Division Manager | 0.10 | 0.10 | 0.10 | - |
| Customer Service Supervisor | 0.20 | 0.20 | 0.20 | - |
| Utility Service Technician | 0.05 | 0.05 | 0.05 | - |
| Customer Service Representative | 3.00 | 4.00 | 4.00 | - |
| **Subtotal** | **3.35** | **4.35** | **4.35** | **-** |
| **Business Certificate** | | | | |
| Municipal Services Division Manager | 0.05 | 0.10 | 0.10 | - |
| Customer Service Supervisor | 0.15 | 0.15 | 0.15 | - |
| Senior Accounting Technician | 1.00 | - | - | - |
| Utility Service Technician | 0.05 | 0.05 | 0.05 | - |
| Senior Customer Service Representative | 1.00 | 0.75 | 0.75 | - |
| Customer Service Representative | 1.00 | 1.50 | 1.50 | - |
| **Subtotal** | **3.25** | **2.55** | **2.55** | **-** |
| **Field Service** | | | | |
| Municipal Services Division Manager | 0.10 | 0.10 | 0.10 | - |
| Customer Service Supervisor | 0.20 | 0.20 | 0.20 | - |
| Utility Field Services Supervisor | 1.00 | 1.00 | 1.00 | - |
| Utility Service Technician | 0.50 | 0.50 | 0.50 | - |
| Utility Field Service Worker | 3.00 | 3.00 | 3.00 | - |
| Meter Reader | 8.00 | 8.00 | 8.00 | - |
| **Subtotal** | **12.80** | **12.80** | **12.80** | **-** |
| **Administration** | | | | |
| Municipal Services Division Manager | 0.50 | 0.50 | 0.50 | - |
| Customer Service Supervisor | 0.40 | 0.40 | 0.40 | - |
| Utility Service Technician | 0.30 | 0.50 | 0.50 | - |
| **Subtotal** | **1.20** | **1.40** | **1.40** | **-** |

## Division: Municipal Services

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Call Center** | | | | |
| Municipal Services Division Manager | 0.10 | 0.10 | 0.10 | - |
| Customer Service Supervisor | 0.25 | 0.25 | 0.25 | - |
| Utility Services Technician | 0.10 | 0.10 | 0.10 | - |
| Customer Service Representative | 3.00 | 3.75 | 3.75 | - |
| **Subtotal** | **3.45** | **4.20** | **4.20** | **-** |
| **Total Division Positions** | **33.00** | **33.00** | **33.00** | **-** |

## Division: Municipal Services

## Program: Utility Services — Number: 001/3332

*Program Mission: Accurately bill, collect and service approximately 56,000 utility accounts within the guidelines of the Utility Services Rules and Regulations. Minimize financial losses to the City and its utility ratepayers.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 678,877 | $ 712,021 | $ 787,936 | $ 75,915 |
| Other Operating Expenditures | 538,500 | 523,033 | 589,528 | 66,495 |
| Interfund Services | 8,260 | 6,453 | 7,582 | 1,129 |
| Total Expenditures | $ 1,225,637 | $ 1,241,507 | $ 1,385,046 | $ 143,539 |
| Full Time Positions | 8.95 | 7.70 | 7.70 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent of delinquent closed utility accounts turned over to collection agency compared to number of closed accounts with debit balances. | 28% | 26% | 40% | 40% |
| 2. Amount of late fees assessed. | $ 486,042 | $ 531,424 | $ 400,000 | $ 400,000 |

## Division: Municipal Services

## Program: Revenue Receipting — Number: 001/3333

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

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 361,150 | $ 349,978 | $ 532,628 | $ 182,650 |
| Other Operating Expenditures | - | 38,117 | 44,762 | 6,645 |
| Interfund Services | 1,651 | 1,940 | 2,303 | 363 |
| Total Expenditures | $ 362,801 | $ 390,035 | $ 579,693 | $ 189,658 |
| Full Time Positions | 3.35 | 4.35 | 4.35 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Total monthly number of utility accounts paying by automated methods. | 10,471 | 9,650 | 11,000 | 11,000 |
| 2. Average monthly utility payments processed. | 50,698 | 50,870 | 49,000 | 49,000 |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 181,515 | $ 209,123 | $ 217,566 | $ 8,443 |
| Other Operating Expenditures | - | 2,495 | 14,782 | 12,287 |
| Interfund Services | 1,174 | 1,246 | 1,515 | 269 |
| Total Expenditures | $ 182,689 | $ 212,864 | $ 233,863 | $ 20,999 |
| Full Time Positions | 3.25 | 2.55 | 2.55 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of business tax certificates processed annually. | 12,225 | 12,226 | 12,000 | 12,000 |
| 2. Percentage of delinquent tax certificates at fiscal year end. | 3.4% | 3.5% | 4.0% | 4.0% |

## Division: Municipal Services

## Program: Field Service

**Number: 001/3335**

*Program Mission: Provide accurate meter reading and utility field services to approximately 48,000 utility customers monthly, assist customers in the field with utility related issues such as conservation, auditing and reading their own meters.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 1,131,391 | $ 1,118,838 | $ 1,157,361 | $ 38,523 |
| Other Operating Expenditures | - | 6,175 | 9,183 | 3,008 |
| Interfund Services | 52,637 | 56,011 | 63,610 | 7,599 |
| Total Expenditures | $ 1,184,028 | $ 1,181,024 | $ 1,230,154 | $ 49,130 |
| Full Time Positions | 12.80 | 12.80 | 12.80 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent of monthly utility meters accurately read. | 99.9% | 99.9% | 100% | 100% |
| 2. Number of service requests processed yearly. | 39,283 | 36,319 | 39,000 | 39,000 |
| 3. Average number of meters read monthly. | 76,643 | 77,505 | 76,600 | 76,600 |
| 4. Number of months where all 198 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 167,861 | $ 126,643 | $ 179,558 | $ 52,915 |
| Other Operating Expenditures | - | 100 | 121 | 21 |
| Interfund Services | 897 | 1,006 | 1,203 | 197 |
| Total Expenditures | $ 168,758 | $ 127,749 | $ 180,882 | $ 53,133 |
| Full Time Positions | 1.20 | 1.40 | 1.40 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent of accounts receivables written off as bad debt annually. | 0.1% | 0.03% | 0.2% | 0.2% |
| 2. Number of major UMIS initiatives successfully implemented during the year. | 7 | 6 | 3 | 3 |

**Division: Municipal Services**

**Program: Call 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 350,498 | $ 323,277 | $ 358,982 | $ 35,705 |
| Other Operating Expenditures | - | 10,450 | 46,004 | 35,554 |
| Interfund Services | 2,147 | 2,172 | 2,688 | 516 |
| Total Expenditures | $ 352,645 | $ 335,899 | $ 407,674 | $ 71,775 |
| Full Time Positions | 3.45 | 4.20 | 4.20 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent of customer calls answered within 90 seconds. | 59% | 52% | 55% | 55% |
| 2. Average hold time of sequenced calls (m:s). | 2:59 | 3:21 | 1:50 | 1:50 |
| 3. Number of dropped calls to total calls. | 10% | 12% | 9% | 9% |
| 4. Average hold time of sequenced calls before drop (m:s). | 3:03 | 3:06 | 2:30 | 2:30 |
| 5. Average number of customer telephone calls taken monthly. | 6,774 | 6,422 | 7,000 | 7,000 |

**Department: Finance**

**Division: Purchasing**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Purchasing | $ 222,621 | $ 200,325 | $ 151,745 | $ (48,580) |
| Warehouse | 436,963 | 430,313 | 461,793 | 31,480 |
| Duplicating | 160,366 | 165,852 | 162,045 | (3,807) |
| Total Expenditures | $ 819,950 | $ 796,490 | $ 775,583 | $ (20,907) |
| Full Time Positions | 9.00 | 9.00 | 9.00 | - |
| Total Revenue | $ - | $ - | $ - | $ - |

## Division Mission

*Deliver the best possible value in the procurement and availability of equipment, supplies and services as required by City to carry out their goals to serve the citizens of Santa Clara.*

## Division Highlights

- Develop and define the most efficient business practices and procedures to achieve cost savings to support the City's operating budget.

## Division: Purchasing

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Purchasing** | | | | |
| Purchasing Services Division Manager | 0.70 | 0.70 | 0.70 | - |
| Buyer | 0.80 | 0.80 | 0.80 | - |
| Chief Storekeeper/Buyer | - | - | 0.30 | 0.30 |
| Chief Storekeeper | 0.30 | 0.30 | - | (0.30) |
| **Subtotal** | **1.80** | **1.80** | **1.80** | **-** |
| **Warehouse** | | | | |
| Purchasing Services Division Manager | 0.20 | 0.20 | 0.20 | - |
| Buyer | 0.10 | 0.10 | 0.10 | - |
| Chief Storekeeper/Buyer | - | - | 0.70 | 0.70 |
| Chief Storekeeper | 0.70 | 0.70 | - | (0.70) |
| Purchasing Clerk | 1.00 | 1.00 | 1.00 | - |
| Senior Materials Handler | 1.00 | 1.00 | 1.00 | - |
| Materials Handler | 2.00 | 2.00 | 2.00 | - |
| Purchasing Utility Worker | 0.50 | 0.50 | 0.50 | - |
| **Subtotal** | **5.50** | **5.50** | **5.50** | **-** |
| **Duplicating** | | | | |
| Purchasing Services Division Manager | 0.10 | 0.10 | 0.10 | - |
| Buyer | 0.10 | 0.10 | 0.10 | - |
| Central Services Operator | 1.00 | 1.00 | 1.00 | - |
| Purchasing Utility Worker | 0.50 | 0.50 | 0.50 | - |
| **Subtotal** | **1.70** | **1.70** | **1.70** | **-** |
| **Total Division Positions** | **9.00** | **9.00** | **9.00** | **-** |

## Division: Purchasing
## Program: Warehouse
**Number: 001/3341**

*Program Mission: Warehouse, inventory and provide for the distribution of designated Electric and Water/Sewer Utilities materials and supplies.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 405,330 | $ 397,470 | $ 423,072 | $ 25,602 |
| Other Operating Expenditures | 4,937 | 5,050 | 6,800 | 1,750 |
| Interfund Services | 26,696 | 27,793 | 31,921 | 4,128 |
| Total Expenditures | $ 436,963 | $ 430,313 | $ 461,793 | $ 31,480 |
| Full Time Positions | 5.50 | 5.50 | 5.50 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Complete annual physical inventory on or before the Finance Department required completion date. | 1 | 1 | 1 | 1 |
| 2. Percent accuracy of physical inventory to logged inventory. | 99% | 99% | 90% | 98% |

## Division: Purchasing
## Program: Duplicating
**Number: 001/3342**

*Program Mission: Provide printing services to departments, inventory and distribute Central Stores items, and process inter-office mail and out-going U.S. mail.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 152,473 | $ 152,115 | $ 149,472 | $ (2,643) |
| Other Operating Expenditures | 6,995 | 12,300 | 11,000 | (1,300) |
| Interfund Services | 898 | 1,437 | 1,573 | 136 |
| Total Expenditures | $ 160,366 | $ 165,852 | $ 162,045 | $ (3,807) |
| Full Time Positions | 1.70 | 1.70 | 1.70 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of print jobs. | 540 | 590 | 700 | 700 |
| 2. Percent of print jobs completed within published time frame. | 100% | 100% | 95% | 95% |
| 3. Number of Central Stores requests received. | 124 | 130 | 150 | 150 |
| 4. Percent of Central Stores requests filled upon initial request. | 100% | 100% | 95% | 95% |

**Division: Purchasing**

**Program: Purchasing** **Number: 001/3343**

*Program Mission: Provide value added assistance to all City departments by helping them find the best products and services at the best value.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 219,121 | $ 195,487 | $ 134,427 | $ (61,060) |
| Other Operating Expenditures | 2,018 | 3,050 | 15,200 | 12,150 |
| Interfund Services | 1,482 | 1,788 | 2,118 | 330 |
| Total Expenditures | $ 222,621 | $ 200,325 | $ 151,745 | $ (48,580) |
| Full Time Positions | 1.80 | 1.80 | 1.80 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of purchase orders. | 1,883 | 1,694 | 2,000 | 2,000 |
| 2. Number of cost reductions/avoidance. | 4 | 4 | 4 | 4 |

**Department: Finance**

**Division: Debt Service**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Debt Service | $6,361,674 | $ 6,365,447 | 6,364,007 | $ (1,440) |
| Total Expenditures | $6,361,674 | $ 6,365,447 | $ 6,364,007 | $ (1,440) |
| Full Time Positions | - | - | - | - |
| Total Revenue | $ 141,090 | $ 125,640 | $ 125,640 | - |

## Breakdown of the General Fund Debt Service

| | | |
|---|---|---|
| 2002 COPS Series A | | $ 1,644,094 |
| 2002 COPS Series B | | 3,508,598 |
| 1997 COPS | | 1,204,915 |
| Special Assessment Administration Fees | | 6,400 |
| | Subtotal | 6,364,007 |
| Offset by interest income earned on reserve | | (125,640) |
| | TOTAL | $ 6,238,367 |
| SOSA Portion | | $ 2,763,275 |
| RDA Portion | | 340,215 |
| City Portion | | 3,134,877 |
| | | $ 6,238,367 |

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# *Parks and Recreation*

Parks and Playgrounds

Recreation

Special Recreation Programs

Cemetery

Santa Clara
All-America City
2001

# Parks & Recreation Department

| Department Summary | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|
| Parks & Playgrounds | $ 6,176,578 | $ 6,310,512 | $ 6,802,308 |
| Recreation | 4,430,645 | 4,231,116 | 4,475,709 |
| Special Recreation Programs | 73,989 | 76,111 | 74,718 |
| Cemetery | 711,833 | 776,789 | 773,444 |
| Total Department Expenditures | $ 11,393,045 | $ 11,394,528 | $ 12,126,179 |
| Total Full Time Positions | 83.00 | 85.00 | 84.00 |
| Total Department Revenue | $ 2,014,540 | $ 2,198,960 | $ 2,472,689 |

## Department Mission

*Provide a wide variety of leisure services to the community including beautiful, well-maintained parks, and world class sports venues which are available to citizens of all ages. Provide low cost 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 cemetery. 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. Seven program areas: Youth Activity Center, Senior Citizens Center, Community Recreation Center, Recreation Facilities, Aquatics, Adult Sports, and Teen Sports are designed to meet the recreation needs of participants of all ages. Annually, the community is treated to 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 264 acres of park land are dedicated to passive and active activities. The grounds are on a year-round schedule of litter control, facility maintenance, and plant and lawn care.

Mission City Memorial Park, the City's cemetery, is a well laid out and beautifully maintained facility. The staff is professional and caring. In time of need, customers can choose from a selection of graves, crypts, and niches for interments.

## Resource Level Changes

The Department's operating expenditures have been reduced whenever possible to reflect the current budget challenges facing the City.

## Divisions and Programs

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

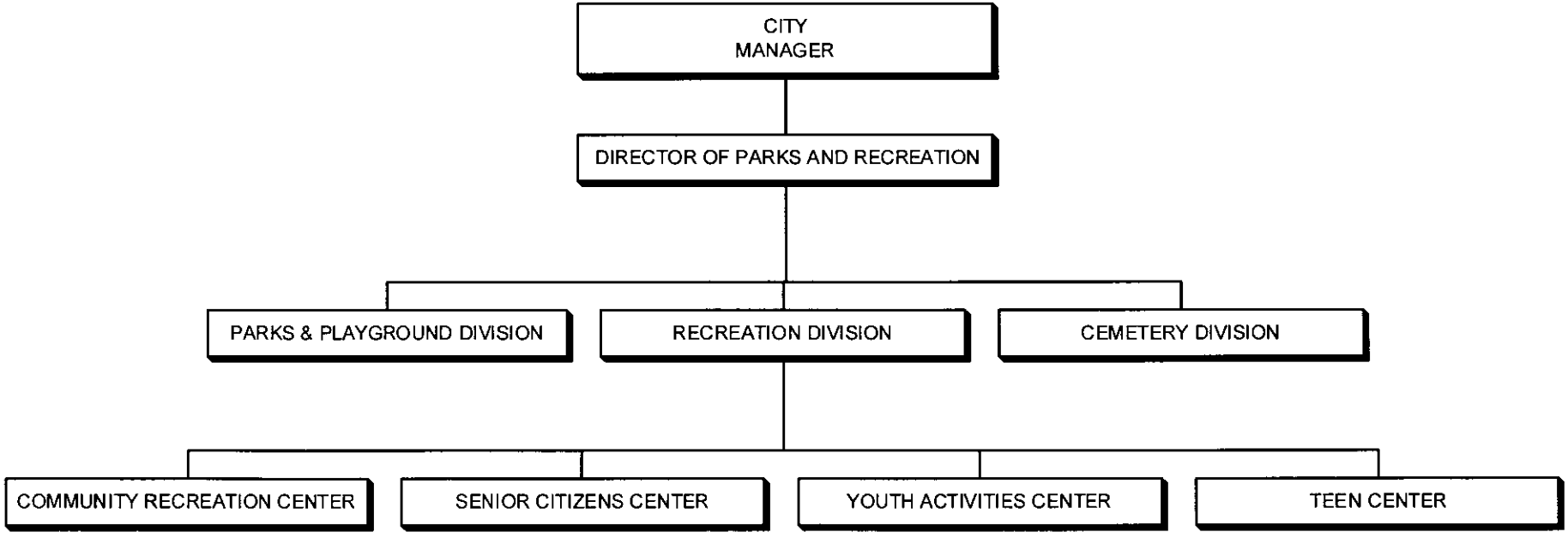
Recreation
- Recreation Operations
- Youth Activity Center
- Senior Center
- Community Recreation Center
- Recreation Facilities
- Aquatics
- Adult Sports
- Teen Center

Special Recreation Programs
- Senior Nutrition Program

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

# CITY OF SANTA CLARA
## PARKS AND RECREATION DEPARTMENT

### TABLE OF ORGANIZATION



## POSITION AND SALARY DETAIL

| Schedule/ Range | Position Title | No. of Positions 2006-2007 Adopted | No. of Positions 2007-2008 Budget | Salary 2006-2007 Adopted | Salary 2007-2008 Budget |
|---|---|---|---|---|---|
| **Parks & Recreation - Fund 001** | | | | | |
| Uncl | Parks and Recreation Director | 1.00 | 1.00 | $ 151,303 | $ 153,987 |
| Uncl | Park Superintendent | 1.00 | 1.00 | 124,523 | 126,737 |
| Uncl | Recreation Superintendent | 1.00 | 1.00 | 118,912 | 95,593 |
| Uncl | Park Maintenance and Operations Supervisor | 1.00 | 1.00 | 99,298 | 103,139 |
| Uncl | Park Construction and Repair Supervisor | 1.00 | 1.00 | 102,771 | 104,583 |
| G29 | Park Maintenance Crafts Worker | 2.00 | 2.00 | 152,402 | 154,868 |
| G23 | Grounds Maintenance Worker III | 8.00 | 8.00 | 519,774 | 529,649 |
| G21 | Grounds Maintenance Worker II | 17.00 | 17.00 | 1,007,810 | 1,048,783 |
| G19 | Grounds Maintenance Worker I | 18.00 | 18.00 | 911,027 | 924,645 |
| A33 | Park Foreman / Forewoman | 3.00 | 3.00 | 264,419 | 273,803 |
| A32 | Recreation Supervisor | - | 9.00 | - | 749,640 |
| A32 | Senior Center Director | 1.00 | - | 88,879 | - |
| A32 | Cultural Arts Supervisor | 1.00 | - | 84,465 | - |
| A32 | Youth Activities Center Supervisor | 1.00 | - | 87,382 | - |
| A32 | Therapeutic Program Supervisor | 1.00 | - | 88,879 | - |
| A32 | Recreation Program Supervisor | 1.00 | - | 84,465 | - |
| A30 | Assistant Recreation Supervisor | 1.00 | - | 80,535 | - |
| A27 | Senior Center Coordinator | 1.00 | 1.00 | 74,834 | 76,202 |
| A27 | Recreation Coordinator | 3.00 | 3.00 | 287,327 | 228,606 |
| A27 | Recreation Coordinator - Therapeutic | 1.00 | 1.00 | 63,743 | 65,964 |
| A24 | Office Specialist IV | 1.00 | 1.00 | - | - |
| A23 | Junior Theater Director | 1.00 | - | 67,970 | - |
| A22 | Office Specialist III | 3.00 | 3.00 | 134,079 | 136,853 |
| A21 | Sports/Aquatics Coordinator | 3.00 | - | 200,719 | - |
| A18 | Office Specialist II | 6.00 | 6.00 | 361,127 | 357,004 |
| | Reserve | | | - | - |
| | Premium | | | 11,996 | 12,960 |
| | Salary & Wages-Regular | 78.00 | 77.00 | 5,168,639 | 5,143,016 |
| | Salary & Wages-As Needed | | | 1,379,307 | 1,731,778 |
| | Salary & Wages-Overtime/Vacation Relief | | | 18,554 | 18,554 |
| | **Total Parks & Recreation** | **78.00** | **77.00** | **$ 6,566,500** | **$ 6,893,348** |
| **Recreation Program Operations - Fund 041** | | | | | |
| | Salary & Wages As-Needed | - | - | **$ 36,629** | **$ 36,629** |
| **Cemetery - Fund 093** | | | | | |
| Uncl | Cemetery Operations Superintendent | 1.00 | 1.00 | $ 90,444 | $ 92,050 |
| G23 | Cemetery Worker III | 1.00 | 1.00 | 65,874 | 52,415 |
| G21 | Cemetery Worker II | 2.00 | 2.00 | 122,830 | 124,811 |
| G19 | Cemetery Worker I | 1.00 | 1.00 | 57,059 | 47,526 |
| A23 | Cemetery Services Clerk | 1.00 | 1.00 | - | - |
| | Premium | | | 556 | 1,350 |
| | Reserve | | | - | - |
| | Salary & Wages-Regular | 6.00 | 6.00 | 336,763 | 318,152 |
| | Salary & Wages-As Needed | | | 59,000 | 60,770 |
| | Salary & Wages-Overtime/Vacation Relief | | | 2,244 | 2,311 |
| | **Total Cemetery** | **6.00** | **6.00** | **$ 398,007** | **$ 381,233** |
| | **Department Total** | **84.00** | **83.00** | **$ 7,001,136** | **$ 7,311,210** |

**Department: Parks & Recreation**

**Division: Parks & Playgrounds**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Park Maintenance | $4,775,623 | $ 4,573,727 | $ 4,999,538 | $ 425,811 |
| Pool Maintenance | 616,496 | 594,362 | 613,254 | 18,892 |
| Building Maintenance | 268,994 | 612,611 | 631,436 | 18,825 |
| Park Operations | 515,465 | 529,812 | 558,080 | 28,268 |
| Total Expenditures | $6,176,578 | $ 6,310,512 | $ 6,802,308 | $ 491,796 |
| Full Time Positions | 53.00 | 53.00 | 53.00 | - |
| Total Revenue | $ 370 | $ - | $ - | $ - |

## 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 construction of the Soccer Park Operations Buildings.
- Continue construction of the Ulistac Natural Area Phase II Development Project.
- Complete construction of the Senior Center Expansion Project.
- Continue construction of the War Memorial Playground.

## Division: Parks & Playgrounds

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Park Maintenance** | | | | |
| Park Maintenance & Operations Supervisor | 0.75 | 0.75 | 0.75 | - |
| Park Construction & Repair Supervisor | 1.00 | 1.00 | 1.00 | - |
| Park Maintenance Crafts Worker | 1.30 | 1.30 | 1.30 | - |
| Grounds Maintenance Worker III | 6.92 | 6.92 | 6.92 | - |
| Grounds Maintenance Worker II | 16.29 | 16.29 | 16.29 | - |
| Grounds Maintenance Worker I | 15.94 | 15.94 | 15.94 | - |
| Park Foreman/Forewoman | 2.33 | 2.33 | 2.33 | - |
| **Subtotal** | **44.53** | **44.53** | **44.53** | **-** |
| **Pool Maintenance** | | | | |
| Grounds Maintenance Worker III | 1.06 | 1.06 | 1.06 | - |
| Grounds Maintenance Worker II | 0.58 | 0.58 | 0.58 | - |
| Grounds Maintenance Worker I | 0.06 | 0.06 | 0.06 | - |
| Park Foreman/Forewoman | 0.57 | 0.57 | 0.57 | - |
| **Subtotal** | **2.27** | **2.27** | **2.27** | **-** |
| **Building Maintenance** | | | | |
| Park Maintenance & Operations Supervisor | 0.05 | 0.05 | 0.05 | - |
| Park Maintenance Crafts Worker | 0.70 | 0.70 | 0.70 | - |
| Park Foreman/Forewoman | 0.05 | 0.05 | 0.05 | - |
| Grounds Maintenance Worker I | 2.00 | 2.00 | 2.00 | - |
| **Subtotal** | **2.80** | **2.80** | **2.80** | **-** |
| **Park Operations** | | | | |
| Parks and Recreation Director | 1.00 | 1.00 | 1.00 | - |
| Park Superintendent | 1.00 | 1.00 | 1.00 | - |
| Park Maintenance & Operations Supervisor | 0.20 | 0.20 | 0.20 | - |
| Grounds Maintenance Worker III | 0.02 | 0.02 | 0.02 | - |
| Grounds Maintenance Worker II | 0.13 | 0.13 | 0.13 | - |
| Park Foreman/Forewoman | 0.05 | 0.05 | 0.05 | - |
| Office Specialist II | 1.00 | 1.00 | 1.00 | - |
| **Subtotal** | **3.40** | **3.40** | **3.40** | **-** |
| **Total Division Positions** | **53.00** | **53.00** | **53.00** | **-** |

## Division: Parks & Playgrounds

## Program: Park Maintenance 001/1132

*Program Mission: Maintain the City's thirty-three park sites, community centers, neighborhood park buildings, playgrounds and sports venues at a level that promotes the use of clean, safe and attractive facilities.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 3,754,803 | $ 3,794,139 | $ 4,156,019 | $ 361,880 |
| Other Operating Expenditures | 717,135 | 525,689 | 551,910 | 26,221 |
| Interfund Services | 303,685 | 253,899 | 291,609 | 37,710 |
| Total Expenditures | $ 4,775,623 | $ 4,573,727 | $ 4,999,538 | $ 425,811 |
| Full Time Positions | 44.53 | 44.53 | 44.53 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Acres mowed per maintenance FTE. | 42.00 | 42.00 | 42.00 | 42.00 |
| 2. Park acre per FTE maintenance staff. | 6.59 | 6.93 | 6.93 | 7.02 |
| 3. Cost per acre maintained. | $ 17,764 | $ 16,185 | $ 17,039 | $ 17,040 |

## Division: Park & Playgrounds

## Program: Pool Maintenance 001/1133

*Program Mission: Maintain clean, safe, attractive swimming pools.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 215,062 | $ 235,656 | $ 232,239 | $ (3,417) |
| Other Operating Expenditures | 381,881 | 316,400 | 325,875 | 9,475 |
| Interfund Services | 19,553 | 42,306 | 55,140 | 12,834 |
| Total Expenditures | $ 616,496 | $ 594,362 | $ 613,254 | $ 18,892 |
| Full Time Positions | 2.27 | 2.27 | 2.27 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 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 quality a minimum of two times per day, when facility is in use. | 2 | 2 | 2 | 2 |
| 3. Vacuum pool a minimum of one time per week. | 52 | 52 | 52 | 52 |

## Division: Parks & Playgrounds

## Program: Building Maintenance — 001/1134

*Program Mission: Maintain, in conjunction with building and mechanical maintenance, clean, safe, fully functional, attractive park buildings.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 165,350 | $ 305,693 | $ 253,268 | $ (52,425) |
| Other Operating Expenditures | 90,457 | 268,975 | 327,180 | 58,205 |
| Interfund Services | 13,187 | 37,943 | 50,988 | 13,045 |
| Total Expenditures | $ 268,994 | $ 612,611 | $ 631,436 | $ 18,825 |
| Full Time Positions | 2.80 | 2.80 | 2.80 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent of graffiti removed within two business days. | 95% | 95% | 95% | 95% |
| 2. Cost per square foot of building maintained. | $ 3.82 | $ 2.16 | $ 3.40 | $ 3.40 |

## Division: Parks & Playgrounds

## Program: Park Operations — 001/1135

*Program Mission: Provide administrative direction, updated information, training, and technical support for division staff.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 460,765 | $ 478,351 | $ 492,766 | $ 14,415 |
| Other Operating Expenditures | 41,152 | 13,540 | 13,660 | 120 |
| Interfund Services | 13,548 | 37,921 | 51,654 | 13,733 |
| Total Expenditures | $ 515,465 | $ 529,812 | $ 558,080 | $ 28,268 |
| Full Time Positions | 3.40 | 3.40 | 3.40 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Schedule and supervise the City's thirty-four municipal parks and facilities on a daily basis. | 100% | 100% | 100% | 100% |
| 2. Provide training to all employees to increase productivity and enhance employee effectiveness. | 100% | 100% | 100% | 100% |

**Department: Parks & Recreation**

**Division: Recreation**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Recreation Operations | $ 223,369 | $ 218,232 | 217,972 | $ (260) |
| Youth Activity Center | 631,531 | 563,199 | 586,243 | 23,044 |
| Senior Center | 499,949 | 669,705 | 796,740 | 127,035 |
| Community Recreation Center | 1,987,410 | 1,677,284 | 1,681,161 | 3,877 |
| Recreation Facilities | 175,078 | 167,034 | 76,890 | (90,144) |
| Aquatics | 227,839 | 232,758 | 306,294 | 73,536 |
| Adult Sports | 156,693 | 177,230 | 220,110 | 42,880 |
| Teen Center | 528,776 | 525,674 | 590,299 | 64,625 |
| Total Expenditures | $ 4,430,645 | $ 4,231,116 | 4,475,709 | $ 179,968 |
| Full Time Positions | 24.00 | 26.00 | 25.00 | (1.00) |
| Total Revenue | $ 1,733,131 | $ 1,481,060 | $1,709,481 | $ 228,421 |

## Division Mission

*Provide recreation opportunities for all citizens of Santa Clara at the Community Recreation Center, Youth Activity Center, Senior Center, Teen Center, 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 and challenging basketball and softball leagues for adults.
- The Cultural Arts Program will offer an exciting performing arts camp during the summer.
- 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 the five major special events: the Easter Egg Hunt, the Spring Dance Recital, the 4th of July All City Picnic and Fireworks, the Art and Wine Festival, and the Halloween Party.
- The Senior Center will offer new and exciting programs for residents over 50 years of age and the disabled population at the recently expanded Senior Center.

## Division: Recreation

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Recreation Operations** | | | | |
| Office Specialist IV | 1.00 | 1.00 | 1.00 | - |
| Office Specialist II | 2.00 | 2.00 | 2.00 | - |
| **Subtotal** | **3.00** | **3.00** | **3.00** | **-** |
| **Youth Activity Center** | | | | |
| Youth Activities Center Supervisor | 1.00 | 1.00 | 1.00 | - |
| Recreation Program Supervisor | - | - | 1.00 | 1.00 |
| Assistant Recreation Supervisor | 1.00 | 1.00 | - | (1.00) |
| Office Specialist III | 1.00 | 1.00 | 1.00 | - |
| **Subtotal** | **3.00** | **3.00** | **3.00** | **-** |
| **Senior Center** | | | | |
| Senior Center Director | 1.00 | 1.00 | 1.00 | - |
| Senior Center Coordinator | 1.00 | 1.00 | 1.00 | - |
| Office Specialist III | 1.00 | 1.00 | 1.00 | - |
| Office Specialist II | 1.00 | 1.00 | 1.00 | - |
| **Subtotal** | **4.00** | **4.00** | **4.00** | **-** |
| **Community Recreation Center** | | | | |
| Recreation Superintendent | 1.00 | 1.00 | 1.00 | - |
| Cultural Arts Supervisor | 1.00 | 1.00 | 1.00 | - |
| Therapeutic Program Supervisor | 1.00 | 1.00 | 1.00 | - |
| Recreation Program Supervisor | - | - | 1.00 | 1.00 |
| Office Specialist III | 1.00 | 1.00 | 1.00 | - |
| Junior Theater Director | 1.00 | 1.00 | - | (1.00) |
| Recreation Coordinator | 2.00 | 2.00 | 2.00 | - |
| Recreation Coordinator - Therapeutics | 1.00 | 1.00 | 1.00 | - |
| Office Specialist II | 1.00 | 1.00 | 1.00 | - |
| **Subtotal** | **9.00** | **9.00** | **9.00** | **-** |
| **Recreation Facilities** | | | | |
| Sports/Aquatics Coordinator | 1.00 | 1.00 | - | (1.00) |
| **Subtotal** | **1.00** | **1.00** | **-** | **(1.00)** |
| **Aquatics** | | | | |
| Sports Aquatic Coordinator | - | 1.00 | - | (1.00) |
| Recreation Program Supervisor | - | - | 1.00 | 1.00 |
| **Subtotal** | **-** | **1.00** | **1.00** | **-** |
| **Adult Sports** | | | | |
| Sports Aquatic Coordinator | - | 1.00 | - | (1.00) |
| Recreation Program Supervisor | - | - | 1.00 | 1.00 |
| **Subtotal** | **-** | **1.00** | **1.00** | **-** |

## Division: Recreation

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Teen Center** | | | | |
| Recreation Program 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** | **24.00** | **26.00** | **25.00** | **(1.00)** |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 166,724 | $ 184,153 | $ 184,353 | $ 200 |
| Other Operating Expenditures | 25,499 | 19,815 | 20,065 | 250 |
| Interfund Services | 31,146 | 14,264 | 13,554 | (710) |
| Total Expenditures | $ 223,369 | $ 218,232 | $ 217,972 | $ (260) |
| Full Time Positions | 3.00 | 3.00 | 3.00 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent of hiring deadlines met for as-needed employees. | 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 511,552 | $ 482,475 | $ 504,796 | $ 22,321 |
| Other Operating Expenditures | 113,310 | 72,532 | 70,002 | (2,530) |
| Interfund Services | 6,669 | 8,192 | 11,445 | 3,253 |
| Total Expenditures | $ 631,531 | $ 563,199 | $ 586,243 | $ 23,044 |
| Full Time Positions | 3.00 | 3.00 | 3.00 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of After School Open Gym/Special Activities participants. | 9,000 | 35,000 | 9,100 | 12,000 |
| 2. Number of Summer Sports Camp participants. | 1,000 | 1,163 | 1,000 | 1,000 |

## 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 senior citizens.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 449,520 | $ 612,479 | $ 697,016 | $ 84,537 |
| Other Operating Expenditures | 44,298 | 49,430 | 88,930 | 39,500 |
| Interfund Services | 6,131 | 7,796 | 10,794 | 2,998 |
| Total Expenditures | $ 499,949 | $ 669,705 | $ 796,740 | $ 127,035 |
| Full Time Positions | 4.00 | 4.00 | 4.00 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of senior trip and tour participants. | 3,500 | 1,908 | 1,900 | 1,900 |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 1,378,446 | $1,374,404 | $1,360,424 | $ (13,980) |
| Other Operating Expenditures | 596,072 | 290,126 | 301,796 | 11,670 |
| Interfund Services | 12,892 | 12,754 | 18,941 | 6,187 |
| Total Expenditures | $ 1,987,410 | $1,677,284 | $ 1,681,161 | $ 3,877 |
| Full Time Positions | 9.00 | 9.00 | 9.00 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of class participants. | 9,000 | 9,092 | 9,000 | 9,000 |
| 2. Net income from the Art and Wine Festival available for charitable purposes. | $ 8,000 | $ 8,000 | $ 8,000 | $ 8,000 |

## Division: Recreation

## Program: Recreation Facilities — 001/1146

*Program Mission: Provide facilities for adult and youth activities, make reservations and insure for the proper use of each facility. Continue coordination on field use between the City and the Santa Clara Unified School District.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 164,415 | $ 149,442 | $ 58,300 | $ (91,142) |
| Other Operating Expenditures | 9,537 | 13,438 | 13,840 | 402 |
| Interfund Services | 1,126 | 4,154 | 4,750 | 596 |
| Total Expenditures | $ 175,078 | $ 167,034 | $ 76,890 | $ (90,144) |
| Full Time Positions | 1.00 | 1.00 | - | (1.00) |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of Santa Clara Youth Sports groups field requests. | 8 | 12 | 8 | 8 |
| 2. Accommodate all adult field use requests for the returning resident soccer and softball 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 hold competitive swim team training and competitions throughout the year.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 225,549 | $ 225,216 | $ 298,064 | $ 72,848 |
| Other Operating Expenditures | 1,023 | 3,402 | 3,504 | 102 |
| Interfund Services | 1,267 | 4,140 | 4,726 | 586 |
| Total Expenditures | $ 227,839 | $ 232,758 | $ 306,294 | $ 73,536 |
| Full Time Positions | - | 1.00 | 1.00 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of summer swim lessons provided. | 140 | 203 | 200 | 200 |
| 2. Number of summer swim participants. | 2,400 | 2,226 | 2,400 | 2,400 |

## Division: Recreation
## Program: Adult Sports 001/1148

*Program Mission: Provide healthy and competitive team sports outlets for the adults in Santa Clara, league play for the sports of softball and basketball, and balanced and well officiated competition.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 107,474 | $ 125,512 | $ 167,154 | $ 41,642 |
| Other Operating Expenditures | 47,403 | 47,066 | 47,369 | 303 |
| Interfund Services | 1,816 | 4,652 | 5,587 | 935 |
| Total Expenditures | $ 156,693 | $ 177,230 | $ 220,110 | $ 42,880 |
| Full Time Positions | - | 1.00 | 1.00 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of registered adult softball teams. | 90 | 88 | 90 | 90 |
| 2. Number of registered adult basketball teams. | 24 | 36 | 24 | 24 |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 489,849 | $ 479,848 | $ 541,010 | $ 61,162 |
| Other Operating Expenditures | 32,993 | 38,156 | 38,742 | 586 |
| Interfund Services | 5,934 | 7,670 | 10,547 | 2,877 |
| Total Expenditures | $ 528,776 | $ 525,674 | $ 590,299 | $ 64,625 |
| Full Time Positions | 4.00 | 4.00 | 4.00 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Teen Center will be open a minimum of 30 hours per week for drop-in activities. | 38 Hours | 33 Hours | 39 Hours | 30 Hours |
| 2. At least one special event will be offered per month for senior high school students. | 15 | 12 | 12 | 12 |

**Department: Parks & Recreation**

**Division: Senior Nutrition Program**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget * | Budget Change |
|---|---|---|---|---|
| Special Recreation Programs | $ 73,989 | $ 76,111 | $ 74,718 | (1,393) |
| Total Expenditures | $ 73,989 | $ 76,111 | $ 74,718 | (1,393) |
| Full Time Positions | - | - | - | - |
| Total Revenue | $ 76,527 | $ 75,000 | $ 74,718 | (282) |

## Division Mission

*To support Recreation Programs by providing special supplies, trip fees, and transportation through the collection of participant fees.*

## Division Highlights

- Offer a healthy Monday through Friday nutrition program.
- Provide a water exercise and fitness activities at the new Senior Citizens Facility.
- Offer an outlet for access to 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 041/1112

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

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 35,426 | $ 36,629 | $ 36,629 | $ - |
| Other Operating Expenditures | 38,563 | 39,482 | 38,089 | (1,393) |
| Total Expenditures | $ 73,989 | $ 76,111 | $ 74,718 | $ (1,393) |
| Full Time Positions | - | - | - | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of Senior Nutritional Lunch participants daily. | 36 | 42 | 38 | 38 |
| 2. Number of new clients attending the nutrition program. | 10 | 8 | 8 | 8 |

**Department: Parks & Recreation**

**Division: Cemetery**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Maintenance of Grounds | $ 376,833 | $ 490,810 | $ 480,596 | $ (10,214) |
| Maintenance of Buildings | 87,758 | 47,104 | 48,536 | 1,432 |
| Cemetery Operations | 247,242 | 238,875 | 244,312 | 5,437 |
| Total Expenditures | $ 711,833 | $ 776,789 | $ 773,444 | $ (3,345) |
| Full Time Positions | 6.00 | 6.00 | 6.00 | - |
| Total Revenue | $ 510,587 | $ 642,900 | $ 688,490 | 45,590 |

## 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.
- Installation of new burial sites.
- Continue maintenance on heritage trees.

## Division: Cemetery

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 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 park-like well maintained atmosphere.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 301,253 | $ 324,288 | $ 306,128 | $ (18,160) |
| Other Operating Expenditures | 48,162 | 94,900 | 97,802 | 2,902 |
| Interfund Services | 27,418 | 71,622 | 76,666 | 5,044 |
| Total Expenditures | $ 376,833 | $ 490,810 | $ 480,596 | $ (10,214) |
| Full Time Positions | 3.70 | 3.70 | 3.70 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Mow and trim turf areas once a week. | 50 | 50 | 50 | 50 |
| 2. Prepare and complete all burials daily. | 100% | 100% | 100% | 100% |
| 3. Trim needed trees annually for safety. | 100% | 100% | 100% | 100% |
| 4. Cost per acre maintained. | $ 15,850 | $ 16,360 | $ 15,850 | $ 16,020 |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 23,793 | $ 26,831 | $ 25,865 | $ (966) |
| Other Operating Expenditures | 37,262 | 15,900 | 16,467 | 567 |
| Interfund Services | 26,703 | 4,373 | 6,204 | 1,831 |
| Total Expenditures | $ 87,758 | $ 47,104 | $ 48,536 | $ 1,432 |
| Full Time Positions | 0.30 | 0.30 | 0.30 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Clean and maintain all buildings daily. | 100% | 100% | 100% | 100% |
| 2. Cost per square foot maintained. | $ 11.41 | $ 6.13 | $ 11.41 | $ 13.87 |

## Division: Cemetery

## Program: Cemetery Operations

093/1164

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

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 172,615 | $ 185,348 | $ 190,801 | $ 5,453 |
| Other Operating Expenditures | 6,955 | 3,142 | 3,202 | 60 |
| Interfund Services | 67,672 | 50,385 | 50,309 | (76) |
| Total Expenditures | $ 247,242 | $ 238,875 | $ 244,312 | $ 5,437 |
| Full Time Positions | 2.00 | 2.00 | 2.00 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Cemetery capacity remaining (est.). | 8% | 1% | 8% | 1% |

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# *Library*

Administration

Youth & Extension Services

Adult Services

Collection Services

Support Services

Santa Clara
All-America City
2001

# Library Department

| Department Summary | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|
| Administration | $ 446,675 | $ 619,229 | $ 616,237 |
| Youth & Extension Services | 1,557,895 | 1,491,545 | 1,594,362 |
| Adult Services | 2,881,256 | 2,595,559 | 2,693,462 |
| Collection Services | 789,002 | 701,791 | 724,171 |
| Support Services | 813,352 | 946,637 | 1,000,047 |
| Total Department Expenditures | $6,488,180 | $6,354,761 | $6,628,279 |
| Total Full Time Positions | 42.75 | 42.75 | 42.75 |
| Total Department Revenue | $ 211,187 | $ 260,000 | $ 215,000 |

## 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

The Library Department is charged with meeting the full range of informational needs of the City of Santa Clara residents. These needs are vastly diverse, depending on such factors as the educational level, culture, interests, activities, business, age, health, language, and experience of the service population. Information, in every format, is selected by library staff and arranged for easy access, including books, periodicals, DVD's, audio cassettes, video cassettes, CD's, electronic databases, CD-ROMs, access to Internet resources and the Library's web pages. Reference staff are available to answer questions and to assist with research. Children's librarians provide programs in the library, in the classroom, day-care facilities and City parks to promote the joy of reading. Outreach staff brings services to seniors in residential facilities and senior centers. The *Read Santa Clara!* program housed at the Mission Branch Library provides one-on-one adult literacy tutoring with trained volunteers. In addition to adult literacy training, the Library has an active volunteer program which provides outreach to the homebound, access to local history information and genealogy research services. While the Library maintains facilities which are welcoming and easily accessible, services are also provided via the telephone, fax and the Internet.

A Library Foundation has been established as auxiliary to the City to provide for donations from a variety of sources for enhanced library services and for the library building projects. The Library Foundation has, as one of its components, the Friends of the Library who manage the Friends' store, an outlet for used books and other discarded library materials. In addition, the Library Foundation manages the coffee bar in the new Central Park Library, providing revenue to augment the Library program.

## Resource Level Changes

Contractual services, which include security services and building alarm monitoring, have been increased by $17,500 to cover contracts for building systems out of warranty; building maintenance costs have increased by $27,420 to cover increases by vendors and increased need for facility maintenance. The library collections budget will be augmented for the fifth year by $409,000 from State revenue. Office supplies, conference, travel, training, publicity and children's programming remain flat for the fifth year in a row, and will be augmented by State revenue to public libraries as necessary.

Utility costs for the new building have increased by approximately $50,000 over estimated 2006-07 projections due to increased usage and cost increases by the gas and electric utility companies.

## Divisions and Programs

Administration
- Administration

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

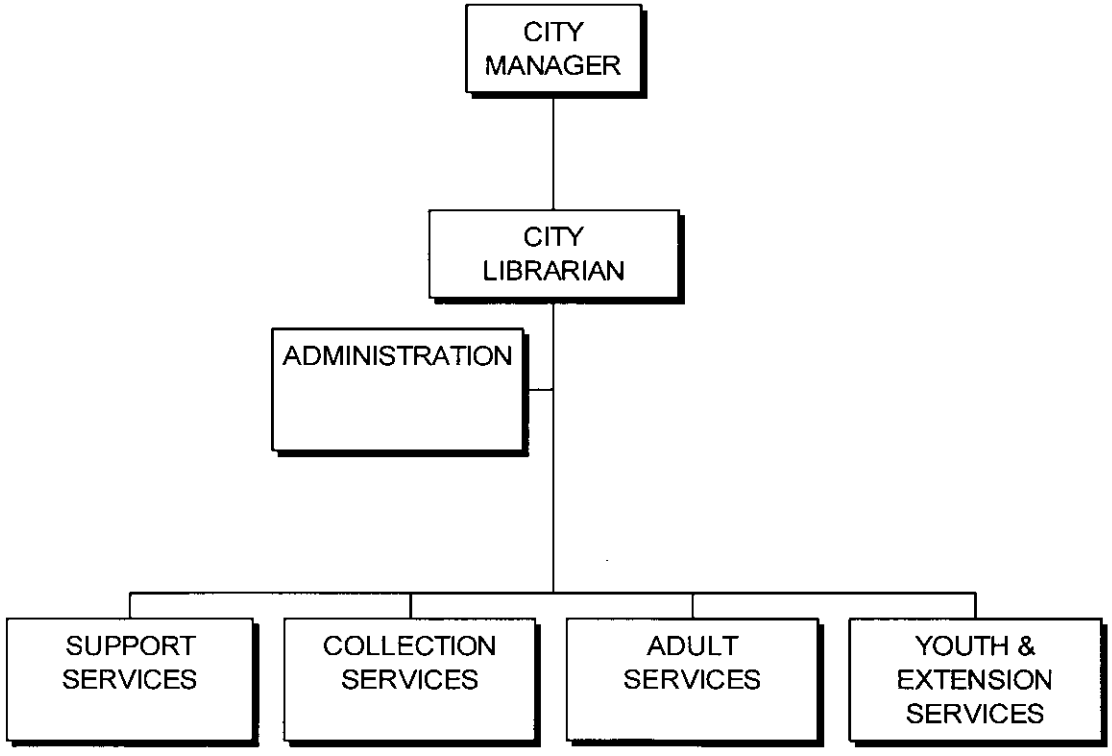
Adult Services
- Reference
- Adult Collections
- Periodicals
- Local History
- Circulation

Collection Services
- Technical Services
- Collection Management

Support Services
- Facilities
- Technology

# CITY OF SANTA CLARA
## LIBRARY DEPARTMENT

### TABLE OF ORGANIZATION



## Library Department (continued)

### *POSITION AND SALARY DETAIL*

| Schedule/ Range | Position Title | No. of Positions 2006-2007 Adopted | No. of Positions 2007-2008 Budget | Salary 2006-2007 Adopted | Salary 2007-2008 Budget |
|---|---|---|---|---|---|
| Uncl | City Librarian | 1.00 | 1.00 | $ 139,461 | $ 150,287 |
| Uncl | Assistant City Librarian | 1.00 | 1.00 | 137,118 | 113,561 |
| Uncl | Library Division Manager - Adult Srvcs | 1.00 | 1.00 | 107,690 | 109,605 |
| Uncl | Library Division Manager - Youth & Extn | 1.00 | 1.00 | 107,690 | 109,606 |
| Uncl | Library Division Manager - Support Services | 1.00 | 1.00 | 87,165 | 88,714 |
| Uncl | Library Division Manager - Collection Svcs | 1.00 | 1.00 | - | - |
| A34 | Library Program Coordinator - Youth Services | 1.00 | 1.00 | 88,879 | 90,503 |
| A34 | Library Program Coordinator - Reference | 1.00 | 1.00 | 89,250 | 90,880 |
| A34 | Library Program Coordinator - Cataloging | 1.00 | 1.00 | 91,135 | 92,796 |
| A34 | Library Program Coordinator - Technology | 1.00 | 1.00 | 84,226 | 86,015 |
| A34 | Library Program Coordinator - Outreach Services | 1.00 | 1.00 | 88,879 | 90,504 |
| A34 | Library Program Coordinator - Local History | 1.00 | 1.00 | 91,135 | 95,089 |
| A30 | Librarian I/II | 6.00 | 6.00 | 438,746 | 465,816 |
| A28 | Library Circulation Supervisor | 1.00 | 1.00 | 78,606 | 80,047 |
| A28 | Literacy Program Supervisor | 1.00 | 1.00 | 76,690 | 78,094 |
| A25 | Senior Library Assistant | 5.75 | 5.75 | 417,169 | 424,809 |
| A25 | Library Technology Assistant | 1.00 | 1.00 | 63,743 | 65,964 |
| A20 | Library Assistant I/II | 13.50 | 13.50 | 862,306 | 879,246 |
| A20 | Literacy Student/Tutor Coordinator | 1.00 | 1.00 | 63,130 | 64,290 |
| A15 | Library Material Mender/Processor | 1.00 | 1.00 | 57,284 | 58,334 |
| A12 | Literacy Advocate | 0.50 | 0.50 | 25,907 | 21,725 |
| | Premium | | | 7,862 | 9,150 |
| | Reserve | | | - | - |
| | Salary & Wages-Regular | 42.75 | 42.75 | 3,204,071 | 3,265,035 |
| | Salary & Wages-As Needed | | | 850,656 | 877,470 |
| | Salary & Wages-Overtime/Vacation Relief | | | 27,380 | 27,380 |
| | **Total** | **42.75** | **42.75** | **$ 4,082,107** | **$ 4,169,885** |

**Department: Library**

**Division: Administration**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Administration | $ 446,675 | $ 619,229 | $ 616,237 | $ (2,992) |
| Total Expenditures | $ 446,675 | $ 619,229 | $ 616,237 | $ (2,992) |
| Full Time Positions | 4.35 | 4.35 | 4.35 | - |
| Total Revenue | $ - | $ - | $ - | $ - |

## Division Mission

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

## Division Highlights

- Develop new Strategic Plan for the Library.
- Develop a library Continuity of Operations plan in conjunction with City plans.
- Collaborate with the Library Foundation to pursue grant opportunities.

## Division: Administration

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Administration** | | | | |
| City Librarian | 1.00 | 1.00 | 1.00 | - |
| Assistant City Librarian | 1.00 | 1.00 | 1.00 | - |
| Senior Library Assistant | 1.75 | 1.75 | 1.75 | - |
| Library Assistant II | 0.60 | 0.60 | 0.60 | - |
| **Subtotal** | **4.35** | **4.35** | **4.35** | - |
| **Total Division Positions** | **4.35** | **4.35** | **4.35** | - |

## Division: Administration

## Program: Administration

**Number: 001/1221**

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

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 399,169 | $ 581,349 | $ 577,316 | $ (4,033) |
| Other Operating Expenditures | 41,764 | 34,010 | 34,400 | 390 |
| Interfund Services | 5,742 | 3,870 | 4,521 | 651 |
| Total Expenditures | $ 446,675 | $ 619,229 | $ 616,237 | $ (2,992) |
| Full Time Positions | 4.35 | 4.35 | 4.35 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of hours Library facilities are open to the public annually. | 5,426 | 5,465 | 5,446 | 5,437 |
| 2. Number of patron visits to Library facilities annually. | 1,293,827 | 1,332,526 | 1,200,000 | 1,200,000 |

**Department: Library**

**Division: Youth & Extension Services**

| Major Programs | 2005-2006 Actual | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Youth Services | $ 636,387 | $ 566,664 | $ 586,974 | $ 20,310 |
| Young Adult | 96,109 | 85,663 | 88,579 | 2,916 |
| Mission Library | 522,972 | 484,975 | 551,751 | 66,776 |
| Extension Services | 302,427 | 354,243 | 367,058 | 12,815 |
| Total Expenditures | $ 1,557,895 | $ 1,491,545 | $ 1,594,362 | $ 102,817 |
| Full Time Positions | 10.75 | 10.75 | 10.75 | - |
| Total Revenue | $ - | $ - | $ - | $ - |

## 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

- Broaden accessibility of the Summer Reading Program to include visually impaired students.
- Provide quality parent education programs throughout the year.
- Publicize national literacy and library awareness campaigns for teens through age appropriate programs and PR materials.
- Provide additional outreach to English speaking adults with low literacy skills who are not library users.
- Collaborate with community groups to publicize library and community programs of interest to seniors.
- Initiate an additional Book Discussion Group.

## Division: Youth & Extension Services

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Youth Services** | | | | |
| Library Division Manager - Youth & Extension Srvcs | 0.40 | 0.40 | 0.40 | - |
| Library Program Coordinator-Youth | 1.00 | 1.00 | 1.00 | - |
| Librarian I/II | 0.94 | 0.94 | 0.94 | - |
| Library Assistant I/II | 0.56 | 0.56 | 0.56 | - |
| **Subtotal** | **2.90** | **2.90** | **2.90** | **-** |
| **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 | 0.20 | 0.20 | 0.20 | - |
| Library Program Coordinator - Outreach Services | 1.00 | 1.00 | 1.00 | - |
| Senior Library Assistant | 1.00 | 1.00 | 1.00 | - |
| Library Assistant I/II | 1.19 | 1.19 | 1.19 | - |
| **Subtotal** | **3.39** | **3.39** | **3.39** | **-** |
| **Total Division Positions** | **10.75** | **10.75** | **10.75** | **-** |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 412,950 | $ 446,462 | $ 466,313 | $ 19,851 |
| Other Operating Expenditures | 217,743 | 116,380 | 116,190 | (190) |
| Interfund Services | 5,694 | 3,822 | 4,471 | 649 |
| Total Expenditures | $ 636,387 | $ 566,664 | $ 586,974 | $ 20,310 |
| Full Time Positions | 2.90 | 2.90 | 2.90 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of programs for children and parents offered. | 314 | 349 | 300 | 300 |
| 2. Number of reference and reader's advisory questions answered annually. | 47,521 | 46,223 | 47,000 | 47,000 |
| 3. Number of participants registered in Summer Reading Club. | 3,668 | 3,773 | 3,500 | 3,500 |
| 4. Number of children and adults attending programs. | 35,975 | 39,207 | 28,000 | 29,000 |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 74,024 | $ 74,936 | $ 77,210 | $ 2,274 |
| Other Operating Expenditures | 16,571 | 7,085 | 7,085 | - |
| Interfund Services | 5,514 | 3,642 | 4,284 | 642 |
| Total Expenditures | $ 96,109 | $ 85,663 | $ 88,579 | $ 2,916 |
| Full Time Positions | 0.66 | 0.66 | 0.66 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of Young Adult programs offered. | 23 | 39 | 25 | 25 |
| 2. Number of Young Adult items circulated. | 79,912 | 81,196 | 70,000 | 75,000 |
| 3. Number of participants in the Teen Summer Reading Program. | 430 | 530 | 350 | 350 |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 385,722 | $ 392,389 | $ 398,980 | $ 6,591 |
| Other Operating Expenditures | 131,544 | 88,760 | 148,300 | 59,540 |
| Interfund Services | 5,706 | 3,826 | 4,471 | 645 |
| Total Expenditures | $ 522,972 | $ 484,975 | $ 551,751 | $ 66,776 |
| Full Time Positions | 3.80 | 3.80 | 3.80 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of items circulated. | 48,209 | 41,731 | 50,000 | 50,000 |
| 2. Number of programs for children and parents. | 35 | 30 | 45 | 20 |
| 3. Number of participants registered in Summer Reading Club. | 144 | 211 | 250 | 200 |
| 4. Number of matched literacy pairs. | 64 | 73 | 70 | 70 |
| 5. Number of children and adults attending programs. | 1,013 | 553 | 1,500 | 500 |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 296,145 | $ 349,834 | $ 361,999 | $ 12,165 |
| Other Operating Expenditures | 576 | 575 | 575 | - |
| Interfund Services | 5,706 | 3,834 | 4,484 | 650 |
| Total Expenditures | $ 302,427 | $ 354,243 | $ 367,058 | $ 12,815 |
| Full Time Positions | 3.39 | 3.39 | 3.39 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of homebound patrons served each month. | 14 | 24 | 18 | 18 |
| 2. Number of programs for adults. | 56 | 44 | 55 | 55 |
| 3. Number of volunteer hours. | 16,181 | 14,637 | 14,000 | 14,000 |

**Department: Library**

**Division: Adult Services**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Reference | $ 789,722 | $ 756,105 | $ 798,555 | $ 42,450 |
| Adult Collections | 333,545 | 124,806 | 125,447 | 641 |
| Periodicals | 200,353 | 198,664 | 203,516 | 4,852 |
| Local History | 134,889 | 142,949 | 150,529 | 7,580 |
| Circulation | 1,422,747 | 1,373,035 | 1,415,415 | 42,380 |
| Total Expenditures | $2,881,256 | $ 2,595,559 | $2,693,462 | $ 97,903 |
| Full Time Positions | 18.25 | 18.25 | 18.25 | - |
| Total Revenue | $ 211,187 | $ 260,000 | $ 215,000 | $ (45,000) |

## 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

- Investigate implementation of e-commerce and online patron registration.
- Provide online access to selected local history scrapbooks.
- Provide special topic Internet classes, informative adult programs and a Small Business Administration workshop.
- Complete implementation of self checkout of audiovisual materials.

## Division: Adult Services

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Reference** | | | | |
| Library Division Manager - Adult Services | 0.50 | 0.50 | 0.50 | - |
| Library Program Coordinator-Reference | 1.00 | 1.00 | 1.00 | - |
| Librarian I/II | 4.00 | 4.00 | 4.00 | - |
| **Subtotal** | **5.50** | **5.50** | **5.50** | **-** |
| **Periodicals** | | | | |
| Library Division Manager - Adult Services | 0.20 | 0.20 | 0.20 | - |
| Senior Library Assistant | 1.00 | 1.00 | 1.00 | - |
| **Subtotal** | **1.20** | **1.20** | **1.20** | **-** |
| **Local History** | | | | |
| Library Division Manager - Adult Services | 0.10 | 0.10 | 0.10 | - |
| Library Program Coordinator - Local History | 1.00 | 1.00 | 1.00 | - |
| **Subtotal** | **1.10** | **1.10** | **1.10** | **-** |
| **Circulation** | | | | |
| Library Division Manager - Adult Services | 0.20 | 0.20 | 0.20 | - |
| 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** | **10.45** | **10.45** | **10.45** | **-** |
| **Total Division Positions** | **18.25** | **18.25** | **18.25** | **-** |

## Division: Adult Services
## Program: Reference
**Number: 001/1241**

*Program Mission: Provide information services through effective reference and information delivery systems.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 622,887 | $ 648,578 | $ 690,372 | $ 41,794 |
| Other Operating Expenditures | 160,961 | 103,525 | 103,525 | - |
| Interfund Services | 5,874 | 4,002 | 4,658 | 656 |
| Total Expenditures | $ 789,722 | $ 756,105 | $ 798,555 | $ 42,450 |
| Full Time Positions | 5.50 | 5.50 | 5.50 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of reference and reader's advisory questions answered annually. | 85,421 | 72,749 | 60,000 | 55,000 |
| 2. Number of programs offered to adults. | 74 | 116 | 16 | 20 |
| 3. Total attendance at programs offered to adults. | 1,820 | 3,006 | 400 | 600 |
| 4. Number of database entries added annually to City Information Network. | 2 | 49 | 24 | 40 |
| 5. Number of City Information Network entries updated annually. | 563 | 771 | 500 | 600 |

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

*Program Mission: Select circulating materials in a variety of formats in order to provide a balanced collection that reflects diverse points of view; to provide access to these materials without restriction due to age, gender, culture, educational background, residence, religion, or physical ability.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ - | $ - | - | - |
| Other Operating Expenditures | 328,067 | 121,200 | 121,200 | - |
| Interfund Services | 5,478 | 3,606 | 4,247 | 641 |
| Total Expenditures | $ 333,545 | $ 124,806 | $ 125,447 | $ 641 |
| Full Time Positions | - | - | - | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| None at this time. | | | | |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 141,757 | $ 151,649 | $ 155,957 | $ 4,308 |
| Other Operating Expenditures | 53,034 | 43,325 | 43,225 | (100) |
| Interfund Services | 5,562 | 3,690 | 4,334 | 644 |
| Total Expenditures | $ 200,353 | $ 198,664 | $ 203,516 | $ 4,852 |
| Full Time Positions | 1.20 | 1.20 | 1.20 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of patron requests filled for magazines in storage. | 724 | 840 | 250 | 750 |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 126,321 | $ 134,322 | $ 141,057 | $ 6,735 |
| Other Operating Expenditures | 2,994 | 4,925 | 5,125 | 200 |
| Interfund Services | 5,574 | 3,702 | 4,347 | 645 |
| Total Expenditures | $ 134,889 | $ 142,949 | $ 150,529 | $ 7,580 |
| Full Time Positions | 1.10 | 1.10 | 1.10 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of programs presented/sponsored annually. | 23 | 24 | 2 | 10 |
| 2. Number of displays developed annually. | 3 | 4 | 2 | 2 |
| 3. Research inquiries answered annually. | 2,936 | 3,012 | 1,500 | 1,500 |

**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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 1,383,749 | $ 1,349,807 | $ 1,391,622 | $ 41,815 |
| Other Operating Expenditures | 32,898 | 19,000 | 18,900 | (100) |
| Interfund Services | 6,100 | 4,228 | 4,893 | 665 |
| Total Expenditures | $ 1,422,747 | $ 1,373,035 | $ 1,415,415 | $ 42,380 |
| Full Time Positions | 10.45 | 10.45 | 10.45 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of items circulated annually. | 2,657,430 | 2,545,942 | 2,500,000 | 2,500,000 |
| 2. Number of patrons registered annually. | 19,673 | 17,288 | 20,000 | 18,000 |

**Department: Library**

**Division: Collection Services**

| Major Programs | 2005-2006 Actual | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Technical Services | $ 565,323 | $ 562,763 | $ 580,427 | $ 17,664 |
| Collection Management | 223,679 | 139,028 | 143,744 | 4,716 |
| Total Expenditures | $ 789,002 | $ 701,791 | $ 724,171 | $ 22,380 |
| Full Time Positions | 6.40 | 6.40 | 6.40 | - |
| Total Revenue | $ - | $ - | $ - | $ - |

## Division Mission

*Select, acquire, process and organize, a balanced collection of materials which reflect diverse points of view in a variety of formats, insuring 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

- Continue promotion of the Kaiser Permanente Health and Wellness Collection via programs and displays, and materials.
- Evaluate the use of the e-book collection by the public.

## Division: Collection Services

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 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** | | | | |
| Library Division Manager - Collection Srvcs | 1.00 | 1.00 | 1.00 | - |
| Senior Library Assistant | 1.00 | 1.00 | 1.00 | - |
| Library Assistant I/II | 0.40 | 0.40 | 0.40 | - |
| **Subtotal** | **2.40** | **2.40** | **2.40** | **-** |
| **Total Division Positions** | **6.40** | **6.40** | **6.40** | **-** |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 474,153 | $ 479,155 | $ 497,543 | $ 18,388 |
| Other Operating Expenditures | 85,440 | 79,750 | 78,375 | (1,375) |
| Interfund Services | 5,730 | 3,858 | 4,509 | 651 |
| Total Expenditures | $ 565,323 | $ 562,763 | $ 580,427 | $ 17,664 |
| Full Time Positions | 4.00 | 4.00 | 4.00 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of items added to the collection each month. | 4,262 | 3,881 | 2,800 | 3,200 |

## 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 insuring 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 215,638 | $ 132,869 | $ 137,155 | $ 4,286 |
| Other Operating Expenditures | 2,377 | 2,375 | 2,150 | (225) |
| Interfund Services | 5,664 | 3,784 | 4,439 | 655 |
| Total Expenditures | $ 223,679 | $ 139,028 | $ 143,744 | $ 4,716 |
| Full Time Positions | 2.40 | 2.40 | 2.40 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Books held per capita. | 2.93 | 2.96 | 3.10 | 3.19 |
| 2. Total items per capita. | 3.72 | 3.71 | 3.60 | 3.69 |
| 3. Library materials expenditures per capita. | $ 7.08 | $ 4.66 | $ 5.05 | $ 6.06 |

**Department: Library**

**Division: Support Services**

| Major Programs | 2005-2006 Actual | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Facilities | $ 444,122 | $ 587,676 | $ 614,368 | $ 26,692 |
| Technology | 369,230 | 358,961 | 385,679 | 26,718 |
| Total Expenditures | $ 813,352 | 946,637 | $1,000,047 | $ 53,410 |
| Full Time Positions | 3.00 | 3.00 | 3.00 | - |
| Total Revenue | $ - | $ - | $ - | $ - |

## Division Mission

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

## Division Highlights

- Document an ongoing maintenance program for building systems
- Implement budgeted technology improvements at Mission Family Reading Center.
- Investigate public computer reservation system.
- Develop a library technology plan.

## Division: Support Services

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 66,858 | $ 133,119 | $ 140,621 | $ 7,502 |
| Other Operating Expenditures | 371,690 | 450,855 | 469,400 | 18,545 |
| Interfund Services | 5,574 | 3,702 | 4,347 | 645 |
| Total Expenditures | $ 444,122 | $ 587,676 | $ 614,368 | $ 26,692 |
| Full Time Positions | 1.00 | 1.00 | 1.00 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of safety inspections made annually. | 12 | 12 | 12 | 12 |
| 2. Percent of facility issues resolved within 48 hours of report. | 100% | 98% | 98% | 98% |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 280,846 | $ 270,227 | $ 276,242 | $ 6,015 |
| Other Operating Expenditures | 82,762 | 85,000 | 105,050 | 20,050 |
| Interfund Services | 5,622 | 3,734 | 4,387 | 653 |
| Total Expenditures | $ 369,230 | $ 358,961 | $ 385,679 | $ 26,718 |
| Full Time Positions | 2.00 | 2.00 | 2.00 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent of problem reports responded to within 24 hours of receipt. | 100% | 100% | 97% | 97% |
| 2. Number of tickets/requests for services. | 1,169 | 780 | 14,500 | 1,000 |
| 3. Number of computer/internet users annually. | 640,273 | 620,987 | 510,000 | 600,000 |

# *Planning and Inspection*

Planning

Building Inspection

Housing and Community Services

Santa Clara
All-America City
2001

# Planning and Inspection Department

| Department Summary | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|
| Planning | $1,617,452 | $1,712,668 | $1,444,002 |
| Building Inspection | 2,566,405 | 2,714,161 | 2,919,805 |
| Housing and Community Services | 848,726 | 769,701 | 597,353 |
| Total Department Expenditures | $5,032,583 | $5,196,530 | $4,961,160 |
| Total Full Time Positions | 39.00 | 39.00 | 39.00 |
| Total Department Revenue | $5,038,046 | $4,226,305 | $3,805,216 |

## 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. The Housing and Community Services Division also administers the City Redevelopment Area'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.

Residential construction and applications are at their highest point in over ten years.

We will continue to provide responsive customer service within a challenging financial environment.

## Resource Level Changes

No new positions are added in the current budet. Some budget positions left unfilled in FY 2005-06 may be filled in the current year.

## Divisions and Programs

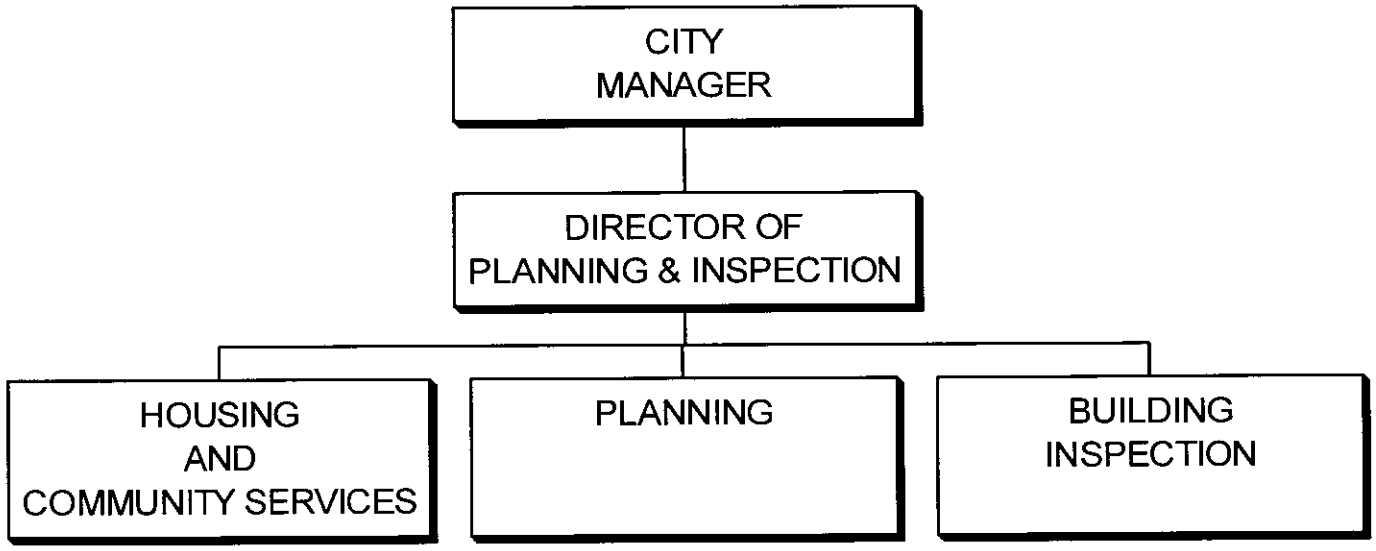
Planning
- Development Review/Current Planning
- Advanced Planning
- Historical Preservation
- Code Enforcement

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

### TABLE OF ORGANIZATION



## POSITION AND SALARY DETAIL

| Schedule/ Range | Position Title | No. of Positions 2006-2007 Adopted | No. of Positions 2007-2008 Budget | Salary 2006-2007 Adopted | Salary 2007-2008 Budget |
|---|---|---|---|---|---|
| Uncl | Director of Planning and Inspection | 1.00 | 1.00 | $ 153,308 | $ 163,838 |
| Uncl | Housing & Community Services Division Manager | 1.00 | 1.00 | 123,296 | 125,487 |
| Uncl | Building Official | 1.00 | 1.00 | 145,000 | 147,569 |
| Uncl | City Planner | 1.00 | 1.00 | 104,700 | 106,548 |
| Uncl | Principal Engineer - Permit Center | 1.00 | 1.00 | 133,875 | 136,249 |
| Uncl | Principal Planner | 1.00 | - | - | - |
| Uncl | Historic Resources Coordinator | 1.00 | 1.00 | 97,877 | - |
| Uncl | Inspection Manager | 1.00 | 1.00 | 121,827 | 123,983 |
| Uncl | Senior Housing Planner | 1.00 | 1.00 | 91,525 | 93,154 |
| Uncl | Development Review Officer-Senior Planning | - | 1.00 | - | 109,812 |
| A41 | Senior Plans Examiner | 1.00 | 1.00 | 110,663 | 112,690 |
| A39 | Senior Inspector - Electrical | 1.00 | 1.00 | 88,826 | 95,116 |
| A39 | Senior Inspector - Building | 1.00 | 1.00 | 105,350 | 107,267 |
| A39 | Senior Inspector - Permit Center | 1.00 | - | 105,350 | - |
| A39 | Plans Examiner | 2.00 | 2.00 | 203,085 | 209,404 |
| A37 | Combination Inspector | 5.00 | 6.00 | 469,577 | 547,361 |
| A36 | Associate Planner | 5.00 | 4.00 | 465,734 | 396,223 |
| A35 | Housing Inspector | 1.00 | 1.00 | 81,555 | 84,002 |
| A34 | Staff Analyst II | 1.00 | 1.00 | 91,135 | 95,089 |
| A32 | Staff Analyst | 1.00 | 1.00 | 69,486 | 78,745 |
| A31 | Assistant Planner II | 1.00 | 1.00 | 82,488 | 84,001 |
| A28 | Senior Permit Technician | - | 1.00 | - | 64,290 |
| A24 | Office Specialist IV | 1.00 | 1.00 | 72,979 | 74,322 |
| A23 | Permit Technician | 2.00 | 2.00 | 129,657 | 136,279 |
| A23 | Code Enforcement Technician | 1.00 | 1.00 | 67,970 | 69,215 |
| A22 | Office Specialist III | 1.00 | 1.00 | 69,486 | 70,755 |
| A19 | Customer Service Representative-Permit Center | 1.00 | 1.00 | 50,613 | 57,176 |
| A18 | Office Specialist II | 4.00 | 4.00 | 226,562 | 237,266 |
| | Premium | | | 6,875 | 7,650 |
| | Reserve | | | - | - |
| | Salary & Wages-Regular | 39.00 | 39.00 | 3,468,799 | 3,533,491 |
| | Salary & Wages-As Needed | | | 123,250 | 125,097 |
| | Salary & Wages-Overtime/Vacation Relief | | | 10,791 | 10,791 |
| | **Subtotal** | **39.00** | **39.00** | **$ 3,602,840** | **$3,669,379** |
| | Less amount funded in CIP Project 915/9304, Neighborhood Conservation Improvement Program. | | | (65,000) | (379,500) |
| | | | | **$ 3,537,840** | **$3,289,879** |

**Department: Planning & Inspection**

**Division: Planning**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Development Review/Current Planning | $ 1,224,707 | $1,251,512 | $ 1,003,927 | $ (247,585) |
| Advanced Planning | 72,590 | 84,993 | 79,119 | (5,874) |
| Historical Preservation | 72,765 | 113,796 | 100,845 | (12,951) |
| Code Enforcement | 247,390 | 262,367 | 260,111 | (2,256) |
| Total Expenditures | $ 1,617,452 | $1,712,668 | $ 1,444,002 | $ (268,666) |
| Full Time Positions | 14.50 | 13.50 | 10.80 | (2.70) |
| Total Revenue | $ - | $ - | $ - | $ - |

## Division Mission

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

## Division Highlights

- Review the ongoing construction and completion of the Rivermark (Agnews West) project.
- Continue streamlining the development permit process through new technologies and the Internet.
- Continue implementation of the City's new affordable housing program.
- Support planning and implementation for revitalization of the City's downtown.
- Begin data collection and analysis update of the City's Comprehensive General Plan; initiate environmental analysis for the update process.
- Continue work with VTA on BART planning and the Station Area Plan process.
- Provide support for stadium planning efforts, as necessary.

## Division: Planning

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Development Review/Current Planning** | | | | |
| City Planner | 0.80 | 0.80 | 0.80 | - |
| Director of Planning/Inspection | 0.60 | 0.60 | 0.50 | (0.10) |
| Principal Planner | 0.90 | 0.90 | - | (0.90) |
| Historical Resources Planning | - | 1.00 | 1.00 | - |
| Senior Housing Planner | 0.50 | 0.50 | - | (0.50) |
| Associate Planner | 3.55 | 2.55 | 1.63 | (0.92) |
| Assistant Planner II | 1.00 | 1.00 | 1.00 | - |
| Office Specialist IV | 0.85 | 0.85 | 0.85 | - |
| Office Specialist II | 1.80 | 1.80 | 0.80 | (1.00) |
| Development Review Officer-Senior Planning | - | - | 0.90 | 0.90 |
| **Subtotal** | **10.00** | **10.00** | **7.48** | **(2.52)** |
| **Advanced Planning** | | | | |
| City Planner | 0.10 | 0.10 | 0.10 | - |
| Director of Planning/Inspection | 0.25 | 0.25 | 0.20 | (0.05) |
| Principal Planner | 0.03 | 0.03 | - | (0.03) |
| Associate Planner | 0.05 | 0.05 | 0.02 | (0.03) |
| Office Specialist IV | 0.05 | 0.05 | 0.05 | - |
| Office Specialist II | 0.05 | 0.05 | 0.05 | - |
| Development Review Officer-Senior Planning | - | - | 0.03 | 0.03 |
| **Subtotal** | **0.53** | **0.53** | **0.45** | **(0.08)** |
| **Historical Preservation** | | | | |
| City Planner | 0.05 | 0.05 | 0.05 | - |
| Director of Planning/Inspection | 0.05 | 0.05 | 0.05 | - |
| Principal Planner | 0.03 | 0.03 | 0.03 | - |
| Historical Resources Coordinator | 1.00 | - | - | - |
| Associate Planner | 0.40 | 0.40 | 0.37 | (0.03) |
| Office Specialist IV | 0.05 | 0.05 | 0.05 | - |
| Office Specialist II | 0.05 | 0.05 | 0.05 | - |
| Development Review Officer-Senior Planning | - | - | 0.03 | 0.03 |
| **Subtotal** | **1.63** | **0.63** | **0.63** | **(0.03)** |
| **Code Enforcement** | | | | |
| City Planner | 0.05 | 0.05 | 0.05 | - |
| Director of Planning/Inspection | 0.10 | 0.10 | 0.05 | (0.05) |
| Principal Planner | 0.04 | 0.04 | - | (0.04) |
| Associate Planner | 1.00 | 1.00 | 0.95 | (0.05) |
| Code Enforcement Technician | 1.00 | 1.00 | 1.00 | - |
| Office Specialist IV | 0.05 | 0.05 | 0.05 | - |
| Office Specialist II | 0.10 | 0.10 | 0.10 | - |
| Development Review Officer-Senior Planning | - | - | 0.04 | 0.04 |
| **Subtotal** | **2.34** | **2.34** | **2.24** | **(0.10)** |
| **Total Division Positions** | **14.50** | **13.50** | **10.80** | **(2.73)** |

## Division: Planning

## Program: Development Review/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 City's Architectural Committee, Planning Commission, and the City Council.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 1,074,094 | $1,138,516 | $ 887,049 | $ (251,467) |
| Other Operating Expenditures | 142,392 | 104,530 | 105,888 | 1,358 |
| Interfund Services | 8,221 | 8,466 | 10,990 | 2,524 |
| Total Expenditures | $ 1,224,707 | $1,251,512 | $ 1,003,927 | $ (247,585) |
| Full Time Positions | 10.00 | 10.00 | 7.48 | (2.52) |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Process applications to the Planning Commission within 3 weeks of deeming the application complete at the Project Clearance Committee. | 90% | 90% | 90% | 90% |
| 2. Number of new applications forwarded to the Planning Commission. | 108 | 143 | 100 | 100 |

## Division: Planning

## Program: Advanced Planning

**Number: 001/5523**

*Program Mission: Maintain and update the General Plan, monitor its implementation, prepare consistent Ordinance amendments and respond to proposed State and Federal legislation.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 71,407 | $ 79,660 | $ 73,753 | $ (5,907) |
| Other Operating Expenditures | - | 3,250 | 3,343 | 93 |
| Interfund Services | 1,183 | 2,083 | 2,023 | (60) |
| Total Expenditures | $ 72,590 | $ 84,993 | $ 79,119 | $ (5,874) |
| Full Time Positions | 0.53 | 0.53 | 0.45 | (0.08) |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Provide an annual report to the Planning Commission and City Council on the status of the General Plan and any need for updates. | 1 | 0 | 1 | 1 |
| 2. Deliver all planning related legislative analysis Agenda Reports to City Council within two weeks of receiving Legislative Alert from the League of California Cities. | 100% | 100% | 100% | 100% |

## Division: Planning

## Program: Historical Preservation

**Number: 001/5524**

*Program Mission: Serve in an advisory capacity to the public, the Historical and Landmarks Commission, the Planning Commission and the City Council on historic preservation matters.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 71,967 | $ 97,401 | $ 84,383 | $ (13,018) |
| Other Operating Expenditures | - | 14,325 | 14,460 | 135 |
| Interfund Services | 798 | 2,070 | 2,002 | (68) |
| Total Expenditures | $ 72,765 | $ 113,796 | $ 100,845 | $ (12,951) |
| Full Time Positions | 1.63 | 0.63 | 0.63 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Complete additional surveys of significant/potentially significant properties annually. | 17 | 2 | 2 | 4 |
| 2. Process applications to the Historical Commission within 6 weeks of the application date. | 90% | 95% | 90% | 90% |

## Division: Planning

## Program: Code Enforcement

**Number: 001/5525**

*Program Mission: Ensure that residential, commercial, and industrial properties are maintained in accordance with the applicable regulations of the Zoning Ordinance and the Municipal Code regarding land use and acceptable property standards.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 246,021 | $ 259,553 | $ 257,043 | $ (2,510) |
| Other Operating Expenditures | - | 150 | 150 | - |
| Interfund Services | 1,369 | 2,664 | 2,918 | 254 |
| Total Expenditures | $ 247,390 | $ 262,367 | $ 260,111 | $ (2,256) |
| Full Time Positions | 2.34 | 2.34 | 2.24 | (0.10) |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of complaints. | 875 | 975 | 1,000 | 1,000 |
| 2. Percent of complaints responded to within 2 business days. | 95% | 80% | 85% | 85% |
| 3. Percent of complaints resolved within 20 business days. | 85% | 85% | 85% | 85% |

**Department: Planning & Inspection**

**Division: Building Inspection**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Permit Services | $ 1,351,451 | $ 1,350,169 | $ 1,580,632 | $ 230,463 |
| Field Inspection | 1,150,037 | 1,198,845 | 1,262,857 | 64,012 |
| Housing Inspection | 64,917 | 165,147 | 76,316 | (88,831) |
| Total Expenditures | $ 2,566,405 | $ 2,714,161 | $ 2,919,805 | $ 205,644 |
| Full Time Positions | 20.00 | 21.00 | 22.10 | 1.10 |
| Total Revenue | $ 4,553,820 | $ 3,740,000 | $ 3,320,000 | $ (420,000) |

## 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 parcel, zoning, permit and utility information shared by other departments.
- Continue to use document imaging to attach historical plans and document to the permit tracking system to enhance our service.
- Investigate further streamlining the permit service by providing on-line inspection request and permit service with a new and more user friendly permit tracking system.

## Division: Building Inspection

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Permit Services** | | | | |
| Director of Planning and Inspection | - | - | 0.05 | 0.05 |
| Building Official | 0.50 | 0.50 | 0.50 | - |
| Principal Engineer - Permit Center | 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) | 0.10 | 0.30 | 0.30 | - |
| Senior Inspector (Permit) | 0.50 | 0.50 | - | (0.50) |
| Combination Inspector | 0.15 | 0.45 | 0.45 | - |
| Associate Planner | - | - | 1.00 | 1.00 |
| Plans Examiner | 1.95 | 1.95 | 1.95 | - |
| Senior Permit Technician | - | - | 1.00 | 1.00 |
| Permit Technician | 2.00 | 2.00 | 2.00 | - |
| Office Specialist III | 0.40 | 0.40 | 0.40 | - |
| Office Specialist II | 1.30 | 1.30 | 1.30 | - |
| Customer Service Representative-Permit Center | 1.00 | 1.00 | 1.00 | - |
| **Subtotal** | **10.15** | **10.65** | **12.20** | **1.55** |
| **Field Inspection** | | | | |
| Director of Planning and Inspection | - | - | 0.05 | 0.05 |
| Building Official | 0.45 | 0.45 | 0.45 | - |
| Principal Engineer - Permit Center | 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) | 0.90 | 0.70 | 0.70 | - |
| Senior Inspector (Permit) | - | 0.50 | - | (0.50) |
| Combination Inspector | 4.80 | 4.50 | 5.50 | 1.00 |
| Associate Planner | - | 0.10 | - | (0.10) |
| Plans Examiner | 0.05 | 0.05 | 0.05 | - |
| Office Specialist III | 0.50 | 0.50 | 0.50 | - |
| Office Specialist II | 0.50 | 0.50 | 0.50 | - |
| **Subtotal** | **8.80** | **8.90** | **9.35** | **0.40** |
| **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 | - |
| Senior Inspector (Permit) | 0.50 | - | - | - |
| Combination Inspector | 0.05 | 0.05 | 0.05 | - |
| Associate Planner | - | 0.90 | - | (0.90) |
| Office Specialist III | 0.10 | 0.10 | 0.10 | - |
| Office Specialist II | 0.20 | 0.20 | 0.20 | - |
| **Subtotal** | **1.05** | **1.45** | **0.55** | **(0.90)** |
| **Total Division Positions** | **20.00** | **21.00** | **22.10** | **1.05** |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 1,266,546 | $ 1,291,574 | $ 1,512,658 | $ 221,084 |
| Other Operating Expenditures | 80,450 | 54,510 | 62,795 | 8,285 |
| Interfund Services | 4,455 | 4,085 | 5,179 | 1,094 |
| Total Expenditures | $ 1,351,451 | $ 1,350,169 | $ 1,580,632 | $ 230,463 |
| Full Time Positions | 10.15 | 10.65 | 12.20 | 1.55 |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent of express plan checks performed within 2 working days. | 99% | 95% | 95% | 95% |
| 2. Percent of short cycle plan checks performed within ten business days. | 80% | 90% | 90% | 90% |
| 3. Percent of regular cycle plan checks performed within 30 calendar days. | 84% | 85% | 85% | 85% |
| 4. Percentage of service provided to all Permit Center customers within 20 minutes of their arrival. | 85% | 90% | 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 1,100,538 | $ 1,134,497 | $ 1,194,204 | $ 59,707 |
| Other Operating Expenditures | 16,720 | 29,165 | 28,214 | (951) |
| Interfund Services | 32,779 | 35,183 | 40,439 | 5,256 |
| Total Expenditures | $ 1,150,037 | $ 1,198,845 | $ 1,262,857 | $ 64,012 |
| Full Time Positions | 8.80 | 8.90 | 9.35 | 0.45 |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent of code complaints responded to within 2 working days. | 90% | 90% | 90% | 90% |
| 2. Percent of inspections performed the next working day. | 97% | 95% | 95% | 95% |
| 3. Percent of stop work notices handled within 30 working days. | 78% | 80% | 80% | 80% |

**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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 61,158 | $ 158,122 | $ 66,434 | $ (91,688) |
| Other Operating Expenditures | - | 2,500 | 5,088 | 2,588 |
| Interfund Services | 3,759 | 4,525 | 4,794 | 269 |
| Total Expenditures | $ 64,917 | $ 165,147 | $ 76,316 | $ (88,831) |
| Full Time Positions | 1.05 | 1.45 | 0.55 | (0.90) |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent of multi-family rental housing complexes inspected per month. | 2.00% | 1.67% | 2% | 2% |
| 2. Percent of housing code complaints responded to within two business days. | 97% | 90% | 90% | 90% |
| 3. Percent of Housing Code violations resolved within 30 calendar days. | 77% | 75% | 75% | 75% |

**Department: Planning & Inspection**

**Division: Housing and Community Services**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Federal & State Grant Administration | $ 184,606 | $ 115,310 | $ 255,041 | $ 139,731 |
| Neighborhood Conservation & Improvement | 117,871 | 124,221 | 32,150 | (92,071) |
| Community Development Projects | 394,474 | 391,552 | 217,654 | (173,898) |
| Affordable Housing | 151,775 | 138,618 | 92,508 | (46,110) |
| Total Expenditures | $ 848,726 | $ 769,701 | $ 597,353 | $(172,348) |
| Full Time Positions | 4.50 | 4.50 | 6.10 | 1.60 |
| Total Revenue | $ 484,226 | $ 486,305 | $ 485,216 | $ (1,089) |

## 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's Act Program.
- Achieve the community service goals required of City-funded Public Service agencies.
- Encourage and finance the construction and maintenance of housing affordable to lower and moderate-income households utilizing the Redevelopment Agency'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

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Federal & State Grant Administration** | | | | |
| Housing and Community Services Division Manager | 0.25 | 0.25 | 1.00 | 0.75 |
| Housing Inspector | - | - | 1.00 | |
| Staff Analyst II | 0.40 | 0.40 | 1.00 | 0.60 |
| **Subtotal** | **0.65** | **0.65** | **3.00** | **1.35** |
| **Neighborhood Conservation & Improvement** | | | | |
| Housing and Community Services Division Manager | 0.15 | 0.15 | - | (0.15) |
| Housing Inspector | 0.80 | 0.80 | - | (0.80) |
| Staff Analyst | 0.75 | 0.75 | 0.75 | - |
| Staff Analyst II | 0.05 | 0.05 | - | (0.05) |
| **Subtotal** | **1.75** | **1.75** | **0.75** | **(1.00)** |
| **Community Development Projects** | | | | |
| Housing and Community Services Division Manager | 0.25 | 0.25 | - | (0.25) |
| Housing Inspector | 0.20 | 0.20 | - | (0.20) |
| Staff Analyst | 0.10 | 0.10 | - | (0.10) |
| Staff Analyst II | 0.50 | 0.50 | - | (0.50) |
| **Subtotal** | **1.05** | **1.05** | **-** | **(1.05)** |
| **Affordable Housing** | | | | |
| Director of Planning and Inspection | - | - | 0.10 | 0.10 |
| Housing and Community Services Division Manager | 0.35 | 0.35 | - | (0.35) |
| Senior Housing Planner | 0.50 | 0.50 | 1.00 | 0.50 |
| Staff Analyst | 0.15 | 0.15 | 0.25 | 0.10 |
| Staff Analyst II | 0.05 | 0.05 | 1.00 | 0.95 |
| **Subtotal** | **1.05** | **1.05** | **2.35** | **1.30** |
| **Total Division Positions** | **4.50** | **4.50** | **6.10** | **0.60** |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 139,705 | $ 88,540 | $ 226,503 | $ 137,963 |
| Other Operating Expenditures | 38,873 | 19,681 | 20,288 | 607 |
| Interfund Services | 6,028 | 7,089 | 8,250 | 1,161 |
| Total Expenditures | $ 184,606 | $ 115,310 | $ 255,041 | $ 139,731 |
| Full Time Positions | 0.65 | 0.65 | 3.00 | 2.35 |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 110,010 | $ 106,369 | $ 12,931 | $ (93,438) |
| Other Operating Expenditures | 3,972 | 14,226 | 14,642 | 416 |
| Interfund Services | 3,889 | 3,626 | 4,577 | 951 |
| Total Expenditures | $ 117,871 | $ 124,221 | $ 32,150 | $ (92,071) |
| Full Time Positions | 1.75 | 1.75 | 0.75 | (1.00) |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Complete minor and substantial rehabilitation of up to 40 owner-occupied houses. | 113 | 82 | 70 | 70 |
| 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget |
|---|---|---|---|---|
| Salaries and Benefits | $ 97,102 | $ 131,366 | $ - | $(131,366) |
| Other Operating Expenditures | 288,454 | 251,302 | 207,355 | (43,947) |
| Interfund Services | 8,918 | 8,884 | 10,299 | 1,415 |
| Total Expenditures | $ 394,474 | $ 391,552 | $ 217,654 | $(173,898) |
| Full Time Positions | 1.05 | 1.05 | - | (1.05) |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 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. | 33% | 60% | 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget |
|---|---|---|---|---|
| Salaries and Benefits | $ 149,981 | $ 138,618 | $ 36,098 | $(102,520) |
| Other Operating Expenditures | 395 | - | 52,822 | 52,822 |
| Interfund Services | 1,399 | 1,399 | 3,588 | 2,189 |
| Total Expenditures | $ 151,775 | $ 138,618 | $ 92,508 | $ (46,110) |
| Full Time Positions | 1.05 | 1.05 | 2.35 | 1.30 |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Commit eighty percent of the prior years Redevelopment Agency Housing Set Aside funds. | 60% | 80% | 80% | 80% |
| 2. Facilitate the inclusion of ten percent of each years residential units as affordable housing. | 10% | 10% | 10% | 10% |

# Public Works/Engineering

## Engineering

## Building Maintenance

Santa Clara
All-America City
2001

# Engineering Department

| Department Summary | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|
| Support Services | $ 218,463 | $ 817,927 | $ 609,038 |
| Design | 1,320,096 | 1,195,351 | 1,249,647 |
| Land & Property Development | 1,038,552 | 1,073,544 | 1,108,115 |
| Field Services | 1,410,759 | 1,216,674 | 1,250,543 |
| Traffic | 1,977,464 | 1,957,692 | 1,303,150 |
| Total Department Expenditures | $5,746,871 | $6,261,188 | $5,520,493 |
| Total Full Time Positions | 44.67 | 44.00 | 38.00 |
| Total Department Revenue | $ 611,426 | $ 195,277 | $ 229,099 |

## 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 such as the Federal Emergency Management Agency Flood Insurance Program with local, state, and federal agencies to obtain grants and permits and manages Assessment Districts. 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

A portion of the Traffic Signing and Striping program has been transferred to the Street Department resulting in a reduction in the Engineering budget. The transfer included the reassignment of six full time positions.

## Divisions and Programs

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

Land and Property Development Division
- Division Administration
- Development Support

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

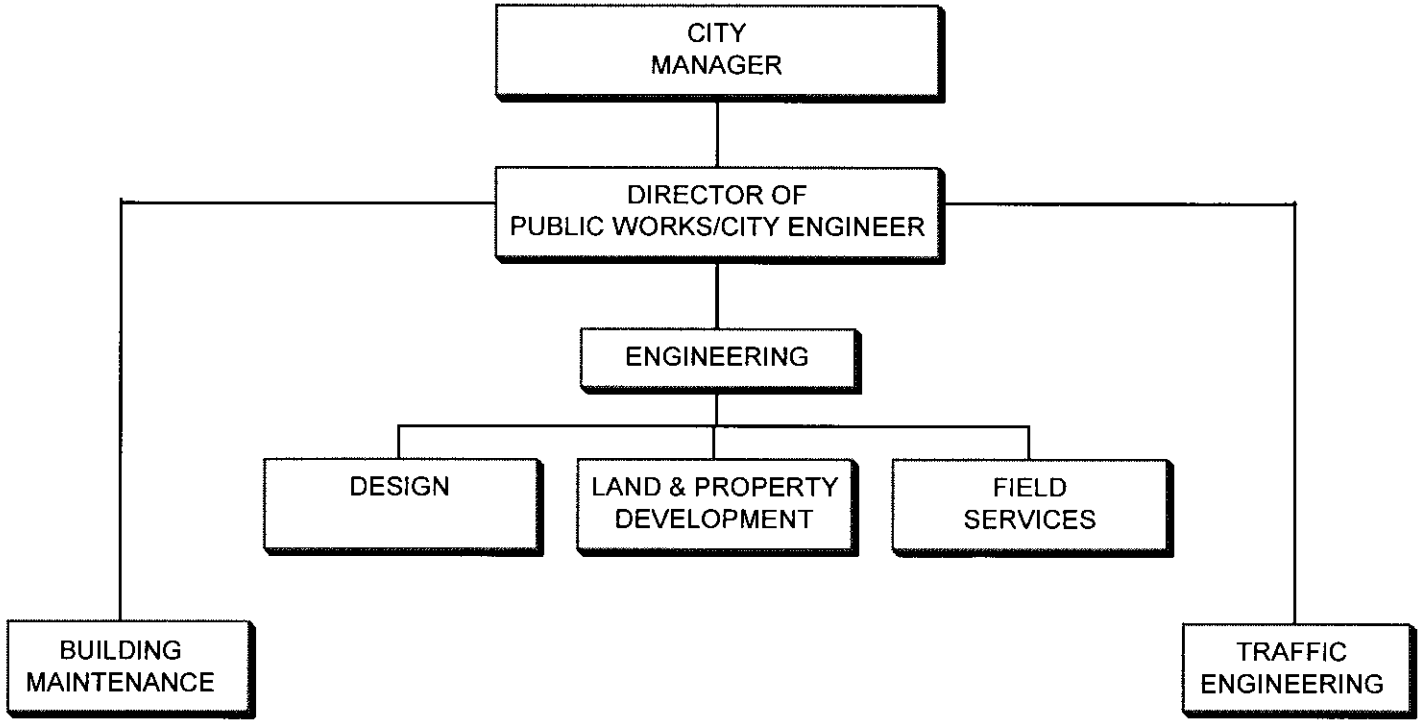
Traffic Division
- Division Administration
- Development Support
- Capital Improvement Projects
- Traffic Signal Management
- Traffic Signing & Striping

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

# CITY OF SANTA CLARA

## PUBLIC WORKS / ENGINEERING DEPARTMENT

### TABLE OF ORGANIZATION



## Engineering Department (continued)

### *POSITION AND SALARY DETAIL*

| Schedule/ Range | Position Title | No. of Positions 2006-2007 Adopted | No. of Positions 2007-2008 Budget | Salary 2006-2007 Adopted | Salary 2007-2008 Budget |
|---|---|---|---|---|---|
| Uncl | Director of Public Works/City Engineer | - | 1.00 | $ - | $ 172,638 |
| Uncl | Director of Public Works | 1.00 | - | 190,786 | - |
| Uncl | City Engineer | 1.00 | - | 159,646 | - |
| Uncl | Traffic Engineer | 1.00 | 1.00 | 136,887 | 139,317 |
| Uncl | Principal Engineer | 3.00 | 3.00 | 416,405 | 423,792 |
| G29 | Street Maintenance Worker IV | 1.00 | - | 62,838 | - |
| G23 | Street Maintenance Worker III | 3.00 | - | 196,050 | - |
| G19 | Street Maintenance Worker I | 1.00 | - | - | - |
| E41 | Civil Engineer II | 8.00 | 8.00 | 740,601 | 847,702 |
| E38 | Traffic Operations Engineer | 1.00 | 1.00 | 89,668 | 101,434 |
| E34 | Civil Engineer I | 8.00 | 8.00 | 629,791 | 712,465 |
| A34 | Chief of Party | 1.00 | 1.00 | 93,379 | 95,089 |
| A34 | Materials Testing Technician | 1.00 | 1.00 | 88,879 | 90,503 |
| A33 | Public Works Inspector | 4.00 | 4.00 | 357,810 | 364,332 |
| A32 | Principal Engineering Aide (Civil) | 1.00 | 1.00 | 88,879 | 90,503 |
| A31 | Traffic Foreman/Forewoman | 1.00 | - | 86,660 | - |
| A28 | Senior Engineering Aide | 4.00 | 4.00 | 314,450 | 320,213 |
| A24 | Office Specialist IV | 1.00 | 1.00 | 69,486 | 70,755 |
| A23 | Account Clerk II | 1.00 | 1.00 | 67,970 | 69,215 |
| A18 | Office Specialist II | 2.00 | 2.00 | 117,194 | 122,685 |
| | Premium | | | 13,329 | 13,200 |
| | Reserve | | | - | - |
| | Salary & Wages-Regular | 44.00 | 37.00 | 3,920,708 | 3,633,843 |
| | Salary & Wages-As Needed | | | - | 20,000 |
| | Salary & Wages-Overtime/Vacation Relief | | | 12,035 | 12,035 |
| | **Total** | **44.00** | **37.00** | **$ 3,932,743** | **$ 3,665,878** |

**Department: Engineering**

**Division: Support Services**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Division Administration | $ 209,047 | $ 274,517 | $ 206,490 | $ (68,027) |
| Development Support | 4,197 | 247,683 | 177,535 | (70,148) |
| Capital Improvement Projects | 5,219 | 295,727 | 225,013 | (70,714) |
| Total Expenditures | $ 218,463 | $ 817,927 | $ 609,038 | $(208,889) |
| Full Time Positions | 6.00 | 6.00 | 6.00 | - |
| Total Revenue | - | - | - | - |

## 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

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Division Administration** | | | | |
| Director of Public Works/City Engineer | - | - | 0.33 | 0.33 |
| Director of Public Works | 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/City Engineer | - | - | 0.34 | 0.34 |
| Director of Public Works | 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/City Engineer | - | - | 0.33 | 0.33 |
| Director of Public Works | 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 205,087 | $ 261,583 | $ 192,116 | $ (69,467) |
| Other Operating Expenditures | 1,433 | 10,171 | 10,519 | 348 |
| Interfund Services | 2,527 | 2,763 | 3,855 | 1,092 |
| Total Expenditures | $ 209,047 | $ 274,517 | $ 206,490 | $ (68,027) |
| Full Time Positions | 1.95 | 1.95 | 1.95 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percentage of Agenda reports completed on time. | 95% | 99% | 91% | 92% |
| 2. Percentage of Agenda reports completed satisfactorily. | 96% | 93% | 95% | 95% |
| 3. Percent of requests responded within time requested. | 100% | 99% | 96% | 96% |
| 4. Percent of customers surveyed that are very satisfied. | 94% | 97% | 90% | 91% |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 1,922 | $ 245,124 | $ 173,943 | $ (71,181) |
| Interfund Services | 2,275 | 2,559 | 3,592 | 1,033 |
| Total Expenditures | $ 4,197 | $ 247,683 | $ 177,535 | $ (70,148) |
| Full Time Positions | 1.76 | 1.76 | 1.76 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 2,501 | $ 292,863 | $ 220,908 | $ (71,955) |
| Interfund Services | 2,718 | 2,864 | 4,105 | 1,241 |
| Total Expenditures | $ 5,219 | $ 295,727 | $ 225,013 | $ (70,714) |
| Full Time Positions | 2.29 | 2.29 | 2.29 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| This program has no reportable performance measures. | | | | |

**Department: Engineering**

**Division: Design**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Division Administration | $ 1,031,032 | $ 283,650 | $ 300,262 | $ 16,612 |
| Development Support | 6,496 | 118,061 | 122,776 | 4,715 |
| Capital Improvement Projects | 282,568 | 793,640 | 826,609 | 32,969 |
| | | | | - |
| Total Expenditures | $ 1,320,096 | $ 1,195,351 | $ 1,249,647 | $ 54,296 |
| Full Time Positions | 9.00 | 9.00 | 9.00 | - |
| Total Revenue | $ 220,323 | $ 19,474 | $ 50,671 | $ 31,197 |

## Division Mission

*To serve our customers and the community through efficient and effective delivery of Capital Improvement Projects.*

## Division Highlights

- Provide effective Capital Improvement Project administration and development for the projects including San Tomas Aquino Creek Trail, Santa Clara Convention Center Ballroom Expansion, Sanitary Sewer Master Plan Study, Storm Drain Master Plan Study, and various sanitary sewer, storm drain and street repair projects.
- Continue to work with the Federal Emergency Management Agency (Community Rating System) to maintain the City's current class 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

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 1,004,930 | $ 260,975 | $ 271,744 | $ 10,769 |
| Other Operating Expenditures | 19,877 | 15,768 | 15,194 | (574) |
| Interfund Services | 6,225 | 6,907 | 13,324 | 6,417 |
| Total Expenditures | $ 1,031,032 | $ 283,650 | $ 300,262 | $ 16,612 |
| Full Time Positions | 2.00 | 2.00 | 2.00 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 5,475 | $ 116,366 | $ 120,637 | $ 4,271 |
| Other Operating Expenditures | - | - | - | - |
| Interfund Services | 1,021 | 1,695 | 2,139 | 444 |
| Total Expenditures | $ 6,496 | $ 118,061 | $ 122,776 | $ 4,715 |
| Full Time Positions | 0.90 | 0.90 | 0.90 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 275,677 | $ 787,902 | $ 817,670 | $ 29,768 |
| Other Operating Expenditures | - | - | - | - |
| Interfund Services | 6,891 | 5,738 | 8,939 | 3,201 |
| Total Expenditures | $ 282,568 | $ 793,640 | $ 826,609 | $ 32,969 |
| Full Time Positions | 6.10 | 6.10 | 6.10 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent of Capital Improvement Projects designed within budget. | 100% | 67% | 95% | 95% |
| 2. Percentage of Capital Improvement Projects designed within approved schedule. | 100% | 100% | 90% | 90% |

**Department: Engineering**

**Division: Land & Property Development**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Division Administration | $ 142,906 | $ 145,422 | $ 170,067 | $ 24,645 |
| Development Support | 895,646 | 928,122 | 938,048 | 9,926 |
| Total Expenditures | $ 1,038,552 | $ 1,073,544 | $ 1,108,115 | $ 34,571 |
| Full Time Positions | 8.00 | 8.00 | 8.00 | - |
| Total Revenue | $ 39,926 | $ 44,650 | $ 51,842 | $ 7,192 |

## 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 the development of the Bay Area Research Extension Center (BAREC) site on Winchester Boulevard 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 private development projects, such as the Westfield Valley Fair Shopping Center Expansion Project, the Santa Clara Square at El Camino Real and Halford Ave., and the residential development at the southeast corner of El Camino Real and Lawrence Expressway.
- Improve the efficiency of the existing street opening permit and plan check processes by ongoing training of staff on various design procedures and by developing new procedures to streamline the processes.

## Division: Land & Property Development

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Division Administration** | | | | |
| Principal Engineer | 0.30 | 0.30 | 0.40 | 0.10 |
| Civil Engineer II | 0.34 | 0.34 | 0.34 | - |
| 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** | **0.89** | **0.89** | **0.99** | **0.10** |
| **Development Support** | | | | |
| Principal Engineer | 0.70 | 0.70 | 0.60 | (0.10) |
| Civil Engineer II | 1.66 | 1.66 | 1.66 | - |
| 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** | **7.11** | **7.11** | **7.01** | **(0.10)** |
| **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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 195,092 | $ 132,546 | $ 155,373 | $ 22,827 |
| Other Operating Expenditures | 5,442 | 10,748 | 12,113 | 1,365 |
| Interfund Services | 1,494 | 2,128 | 2,581 | 453 |
| Total Expenditures | $ 202,028 | $ 145,422 | $ 170,067 | $ 24,645 |
| Full Time Positions | 0.89 | 0.89 | 0.99 | 0.10 |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|

This Program has no reportable performance measures.

## Division: Land & Property Development

## Program: Development Support

**Number: 001/4452**

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

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 822,564 | $ 921,157 | $ 927,475 | $ 6,318 |
| Interfund Services | 8,438 | 6,965 | 10,573 | 3,608 |
| Total Expenditures | $ 831,002 | $ 928,122 | $ 938,048 | $ 9,926 |
| Full Time Positions | 7.11 | 7.11 | 7.01 | (0.10) |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent of subdivision maps first submittals reviewed within 15 business days. | 86% | 100% | 95% | 95% |
| 2. Percent of subdivision maps subsequent submittals reviewed within 10 business days. | 93% | 95% | 95% | 95% |
| 3. Percent of Title documents drafted within 10 business days. | 100% | 100% | 95% | 95% |
| 4. Percent of private development plans reviewed on first review within 20 business days. | 95% | 95% | 95% | 95% |
| 5. Percent of private development plans reviewed on subsequent reviews within 15 business days. | 90% | 97% | 95% | 95% |

**Department: Engineering**

**Division: Field Services**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Division Administration | $ 603,195 | $ 160,085 | $ 141,845 | $ (18,240) |
| Development Support | 204,842 | 397,266 | 395,352 | (1,914) |
| Capital Improvement Project Inspection | 602,722 | 659,323 | 713,346 | 54,023 |
| Total Expenditures | $ 1,410,759 | $ 1,216,674 | $ 1,250,543 | $ 33,869 |
| Full Time Positions | 9.67 | 9.00 | 9.00 | - |
| Total Revenue | $ 266,603 | $ 117,046 | $ 112,602 | $ (4,444) |

## Division Mission

*To serve our customers 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 new Fire Station 4, San Tomas Aquino Creek Trail, Bill Wilson Center Quetzal House Rehabilitation, Curb Ramp Project (07/08), and several traffic signal projects.
- Provide effective construction inspection, materials testing, surveying, and administration services for private development that involves the City's infrastructure, such as the Rivermark Development and the Bay Area Research Extension Center (BAREC) site development, and the Westfield Valley Fair Mall Expansion Project.

## Division: Field Services

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Division Administration** | | | | |
| Principal Engineer | 0.10 | 0.30 | 0.30 | - |
| Civil Engineer II | 0.10 | 0.10 | 0.10 | - |
| Chief of Party | 0.20 | 0.20 | 0.20 | - |
| Senior Engineering Aide | 0.20 | - | - | - |
| **Subtotal** | **0.60** | **0.60** | **0.60** | **-** |
| **Development Support** | | | | |
| Principal Engineer | 0.40 | 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 | 1.12 | 1.00 | 1.00 | - |
| Senior Engineering Aide | 0.40 | 0.50 | 0.50 | - |
| **Subtotal** | **3.12** | **3.00** | **3.00** | **-** |
| **Capital Improvement Projects Inspection** | | | | |
| Principal Engineer | 0.50 | 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 | 3.55 | 3.00 | 3.00 | - |
| Senior Engineering Aide | 0.40 | 0.50 | 0.50 | - |
| **Subtotal** | **5.95** | **5.40** | **5.40** | **-** |
| **Total Division Positions** | **9.67** | **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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 556,844 | $ 93,378 | $ 95,846 | $ 2,468 |
| Other Operating Expenditures | 6,275 | 20,883 | 21,430 | 547 |
| Interfund Services | 40,076 | 45,824 | 24,569 | (21,255) |
| Total Expenditures | $ 603,195 | $ 160,085 | $ 141,845 | $ (18,240) |
| Full Time Positions | 0.60 | 0.60 | 0.60 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percentage of complaints responded to within one business day. | 97% | 100% | 95% | 90% |
| 2. Number of construction activity complaints. | 35 | 35 | 10 | 30 |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 199,522 | $ 393,394 | $ 389,750 | $ (3,644) |
| Other Operating Expenditures | 1,247 | - | - | |
| Interfund Services | 4,073 | 3,872 | 5,602 | 1,730 |
| Total Expenditures | $ 204,842 | $ 397,266 | $ 395,352 | $ (1,914) |
| Full Time Positions | 3.12 | 3.00 | 3.00 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent of inspection requests responded to within one business day. | 100% | 100% | 95% | 90% |

**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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 594,688 | $ 652,845 | $ 703,608 | $ 50,763 |
| Other Operating Expenditures | 311 | - | - | - |
| Interfund Services | 7,723 | 6,478 | 9,738 | 3,260 |
| Total Expenditures | $ 602,722 | $ 659,323 | $ 713,346 | $ 54,023 |
| Full Time Positions | 5.95 | 5.40 | 5.40 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent of Capital Improvement projects that reached substantial completion within the construction contract time. | 85% | 67% | 75% | 75% |
| 2. Percentage of Capital Improvement Projects completed within approved budget. | 100% | 100% | 90% | (See Note) |
| 3. Percentage of customers rating services as satisfactory. | 100% | 100% | 100% | 100% |
| 4. Percentage of Capital Improvement Projects completed with Change Orders under 5% of construction cost. | 90% | 100% | 90% | 90% |

**Department: Engineering**

**Division: Traffic**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Division Administration | $ 680,194 | $ 342,744 | $ 238,647 | $ (104,097) |
| Development Support | 92,908 | 214,537 | 209,096 | (5,441) |
| Capital Improvement Projects | 82,699 | 212,134 | 217,572 | 5,438 |
| Traffic Signal Management | 496,514 | 587,404 | 590,777 | 3,373 |
| Traffic Striping and Signing | 625,149 | 600,873 | 47,058 | (553,815) |
| Total Expenditures | $ 1,977,464 | $ 1,957,692 | $ 1,303,150 | $ (654,542) |
| Full Time Positions | 12.00 | 12.00 | 6.00 | - |
| Total Revenue | $ 84,574 | $ 14,107 | $ 13,984 | $ (123) |

## 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.
- Review, design and install traffic signals, traffic signal modifications, and other traffic related infrastructure improvements needed to maintain level of service and safety.
- Continue to maintain and upgrade traffic and parking facilities in an efficient and timely manner.
- Apply for and process traffic, pedestrian, and bicycle-related grants to augment the City's finances for improving traffic, pedestrian, and bicycle-related infrastructure.

## Division: Traffic

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Division Administration** | | | | |
| Traffic Engineer | 0.10 | 0.10 | 0.10 | - |
| Street Maintenance Worker IV | 0.05 | 0.05 | - | (0.05) |
| Street Maintenance Worker III | 0.45 | 0.45 | - | (0.45) |
| Street Maintenance Worker I | 0.20 | 0.20 | - | (0.20) |
| Civil Engineer II | 0.40 | 0.40 | 0.40 | - |
| Civil Engineer I | 0.40 | 0.40 | 0.40 | - |
| Traffic Foreman/Forewoman | 0.25 | 0.25 | - | (0.25) |
| Senior Engineering Aide | 0.65 | 0.65 | 0.65 | - |
| **Subtotal** | **2.50** | **2.50** | **1.55** | **(0.95)** |
| **Development Support** | | | | |
| Traffic Engineer | 0.60 | 0.60 | 0.60 | - |
| Civil Engineer II | 0.30 | 0.30 | 0.30 | - |
| Civil Engineer I | 0.26 | 0.26 | 0.26 | - |
| Traffic Foreman/Forewoman | 0.10 | 0.10 | - | (0.10) |
| Senior Engineering Aide | 0.20 | 0.20 | 0.20 | - |
| **Subtotal** | **1.46** | **1.46** | **1.36** | **(0.10)** |
| **Capital Improvement Projects** | | | | |
| Traffic Engineer | 0.10 | 0.10 | 0.10 | - |
| Civil Engineer II | 0.30 | 0.30 | 0.30 | - |
| Civil Engineer I | 0.84 | 0.84 | 0.84 | - |
| Traffic Operations Engineer | 0.30 | 0.30 | 0.30 | - |
| Senior Engineering Aide | 0.10 | 0.10 | 0.10 | - |
| **Subtotal** | **1.64** | **1.64** | **1.64** | **-** |
| **Traffic Signal Management** | | | | |
| Traffic Engineer | 0.10 | 0.10 | 0.10 | - |
| Traffic Operations Engineer | 0.65 | 0.65 | 0.65 | - |
| Civil Engineer I | 0.40 | 0.40 | 0.40 | - |
| **Subtotal** | **1.15** | **1.15** | **1.15** | **-** |

## Division: Traffic (Continued)

### Summary of Regular Positions by Program (Continued)

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Traffic Signing & Striping** | | | | |
| Traffic Engineer | 0.10 | 0.10 | 0.10 | - |
| Street Maintenance Worker IV | 0.95 | 0.95 | - | (0.95) |
| Street Maintenance Worker III | 2.55 | 2.55 | - | (2.55) |
| Street Maintenance Worker I | 0.80 | 0.80 | - | (0.80) |
| Traffic Operations Engineer | 0.05 | 0.05 | 0.05 | - |
| Civil Engineer I | 0.10 | 0.10 | 0.10 | - |
| Traffic Foreman/Forewoman | 0.65 | 0.65 | - | (0.65) |
| Senior Engineering Aide | 0.05 | 0.05 | 0.05 | - |
| **Subtotal** | **5.25** | **5.25** | **0.30** | **(4.95)** |
| **Total Division Positions** | **12.00** | **12.00** | **6.00** | **(6.00)** |

**Division: Traffic**

**Program: Division Administration** **Number: 001/4431**

*Program Mission: Process service requests, provide information, issue transportation permits, and apply for and process transportation-related grants.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 615,546 | $ 264,501 | $ 198,937 | $ (65,564) |
| Other Operating Expenditures | 14,462 | 24,887 | 19,630 | (5,257) |
| Interfund Services | 50,186 | 53,356 | 20,080 | (33,276) |
| Total Expenditures | $ 680,194 | $ 342,744 | $ 238,647 | $(104,097) |
| Full Time Positions | 2.50 | 2.50 | 1.55 | (0.95) |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent of citizen requests responded to within agreed time frame. | 100% | - | (See Note) | - |
| 2. Number of citizen requests. | 1,530 | - | (See Note) | - |
| 3. Number of grants applied for or being processed. | 10 | 12 | 8 | 12 |
| 4. Number of special transportation permits issued. | - | 264 | 300 | 300 |
| 5. Number of traffic resolutions approved by City Council. | - | 30 | 30 | 30 |

NOTE: To be phased out.

**Division: Traffic**

**Program: Development Support** **Number: 001/4432**

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

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 90,993 | $ 212,226 | $ 205,921 | $ (6,305) |
| Other Operating Expenditures | - | - | - | - |
| Interfund Services | 1,915 | 2,311 | 3,175 | 864 |
| Total Expenditures | $ 92,908 | $ 214,537 | $ 209,096 | $ (5,441) |
| Full Time Positions | 1.46 | 1.46 | 1.36 | (0.10) |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percentage of development projects reviewed within agreed time. | 100% | - | (See Note) | - |
| 2. Number of preliminary site and development plans for Project Clearance and Subdivision Committee reviewed. | 190 | 162 | 215 | 200 |
| 3. Number of street opening permits, Capital Improvement Projects, and traffic control plans reviewed within agreed time frame. | - | 115 | 145 | 145 |

NOTE: To be phased out.

## Division: Traffic

## Program: Capital Improvement Projects

**Number: 001/4433**

*Program Mission: Design and construction administration of traffic signal, interconnection, bicycle, and pedestrian facilities.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 80,925 | $ 209,920 | $ 214,560 | $ 4,640 |
| Other Operating Expenditures | - | - | - | - |
| Interfund Services | 1,774 | 2,214 | 3,012 | 798 |
| Total Expenditures | $ 82,699 | $ 212,134 | $ 217,572 | $ 5,438 |
| Full Time Positions | 1.64 | 1.64 | 1.64 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percentage of Capital Improvement Projects designed within budget. | 100% | - | (See Note) | - |
| 2. Number of traffic projects under design. | - | 17 | 10 | 12 |
| 3. Number of projects under construction requiring Traffic Division support. | - | 15 | 12 | 12 |

NOTE: To be phased out.

**Division: Traffic**

**Program: Traffic Signal Management** **Number: 001/4434**

*Program Mission: Time and coordinate traffic signals.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 35,344 | $ 165,527 | $ 155,732 | $ (9,795) |
| Other Operating Expenditures | 459,885 | 420,000 | 432,600 | 12,600 |
| Interfund Services | 1,285 | 1,877 | 2,445 | 568 |
| Total Expenditures | $ 496,514 | $ 587,404 | $ 590,777 | $ 3,373 |
| Full Time Positions | 1.15 | 1.15 | 1.15 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percentage of timing and coordination requests responded to within two weeks. | 100% | - | (See Note) | - |
| 2. Number of new traffic signals designed and constructed. | 2 | - | (See Note) | - |
| 3 Number of traffic signals upgraded. | 2 | - | (See Note) | - |
| 4 Number of timing, coordination, detection, equipment, or other signal management requests responded to. | - | 131 | 150 | 150 |

NOTE: To be phased out.

## Division: Traffic

## Program: Traffic Striping and Signing

**Number: 001/4435**

*Program Mission: Prepare traffic resolution and create work orders for Street Department Signing and Striping Crew.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 473,643 | $ 440,263 | $ 47,058 | $(393,205) |
| Other Operating Expenditures | 146,749 | 156,232 | - | (156,232) |
| Interfund Services | 4,757 | 4,378 | - | (4,378) |
| Total Expenditures | $ 625,149 | $ 600,873 | $ 47,058 | $(553,815) |
| Full Time Positions | 5.25 | 5.25 | 0.30 | (4.95) |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of work orders created for Street Department action. | - | - | - | 150 |

# Public Works Department/Building Maintenance Division

| Division Summary | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|
| Building Maintenance | $1,342,379 | $1,503,297 | $1,584,324 |
| Total Division Expenditures | $1,342,379 | $1,503,297 | $1,584,324 |
| Total Full Time Positions | 13.50 | 13.50 | 13.50 |
| 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 both in-house staff and contracted services.

## Resource Level Changes

## Programs

Building Maintenance

- Maintenance/Repair
- Janitorial

## *POSITION AND SALARY DETAIL*

| Schedule/ Range | Position Title | No. of Positions 2006-2007 Adopted | No. of Positions 2007-2008 Budget | Salary 2006-2007 Adopted | Salary 2007-2008 Budget |
|---|---|---|---|---|---|
| Uncl | Building Manager | 1.00 | 1.00 | $ 110,168 | $ 112,117 |
| G29 | Mechanical Maintenance Worker-Building | 2.00 | 2.00 | 139,039 | 144,653 |
| G26 | Building Maintenance Worker | 5.00 | 5.00 | 332,110 | 294,368 |
| G19 | Utility Worker | 2.00 | 2.00 | 57,059 | 57,984 |
| G17 | Custodian | 1.00 | 1.00 | 57,060 | 57,985 |
| A31 | Building Maintenance Foreman/Forewoman | 1.00 | 1.00 | 33,984 | 82,048 |
| A31 | Mechanical Maintenance Foreman/Forewoman | 1.00 | 1.00 | 86,660 | 88,235 |
| A18 | Office Specialist II | 0.50 | 0.50 | 28,642 | 30,671 |
| | Premium | | | 2,023 | 5,000 |
| | Reserve | | | - | - |
| | Salary & Wages-Regular | 13.50 | 13.50 | 846,745 | 873,061 |
| | Salary & Wages-Overtime/Vacation Relief | | | 7,056 | 7,056 |
| | **Total** | **13.50** | **13.50** | **$ 853,801** | **$ 880,117** |

**Department: Public Works**

**Division: Building Maintenance**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Maintenance/Repair | $ 1,037,089 | $ 1,162,919 | $ 1,213,555 | $ 50,636 |
| Janitorial | 305,290 | 340,378 | 370,769 | 30,391 |
| Total Expenditures | $ 1,342,379 | $ 1,503,297 | $ 1,584,324 | $ 81,027 |
| Full Time Positions | 13.50 | 13.50 | 13.50 | - |
| Total 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.
- Continued roof replacement/refurbishment projects, including Bracher Park, Triton Museum, International Swim Center restrooms and storage areas, and Martinson School.
- Replaced floor sections and refurbished floor in Warburton Gallery at Triton Museum.
- Installed energy efficient control systems on cooling towers at Central Park Library.

## Division: Building Maintenance

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Maintenance/Repair** | | | | |
| Building Manager | 0.80 | 0.80 | 0.80 | - |
| Building Maintenance Foreman | 0.70 | 0.70 | 0.70 | - |
| Mechanical Maintenance Foreman | 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 | 1.90 | 1.90 | 1.90 | - |
| Office Specialist II | 0.40 | 0.40 | 0.40 | - |
| **Subtotal** | **11.30** | **11.30** | **11.30** | **-** |
| **Janitorial** | | | | |
| Building Manager | 0.20 | 0.20 | 0.20 | - |
| Building Maintenance Foreman | 0.30 | 0.30 | 0.30 | - |
| Building Maintenance Worker | 0.50 | 0.50 | 0.50 | - |
| Utility Worker | 0.10 | 0.10 | 0.10 | - |
| Custodian | 1.00 | 1.00 | 1.00 | - |
| Office Specialist II | 0.10 | 0.10 | 0.10 | - |
| **Subtotal** | **2.20** | **2.20** | **2.20** | **-** |
| **Total Division Positions** | **13.50** | **13.50** | **13.50** | **-** |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 872,780 | $ 996,967 | $ 1,030,755 | $ 33,788 |
| Other Operating Expenditures | 109,066 | 111,776 | 113,822 | 2,046 |
| Interfund Services | 55,243 | 54,176 | 68,978 | 14,802 |
| Total Expenditures | $ 1,037,089 | $ 1,162,919 | $ 1,213,555 | $ 50,636 |
| Full Time Positions | 11.30 | 11.30 | 11.30 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent of Priority One requests for service responded to within one business day. | 100% | 100% | 100% | 100% |
| 2. Percent of all requests for service responded to within four business days. | 98% | 98% | 100% | 100% |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 178,263 | $ 189,848 | $ 209,303 | $ 19,455 |
| Other Operating Expenditures | 113,217 | 129,426 | 134,616 | 5,190 |
| Interfund Services | 13,810 | 21,104 | 26,850 | 5,746 |
| Total Expenditures | $ 305,290 | $ 340,378 | $ 370,769 | $ 30,391 |
| Full Time Positions | 2.20 | 2.20 | 2.20 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Respond to all service requests within two hours. | 100% | 100% | 100% | 100% |
| 2. Clean all the rest rooms in all major buildings daily. | 100% | 100% | 100% | 100% |

# Street/Automotive Services

Santa Clara
All-America City
2001

# Street Department

| Department Summary | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|
| Street Maintenance | $ 2,894,854 | $ 2,868,017 | $ 3,077,199 |
| Traffic Maintenance | - | - | 684,983 |
| Storm Drain | 733,053 | 682,033 | 804,985 |
| Parkways & Boulevards | 2,488,577 | 2,696,242 | 2,998,275 |
| Solid Waste | 15,109,364 | 15,665,938 | 16,262,884 |
| Urban Renewal Parking District | 120,341 | 125,899 | 129,662 |
| Convention Center Maintenance District | 1,257,750 | 1,306,848 | 1,346,099 |
| Total Department Expenditures | $ 22,603,939 | $ 23,344,977 | $ 25,304,087 |
| Total Full Time Positions | 58.00 | 58.00 | 64.00 |
| Total Department Revenue | $ 16,197,867 | $ 17,330,932 | $ 17,019,299 |

## 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 City-wide landscaped areas. Install landscaping and irrigation improvements at various City-wide right-of-way properties.

Administer contracted co-collection of garbage and clean green materials. Administer contracted residential curbside recycling collection. Increase street sweeping in residential neighborhoods, with goal of weekly sweeping. 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 Center 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 into any new capital improvement programs, or private development programs.

## Resource Level Changes

Added Traffic Maintenance Signing and Striping Program employees, materials, services, and supplies transferal from Public Works Department - Traffic Division.

## Divisions and Programs

Street Maintenance
- Street Maintenance
- Curb, Gutter & Sidewalk Maintenance
- Clean-Up Campaign
- Utility Trenching Pavement Restoration
- Leaf Vacuuming

Traffic Maintenance
- Signing and Striping

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

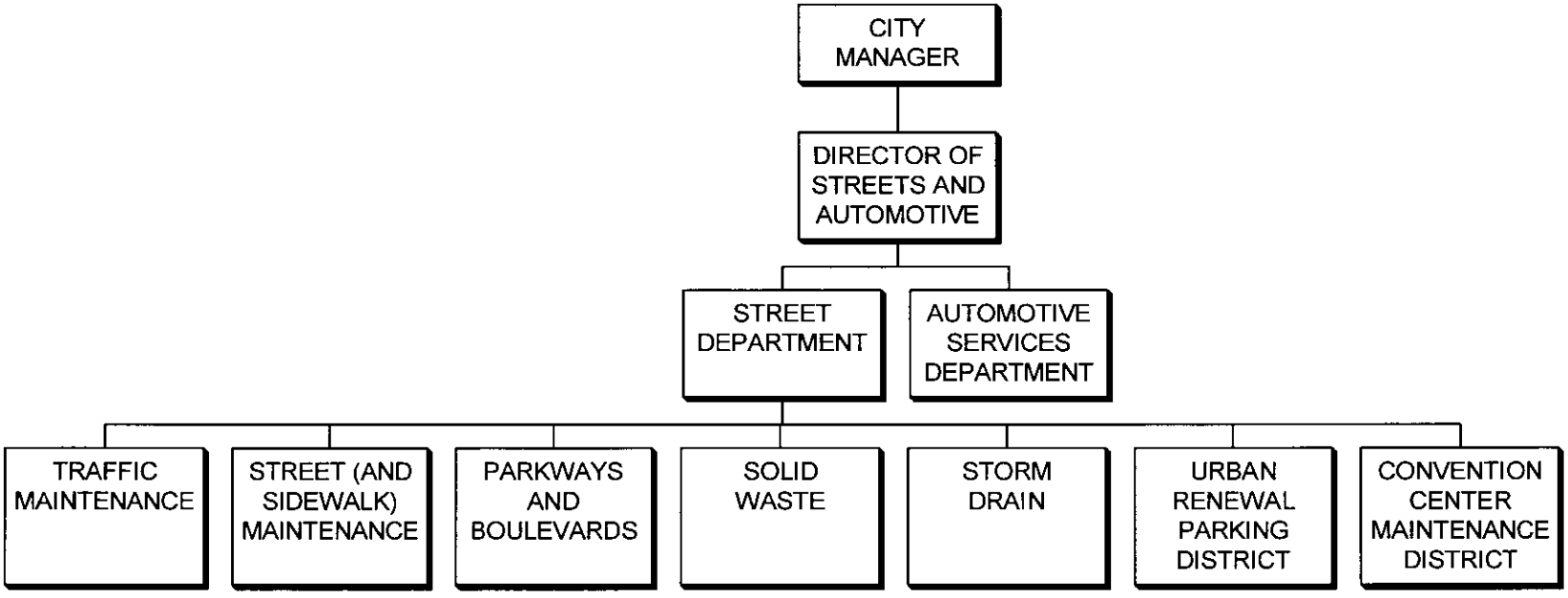
Solid Waste
- Garbage Collection & Disposal
- Clean Green
- Clean-Up Campaign
- Residential Recycling
- Street Sweeping
- Household Hazardous Waste
- Nuisance Abatement

Urban Renewal Parking District
- Urban Renewal Parking District

Convention Center Maintenance District
- Convention Center Maintenance District

# CITY OF SANTA CLARA
## STREET/AUTOMOTIVE SERVICES DEPARTMENTS

### TABLE OF ORGANIZATION



## Street Department (continued)

### *POSITION AND SALARY DETAIL*

| Schedule/ Range | Position Title | No. of Positions 2006-2007 Adopted | No. of Positions 2007-2008 Budget | Salary 2006-2007 Adopted | Salary 2007-2008 Budget |
|---|---|---|---|---|---|
| **Street, General - Fund 001** | | | | | |
| Uncl | Director of Streets and Automotive Services | 0.75 | 0.75 | $ 114,069 | $ 116,100 |
| Uncl | Asst. Director of Streets and Automotive Services/City Arborist | 0.65 | 0.65 | 78,406 | 83,791 |
| Uncl | Street/Storm Maintenance Superintendent | 1.00 | 1.00 | 117,285 | 119,361 |
| G29 | Street Maintenance Worker IV | 4.00 | 5.00 | 297,744 | 370,887 |
| G27 | Equipment Operator | 2.00 | 2.00 | 108,887 | 147,515 |
| G26 | Senior Tree Trimmer | 2.00 | 2.00 | 135,033 | 136,985 |
| G23 | Street Maintenance Worker III | 12.00 | 15.00 | 718,094 | 967,269 |
| G23 | Grounds Maintenance Worker III | 3.00 | 3.00 | 128,390 | 183,211 |
| G23 | Landscape Pest Control Operator | 1.00 | 1.00 | - | - |
| G21 | Grounds Maintenance Worker II | 3.00 | 3.00 | 133,156 | 174,572 |
| G21 | Street Maintenance Worker I/II | 5.00 | 6.00 | 213,959 | 222,678 |
| G19 | Grounds Maintenance Worker I | 7.50 | 7.50 | 392,049 | 409,388 |
| E36 | Construction Project Engineer | 1.00 | 1.00 | 81,484 | 92,181 |
| A37 | Landscape Foreman / Forewoman | 2.00 | 2.00 | 174,205 | 182,396 |
| A35 | Street Maintenance Foreperson | 1.00 | 1.00 | 95,599 | 97,345 |
| A31 | Street Foreman / Forewoman | 1.00 | - | 43,330 | - |
| A31 | Traffic Foreman / Forewoman | | 1.00 | - | 23,072 |
| A28 | Time and Material Clerk | 0.75 | 0.75 | 60,401 | 61,509 |
| A23 | Code Enforcement Technician | - | 1.00 | - | 80,416 |
| A22 | Office Specialist III | 0.50 | 0.50 | 33,985 | 34,607 |
| A18 | Office Specialist II | 2.00 | 2.00 | 120,487 | 122,686 |
| | Premium | | | 21,146 | 21,100 |
| | Reserve | | | - | - |
| | Salary & Wages-Regular | 50.15 | 56.15 | 3,067,709 | 3,647,069 |
| | Salary & Wages-As Needed | | | - | - |
| | Salary & Wages-Overtime/Vacation Relief | | | 33,663 | 33,663 |
| | **Total Street General Fund** | **50.15** | **56.15** | **$ 3,101,372** | **$ 3,680,732** |

## Street Department (continued)

### *POSITION AND SALARY DETAIL*

| Schedule/ Range | Position Title | No. of Positions 2006-2007 Adopted | No. of Positions 2007-2008 Budget | Salary 2006-2007 Adopted | Salary 2007-2008 Budget |
|---|---|---|---|---|---|
| **Street, Solid Waste - Fund 096** | | | | | |
| Uncl | Director of Street and Automotive Services | 0.25 | 0.25 | $ 38,023 | $ 38,700 |
| Uncl | Solid Waste Superintendent | 1.00 | 1.00 | 99,468 | 101,234 |
| G28 | Street Sweeper Operator | 3.00 | 3.00 | 222,970 | 226,587 |
| A35 | Solid Waste Foreman / Forewoman | 1.00 | 1.00 | 95,599 | 97,346 |
| A28 | Time & Material Clerk | 0.25 | 0.25 | 20,133 | 20,503 |
| A26 | Staff Aide - Public Works/Recycling | 1.00 | 1.00 | 76,690 | 78,094 |
| A22 | Office Specialist III | 0.50 | 0.50 | 33,985 | 34,607 |
| | Premium | | | 47 | 200 |
| | Reserve | | | - | - |
| | Salary & Wages-Regular | 7.00 | 7.00 | $ 586,915 | $ 597,271 |
| | Salary & Wages-Overtime/Vacation Relief | | | 25,100 | 25,100 |
| | **Total Solid Waste** | **7.00** | **7.00** | **$ 612,015** | **$ 622,371** |
| **Street, Urban Renewal Parking District - Fund 025** | | | | | |
| G19 | Grounds Maintenance Worker I | 0.50 | 0.50 | $ 23,385 | $ 23,763 |
| | Reserve | | | - | - |
| | Salary & Wages-Regular | | | 23,385 | 23,763 |
| | Salary & Wages-Overtime/Vacation Relief | | | - | - |
| | **Total Urban Renewal Parking District** | **0.50** | **0.50** | **$ 23,385** | **$ 23,763** |
| **Street, Convention Center Maintenance District - Fund 026** | | | | | |
| Uncl | Asst Dir. of Streets & Auto Svcs/City Arborist | 0.35 | 0.35 | $ 42,219 | $ 45,118 |
| | Reserve | | | - | - |
| | Salary & Wages-Regular | | | 42,219 | 45,118 |
| | **Total Convention Center Maint. District** | **0.35** | **0.35** | **$ 42,219** | **$ 45,118** |
| | **Department Total** | **58.00** | **64.00** | **$ 3,778,991** | **$ 4,371,984** |

**Department: Street**

**Division: Street Maintenance**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Street Maintenance | $ 2,269,232 | $ 1,784,694 | $ 1,969,996 | $ 185,302 |
| Curb, Gutter & Sidewalk Maintenance | 246,457 | 323,062 | 234,260 | (88,802) |
| Clean-Up Campaign | 124,958 | 232,155 | 223,018 | (9,137) |
| Utility Trenching Pavement Restoration | 136,396 | 223,246 | 310,073 | 86,827 |
| Leaf Vacuuming | 117,811 | 304,860 | 339,852 | 34,992 |
| Total Expenditures | $ 2,894,854 | $ 2,868,017 | $ 3,077,199 | $ 209,182 |
| Full Time Positions | 23.45 | 23.45 | 23.45 | - |
| Total Revenue | $ 250,701 | $ 225,000 | $ 240,000 | $ 15,000 |

## Division Mission

*Maintain and repair 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 upon the pavement condition index by performing timely and cost efficient preventative maintenance to major streets, residential streets and alleys.
- Assist Engineering and lead the coordination of 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

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Street Maintenance** | | | | |
| Director of Streets and Automotive Services | 0.20 | 0.20 | 0.20 | - |
| Street/Storm Maintenance Superintendent | 0.30 | 0.30 | 0.30 | - |
| Equipment Operator | 1.30 | 1.30 | 1.30 | - |
| Street Maintenance Worker IV | 3.00 | 3.00 | 3.00 | - |
| Street Maintenance Worker III | 5.55 | 4.75 | 4.75 | - |
| Street Maintenance Worker I/II | 2.35 | 2.35 | 3.00 | 0.65 |
| Construction Project Engineer | 0.20 | 0.20 | 0.20 | - |
| Street Maintenance Foreperson | 0.25 | 0.25 | 0.25 | - |
| Time & Material Clerk | 0.20 | 0.20 | 0.20 | - |
| Office Specialist III | 0.20 | 0.20 | 0.20 | - |
| Office Specialist II | 0.40 | 0.40 | 0.40 | - |
| **Subtotal** | **13.95** | **13.15** | **13.80** | **0.65** |
| **Curb Gutter & Sidewalk Maintenance** | | | | |
| Director of Streets and Automotive Services | 0.05 | 0.05 | 0.05 | - |
| Street/Storm Maintenance Superintendent | 0.20 | 0.20 | 0.20 | - |
| Street Maintenance Worker III | 0.20 | 1.00 | 1.00 | - |
| Street Maintenance Worker I/II | 0.35 | 0.35 | - | (0.35) |
| Construction Project Engineer | 0.80 | 0.80 | 0.80 | - |
| Street Maintenance Foreperson | 0.05 | 0.05 | 0.05 | - |
| Time & Material Clerk | 0.05 | 0.05 | 0.05 | - |
| Office Specialist III | 0.20 | 0.20 | 0.20 | - |
| **Subtotal** | **1.90** | **2.70** | **2.35** | **(0.35)** |
| **Annual Clean-Up Campaign** | | | | |
| Equipment Operator | 0.20 | 0.20 | 0.20 | - |
| Street Maintenance Worker III | 1.30 | 1.30 | 1.30 | - |
| Street Maintenance Worker I/II | 0.50 | 0.50 | 0.20 | (0.30) |
| Street Maintenance Foreperson | 0.20 | 0.20 | 0.20 | - |
| **Subtotal** | **2.20** | **2.20** | **1.90** | **(0.30)** |
| **Utility Trenching & Pavement Rest.** | | | | |
| Director of Streets and Automotive Services | 0.05 | 0.05 | 0.05 | - |
| Street/Storm Maintenance Superintendent | 0.15 | 0.15 | 0.15 | - |
| Equipment Operator | 0.25 | 0.25 | 0.25 | - |
| Street Maintenance Worker III | 1.15 | 1.15 | 1.15 | - |
| Street Maintenance Worker I/II | 0.40 | 0.40 | 0.40 | - |
| Street Maintenance Foreperson | 0.25 | 0.25 | 0.25 | - |
| Time & Material Clerk | 0.05 | 0.05 | 0.05 | - |
| Office Specialist III | 0.10 | 0.10 | 0.10 | - |
| **Subtotal** | **2.40** | **2.40** | **2.40** | **-** |

## Division: Street Maintenance (Continued)

### Summary of Regular Positions by Program (Continued)

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Leaf Vacuuming** | | | | |
| Director of Streets and Automotive Services | 0.05 | 0.05 | 0.05 | - |
| Street/Storm Maintenance Superintendent | 0.10 | 0.10 | 0.10 | - |
| Equipment Operator | 0.25 | 0.25 | 0.25 | - |
| Street Maintenance Worker III | 1.80 | 1.80 | 1.80 | - |
| Street Maintenance Worker I/II | 0.50 | 0.50 | 0.50 | - |
| Street Maintenance Foreperson | 0.25 | 0.25 | 0.25 | - |
| Time & Material Clerk | 0.05 | 0.05 | 0.05 | - |
| **Subtotal** | **3.00** | **3.00** | **3.00** | **-** |
| **Total Division Positions** | **23.45** | **23.45** | **23.45** | **(0.00)** |

## Division: Street Maintenance

## Program: Street Maintenance — Number : 001/2911

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

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 1,776,866 | $ 1,260,396 | $ 1,389,537 | $ 129,141 |
| Other Operating Expenditures | 289,394 | 305,765 | 325,801 | 20,036 |
| Interfund Services | 202,972 | 218,533 | 254,658 | 36,125 |
| Total Expenditures | $ 2,269,232 | $ 1,784,694 | $ 1,969,996 | $ 185,302 |
| Full Time Positions | 13.95 | 13.15 | 13.80 | 0.65 |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent of pothole repair requests responded to within three business days, except during Clean-Up Campaign. | 100% | 100% | 100% | 100% |
| 2. Amount of total tons of asphalt maintenance repairs. | 2,659 | 1,892 | 2,300 | 2,300 |
| 3. Average cost per ton of asphalt placed. | $ 269 | $ 279 | $ 280 | $ 280 |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 135,420 | $ 286,412 | $ 192,626 | $ (93,786) |
| Other Operating Expenditures | 84,822 | 8,392 | 8,644 | 252 |
| Interfund Services | 26,215 | 28,258 | 32,990 | 4,732 |
| Total Expenditures | $ 246,457 | $ 323,062 | $ 234,260 | $ (88,802) |
| Full Time Positions | 1.90 | 2.70 | 2.35 | (0.35) |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Average dollar amount per linear foot for curb gutter replacement. | $ 30.00 | $ 30.00 | $ 34.00 | $ 34.00 |
| 2. Average dollar amount per square foot for sidewalk maintenance. | $ 9.50 | $ 9.50 | $ 10.00 | $ 10.00 |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 92,209 | $ 196,846 | $ 181,769 | $ (15,077) |
| Other Operating Expenditures | - | - | - | - |
| Interfund Services | 32,749 | 35,309 | 41,249 | 5,940 |
| Total Expenditures | $ 124,958 | $ 232,155 | $ 223,018 | $ (9,137) |
| Full Time Positions | 2.20 | 2.20 | 1.90 | (0.30) |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Provide requested Divisional FTE from their regular duties to assist with the Clean-Up Campaign. | 2.10 | 2.10 | 2.10 | 2.10 |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 98,816 | $ 169,123 | $ 249,715 | $ 80,592 |
| Other Operating Expenditures | 6,540 | 20,670 | 21,290 | 620 |
| Interfund Services | 31,040 | 33,453 | 39,068 | 5,615 |
| Total Expenditures | $ 136,396 | $ 223,246 | $ 310,073 | $ 86,827 |
| Full Time Positions | 2.40 | 2.40 | 2.40 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent of minor utility trench repairs completed within 30 days after notification and release. | 100% | 100% | 100% | 100% |

**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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 81,761 | $ 263,090 | $ 291,472 | $ 28,382 |
| Other Operating Expenditures | 41 | 2,956 | 3,045 | 89 |
| Interfund Services | 36,009 | 38,814 | 45,335 | 6,521 |
| Total Expenditures | $ 117,811 | $ 304,860 | $ 339,852 | $ 34,992 |
| Full Time Positions | 3.00 | 3.00 | 3.00 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Average cost per route mile swept. | $ 47 | $ 55 | $ 57 | $ 57 |

**Department: Street**

**Division: Traffic Maintenance**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Traffic Striping and Siging | $ - | $ - | $ 684,983 | $ 684,983 |
| Total Expenditures | $ - | $ - | $ 684,983 | $ 684,983 |
| Full Time Positions | - | - | 6.00 | 6.00 |
| Total Revenue | $ - | $ - | $ - | $ - |

## Division Mission

*Fabricate and install traffic signs, striping, curb markings, pavement messages and other traffic related facilities.*

## 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

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Traffic Signing & Striping** | | | | |
| Street Maintenance Worker IV | - | - | 1.00 | 1.00 |
| Street Maintenance Worker III | - | - | 3.00 | 3.00 |
| Street Maintenance Worker I/II | - | - | 1.00 | 1.00 |
| Traffic Foreman/Forewoman | - | - | 1.00 | 1.00 |
| **Total Division Positions** | **-** | **-** | **6.00** | **6.00** |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | - | - | $ 421,146 | $ 421,146 |
| Other Operating Expenditures | - | - | 211,100 | 211,100 |
| Interfund Services | - | - | 52,737 | 52,737 |
| Total Expenditures | $ - | $ - | $ 684,983 | $ 684,983 |
| Full Time Positions | - | - | 6.00 | 6.00 |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of signs installed, upgraded, or repaired. | 2,332 | 2,172 | 2,500 | 2,400 |
| 2. Stripping installed (miles). | 39 | 170 | 50 | 100 |
| 3. Lineal feet of curb painted. | 15,612 | 36,489 | 18,000 | 25,000 |
| 4. Lineal feat of crosswalks marked. | 32,614 | 19,190 | 23,000 | 20,000 |
| 5 Number of pavement messages installed, or restored. | 550 | 520 | 500 | 500 |

**Department: Street**

**Division: Storm Drain**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Storm Maintenance | $ 434,370 | $ 268,993 | $ 339,750 | $ 70,757 |
| Pump Station Maintenance | 118,033 | 114,251 | 120,605 | 6,354 |
| Clean-up Campaign | 15,225 | 30,265 | 33,775 | 3,510 |
| Urban Runoff Pollution Prevention Program | 165,425 | 268,524 | 310,855 | 42,331 |
| Total Expenditures | $ 733,053 | $ 682,033 | $ 804,985 | $ 122,952 |
| Full Time Positions | 6.35 | 6.35 | 6.35 | - |
| Total Revenue | $ 4,704 | $ 20,200 | $ 20,000 | (200) |

## 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 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 illegal dumping 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 on areas for the Capital Improvement Program, such as on the removal of dry wells, providing input on storm lift station design and storm water pollution prevention projects and improving the storm drain system conveyance system.

## Division: Storm Drain

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Storm System Maintenance** | | | | |
| Director of Streets and Automotive Services | 0.05 | 0.05 | 0.05 | - |
| Street/Storm Maintenance Superintendent | 0.10 | 0.10 | 0.10 | - |
| Street Maintenance Worker IV | - | 1.00 | 1.00 | - |
| Street Maintenance Worker III | 1.50 | 0.50 | 0.50 | - |
| Street Maintenance Worker I/II | 0.50 | 0.50 | 0.50 | - |
| Street Foreman/Forewoman | 0.40 | 0.40 | - | (0.40) |
| Time & Material Clerk | 0.10 | 0.10 | 0.10 | - |
| Office Specialist III | - | - | - | - |
| **Subtotal** | **2.65** | **2.65** | **2.25** | **(0.40)** |
| **Storm Pump Station Maintenance** | | | | |
| Street/Storm Maintenance Superintendent | 0.05 | 0.05 | 0.05 | - |
| Street Maintenance Worker III | 0.30 | 0.30 | 0.30 | - |
| Street Maintenance Worker I/II | 0.10 | 0.10 | 0.10 | - |
| Street Foreman/Forewoman | 0.10 | 0.10 | - | (0.10) |
| **Subtotal** | **0.55** | **0.55** | **0.45** | **(0.10)** |
| **Annual Clean-Up Campaign** | | | | |
| Street Maintenance Worker III | 0.30 | 0.30 | 0.30 | - |
| Code Enforcement Technician | - | - | 0.10 | 0.10 |
| **Subtotal** | **0.30** | **0.30** | **0.40** | **0.10** |
| **Urban Runoff Pollution Prevention Program** | | | | |
| Director of Streets and Automotive Services | 0.05 | 0.05 | 0.05 | - |
| Street/Storm Maintenance Superintendent | 0.10 | 0.10 | 0.10 | - |
| Street Maintenance Worker III | 0.90 | 0.90 | 0.90 | - |
| Street Maintenance Worker I/II | 0.30 | 0.30 | 0.30 | - |
| Street Foreman/Forewoman | 0.50 | 0.50 | - | (0.50) |
| Office Specialist II | 1.00 | 1.00 | 1.00 | - |
| Code Enforcement Technician | - | - | 0.90 | 0.90 |
| **Subtotal** | **2.85** | **2.85** | **3.25** | **0.40** |
| **Total Division Positions** | **6.35** | **6.35** | **6.35** | **-** |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 380,383 | $ 197,619 | $ 260,907 | $ 63,288 |
| Other Operating Expenditures | 21,546 | 34,032 | 35,018 | 986 |
| Interfund Services | 32,441 | 37,342 | 43,825 | 6,483 |
| Total Expenditures | $ 434,370 | $ 268,993 | $ 339,750 | $ 70,757 |
| Full Time Positions | 2.65 | 2.65 | 2.25 | (0.40) |

| Program Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent of flooding emergencies responded to within two hours. | 100% | 100% | 100% | 100% |

## Division: Storm Drain

## Program: Pump Station Maintenance — Number: 001/2922

*Program Mission: Work in collaboration with 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 13,595 | $ 48,658 | $ 52,609 | $ 3,951 |
| Other Operating Expenditures | 103,509 | 64,390 | 66,322 | 1,932 |
| Interfund Services | 929 | 1,203 | 1,674 | 471 |
| Total Expenditures | $ 118,033 | $ 114,251 | $ 120,605 | $ 6,354 |
| Full Time Positions | 0.55 | 0.55 | 0.45 | (0.10) |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent of storm pump station failures responded to within one hour. | 100% | 100% | 100% | 100% |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 13,134 | $ 27,930 | $ 30,892 | $ 2,962 |
| Interfund Services | 2,091 | 2,335 | 2,883 | 548 |
| Total Expenditures | $ 15,225 | $ 30,265 | $ 33,775 | $ 3,510 |
| Full Time Positions | 0.30 | 0.30 | 0.40 | |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Provide requested division FTE from their regular duties to assist with the Clean-Up Campaign. | 0.40 | 0.40 | 0.40 | 0.40 |

## Division: Storm Drain

## Program: Urban Runoff Pollution Prevention — Number: 001/2924

*Program Mission: Comply with the provisions of the Santa Clara Valley Water District Urban Runoff Pollution Prevention Program National Pollution Discharge Elimination System (NPDES) Storm Water Discharge Permit.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 142,716 | $ 242,850 | $ 281,345 | $ 38,495 |
| Other Operating Expenditures | 6,189 | 6,707 | 6,909 | 202 |
| Interfund Services | 16,520 | 18,967 | 22,601 | 3,634 |
| Total Expenditures | $ 165,425 | $ 268,524 | $ 310,855 | $ 42,331 |
| Full Time Positions | 2.85 | 2.85 | 3.25 | 0.40 |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1 Percent of pollutant discharge reports responded to within four hours. | 100% | 100% | 100% | 100% |

**Department: Street**

**Division: Parkways & Boulevards**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Landscape Maintenance | $ 1,591,901 | $ 1,807,414 | $ 2,047,355 | $ 239,941 |
| Street Tree Program | 882,284 | 884,280 | 947,041 | 62,761 |
| Clean-up Campaign | 14,392 | 4,548 | 3,879 | (669) |
| Total Expenditures | $ 2,488,577 | $ 2,696,242 | $ 2,998,275 | $ 302,033 |
| Full Time Positions | 20.35 | 20.35 | 20.35 | - |
| Total Revenue | $ 32,269 | $ 32,000 | $ 52,000 | $ 20,000 |

## Division Mission

*Maintain City street trees and median landscaping; repair and install various City-owned property landscaping assuring a safe City-wide 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 median landscaping City-wide including newly installed medians on Lick Hill Blvd. (Hope to Montegue), Jameson Brown House Renovation, San Tomas Aquino Creekside Trail Phase II and landscape at the historic Berryessa Adobe.
- Coordinate and assist on details and inspection work related to the construction of the San Tomas Aquino/Saratoga Creek Trail - Phase III.

## Division: Parkways & Boulevards

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Landscape Maintenance** | | | | |
| Director of Streets and Automotive Services | 0.10 | 0.10 | 0.10 | - |
| Asst. Director of Streets & Auto. Svcs./City Arborist | 0.40 | 0.40 | 0.40 | - |
| Grounds Maintenance Worker III | 3.00 | 3.00 | 3.00 | - |
| Landscape Pest Control Operator | 1.00 | 1.00 | 1.00 | - |
| Grounds Maintenance Worker II | 2.95 | 2.95 | 2.95 | - |
| Grounds Maintenance Worker I | 7.50 | 7.50 | 7.50 | - |
| Landscape Foreman/Forewoman | 1.00 | 1.00 | 1.00 | - |
| Time & Material Clerk | 0.20 | 0.20 | 0.20 | - |
| Office Specialist II | 0.30 | 0.30 | 0.30 | - |
| **Subtotal** | **16.45** | **16.45** | **16.45** | **-** |
| **Street Tree Program** | | | | |
| Director of Streets and Automotive Services | 0.20 | 0.20 | 0.20 | - |
| Asst. Director of Streets & Auto. Svcs./City Arborist | 0.25 | 0.25 | 0.25 | - |
| 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 II | 0.30 | 0.30 | 0.30 | - |
| **Subtotal** | **3.85** | **3.85** | **3.85** | **-** |
| **Annual Clean-Up Campaign** | | | | |
| Grounds Maintenance Worker II | 0.05 | 0.05 | 0.05 | - |
| **Subtotal** | **0.05** | **0.05** | **0.05** | **-** |
| **Total Division Positions** | **20.35** | **20.35** | **20.35** | **-** |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 1,040,366 | $ 1,194,384 | $ 1,393,708 | $ 199,324 |
| Other Operating Expenditures | 385,898 | 443,261 | 458,839 | 15,578 |
| Interfund Services | 165,637 | 169,769 | 194,808 | 25,039 |
| Total Expenditures | $ 1,591,901 | $ 1,807,414 | $ 2,047,355 | $ 239,941 |
| Full Time Positions | 16.45 | 16.45 | 16.45 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Acreage maintained. | 175 | 175 | 175 | 175 |
| 2. Cost per acre maintained. | $ 9,097 | $ 10,328 | $ 10,300 | $ 11,700 |
| 3. Remove graffiti from public property within one working day once notified and properly documented. | 100% | 100% | 100% | 100% |

## 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 City-wide urban forest; promote proper tree care education to the public and a sense of stewardship.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 382,539 | $ 432,082 | $ 445,714 | $ 13,632 |
| Other Operating Expenditures | 370,389 | 314,377 | 340,161 | 25,784 |
| Interfund Services | 129,356 | 137,821 | 161,166 | 23,345 |
| Total Expenditures | $ 882,284 | $ 884,280 | $ 947,041 | $ 62,761 |
| Full Time Positions | 3.85 | 3.85 | 3.85 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of citizen requested inspections. | 1,101 | 1,145 | 1,000 | 1,000 |
| 2. Percent of citizen requested inspections completed within 30 days. | 99% | 99% | 95% | 95% |
| 3. Number of street tree trimming requests during year backlogged more than 90 days. | 75 | 80 | 100 | 100 |
| 4. Number of street trees trimmed. | 1,933 | 2,085 | 2,400 | 2,300 |
| 5. Number of trees planted. | 164 | 235 | 200 | 200 |

**Division: Parkways & Boulevards**

**Program: Clean-up Campaign** **Number: 001/2953**

*Program Mission: Provide assistance / support in annual City-wide Clean-up Campaign.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 14,312 | $ 4,468 | $ 3,744 | $ (724) |
| Interfund Services | 80 | 80 | 135 | 55 |
| Total Expenditures | $ 14,392 | $ 4,548 | $ 3,879 | $ (669) |
| Full Time Positions | 0.05 | 0.05 | 0.05 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|

This program has no reportable performance measures.

**Department: Street**

**Division: Solid Waste**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Garbage Collection & Disposal | $ 10,973,533 | $ 11,479,980 | $ 11,559,330 | $ 79,350 |
| Clean Green | 1,751,409 | 1,672,959 | 1,801,172 | 128,213 |
| Clean-up Campaign | 1,143,635 | 1,430,742 | 1,497,245 | 66,503 |
| Residential Recycling | 628,747 | 380,609 | 674,879 | 294,270 |
| Street Sweeping | 538,543 | 583,725 | 585,472 | 1,747 |
| Household Hazardous Waste | 28,416 | 71,360 | 74,658 | 3,298 |
| Nuisance Abatement | 45,081 | 46,563 | 63,183 | 16,620 |
| Urban Runoff Pollution Prevention | - | - | 6,945 | 6,945 |
| Total Expenditures | $ 15,109,364 | $ 15,665,938 | $ 16,262,884 | $ 596,946 |
| Full Time Positions | 7.00 | 7.00 | 7.00 | - |
| Total Revenue | $ 14,797,576 | $ 15,843,125 | $ 15,439,000 | $ (404,125) |

## Division Mission

*Collect solid wastes set out City-wide for disposal, and remove unwanted debris from City streets to facilitate proper sanitation and aesthetics.*

## Division Highlights

- Continue to have City residents utilize the County-wide Household Hazardous Waste Program, giving residents over 80 opportunities to properly dispose of hazardous waste.
- Continue City staff's diligence in notifying 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 85-90% 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 attempting to streamline 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

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Garbage Collection** | | | | |
| Director of Streets and Automotive Services | 0.10 | 0.10 | 0.10 | - |
| Solid Waste Superintendent | 0.40 | 0.40 | 0.35 | (0.05) |
| Solid Waste Foreman/Forewoman | 0.10 | - | - | - |
| Office Specialist III | 0.25 | 0.25 | 0.25 | - |
| **Subtotal** | **0.85** | **0.75** | **0.70** | **(0.05)** |
| **Clean Green** | | | | |
| Director of Streets and Automotive Services | 0.10 | 0.10 | 0.10 | - |
| Solid Waste Superintendent | 0.10 | 0.10 | 0.10 | - |
| Solid Waste Foreman/Forewoman | - | 0.30 | 0.30 | - |
| Time & Material Clerk | 0.10 | 0.10 | 0.10 | - |
| **Subtotal** | **0.30** | **0.60** | **0.60** | **-** |
| **Annual Clean-Up Campaign** | | | | |
| Director of Streets and Automotive Services | 0.05 | 0.05 | 0.05 | - |
| Solid Waste Superintendent | 0.10 | 0.10 | 0.10 | - |
| Street Sweeper Operator | 0.30 | - | 0.15 | 0.15 |
| Solid Waste Foreman | 0.10 | 0.05 | 0.05 | - |
| Time & Material Clerk | 0.10 | 0.10 | 0.10 | - |
| **Subtotal** | **0.65** | **0.30** | **0.45** | **0.15** |
| **Recycling** | | | | |
| Solid Waste Superintendent | 0.10 | 0.10 | 0.10 | - |
| Staff Aide -Public Works/Recycling | 1.00 | 1.00 | 1.00 | - |
| Office Specialist III | 0.25 | 0.25 | 0.25 | - |
| **Subtotal** | **1.35** | **1.35** | **1.35** | **-** |
| **Street Sweeping** | | | | |
| Solid Waste Superintendent | 0.10 | 0.10 | 0.10 | - |
| Street Sweeper Operator | 2.70 | 3.00 | 2.85 | (0.15) |
| Solid Waste Foreman | 0.40 | 0.35 | 0.35 | - |
| Time & Material Clerk | 0.05 | 0.05 | 0.05 | - |
| **Subtotal** | **3.25** | **3.50** | **3.35** | **(0.15)** |
| **Hazardous Waste** | | | | |
| Solid Waste Superintendent | 0.20 | 0.20 | 0.20 | - |
| **Subtotal** | **0.20** | **0.20** | **0.20** | **-** |
| **Nuisance Abatement** | | | | |
| Solid Waste Foreman/Forewoman | 0.40 | 0.30 | 0.30 | - |
| **Subtotal** | **0.40** | **0.30** | **0.30** | **-** |
| **Urban Runoff Pollution Prevention** | | | | |
| Solid Waste Superintendent | - | - | 0.05 | 0.05 |
| **Subtotal** | **-** | **-** | **0.05** | **0.05** |
| **Total Division Positions** | **7.00** | **7.00** | **7.00** | **-** |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 60,775 | $ 96,524 | $ 92,701 | $ (3,823) |
| Other Operating Expenditures | 56,047 | 58,771 | 59,965 | 1,194 |
| Resource and Production Costs | 9,721,949 | 9,985,000 | 10,037,000 | 52,000 |
| Interfund Services | 703,768 | 917,685 | 942,664 | 24,979 |
| Contribution In-lieu of Taxes | 430,994 | 422,000 | 427,000 | 5,000 |
| Total Expenditures | $ 10,973,533 | $ 11,479,980 | $ 11,559,330 | $ 79,350 |
| Full Time Positions | 0.85 | 0.75 | 0.70 | (0.05) |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Insure 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 contractor to insure 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 146,854 | $ 81,682 | $ 84,070 | $ 2,388 |
| Other Operating Expenditures | 29,057 | 24,805 | 26,961 | 2,156 |
| Resource and Production Costs | 1,556,118 | 1,547,000 | 1,669,000 | 122,000 |
| Interfund Services | 19,380 | 19,472 | 21,141 | 1,669 |
| Total Expenditures | $ 1,751,409 | $ 1,672,959 | $ 1,801,172 | $ 128,213 |
| Full Time Positions | 0.30 | 0.60 | 0.60 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 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. | 10,684 | 10,607 | 11,000 | 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 39,029 | $ 51,366 | $ 57,977 | $ 6,611 |
| Other Operating Expenditures | 547,557 | 662,841 | 669,016 | 6,175 |
| Resource and Production Costs | 553,780 | 714,000 | 766,000 | 52,000 |
| Interfund Services | 3,269 | 2,535 | 4,252 | 1,717 |
| Total Expenditures | $ 1,143,635 | $ 1,430,742 | $ 1,497,245 | $ 66,503 |
| Full Time Positions | 0.65 | 0.30 | 0.45 | 0.15 |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Amount of tonnage collected. | 7,276 | 9,724 | 9,300 | 9,300 |
| 2. 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 104,441 | $ 138,207 | $ 142,644 | $ 4,437 |
| Other Operating Expenditures | 34,351 | 580 | 840 | 260 |
| Resource and Production Costs | 487,961 | 240,000 | 528,000 | 288,000 |
| Interfund Services | 1,994 | 1,822 | 3,395 | 1,573 |
| Total Expenditures | $ 628,747 | $ 380,609 | $ 674,879 | $ 294,270 |
| Full Time Positions | 1.35 | 1.35 | 1.35 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. For 30,000 residential customers, 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 339,416 | $ 387,652 | $ 378,748 | $ (8,904) |
| Other Operating Expenditures | 21,437 | 13,947 | 14,366 | 419 |
| Interfund Services | 177,690 | 182,126 | 192,358 | 10,232 |
| Total Expenditures | $ 538,543 | $ 583,725 | $ 585,472 | $ 1,747 |
| Full Time Positions | 3.25 | 3.50 | 3.35 | (0.15) |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of street miles swept annually. | 27,103 | 25,947 | 27,000 | 27,000 |
| 2. Percent of sweeping complaints resolved within one work day. | 100% | 100% | 100% | 100% |
| 3. Average cost per street mile swept. | $ 19.71 | $ 22.50 | $ 21.62 | $ 21.68 |
| 4. Average labor hours per curb mile. | 0.12 | 0.13 | 0.15 | 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 15,950 | $ 26,848 | $ 27,781 | $ 933 |
| Other Operating Expenditures | 5,990 | 44,245 | 44,235 | (10) |
| Resource and Production Costs | 6,183 | - | - | - |
| Interfund Services | 293 | 267 | 2,642 | 2,375 |
| Total Expenditures | $ 28,416 | $ 71,360 | $ 74,658 | $ 3,298 |
| Full Time Positions | 0.20 | 0.20 | 0.20 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of vehicles participating. | 2,023 | 2,175 | 2,100 | 2,100 |
| 2. Cost per vehicle attending program. | $ 92 | $ 95 | $ 100 | $ 100 |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 40,947 | $ 37,563 | $ 53,153 | $ 15,590 |
| Other Operating Expenditures | 4,134 | 9,000 | 10,030 | 1,030 |
| Total Expenditures | $ 45,081 | $ 46,563 | $ 63,183 | $ 16,620 |
| Full Time Positions | 0.40 | 0.30 | 0.30 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Remove illegal signs posted on both public and private property. | 2,943 | 3,536 | 3,500 | 3,500 |
| 2. Number of locations that graffiti vandalism was removed from private property after notification by the City. | 341 | 793 | 500 | 500 |

## Division: Solid Waste

## Program: Urban Runoff Pollution Prevention — Number: 096/2938

*Program Mission: Comply with the provisions of the Santa Clara Valley Water District Urban Runoff Pollution Prevention Program National Pollution Discharge Elimination System (NPDES) Storm Water Discharge Permit*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ - | $ - | $ 6,945 | $ 6,945 |
| Other Operating Expenditures | - | - | - | - |
| Total Expenditures | $ - | $ - | $ 6,945 | $ 6,945 |
| Full Time Positions | - | - | 0.05 | 0.05 |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Administration and on-time submittal of all program required reports, and reporting information. | 100% | 100% | 100% | 100% |

**Department: Street**

**Division: Urban Renewal Parking District**

| Major Programs | 2005-2006 Actualize | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Urban Renewal Parking District | $ 120,341 | $ 125,899 | $ 129,662 | $ 3,763 |
| Total Expenditures | $ 120,341 | $ 125,899 | $ 129,662 | $ 3,763 |
| Full Time Positions | 0.50 | 0.50 | 0.50 | - |
| Total Revenue | $ 14,312 | $ 12,900 | $ 11,200 | $ (1,700) |

## 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.

## Division: Urban Renewal Parking District

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Franklin Mall** | | | | |
| Grounds Maintenance Worker I | 0.50 | 0.50 | 0.50 | - |
| **Subtotal** | **0.50** | **0.50** | **0.50** | - |
| **Total Division Positions** | **0.50** | **0.50** | **0.50** | - |

## Division: Urban Renewal Parking District

## Program: Urban Renewal 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 42,110 | $ 34,792 | $ 36,000 | $ 1,208 |
| Other Operating Expenditures | 77,524 | 90,400 | 92,492 | 2,092 |
| Interfund Services | 707 | 707 | 1,170 | 463 |
| Total Expenditures | $ 120,341 | $ 125,899 | $ 129,662 | $ 3,763 |
| Full Time Positions | 0.50 | 0.50 | 0.50 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Provide one (1) Ground Maintenance Worker I at least four hours per day (Monday-Friday) 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. | $ 0.69 | $ 0.72 | $ 0.75 | $ 0.75 |

**Department: Street**

**Division: Convention Center Maintenance District**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Convention Center Maintenance District | $ 1,257,750 | $ 1,306,848 | $ 1,346,099 | $ 39,251 |
| Total Expenditures | $ 1,257,750 | $ 1,306,848 | $ 1,346,099 | $ 39,251 |
| Full Time Positions | 0.35 | 0.35 | 0.35 | - |
| Total Revenue | $ 1,098,305 | $ 1,197,707 | $ 1,257,099 | $ 59,392 |

## Division Mission

*Provide maintenance on all landscaping and exterior amenities to assure a safe environment while enhancing aesthetics and property value.*

## Division Highlights

- Continue to complete the repair/replacement of damaged and worn equipment, signs, and landscape.
- Replace failing and inefficient irrigation system and landscape.

## Division: Convention Center Maintenance District

### Summary of Regular Positions by Program

| | 2004-2005 Budget | 2005-2006 Budget | 2006-2007 Budget | Budget Change |
|---|---|---|---|---|
| **Convention Center Maintenance District** | | | | |
| Asst. Director of Streets & Auto. Svcs./City Arborist | 0.35 | 0.35 | 0.35 | - |
| **Subtotal** | **0.35** | **0.35** | **0.35** | **-** |
| **Total Division Positions** | **0.35** | **0.35** | **0.35** | **-** |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 46,749 | $ 55,136 | $ 59,279 | $ 4,143 |
| Other Operating Expenditures | 1,159,084 | 1,204,806 | 1,234,000 | 29,194 |
| Interfund Services | 51,917 | 46,906 | 52,820 | 5,914 |
| Total Expenditures | $ 1,257,750 | $ 1,306,848 | $ 1,346,099 | $ 39,251 |
| Full Time Positions | 0.35 | 0.35 | 0.35 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Oversee construction contractors and conduct a periodic walk through of active construction projects to develop any necessary punch lists and insure public safety. | 100% | 100% | 100% | 100% |
| 2. Hold monthly project management meetings with the general management staff from the Santa Clara Convention Center Complex, Hyatt Regency and TECHMART to resolve conflicts and complaints. | 12 | 12 | 12 | 12 |
| 3. Cost per square foot maintained. | $ 1.07 | $ 1.11 | $ 1.12 | $ 1.14 |

# Automotive Services Department

| Department Summary | 2005-06 Actuals | 2006-07 Adopted | 2007-08 Budget |
|---|---|---|---|
| Automotive Services | $3,179,369 | $3,571,100 | $3,821,839 |
| Equipment Pool Revolving | 700,661 | 1,980,300 | 2,050,000 |
| Total Department Expenditures | $3,880,030 | $5,551,400 | $5,871,839 |
| Total Full Time Positions | 19.00 | 19.00 | 19.00 |
| Total Department Revenue | $4,460,035 | $4,711,585 | $5,240,782 |

## Department Mission

Maintain and replace City Fleet, highlighting safety and reliability.

## Department Overview

Upgrade maintenance equipment to meet State and federal air quality standards.

## Resource Level Changes

## Divisions and Programs

Automotive Services
- Maintenance/Repairs

Equipment Pool Revolving
- Equipment Pool Revolving

## Automotive Services Department (continued)

### *POSITION AND SALARY DETAIL*

| Schedule/ Range | Position Title | No. of Positions 2006-2007 Adopted | No. of Positions 2007-2008 Budget | Salary 2006-2007 Adopted | Salary 2007-2008 Budget |
|---|---|---|---|---|---|
| Uncl | Automotive Superintendent | 1.00 | 1.00 | $ 105,212 | $ 107,082 |
| G28 | Automotive Technician III | 8.00 | 8.00 | 537,917 | 544,751 |
| G22 | Automotive Technician I/II | 1.00 | 1.00 | - | - |
| A30 | Automotive Foreman/Forewoman | 2.00 | 2.00 | 164,999 | 168,028 |
| A24 | Auto Services Coordinator | 1.00 | 1.00 | 72,979 | 74,322 |
| A23 | Fleet Assistant | 1.00 | 1.00 | 67,969 | 69,215 |
| A19 | Account Clerk I | 1.00 | 1.00 | 61,687 | 62,810 |
| A19 | Material Handler/Auto Parts Technician | 2.00 | 2.00 | 120,463 | 125,620 |
| A17 | Clerk II | 1.00 | 1.00 | 61,687 | 62,810 |
| A15 | Automotive Services Utility Worker | 1.00 | 1.00 | 45,871 | 46,701 |
| | Premium | | | 6,310 | 6,250 |
| | Reserve | | | - | - |
| | Salary & Wages-Regular | 19.00 | 19.00 | 1,245,094 | 1,267,589 |
| | Salary & Wages-Overtime/Vacation Relief | | | 1,000 | 2,000 |
| | **Total** | **19.00** | **19.00** | **$ 1,246,094** | **$ 1,269,589** |

## Division: Automotive Services

| Major Programs | 2005-06 Actuals | 2006-07 Adopted | 2007-08 Budget | Budget Change |
|---|---|---|---|---|
| Maintenance/Repairs | $ 3,179,369 | $ 3,571,100 | $ 3,821,839 | $ 250,739 |
| Total Expenditures | $ 3,179,369 | $ 3,571,100 | $ 3,821,839 | $ 250,739 |
| Full Time Positions | 19.00 | 19.00 | 19.00 | - |
| Total Revenue | $ 3,416,784 | $ 3,410,303 | $ 3,509,351 | $ 99,048 |

### Division Mission

*Provide and maintain vehicles functioning in a safe and cost effective manner which support City departments.*

### Division Highlights

- Acquire Pro Link scanner for smog adjustments for heavy duty equipment.

## Division: Automotive Services

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Maintenance/Repairs** | | | | |
| Automotive Superintendent | 1.00 | 1.00 | 1.00 | - |
| Automotive Technician III | 6.00 | 8.00 | 8.00 | - |
| Automotive Technician I/II | 3.00 | 1.00 | 1.00 | - |
| 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 | - |
| Material Handler/Auto Parts Person | 2.00 | 2.00 | 2.00 | - |
| Account Clerk I | 1.00 | 1.00 | 1.00 | - |
| Clerk II | 1.00 | 1.00 | 1.00 | - |
| Automotive Services Utility Worker | 1.00 | 1.00 | 1.00 | - |
| **Subtotal** | **19.00** | **19.00** | **19.00** | **-** |
| **Total Division Positions** | **19.00** | **19.00** | **19.00** | **-** |

**Department: Automotive Services**

**Program: Maintenance / Repairs** **Number: 053/2123**

*Program Mission: Optimize availability, cost and safety of vehicles and equipment through established preventative maintenance and repair programs.*

| Category | 2005-06 Actuals | 2006-07 Adopted | 2007-08 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 1,516,702 | $ 1,706,474 | $ 1,762,091 | $ 55,617 |
| Other Operating Expenditures | 1,561,854 | 1,746,230 | 1,932,351 | 186,121 |
| Interfund Services | 100,813 | 118,396 | 127,397 | 9,001 |
| Total Expenditures | $ 3,179,369 | $ 3,571,100 | $ 3,821,839 | $ 250,739 |
| Full Time Positions | 19.00 | 19.00 | 19.00 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percentage of preventative maintenance services performed within one business day of receipt of vehicle. | 100% | 100% | 100% | 100% |

**Department: Automotive Services**

**Division: Equipment Pool Revolving**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Equipment Pool Revolving | $ 700,661 | $ 1,980,300 | $ 2,050,000 | $ 69,700 |
| Total Expenditures | $ 700,661 | $ 1,980,300 | $ 2,050,000 | $ 69,700 |
| Full Time Positions | - | - | - | - |
| Total Revenue | $ 1,043,251 | $ 1,301,282 | $ 1,731,431 | $ 430,149 |

## Division Mission

*Provide for the scheduled replacement and addition of new vehicles and equipment at the most cost effective point.*

## Division Highlights

- Reduce Fleet size by identifying low usage equipment.
- Replace retired vehicles with more fuel efficient equipment.
- Starting equipment modification required by State Air Resources Board to modify existing or purchase new diesel powered vehicles with improved vehicle exhaust systems.

## Division: Equipment Pool Revolving

## Program: Equipment Pool Revolving

**Number: 050/2111**

*Program Mission: Specify and acquire new additions, replacement vehicles and equipment; analyze and specify the outfitting of all City vehicles.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Other Operating Expenditures | $ 700,661 | $ 1,980,300 | $ 2,050,000 | $ 69,700 |
| Total Expenditures | $ 700,661 | $ 1,980,300 | $ 2,050,000 | $ 69,700 |
| Full Time Positions | - | - | - | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Acquire all vehicles and equipment due for replacement as budgeted. | 100% | 100% | 100% | 100% |
| 2. Place new vehicles in departmental service as requested within 30 days of receipt. | 98% | 98% | 95% | 95% |

# *Police*

Field Operations

Investigations

Administrative Services

Communication Equipment Acquisition

Santa Clara
All-America City
2001

# Police Department

| Department Summary | 2005-2006 Actual | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|
| Field Operations | $ 16,706,226 | $ 17,825,459 | $ 19,688,185 |
| Investigations | 4,478,543 | 5,190,847 | 5,077,084 |
| Administrative Services | 13,300,233 | 15,442,821 | 15,444,510 |
| Technical Services - Operation | 549,714 | 631,128 | 625,158 |
| Communications Equipment Acquisition | - | 20,000 | 20,000 |
| Total Department Expenditures | $ 35,034,716 | $ 39,110,255 | $ 40,854,937 |
| Total Full Time Positions | 215.00 | 227.00 | 227.00 |
| Total Department Revenue | $ 1,981,114 | $ 1,959,448 | $ 1,893,022 |

## 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 policing service to the City of Santa Clara. The Police Department handles about 60,000 "events" per year, whether they be calls for service or contacts initiated by officers in the field. The department is divided into three divisions.

The Field Operations Division responds to the vast majority of calls for service and is made up of patrol teams, a motorcycle traffic unit, traffic and hit-and-run investigators, reserve police officers, community service officers, the Special Enforcement Team, and the Special Response Team. The Field Operations Division is also responsible for may 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. Investigators are assigned by type of crime, including: homicide, robbery, domestic violence, assault, theft, juvenile crimes, burglary, and financial crimes.

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 and Safety Patrol, Records, Temporary Holding Facility, Warrants, Professional Standards (Training, Internal Affairs, Personnel and Recruiting), and departmental administration. The Emergency Dispatch Unit and Technical Services Unit of the former Communications Department are now also part of the Administrative Services Division.

The Police Department will continue to be active in many local and regional efforts, including Homeland Security and radio/data interoperability. We are committed to continuing a high level of service to our residents, working in partnership with them to face the challenges that arise in our community.

## Resource Level Changes

Field Operations
- General Patrol
- Traffic
- Special Operations
- Reserves

Investigations
- General Investigations
- SCAT

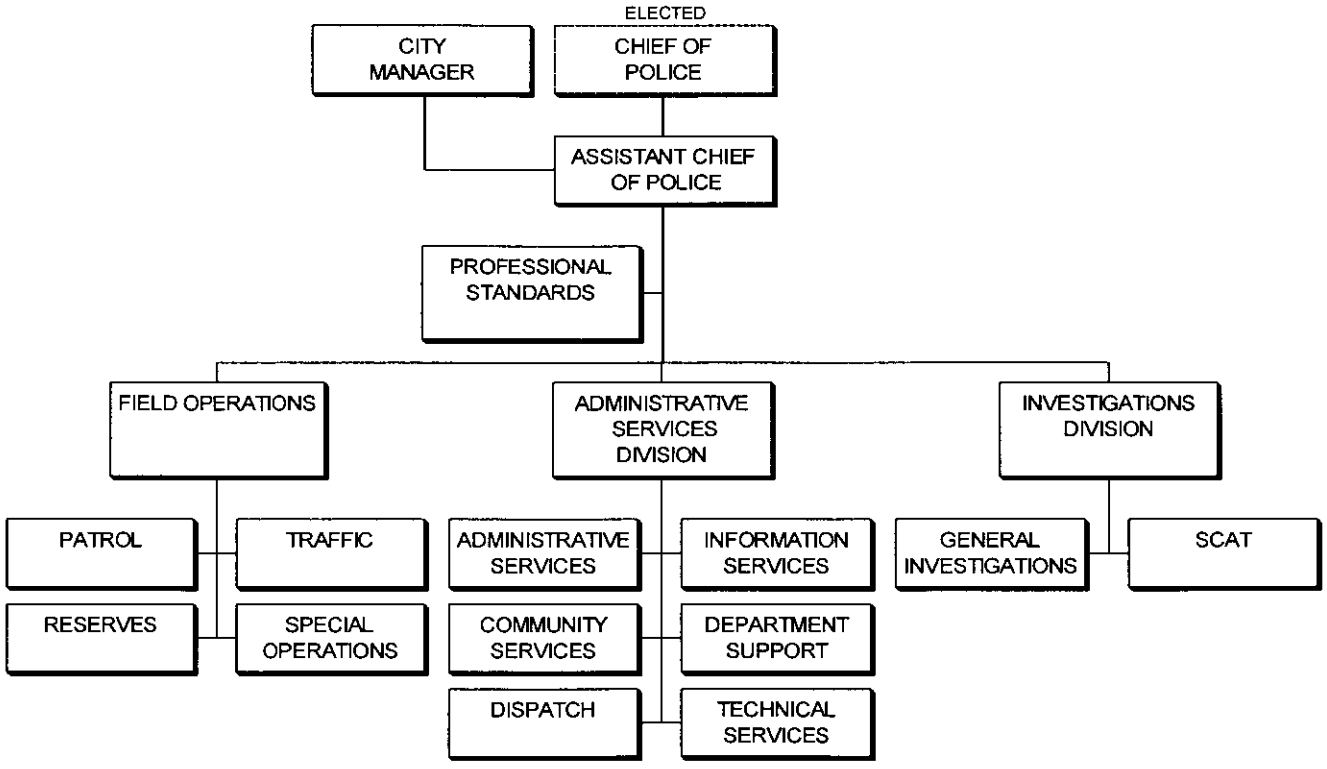
Administrative Services
- Administrative Services
- Information Services
- Professional Standards
- Department Support
- Community Services
- Dispatch

Technical Services
- Technical Services - Operations

Communications Equipment Acquisition
- Communications Equipment Acquisition

# CITY OF SANTA CLARA
## POLICE DEPARTMENT

## TABLE OF ORGANIZATION



## POSITION AND SALARY DETAIL

| Schedule/ Range | Position Title | No. of Positions 2006-2007 Adopted | No. of Positions 2007-2008 Budget | Salary 2006-2007 Adopted | Salary 2007-2008 Budget |
|---|---|---|---|---|---|
| **Police - Fund 001** | | | | | |
| Uncl | Police Chief | 1.00 | 1.00 | $ 216,562 | $ 228,049 |
| Uncl | Assistant Police Chief | 1.00 | 1.00 | 190,150 | 200,237 |
| Uncl | Police Captain | 3.00 | 3.00 | 526,089 | 544,829 |
| Uncl | Communications Operations Manager | 1.00 | 1.00 | 103,245 | 110,334 |
| Uncl | Administrative Analyst | 1.00 | 1.00 | 86,825 | 92,778 |
| B43 | Police Lieutenant | 8.00 | 8.00 | 1,174,634 | 1,244,738 |
| B37 | Police Sergeant | 31.00 | 31.00 | 3,654,461 | 3,821,969 |
| B31 | Police Officer | 103.00 | 103.00 | 10,778,016 | 11,312,030 |
| H33 | Senior Communications Dispatcher | 3.00 | 3.00 | 324,999 | 296,381 |
| H30 | Communications Dispatcher III | 3.00 | 3.00 | 294,498 | 249,651 |
| H28 | Communications Dispatcher I/II | 15.00 | 15.00 | 1,314,783 | 1,211,364 |
| H26 | Police Records Supervisor | 5.00 | 5.00 | 426,037 | 320,448 |
| H22 | Jail Service Officer | 6.00 | 6.00 | 470,977 | 433,773 |
| H22 | Police Records Specialist II | 10.00 | 10.00 | 748,937 | 646,169 |
| H22 | Community Service Officer II | 14.00 | 14.00 | 1,021,435 | 931,529 |
| H18 | Police Records Specialist I | 4.00 | 4.00 | 293,327 | 267,519 |
| H17 | Community Service Officer I | 1.00 | 3.00 | 69,247 | 168,107 |
| A34 | Forensic Coordinator | 1.00 | 1.00 | 72,979 | 74,322 |
| A34 | Police Records Manager | 1.00 | 1.00 | 88,879 | 74,322 |
| A32 | Crime Analyst | 2.00 | 2.00 | 86,400 | 88,235 |
| A24 | Office Specialist IV | 1.00 | 1.00 | 69,486 | 70,755 |
| A22 | Office Specialist III | 3.00 | 2.00 | 164,716 | 139,970 |
| A18 | Office Specialist II | 5.00 | 4.00 | 306,991 | 248,316 |
| | Premium | | | 460,818 | 456,450 |
| | Reserve | | | - | - |
| | Salary & Wages-Regular | 223.00 | 223.00 | 22,944,491 | 23,232,275 |
| | Salary & Wages-As Needed | | | 254,109 | 589,344 |
| | Salary & Wages-Overtime/Vacation Relief | | | 1,721,757 | 1,807,846 |
| | Salary & Wages-Holiday | | | 740,159 | 826,850 |
| | **Total Police** | **223.00** | **223.00** | **$ 25,660,516** | **$ 26,456,315** |

## POSITION AND SALARY DETAIL

| Schedule/ Range | Position Title | No. of Positions 2006-2007 Adopted | No. of Positions 2007-2008 Budget | Salary 2006-2007 Adopted | Salary 2007-2008 Budget |
|---|---|---|---|---|---|
| **Technical Services - Fund 047** | | | | | |
| Uncl | Communications Technical Srvs. Mng | 1.00 | 1.00 | $ 94,160 | $ 95,835 |
| A32 | Communication Technician I/II | 3.00 | 3.00 | 256,645 | 239,644 |
| | Reserve | | | - | - |
| | Salary & Wages-Regular | 4.00 | 4.00 | 350,805 | 335,479 |
| Salary & Wages-Overtime/Vacation Relief | | | | 5,000 | 5,000 |
| | **Total Technical Services** | **4.00** | **4.00** | **$ 355,805** | **$ 340,479** |
| | **Department Total** | **227.00** | **227.00** | **$ 26,016,321** | **$ 26,796,794** |

**Department: Police**

**Division: Field Operations**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| General Patrol | $ 12,914,467 | $ 14,290,067 | $ 15,405,136 | $ 1,115,069 |
| Traffic | 2,144,290 | 2,235,223 | 2,626,229 | 391,006 |
| Special Operations | 1,199,898 | 1,141,349 | 1,273,235 | 131,886 |
| Reserves | 447,571 | 158,820 | 383,585 | 224,765 |
| Total Expenditures | $ 16,706,226 | $ 17,825,459 | $ 19,688,185 | $ 1,862,726 |
| Full Time Positions | 108.00 | 106.00 | 110.00 | 4.00 |
| Total Revenue | $ 996,971 | $ 1,051,730 | $ 999,730 | $ (52,000) |

## 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.
- 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 a larger number of newly hired officers this coming year due to increased personnel needs.

## Division: Field Operations

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **General Patrol** | | | | |
| Police Captain | 1.00 | 1.00 | 1.00 | - |
| Police Lieutenant | 3.00 | 3.50 | 4.00 | 0.50 |
| Police Sergeant | 14.00 | 14.00 | 12.00 | (2.00) |
| Police Officer | 59.00 | 61.00 | 64.00 | 3.00 |
| Office Specialist III | 1.00 | 1.00 | 1.00 | - |
| Community Service Officer I | 1.00 | 1.00 | 1.00 | - |
| Community Service Officer II | 6.00 | 5.00 | 5.00 | - |
| **Subtotal** | **85.00** | **86.50** | **88.00** | **1.50** |
| **Traffic** | | | | |
| Police Lieutenant | 0.50 | - | - | - |
| Police Sergeant | 3.00 | 2.00 | 3.00 | 1.00 |
| Police Officer | 12.00 | 10.00 | 9.00 | (1.00) |
| Community Service Officer I | - | - | 2.00 | 2.00 |
| Office Specialist II | 1.00 | 1.00 | 1.00 | - |
| **Subtotal** | **16.50** | **13.00** | **15.00** | **2.00** |
| **Special Operations** | | | | |
| Police Lieutenant | 1.00 | 1.00 | 0.50 | (0.50) |
| Police Sergeant | 2.00 | 2.00 | 3.00 | 1.00 |
| Police Officer | 3.00 | 3.00 | 3.00 | - |
| **Subtotal** | **6.00** | **6.00** | **6.50** | **0.50** |
| **Reserves** | | | | |
| Police Lieutenant | 0.50 | 0.50 | 0.50 | - |
| **Subtotal** | **0.50** | **0.50** | **0.50** | **-** |
| **Total Division Positions** | **108.00** | **106.00** | **110.00** | **4.00** |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $12,636,641 | $ 14,000,613 | $ 14,922,202 | $ 921,589 |
| Other Operating Expenditures | 50,886 | 58,400 | 100,200 | 41,800 |
| Interfund Services | 226,940 | 231,054 | 382,734 | 151,680 |
| Total Expenditures | $ 12,914,467 | $ 14,290,067 | $ 15,405,136 | $ 1,115,069 |
| Full Time Positions | 85.00 | 86.50 | 88.00 | 1.50 |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Average response time to high priority Calls For Service (CFS). | 3 min. | 3:55 min. | 3 min. | 3 min. |
| 2. Ratio of calls for service to officer self initiated events. | 4:1 | 4:1 | 4:1 | 4:1 |
| 3. Arrests by beat officers | 3,265 | 3,980 | 3,800 | 4,000 |
| 4. Citations by beat officers | 3,214 | 3,400 | 2,800 | 3,000 |
| 5. Warrant arrests by beat officers | - | 1,396 | - | 600 |

* There have been changes made to the POP process which accounts for the numerical difference.

## Division: Field Operations

## Program: Traffic — Number: 001/7723

*Program Mission: Provide the citizens of our community a safe environment for traveling upon our highways, safe pedestrian movement, and the abatement of abandoned vehicles.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 2,075,945 | $ 2,142,099 | $ 2,497,138 | $ 355,039 |
| Other Operating Expenditures | 22,239 | 58,400 | 58,650 | 250 |
| Interfund Services | 46,106 | 34,724 | 70,441 | 35,717 |
| Total Expenditures | $ 2,144,290 | $ 2,235,223 | $ 2,626,229 | $ 391,006 |
| Full Time Positions | 16.50 | 13.00 | 15.00 | 2.00 |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of moving violation citations. | 6,180 | 7,573 | 3,800 | 5,000 |
| 2. Equipment Violation citations issued. | 1,991 | 2,194 | 500 | 500 |
| 3. Parking citations issued. | 6,205 | 9,497 | 4,900 | 8,000 |
| 4. Response by volunteer radar projects to citizen concerns. * | - | 170 | 150 | 150 |
| 5. Abandoned vehicles abated within 7 days. | 773 | 1,531 | 700 | 700 |

* This is a new project. Data will be printed next year.

## 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.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 1,155,850 | $ 1,094,272 | $ 1,222,471 | $ 128,199 |
| Other Operating Expenditures | 28,080 | 31,050 | 31,980 | 930 |
| Interfund Services | 15,968 | 16,027 | 18,784 | 2,757 |
| Total Expenditures | $ 1,199,898 | $ 1,141,349 | $ 1,273,235 | $ 131,886 |
| Full Time Positions | 6.00 | 6.00 | 6.50 | 0.50 |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of continuing issues classified as POP projects. | 105 | 153 | 120 | 120 |
| 2. Number of Administrative Citations issued around Santa Clara University Zone. | 32 | 89 | 60 | 60 |

## Division: Field Operations

## Program: Reserves

**Number 001/7725**

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

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 392,129 | $ 103,673 | $ 325,839 | $ 222,166 |
| Other Operating Expenditures | 54,101 | 53,811 | 55,400 | 1,589 |
| Interfund Services | 1,341 | 1,336 | 2,346 | 1,010 |
| Total Expenditures | $ 447,571 | $ 158,820 | $ 383,585 | $ 224,765 |
| Full Time Positions | 0.50 | 0.50 | 0.50 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Ratio of paid to unpaid hours. | 2:1 | 2:1 | 2:1 | 2:1 |
| 2. Hours of continuing professional training hours per officer. | 57 | 55 | 50 | 50 |
| 3. Number of arrests. | 57 | 169 | 60 | 175 |
| 4. Number of citations. | 273 | 538 | 275 | 450 |
| 5. Number of contacts with registered sex offenders. | 68 | 200 | 50 | 50 |

**Department: Police**

**Division: Investigations**

| Major Programs | 2005-2006 Actual | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| General Investigations | $ 3,554,216 | $ 4,262,764 | $ 4,109,373 | $ (153,391) |
| SCAT | 924,327 | 928,083 | 967,711 | 39,628 |
| Total Expenditures | $ 4,478,543 | $ 5,190,847 | $ 5,077,084 | $ (113,763) |
| Full Time Positions | 26.00 | 30.00 | 27.00 | (3.00) |
| Total Revenue | $ 18,996 | $ - | $ - | $ - |

## Division Mission

*The Investigation Division's mission is three-fold. It 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 narcotics unit will continue to operate as an undercover unit dedicated to the suppression of narcotics and vice in our community. The warrants/subpoenas unit will insure that arrest warrants for criminals will be aggressively served, and subpoenas for trial witnesses are promptly delivered.*

## Division Highlights

- We will take a pro-active role in investigating property crimes that affect our businesses and building owners.
- Investigations by undercover officers will adapt to changing crime trends.
- Investigators will continue to monitor sex offenders registered in our city.

## Division: Investigations

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **General Investigations** | | | | |
| Police Captain | 1.00 | 1.00 | 1.00 | - |
| Police Lieutenant | 1.00 | 0.70 | 0.70 | - |
| Police Sergeant | 6.00 | 8.00 | 8.00 | - |
| Police Officer | 9.00 | 11.00 | 10.00 | (1.00) |
| Office Specialist III | 1.00 | 1.00 | - | (1.00) |
| Community Service Officer II | 1.00 | 1.00 | 2.00 | 1.00 |
| Office Specialist II | 2.00 | 2.00 | - | (2.00) |
| **Subtotal** | **21.00** | **24.70** | **21.70** | **(3.00)** |
| **SCAT** | | | | |
| Police Lieutenant | - | 0.30 | 0.30 | - |
| Police Sergeant | 1.00 | 1.00 | 1.00 | - |
| Police Officer | 4.00 | 4.00 | 4.00 | - |
| **Subtotal** | **5.00** | **5.30** | **5.30** | **-** |
| **Total Division Positions** | **26.00** | **30.00** | **27.00** | **(3.00)** |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $3,344,437 | $4,038,786 | $ 3,858,932 | $ (179,854) |
| Other Operating Expenditures | 148,799 | 158,000 | 167,320 | 9,320 |
| Interfund Services | 60,980 | 65,978 | 83,121 | 17,143 |
| Total Expenditures | $3,554,216 | $4,262,764 | $ 4,109,373 | $ (153,391) |
| Full Time Positions | 21.00 | 24.70 | 21.70 | (3.00) |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent of cases closed by investigation. | 98% | 98% | 98% | 98% |
| 2. Number of non-traffic cases submitted to the District Attorney's Office for filing. | 1,319 | 1,072 | 1,500 | 1,500 |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 910,946 | $ 911,926 | $ 945,457 | $ 33,531 |
| Other Operating Expenditures | 124 | 2,000 | 2,060 | 60 |
| Interfund Services | 13,257 | 14,157 | 20,194 | 6,037 |
| Total Expenditures | $ 924,327 | $ 928,083 | $ 967,711 | $ 39,628 |
| Full Time Positions | 5.00 | 5.30 | 5.30 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of SCAT initiated cases submitted to the District Attorney's Office for filing. | 71 | 102 | 100 | 100 |

**Department: Police**

**Division: Administrative Services**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Administrative Services | $ 1,322,954 | $ 1,623,549 | $ 1,525,130 | $ (98,419) |
| Information Services | 1,984,453 | 2,679,473 | 2,618,856 | (60,617) |
| Professional Standards | 1,410,633 | 1,612,444 | 1,932,177 | 319,733 |
| Department Support | 3,222,932 | 3,624,153 | 3,566,079 | (58,074) |
| Community Services | 2,012,455 | 2,229,822 | 2,203,616 | (26,206) |
| 9-1-1 Dispatch | 3,346,806 | 3,673,380 | 3,598,652 | (74,728) |
| Total Expenditures | $ 13,300,233 | $ 15,442,821 | $ 15,444,510 | $ 1,689 |
| Full Time Positions | 64.00 | 75.00 | 75.00 | - |
| Total Revenue | $ 337,307 | $ 243,600 | $ 224,100 | $ (19,500) |

## Division Purpose

*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.*

## Activity Highlights

- The Police Department now offers an online reporting service for the community. Provided as a convenience, citizens may submit certain types of non-emergency crime reports through their Internet connections and e-mail address. Upon meeting the online reporting criteria and the completion of the reporting process, a copy of the crime report can be printed for free. Citizens can refer to the Police Department's website for further details.

- In cooperation with the Santa Clara Unified School District, the Community Services Unit (CSU) will be holding its highly acclaimed *Every 15-Minutes* Drunk Driving Prevention Program, bringing to attention that every 15-minutes someone dies in a drunk driving related accident. The 2008 spring event will be held at Santa Clara High School. The program is designed to create a realistic understanding of the impact on people involved in an alcohol related fatal car accident. After watching a simulated fatal car accident, high school students are exposed to a wide range of visual and emotional stimuli. It is hoped that this experience will have a profound impact on their future decision-making concerning drinking and driving.

- The Technical Services Staff will be coordinating the move of our 800 MHz Trunked Radio frequencies. In 2005, the Federal Communications Commission (FCC) ruled, that for safety reasons, there needed to be a greater separation between public safety radio frequencies and those of commercial cell phone carriers. The move or "rebanding" will entail a change in frequencies and significant equipment modifications. Furthermore, the ruling requires that Sprint Nextel pay for all the cost associated with this "rebanding" effort.

## Division: Administrative Services

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 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 | - |
| Police Records Supervisor | 1.00 | 1.00 | - | (1.00) |
| Community Service Officer II | - | 1.00 | 1.00 | - |
| Forensic Coordinator | - | 1.00 | 1.00 | - |
| Crime Analyst | 2.00 | 2.00 | 2.00 | - |
| Office Specialist IV | 1.00 | 1.00 | 1.00 | - |
| Office Specialist III | 1.00 | 1.00 | 1.00 | - |
| **Subtotal** | **8.00** | **10.00** | **9.00** | **(1.00)** |
| **Information Services** | | | | |
| Police Officer | 1.00 | 1.00 | 1.00 | - |
| Police Records Manager | 1.00 | 1.00 | 1.00 | - |
| Police Records Supervisor | 4.00 | 4.00 | 5.00 | 1.00 |
| Police Records Specialist II | 10.00 | 10.00 | 10.00 | - |
| Community Service Officer II | 1.00 | 1.00 | 1.00 | - |
| Police Records Specialist I | 2.00 | 2.00 | 2.00 | - |
| **Subtotal** | **19.00** | **19.00** | **20.00** | **1.00** |
| **Professional Standards** | | | | |
| Police Lieutenant | 1.00 | - | - | - |
| Police Sergeant | 3.00 | 3.00 | 3.00 | - |
| Police Officer | 6.00 | 5.00 | 6.00 | 1.00 |
| Office Specialist II | 1.00 | 1.00 | 1.00 | - |
| **Subtotal** | **11.00** | **9.00** | **10.00** | **1.00** |
| **Department Support** | | | | |
| Police Sergeant | 1.00 | - | 1.00 | 1.00 |
| Police Officer | 2.00 | 2.00 | - | (2.00) |
| Jail Service Officer | 6.00 | 6.00 | 6.00 | - |
| Community Service Officer II | 2.00 | 2.00 | 2.00 | - |
| Police Records Specialist I | 2.00 | 2.00 | 2.00 | - |
| Forensic Coordinator | 1.00 | - | - | - |
| **Subtotal** | **2.00** | **12.00** | **11.00** | **(1.00)** |

## Division: Administrative Services (continued)

### Summary of Regular Positions by Program (continued)

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Community Services** | | | | |
| Police Lieutenant | 1.00 | 1.00 | 1.00 | - |
| Police Sergeant | 1.00 | 1.00 | - | (1.00) |
| Police Officer | 7.00 | 6.00 | 6.00 | - |
| Community Service Officer II | 4.00 | 4.00 | 4.00 | - |
| **Subtotal** | **13.00** | **12.00** | **11.00** | **(1.00)** |
| **Dispatch** | | | | |
| Communications Operations Manager | 1.00 | 1.00 | 1.00 | - |
| Administrative Analyst | 1.00 | 1.00 | 1.00 | - |
| Police Lieutenant | - | 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 | 15.00 | 15.00 | 15.00 | - |
| Office Specialist II | 1.00 | 1.00 | 1.00 | - |
| **Subtotal** | **24.00** | **25.00** | **25.00** | **-** |
| **Total Division Positions** | **77.00** | **87.00** | **86.00** | **(1.00)** |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 1,176,430 | $ 1,413,029 | $ 1,303,298 | $ (109,731) |
| Other Operating Expenditures | 122,797 | 183,808 | 188,959 | 5,151 |
| Interfund Services | 23,727 | 26,712 | 32,873 | 6,161 |
| Total Expenditures | $ 1,322,954 | $ 1,623,549 | $ 1,525,130 | $ (98,419) |
| Full Time Positions | 8.00 | 10.00 | 9.00 | (1.00) |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| This program has no measurements at this time. | | | | |

## Division: Administrative Services

## Program: Information Services — Number: 001/7743

*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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 1,733,236 | $ 2,290,072 | $ 2,111,402 | $ (178,670) |
| Other Operating Expenditures | 201,479 | 338,650 | 437,014 | 98,364 |
| Interfund Services | 49,738 | 50,751 | 70,440 | 19,689 |
| Total Expenditures | $ 1,984,453 | $ 2,679,473 | $ 2,618,856 | $ (60,617) |
| Full Time Positions | 19.00 | 19.00 | 20.00 | 1.00 |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent of all request for police reports by allied agencies or public processed within 3 days. | 100% | 92% | 90% | 90% |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 1,195,112 | $ 1,387,403 | $ 1,656,312 | $ 268,909 |
| Other Operating Expenditures | 186,649 | 201,000 | 228,900 | 27,900 |
| Interfund Services | 28,872 | 24,041 | 46,965 | 22,924 |
| Total Expenditures | $ 1,410,633 | $ 1,612,444 | $ 1,932,177 | $ 319,733 |
| Full Time Positions | 11.00 | 9.00 | 10.00 | 1.00 |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| This program has no measurements at this time. | | | | |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 1,230,972 | $ 1,530,606 | $ 1,369,278 | $ (161,328) |
| Other Operating Expenditures | 594,301 | 475,389 | 487,236 | 11,847 |
| Interfund Services | 1,397,659 | 1,618,158 | 1,709,565 | 91,407 |
| Total Expenditures | $ 3,222,932 | $ 3,624,153 | $ 3,566,079 | $ (58,074) |
| Full Time Positions | 2.00 | 12.00 | 11.00 | 1.00 |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent of accuracy related to the documentaiton, storage, and disposition of firearms, drug, and money cases. | 100% | 100% | 100% | 100% |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 1,924,254 | $ 2,161,856 | $ 2,110,310 | $ (51,546) |
| Other Operating Expenditures | 53,786 | 35,913 | 36,954 | 1,041 |
| Interfund Services | 34,415 | 32,053 | 56,352 | 24,299 |
| Total Expenditures | $ 2,012,455 | $ 2,229,822 | $ 2,203,616 | $ (26,206) |
| Full Time Positions | - | - | - | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent increase in the number of Neighborhood Watch Groups. | 3% | 5% | 5% | 3% |
| 2. Percent increase of the number of contact hours per officer with students, faculty, and school administration. | 3% | 3% | 5% | 3% |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 3,091,391 | $ 3,423,931 | $ 3,326,149 | $ (97,782) |
| Other Operating Expenditures | 189,869 | 182,671 | 169,190 | (13,481) |
| Interfund Services | 65,546 | 66,778 | 103,313 | 36,535 |
| Total Expenditures | $ 3,346,806 | $ 3,673,380 | $ 3,598,652 | $ (74,728) |
| Full Time Positions | 24.00 | 25.00 | 25.00 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent of life-threatening emergency calls for service being dispatched within 60 seconds. | 96% | 99.30% | 95% | 95% |
| 2. Percent of 9-1-1 calls answered within 6 seconds. | 90% | 92% | 90% | 90% |

**Department: Police**

**Division: Technical Services**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Technical Services Operation | $549,714 | $ 631,128 | $ 625,158 | $ (5,970) |
| Total Expenditures | $549,714 | $ 631,128 | $ 625,158 | $ (5,970) |
| Full Time Positions | 4.00 | 4.00 | 4.00 | - |
| Total Revenue | $473,100 | $ 506,228 | $ 510,452 | $ 4,224 |

## 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

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Technical Services Operation** | | | | |
| Communications Technical Service 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 442,493 | $ 470,202 | $ 457,431 | $ (12,771) |
| Other Operating Expenditures | 90,725 | 145,200 | 149,560 | 4,360 |
| Interfund Services | 16,496 | 15,726 | 18,167 | 2,441 |
| Total Expenditures | $ 549,714 | $ 631,128 | $ 625,158 | $ (5,970) |
| Full Time Positions | 4.00 | 4.00 | 4.00 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percentage of non-functioning, non-critical, radio eqiupment being repaired within one (1) week of receiving necessary parts. | 90% | 95% | 90% | 90% |
| 2. Percentage of non-public safety communicaton equipment adds, moves, and changes being performed within two (2) weeks of receiving necessary equipment. | 85% | 90% | 85% | 85% |

**Department: Police**

**Division: Communications Equipment Acquisition**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Communications Equipment Acquisition | $ - | $ 20,000 | $ 20,000 | $ - |
| Total Expenditures | $ - | $ 20,000 | $ 20,000 | $ - |
| Full Time Positions | - | - | - | - |
| Total Revenue | $ 154,740 | $ 157,890 | $ 158,740 | $ 850 |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Other Operating Expenditures | $ - | $ 20,000 | $ 20,000 | $ - |
| Total Expenditures | $ - | $ 20,000 | $ 20,000 | $ - |
| Full Time Positions | - | - | - | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percentage of budgeted equipment acquisitions accomplished. | 100% | 100% | 100% | 100% |

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# *Fire*

Protection

Prevention

Training

Hazardous Materials

Incremental EMS Costs

Santa Clara
All-America City
2001

# Fire Department

| Department Summary | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|
| Protection | $ 23,669,120 | $ 25,226,035 | $ 26,393,161 |
| Prevention | 1,858,995 | 2,032,105 | 2,104,130 |
| Training | 1,090,191 | 1,539,039 | 1,268,623 |
| Hazardous Materials | 1,103,731 | 1,141,158 | 1,234,614 |
| Incremental EMS Costs | 818,581 | 606,649 | 703,410 |
| Total Department Expenditures | $ 28,540,618 | $ 30,544,986 | $ 31,703,938 |
| Total Full Time Positions | 179.50 | 179.50 | 179.50 |
| Total Department Revenue | $ 1,165,861 | $ 1,046,900 | $ 946,210 |

## Department Mission

*Protect all citizens within the City of Santa Clara from injury and loss due to natural and human caused disasters and emergencies such as earthquake, fire, flood, chemical release, medical emergency, and other similar disasters or emergencies.*

## Department Overview

The Fire Department will respond with highly trained and equipped personnel to an emergency scene within three minutes after being notified and dispatched. The Fire Department also assists other City departments in recovery operations. During non-emergency periods, the focus is on fire prevention through fire inspections and public education.

During the 2007/08 fiscal year the Fire Department will focus on public education directed at commercial and residential emergency preparedness. This will primarily be accomplished through the HEAT (Home Emergency Assistance Team) training program, which is currently funded through the Federal Homeland Security Community Emergency Response Team (CERT) Grant.

The Protection and Training Divisions will be concentrating on developing operational procedures and guidelines for the Multiple Patient Management Plan and will participate in the development and implementation of a multi-disciplinary regional drill. A great deal of effort will also be put into successful completion of probation for 11 new Firefighters.

The Fire Prevention Division will be working on the City's adoption of the 2006 International Fire Code and the associated training of personnel, which will include hosting several training classes for other local agencies. Reviewing and amending the International Fire Code prior to adoption will be required in order to maintain current safety and customer assistance levels.

In addition to working closely with the Fire Prevention Division on the code adoption and related training, the Hazardous Materials Division will improve cost effectiveness by working with the Police Department, Information Technology Department and consultants to develop a coordinated Public Safety Information Technology Plan.

The Emergency Medical Services Division is requesting funds to upgrade the defibrillator/monitors that are carried on all fire apparatus to biphasic shock delivery technology that will enhance emergency service delivery to our citizens. This upgrade is recommended by the American Heart Association and Santa Clara County Emergency Services.

## Resource Level Changes

## Divisions and Programs

Protection
- Administration
- Emergency Response

Prevention
- Code Enforcement/Public Education
- Investigations

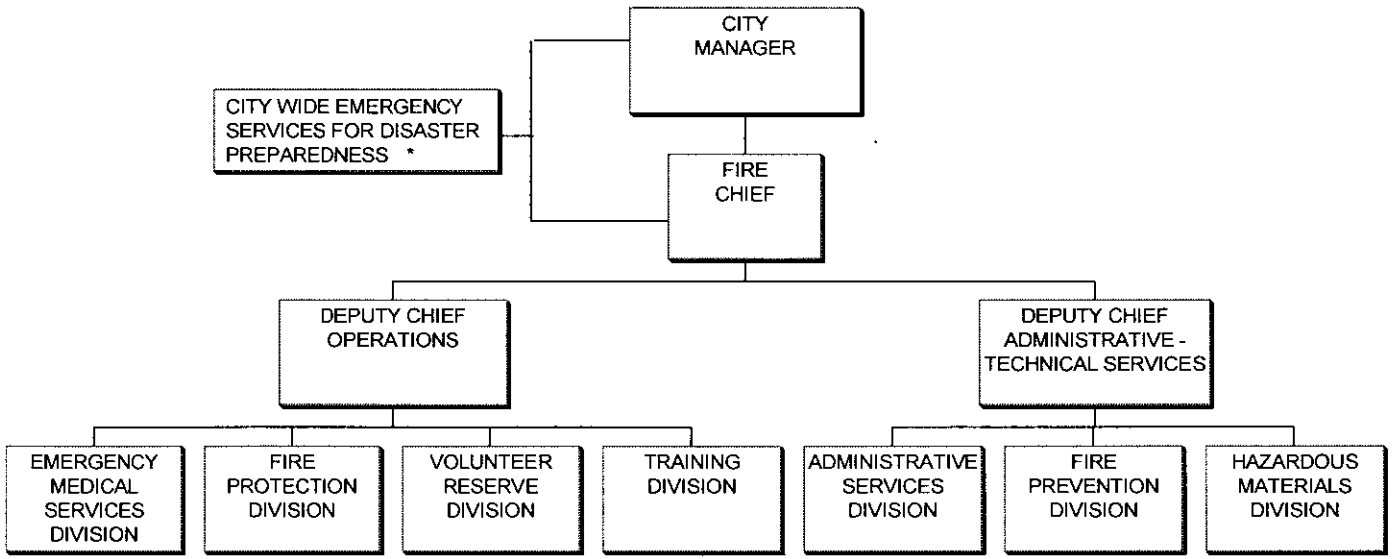
Training
- Training

Hazardous Materials
- Hazardous Materials Code Enforcement

Incremental EMS Costs
- Paramedic Services

# CITY OF SANTA CLARA
## FIRE DEPARTMENT

### TABLE OF ORGANIZATION




* Function reports directly to City Manager/Director of Emergency Services

## POSITION AND SALARY DETAIL

| Schedule/ Range | Position Title | No. of Positions 2006-2007 Adopted | No. of Positions 2007-2008 Budget | Salary 2006-2007 Adopted | Salary 2007-2008 Budget |
|---|---|---|---|---|---|
| Uncl | Fire Chief | 1.00 | 1.00 | $ 169,202 | $ 172,049 |
| Uncl | Deputy Fire Chief | 2.00 | 2.00 | 326,132 | 299,009 |
| Uncl | Battalion Chief | 5.00 | 5.00 | 724,008 | 750,059 |
| Uncl | Fire Marshal | 1.00 | 1.00 | 142,870 | 148,908 |
| Uncl | Hazardous Materials Administrator | 1.00 | 1.00 | 147,436 | 149,916 |
| Uncl | Hazardous Materials Specialist | 4.00 | 4.00 | 511,284 | 523,311 |
| C38 | Deputy Fire Marshal | 6.00 | 6.00 | 763,143 | 760,748 |
| C1-41 | Assistant Training Officer | 3.00 | 3.00 | 401,653 | 425,983 |
| C1-41 | Fire Captain-Training | 3.00 | 3.00 | 379,465 | 400,209 |
| C1-38 | Fire Captain | 36.00 | 36.00 | 4,712,084 | 4,758,804 |
| C1-33 | Driver Engineer | 48.00 | 48.00 | 5,532,001 | 5,612,352 |
| C1-30 | Firefighter | 58.00 | 58.00 | 5,397,734 | 5,454,564 |
| H35 | Fire Prevention Specialist | 3.00 | 3.00 | 314,384 | 278,722 |
| A30 | Senior Staff Aide | 1.00 | 1.00 | 84,465 | 86,015 |
| A24 | Staff Aide I | 1.00 | 1.00 | 71,244 | 72,551 |
| A24 | Office Specialist IV | 1.00 | 1.00 | 69,486 | 58,334 |
| A18 | Office Specialist II | 5.00 | 5.00 | 294,002 | 286,863 |
| A12 | Office Assistant | 0.50 | 0.50 | 25,907 | 26,383 |
| | Premium | | | 558,378 | 523,500 |
| | Reserve | | | - | - |
| | Salary & Wages-Regular | 179.50 | 179.50 | 20,624,878 | 20,788,280 |
| | Salary & Wages-As Needed | | | 169,750 | 183,100 |
| | Salary & Wages-Overtime/Vacation Relief | | | 152,050 | 155,500 |
| | Salary & Wages-Holiday Pay | | | 839,744 | 902,900 |
| | **Total** | **179.50** | **179.50** | **$ 21,786,422** | **$ 22,029,780** |

**Department: Fire**

**Division: Protection**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Administration | $ 1,115,815 | $ 1,322,122 | $ 1,330,257 | $ 8,135 |
| Emergency Response | 22,553,305 | 23,903,913 | 25,062,904 | 1,158,991 |
| Total Expenditures | $ 23,669,120 | $ 25,226,035 | $ 26,393,161 | $ 1,167,126 |
| Full Time Positions | 152.50 | 152.50 | 152.50 | - |
| Total Revenue | $ 35,343 | $ 76,400 | $ 50,800 | $ (25,600) |

## 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

- Update the City's Continuity of Operations Plan, which encompasses plans for handling the threat of Pandemic Flu.
- Develop operational procedure and guidelines for the Multiple Patient Management Plan.
- Participation in the development and implementation of a multi-disciplinary regional drill.

## Division: Protection

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2006-2007 Budget | Budget Change |
|---|---|---|---|---|
| **Administration** | | | | |
| Fire Chief | 1.00 | 1.00 | 1.00 | - |
| Deputy Fire Chief | 2.00 | 2.00 | 2.00 | - |
| 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** | **7.50** | **7.50** | **7.50** | **-** |
| **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 | 58.00 | 58.00 | 58.00 | - |
| **Subtotal** | **145.00** | **145.00** | **145.00** | **-** |
| **Total Division Positions** | **152.50** | **152.50** | **152.50** | **-** |

**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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 913,900 | $ 1,125,082 | $ 1,116,947 | $ (8,135) |
| Other Operating Expenditures | 149,806 | 145,590 | 146,540 | 950 |
| Interfund Services | 52,109 | 51,450 | 66,770 | 15,320 |
| Total Expenditures | $ 1,115,815 | $ 1,322,122 | $ 1,330,257 | $ 8,135 |
| Full Time Positions | 7.50 | 7.50 | 7.50 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of hours contributed by Volunteer/Reserve Division. | 5,668 | 6,142 | 4,500 | 7,000 |
| 2. Number of fire responses. | 216 | 269 | 200 | 200 |
| 3. Number of emergency Medical responses. | 5,123 | 4,164 | 3,200 | 3,500 |
| 4. Number of non-emergency Medical responses. | - | 1,260 | 1,600 | 1,300 |
| 5 Number of Hazardous Materials responses. | 172 | 184 | 150 | 150 |

**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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 21,471,458 | $ 22,852,797 | $ 23,736,961 | $ 884,164 |
| Other Operating Expenditures | 261,649 | 241,237 | 275,928 | 34,691 |
| Interfund Services | 820,198 | 809,879 | 1,050,015 | 240,136 |
| Total Expenditures | $ 22,553,305 | $ 23,903,913 | $ 25,062,904 | $ 1,158,991 |
| Full Time Positions | 145.00 | 145.00 | 145.00 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Average emergency response time. | 5 min. 45 sec. | 5 min. 31 sec. | 5 min. 30 sec. | 5 min. 30 sec. |
| 2. Average non-emergency response time. | - | 7 min. 27 sec. | 6 min. | 6 min. 30 sec. |
| 3. Number of Emergency Responses. | 6,549 | 5,715 | 4,125 | 5,000 |
| 4. Number of Non- Emergency Responses. | - | 1,940 | 2,075 | 2,000 |
| 5. Percent of total alarms categorized as false. | 13.4% | 11.9% | 14.5% | 14.0% |

**Department: Fire**

**Division: Prevention**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Code Enforcement/Public Education | $ 1,668,695 | $ 1,841,182 | $ 1,897,615 | $ 56,433 |
| Investigations | 190,300 | 190,923 | 206,515 | 15,592 |
| Total Expenditures | $ 1,858,995 | $ 2,032,105 | $ 2,104,130 | $ 72,025 |
| Full Time Positions | 11.00 | 11.00 | 11.00 | - |
| Total Revenue | $ 289,127 | $ 425,300 | $ 300,210 | $ (125,090) |

## 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

- In association with the Northern California Fire Prevention Officers' Association, the Division of Fire Prevention will host five training classes for the International Building Code.
- Complete the City's adoption of the 2006 International Fire Code by January 2008.
- Implement transitional training to fire suppression crews from the 2000 Uniform Fire Code to the 2006 International Fire Code.

## Division: Prevention

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 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 | 3.00 | 3.00 | 3.00 | - |
| Office Specialist II | 1.00 | 1.00 | 1.00 | - |
| **Subtotal** | **10.00** | **10.00** | **10.00** | **-** |
| **Investigation** | | | | |
| Deputy Fire Marshal | 1.00 | 1.00 | 1.00 | - |
| **Subtotal** | **1.00** | **1.00** | **1.00** | **-** |
| **Total Division Positions** | **11.00** | **11.00** | **11.00** | **-** |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 1,485,401 | $ 1,651,871 | $ 1,628,406 | $ (23,465) |
| Other Operating Expenditures | 17,916 | 17,950 | 17,200 | (750) |
| Interfund Services | 165,378 | 171,361 | 252,009 | 80,648 |
| Total Expenditures | $ 1,668,695 | $ 1,841,182 | $ 1,897,615 | $ 56,433 |
| Full Time Positions | 10.00 | 10.00 | 10.00 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of inspections performed by the Fire Prevention Bureau. | 4,503 | 2,943 | 4,200 | 3,000 |
| 2. Number of inspections performed by the Protection Division. | - | 4,094 | 4,200 | 4,200 |
| 3. Number of citizens complaints. | 69 | 18 | 50 | 40 |
| 4. Number of community participants in fire and safety training and education programs. | 3,993 | 2,840 | 4,000 | 4,000 |
| 5. Number of public safety presentations/meetings. | 28 | 17 | 25 | 15 |
| 6. Number of permit inspections. | 1,930 | 2,004 | 1,650 | 1,800 |
| 7. Number of new business license inspections. | 737 | 664 | 700 | 700 |
| 8. Number of plans reviewed. | 1,135 | 941 | 1,000 | 1,000 |
| 9. Percent of multi-family occupancies inspected. | 45.2% | 57.45% | 50.0% | 50.0% |

**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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 173,037 | $ 172,832 | $ 180,971 | $ 8,139 |
| Other Operating Expenditures | 887 | 2,075 | 2,200 | 125 |
| Interfund Services | 16,376 | 16,016 | 23,344 | 7,328 |
| Total Expenditures | $ 190,300 | $ 190,923 | $ 206,515 | $ 15,592 |
| Full Time Positions | 1.00 | 1.00 | 1.00 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of fires investigated. | 35 | 41 | 30 | 35 |
| 2. Number of hazardous materials incidents investigated. | 10 | 12 | 5 | 7 |

**Department: Fire**

**Division: Training**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Training | $ 1,090,191 | $ 1,539,039 | $ 1,268,623 | $ (270,416) |
| Total Expenditures | $ 1,090,191 | $ 1,539,039 | $ 1,268,623 | $ (270,416) |
| Full Time Positions | 8.00 | 8.00 | 8.00 | - |
| Total Revenue | $ - | $ 200 | $ 200 | $ - |

## 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

- Complete promotional testing process and develop a training program for new Captains' probationary period.
- Successful completion of probationary period for eleven new Firefighters.
- More efficient and frequent use of the I Net Broadcasting System for training of personnel.

## Division: Training

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 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 | - |
| 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 960,925 | $ 1,389,070 | $ 1,072,397 | $ (316,673) |
| Other Operating Expenditures | 35,100 | 53,750 | 51,800 | (1,950) |
| Interfund Services | 94,166 | 96,219 | 144,426 | 48,207 |
| Total Expenditures | $ 1,090,191 | $ 1,539,039 | $ 1,268,623 | $ (270,416) |
| Full Time Positions | 8.00 | 8.00 | 8.00 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of fire prevention training hours. | 577 | 390 | 700 | 500 |
| 2. Number of hazardous materials training hours. | 224 | 372 | 200 | 300 |
| 3. Number of emergency medical services training hours. | 1,099 | 1,078 | 1,300 | 1,300 |
| 4. Number of rescue training hours. | 672 | 525 | 1,000 | 700 |
| 5. All other training hours. | 6,844 | 6,553 | 8,000 | 7,000 |

**Department: Fire**

**Division: Hazardous Materials**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Hazardous Materials Code Enforcement | $ 1,103,731 | $ 1,141,158 | $1,234,614 | $ 93,456 |
| Total Expenditures | $ 1,103,731 | $ 1,141,158 | $1,234,614 | $ 93,456 |
| Full Time Positions | 6.00 | 6.00 | 6.00 | - |
| Total Revenue | $ 571,445 | $ 300,000 | $ 350,000 | $ 50,000 |

## 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

- Prepare to assist customes and implement the 2006 International Fire Code (IFC) by training all Division personnel and participating in reviewing and amending the IFC to maintain current safety levels.
- Improve cost effectiveness by working with the Police Department, IT Department and consultants to develop a coordinated Public Safety Information Technology Plan.

## Division: Hazardous Materials

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Hazardous Materials Code Enforcement** | | | | |
| Hazardous Material Administrator | 1.00 | 1.00 | 1.00 | - |
| Hazardous Material 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 959,486 | $ 992,824 | $1,024,533 | $ 31,709 |
| Other Operating Expenditures | 9,179 | 5,500 | 12,075 | 6,575 |
| Interfund Services | 135,066 | 142,834 | 198,006 | 55,172 |
| Total Expenditures | $1,103,731 | $1,141,158 | $1,234,614 | $ 93,456 |
| Full Time Positions | 6.00 | 6.00 | 6.00 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of Hazardous Materials emergency responses. | 26 | 35 | 15 | 20 |
| 2. Number of business inspections. | 1,351 | 1,307 | 1,500 | 1,500 |

**Department: Fire**

**Division: Incremental EMS Costs**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Paramedic Services | $ 818,581 | $ 606,649 | $ 703,410 | $ 96,761 |
| Total Expenditures | $ 818,581 | $ 606,649 | $ 703,410 | $ 96,761 |
| Full Time Positions | 2.00 | 2.00 | 2.00 | - |
| Total Revenue | $ 269,946 | $ 245,000 | $ 245,000 | $ - |

## 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 three fire stations strategically located throughout the City with EMT-P personnel.*

## Division Highlights

- The purchase and placement of four additional automated external defibrillators in City facilities.
- The upgrade of existing monitors/defibrillators currently carried on all Fire Department apparatus to "biphasic" shock delivery technology that will enhance emergency service delivery to our citizens.
- The relocation and installation of the record storage system currently located in the future Santa Clara Fire Department Museum building.

## Division: Incremental EMS Costs

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 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: Incremental EMS Costs

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 477,954 | $ 299,336 | $ 305,956 | $ 6,620 |
| Other Operating Expenditures | 195,913 | 154,630 | 189,192 | 34,562 |
| Interfund Services | 144,714 | 152,683 | 208,262 | 55,579 |
| Total Expenditures | $ 818,581 | $ 606,649 | $ 703,410 | $ 96,761 |
| Full Time Positions | 2.00 | 2.00 | 2.00 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Average response time to provide basic life support for emergency responses. | 5:43 min | 5:31 min | 5:30 min | 5:30 min |
| 2. Average response time to provide basic life support for non-emergency responses. | - | 7:27 min | 6:00 min | 6:30 min |
| 3. Average response time to provide advanced life support for emergency responses. | 5:45 min | 5:31 min | 5:30 min | 5:30 min |
| 4 Average response time to provide advanced life support for non-emergency responses. | - | 7:27 min | 6:00 min | 6:30 min |

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# *Electric Utility*

Administrative Services

Customer Service/Marketing

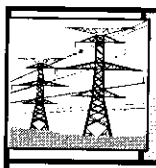
Resource Management

Energy Distribution

Santa Clara

All-America City

2001



# Electric Utility Department

| Department Summary | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|
| Administrative Services | $ 201,520,044 | $ 156,437,970 | $ 166,692,699 |
| Customer Service/Marketing | 5,341,942 | 8,278,069 | 9,402,244 |
| Resource Management | 30,805,881 | 74,606,882 | 69,723,872 |
| Energy Distribution | 19,519,528 | 23,763,631 | 24,042,651 |
| Total Department Expenditures | $ 257,187,395 | $ 263,086,552 | $ 269,861,466 |
| Total Full Time Positions | 144.00 | 144.00 | 144.00 |
| Total Department Revenue | $ 227,017,726 | $ 244,893,712 | $ 274,902,972 |

## 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 approximately 50,000 City customers. The City has more than 1,900 industrial accounts that comprise more than 87% of the City's load and approximately 85% of customer service revenues. The Electric Department has a staff of 144 employees who provide such diverse services as operating, maintaining and dispatching electric service, engineering, system planning, administrative and 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 Electric Department's Operating Budget for 2007-08 provides accountability for expenditures while continuing to provide the spending flexibility necessary to respond to the dynamic changes taking place in the electric utility industry.

The requested appropriations include operating expenses of about $270 million (including debt service), which are 2.7% higher, overall, than FY 2006-07 appropriations. This increase generally reflects an uplift in energy procurement costs due to growth in load.

Although a number of staff retired or left in FY 06-07, the Electric Department is not adding headcount in FY 07-08. Instead, the department is reclassifying seveal vacant positions and converting a few contractors to full-time positions.

Projected revenues of $268 million are almost 8% higher than the previous budget year. Again, this increase reflects a growth in electric load. Additionally, this budget, when combined with the Capital Improvement Budget, anticipates the use of up to $36.2 million from the Cost Reduction Fund.

## Divisions and Programs

Administrative Services
- Administrative Services
- Fiber Optic Enterprise

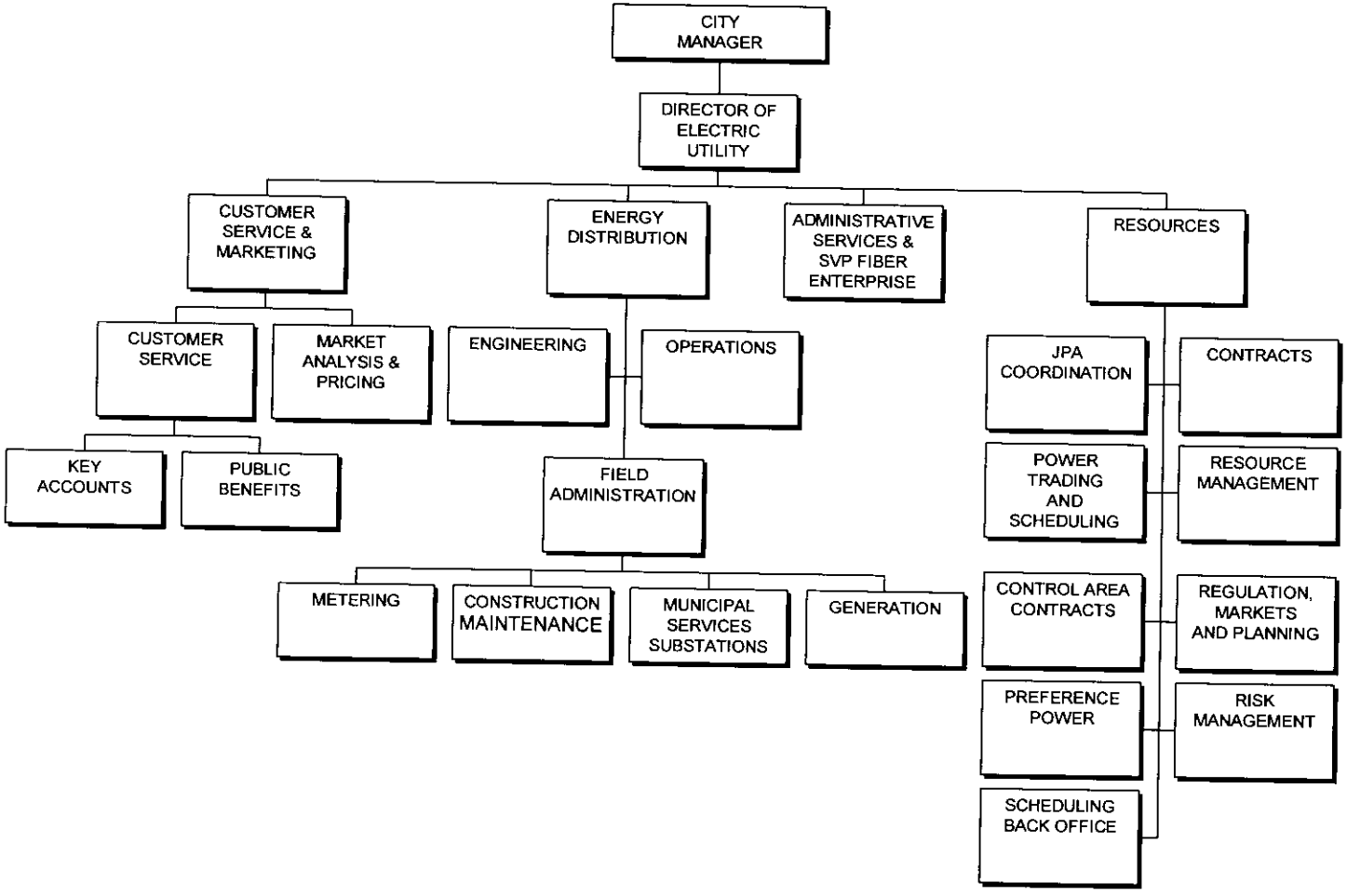
Customer Service & Marketing
- Customer Service & Marketing
- Market Analysis and Pricing
- Public Benefits
- Customer Service

Resource Management
- Resource Management
- Power Trading
- Power and Fuel Supply
- Joint Action Coordination
- Generation Engineering
- Systems Support
- Energy Acquisition Risk Management

Energy Distribution
- Electrical Engineering
- Power System Control
- Field Administration
- Metering
- Substation/Municipal Services
- Generation
- Transmission and Distribution

# CITY OF SANTA CLARA
## ELECTRIC UTILITY

### TABLE OF ORGANIZATION



## Electric Utility Department (continued)

### POSITION AND SALARY DETAIL

| Schedule/ Range | Position Title | No. of Positions 2006-2007 Adopted | No. of Positions 2007-2008 Budget | Salary 2006-2007 Adopted | Salary 2007-2008 Budget |
|---|---|---|---|---|---|
| Uncl | Director of Electric Utility | 1.00 | 1.00 | $ 205,032 | $ 208,669 |
| Uncl | Asst. Dir. of Electric Utility-Res. Mgmt. | 1.00 | - | 159,938 | - |
| Uncl | Asst. Dir. of Electric Utility-Mktg. & CS | 1.00 | 1.00 | 168,282 | 171,264 |
| Uncl | Asst. Dir. of Electric Utility-Energy Dist. | 1.00 | 1.00 | 164,894 | 167,818 |
| Uncl | Senior Electric Division Manager | 3.00 | 3.00 | 438,897 | 429,785 |
| Uncl | Senior Elec. Div. Mgr-Mrt. Anal. & Pricing | 1.00 | 1.00 | 150,817 | 153,490 |
| Uncl | Electric Division Manager | 5.00 | 9.00 | 676,175 | 1,221,340 |
| Uncl | Electric Div. Manager-Customer Services | 1.00 | 1.00 | 138,283 | 140,738 |
| Uncl | Electric Div. Manager-Admin. Services | 1.00 | - | 114,904 | - |
| Uncl | Electric Div. Manager-Electric Risk Analysis | 1.00 | 1.00 | 128,689 | 137,523 |
| Uncl | Compliance Manager | 1.00 | 2.00 | 100,901 | 188,601 |
| Uncl | Electric Superintendent | 1.00 | - | 146,566 | - |
| Uncl | Field Foreperson | 4.00 | - | 474,531 | - |
| Uncl | Power Trader | 3.00 | 3.00 | 415,469 | 422,833 |
| Uncl | Senior Power Analyst | 1.00 | 1.00 | 105,978 | 107,859 |
| Uncl | Sr. Power System Trader/Scheduler | 1.00 | 1.00 | 103,313 | 118,014 |
| Uncl | Power System Trader/Scheduler | 6.00 | 6.00 | 614,429 | 625,351 |
| Uncl | Risk Control Analyst | - | 1.00 | - | 100,264 |
| E46 | Senior Electric Utility Engineer | 8.00 | 9.00 | 860,775 | 1,043,677 |
| E42 | Electric Utility Engineer | 2.00 | 2.00 | 193,024 | 218,375 |
| D2-22 | Electric Maintenance Worker | 2.00 | 2.00 | 147,208 | 150,047 |
| D2-21 | Line Truck Driver | 1.00 | - | 73,535 | - |
| D2-21 | Electric Utility Equipment Operator | 2.00 | 2.00 | 150,514 | 153,411 |
| D2-20 | Electric Helper/Driver | 6.00 | 6.00 | 411,743 | 428,846 |
| D1-40 | Sr. Electric & Water System Operator | 1.00 | 1.00 | 116,686 | 118,926 |
| D1-38 | Senior Electrician Technician | 2.00 | 2.00 | 214,446 | 218,560 |
| D1-38 | Senior Electric Utility Generation Tech | 5.00 | 5.00 | 499,352 | 502,875 |
| D1-37 | Electric & Water System Operator | 5.00 | 5.00 | 531,234 | 544,648 |
| D1-36 | Electric Crew Foreperson | 3.00 | 3.00 | 311,864 | 320,459 |
| D1-36 | Underground Crew Leader | 1.00 | 1.00 | 105,811 | 107,843 |
| D1-36 | Cable Splicer Leader | 1.00 | 1.00 | 105,811 | 107,843 |
| D1-36 | Distribution Specialist | 1.00 | 1.00 | 82,810 | 84,405 |
| D1-36 | Senior Electric Meter Technician | 1.00 | 1.00 | 101,223 | 103,179 |
| D1-35 | Trouble Shooter | 2.00 | 2.00 | 201,667 | 205,538 |
| D1-35 | Utility Electrician Technician | 1.00 | 1.00 | 103,313 | 105,297 |
| D1-35 | Electric Utility Generation Technician | 9.00 | 9.00 | 792,794 | 805,898 |
| D1-35 | Principal Electric Estimator | 2.00 | 2.00 | 147,422 | 165,716 |
| D1-34 | Line Crew Leader | 1.00 | - | 100,803 | - |
| D1-34 | Service Coordinator-Inspector | 1.00 | - | 78,773 | - |
| D1-32 | Electrician | 9.00 | 9.00 | 812,015 | 815,950 |
| D1-32 | Journey Lineworker | 14.00 | 13.00 | 1,282,705 | 1,179,853 |
| D1-32 | Electric Meter Technician | 2.00 | 2.00 | 188,576 | 193,097 |
| D1-31 | Senior Electrical Estimator | 3.00 | 3.00 | 254,857 | 264,745 |

## POSITION AND SALARY DETAIL (Continued)

| Schedule/ Range | Position Title | No. of Positions 2006-2007 Adopted | No. of Positions 2007-2008 Budget | Salary 2006-2007 Adopted | Salary 2007-2008 Budget |
|---|---|---|---|---|---|
| A43 | Program Coordinator-Public Benefits | 1.00 | 1.00 | 110,663 | 112,689 |
| A43 | Senior Distribution Supervisor | 1.00 | - | 116,193 | - |
| A43 | Senior Energy Systems Analyst | 1.00 | 1.00 | 116,193 | 118,318 |
| A39 | Senior Key Customer Representative | 1.00 | 1.00 | 102,779 | 104,659 |
| A38 | Senior Business Analyst | 1.00 | 1.00 | 97,843 | 99,625 |
| A35 | Business Analyst | 1.00 | 1.00 | 91,135 | 92,796 |
| A35 | Business Analyst - Fiber | - | 1.00 | - | 76,202 |
| A35 | Business Analyst - Public Benefits | 1.00 | 1.00 | 64,780 | 76,202 |
| A35 | Key Customer Representative | 2.00 | 2.00 | 165,970 | 173,844 |
| A33 | Power Contract Specialist | - | 1.00 | - | 76,202 |
| A28 | Senior Engineering Aide | 2.00 | 2.00 | 157,225 | 160,107 |
| A28 | Water/Energy Conservation Coordinator | 1.00 | 1.00 | 64,779 | 65,964 |
| A26 | Staff Aide II | 2.00 | 2.00 | 153,380 | 156,188 |
| A25 | Account Clerk III | 1.00 | 1.00 | 74,803 | 78,107 |
| A25 | Power Account Clerk III | 1.00 | 1.00 | 61,470 | 62,810 |
| A24 | Office Specialist IV | 1.00 | 1.00 | 71,244 | 72,551 |
| A23 | Account Clerk II | 1.00 | 1.00 | 71,244 | 72,551 |
| A22 | Office Specialist III | 2.00 | 2.00 | 124,817 | 127,100 |
| A21 | Engineering Aide (Electric) | 2.00 | 2.00 | 129,559 | 131,927 |
| A19 | Power Account Clerk I | 1.00 | 1.00 | 52,933 | 54,149 |
| A19 | Account Clerk I | - | 2.00 | - | 103,082 |
| A19 | Materials Handler | - | 1.00 | - | 51,541 |
| A18 | Office Specialist II | 2.00 | 2.00 | 121,930 | 124,153 |
| A12 | Office Assistant | 1.00 | 1.00 | 51,814 | 52,766 |
| | Premium | | | 120,140 | 110,300 |
| | Reserve | | | - | - |
| | Salary & Wages-Regular | 144.00 | 144.00 | 14,296,953 | 14,386,570 |
| | Salary & Wages-As Needed | | | 78,000 | 91,500 |
| | Salary & Wages-Overtime/Vacation Relief | | | 1,115,773 | 1,106,903 |
| | **Total** | **144.00** | **144.00** | **$ 15,490,726** | **$ 15,584,973** |

**Department: Electric Utility**

**Division: Administrative Services**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Administrative Services | $ 201,520,044 | $ 156,437,970 | $ 166,692,699 | $ 10,254,729 |
| Total Expenditures | $ 201,520,044 | $ 156,437,970 | $ 166,692,699 | $ 10,254,729 |
| Full Time Positions | 15.00 | 14.00 | 5.00 | (9.00) |
| Total Revenue | $ 220,984,432 | $ 238,621,520 | $ 267,332,449 | $ 28,710,929 |

## 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.
- Continue to 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.

## Division: Administrative Services

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Administrative Services** | | | | |
| Director of Electric Utility | 1.00 | 1.00 | 1.00 | - |
| Electric Division Manager - Administrative Services | 1.00 | 1.00 | - | (1.00) |
| Business Analyst | 1.00 | 1.00 | 1.00 | - |
| Power System Scheduler/Trader | - | 1.00 | 1.00 | - |
| Senior Electric Utility Engineer | 2.00 | - | - | - |
| Senior Energy System Analyst | 1.00 | - | - | - |
| Account Clerk III | 1.00 | 1.00 | - | (1.00) |
| Senior Engineering Aide | 1.00 | - | - | - |
| Staff Aide II | 1.00 | 2.00 | - | (2.00) |
| Office Specialist IV | 1.00 | 1.00 | 1.00 | - |
| Office Specialist III | 1.00 | 2.00 | - | (2.00) |
| Account Clerk II | 1.00 | 1.00 | - | (1.00) |
| Office Specialist II | 1.00 | 1.00 | - | (1.00) |
| Power Account Clerk I | 1.00 | 1.00 | - | (1.00) |
| Office Assistant | 1.00 | 1.00 | 1.00 | - |
| **Total Division Positions** | **15.00** | **14.00** | **5.00** | **(9.00)** |

**Division: Administrative Services**

**Program: Administrative Services** **Number: 091/132**

*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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 1,263,438 | $ 1,553,937 | $ 750,503 | $ (803,434) |
| Other Operating Expenditures | 651,681 | 538,927 | 360,331 | (178,596) |
| Resource & Production | 159,798,755 | 112,340,795 | 121,936,216 | 9,595,421 |
| Interfund Services | 6,227,488 | 6,402,746 | 6,568,660 | 165,914 |
| Contribution In-lieu of Taxes | 11,115,198 | 12,103,320 | 13,366,622 | 1,263,302 |
| Debt Service | 22,463,484 | 23,498,245 | 23,710,367 | 212,122 |
| Total Expenditures | $ 201,520,044 | $ 156,437,970 | $ 166,692,699 | $ 10,254,729 |
| Full Time Positions | 15.00 | 14.00 | 5.00 | (9.00) |

## Service Level Changes

Support for all Utility administrative and general services if provided by the Administrative Services Division.
Fiber optic enterprise activities, whose team members represent a variety of Utility Divisions, are managed in the Administrative Services Division.

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. OSHA Incidence Rate per 100 employees (calander year). | 3.00 | 6.25 | 10.00 | 10.00 |
| 2. Administrative and General Expenses per retail customer. (Without wholesale trading) | $ 389.00 | $ 393.00 | $ 500.00 | $ 500.00 |

**Department: Electric Utility**

**Division: Customer Service & Marketing**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Customer Service & Marketing | $ 5,341,942 | $ 8,278,069 | $ 9,402,244 | $ 1,124,175 |
| Total Expenditures | $ 5,341,942 | $ 8,278,069 | $ 9,402,244 | $ 1,124,175 |
| Full Time Positions | 11.00 | 11.00 | 14.00 | 3.00 |
| Total Revenue | $ 6,033,294 | $ 6,272,192 | $ 7,570,523 | $ 1,298,331 |

## Division Mission

*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.
  - Investigate and implement technological enhancements that support utility operation and customer service improvements.
- Review and amend the marketing plan as necessary to meet the needs of a dynamic market place.
- Deliver high quality energy effciency 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, satisfactin, 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 Givernment Networking and Communicatin Needs
- Manage outstanding debt and annual debt service. Optimize the use of low cost variable rate debt. Consider refunding certain debt issues.
- Work through Joint Powers Agency to reduce debt. Optimize the use of cash, including the Cost Reduction Fund to manage debt.
- Provide analysis and advise 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 | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Assistant Director of Electric Utility - CS & Mktng. | 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 | - |
| Senior Electric Division Manager - Mkt. Anlys and Pricing | 1.00 | 1.00 | 1.00 | - |
| Senior Key Customer Representative | 1.00 | 1.00 | 1.00 | - |
| Program Coordinator-Public Benefits | 1.00 | 1.00 | 1.00 | - |
| Senior Business Analyst | 1.00 | 1.00 | 1.00 | - |
| Business Analyst - Fiber | - | - | 1.00 | 1.00 |
| Business Analyst - Public Benefits | 1.00 | 1.00 | 1.00 | - |
| Key Customer Representative | 2.00 | 2.00 | 2.00 | - |
| Staff Aide II | - | - | 1.00 | 1.00 |
| Office Specialist II | - | - | 1.00 | 1.00 |
| Water and Energy Conservation Coordinator | 1.00 | 1.00 | 1.00 | - |
| **Total Division Positions** | **11.00** | **11.00** | **14.00** | **3.00** |

## Division: Customer Services & Marketing

## Program: Customer Service & Marketing

**Number: 091/131**

*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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 1,638,043 | $ 1,765,288 | $ 1,989,065 | $ 223,777 |
| Other Operating Expenditures | 3,609,536 | 6,331,817 | 7,297,565 | 965,748 |
| Interfund Services | 94,363 | 180,964 | 115,614 | (65,350) |
| Total Expenditures | $ 5,341,942 | $ 8,278,069 | $ 9,402,244 | $ 1,124,175 |
| Full Time Positions | 11.00 | 11.00 | 14.00 | 3.00 |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Percent of kWh sales to previous year. | 107.5% | 107.8% | 102% | 105.0% |
| 2. Percent of sales under contract. | 37.7% | 34.8% | 40% | 40.0% |
| 3. Percent of customers enrolled in Santa Clara Green Power Program. | - | - | - | 10% |

**Department: Electric Utility**

**Division: Resource Management**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Resource Management | $ 30,805,881 | $ 74,606,882 | $ 69,723,872 | $ (4,883,010) |
| Total Expenditures | $ 30,805,881 | $ 74,606,882 | $ 69,723,872 | $ (4,883,010) |
| Full Time Positions | 20.00 | 14.00 | 15.00 | 1.00 |
| Total Revenue | $ - | $ - | $ - | $ - |

## Division Mission

*Manage the adequacy and cost of the Electric Utility's gas and electric resources in a competitive market.*

## Division Highlights

- Maintain competitiveness and support for retail sales and marketing.
- Sustain the value of power trading and scheduling with a target of at least $5 million annually.
- Explore new generation and transmission resources to servie growing sales and to reduce SVP's risks and average costs.
- Assure adequate generation resources for reliable, economic service to SVP customers.
- Explore and procure renewable generating resources.

## Division: Resource Management

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 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 | - | - | - |
| Compliance Manager | 1.00 | - | - | - |
| Power Trader | 3.00 | 3.00 | 3.00 | - |
| Senior Power Analyst | 1.00 | - | - | - |
| Sr. Power System Scheduler/Trader | 1.00 | 1.00 | 1.00 | - |
| Power System Scheduler/Trader | 6.00 | 5.00 | 5.00 | - |
| Senior Electric Utility Engineer | 1.00 | 1.00 | 2.00 | 1.00 |
| Power Account Clerk III | 1.00 | - | - | - |
| Office Specialist II | 1.00 | - | - | - |
| **Total Division Positions** | **20.00** | **14.00** | **15.00** | **1.00** |

**Division: Resource Management**

**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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 2,591,980 | $ 3,038,085 | $ 3,690,306 | $ 652,221 |
| Other Operating Expenditures | 6,972,013 | 5,636,716 | 5,348,588 | (288,128) |
| Resource & Production | 21,065,845 | 65,573,428 | 60,495,041 | (5,078,387) |
| Interfund Services | 176,043 | 358,653 | 189,937 | (168,716) |
| Total Expenditures | $ 30,805,881 | $ 74,606,882 | $ 69,723,872 | $ (4,883,010) |
| Full Time Positions | 20.00 | 14.00 | 15.00 | 1.00 |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| Cost savings from power trading and scheduling. | - | $ 7.4 Million | $ 5 Million | $ 5 Million |

**Department: Electric Utility**

**Division: Energy Distribution**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Energy Distribution | $ 19,519,528 | $ 23,763,631 | $ 24,042,651 | $ 279,020 |
| Total Expenditures | $ 19,519,528 | $ 23,763,631 | $ 24,042,651 | $ 279,020 |
| Full Time Positions | 98.00 | 105.00 | 110.00 | 5.00 |
| Total Revenue | | $ - | $ - | $ - |

## Division Mission

*Operate the Energy Distribution System in a safe, reliable, efficient and environmentally responsible manner.*

## Division Highlights

- Improve the reliability of the Energy Distribution System and the quality of its power delivery service.
  Monitor and report reliability statistics and power quality measurements.
  Develop a plan, including performance targets for implementation of identified improvements.
- Provide efficient infrastructure improvements, operations and maintenance of the Energy Distribution system.
  Review energy distribution design, construction, operating and maintenance practices.
  Develop a plan including performance targets, for implementation of identified improvements.
- Optimize asset utilization for underground cables, wooden poles, distribution transformers, major substation equipment and other identified objects.
- Provide for the efficient and reliable operation and maintenance of Silicon Valley Power facilities, including transmission, substation and distribution lines.
  Monitor and report maintenance costs, availability and reliability of electrical system.
  Develop a plan, including performance targets, for implementation of identified improvements.

## Division: Energy Distribution

### Summary of Regular Positions by Program

| Energy Distribution | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Assistant Director of Electric Utility - Energy Distribution | 1.00 | 1.00 | 1.00 | - |
| Assistant Director of Electric Utility-Res. Mgmnt. | 1.00 | 1.00 | - | (1.00) |
| Cable Splicer Leader | 1.00 | 1.00 | 1.00 | - |
| Compliance Manager | - | 1.00 | 2.00 | 1.00 |
| Distribution Specialist | 1.00 | 1.00 | 1.00 | - |
| Electric Division Manager | 1.00 | 1.00 | 5.00 | 4.00 |
| Electric Division Manager-Electric Risk Analysis | - | 1.00 | 1.00 | - |
| Electric Maintenance Worker | 2.00 | 2.00 | 2.00 | - |
| Electric Meter Technician | 2.00 | 2.00 | 2.00 | - |
| Electric Superintendent | 1.00 | 1.00 | - | (1.00) |
| Electric Utility Engineer | 2.00 | 2.00 | 2.00 | - |
| Electric Utility Equipment Operator | 2.00 | 2.00 | 2.00 | - |
| Electric Utility Generation Technician | 9.00 | 9.00 | 9.00 | - |
| Electric Helper/Driver | 6.00 | 6.00 | 6.00 | - |
| Electric & Water System Operator | 5.00 | 5.00 | 5.00 | - |
| Engineering Aide | 2.00 | 2.00 | 2.00 | - |
| Field Foreperson | 4.00 | 4.00 | - | (4.00) |
| Electric Crew Foreperson | 3.00 | 3.00 | 3.00 | - |
| Line Crew Leader | 1.00 | 1.00 | - | (1.00) |
| Line Truck Driver | 1.00 | 1.00 | - | (1.00) |
| Journey Lineworker | 14.00 | 14.00 | 13.00 | (1.00) |
| Office Specialist III | 1.00 | - | 2.00 | 2.00 |
| Principal Electric Estimator | 2.00 | 2.00 | 2.00 | - |
| Senior Distribution Supervisor | 1.00 | 1.00 | - | (1.00) |
| Senior Electric Division Manager | 2.00 | 2.00 | 2.00 | - |
| Senior Electric Utility Engineer | 5.00 | 7.00 | 7.00 | - |
| Senior Electric Utility Generation Technician | 5.00 | 5.00 | 5.00 | - |
| Senior Electrical Estimator | 3.00 | 3.00 | 3.00 | - |
| Senior Electric & Water System Operator | 1.00 | 1.00 | 1.00 | - |
| Senior Energy System Analyst | - | 1.00 | 1.00 | - |
| Senior Engineering Aide | 1.00 | 2.00 | 2.00 | - |
| Senior Electric Meter Technician | 1.00 | 1.00 | 1.00 | - |
| Senior Power Analyst | - | 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 III | - | - | 1.00 | 1.00 |
| Account Clerk II | - | - | 1.00 | 1.00 |
| Account Clerk I | - | - | 2.00 | 2.00 |
| Power Account Clerk III | - | 1.00 | 1.00 | - |
| Power Account Clerk I | - | - | 1.00 | 1.00 |

## Division: Energy Distribution

| | | | | |
|---|---|---|---|---|
| Office Specialist II | - | 1.00 | 1.00 | - |
| Power Contract Specialist | - | - | 1.00 | 1.00 |
| Risk Control Analyst | - | - | 1.00 | 1.00 |
| Troubleshooter | 2.00 | 2.00 | 2.00 | - |
| Underground Crew Leader | 1.00 | 1.00 | 1.00 | - |
| Electrician | 9.00 | 9.00 | 9.00 | - |
| Materials Handler | - | - | 1.00 | 1.00 |
| Utility Electrician Technician | 1.00 | 1.00 | 1.00 | - |
| **Total Division Positions** | **98.00** | **105.00** | **110.00** | **5.00** |

## Division: Energy Distribution

## Program: Energy Distribution

**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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 11,209,968 | $ 13,679,377 | $ 13,769,748 | $ 90,371 |
| Other Operating Expenditures | 6,382,698 | 8,251,103 | 7,706,675 | (544,428) |
| Resource & Production | 638,782 | 1,420,200 | 1,723,900 | 303,700 |
| Interfund Services | 1,288,080 | 412,951 | 842,328 | 429,377 |
| Total Expenditures | $ 19,519,528 | $ 23,763,631 | $ 24,042,651 | $ 279,020 |
| Full Time Positions | 98.00 | 105.00 | 110.00 | 5.00 |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Construct new, and replace existing distribution facilities in a safe and cost effective manner. | 100% | 100% | 100% | 100% |
| 2. Maintain electric utility distribution facilities to enable the distribution of electrical services to the citizens and businesses of Santa Clara in a safe, reliable, efficient and environmentally responsible manner. | 100% | 100% | 100% | 100% |
| 3. Maintain the Average Service Availability Index (ASAI) at 99.99% or better. (ASAI determines the total time, expressed as a percentage, that electric power is available on demand to customers.) | - | - | - | 99.99% |
| 4. Perform scheduled maintenance on electric utility destribution facilities to enable reliable distribution of electrical services to the citizens and businesses of Santa Clara in a safe, efficient, and environmentally responsible manner. | - | - | - | 100% |

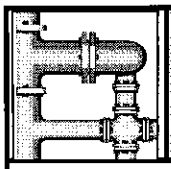
# *Water and Sewer Utilities*

Water Utility

Water Recycling

Sewer Utility

Santa Clara
All-America City
2001



# Water & Sewer Utilities Department

| Department Summary | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|
| Water Engineering | $ 2,239,110 | $ 2,469,281 | $ 2,665,925 |
| Water Construction, Maintenance & Operations | 17,200,499 | 18,160,287 | 19,974,351 |
| Sewer | 14,043,432 | 14,339,311 | 14,714,275 |
| Solar Construction & Maintenance | 195,328 | 236,335 | 252,970 |
| Recycled Water Construction & Maintenance | 980,838 | 913,620 | 1,183,932 |
| Total Department Expenditures | $ 34,659,207 | $ 36,118,834 | $ 38,791,453 |
| Total Full Time Positions | 59.00 | 59.00 | 60.00 |
| Total Department Revenue | $ 34,588,763 | $ 36,301,420 | $ 41,155,775 |

## 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 2006 the utilities produced and distributed 8.7 billion gallons (26,715 acre-feet) of water to approximately 24,000 service connections. Of the total water supply, 55% is obtained from the City's own wells; 35% is treated water purchased from two wholesale water agencies. The Department also operates and maintains a sanitary sewage collection system which collects and conveys waste water to the jointly-owned San Jose/Santa Clara Water Pollution Control Plant for treatment and disposal. Additionally, the Department operates and maintains a recycled water system which distributes tertiary effluent for unlimited non-potable use within a portion of the City for over 10% of the City's total water supply. The recycled water system is a partner in a larger, regional system known as "South Bay Water Recycling." The Department also 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 and maintenance of all water production, 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 maintaines sewer collection system and waste water pump stations (sewer and storm).

The focus for the Department during 2007-2008 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

A combined appropriation of approximately $38.79 million for the Water and Sewer Utilities is proposed. This represents an increase of $2.67 million over the adopted fiscal year 2005-06 budget. Most of that is due to higher wholesale water supply costs, as well as some increase in benefits, retirements, and cost of services from other City funds. One added position is requested for Code Enforcement Technician for recycled water inspections and in response to mandated programs for the Sewer Utility (state-wide discharge requirement).

## Divisions and Programs

Water Engineering
- Administration/Design Engineering
- Water Quality
- Water Resources

Water Construction, Maintenance & Operations
- Water System Maintenance
- Water System Construction
- Water System Operations

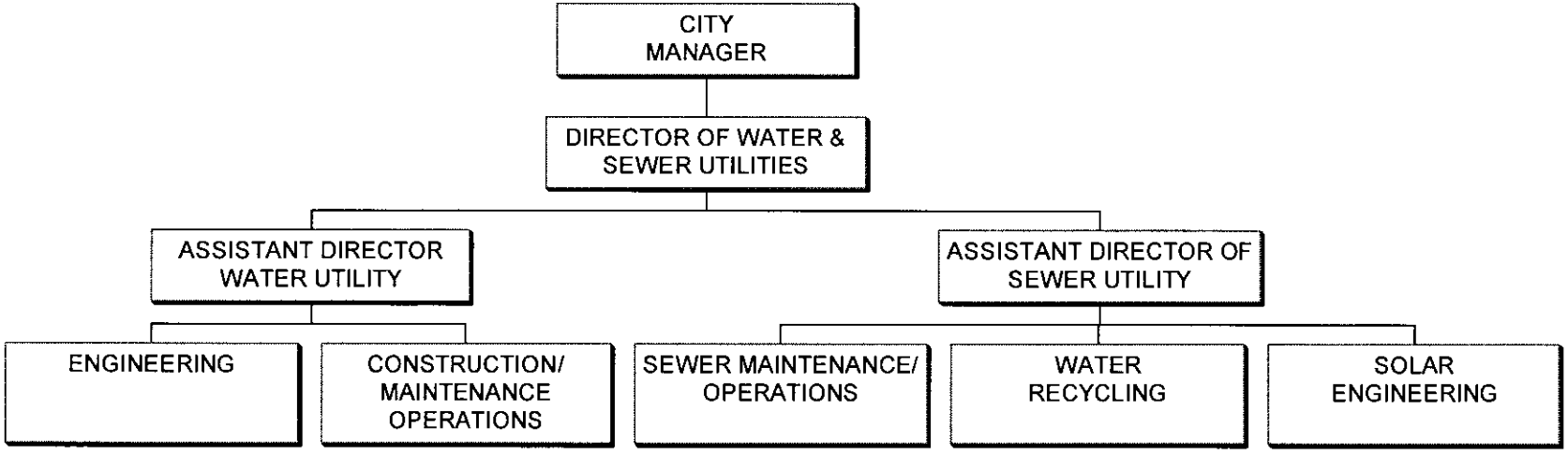
Sewer
- Sewer System Administration
- Sewer System Maintenance
- Sewer Operations
- S.J./Santa Clara Water Pollution Control Plant
- Storm Pump Maintenance

Solar Construction & Maintenance
- Solar System Construction
- Solar System Maintenance

Recycled Water Construction & Maintenance
- Recycled Water System Maintenance, City
- South Bay Water Recycling System Maintenance

# CITY OF SANTA CLARA
## WATER AND SEWER UTILITIES

### TABLE OF ORGANIZATION



## POSITION AND SALARY DETAIL

| Schedule/ Range | Position Title | No. of Positions 2006-2007 Adopted | No. of Positions 2007-2008 Budget | Salary 2006-2007 Adopted | Salary 2007-2008 Budget |
|---|---|---|---|---|---|
| **Water Utility - Fund 092** | | | | | |
| Uncl | * Director of Water and Sewer Utilities | 0.50 | 0.50 | $ 82,301 | $ 83,758 |
| Uncl | Assistant Director of Water Utility | 1.00 | 1.00 | 136,328 | 138,748 |
| Uncl | Water Superintendent | 1.00 | 1.00 | 119,045 | 121,156 |
| Uncl | Water/Sewer Compliance Manager | 1.00 | 1.00 | 93,456 | 95,120 |
| G28 | Water Treatment Technician | 1.00 | 1.00 | 58,425 | 59,368 |
| G27 | Pump Maintenance Technician | 2.00 | 2.00 | 141,746 | 144,021 |
| G27 | Equipment Operator | 4.00 | 4.00 | 274,835 | 288,770 |
| G27 | Facilities Technician | 1.00 | 1.00 | 72,592 | 73,758 |
| G27 | Water Service Technician I/II | 5.75 | 5.75 | 409,936 | 403,092 |
| G23 | Water & Sewer Maintenance Worker I/II | 11.70 | 11.70 | 709,723 | 727,277 |
| E41 | Senior Water Utility Engineer | 0.90 | 0.90 | 86,872 | 98,274 |
| E34 | Water Utility Engineer | 1.80 | 1.80 | 133,919 | 159,941 |
| A38 | Assistant Water Superintendent | 2.70 | 2.70 | 238,296 | 222,306 |
| A35 | Utility Crew Supervisor | 4.00 | 4.00 | 371,347 | 360,397 |
| A34 | Water Meter and Service Supervisor | 1.00 | 1.00 | 93,379 | 95,089 |
| A32 | Principal Engineering Aide | 1.00 | 1.00 | 80,535 | 82,012 |
| A28 | Time & Material Clerk | 1.00 | 1.00 | 80,535 | 82,012 |
| A21 | Engineering Aide | 1.00 | 1.00 | 53,184 | 59,850 |
| A18 | Office Specialist II | 1.00 | 1.00 | 57,284 | 61,342 |
| | Premium | | | 9,716 | 15,050 |
| | Reserve | | | - | - |
| | Salary & Wages-Regular | 43.35 | 43.35 | 3,303,454 | 3,371,341 |
| | Salary & Wages-As Needed | | | 51,741 | 51,741 |
| | Salary & Wages-Overtime/Vacation Relief | | | 83,400 | 83,400 |
| | Separation Payouts | | | - | 102,000 |
| | **Total** | **43.35** | **43.35** | **$ 3,438,595** | **$ 3,608,482** |

* 1/2 time allocated to Sewer Utility

## POSITION AND SALARY DETAIL

| Schedule/ Range | Position Title | No. of Positions 2006-2007 Adopted | No. of Positions 2007-2008 Budget | Salary 2006-2007 Adopted | Salary 2007-2008 Budget |
|---|---|---|---|---|---|
| **Sewer Utility - Fund 094** | | | | | |
| Uncl | * Director of Water & Sewer Utilities | 0.50 | 0.50 | $ 82,301 | $ 83,757 |
| Uncl | Assistant Director Sewer Utility | - | 1.00 | - | 135,788 |
| Uncl | Sanitary Sewer Superintendent | 1.00 | 1.00 | 108,504 | 115,709 |
| Uncl | Senior Project Engineer | 1.00 | - | 126,283 | - |
| G27 | Pump Maintenance Technician | 1.00 | 1.00 | 72,592 | 73,758 |
| G27 | Equipment Operator | 1.00 | 1.00 | 72,592 | 73,758 |
| G27 | Facilities Technician | 0.80 | 0.80 | 58,073 | 59,006 |
| G23 | Water / Sewer Maintenance Worker I/II | 6.00 | 6.00 | 374,417 | 333,759 |
| A38 | Assistant Sanitary Sewer Superintendent | 1.00 | 1.00 | 102,779 | 104,660 |
| A35 | Utility Crew Supervisor | 2.00 | 2.00 | 191,198 | 194,690 |
| A23 | Code Enforcement Technician | - | 0.25 | - | 14,235 |
| | Premium | | | 556 | 1,550 |
| | Reserve | | | - | - |
| | Salary & Wages-Regular | 14.30 | 14.55 | 1,189,295 | 1,190,670 |
| | Salary & Wages-As Needed | | | 39,600 | 39,600 |
| | Salary & Wages-Overtime/Vacation Relief | | | 39,000 | 39,000 |
| | Separation Payouts | | | - | 135,000 |
| | **Total** | **14.30** | **14.55** | **$ 1,267,895** | **$ 1,404,270** |

* 1/2 time allocated to Water Utility

## POSITION AND SALARY DETAIL

| Schedule/ Range | Position Title | No. of Positions 2006-2007 Adopted | No. of Positions 2007-2008 Budget | Salary 2006-2007 Adopted | Salary 2007-2008 Budget |
|---|---|---|---|---|---|
| **Recycled Water - Fund 097** | | | | | |
| G27 | Facilities Technician | 0.20 | 0.20 | $ 14,518 | $ 14,752 |
| G25 | Water Service Technician I/II | 0.25 | 0.25 | 18,148 | 18,440 |
| G23 | Water & Sewer Maintenance Worker I/II | 0.30 | 0.30 | 19,291 | 19,601 |
| E41 | Senior Water Utility Engineer | 0.10 | 0.10 | 9,652 | 10,919 |
| E34 | Water Utility Engineer | 0.20 | 0.20 | 15,494 | 17,528 |
| A38 | Asst. Water Superintendent | 0.30 | 0.30 | 14,031 | 15,272 |
| A23 | Code Enforcement Technician | - | 0.75 | - | 42,704 |
| | Reserve | | | - | - |
| | Salary & Wages-Regular | 1.35 | 2.10 | 91,134 | 139,216 |
| | Salary & Wages-As Needed | | | 750 | - |
| | Salary & Wages-Overtime/Vacation Relief | | | 2,100 | 2,100 |
| | **Total** | **1.35** | **2.10** | **$ 93,984** | **$ 141,316** |
| | **Department Total** | **59.00** | **60.00** | **$ 4,800,474** | **$ 5,154,068** |

**Department: Water & Sewer Utilities**

**Division: Water Engineering**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Administration/Design Engineering | $ 1,509,302 | $ 2,109,834 | $ 2,253,423 | $ 143,589 |
| Water Quality | 465,302 | 268,359 | 300,856 | 32,497 |
| Water Resources | 264,506 | 91,088 | 111,646 | 20,558 |
| Total Expenditures | $ 2,239,110 | $ 2,469,281 | $ 2,665,925 | $ 196,644 |
| Full Time Positions | 10.20 | 10.20 | 10.20 | - |
| Total Revenue | $ 19,949,544 | $ 21,359,300 | $ 23,800,600 | $ 2,441,300 |

## 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.
- Analyze alternatives replacement for Walsh elevated water storage tank (500,000 gallons) replacement.
- Enhance the use of technology to optimize the water service data management system.
- Design and obtain water treatment facilities for manganese removal.

## Division: Water Engineering

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Administration/Design Engineering** | | | | |
| Director of Water & Sewer Utilities | 0.50 | 0.50 | 0.50 | - |
| Assistant Director of Water Utility | 1.00 | 1.00 | 1.00 | - |
| Water Superintendent | 1.00 | 1.00 | 1.00 | - |
| Senior Water Utility Engineer | 0.90 | 0.90 | 0.90 | - |
| Water Utility Engineer | 1.80 | 1.80 | 1.80 | - |
| Principal Engineering Aide | 1.00 | 1.00 | 1.00 | - |
| Time & Material Clerk | 1.00 | 1.00 | 1.00 | - |
| Engineering Aide | 1.00 | 0.50 | - | (0.50) |
| Office Specialist II | 1.00 | 1.00 | 1.00 | - |
| **Subtotal** | **9.20** | **8.70** | **8.20** | **(0.50)** |
| **Water Quality** | | | | |
| Water/Sewer Compliance Manager | 0.50 | 0.50 | 1.00 | 0.50 |
| Engineering Aide | - | 0.50 | - | (0.50) |
| **Subtotal** | **0.50** | **1.00** | **1.00** | **-** |
| **Water Resources** | | | | |
| Water/Sewer Compliance Manager | 0.50 | 0.50 | - | (0.50) |
| Engineering Aide | - | - | 1.00 | 1.00 |
| **Subtotal** | **0.50** | **0.50** | **1.00** | **0.50** |
| **Total Division Positions** | **10.20** | **10.20** | **10.20** | **-** |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 1,133,637 | $ 1,289,269 | $ 1,387,215 | $ 97,946 |
| Other Operating Expenditures | 149,684 | 157,176 | 180,248 | 23,072 |
| Interfund Services | 225,981 | 663,389 | 685,960 | 22,571 |
| Total Expenditures | $ 1,509,302 | $ 2,109,834 | $ 2,253,423 | $ 143,589 |
| Full Time Positions | 9.20 | 8.70 | 8.20 | (0.50) |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of plans reviewed. | 351 | 286 | 300 | 30 |
| 2. Complete review of plans by the required due dates. | 88% | 92% | 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 137,579 | $ 99,444 | $ 129,578 | $ 30,134 |
| Other Operating Expenditures | 117,515 | 124,510 | 112,978 | (11,532) |
| Interfund Services | 210,208 | 44,405 | 58,300 | 13,895 |
| Total Expenditures | $ 465,302 | $ 268,359 | $ 300,856 | $ 32,497 |
| Full Time Positions | 0.50 | 1.00 | 1.00 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 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. | 4,207 | 4,385 | 4,600 | 4,600 |

**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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 60,609 | $ 62,944 | $ 82,691 | $ 19,747 |
| Other Operating Expenditures | 3,660 | 3,660 | 3,660 | - |
| Interfund Services | 200,237 | 24,484 | 25,295 | 811 |
| Total Expenditures | $ 264,506 | $ 91,088 | $ 111,646 | $ 20,558 |
| Full Time Positions | 0.50 | 0.50 | 1.00 | 0.50 |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Promote water conservation at public events. | 4 | 3 | 5 | 5 |

**Department: Water & Sewer Utilities**

**Division: Water Construction, Maintenance & Operations**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Water System Maintenance | $ 1,375,533 | $ 1,386,510 | $ 1,382,056 | $ (4,454) |
| Water System Construction | 1,596,496 | 1,780,456 | 1,866,861 | 86,405 |
| Water System Operations | 14,228,470 | 14,993,321 | 16,725,434 | 1,732,113 |
| Total Expenditures | $ 17,200,499 | $ 18,160,287 | $ 19,974,351 | $ 1,814,064 |
| Full Time Positions | 31.15 | 31.15 | 31.15 | - |
| Total Revenue | $ - | $ - | $ - | $ - |

## 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 put in service to supply water to the North of Bayshore development area.
- One manganese removal water treatment system will be installed on at least one well.
- Flexible pipe connections will be installed on all ground level water storage tanks.

## Division: Water Construction, Maintenance & Operations

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Water System Maintenance** | | | | |
| Water Service Technician I/II | 5.75 | 5.75 | 5.75 | - |
| Water & Sewer Maintenance Worker I/II | 1.00 | 1.00 | 1.00 | - |
| Assistant Water Superintendent | 0.70 | 0.70 | - | (0.70) |
| Water Meter and Service Supervisor | 1.00 | 1.00 | 1.00 | - |
| **Subtotal** | **8.45** | **8.45** | **7.75** | **(0.70)** |
| **Water System Construction** | | | | |
| Equipment Operator | 3.00 | 3.00 | 3.00 | - |
| Facilities Technician | 1.00 | 1.00 | 1.00 | - |
| Water & Sewer Maintenance Worker I/II | 5.70 | 4.70 | 5.70 | 1.00 |
| Assistant Water Superintendent | 1.00 | 1.00 | 1.70 | 0.70 |
| Utility Crew Supervisor | 2.00 | 2.00 | 2.00 | - |
| **Subtotal** | **12.70** | **11.70** | **13.40** | **1.70** |
| **Water System Operations** | | | | |
| Pump Maintenance Technician | 1.00 | 1.00 | 1.00 | - |
| Equipment Operator | 1.00 | 1.00 | 1.00 | - |
| Water Treatment Technician | 1.00 | 1.00 | 1.00 | - |
| Water & Sewer Maintenance Worker I/II | 4.00 | 5.00 | 4.00 | (1.00) |
| Assistant Water Superintendent | 1.00 | 1.00 | 1.00 | - |
| Utility Crew Supervisor | 2.00 | 2.00 | 2.00 | - |
| **Subtotal** | **10.00** | **11.00** | **10.00** | **(1.00)** |
| **Total Division Positions** | **31.15** | **31.15** | **31.15** | **-** |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 808,966 | $ 827,044 | $ 795,806 | $ (31,238) |
| Other Operating Expenditures | 251,370 | 228,338 | 235,280 | 6,942 |
| Interfund Services | 315,197 | 331,128 | 350,970 | 19,842 |
| Total Expenditures | $ 1,375,533 | $ 1,386,510 | $ 1,382,056 | $ (4,454) |
| Full Time Positions | 8.45 | 8.45 | 7.75 | (0.70) |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Maintain an industrial standard for unaccounted water of 5% or less. | ≤5% | ≤5% | ≤5% | ≤5% |
| 2. Number of responses to customer service requests. | 1,612 | 1,696 | 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). | 89% | 85% | 80% | 80% |
| 4. Number of backflow prevention devices tested. | 2,224 | 2,349 | 1,700 | 1,700 |
| 5. Number of meters changed for routine, repair and testing. | 356 | 407 | 800 | 800 |
| 6. Number of main break repairs/broken valve replacements performed. | 82 | 82 | 90 | 90 |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 1,236,128 | $ 1,216,088 | $ 1,362,513 | $ 146,425 |
| Other Operating Expenditures | 25,423 | 105,924 | 31,015 | (74,909) |
| Interfund Services | 334,945 | 458,444 | 473,333 | 14,889 |
| Total Expenditures | $ 1,596,496 | $ 1,780,456 | $ 1,866,861 | $ 86,405 |
| Full Time Positions | 12.70 | 11.70 | 13.40 | 1.70 |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of lineal feet of water mains installed. | 2,976 | 8,362 | 8,000 | 8,000 |
| 2. Number of new service installations. | 109 | 131 | 150 | 150 |
| 3. Number of underground utility locates performed. | 2,577 | 2,746 | 1,800 | 1,800 |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 966,337 | $ 1,064,985 | $ 1,006,645 | $ (58,340) |
| Other Operating Expenditures | 241,263 | 236,903 | 243,985 | 7,082 |
| Resource and Production Costs | 11,689,700 | 12,199,500 | 13,857,200 | 1,657,700 |
| Interfund Services | 315,215 | 407,968 | 430,524 | 22,556 |
| Contribution In-lieu of Taxes | 1,015,955 | 1,083,965 | 1,187,080 | 103,115 |
| Total Expenditures | $ 14,228,470 | $ 14,993,321 | $ 16,725,434 | $ 1,732,113 |
| Full Time Positions | 10.00 | 11.00 | 10.00 | (1.00) |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Perform routine maintenance on City fire hydrants. | 1,089 | 173 | 750 | 750 |
| 2. Number of production meters read and recorded. | 1,584 | 1,674 | 1,560 | 1,560 |
| 3. Number of mainline water valves tested and exercised. | 2,660 | 961 | 800 | 800 |

**Department: Water & Sewer Utilities**

**Division: Sewer**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Sewer System Administration | $ 1,018,941 | $ 1,247,193 | $ 1,557,786 | $ 310,593 |
| Sewer System Maintenance | 1,554,629 | 1,643,057 | 1,663,318 | 20,261 |
| Sewer Operations | 768,323 | 751,548 | 810,764 | 59,216 |
| S.J./S.C. Water Pollution Control Plant | 10,623,808 | 10,613,884 | 10,672,907 | 59,023 |
| Storm Pump Maintenance | 77,731 | 83,629 | 9,500 | (74,129) |
| Total Expenditures | $ 14,043,432 | $ 14,339,311 | $ 14,714,275 | $ 449,093 |
| Full Time Positions | 14.30 | 14.30 | 14.55 | 0.25 |
| Total Revenue | $ 13,517,062 | $ 13,497,520 | $ 15,814,975 | $ 2,317,455 |

## 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 City clean-outs will be installed for access to maintain City's portion of residential sewer laterals.
- Clean and maintain 140,000 feet of sewer mains this year.
- Will maintain seven sanitary and twenty-one storm water pump stations to insure reliable service.
- Will assist the industrial waste inspectors from the WPCP in some investigations of City industries.
- Agreements, studies and funding will be required to allow utilization of existing treatment capacity at the San Jose/Santa Clara Water Pollution Control Plant.

## Division: Sewer

### Summary of Regular Positions by Program

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Sewer System Administration** | | | | |
| Director Water & Sewer Utilities | 0.45 | 0.50 | 0.50 | - |
| Sanitary Sewer Superintendent | 0.40 | 1.00 | 1.00 | - |
| Assistant Director Sewer Utility | - | - | 1.00 | 1.00 |
| Senior Project Engineer | 0.60 | 0.60 | - | (0.60) |
| Assistant Sanitary Sewer Superintendent | 0.30 | 0.90 | 0.60 | (0.30) |
| **Subtotal** | **1.75** | **3.00** | **3.10** | **0.10** |
| **Sewer System Maintenance** | | | | |
| Sanitary Sewer Superintendent | 0.30 | - | - | - |
| Assistant Director Sewer Utility | - | - | 0.10 | 0.10 |
| Senior Project Engineer | 0.10 | 0.10 | - | (0.10) |
| Pump Maintenance Technician | 0.30 | - | - | - |
| Equipment Operator | 0.90 | 1.00 | 1.00 | - |
| Facilities Technician | 0.80 | 0.80 | 0.80 | - |
| Water/Sewer Maintenance Worker I/II | 5.50 | 5.70 | 6.00 | 0.30 |
| Assistant Sanitary Sewer Superintendent | 0.30 | - | - | - |
| Utility Crew Supervisor | 1.80 | 1.90 | 2.00 | 0.10 |
| Code Enforcement Technician | - | - | 0.25 | 0.25 |
| **Subtotal** | **10.00** | **9.50** | **10.15** | **0.65** |
| **Sewer Operations** | | | | |
| Sanitary Sewer Superintendent | 0.30 | - | - | - |
| Assistant Director Sewer Utility | - | - | 0.20 | 0.20 |
| Senior Project Engineer | 0.20 | 0.20 | - | (0.20) |
| Pump Maintenance Technician | 0.50 | 0.80 | 1.00 | 0.20 |
| Equipment Operator | 0.10 | - | - | - |
| Water/Sewer Maintenance Worker I/II | 0.25 | - | - | - |
| Assistant Sanitary Sewer Superintendent | 0.30 | - | - | - |
| Utility Crew Supervisor | 0.20 | - | - | - |
| **Subtotal** | **1.85** | **1.00** | **1.20** | **0.20** |
| **San Jose/Santa Clara Water Pollution Control Plant** | | | | |
| Director Water and Sewer Utilities | 0.05 | - | - | - |
| Assistant Director Sewer Utility | - | - | 0.10 | 0.10 |
| Senior Project Engineer | 0.10 | 0.10 | - | (0.10) |
| **Subtotal** | **0.15** | **0.10** | **0.10** | **-** |
| **Storm Pump Maintenance** | | | | |
| Pump Maintenance Technician | 0.20 | 0.20 | - | (0.20) |
| Water/Sewer Maintenance Worker I/II | 0.25 | 0.30 | - | (0.30) |
| Assistant Sanitary Sewer Superintendent | 0.10 | 0.10 | - | (0.10) |
| Utility Crew Supervisor | - | 0.10 | - | (0.10) |
| **Subtotal** | **0.55** | **0.70** | **-** | **(0.70)** |
| **Total Division Positions** | **14.30** | **14.30** | **14.55** | **0.25** |

## 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 storm water pumping stations.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 289,400 | $ 477,074 | $ 649,720 | $ 172,646 |
| Other Operating Expenditures | 21,340 | 22,090 | 35,575 | 13,485 |
| Interfund Services | 25,501 | 27,729 | 41,891 | 14,162 |
| Contribution In-lieu of Taxes | 682,700 | 720,300 | 830,600 | 110,300 |
| Total Expenditures | $ 1,018,941 | $ 1,247,193 | $ 1,557,786 | $ 310,593 |
| Full Time Positions | 1.75 | 3.00 | 3.10 | 0.10 |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Prepare annual Sewer Revenue Program (as required for federal program and WPCP cost distribution) by due dates each year. | 2 | 2 | 2 | 2 |
| 2. Prepare monthly status reports and Treatment Plant Advisory Committee (TPAC) agenda reports. | 12 | 11 | 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 City portion of all customer laterals.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 1,011,420 | $ 982,166 | $ 1,015,277 | $ 33,111 |
| Other Operating Expenditures | 150,160 | 182,960 | 155,075 | (27,885) |
| Interfund Services | 393,049 | 477,931 | 492,966 | 15,035 |
| Total Expenditures | $ 1,554,629 | $ 1,643,057 | $ 1,663,318 | $ 20,261 |
| Full Time Positions | 10.00 | 9.50 | 10.15 | 0.65 |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of feet of mainlined jetted. | 161,494 | 149,833 | 140,000 | 140,000 |
| 2. Provide service such that there are no reportable spills of sewage from the City system. | - | 9 | - | - |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 245,679 | $ 143,654 | $ 170,566 | $ 26,912 |
| Other Operating Expenditures | 36,400 | 39,239 | 58,717 | 19,478 |
| Resource and Productions Costs | 101,150 | 101,150 | 101,150 | - |
| Interfund Services | 385,094 | 467,505 | 480,331 | 12,826 |
| Total Expenditures | $ 768,323 | $ 751,548 | $ 810,764 | $ 59,216 |
| Full Time Positions | 1.85 | 1.00 | 1.20 | 0.20 |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of pump and metering stations inspected weekly. | 396 | 396 | 416 | 416 |
| 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 Plan which provides the treatment and disposal of the City's sewage.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 26,553 | $ 16,629 | $ 17,964 | $ 1,335 |
| Other Operating Expenditures | 1,700 | 1,700 | 1,700 | - |
| Resource and Production Costs | 10,595,540 | 10,595,540 | 10,653,233 | 57,693 |
| Interfund Services | 15 | 15 | 10 | (5) |
| Total Expenditures | $ 10,623,808 | $ 10,613,884 | $ 10,672,907 | $ 59,023 |
| Full Time Positions | 0.15 | 0.10 | 0.10 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 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% | 100% | 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 61,359 | $ 83,629 | $ 9,500 | $ (74,129) |
| Other Operating Expenditures | 16,372 | - | - | - |
| Total Expenditures | $ 77,731 | $ 83,629 | $ 9,500 | $ (74,129) |
| Full Time Positions | 0.55 | 0.70 | - | (0.70) |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 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. | 10 | 10 | 10 | 10 |

**Department: Water & Sewer Utilities**

**Division: Solar Construction & Maintenance**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Solar System Maintenance | $ 195,328 | $ 236,335 | $ 252,970 | $ 16,635 |
| Total Expenditures | $ 195,328 | $ 236,335 | 252,970 | $ 16,635 |
| Full Time Positions | 2.00 | 2.00 | 2.00 | - |
| Total Revenue | $ - | $ - | $ - | $ - |

## Division Mission

*Provide installation and maintenance of solar heating systems for commercial, residential and pool water heating.*

## Division Highlights

- Provide installation for ten to fifteen 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

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Solar System Maintenance** | | | | |
| Pump Maintenance Technician | 1.00 | 1.00 | 1.00 | - |
| Water & Sewer Maintenance Worker I/II | 1.00 | 1.00 | 1.00 | - |
| **Subtotal** | **2.00** | **2.00** | **2.00** | **-** |
| **Total Division Positions** | **2.00** | **2.00** | **2.00** | **-** |

**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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 172,757 | $ 174,765 | $ 187,795 | $ 13,030 |
| Other Operating Expenditures | 11,250 | 11,000 | 11,330 | 330 |
| Interfund Services | 11,321 | 50,570 | 53,845 | 3,275 |
| Total Expenditures | $ 195,328 | $ 236,335 | $ 252,970 | $ 16,635 |
| Full Time Positions | 2.00 | 2.00 | 2.00 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of responses to customer service requests. | 286 | 360 | 330 | 330 |
| 2. Number of systems provided with semi-annual winterization service. | 113 | 102 | 100 | 100 |
| 3. Number of removal and reinstallation requests. | 34 | 37 | 12 | 12 |
| 4. Percent of service requests responded to within one business day. | 78% | 71% | 85% | 85% |

**Department: Water & Sewer Utilities**

**Division: Recycled Water Construction & Maintenance**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Recycled Water System Maintenance, City | $ 835,978 | $ 768,636 | 976,218 | $ 207,582 |
| South Bay Water Recycling System Maintenance | 144,860 | 144,984 | 207,714 | 62,730 |
| Total Expenditures | $ 980,838 | $ 913,620 | 1,183,932 | $ 207,582 |
| Full Time Positions | 1.35 | 1.35 | 2.10 | 0.75 |
| Total Revenue | $ 1,122,157 | $ 1,444,600 | $1,540,200 | $ 95,600 |

## 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

| | 2005-2006 Budget | 2006-2007 Budget | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| **Recycled Water System Maintenance, City** | | | | |
| Water Service Technician I/II | 0.25 | 0.25 | 0.25 | - |
| **Subtotal** | **0.25** | **0.25** | **0.25** | **-** |
| **South Bay Water Recycling System Maintenance** | | | | |
| 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 | 0.30 | 0.30 | 0.30 | - |
| Code Enforcement Technician | - | - | 0.75 | 0.75 |
| **Subtotal** | **1.10** | **1.10** | **1.85** | **0.75** |
| **Total Division Positions** | **1.35** | **1.35** | **2.10** | **0.75** |

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 24,424 | $ 25,342 | $ 26,072 | $ 730 |
| Other Operating Expenditures | 9,000 | 9,000 | 9,000 | - |
| Resource and Production Costs | 650,000 | 590,000 | 790,000 | 200,000 |
| Interfund Services | 3,066 | 3,066 | 4,368 | 1,302 |
| Contribution In-lieu of Taxes | 75,240 | 66,980 | 72,530 | 5,550 |
| Debt Service | 74,248 | 74,248 | 74,248 | - |
| Total Expenditures | $ 835,978 | $ 768,636 | $ 976,218 | $ 207,582 |
| Full Time Positions | 0.25 | 0.25 | 0.25 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of recycled water meters greater than 2" tested annually. | 25 | 9 | 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 109,346 | $ 109,484 | $ 172,214 | $ 62,730 |
| Other Operating Expenditures | 35,500 | 35,500 | 35,500 | - |
| Interfund Services | 14 | - | - | - |
| Total Expenditures | $ 144,860 | $ 144,984 | $ 207,714 | $ 62,730 |
| Full Time Positions | 1.10 | 1.10 | 1.85 | 0.75 |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Provide all O & M services as required in Agreement for Services. | 100% | 100% | 100% | 100% |

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# *HUD Programs*

## Community Development Block Grant

## HOME Program

Santa Clara
All-America City
2001

## Community Development Block Grant

### Fiscal Year 2007 - 2008

### Revenue Estimate:

| | |
|---|---|
| Community Development Block Grant Entitlement | $ 1,105,023 |
| CDBG Transferred from Existing Project | 35,000 |
| CDBG Reallocated Program Income | 56,763 |
| | $ 1,196,786 |

### Appropriations:

| | | |
|---|---|---|
| 1. | Administration<br>001 / 5541 | $ 423,835 * |
| 2. | Removal of Handicap Barriers to Physically Challenged<br>562-5551 | 160,000 |
| 3. | Neighborhood Conservation and Improvement Program<br>562-5543 | 84,369 |
| 4. | Washington Park Playground & Restroom Facilities<br>562-5550 | 300,000 |
| 5. | Bill Wilsin Center - Quetzal House<br>562-5922 | 193,582 |
| 6. | Santa Clara Valley Blind Center<br>562-5548 | 35,000 |
| | | $ 1,196,786 |

* Includes funding for public services for:

| | |
|---|---|
| Bill Wilson Center | $ 64,126 |
| Long Term Care Ombudsman | 8,669 |
| Senior Nutrition | 31,590 |
| Brown Bag Program | 5,866 |
| Support Network for Battered Women | 6,697 |
| Senior Adult Legal Services | 5,717 |
| Outreach and Escort-Special Needs/Transportation | 54,153 |
| Senior Adult Day Care | 4,738 |
| Heart of the Valley | 3,276 |
| Saint Justin Community Ministry | 13,485 |
| Bill Wilson Center for Living with Dying | 4,513 |
| | $ 202,830 |

# HOME Program

## Fiscal Year 2007 - 2008

### Revenue Estimate:

| | |
|---|---|
| HOME Program Entitlement | $ 613,807 |

### Appropriations:

| | | |
|---|---|---|
| 1. | Administration<br>001 / 5541 | $ 61,381 |
| 2. | Neighborhood Conservation and Improvement Program<br>562 / 5543 | 222,808 |
| 3. | Habitat for Humanity Gianera Street<br>562-5924 | 100,000 |
| 4. | Bill Wilsin Center - Quetzal House<br>562-5922 | 149,618 |
| 5. | Liberty Towers Emergency Call System Rehabilitation<br>562-5927 | 80,000 |
| | | $ 613,807 |

# Redevelopment Agency

Santa Clara
All-America City
2001

# CITY OF SANTA CLARA
# REDEVELOPMENT AGENCY BUDGET

## Fiscal Year 2007 – 2008

## Agency Functions and Activities

The Redevelopment Agency of the City of Santa Clara was created through a City Council Ordinance in 1957. It is legally and technically a State agency existing under the Community Redevelopment Law of the State of California. The agency exists as a public body, separate and distinct from the City, and is 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 serves as the Agency Board of Directors and the City Manager serves as Executive Director. Santa Clara has two redevelopment project areas - the North of Bayshore Project and the University Project.

**North of Bayshore Project**

Major projects in the North of Bayshore Project Area CIP (Fund 939) have included the Santa Clara Convention Center Complex and the Great America Theme Park. The Agency also funded major infrastructure including the Tasman Drive Bridge over the Guadalupe River. Some of the more recent projects included in the Capital Improvement Project budget include a North of Bayshore Branch Library (currently on hold), Fire Station, Youth Soccer Park, Convention Center Ballroom expansion and the extension of the San Tomas Aquino Creek Trail south of the project area.

Funding for the annual debt obligations and the annual affordable housing set-aside obligation for the North of Bayshore Project is provided for in the 2007-08 Agency operating budget.

**University Project**

The 2007-08 Budget provides for payment of the project area's 2007-08 affordable housing set-aside obligation, funding to aid in the revitalization of the downtown area and the payment of loan obligations deferred in previous years.

**Affordable Housing Funds**

Since the establishment of the Housing Programs Fund (fund 910 & 915) in 1990, the Agency has appropriated over $109.06 million in funding assistance for programs and projects that increase, improve or preserve affordable housing for low- and moderate-income households. These funds have assisted or will assist in the development of over 2,171 new housing units and the acquisition/rehabilitation of over 707 units of existing housing for low- and moderate-income households. These assisted units have provided affordable housing opportunities to over 2,403 low-income households and over 492 moderate-income households. The projects included in the Housing Programs Fund are detailed in the CIP budget book. The 2007-08 budget of $6.8 million (Funds 910 and 915) includes funding for mortgage financing for first-time homebuyers, housing rehabilitation loans for homeowners, development of affordable senior apartments and development of affordable teacher housing. The administrative expense in the Affordable Housing Fund includes funding for non-profit agencies that provide housing services to low- and moderate- income households.

# REDEVELOPMENT AGENCY BUDGET

## Fiscal Year 2007 - 2008

| | Operating & CIP | Debt Service | Housing Fund | Total |
|---|---|---|---|---|
| Beginning Balances | $ 46,148,736 | $ 5,725,000 | $ 9,977,249 | $ 61,850,985 |
| Estimated Revenues | | | | |
| Tax Increment | 3,765,857 | 12,840,825 | 7,031,638 | 23,638,320 |
| Lease Revenue | 2,330,750 | 9,496,072 | - | 11,826,822 |
| Interest | 2,400,000 | 1,020,000 | 1,780,000 | 5,200,000 |
| Other | - | - | 250,000 | 250,000 |
| Total Beginning Balances, Estimated Revenues and Operating Transfers | **$ 54,645,343** | **$ 29,081,897** | **$ 19,038,887** | **$ 102,766,127** |
| Appropriations: | | | | |
| Members Meetings | $ 10,080 | $ - | $ - | $ 10,080 |
| Legal and Consulting | 350,000 | - | - | 350,000 |
| Conference and Training | 1,500 | - | - | 1,500 |
| Interdepartmental Services | 3,400,737 | - | - | 3,400,737 |
| Lease Expense | 2,364,560 | 9,496,072 | - | 11,860,632 |
| Debt Service | | | | |
| 1992 Tax Allocation Refunding Bonds | - | 6,321,575 | - | 6,321,575 |
| 1999 Tax Allocation Bonds | - | 2,614,318 | - | 2,614,318 |
| 2002 Tax allocation Bonds | - | 1,015,825 | - | 1,015,825 |
| 2003 Tax allocation Bonds | - | 2,198,000 | - | 2,198,000 |
| 2002 Reimbursement Agreements | - | 340,215 | - | 340,215 |
| Loan from City | - | 1,159,317 | | 1,159,317 |
| Miscellaneous debt costs | - | 35,000 | - | 35,000 |
| | | - | | |
| Capital Projects | | | | |
| Housing Programs | - | - | 6,756,012 | 6,756,012 |
| RDA Projects | 21,023,864 | - | - | 21,023,864 |
| **Total 2007/08 Appropriations** | **27,150,741** | **23,180,322** | **6,756,012** | **57,087,075** |
| Reserves | | | | |
| Set-aside 2008/09 Debt | - | 5,901,575 | - | 5,901,575 |
| Capital Projects Reserve | 27,494,602 | - | - | 27,494,602 |
| Future Housing Projects | - | - | 12,282,875 | 12,282,875 |
| Total Appropriations and Reserves | **$ 54,645,343** | **$ 29,081,897** | **$ 19,038,887** | **$ 102,766,127** |

# Sports and Open Space Authority

Santa Clara
All-America City
2001

# CITY OF SANTA CLARA
# SPORTS AND OPEN SPACE AUTHORITY BUDGET

## Fiscal Year 2007 – 2008

## 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 agency 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 (approximately 43 acres 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 on-going 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 $3.21 million and expenditures of approximately $1.92 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 2007-08 is approximately $1.29 million.

SOSA Fund

The Authority's budgeted revenues for fiscal year 2007-08 include estimated payments of over $1.45 million from the lease of Authority property to a private developer. The property, developed in three phases provides 1,162 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 $86 thousand in rental income for the Authority in the 2007-08 fiscal year. Interest income on the Authority's cash balances is estimated at $20 thousand and $45 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 of 1999, the City and the Authority confirmed the intent of the 1985 resolutions. The Authority's 2007-08 Budget projects a repayment of $2.80 million to the City of Santa Clara General Fund.

## Fiscal Year 2007 - 2008

| | Golf Course Fund | SOSA Administration | SOSA Capital Projects | Total |
|---|---|---|---|---|
| Estimated Revenues: | | | | |
| Loan from General Contingency Reserve | $ - | $ - | $ 100,000 | $ 100,000 |
| Revenue from Use of City Land | - | 1,285,600 | - | 1,285,600 |
| Rent Revenue (David's Restaurant) | - | 86,300 | - | 86,300 |
| Lease Revenue (Fairway Glen Developments) | - | 1,451,700 | - | 1,451,700 |
| Interest | - | 20,000 | - | 20,000 |
| Golf Course Revenue (1) | 3,206,724 | - | - | 3,206,724 |
| Total Estimated Revenues | **$ 3,206,724** | **$ 2,843,600** | **$ 100,000** | **$ 6,150,324** |
| Appropriations: | | | | |
| Golf Course Expenditures (1) | $ 1,921,124 | $ - | $ - | $ 1,921,124 |
| Legal, Consulting and Administrative | - | 45,000 | - | 45,000 |
| Capital Projects (2) | - | - | 100,000 | 100,000 |
| Operating Transfer to City | 1,285,600 | 2,798,600 | - | 4,084,200 |
| Total Appropriations | **$ 3,206,724** | **$ 2,843,600** | **$ 100,000** | **$ 6,150,324** |

(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.

# Santa Clara Convention Center

# Convention/Visitors Bureau

Santa Clara
All-America City
2001

# Santa Clara Convention Center

| Summary | 2004-2005 Actuals | 2005-2006 Adopted | 2006-2007 Budget |
|---|---|---|---|
| Convention Center | $ 4,538,982 | $ 4,610,175 | $ 4,789,812 |
| Total Expenditures | $ 4,538,982 | $ 4,610,175 | $ 4,789,812 |
| Total Direct Revenue | $ 4,092,666 | $ 3,705,000 | $ 4,048,000 |

## 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) | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|
| Ballroom Lease | $ 268,614 | $ 268,614 | $ 268,614 |
| Hotel Lease Payments | 977,970 | 910,886 | 1,062,136 |
| Beginning Balance | 30,000 | 94,716 | 213,791 |
| Total Indirect Revenue | $ 1,276,584 | $ 1,274,216 | $ 1,544,541 |

| Other Costs (2) | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|
| Convention Marketing & Sales | $ 810,883 | $ 833,286 | $ 938,416 |
| Maintenance District | 532,028 | 532,028 | 532,028 |
| Debt Service | 3,634,629 | 3,579,564 | 3,574,470 |
| Total Other Costs | $ 4,977,540 | $ 4,944,878 | $ 5,044,914 |

(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

None

## Divisions and Programs

Convention Center
- Convention Center

**Department: Santa Clara Convention Center**

**Division: Convention Center**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Center Operations | $ 4,538,982 | $ 4,610,175 | $ 4,789,812 | $ 179,637 |
| Total Expenditures | $ 4,538,982 | $ 4,610,175 | $ 4,789,812 | $ 179,637 |
| Total Direct Revenue | $ 4,092,666 | $ 3,705,000 | $ 4,048,000 | $ 343,000 |

## 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

- Begin construction of 24,000 square foot Ballroom
- Begin Alarm System upgrade
- Upgrade HVAC system
- Rehab one guestroom in exhibit halls C/D

## 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 | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 3,328,480 | $ 3,567,425 | $ 3,685,747 | $ 118,322 |
| Other Operating Expenditures | 1,210,502 | 1,042,750 | 1,104,065 | 61,315 |
| Interfund Services | - | - | - | - |
| Total Expenditures | $ 4,538,982 | $ 4,610,175 | $ 4,789,812 | $ 179,637 |
| Full Time Positions | 49.00 | 43.00 | 43.00 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Number of conventions and trade shows. | 60 | 74 | 69 | 75 |
| 2 Number of public shows, meetings and banquets. | 342 | 339 | 360 | 360 |
| 3. Percent of operating costs recovered by revenue. | 89% | 94% | 81% | 84.5% |

# Convention/Visitor's Bureau

| Summary | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|
| Convention / Visitor's Bureau | $ 1,425,626 | $ 1,461,300 | $ 1,602,179 |
| Total Expenditures | $ 1,425,626 | $ 1,461,300 | $ 1,602,179 |

| Direct Revenue and Other Resources (1) | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|
| Total Direct Revenue | $ 61,750 | $ 72,739 | $ 96,600 |
| Beginning Balance | 104,300 | 18,000 | 93,901 |
| City contractual payments | 1,323,555 | 1,370,561 | 1,370,561 |
| Total Direct Revenue and Other Resources | $ 1,489,605 | $ 1,461,300 | $ 1,561,062 |

(1) City contractual payments to support the work of the Convention/Visitor's 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

*To increase visitor spending in Santa Clara, as measured by increased rental of rooms in hotels and increased sales and transient occupancy tax revenues to the City of Santa Clara.*

## Department Overview

The Convention/Visitor's Bureau is the official visitor marketing agency for Santa Clara. It markets Santa Clara as a tourist destination by promoting Paramount's Great America, the Intel Museum, Mission Santa Clara, and other attractions in the City or in the region. The Bureau markets Santa Clara as a convention meeting and trade show destination, emphasizing the more than 3,800 hotel rooms in our City, and the Bureau sells space in Santa Clara's 262,000 square foot Convention Center.

## Resource Level Changes

In fiscal year 2007-08, the CVB's beginning balance is projected to be $93,901. The CVB had an $18,000 beginning balance in last year's budget. Registration and housing incoming will decrease by $5,000. On-line hotel reservations will increase by $500 in revenue. Discount ticket sales will generate $1,300 in revenue. The Tourism Improvement District will reimburse the CVB $39,300 for administering the district.

The CVB is not hiring new personnel this fiscal year. The total dollars allocated to employee salaries is 3.2% over the pervious year's budget. Budgeted programs will increase by $36,085 or 26% compared to the previous year's budget. Over $600,000 is being invested by the Tourism Improvement District this year to assist the CVB with advertising, programs and sales support.

All expenses for program and operations by the CVB are projected to increase by 9.6% over the 2006-07 fiscal year.

## Divisions and Programs

Convention / Visitor's Bureau

- Convention Marketing & Sales
- Convention Servicing
- Visitor Marketing and Communications

**Department: Convention / Visitor's Bureau**

**Division: Convention / Visitor's Bureau**

| Major Programs | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Convention Marketing & Sales | $ 810,883 | $ 833,286 | $ 938,416 | $ 105,130 |
| Convention Servicing | 146,364 | 143,185 | 160,704 | 17,519 |
| Tour & Travel | 468,379 | 484,829 | 503,059 | 18,230 |
| Total Expenditures | $ 1,425,626 | $ 1,461,300 | $ 1,602,179 | $ 140,879 |
| Total Direct Revenue | $ 54,750 | $ 72,739 | $ 96,600 | $ 23,861 |

## Division Mission

*Increase spending in Santa Clara, as measured by increased rental of hotel rooms in Santa Clara hotels, increased revenue at the Convention Center and increased tax revenues to the City of Santa Clara.*

## 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 revenue on CVB web site through increased online hotel reservations. Increase coverage on media releases sent out using PR Newswire and other sources.
- Visitor marketing will continue to target the student and family travel market this year through partnerships with Paramount's Great America and the hotel community.
- Provide more services to all definite groups as off-site venue opportunities, coordinating site inspections and meet with hotel service managers on a quarterly basis.
- Continue to develop the Tourism Improvement District sales and marketing plan.

## Division: Convention/Visitor's Bureau

## Program: Convention Marketing & Sales

**Number: 001/1042**

*Program Mission: Maximize the usage of the Santa Clara Convention Center and increase and sustain hotel room activity.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 609,096 | $ 623,369 | $ 678,011 | $ 54,642 |
| Other Operating Expenditures | 201,787 | 209,917 | 260,405 | 50,488 |
| Total Expenditures | $ 810,883 | $ 833,286 | $ 938,416 | $ 105,130 |
| Full Time Positions | 7.00 | 7.00 | 7.00 | - |
| Full Time Shared Positions | 4.00 | 4.00 | 4.00 | - |

Note: The Convention Marketing & Sales program includes marketing for the City's Convention Center.

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Total number of hotel room nights booked. | 60,891 | 74,463 | 73,000 | 80,000 |
| 2. Number of groups booked. | 119 | 113 | 105 | 115 |
| 3. Average number of hotel room nights per booking | 512 | 659 | 695 | 695 |
| 4. Number of attendees. | 151,027 | 147,467 | 145,000 | 160,000 |
| 5. Average number of attendees per booking. | 1,269 | 1,305 | 1,380 | 1,391 |
| 6. Sales leads sent to hotels. | 218 | 255 | 150 | 275 |
| 7 Number of site inspections conducted by the Bureau. | 44 | 34 | 45 | 45 |

**Division: Convention/Visitor's Bureau**

**Program: Convention Servicing** **Number: 001/1042**

*Program Mission: Provide convention registration, housing and general services to all groups who request the service.*

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 136,522 | $ 134,671 | $ 151,968 | $ 17,297 |
| Other Operating Expenditures | 9,842 | 8,514 | 8,736 | 222 |
| Total Expenditures | $ 146,364 | $ 143,185 | $ 160,704 | $ 17,519 |
| Full Time Positions | 2.00 | 2.00 | 2.00 | - |
| Full Time Shared Positions | 4.00 | 4.00 | 3.00 | (1.00) |
| On-Call Registration Personnel | 41.00 | 41.00 | 41.00 | - |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 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% | 100% | 100% | 100% |
| 3. Coordinate housing of groups with outside housing company, | 100% | 100% | 100% | 100% |
| 4. Attend more than 10 Convention Center Pre-cons. | 100% | 80% | 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. | 50% | 50% | 100% | 100% |
| 7. Coordinate and attend 10 definite group site inspections. | 100% | 75% | 100% | 100% |

## Division: Convention/Visitor's Bureau

## Program: Visitor Marketing and Communications

**Number: 001/1042**

*Program Mission: Increase the number of room nights in Santa Clara hotels and to increase the number of visitors to local attractions.*

Note: Media releases and other CVB communications are managed by this department.

| Category | 2005-2006 Actuals | 2006-2007 Adopted | 2007-2008 Budget | Budget Change |
|---|---|---|---|---|
| Salaries and Benefits | $ 304,548 | $ 307,460 | $ 339,005 | $ 31,545 |
| Other Operating Expenditures | 163,831 | 177,369 | 164,054 | (13,315) |
| Total Expenditures | $ 468,379 | $ 484,829 | $ 503,059 | $ 18,230 |
| Full Time Positions | 3.00 | 3.00 | 3.00 | - |
| Full Time Shared Positions | 4.00 | 4.00 | 3.00 | (1.00) |

| Performance Measures | 2005-2006 Actuals | 2006-2007 Actuals | 2006-2007 Adopted | 2007-2008 Budget |
|---|---|---|---|---|
| 1. Increase revenue on CVB website by 10% through increased online hotel reservations | 100% | 90% | 100% | 100% |
| 2. Increase revenue by selling advertising on visitor collaterals. | 100% | 100% | 100% | 100% |
| 3. Publicize hotel weekend theme park packages to increase weekend room nights and related visitor spending by 10% | 100% | 100% | 100% | 100% |
| 4. Increase coverage on media releases sent out via PR Newswire and other sources by 10%. | 100% | 100% | 100% | 100% |

# Additional Information

Santa Clara
All-America City
2001

# 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. 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 object category level.

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 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.

## 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.

**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 Budget Development, Special Projects, Financial & Administrative Oversight, and City-Wide Fiscal Administration 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 four expenditure lines: Salaries and 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 and Benefits**. Salaries and Benefits represent the personnel costs associated with each program.

**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 the Automotive Services makes to the General Fund Police Department to maintain the police vehicles. A 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 debt.

**Revenues.** Total revenues 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 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.
4. The Cemetery Fund is used to account for the construction and operations of the City's municipal memorial park.
5. The Solid Waste Fund is used to account for the administration of the City's garbage and rubbish collection service.
6. 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.
7. The Santa Clara Golf and Tennis Club Fund is used to account for the operations of the Santa Clara Golf and Tennis Club.
8. 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.

# 2007-08 Budget Calendar

The following calendar highlights some of the key milestone dates for the budget process in fiscal year 2007-08

| | |
|---|---|
| January 9 | Budget workshop for capital improvement budget held by Finance with departments |
| January 18 | City Manager's budget message to department heads. |
| January 23 | Budget workshop for operating budget held by Finance with departments |
| January 26 | Capital improvement project budgets (CIP) due to Finance |
| February 12-March 9 | Review of CIP budget submissions and Five Year Financial Plan with City Manager |
| February 6 | Mid-year economic review presented to City Council |
| February 16 | Operating budget submissions due to Finance |
| March 12-April 20 | Review operating budget submissions with City Manager |
| May 8 | Presentation of significant proposed capital improvement projects to City Council |
| May 15 | Study session to review Five Year Financial Plan and Capital Improvement Project budget with City Council |
| May 21 | Presentation of proposed operating budget and capital project improvement budget to the Citizens Advisory Committee |
| May 22 | Study session review of proposed operating budget with City Council |
| June 5 | 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. |

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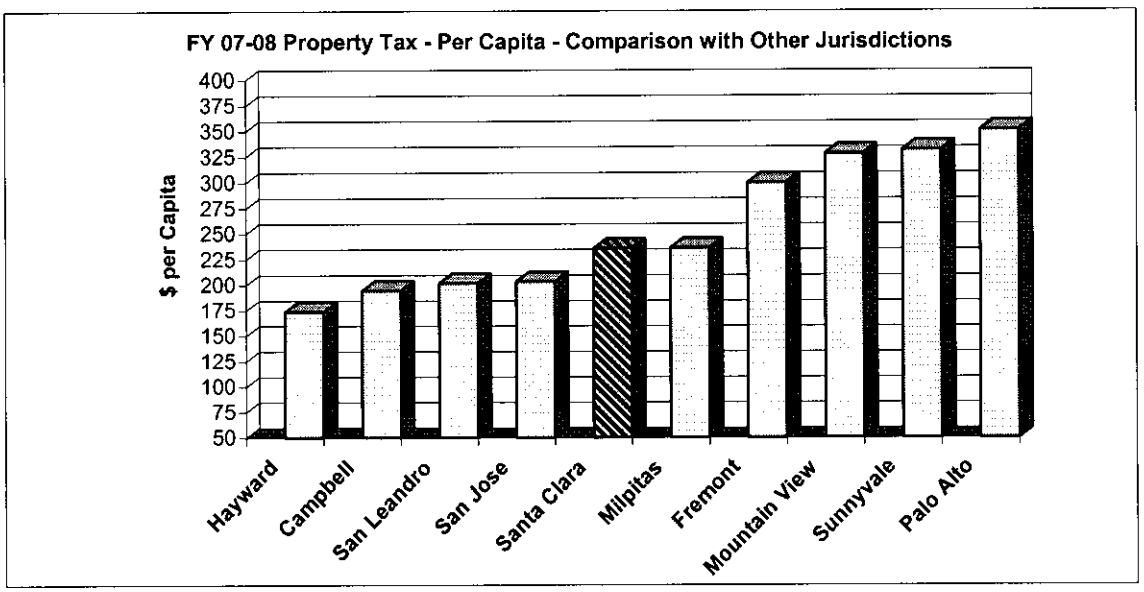
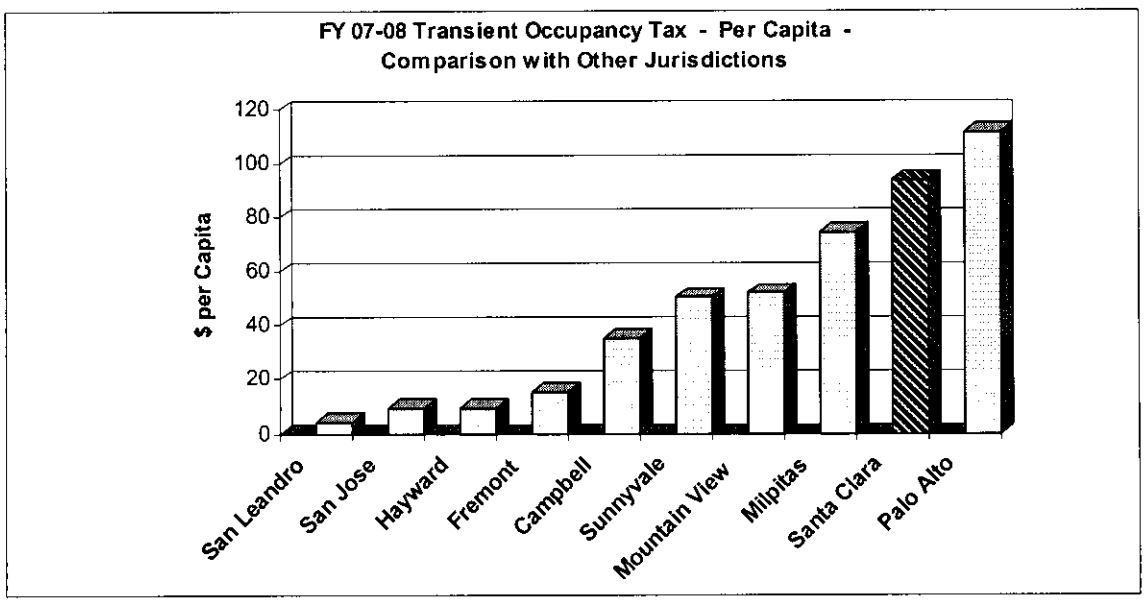
# Regional Comparisons

Santa Clara
All-America City
2001

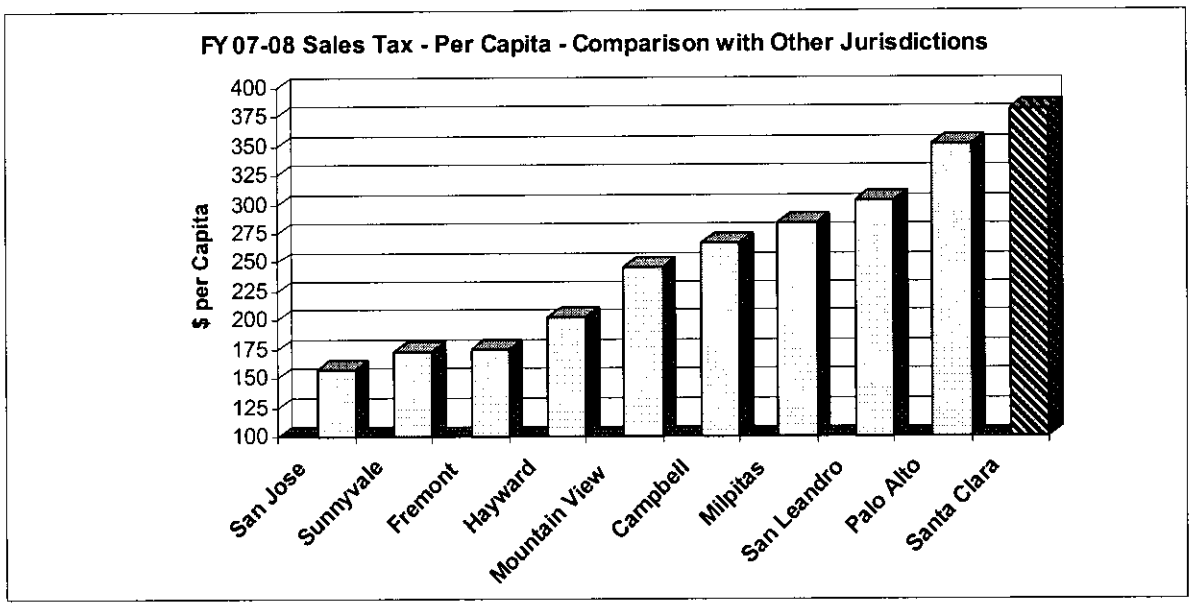
## Per Capita Revenue Comparison
## Santa Clara Compared to Other Cities in the Local Area

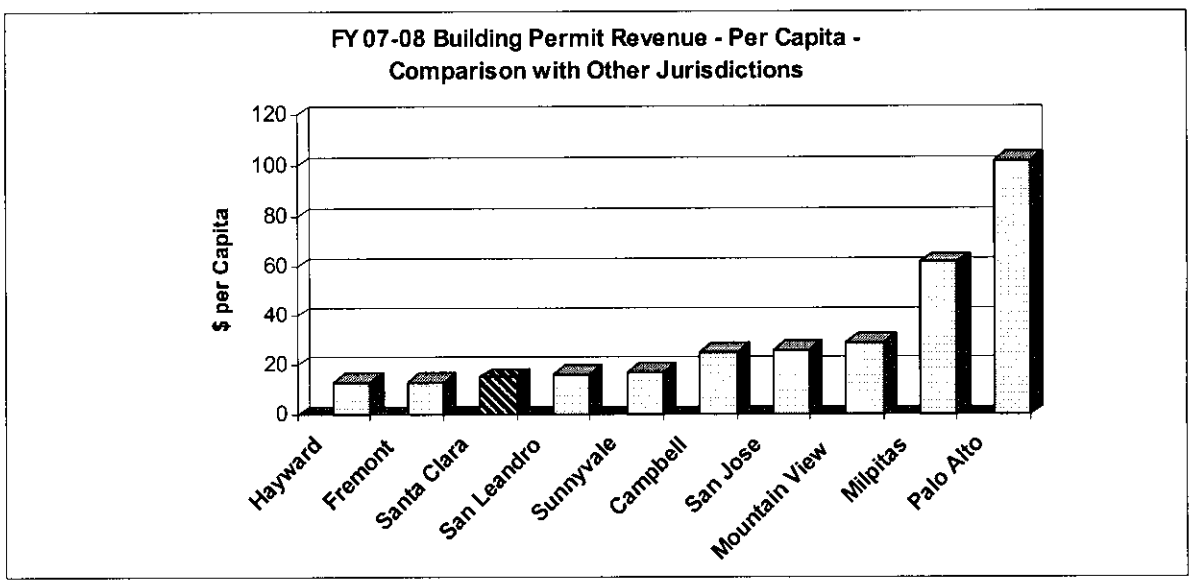
The bar graphs below compare fiscal year 2007-08 budgeted per capita revenues from key sources in the City of Santa Clara to other cities in our area. This data is assembled each year by the City of Milpitas. Sales tax and the Property tax are the top two revenue sources for the City of Santa Clara. The sources of revenue compared on a per capita basis are Property tax, Transient Occupancy tax, Sales tax, Building Permits and Franchise Fees. As shown, Santa Clara compares favorably with other cites in our area.



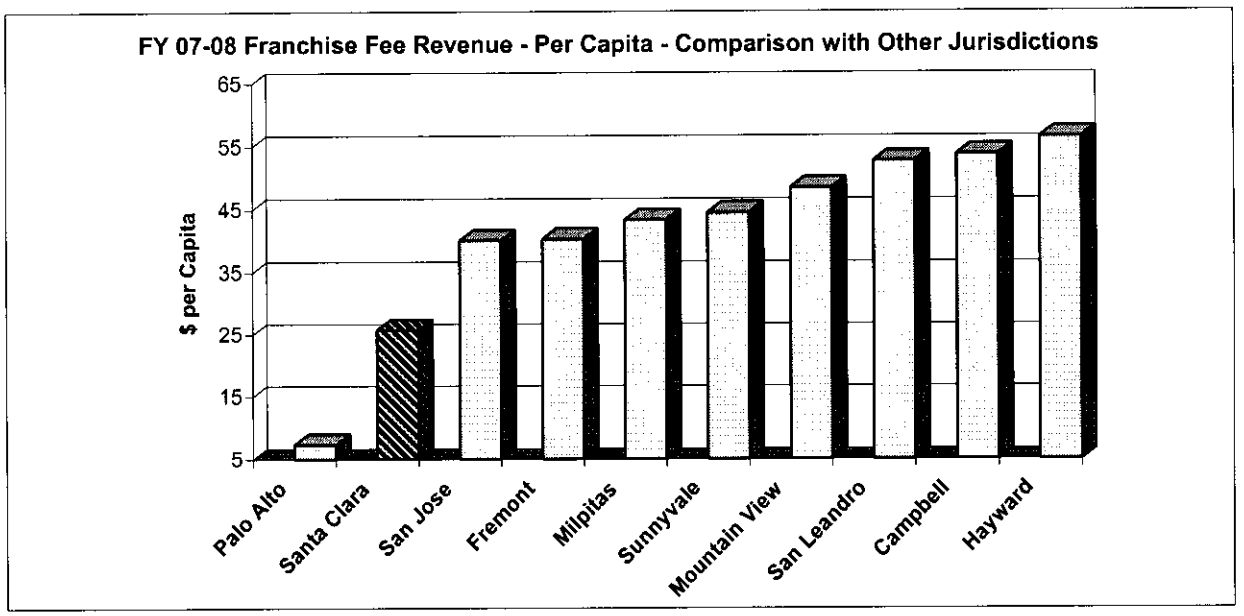



## Per Capita Revenue Comparison
## Santa Clara Compared to Other Cities in the Local Area (cont'd)



## Per Capita Revenue Comparison
## Santa Clara Compared to Other Cities in the Local Area (cont'd)



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# Capital Improvement Project (CIP) Budget

Santa Clara
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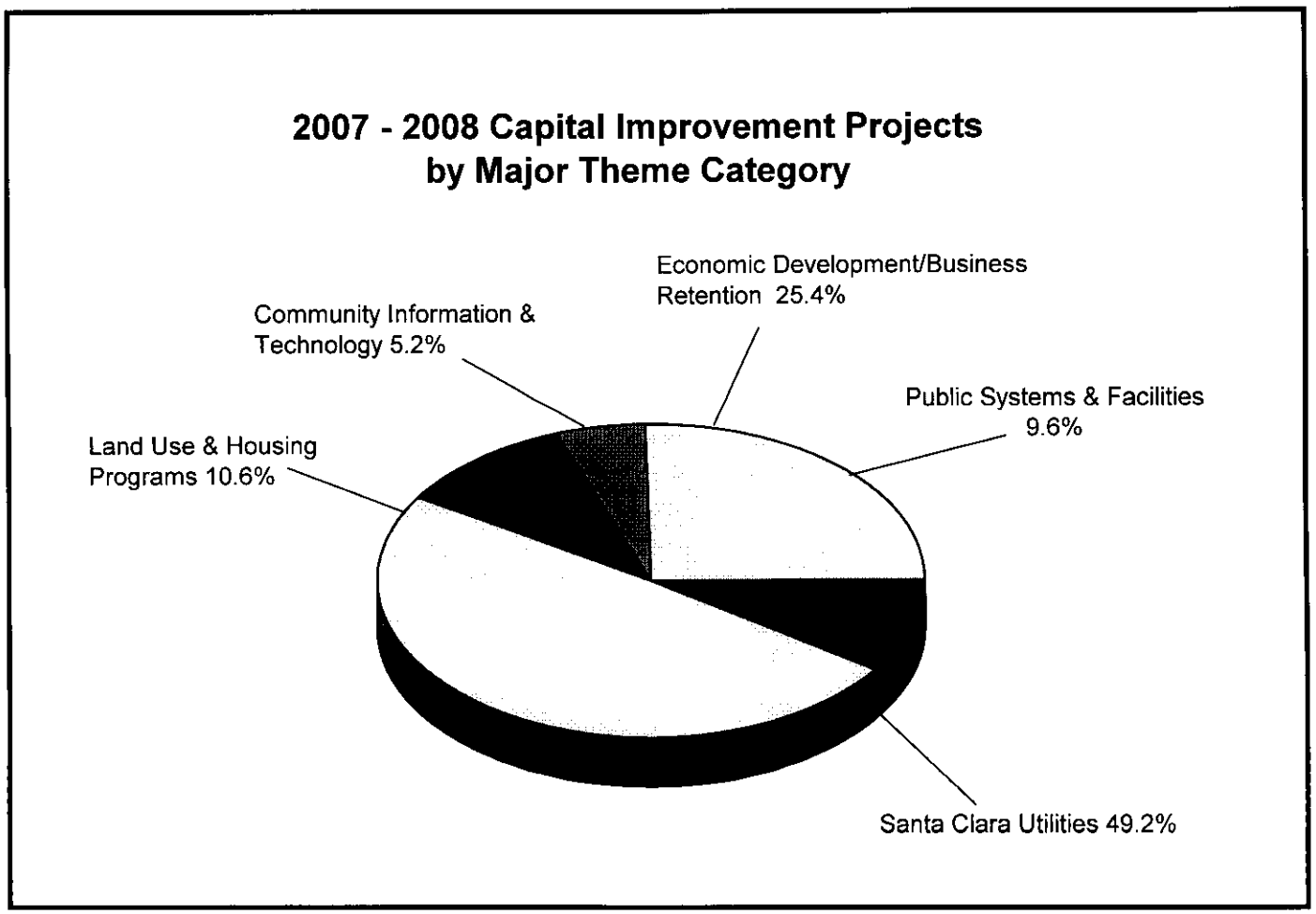
## CITY OF SANTA CLARA / AGENCIES
## 2007-2008 CAPITAL IMPROVEMENT PROJECT (CIP) BUDGET

## TOTAL PROJECT FUNDING $59,357,384

MAJOR CAPITAL PROJECT THEMES

In evaluating projects for inclusion in the 2007-2008 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/Business Retention, Land Use and Housing Programs, and Community Information and Technology.

The graph below shows the percentage allocations of the total 2006-2007 CIP Budget for the City, Redevelopment Agency and Sports and Open Space Authority by the major capital project themes.



# INDEX BY CAPITAL PROJECT THEME

| PROJ NO. | DEPT | PROJECT TITLE | FY 2007/2008 |
|---|---|---|---|
| **Santa Clara Utilities** | | | |
| 1904 | Sewer | Miscellaneous Sewer Improvements 06/07- 10/11 | 50,000 |
| 1905 | Sewer | Urban Storm Water Runnoff Management Program 06/07 | 130,000 |
| 1906 | Sewer | Lift Station Equipment Replacement 06/07-10/11 | 50,000 |
| 1908 | Sewer | S.J./S.C. Water Pollution Control Plant 07/08-11/12 | 2,600,000 |
| 1909 | Sewer | Sanitary Sewer System Improvements 07/08-11/12 | 3,000,000 |
| 2003 | Electric | Generation Betterment and Maintenance | 1,380,000 |
| 2004 | Electric | Fiber Optic Network Work Orders | 1,000,000 |
| 2005 | Electric | New Business Estimate Work | 2,000,000 |
| 2006 | Electric | Distribution System Estimate Work | 1,300,000 |
| 2007 | Electric | Power Line Estimate Work | 200,000 |
| 2008 | Electric | Substation Capital Maintenance & Betterments | 550,000 |
| 2009 | Electric | Fiber Optic Customer Construction Work Orders | 500,000 |
| 2102 | Electric | Modify DVR for Increased Cyclic Capacity | 100,000 |
| 2103 | Electric | Modify Cogen Power Plant | 2,950,000 |
| 2104 | Electric | Serra Substation Re-Build | 2,000,000 |
| 2106 | Electric | System Short Circuit Reduction | 600,000 |
| 2108 | Electric | SCADA System II Phase II | 250,000 |
| 2109 | Electric | DVR Hot Section Overhaul - ESN 191-498 | 1,800,000 |
| 2110 | Electric | Substation Rebuild | 5,270,000 |
| 2111 | Electric | Implementation of Advanced Metering Infrastructure (AMI) | 1,260,000 |
| 2112 | Electric | Substation Telephone Replacement | 35,000 |
| 2113 | Electric | Service Centere HVAC and UPS Upgrades | 180,000 |
| 2114 | Electric | Mission Substation | 3,900,000 |
| 2375 | Electric | Glenn Substation Site Work | 7,950,000 |
| 2382 | Electric | Power Scheduling 03/04-07/08 | 400,000 |
| 2387 | Electric | PC Lifecycle Replacement | 20,000 |
| 2394 | Electric | Transmission Feasibility Studies | 250,000 |
| 2395 | Electric | Operating and Planning Technology Project | 300,000 |
| 2399 | Electric | Broadband Telecommunications Initiative | 100,000 |
| 3622 | Cemetery | Repurchase Cemetery Property 2005/06 - 2010/11 | 4,000 |
| 3623 | Cemetery | Indoor Mausoleum - Crypt/Rail Retrofit | 20,000 |
| 6109 | Solid Waste | Sanitary Landfill Development-Post Closure | 410,000 |
| 6801 | Solid Waste | Landfill Gas Collection System Repair and Maintenance | 75,000 |
| 7005 | Water | Buildings and Grounds | 66,000 |
| 7006 | Water | Services & Development Improvements | 441,000 |
| 7008 | Water | Wells and Pumps | 386,000 |
| 7049 | Water | Distribution System Replacement/Restoration | 1,213,000 |
| 7052 | Water | Solar Pool Heating 07/08-11/12 | 25,000 |
| 7053 | Water | Solar Domestic Hot Water Heating 07/08-11/12 | 10,000 |
| 8039 | Street | Street Tree Planting 2007/08 - 2011/12 | 30,000 |
| | | **Santa Clara Utilities Subtotal** | $42,805,000 |
| **Public Systems and Facilities** | | | |
| 1322 | Engineering | Street Rehabilitation Program | 653,208 |
| 1325 | Engineering | Bridge Maintenance Program 06/07-10/11 | 25,000 |
| 1330 | Engineering | Metal Beam Guard Rail Replacement | 50,000 |
| 1331 | Engineering | Calabazas Creek Bridge Replacement | 1,000,000 |

# INDEX BY CAPITAL PROJECT THEME

| PROJ NO. | DEPT | PROJECT TITLE | FY 2007/2008 |
|---|---|---|---|
| 1442 | Engineering | Traffic Signal Mod - Benton St. @ Pomeroy Ave. | 150,000 |
| 1453 | Engineering | Traffic Signal Controller Replacement 05/06-09/10 | 75,000 |
| 1458 | Engineering | Miscellaneous Street Rehabilitation 06/07-10/11 | 300,000 |
| 1461 | Enfineering | Street Surface Reseal Program | 300,000 |
| 1462 | Engineering | Neighborhood Traffic Calming 2007/08 - 2011/12 | 150,000 |
| 1641 | Engineering | 2007-08 Street Resurfacing Program | 450,000 |
| 1811 | Engineering | Pump Station Rehabilitation | 30,000 |
| 1828 | Engineering | Artesian Well Abandonment 03/04 - 08/09 | 10,000 |
| 1831 | Engineering | Miscellaneous Storm Drain Improvements 06/07-10/11 | 50,000 |
| 1832 | Engineering | Urban Storm Water Runnoff Management Program 06/07-10/11 | 130,000 |
| 1833 | Engineering | Pump Motor Replacement 06/07-10/11 | 75,000 |
| 1834 | Engineering | Storm Drain System Improvements | 300,000 |
| 3001 | Parks & Rec. | Miscellaneous Park Improvements | 140,000 |
| 3002 | Parks & Rec. | Community Recreation Center Refurbishment | 20,000 |
| 3003 | Parks & Rec. | Tennis Court & Sports Court Resurfacing | 25,000 |
| 3004 | Parks & Rec. | Youth Activity Center Refurbishment | 20,000 |
| 3006 | Parks & Rec. | Teen Center Refurbishment | 20,000 |
| 3171 | Parks & Rec. | Agnew Park Basketball and Park Improvements | 80,000 |
| 3172 | Parks & Rec. | International Swim Center Pool ISC Pool Remodel | 450,000 |
| 4080 | Fire | Automatic External Defibrillators (AED's) for City Facilities | 17,000 |
| 4082 | Fire | Protective Clothing Replacement FY 03/04-07/08 | 80,000 |
| 6054 | Auto Srvc. | Corp.Yard Master Plan & Central Garage Renovation | 200,000 |
| 6069 | Police | Technical Services Bay #3 Renovation | 49,000 |
| 6122 | Street | Historic Buildings/Improvement to Grounds 03/04-07/08 | 20,000 |
| 6129 | Bldg. Mtce. | Repairs/Modifications to City Buildings 05/06-09/10 | 170,000 |
| 6130 | Bldg. Mtce. | Repairs to Historic Buildings 05/06-09/10 | 100,000 |
| 6131 | Bldg. Mtce. | Triton Museum Repair and Modification 05/06-09/10 | 20,000 |
| 6132 | Bldg. Mtce. | City Hall HVAC Renovation | 360,000 |
| 6133 | Engineering | Emergency Dispatch Relocation | 2,784,399 |
| 6134 | Auto Srvc. | Overfill/Tank Replacement 06/07-10/11 | 50,000 |
| 6135 | Street | Lafayette St. Railroad Pedestrian Overpass Rehabilitation | 75,000 |
| 6516 | Info. Tech. | Data Center Remodel | 190,000 |
| | | **Public Systems and Facilities Subtotal** | $8,618,607 |
| **Land Use and Housing Programs** | | | |
| 3140 | Parks & Rec. | Ulistac Natural Area Restoration Project | 50,000 |
| 3157 | Parks & Rec. | Central Park Pavillion Bridge | 100,000 |
| 3167 | Parks & Rec. | Miscellaneous Swim Pool Improvements Phase V | 60,000 |
| 5543 | Comm. Srvc. | Neighborhood Conservation and Improvement Program Phase III | 307,177 |
| 5548 | Comm. Srvc. | Santa Clara Valley Blind Center | 35,000 |
| 5550 | Comm. Srvc. | War Memorial Park Playground and Restroom Facilities | 300,000 |
| 5551 | Comm. Srvc. | Removal of Barriers to the Physically Challenged 2006/07-2010/11 | 160,000 |
| 5922 | Comm. Srvc. | BWC Quetzal House Restoration | 343,200 |
| 5924 | Comm. Srvc. | Habitat for Humanity Gianera Street Project - Phase II | 100,000 |
| 5927 | Comm. Srvc. | Liberty Tower Emergency Call System Rehabilitation | 80,000 |
| 9054 | RDA | San Tomas Aquino Crk.Trail | 500,000 |
| 9064 | RDA | Downtown Revitalization | 398,864 |
| 9110 | Housing | Housing Administration and Service Providers | 637,378 |

# INDEX BY CAPITAL PROJECT THEME

| PROJ NO. | DEPT | PROJECT TITLE | FY 2007/2008 |
|---|---|---|---|
| 9159 | Housing | First Time Buyers Financing Program | 1,491,152 |
| 9171 | Housing | Casa Del Maestro SCUDS Phase II | 190,000 |
| 9185 | Housing | Martin Property Senior Apartment Project | 3,500,000 |
| 9303 | Housing | Housing Trust Fund - Phase III Campaign | 250,000 |
| 9304 | Housing | Neighborhood Conservation & Improvement Program-Phase III | 692,823 |
| | | **Land Use and Housing Programs Subtotal** | $9,195,594 |
| **Economic Development/Business Retention** | | | |
| 2649 | Engineering | Traffic Signal Needs Assessment | 200,000 |
| 2655 | Engineering | Central Control Traffic Signal Upgrade 03/04-07/08 | 200,000 |
| 2661 | Engineering | Traffic Signal Enhancements "B" (05/06-09/10) | 100,000 |
| 2662 | Engineering | Pedestrian and Bicycle Enhancement Faciliteis "B" (05/06-09/10) | 200,000 |
| 2664 | Engineering | Signal Modification - Washington @ Newhall Street | 300,000 |
| 3401 | Engineering | Santa Clara VTA - Congestion Management (CMP) | 207,400 |
| 3419 | Engineering | Street Resurfacing Program 2007-08 | 550,000 |
| 6018 | Conv. Ctr. | Convention Center Repairs & Upgrades | 132,500 |
| 8038 | Street | Public Right-of-Way Landscaping Improvement 2005/06-2009/10 | 25,000 |
| 9059 | RDA | Convention Center Ballroom Expansion | 20,000,000 |
| 9066 | RDA | Agnews Historic Park Cemetery Building and Grounds | 100,000 |
| 9070 | RDA | Martinson Day Care Building Maintenance | 25,000 |
| 9532 | SOSA | Golf Course Drainage Restoration 06/07-10/11 | 100,000 |
| | | **Economic Development/Business Retention Subtotal** | $22,139,900 |
| **Community Information and Technology** | | | |
| 4068 | Fire | Fire Records Management System | 50,000 |
| 5042 | Library | Automated Library System-Phase IV | 25,000 |
| 6052 | Police | 800 MHz Radio System Enhancements | 70,000 |
| 6075 | Planning | Permit Information System Phase II | 220,000 |
| 6076 | Planning | Geographic Information System Phase II | 170,000 |
| 6093 | Planning | Planning & Inspection Document Imaging | 138,500 |
| 6103 | Finance | Utility Management System Enhancements | 600,000 |
| 6118 | Police | CAD System Server Replacement | 300,000 |
| 6501 | Finance | FHRMS Update Project | 400,000 |
| 6502 | Police | Radio System PC Windows NT Upgrades | 30,000 |
| 6503 | Police | Radio System Replacement | 300,000 |
| 6504 | Police | Telecomm Infrastructure Replacement | 70,000 |
| 6505 | Info. Tech | Replace Network Equipment 2005/06-2009/10 | 100,000 |
| 6513 | Info. Tech | Desktop Equipment Replacement Project | 250,000 |
| 6514 | Info. Tech | Consolidate and Upgrade Servers | 250,000 |
| 6517 | Info. Tech. | Software Upgrade Licenses | 57,000 |
| 6520 | Planning | General Plan Update | 750,000 |
| 6521 | Info. Tech. | Web Content Management System | 60,000 |
| 6522 | Info. Tech. | Streaming Media Implementation | 20,000 |
| 6523 | Info. Tech. | IT Services Contract Renewal | 200,000 |
| 6524 | Info. Tech. | Hands Free Mobile Phones | 53,000 |
| 6525 | Police | Replacement of Mobile Data Computers | 120,000 |
| 6526 | Police | Installation of Police and Fire Mutual Aid Radio Repeaters | 250,000 |
| | | **Community Information and Technology Subtotal** | $4,483,500 |
| | | **TOTAL** | **$87,242,601** |

# Five-Year Financial Plan

Santa Clara
All-America City
2001

# FINANCIAL, ECONOMIC, DEMOGRAPHIC AND GENERAL DISCUSSION

## TRENDS AND ANALYSIS

In preparing the resource and expenditure projections, and developing the recommendations presented in this Five-Year Financial Plan ("Plan"), staff analyzed results of operations from the General Operating Funds for 3 fiscal years from 2003-04 through 2005-06 and July through March of fiscal year 2006-07. The analysis focused on identifying and understanding trends in revenues and expenditures, quantifying any significant variances in these trends, and then determining the reasons for these variances, where possible. In addition, staff also considered the economic outlook of the national, state and local economy in determining future growth trends. Schedule A (page 418) provides a history of resources and expenditures of the General Operating Funds from fiscal year 2003-2004 to fiscal year 2005-06. The schedule also contains an estimate of the General Operating Fund's operating results for fiscal year 2006-07, and the proposed fiscal year 2007-08 annual budget. Based on historical operating results and an evaluation of future economic outlook data, staff has presented a projection of resources and expenditures for the General Fund for five fiscal years 2008-09 through 2012-13 (page 419).

### Results of Operation

The General Fund had operating deficits of $9.2 million and $8.3 million in fiscal years 2003-04, and 2004-05 respectively. In fiscal year 2005-06 the General Fund generated a surplus of $1.3 million. In fiscal year 2006-07 the General Fund is expected to generate a surplus of $4.1 million. The actual and projected surpluses are due to the slowly improving local economy combined with the City's continuing efforts to control its operating costs. Over the last 2 fiscal years the City has experienced improvements in several key revenue sources including property tax, sales tax, transient occupancy tax and contribution in lieu of taxes. During the Plan period, the General Fund is forecasted to generate approximately $6.7 million dollars in surplus revenues. This year's Plan is structurally balanced through fiscal year 2011-12 and represents a significant improvement over plans presented to Council over the last few years. A portion of the forecasted surplus will be designated per City Council policy to begin replenishing the Working Capital Reserve. Over the last few years, the Working Capital Reserve has been significantly depleted to help balance the General Fund budget. The balance in the Working Capital Reserve is forecasted to grow from $18.1 million in June 2007 to $27.8 million in June 2013. In fiscal year 2012-13 the estimated balance for the Working Capital Reserve will represent approximately 17% of General Fund budgeted expenditures compared to the 25% per City Council policy. In fiscal year 2012-13 a modest deficit of $542 thousand is forecasted. This is due primarily to the operating and maintenance expenses associated with the opening of the Library in Bayshore North. This deficit may be eliminated if economic growth is stronger than projected. The expenditure assumptions in the Plan also reflect the City's efforts to contain costs by continuing the hiring freeze and by deferring non-essential capital projects in the Capital Improvement Program. The Plan's revenue forecast assumes increases close to their historic averages for property, sales and transient occupancy taxes, increases in fees and customer service charges more reflective of the true costs for City services, and increases in rent and lease revenue based on current agreements. While the Plan projects a surplus of $6.7 million, it will still take several years before some of the City's key revenue sources, including sales tax and transient occupancy tax, reach the peak levels realized in prior years. In addition, if all the capital projects are approved, the General Contingency Reserve for Capital Projects will be depleted sometime in fiscal year 2008-09. Staff will continue to identify further measures that must be taken to address the City's financial situation.

For a better perspective on Silicon Valley's economic condition, key economic indicators, such as total jobs, average pay, real per capita income, venture capital investment and commercial vacancy rates are analyzed each year in Joint Venture's Index of Silicon Valley. The indicators in the 2007 Index of Silicon Valley show several positive improvements in the overall health of the local economy. They show the Silicon Valley economy continues to experience slow growth while employment growth shifts to new areas. For example, total employment in the corporate office and computer and

communications hardware sectors continued to decline while the software and creative and innovative service sectors continued to grow. From 2005 to 2006 per capita income grew by less than one percent, average pay grew by four percent, and median household income grew by six percent, the first increase of this last indicator since the economic downturn. In 2006, venture capital investment in the Silicon Valley economy increased by approximately 13% from 2005. In 2006, total job growth increased 2.9% compared to 2005. Commercial vacancy rates declined 2.5% but remained 7.7 times the vacancy rate in 2000. Between 2005 and 2006, annual office vacancy rates showed the steepest decline decreasing 26%. Finally, in 2006, productivity in Silicon Valley increased by 4% compared to 2005, the largest year to year growth since 2000. Because of improved health in the economy and the positive direction of some of these economic indicators, the prevalent economic opinion is that the local economy will continue to experience slow but gradual growth over the next few years. Some anecdotal evidence continues to support the theory that high-tech manufacturing in Silicon Valley is still restructuring itself toward other technology industries, including most recently clean technology. This restructuring process takes longer than a simple economic recovery and is part of the Silicon Valley's unique ability to constantly redefine itself. In fiscal year 2007-08 total City revenues are finally expected to approach the level achieved in fiscal year 2000-01, seven years ago. But City operating expenses have also continued to grow over this same period. While the current Plan reflects an improved economic forecast characterized by steady slow growth projections, it also reflects the projected increases in the City's general operating expenses for salaries, health and retirement benefits as outlined in current MOU's. During the early part of the Plan period, it is expected that regional economic growth will slightly outpace that of the national economy. National and regional economic statistics from the Association of Bay Area Governments and Congressional Budget Office are presented in more detail in the economic conditions section.



**General Operating Fund Resources**

General Operating Fund resources include General Fund revenues plus transfers from other City funds. Consistent with current consensus economic forecast scenarios that predict continued but slow growth for the region, General Operating Fund resources are expected to grow at an average annual rate of approximately 2.33% during the Plan period. These growth estimates assume a "soft landing" for the national economy and the continued growth of local sales and transient occupancy taxes which are particularly sensitive to changes in national and local economic conditions. Other revenue sources, including property taxes, contribution in lieu of taxes, rents and leases and charges for current services, which experience much less volatility when economic conditions change, are also expected to continue to grow slowly during the Plan period. Another positive note is the City is no longer subject to an additional transfer to the State of City General Fund property tax revenue and under the provisions of Proposition 1A, the City is afforded increased protection from future allocations of revenues to the State. A more detailed discussion of the major General Operating Fund revenue sources including property tax, sales tax, transient occupancy tax, interest income, rents and leases and contribution in-lieu of taxes follows.

*Property Tax and Motor Vehicle License Fee Swap*

In fiscal year 2006-07, staff forecasts the City will receive $26.0 million in property tax revenues. This figure includes both revenue from local property taxes and the Vehicle License Fee backfill which is now considered as property tax and paid by the County for the loss of motor vehicle license fees. It also includes $2.2 million in City General Fund property tax revenue that last year was transferred to the State as an additional ERAF (Educational Revenue Augmentation Fund) payment as part of the State's effort to balance its budget. From fiscal year 2006-07 to 2007-08 property taxes are projected to increase from $26.0 million to $26.9 million, or 3.5%. From 2007-08 through 2012-13, Santa Clara should continue to enjoy an average growth rate of 3.50%, which is equivalent to the average historical growth rate for property tax. During the Plan period the City should continue to benefit from a more moderate but still favorable trend in the City's

residential real estate sector which is projected to continue to increase in value despite the forecasted rise in interest rates. With the recovery of the commercial and industrial sector, which in the past few years was subject to some negative re-assessments by the County Assessor, Staff also foresees values of these properties continuing to rise during the Plan period. Finally, since fiscal year 1992-93 the State has shifted a portion of the City's property tax revenue to fund public schools. As a result, of this continuing shift in City property taxes to ERAF, the City's General Fund will lose approximately $3.8 million in fiscal year 2006-07. Since the inception of this ERAF program, which shifts revenues to the State, the City has lost approximately $39.9 million.

*Sales Tax*

Sales tax revenue performance is directly linked to the economic and business cycles and is one of the City's most volatile revenues. Fiscal year 2006-07 sales tax revenues are forecasted to be $42.3 million, an increase of 10.9% over the prior year. However, adjusting for an overpayment of $1.6 million that was deducted from last year's receipts, the percent increase over last year is approximately 6.4%. This figure is consistent with the continued rebound of the national and local economy. In the Santa Clara/San Benito County area total employment increased 1.8 % from December 2005 to December 2006 but still remains well below the total employment in December 2001. In 2007 and 2008 the Santa Clara/San Benito County area is expected to add 11,500 and 13,100 jobs, respectively. However, the strength of business to business sales activity remains key to achieving continued economic growth and improved local sales tax revenue next year and throughout the Plan period. Locally, business-to-business sales were particularly hard hit during the economic downturn and are still considerably below the prior year peaks. Also, the slow down in the housing and related sectors may negatively impact consumer spending, particularly for high-ticket items such as auto sales. This may result in a further drag on local economic growth. Because of the slow down in housing and related sectors and the uncertainty of what the Federal Reserve Board may do with interest rates, the Association of Bay Area Government's Economic Outlook is forecasting continued slow growth in the Bay Area over the next 2 years. The result is sales tax revenues while growing throughout the Plan period, are not projected to return to the peak levels reached in fiscal year 2000-01 during the Plan period. Based on current projected economic conditions, staff expects sales tax revenues to increase to $43.5 million in fiscal year 2007-8, up 2.7% over fiscal year 2006-07. This projected growth is consistent with estimates from MBIA MuniServices, the City's sales tax consultant. For the Plan period (2008-09 to 2012-13) the forecast projects an average increase of 3.0%. This growth rate for sales tax is slightly lower than the City's historical average of 3.4%.

*Transient Occupancy Tax*

Transient Occupancy Tax (TOT) revenue estimates of $10.3 million for fiscal year 2006-07 represent an increase of approximately $958 thousand or 10.3% compared to fiscal year 2005-06. This significant improvement in TOT receipts is due to both higher average occupancy rates and an increase in average daily lodging rates, a direct result of the continued upturn in business travel to our area. Compared to December 2005 average daily lodging rates in the San Jose/Peninsula area, excluding San Francisco Airport, lodging rates in December 2006 were up 10% and average occupancy rates were up 5.5%. However, compared to the City's peak fiscal year 2000-01 when $14.8 million was received, the $10.3 million in estimated TOT revenues for fiscal year 2006-07 is $4.5 million or 39.3% below the peak year.

For fiscal year 2007-08 TOT revenues are estimated to be $10.7 million, 4.0 % over the fiscal year 2006-07 estimate. From fiscal year 2007-08 through the end of the Plan period staff forecasts an average increase of 3.6% for TOT revenues. This growth estimate assumes the business travel market in our region will continue to grow at rates close to historical growth rates for TOT. Staff believes the Plan growth rates are reasonable given the City's past performance and projected economic outlook over the next five years.

*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 a pooled portfolio consisting of securities having a maximum maturity of five years. The factors that directly influence General Fund interest income are the prevailing interest rates, the size of the portfolio and the relative percentage of the portfolio allocated to the General Fund. Over the last 2 fiscal years the return on the City's portfolio has ranged from 3.9% to 4.3%. Currently, the return on the City portfolio is approximately 4.3% and is forecasted to generate $4.6 million in interest income in fiscal year 2006-07, including interest from the land sale reserve. During the five-year Plan period, the return on the portfolio is projected to be between 3.9% and 4.7%. Overall, the Plan reflects a moderate increase in interest income. This is due to a small increase in the percentage of General Fund money in the investment portfolio and a slightly higher long-term interest rate during the Plan period. Based on the current forecast, staff projects interest income rising from $4.6 million in fiscal year 2007-8 to approximately $5.0 million by the end of Plan period.



*Rents and Leases and Inter-Agency Transfers*

Starting in fiscal year 2006-07, some lease revenues previously reported in the Plan under Rents and Leases are reported in Inter-Agency Transfers. In fiscal year 2007-08, revenue reported in Rents and Leases is estimated to be $2.8 million and will grow to nearly $3.1 million by the end of the Plan period. This includes Redevelopment Agency lease revenues transferred to the General Fund of approximately $1.2 million from the Hyatt Regency Hotel and $1 million from Techmart. The remaining revenues are from a number of smaller General Fund leases.

In fiscal year 2007-08, Inter-Agency Transfers include approximately $11.3 million in lease revenues which are expected to grow to $11.6 million by the end of the Plan period. Approximately $3.6 million comes from development agreements between the City, the Redevelopment Agency and The Irvine Company and $5.6 million comes from the Great America Theme Park Lease. An additional $1.5 million comes from the Interland lease with SOSA and approximately $520 thousand from the Hilton hotel lease.

*Charges for Current Services*

Staff forecasts that Charges for Current Services will be $17.9 million in fiscal year 2006-07. In fiscal year 2007-08 Charges for Current Services will increase to $18.0 million growing to $18.5 million by the end of the Plan period. Major sources of revenue for this category include charges for services provided to non-General Fund departments, recreation charges, plan check and engineering fees and customer service fees. Reimbursement rates and customer fee rates are set to bring these charges more in line with the costs to provide departmental and customer services.

*Contribution In-Lieu of Taxes*

In accordance with the City's charter, the City's Utility enterprise funds pay 5% of gross revenues as Contribution-in-Lieu of Taxes (CLT). In fiscal year 2006-07, revenue from CLT is estimated to be approximately $14.6 million, up 13.2% compared to last year. For fiscal year 2007-08, CLT is forecasted to be $15.5 million. The forecast is that CLT will increase to approximately $16.9 million by end of the Plan period.

The Plan estimate is primarily driven by the market projections for electric consumption that anticipate moderate growth in power demand during the Plan period. The Plan estimates also reflect the Water and Sewer Utilities' forecast of CLT based on projected increases in water/sewer usage and rates. The projected average annual increase in CLT is approximately 1.9% during the Plan period and incorporates existing Council policy on CLT relative to the Electric, Water and Sewer and Recycled Water Utilities.

**Expenditures**

General Fund expenditures are expected to grow at an average annual rate of 2.92% during the Plan period. This average growth figure reflects City-wide efforts to control operating costs by continuing to freeze positions, to limit increases for supplies and materials, limit capital outlay expenses to items previously deferred, and delay non-critical capital improvement projects. The expenditure forecast also includes the operation and maintenance costs for the planned

opening of the Library North of Bayshore in fiscal year 2012-13. The operating and maintenance expenses for this new facility are a key contributor to the estimated deficit of $542 thousand forecast in 2012-13. This modest deficit may be eliminated if the economic growth is stronger than anticipated.

For fiscal year 2007-08 total expenditures are estimated to increase by 5.9% over fiscal year 2006-07. Expenditures for salaries and benefits in fiscal year 2007-08 are estimated to increase by 5.4% over fiscal year 2006-07 and by another 2.6% in fiscal year 2008-09. During the Plan period salaries and benefits are expected to increase an average of 3.0%. The increase in salaries and benefits reflects the increased cost for salaries and benefits including retirement and retirement health benefits as defined in the Memoranda of Understanding (MOU's) for the various bargaining units. No new positions have been added to general governmental departments in fiscal year 2007-08.

Other operating expenses in fiscal year 2007-08 are estimated to increase by 6.0% compared to fiscal year 2006-07 and increase by 3.9% in fiscal year 2008-09 over the prior fiscal year. Average annual increases in other operating expenses are estimated to be 2.9% during the Plan period. These increases are consistent with the local consumer price index and reflect increases in maintenance and operating costs.

CIP incremental operating costs are expected to range from $334 thousand to $1.5 million during the Plan period. These costs represent incremental operating costs from new facilities that are planned for construction during the Plan period.

The General Fund continues to fund the debt service related to the 1997 Police Building Certificates of Participation (Police Building COPS) and 2002 Central Park Library Certificates of Participation (Central Park Library COPS) from current revenues. Annual debt service payments on the Police Building COPs will average $1.2 million through the year 2022 and annual debt service on the Central Park Library COPS will average $1.6 million through the year 2032.

During the Plan period, the key cost drivers for the General Operating Fund period remain salaries and benefits. Staff will be reviewing additional cost control and revenue enhancement proposals and will continue to closely monitor the City's financial situation.

## NATIONAL, REGIONAL AND LOCAL ECONOMIC ASSUMPTIONS

National, regional and local economic and demographic statistics were analyzed in making the projections presented in this Plan. The economic and demographic projections presented in this section are obtained from various sources including the Association of Bay Area Governments and the Congressional Budget Office. They are summarized in Table 1a, 1b and 1c, Appendix B (page 435). They include such economic indicators as gross domestic product (GDP), employment projections, interest rates, and changes in the national and Bay Area consumer price index. The demographic information includes population trends, household size, and mean household income for the City of Santa Clara.

### Economic Conditions

The Bay Area economy, and in particular the Silicon Valley region, continues to grow slowly. Regional economic growth is forecasted to remain slow to moderate but with Silicon Valley area no longer lagging the rest of the region as it has the last few years. During the Plan period inflation is expected to remain moderate with incomes growing slightly higher than inflation rate. The major risks to the regional economy are the severity of the downturn in the housing and related sectors and any jump in interest rates, either which would negatively impact local economic growth. Job growth in the Bay Area and Silicon Valley is also expected to be moderate as local industries continue to restructure to meet the changing economic realities.

Prevailing economic opinion indicates that both the regional and national economies will continue to grow gradually during the Plan period. Specifically, the Association of Bay Area Governments (ABAG) 2007-08 forecast expects that Silicon Valley's economic

growth will be slow to moderate. This is an improvement over forecasts of the last few years which called for particularly slow growth in the Silicon Valley. Employment in Santa Clara County is expected to grow by 11,500 in 2007 and 13,100 in 2008. Bay Area inflation is expected to be 2.4% in 2007 and 2.8% in 2008. Meanwhile unemployment in the City of Santa Clara has dropped from 4.5% in December 2005 to 4.2% in December 2006 with the area approaching full employment. Regionally, Santa Clara County represents approximately 27% of the Bay Area' s total employment with the highest concentration of manufacturing and second highest concentration of information services employment in the Bay Area. The average pay per employee increased by 4.0% to $74,300 in Silicon Valley in 2006 compared to 2005 with the median household income increasing to $76,300 or over 6.5% compared to 2005. Productivity in Silicon Valley reached a new peak, increasing by 4% the largest year-to-year growth since 2000. Finally, commercial rental rates are up slightly in 2006 reversing a general pattern of decline since 2000 and the rate at which commercial space is being absorbed continues to outstrip new construction added for the second year in a row. The overall commercial vacancy rate also declined for the third year in a row. Despite these positive developments in the commercial real estate market, commercial vacancy rates remain 7.7 times higher than in 2000.

During the Plan period, the real change in Gross Domestic Product (GDP) is expected to average around 2.8% nationally, inflation as measured by the CPI is expected to average 2.2%, and unemployment is expected to average 4.9%. The interest rate for the 10-year Treasury is forecasted to average 4.5% during the Plan period. Based on ABAG's leading economic indicators for the Bay Area, the regional economy is expected to experience slow but gradual growth. In the near term a softening housing market should result in less construction spending and some households may begin to curtail consumer spending on high-ticket items as their home equity values begin to slow or decline. Local wages may also slow in response to the slowdown the local housing and related sectors. The Plan reflects these slow to moderate growth and inflation assumptions for the Bay Area.

However, the long-term fundamentals and economic health of the Bay Area remain solid. The Silicon Valley work force remains one of the most productive in the world. This labor productivity combined with the region's vibrant economic infrastructure should result in the region's long-term economic expansion and the continued production of added value goods and services. The repositioning of local area businesses appears to be well underway. The focus of additional venture capital investment is in new areas including Industrial/Energy and Media & Entertainment. Moreover, Silicon Valley has emerged as one of the top regions in the country for clean technology investment. However, innovations and restructurings often take time and because of this regional job growth is expected to be slower than in the recent past. A key to sustained regional growth will be the continued improvement in the employment picture as well as the steady recovery of the business-to-business sector. Over the last year the economy has seen broad across the board positive changes on these fronts. The increased outsourcing abroad of high salaried jobs in the computer information technology sector and its impact on new hirings in our area remains an important regional concern. But the future of Silicon Valley remains bright and as highlighted in the Silicon Valley 2007 Index, the Silicon Valley has found and will continue to find new ways to add value to retain its competitive advantage in integrating cutting edge technologies. As stated "the Silicon Valley economy is clearly growing and transforming evidenced by the region adding more than 30,000 jobs over last year's total." The region still retains some unique advantages including high productivity, a highly educated worked force and a high concentration of venture capital that provide us with a completive advantage in the global market place. "The role for Silicon Valley will be to not only connect itself to other innovative regions but to access, leverage and integrate the best, for the highest value-added innovation technologies and business models in the global economy."

**Demographic Statistics**

Population growth projections indicate that Santa Clara County will continue to be the most populous county in the region. As of January

# FINANCIAL, ECONOMIC, DEMOGRAPHIC AND GENERAL DISCUSSION

2007 Santa Clara County has a population of 1.81 million. By 2010 The Association of Bay Area Governments (ABAG) forecasts that the Santa Clara County population will grow to 1.87 million, an increase of 3.3%. As of January 2007 the City has a population of 114,238. ABAG estimates that the City's population will grow to approximately 117,800 in 2010, an increase of 3.1%. The completion of the Rivermark project, the development of the BAREC Senior Housing, and the planned development of several below market housing projects and some mixed-use developments will also contribute to the City's population growth. With this population growth, demands for City services will also increase.

## OTHER ISSUES AND CITY POLICY ITEMS

Other issues that are significant in assessing and projecting the City's fiscal capacity over the Plan period include City Council goals, General Contingency Reserves policy, legal and administrative requirements, electric power industry environment, City land use issues, economic development activities including provision of affordable housing, and technological improvements.

### Political, Legal and Administrative Requirements

Santa Clara is a Charter City, with the current charter approved by the electorate in 1951 and updated in 2000. The City Charter establishes the form of government, sets forth the powers and duties of the Mayor, City Council, and the City Manager and organizes the City's various boards and commissions.

The residents elect a City Council composed of seven citizens, a Mayor and six councilmembers, all directly elected at large, who serve terms of four years each and who, in turn, appoint a City Manager. The City operates under a Council and Manager form of government. The City Manager is the Chief Executive Officer responsible for the proper administration of all affairs of the City.

The City Charter contains strict requirements for a balanced budget and provisions to ensure that funds are not expended without legal appropriation. Administrative guidelines with respect to budget development and execution ensure strict adherence to the Charter requirements. The City is also subject to various other finance-related legal requirements such as the legal debt limit, appropriations limits of Propositions 111 and 4, Proposition 218 and various financial audit requirements that it has consistently met through requisite administrative guidelines.

### Electric Power Industry

SVP owns power generation facilities, has investments in joint ventures that produce electric power, and trades power on the open market. Over the past few years, electric utilities in California faced some extraordinary challenges brought about by state legislation to deregulate and restructure the electric power industry. Fortunately, Silicon Valley Power (SVP) has operated in a relatively favorable business environment, providing electric power to over 50,000 City customers. However, SVP will continue to prepare for the new competitive electric market by further streamlining operations and working with its customers to enhance the value they receive from municipal ownership of their electric utility. While the business environment has changed, and continues to do so, SVP's dedication to its customers and its traditional values remains paramount. Each year SVP prepares a five-year financial plan (see page 431). SVP also develops a Strategic Plan to adapt to the changes in the electrical power industry During the Plan period, the City and SVP will monitor this ever-changing situation and future developments in the power industry to continue to develop and modify strategies to successfully adapt to the power industry's operating environment.

### City Land Issues

General information regarding the City's current land use, development potential, and specific plans as outlined in the City General Plan (2000–2010) dated July, 2002, updated in February, 2005, has been considered in the preparation of the Plan. Several significant projects are scheduled for completion during the Plan period. The Downtown Revitalization Project will include mixed-use improvements to revitalize the downtown area. The Martin Property

Senior Project and the Casa Del Maestro Project Phase II will add 30 and 20 apartment units for seniors, respectively. The Bay Area Research Extension Center (BAREC) site when realized will include 165 senior housing units and 110 single-family homes. Finally, along the El Camino Real corridor, there are several mixed-use projects in various stages of planning and construction that will add additional retail space and hundreds of housing units.

These projects will generate a combination of lease revenues, property taxes, fees, and sales tax revenues. However, new residential development in the City, while necessary, will also require additional General Fund expenditures to meet the costs associated with the increased demand for recreation, police and fire services. These costs are in addition to those already estimated in the Plan. Only the revenues from projects for which estimated occupancy dates are available are included in the Plan forecast at this time. As completion dates for specific projects become better known, additional revenues and expenditures may be added to the Plan.

Other projects, such as the continued construction of pedestrian and bicycle trails along San Tomas Aquino Creek, the Convention Center expansion and the Downtown Revitalization project are included in the Plan as Capital Improvement Projects. Operating costs associated with these new capital projects have been incorporated into the Plan.

The City has generally followed a policy of leasing, rather than selling, City land. As a policy, ground leases of City land will continue to be used, when appropriate, as additional sources of long-term revenue. The ground lease of the Yerba Buena property to The Irvine Company is consistent with this policy. However, during fiscal years 1996-97 and 1997-98, Council approved the sale of selected City-owned property. These decisions were intended to enhance industry and business expansion in the City and as such are consistent with the City Council's goal to promote the economic success of Santa Clara. The City Council has also adopted a policy that the proceeds of the sale of City-owned land be placed in a designated General Contingency Reserve for the Proceeds of Land Sales. On June 10, 1997 City Council authorized staff to establish the General Contingency Reserve for Non-Expendable Land Sale Proceeds (Land Sale Reserve). Net proceeds from the sale of City-owned land are held in the Land Sale Reserve and the interest earned on these funds is available for General Fund appropriations. Only the interest earnings from the account are available for appropriation through the annual budget process, or by specific City Council action. The projected balance in the account as of June 30, 2007 is $16.4 million.

**Long Term Maintenance - City Buildings/Structures**

The City has a preventive maintenance program designed to maintain the appearance and operating efficiency of City buildings and facilities. The funds budgeted for the program cover regular maintenance such as repairs, replacement, or upgrade of building components, and minor landscape work. Staff has incorporated the projected expenditures for this program in the Plan. The proposed Plan includes expenditure projections for requested major projects and regular maintenance items that may be needed during the next five years.

**Contingency Reserve Policy**

During fiscal year 1985-86, the City Council established a policy regarding use of the City's General Contingency Reserve funds. Under that policy, two separate reserves were established: a Working Capital Reserve and a General Contingency Reserve for Capital Projects. The Working Capital Reserve is set aside for an emergency financial crisis or disaster situations. Current policy for the Working Capital Reserve is to provide funding for 90 days of General Fund budgeted expenditures. For fiscal year 2007-08 this would be approximately $35.6 million compared to an estimated available balance of $18.1 million as of June 2007. During fiscal years 2002-03, 2003-04 and 2004-05 approximately $20.5 million in reserves were used to meet the City's financial needs. Over the last few years because of the severity of the City's financial situation, the 90 day Working Capital Reserve for the General Fund has not been met. However, because of the improved economic forecast reflected in this year's Plan, it is estimated that the balance of the Working Capital

Reserve will be increased from $18.1 million in June 2007 to $27.8 million in June 2013. The estimated balance of $27.8 million in fiscal year 2012-13 for the Working Capital Reserve represents approximately 17% of the General Fund operating budget compared to the 25% minimum under Council policy. The current and projected balances of both the Working Capital Reserve and General Contingency Reserve for Capital Projects are presented in Schedule D, page 426.

General Contingency Reserve for Capital Projects funds are set aside to fund the City's capital spending program. The projects in the program maintain basic City infrastructure and quality facilities. The Council adopted a policy in fiscal year 1996-97 to maintain a minimum of $5 million in the General Contingency Reserve for Capital Projects. As of June 2007 the balance in this fund is estimated to be $8.9 million. However, during the Plan period, the General Contingency Reserve for Capital Projects fund will not meet the minimum $5 million balance. If all the projects in the Plan were approved the balance in the General Contingency Reserve for Capital Projects would be depleted sometime in fiscal year 2008-09.

Historically, these precautionary reserve balances, coupled with the City's excellent credit rating and above revenue coverage of its obligations, allowed the City to maintain its sound financial position. This has made it unlikely that the City would have to levy higher taxes or take similar measures to fund necessary General Operating Fund expenditures. For this reason Staff will be carefully monitoring changes in the City's financial situation as well as our local economy.

## CAPITAL IMPROVEMENTS PROGRAM FUNDING OPTIONS

Another function of the Plan is to determine the City's financial capacity to fund its capital improvement program. A summary of the Proposed Capital Project Costs is contained in Schedule B (page 422-423) along with available project funding. The amount of "Net to be Funded Costs" is shown in Schedule C (page 424). Details of all proposed projects are contained in the Capital Improvement Plan.

Staff analysis indicates that the balance in the General Contingency Reserve for Capital Projects will be approximately $8.9 million as of June 30, 2007. If all the projects in the Plan are approved then sometime in fiscal year 2008-09, the balance in the General Contingency Reserve for Capital Projects will be depleted. This reserve balance is not forecasted to increase during the Plan period due to efforts to replenish the Working Capital Reserve and insufficient General Operating Fund surpluses forecasted during the Plan period. Therefore there will not be sufficient funds to cover the total capital project costs in the Five Year Plan. It may be necessary to either fund projects from alternative financing resources, such as debt, or delay the start of projects to future years. If the economic assumptions are accurately projected, the General Contingency Reserve for Capital Projects will have a deficit balance of $96.9 million as of June 30, 2013

## ENTERPRISE TYPE PROGRAMS

The City owns and operates various enterprise type activities including the Electric, Water, and Sewer utilities, Solid Waste program, City Cemetery, and the Sports and Open Space Authority. A five year projection of individual enterprise fund revenues and expenses is included as part of Appendix A of this Plan. 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.

Schedule A

# TWELVE YEAR RESOURCE AND EXPENDITURE TREND

## GENERAL OPERATING FUNDS

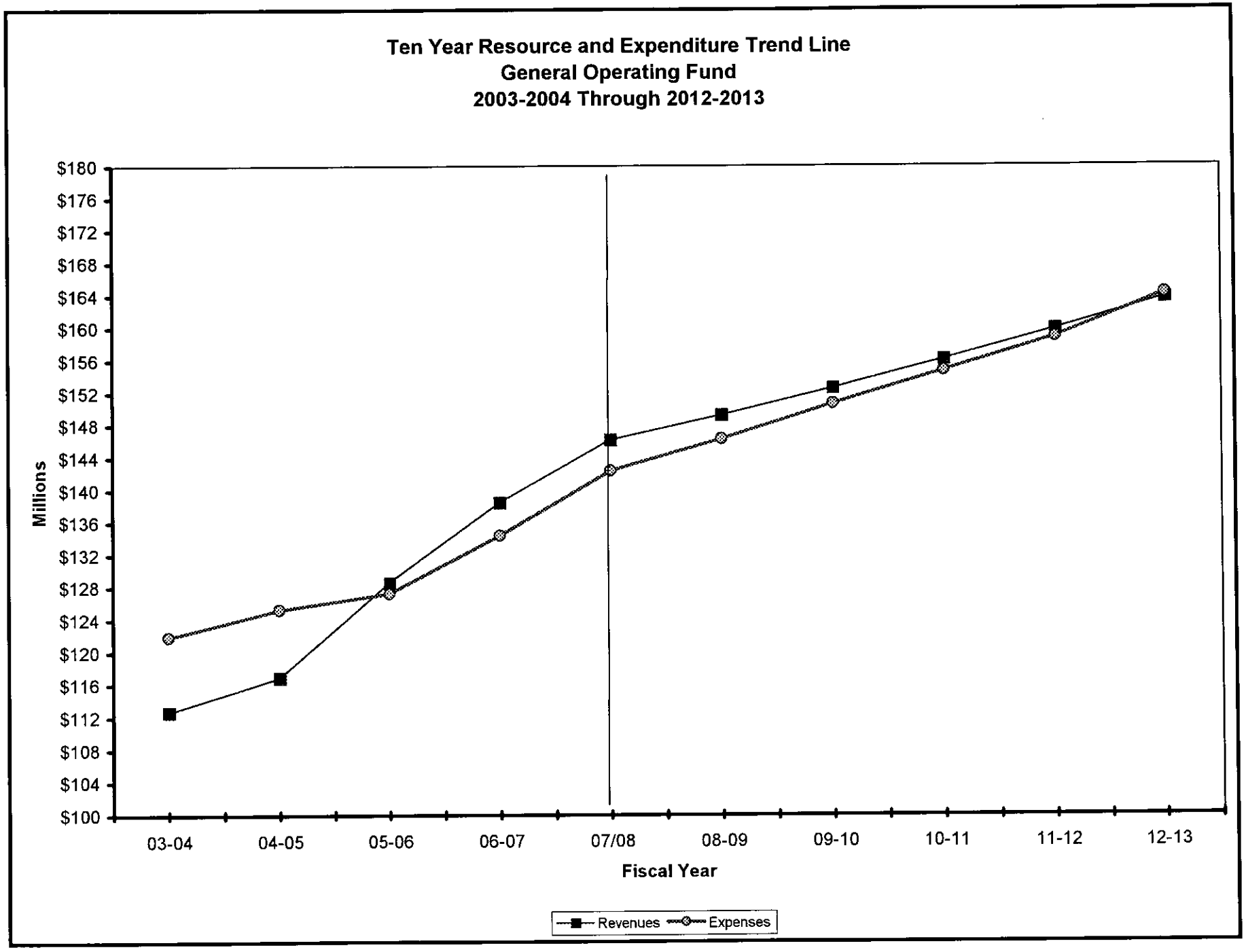
| | Actual - Fiscal Year | | | | | Projected |
|---|---|---|---|---|---|---|
| | 2001 - 2002 | 2002 - 2003 | 2003 - 2004 | 2004-2005 | 2005-2006 | 2006-2007 |
| **ESTIMATED RESOURCES** | | | | | | |
| Property Tax | $ 16,683,604 | $ 17,221,404 | $ 16,369,266 | $ 19,934,513 | $ 22,032,336 | $ 26,000,000 |
| Sales Tax | 40,104,098 | 34,307,918 | 35,418,954 | 37,076,578 | 38,142,524 | 42,300,000 |
| Transient Occupancy Tax | 11,253,395 | 8,143,952 | 7,023,583 | 7,795,616 | 9,341,790 | 10,300,000 |
| Franchise Tax | 3,128,273 | 2,409,630 | 2,546,063 | 2,755,470 | 2,907,192 | 2,912,000 |
| Documentary Transfer Tax | 760,301 | 614,882 | 1,063,324 | 1,146,343 | 1,708,157 | 1,100,000 |
| **Subtotal** | **71,929,671** | **62,697,786** | **62,421,190** | **68,708,520** | **74,131,999** | **82,612,000** |
| Licenses and Permits | 3,259,552 | 3,136,698 | 2,910,545 | 3,636,945 | 3,432,757 | 3,046,000 |
| Fines and Penalties | 1,194,875 | 1,454,291 | 1,920,819 | 1,504,816 | 1,561,111 | 1,472,000 |
| Interest | 8,913,645 | 9,769,019 | 6,813,153 | 5,946,076 | 4,651,653 | 4,625,640 |
| Rents and Leases | 3,081,675 | 3,913,178 | 3,268,218 | 6,983,264 | 2,823,148 | 2,650,000 |
| Vehicle License Fee | 5,775,805 | 6,139,593 | 4,765,842 | 1,155,322 | 2,447,284 | 671,000 |
| Revenue From Other Agencies | 2,227,634 | 1,170,699 | 790,993 | 1,124,264 | 763,604 | 1,289,000 |
| Charges For Current Services | 10,170,608 | 10,489,352 | 11,587,605 | 13,325,909 | 18,325,581 | 17,911,950 |
| Contribution In-Lieu of Taxes | 11,817,084 | 11,865,239 | 11,905,276 | 11,992,617 | 12,860,316 | 14,562,342 |
| Other Revenue | 407,295 | 245,296 | 274,200 | 198,347 | 118,938 | 228,000 |
| **Subtotal** | **46,848,173** | **48,183,365** | **44,236,651** | **45,867,560** | **46,984,392** | **46,455,932** |
| **Inter-fund Transfers** | **6,604,088** | **7,251,055** | **6,025,633** | **2,362,190** | **7,490,947** | **9,418,105** |
| **Total Estimated Resources** | **125,381,932** | **118,132,206** | **112,683,474** | **116,938,270** | **128,607,338** | **138,486,037** |
| **ESTIMATED EXPENDITURES** | | | | | | |
| Salaries and Benefits | 81,993,300 | 90,118,079 | 93,077,298 | 94,047,591 | 96,026,943 | 103,500,000 |
| Other Operating Expenditures | 21,057,148 | 19,517,098 | 17,853,212 | 20,167,740 | 19,858,896 | 19,201,646 |
| CIP Incremental Operating Costs | - | - | - | - | - | - |
| Total Operating Expenditures | **103,050,448** | **109,635,177** | **110,930,510** | **114,215,331** | **115,885,839** | **122,701,646** |
| Interfund Services | 5,346,827 | 5,278,560 | 4,678,917 | 4,717,358 | 5,056,066 | 5,345,919 |
| Debt Service | 5,096,991 | 6,146,859 | 6,297,583 | 6,341,549 | 6,347,106 | 6,365,447 |
| **Total Estimated Expenditures** | **113,494,266** | **121,060,596** | **121,907,010** | **125,274,238** | **127,289,011** | **134,413,012** |
| **Surplus or (Deficit)** | **$ 11,887,666** | **$ (2,928,390)** | **$ (9,223,536)** | **$ (8,335,968)** | **$ 1,318,327** | **$ 4,073,025** |

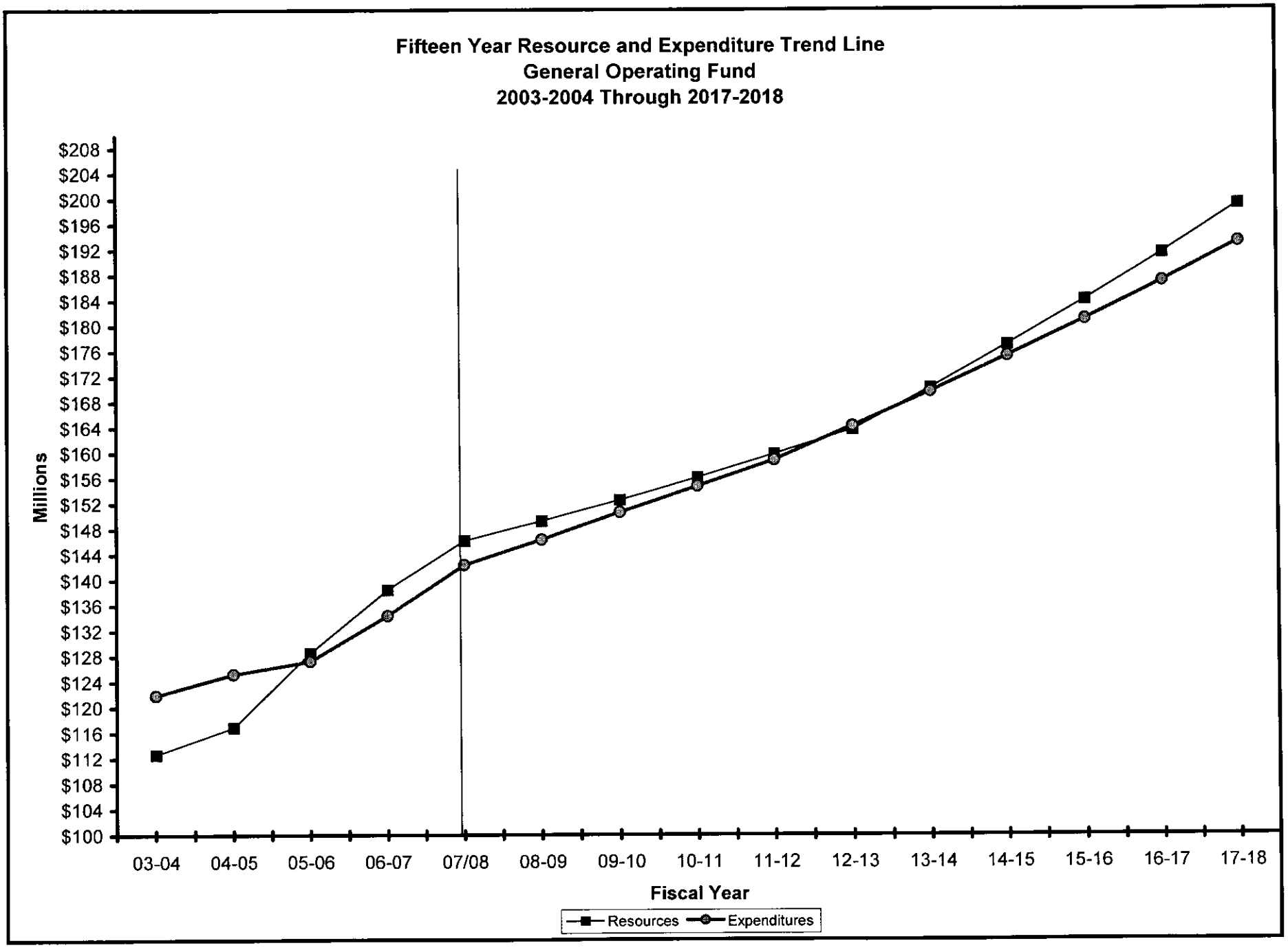
Schedule A

# TWELVE YEAR RESOURCE AND EXPENDITURE TREND (continued)

## GENERAL OPERATING FUNDS

| | Proposed | Forecasted - Fiscal Year | | | | |
|---|---|---|---|---|---|---|
| | 2007 - 2008 | 2008 - 2009 | 2009 - 2010 | 2010 - 2011 | 2011-2012 | 2012-2013 |
| **ESTIMATED RESOURCES** | | | | | | |
| Property Tax | $ 26,910,000 | $ 27,852,000 | $ 28,827,000 | $ 29,836,000 | $ 30,880,000 | $ 31,961,000 |
| Sales Tax | 43,463,000 | 44,767,000 | 46,110,000 | 47,493,000 | 48,918,000 | 50,386,000 |
| Transient Occupancy Tax | 10,712,000 | 11,140,000 | 11,530,000 | 11,934,000 | 12,352,000 | 12,784,000 |
| Franchise Tax | 2,941,120 | 3,000,000 | 3,060,000 | 3,121,000 | 3,183,000 | 3,247,000 |
| Documentary Transfer Tax | 900,000 | 918,000 | 936,000 | 955,000 | 974,000 | 993,000 |
| **Subtotal** | **84,926,120** | **87,677,000** | **90,463,000** | **93,339,000** | **96,307,000** | **99,371,000** |
| Licenses and Permits | 3,003,100 | 3,138,000 | 3,169,000 | 3,201,000 | 3,233,000 | 3,265,000 |
| Fines and Penalties | 1,514,730 | 1,502,000 | 1,517,000 | 1,532,000 | 1,547,000 | 1,562,000 |
| Interest | 4,649,000 | 4,705,000 | 4,766,000 | 4,828,000 | 4,891,000 | 4,955,000 |
| Rents and Leases | 2,765,000 | 2,906,475 | 2,950,072 | 2,994,323 | 3,039,238 | 3,084,827 |
| Vehicle License Fee | 678,000 | 685,000 | 692,000 | 699,000 | 706,000 | 713,000 |
| Revenue From Other Agencies | 966,215 | 1,301,000 | 1,301,000 | 1,301,000 | 1,301,000 | 1,301,000 |
| Charges For Current Services | 18,026,144 | 18,092,000 | 18,182,000 | 18,273,000 | 18,364,000 | 18,456,000 |
| Contribution In-Lieu of Taxes | 15,456,832 | 15,671,000 | 15,871,000 | 16,126,000 | 16,490,000 | 16,872,000 |
| Other Revenue | 224,000 | 232,000 | 234,000 | 236,000 | 238,000 | 240,000 |
| **Subtotal** | **47,283,021** | **48,232,475** | **48,682,072** | **49,190,323** | **49,809,238** | **50,448,827** |
| **Inter-fund Transfers** | **13,988,220** | **13,350,000** | **13,417,000** | **13,551,000** | **13,687,000** | **13,824,000** |
| **Total Estimated Resources** | **146,197,361** | **149,259,475** | **152,562,072** | **156,080,323** | **159,803,238** | **163,643,827** |
| **ESTIMATED EXPENDITURES** | | | | | | |
| Salaries and Benefits | 109,104,475 | 111,910,075 | 115,267,377 | 118,725,398 | 122,287,160 | 125,955,775 |
| Other Operating Expenditures | 20,354,911 | 21,146,000 | 21,992,000 | 22,542,000 | 23,106,000 | 23,684,000 |
| CIP Incremental Operating Costs | - | 333,700 | 426,700 | 447,200 | 449,450 | 1,513,400 |
| Total Operating Expenditures | **129,459,386** | **133,389,775** | **137,686,077** | **141,714,598** | **145,842,610** | **151,153,175** |
| Interfund Services | 6,567,389 | 6,594,000 | 6,620,000 | 6,646,000 | 6,673,000 | 6,700,000 |
| Debt Service | 6,364,007 | 6,336,744 | 6,319,876 | 6,328,386 | 6,319,951 | 6,332,342 |
| **Total Estimated Expenditures** | **142,390,782** | **146,320,519** | **150,625,953** | **154,688,984** | **158,835,561** | **164,185,517** |
| **Surplus or (Deficit)** | **$ 3,806,579** | **$ 2,938,956** | **$ 1,936,119** | **$ 1,391,339** | **$ 967,677** | **$ (541,690)** |


Ten Year Resource and Expenditure Trend Line
General Operating Fund
2003-2004 Through 2012-2013
Millions
$180
$176
$172
$168
$164
$160
$156
$152
$148
$144
$140
$136
$132
$128
$124
$120
$116
$112
$108
$104
$100
03-04
04-05
05-06
06-07
07/08
08-09
09-10
10-11
11-12
12-13
Fiscal Year
Revenues
Expenses


Fifteen Year Resource and Expenditure Trend Line
General Operating Fund
2003-2004 Through 2017-2018
Millions
$208
$204
$200
$196
$192
$188
$184
$180
$176
$172
$168
$164
$160
$156
$152
$148
$144
$140
$136
$132
$128
$124
$120
$116
$112
$108
$104
$100
03-04
04-05
05-06
06-07
07/08
08-09
09-10
10-11
11-12
12-13
13-14
14-15
15-16
16-17
17-18
Fiscal Year
Resources
Expenditures

Schedule B

## PROPOSED CAPITAL PROJECT COSTS

| Fund | Fund Name | Fiscal Year 2008 - 09 | 2009 - 10 | 2010 - 11 | 2011 - 12 | 2012-13 |
|---|---|---|---|---|---|---|
| **Streets and Highways Programs:** | | | | | | |
| 521 | Special Gas Tax (2105) | $ 764,600 | $ 772,100 | $ 779,900 | $ 788,000 | $ 796,400 |
| 522 | Special Gas Tax (2107) | 825,000 | 825,000 | 825,000 | 825,000 | 825,000 |
| 524 | Collier-Unruh Act (2106) | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 |
| 525 | Traffic Mitigation | - | - | - | - | - |
| 531 | Street Beautification | 180,000 | 880,000 | 165,000 | 60,000 | 60,000 |
| 533 | Streets and Highways | 7,450,000 | 3,420,000 | 3,525,000 | 3,670,000 | 150,000 |
| | **Sub-Total** | **9,669,600** | **6,347,100** | **5,744,900** | **5,793,000** | **2,281,400** |
| **General Government Programs:** | | | | | | |
| 532 | Parks and Recreation | 4,695,000 | 11,215,000 | 2,010,000 | 6,455,000 | 3,100,000 |
| 535 | Storm Drains | 2,325,000 | 2,365,000 | 2,345,000 | 2,385,000 | 2,365,000 |
| 536 | Fire Department | 163,600 | 165,700 | 126,800 | 132,900 | 120,000 |
| 537 | Library | 57,000 | 60,000 | 65,000 | 32,000 | 32,000 |
| 538 | Public Buildings | 1,760,000 | 1,525,000 | 4,482,000 | 6,510,000 | 2,710,000 |
| 539 | General Government-Other | 6,184,000 | 13,875,650 | 2,271,400 | 2,632,400 | 1,897,000 |
| 562 | Community Services (HUD) | 480,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| | **Sub-Total** | **15,664,600** | **29,706,350** | **11,800,200** | **18,647,300** | **10,724,000** |
| **TOTAL PROPOSED COSTS** | | **$ 25,334,200** | **$ 36,053,450** | **$ 17,545,100** | **$ 24,440,300** | **$ 13,005,400** |

Schedule B

## FUNDED / UNFUNDED PROJECT COSTS

| | Fiscal Year | | | | |
|---|---|---|---|---|---|
| | 2008 - 09 | 2009 - 10 | 2010 - 11 | 2011 - 12 | 2012-13 |
| *** Funded Project Costs:** | | | | | |
| Streets and Highways Program | $ 6,114,600 | $ 2,272,100 | $ 2,244,900 | $ 2,148,000 | $ 2,126,400 |
| General Government Program | 3,535,700 | 1,822,900 | 1,444,800 | 1,824,500 | 1,253,900 |
| **Sub-Total** | 9,650,300 | 4,095,000 | 3,689,700 | 3,972,500 | 3,380,300 |
| **Unfunded Project Costs:** | | | | | |
| Streets and Highways Program | 3,555,000 | 4,075,000 | 3,500,000 | 3,645,000 | 155,000 |
| General Government Program | 12,128,900 | 27,883,450 | 10,355,400 | 16,822,800 | 9,470,100 |
| **Sub-Total** | 15,683,900 | 31,958,450 | 13,855,400 | 20,467,800 | 9,625,100 |
| **TOTAL SOURCES OF REVENUE** | **$ 25,334,200** | **$ 36,053,450** | **$ 17,545,100** | **$ 24,440,300** | **$ 13,005,400** |

*** See detailed listing of individual Capital Projects**

Schedule C

## SUMMARY - NET TO BE FUNDED

| Fund | Fund Name | Fiscal Year 2008 - 09 | 2009 - 10 | 2010 - 11 | 2011 - 12 | 2012-13 |
|---|---|---|---|---|---|---|
| **Streets and Highways Programs:** | | | | | | |
| 521 | Special Gas Tax (2105) | $ - | $ - | $ - | $ - | $ - |
| 522 | Special Gas Tax (2107) | - | - | - | - | - |
| 524 | Collier-Unruh Act (2106) | - | - | - | - | - |
| 525 | Traffic Mitigation | - | - | - | - | - |
| 531 | Street Beautification | 130,000 | 680,000 | - | - | 30,000 |
| 533 | Streets and Highways | 3,425,000 | 3,395,000 | 3,500,000 | 3,645,000 | 125,000 |
| | **Sub-Total** | **3,555,000** | **4,075,000** | **3,500,000** | **3,645,000** | **155,000** |
| **General Government Programs:** | | | | | | |
| 532 | Parks and Recreation | 4,645,000 | 11,165,000 | 1,960,000 | 6,405,000 | 3,050,000 |
| 535 | Storm Drains | 2,175,000 | 2,215,000 | 2,185,000 | 2,215,000 | 2,185,000 |
| 536 | Fire Department | 163,600 | 165,700 | 126,800 | 132,900 | 120,000 |
| 537 | Library | 57,000 | 60,000 | 65,000 | 32,000 | 32,000 |
| 538 | Public Buildings | 1,760,000 | 1,525,000 | 4,482,000 | 6,500,000 | 2,700,000 |
| 539 | General Government-Other | 3,328,300 | 12,752,750 | 1,536,600 | 1,537,900 | 1,383,100 |
| 562 | Community Services (HUD) | - | - | - | - | - |
| | **Sub-Total** | **12,128,900** | **27,883,450** | **10,355,400** | **16,822,800** | **9,470,100** |
| | **Sub-Total General Funds** | **15,683,900** | **31,958,450** | **13,855,400** | **20,467,800** | **9,625,100** |
| **Enterprise Funds:** | | | | | | |
| 593 | Cemetery | 1,700 | 300 | 3,000,600 | 1,506,900 | 600 |
| 596 | Solid Waste | 433,860 | 464,280 | 466,400 | 269,900 | 319,700 |
| | **Sub-Total** | **435,560** | **464,580** | **3,467,000** | **1,776,800** | **320,300** |
| **Agency Funds** | | | | | | |
| 840 | SOSA | 200,000 | 100,000 | - | 100,000 | - |
| | | **200,000** | **100,000** | **-** | **100,000** | **-** |
| **TOTAL NET TO BE FUNDED** | | **$ 16,319,460** | **$ 32,523,030** | **$ 17,322,400** | **$ 22,344,600** | **$ 9,945,400** |

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Schedule D

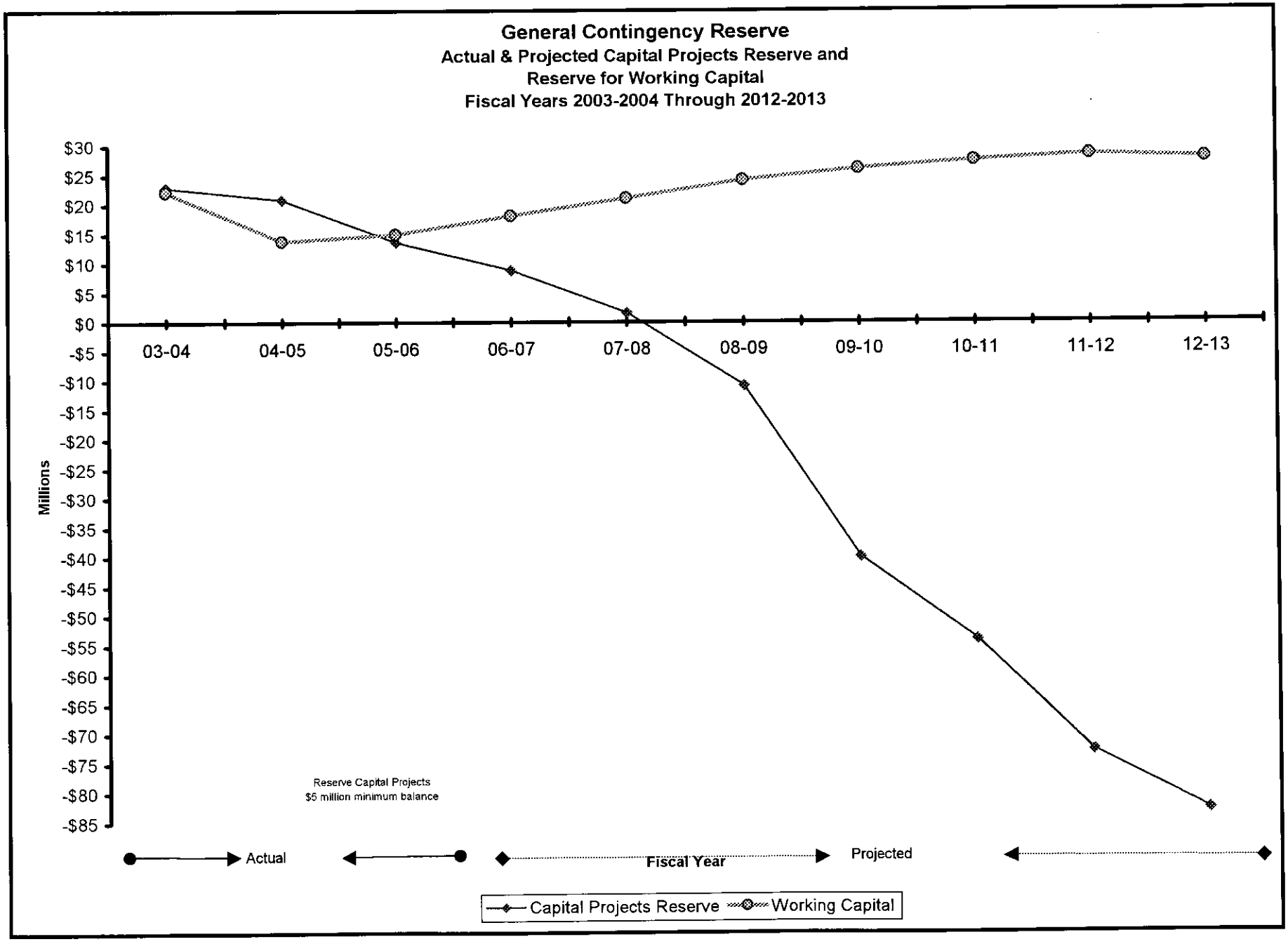
## GENERAL CONTINGENCY RESERVE

### PROJECTED FLOW OF FUNDS

| CAPITAL PROJECTS RESERVE | | RESERVE FOR WORKING CAPITAL ** |
|---|---|---|
| **8,927,839** | Balance Est. June 30, 2007 | **$18,146,331** |
| 806,579 | 2007-2008 General Operating Funds (Page 419) | 3,000,000 |
| (8,134,098) | Capital Projects - Net To Be Funded | - |
| - | Working Capital Adjustment | - |
| **$1,600,320** | **BALANCE - JUNE 30, 2008** | **$21,146,331** |
| - | 2008-2009 General Operating Funds (Page 419) | 2,938,956 |
| (16,319,460) | Capital Projects - Net To Be Funded (Page 423) | - |
| - | Working Capital Adjustment | - |
| **($14,719,140) *** | **BALANCE - JUNE 30, 2009** | **$24,085,287** |
| | 2009-2010 General Operating Funds (Page 419) | 1,936,119 |
| (32,523,030) | Capital Projects - Net To Be Funded (Page 423) | - |
| - | Working Capital Adjustment | - |
| **($47,242,170) *** | **BALANCE - JUNE 30, 2010** | **$26,021,406** |
| | 2010-2011 General Operating Funds (Page 419) | 1,391,339 |
| (17,322,400) | Capital Projects - Net To Be Funded (Page 423) | - |
| - | Working Capital Adjustment | - |
| **($64,564,570) *** | **BALANCE - JUNE 30, 2011** | **$27,412,745** |
| - | 2011-2012 General Operating Funds (Page 419) | 967,677 |
| (22,344,600) | Capital Projects - Net To Be Funded (Page 423) | - |
| - | Working Capital Adjustment | - |
| **($86,909,170) *** | **BALANCE - JUNE 30, 2012** | **$28,380,422** |
| - | 2012-2013 General Operating Funds (Page 419) | (541,690) |
| (9,945,400) | Capital Projects - Net To Be Funded (Page 423) | - |
| - | Working Capital Adjustment | - |
| **($96,854,570) *** | **BALANCE - JUNE 30, 2013** | **$27,838,732** |

*** Amount available for funding Capital Projects. Negative balances indicate a need for debt financing or delaying projects until future years.**

**** Represents using the first $3 million of any operating surplus to restore the Working Capital Reserve to its 90 Day funding level. Any surplus amount above $3 million has been credited to the Capital Projects Reserve.**


General Contingency Reserve
Actual & Projected Capital Projects Reserve and
Reserve for Working Capital
Fiscal Years 2003-2004 Through 2012-2013
$30
$25
$20
$15
$10
$5
$0
-$5
-$10
-$15
-$20
-$25
-$30
-$35
-$40
-$45
-$50
-$55
-$60
-$65
-$70
-$75
-$80
-$85
Millions
03-04
04-05
05-06
06-07
07-08
08-09
09-10
10-11
11-12
12-13
Reserve Capital Projects
$5 million minimum balance
Actual
Fiscal Year
Projected
Capital Projects Reserve
Working Capital

Schedule E

HISTORICAL ANALYSIS
of the
GENERAL CONTINGENCY RESERVE

| ITEM DESCRIPTION | Fiscal Year 2002 - 2003 | 2003 - 2004 | 2004 - 2005 | 2005 - 2006 | 2006 - 2007 |
|---|---|---|---|---|---|
| ***Beginning Balance:*** | | | | | |
| **Date** | **July 1, 2003** | **July 1, 2003** | **July 1, 2004** | **July 1, 2005** | **July 1, 2006** |
| **Amount** | $ 65,838,346 | $ 55,806,517 | $ 45,158,265 | $ 34,693,658 | $ 26,472,755 |
| **Add: Transfer In** | | | | | |
| General Operating Surplus (Deficit) | (2,928,390) | (9,223,536) | (8,335,968) | 1,318,327 | 4,073,025 * |
| Capital Projects Fund - Repmt. | 3,451,702 | 4,408,332 | 6,373,925 | - | 908,948 |
| RDA Parking Garage Reserve | 14,000,000 | - | - | - | - |
| Loan Repayment | 16,522 | 5,814 | 24,853 | 23,401 | 19,319 |
| **Sub-Total** | 14,539,834 | (4,809,390) | (1,937,190) | 1,341,728 | 5,001,292 |
| **Less: Transfer Out** | | | | | |
| General Operating | 262,167 | 17,226 | 13,103 | 27,500 | 64,500 |
| Capital Improvement Fund | 20,916,807 | 4,462,536 | 6,304,000 | 6,267,859 | 3,634,400 |
| Cemetery | 171,725 | 47,757 | 155,838 | 410,940 | 175,190 |
| Worker's Comp. Insurance | 733,126 | - | 1,347,367 | 2,429,184 | - |
| SOSA Loans | - | - | 100,000 | - | - |
| Special Liability Insurance | 284,557 | - | - | - | - |
| Solid Waste | 2,203,281 | 1,300,353 | 582,669 | 396,252 | 504,160 |
| Miscellaneous | - | 10,990 | 24,440 | 30,896 | 21,627 |
| **Sub-Total** | 24,571,663 | 5,838,862 | 8,527,417 | 9,562,631 | 4,399,877 |
| Ending Balance: | | | | | |
| **Amount** | $ 55,806,517 | $ 45,158,265 | $ 34,693,658 | $ 26,472,755 | $ 27,074,170 |
| **Date** | June 30, 2004 | June 30, 2004 | June 30, 2005 | June 30, 2006 | Est. June 30, 2007 |
| Working Capital Reserve | $ 27,200,447 | $ 22,163,972 | $ 13,828,004 | $ 15,146,331 | $ 18,146,331 |
| Capital Improvement Projects Res. | 28,606,070 | 22,994,293 | 20,865,654 | 11,326,424 | 8,927,839 |
| Total Reserve | $ 55,806,517 | $ 45,158,265 | $ 34,693,658 | $ 26,472,755 | $ 27,074,170 |

*** Estimated 2006/07 operating surplus (Deficit)**

## ACTION PLAN

The following actions are included in Plan:

1. Review the City's forecasted General Operating Fund expenditures to identify areas for future cost reductions while carefully monitoring the City's forecasted revenues.

2. Review the five-year capital improvement project plan included in the proposed 2007-08 Capital Improvement Project Budget to assure that the projects are consistent with the City's long-term goals and objectives.

3. Maintain a flexible funding policy which may include:

   - Prudent spending and the value of fiscal responsibility to preserve the City's financial strength
   - Focus on long term fiscal impact and benefit to the community as a whole
   - Use of emergency reserves on a limited and temporary basis to help bridge the revenue/expenditures gap.
   - Delay or cancel some projects in the Plan that do not have identified funding sources or will have significant staffing, operational and maintenance costs.

4. Prior to adoption at the June 5th public hearing, review the City's Five Year Financial Plan for consistency with Council goals and objectives. The Plan will continue to be subject to an annual review and update.

5. Incorporate the Five Year Financial Plan into the fiscal year 2007-08 Operating and Capital Improvement Project Budgets.

## BASIS FOR PLAN

Currently, the City Council approves capital projects spending on an annual basis guided by the City's Five-Year Financial Plan. The annual review process of identifying and prioritizing capital projects consistent with the long term Community goals appears to be much more meaningful than the practice of project by project approval, as they are presented for consideration.

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# Appendix A

# Utility Funds Projected Revenues

# CITY OF SANTA CLARA
## ELECTRIC UTILITY
## REVENUE AND EXPENDITURE PROJECTIONS

| | Fiscal Year | | | | | |
|---|---|---|---|---|---|---|
| | 2007 - 08 | 2008 - 09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
| **ESTIMATED REVENUE** | | | | | | |
| Charges for Current Service (1) | $ 244,678,295 | $ 250,405,000 | $ 254,161,000 | $ 257,974,000 | $ 261,843,000 | $ 265,771,000 |
| Mandated Revenue, not subject to CLT (2) | 7,570,523 | 7,745,000 | 7,861,000 | 7,979,000 | 8,099,000 | 8,220,000 |
| Use of Money & Property | 16,338,083 | 15,251,000 | 12,940,000 | 10,915,000 | 10,196,000 | 9,462,000 |
| Other Revenue (Except Bond Proceeds) | 6,316,071 | 6,624,000 | 6,859,000 | 7,071,000 | 7,508,000 | 7,833,000 |
| Beginning Balance - Capital Projects | 3,529,400 | - | - | - | - | - |
| To Be Funded - CIP #091 | $ - | $ 18,163,000 | $ 70,160,000 | $ 8,630,000 | $ 9,259,000 | $ 10,166,000 |
| Budgeted CRF Withdrawal or Rate Increase | 26,636,840 | 5,785,000 | 13,352,000 | 2,038,000 | 2,761,000 | 11,922,000 |
| **Total Revenue** | **305,069,212** | **303,973,000** | **365,333,000** | **294,607,000** | **299,666,000** | **313,374,000** |
| **ESTIMATED EXPENDITURES** | | | | | | |
| Utility & Street Light Construction (3) | $ 34,295,000 | $ 24,245,000 | $ 77,540,000 | $ 17,170,000 | $ 14,590,000 | $ 13,630,000 |
| Salaries & Benefits | 20,206,124 | 20,711,000 | 21,229,000 | 21,760,000 | 22,304,000 | 22,861,000 |
| Other Operating Expenditures | 13,646,073 | 13,987,000 | 14,337,000 | 14,695,000 | 15,063,000 | 15,439,000 |
| Resource & Production Costs | | | | | | |
| Purchased Power, Non-JPA (7) | 32,528,025 | 35,190,000 | 38,234,000 | 46,176,000 | 46,319,000 | 49,555,000 |
| Purchased Power, JPA | 89,811,000 | 94,351,000 | 95,083,000 | 84,986,000 | 87,630,000 | 87,671,000 |
| Other Production Costs | 62,218,941 | 65,175,000 | 68,108,000 | 62,503,000 | 68,706,000 | 75,166,000 |
| Mandated Cost (4) | 7,570,523 | 7,745,000 | 7,861,000 | 7,979,000 | 8,099,000 | 8,220,000 |
| Internal Service Funds | 7,716,537 | 7,909,000 | 8,107,000 | 8,310,000 | 8,518,000 | 8,731,000 |
| Contribution-in-lieu of Taxes | 13,366,622 | 13,614,000 | 13,698,000 | 13,798,000 | 13,977,000 | 14,153,000 |
| Debt Service (5) | 23,710,367 | 21,046,000 | 21,136,000 | 17,230,000 | 14,460,000 | 17,948,000 |
| **Total Expenditures** | **305,069,212** | **303,973,000** | **365,333,000** | **294,607,000** | **299,666,000** | **313,374,000** |
| **TOTAL AVAILABLE REVENUE (6)** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| **Cost Reduction Fund Balance - End of FY** | **$208,471,948** | **$184,524,000** | **$101,011,000** | **$90,343,000** | **$78,323,000** | **$56,236,000** |

**(1) Assumes present rates at 8.23 cents/kWh (Excl. PBC, SS)**
**(2) Mandated Revenue: PBC, State Surcharge**
**(3) Includes Electric Utility General Operating Funds 091 and 491 and Elec Utility Capital Improve. Funds 591 and 534.**
**(4) Mandated Cost to include PBC and State Surcharge**
**(5) Including DVR on line January 2005**
**(6) Deficits funded either from Cost Reduction Fund or additional revenue from rate increases**
**(7) Excludes ISO-related costs collected as Mandated Cost**

| | | | | | | |
|---|---|---|---|---|---|---|
| **Note: Avg. Cost of Gas- $/MMBtu** | **$ 7.02** | **$ 7.22** | **$ 7.48** | **$ 7.40** | **$ 7.21** | **$ 7.89** |

# CITY OF SANTA CLARA
# WATER UTILITY
# REVENUE AND EXPENDITURE PROJECTIONS

| | Fiscal Year | | | | |
|---|---|---|---|---|---|
| **ESTIMATED REVENUE** | **2008-09** | **2009-10** | **2010-11** | **2011-12** | **2012 - 13** |
| Transfers From (To) Reserves | $ 354,400 | $ 713,300 | $ 733,700 | $ 1,162,000 | $ 1,430,960 |
| Customer Service Charges | 20,079,000 | 21,284,000 | 22,561,000 | 23,915,000 | 25,350,000 |
| Other Revenue 2. | 2,457,000 | 1,887,000 | 1,962,000 | 2,040,000 | 2,122,000 |
| Use of Money and Property | 558,000 | 568,000 | 578,000 | 588,000 | 598,000 |
| Additional Revenue from Rate Adjustments 1. | 1,205,000 | 1,277,000 | 1,354,000 | 1,435,000 | 1,521,000 |
| **Total Revenue** | **24,653,400** | **25,729,300** | **27,188,700** | **29,140,000** | **31,021,960** |
| **ESTIMATED EXPENDITURES** | | | | | |
| Salaries and Benefits 2. | 4,784,000 | 4,880,000 | 4,978,000 | 5,078,000 | 5,180,000 |
| Other Operating Expenditures 3. | 837,000 | 870,000 | 905,000 | 941,000 | 979,000 |
| Resources and Production 4. | 13,347,000 | 14,472,000 | 15,509,000 | 16,957,000 | 18,430,000 |
| Internal Service Fund Allocations 3. | 1,809,000 | 1,914,000 | 2,024,000 | 2,138,000 | 2,257,000 |
| Contribution-in-Lieu of Taxes | 1,215,000 | 1,251,000 | 1,323,000 | 1,399,000 | 1,480,000 |
| Utility Capital Improvements | 2,661,400 | 2,342,300 | 2,449,700 | 2,627,000 | 2,695,960 |
| **Total Expenditures** | **24,653,400** | **25,729,300** | **27,188,700** | **29,140,000** | **31,021,960** |
| **TOTAL AVAILABLE REVENUE** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |

1. Assumes 6% per year increases in rates.
2. Assumes 2% per year increases.
3. Assumes 10% per year increases in interfund services; 2% for other operating exp.
4. Assumes agency projections for wholesale rates and 2% per year increases in use.

# CITY OF SANTA CLARA
## SEWER UTILITY
## REVENUE AND EXPENDITURE PROJECTIONS

| | Fiscal Year | | | | |
|---|---|---|---|---|---|
| **ESTIMATED REVENUE** | **2008 - 09** | **2009 - 10** | **2010 - 11** | **2011-12** | **2012-13** |
| Transfers From (To) Reserves | $ 5,080,500 | $ 8,743,900 | $ 2,107,800 | $ 770,130 | $ 1,693,130 |
| Customer Service Charges & Fees | 13,352,000 | 14,821,000 | 16,451,000 | 18,261,000 | 20,270,000 |
| Sewer Connection Fees | 2,500,000 | 2,500,000 | 2,500,000 | 2,500,000 | 2,500,000 |
| Use of Money and Property | 609,000 | 406,000 | 56,000 | | |
| Additional Revenue from Rate Adjustments (1) | 1,335,000 | 1,482,000 | 1,645,000 | 1,826,000 | 2,027,000 |
| **Total Revenue** | **22,876,500** | **27,952,900** | **22,759,800** | **23,357,130** | **26,490,130** |
| **ESTIMATED EXPENDITURES** | | | | | |
| Salaries and Benefits (2) | 1,905,000 | 1,943,000 | 1,982,000 | 2,022,000 | 2,062,000 |
| Other Operating Expenditures | 261,000 | 271,000 | 282,000 | 293,000 | 305,000 |
| Resources and Production | 10,862,000 | 10,971,000 | 11,081,000 | 11,192,000 | 11,904,000 |
| Internal Service Fund Allocations | 1,056,000 | 1,098,000 | 1,142,000 | 1,188,000 | 1,236,000 |
| Contribution-in-Lieu of Taxes | 758,000 | 828,000 | 900,000 | 997,000 | 1,108,000 |
| Utility Capital Improvements (3) | 8,034,500 | 12,841,900 | 7,372,800 | 7,665,130 | 9,875,130 |
| **Total Expenditures** | **22,876,500** | **27,952,900** | **22,759,800** | **23,357,130** | **26,490,130** |
| **TOTAL AVAILABLE REVENUE** | - | - | - | - | - |

(1) Assumes 10% per year increase through FY 12/
(2) Assumes 2% per year increase.
(3) Capital projects will require debt financing.

CITY OF SANTA CLARA
CEMETERY
REVENUE AND EXPENDITURE PROJECTIONS

| | Fiscal Year | | | | |
|---|---|---|---|---|---|
| | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
| **ESTIMATED REVENUE *** | | | | | |
| Sales-Facilities | 152,000 | $ 167,200 | $ 183,920 | $ 202,312 | $ 222,543 |
| Sales-Labor | 246,000 | 270,600 | 297,660 | 327,426 | 360,169 |
| Sales-Care | 500 | 500 | 500 | 500 | 500 |
| Sales-Material | 169,000 | 185,900 | 204,490 | 224,939 | 247,433 |
| Use of Money and Property | 48,334 | 49,785 | 51,278 | 52,303 | 54,919 |
| Loan from General Contingency Reserve | 179,146 | 148,332 | 111,680 | 69,448 | 20,726 |
| **Total Revenue** | **794,980** | **822,317** | **849,528** | **876,928** | **906,290** |
| **ESTIMATED EXPENDITURES *** | | | | | |
| Salaries and Benefits | 548,810 | 565,274 | 582,233 | 599,700 | 617,690 |
| Other Operating Expenditures | 113,942 | 117,360 | 120,881 | 124,507 | 128,243 |
| Internal Service Fund Allocations | 120,938 | 126,985 | 133,334 | 140,001 | 147,001 |
| Improvements | 11,290 | 12,698 | 13,080 | 12,720 | 13,356 |
| **Total Expenditures** | **794,980** | **822,317** | **849,528** | **876,928** | **906,290** |
| **TOTAL AVAILABLE REVENUE** | **$ -** | **$ (0)** | **$ 0** | **$ 0** | **$ (0)** |

*** Includes Cemetery Operating Fund 093. Does not include Cemetery Capital Projects Fund 593.**

# Appendix B

# Assumptions and Projections

## NATIONAL ECONOMIC ASSUMPTIONS

Table 1 (a)

| | 2008 | 2009 | 2010 | 2011 | 2012 |
|---|---|---|---|---|---|
| Gross Domestic Product | 2.9 | 3.1 | 3.0 | 2.8 | 2.7 |
| 10 Year Treasury Rate | 5.0 | 5.1 | 5.2 | 5.2 | 5.2 |
| U. S. Unemployment Rate | 4.9 | 5.0 | 5.0 | 5.0 | 5.0 |
| U. S. CPI (% Change) | 2.3 | 2.2 | 2.2 | 2.2 | 2.2 |

## LOCAL ECONOMIC & DEMOGRAPHIC ASSUMPTIONS

Table 1 (b)

| | 2008 | 2010 | 2015 |
|---|---|---|---|
| Santa Clara Population | 115,700 | 117,800 | 124,700 |
| Santa Clara Total Jobs | 107,118 | 107,850 | 116,900 |
| Santa Clara Mean Household Income * | $89,150 | $90,600 | $96,600 |
| Bay Area CPI (% Change) | 2.8 | 2.8 | 2.8 |

## SELECTED CITY PROJECTIONS

Table 1 (c)

| | 2008 | 2010 | 2015 |
|---|---|---|---|
| Persons Per Household | 2.57 | 2.58 | 2.57 |
| Total number of Households | 43,835 | 44,610 | 47,330 |
| Total employed residents | 57,540 | 60,230 | 66,070 |
| Mean Household Income * | $89,150 | $90,600 | $96,600 |

* City Sphere of Influence.

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# Appendix C

# Miscellaneous Statistical Information

Table 1

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

| Fiscal Year | Assessessed Valuation | Debt Limit 15% of Assessed Valuation* | Debt Applicable to Limit | Legal Debt Margin |
|---|---|---|---|---|
| 1997-98 | $12,037,517 | $1,805,628 | $76,830 | $1,728,798 |
| 1998-99 | 13,138,392 | 1,970,759 | 20,000 | 1,950,759 |
| 1999-00 | 14,207,950 | 2,131,193 | 20,000 | 2,111,193 |
| 2000-01 | 15,288,558 | 2,293,284 | 10,096 | 2,273,284 |
| 2001-02 | 18,224,346 | 2,733,652 | 20,000 | 2,723,556 |
| 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 |

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

## CITY OF SANTA CLARA
### Assessed and Estimated Actual Value of Taxable Property
### Last Ten Fiscal Years

Table 2

| Fiscal Year Ending June 30 | Net Local Secured Roll | SBE (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 |
|---|---|---|---|---|---|---|---|---|
| 1997 / 98 | 8,949,286 | 3,327 | 3,084,904 | 12,037,517 | 12,424,530 | 96.89% | 11.87% | 1.0852% |
| 1998 / 99 | 10,088,177 | 3,425 | 3,046,790 | 13,138,392 | 13,250,246 | 99.16% | 9.15% | 1.0920% |
| 1999 / 00 | 10,879,040 | 2,632 | 3,326,278 | 14,207,950 | 14,320,454 | 99.21% | 8.14% | 1.0629% |
| 2000 / 01 | 11,822,175 | 2,497 | 3,463,886 | 15,288,558 | 15,400,547 | 99.27% | 7.61% | 1.0605% |
| 2001 / 02 | 13,744,409 | 2,554 | 4,477,383 | 18,224,346 | 18,335,454 | 99.39% | 19.20% | 1.0792% |
| 2002/ 03 | 15,110,520 | 2,861 | 4,207,133 | 19,320,514 | 19,429,970 | 99.44% | 6.01% | 1.0712% |
| 2003/ 04 | 15,283,368 | 2,803 | 3,639,274 | 18,925,445 | 19,033,631 | 99.43% | -2.04% | 1.0738% |
| 2004/05 | 14,978,836 | 2,471 | 2,991,292 | 17,972,599 | 18,081,181 | 99.40% | -5.03% | 1.0824% |
| 2005/06 | 15,663,135 | 1,756 | 3,037,319 | 18,702,210 | 18,813,195 | 99.41% | -1.18% | 1.1467% |
| 2006/07 | 17,458,047 | 1,605 | 2,905,729 | 20,365,381 | 20,478,830 | 99.45% | 13.31% | 1.1383% |

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: Santa Clara County, Department of Finance

## CITY OF SANTA CLARA

Table 3

**Principal Property Tax Payers**
**2005-06 and 2002-03 Comparison for General Fund**
**(In Thousands)**

| Organization | 2005-06 Revenue in Thousands | 2005-06 Percent of Total | 2002-03 Revenue in Thousands | 2002-03 Percent of Total |
|---|---|---|---|---|
| Intel Corporation | $ 1,508 | 9.16% | $ 1,409 | 9.83% |
| Applied Materials Inc. | 499 | 3.03% | 537 | 3.75% |
| Sun Microsystems, Inc. | 187 | 1.14% | 259 | 1.81% |
| Sobrato Development Company | 158 | 0.96% | 311 | 2.17% |
| Agilent Technologies Inc. | | | 204 | 1.42% |
| National Semiconductor Corporation | 175 | 1.06% | 195 | 1.36% |
| Rivermark Partners LLC | | | 178 | 1.24% |
| 3Com Corporation | 139 | 0.84% | 159 | 1.11% |
| Exodus Communications Inc. | | | 147 | 1.03% |
| BRE San Tomas LLC | | | 132 | 0.92% |
| Nvidia Corporation | 114 | 0.69% | | |
| Mission West Properties, L.P. | 114 | 0.69% | | |
| Ellis Middlefield Business Park, L.P. | 104 | 0.63% | | |
| Silicon Valley California, LLC | 99 | 0.60% | | |
| **Top Ten Total** | $ 3,097 | 18.80% | $ 3,531 | 24.64% |
| City Total | $ 16,469 | | $ 14,333 | |

Source: Santa Clara County Assessor 2005/06 Combined Tax Rolls through HdL Coren & Cone.
Additional years of historical data are not available

## CITY OF SANTA CLARA
### Principal Private Employers
### June 30,2006

Table 4

| Company | 2006 Number of Employees | 2006 Percentage of Total City Employment | 2005 Number of Employees | 2005 Percentage of Total City Employment | 2004 Number of Employees | 2004 Percentage of Total City Employment | 2003 Number of Employees | 2003 Percentage of Total City Employment |
|---|---|---|---|---|---|---|---|---|
| Intel Corporation | 5,700 | 11.2% | 8,000 | 15.6% | 8,000 | 15.7% | 8,000 | 15.6% |
| National Semiconductor Inc. | 5,100 | 10.0% | 2,000 | 3.9% | 2,000 | 3.9% | 2,000 | 3.9% |
| Advanced Cardiovascular Systems | 4,200 | 8.3% | | | | | | |
| Sun Microsystems, Inc. | 3,500 | 6.9% | 2,500 | 4.9% | 3,500 | 6.9% | 3,500 | 6.8% |
| Coast Personnel | 1,895 | 3.7% | 1,895 | 3.7% | | | 1,895 | 3.7% |
| Nortel Networks | 1,500 | 2.9% | 1,500 | 2.9% | 1,500 | 2.9% | | |
| Kaiser Foundation Hospitals | 1,200 | 2.4% | | | 2,500 | 4.9% | | |
| Coherent Inc. | 1,082 | 2.1% | | | | | | |
| Iseva Inc. | 1,000 | 2.0% | | | | | | |
| Guidant Corp. | 850 | 1.7% | | | | | | |
| Agilent Technologies | | | 3,000 | 5.9% | 3,000 | 5.9% | 3,000 | 5.8% |
| Nvidia Corporation | | | 1,400 | 2.7% | 1,500 | 2.9% | | |
| Sanmina-SCI Corp. | | | 1,200 | 2.3% | | | 1,500 | 2.9% |
| Siemens Info. Comm. Networks Inc. | | | 1,200 | 2.3% | | | | |
| 3Com Corporation | | | 1,000 | 2.0% | 1,000 | 2.0% | 1,000 | 1.9% |
| Integrated Device Technology | | | | | 3,000 | 5.9% | 1,000 | 1.9% |
| United Defense | | | | | 800 | 1.6% | | |
| NEC Electronics | | | | | | | 1,200 | 2.3% |
| Analog Devices | | | | | | | 900 | 1.8% |
| **Total Top Ten** | 26,027 | 51.2% | 23,695 | 46.2% | 26,800 | 52.6% | 23,995 | 46.6% |
| all others | 24,873 | 48.8% | 27,505 | 53.8% | 24,100 | 47.4% | 27,305 | 53.4% |
| **Total Employment** | 50,900 | 100.0% | 51,200 | 100.0% | 50,900 | 100.0% | 51,300 | 100.0% |

**Source:** City of Santa Clara
2003-2006 Northern California Business Directory
California Employment Development Department

Only 4 Years of Historical Data Available

## CITY OF SANTA CLARA
### Capital Assets by Function
### Last Four Years
### June 30

Table 5

| | 2006 | 2005 | 2004 | 2003 |
|---|---|---|---|---|
| Culture and Recreation: | | | | |
| Number of community centers | 4 | 4 | 4 | 4 |
| Number of parks | 31 | 30 | 30 | 28 |
| Park acreage | 282 | 277 | 277 | 265 |
| Number of golf courses | 1 | 1 | 1 | 1 |
| Number of swimming pools | 4 | 4 | 4 | 4 |
| Number of tennis courts | 28 | 27 | 27 | 27 |
| Number of lawn bowling greens | 1 | 1 | 1 | 1 |
| Number of lighted soccer fields | 3 | 3 | 3 | - |
| Number of lighted softball fields | 7 | 7 | 7 | 7 |
| Number of neighborhood park buildings | 8 | 8 | 8 | 8 |
| Number of gymnastic centers | 1 | 1 | 1 | 1 |
| Number of skate parks | 1 | 1 | 1 | 1 |
| Number of community theaters | 1 | 1 | - | - |
| Number of libraries | 2 | 2 | 2 | 2 |
| Cemetery | 2 | 2 | 2 | 2 |
| Fire Protection: | | | | |
| Number of stations | 10 | 10 | 10 | 10 |
| Police Protection: | | | | |
| Number of stations | 2 | 2 | 2 | 2 |
| Electric System: | | | | |
| Number of meters | 50,069 | 49,775 | 48,753 | 48,489 |
| Miles of high voltage lines | 479 | 477 | 475 | 471 |
| Number of substations | 16 | 14 | 14 | 14 |
| Sewerage System: | | | | |
| Miles of sanitary sewers | 282 | 282 | 277 | 275 |
| Miles of storm sewers | 138 | 138 | 137 | 137 |
| Number of treatment plants | 1 Tertiary | 1 Tertiary | 1 Tertiary | 1 Tertiary |
| Water System: | | | | |
| Miles of water mains | 334 | 301 | 301 | 298 |
| Number of fire hydrants | 3,249 | 3,249 | 3,143 | 3,143 |
| Miles of recycled watermains | 19 | 19 | 19 | 19 |
| Streets: | | | | |
| Miles of Streets | 249 | 249 | 248 | 248 |
| Number of Street Lights | 8,179 | 8,170 | 8,163 | 8,171 |
| Number of Traffic Signals | 184 | 182 | 178 | 175 |

Source: City of Santa Clara

## CITY OF SANTA CLARA

Table 6

Demographic and Economic Statistics
Last Ten Calendar Years

| Year | Population (1) | Personal Income (2) ($000) | Per Capita Buying Income (3) | Median Age (3) | Public School Enrollment (4) | County Unemployment Rate (5) | City Unemployment Rate (5) |
|---|---|---|---|---|---|---|---|
| 1997 | 100,030 | $1,991,697 | $19,911 | 33.5 | 14,098 | 3.0% | 2.8% |
| 1998 | 101,877 | 2,169,160 | 21,292 | 33.7 | 14,182 | 3.2% | 3.0% |
| 1999 | 102,682 | 2,319,073 | 22,585 | 34.1 | 14,338 | 3.0% | 2.8% |
| 2000 | 102,895 | 2,482,753 | 24,129 | 34.3 | 14,308 | 2.0% | 1.9% |
| 2001 | 104,616 | 2,920,983 | 27,921 | 34.5 | 13,565 | 4.5% | 4.2% |
| 2002 | 104,306 | 2,818,661 | 27,023 | 34.2 | 13,321 | 8.4% | 7.9% |
| 2003 | 105,831 | 2,677,383 | 25,282 | 35.2 | 13,188 | 8.2% | 7.7% |
| 2004 | 107,200 | 2,720,598 | 26,465 | 35.7 | 13,839 | 6.2% | 5.9% |
| 2005 | 109,106 | 2,765,258 | 26,513 | 35.3 | 13,317 | 5.5% | 4.8% |
| 2006 | 110,771 | n/a | n/a | n/a | 13,366 | 5.0% | 4.3% |

**Sources:**
(1) State of California, Department of Finance (January 1, 2006 estimate).
(2) Population Times Personal Income or from Survey of Buying Power
(3) Sales & Marketing Management - Survey of Buying Power or US Census Bureau for San Jose
(4) Santa Clara Unified School District, Demographic Department (fiscal year).
(5) California Employment Development Department - Labor Market Analysis (As of June).

# CITY OF SANTA CLARA

## Ratios of Outstanding Debt by Type
## Last Four Fiscal Years
## (In Thousands)

Table 7

| Long-Term Indebtedness | 2006 | 2005 | 2004 | 2003 |
|---|---|---|---|---|
| **Governmental Activities:** | | | | |
| Public Financing Authority | | | | |
| Certificates of Participation | $ 63,345 | $ 66,725 | $ 70,010 | $ 72,895 |
| Insurance Funding Bonds | $ 20,000 | $ 20,000 | $ 20,000 | $ 20,000 |
| Assessment Bonds | $ 5,875 | $ 6,700 | $ 7,490 | $ 8,240 |
| **Redevelopment Agency:** | | | | |
| Tax Allocation Bonds | $ 140,225 | $ 141,938 | $ 151,214 | $ 159,727 |
| **Business Activities:** | | | | |
| Revenue Bonds | $ 269,883 | $ 275,360 | $ 280,609 | $ 132,646 |
| **Compensated Absences** | $ 14,595 | $ 13,759 | $ 13,366 | $ 14,055 |
| **Total Primary Government** | **$ 513,923** | **$ 524,482** | **$ 542,689** | **$ 407,563** |

| | 2006 | 2005 | 2004 | 2003 |
|---|---|---|---|---|
| Population | 110,771 | 109,106 | 107,200 | 105,831 |
| Debt per Capita | $ 4,640 | $ 4,807 | $ 5,062 | $ 3,851 |
| Total Personal Income ($000) | N/A | $ 2,765,258 | $ 2,720,598 | $ 2,677,383 |
| Debt / Income Ratio | N/A | 0.19 | 0.20 | 0.15 |

Sources: Note 11, Note 2; Statement of Net Assets;California Department of Finance; and Survey of Buying Power

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# Appendix D

# Bibliography

## SELECTED MAJOR SOURCES

| | |
|---|---|
| Association of Bay Area Governments (ABAG) | "Smooth Sailing on the Bay?" January 2007 |
| Bureau of Labor Statistics | CPI All Urban Consumers SF-OAK-SJ, Calendar Year 2006 |
| The UCLA Anderson Forecast | Forecasts for the Nation and California, March 2007 |
| The UCLA Anderson Forecast | "East Bay Economic Outlook," March 2007 |
| California Department of Finance | Various Financial & Economic Data |
| City of Santa Clara | Annual Budget Fiscal Year 2006-2007 |
| City of Santa Clara | Capital improvement Project Budget Fiscal Year 2005-2006 |
| City of Santa Clara | General Plan (2000–2010) updated in February 2005 |
| City of Santa Clara | Comprehensive Annual Financial Report, June 30, 2006 |
| Congressional Budget Office | CBO's Current Economic Projections, January 2007 |
| County of Santa Clara | County of Santa Clara Tax Rates & Information, Fiscal Year 2006-2007 |
| County Assessor's Office | 2006-07 Assessor's Annual Report |
| Joint Venture: Silicon Valley Network | Joint Venture's 2007 Index of Silicon Valley |
| Federal Reserve Bank of San Francisco | "The U.S. Economy in 2007 Prospects and Puzzles", January 22, 2007 |

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# Appropriations Limit

Santa Clara
All-America City
2001

Meeting Date: _____

# AGENDA REPORT

City of Santa Clara, California

Agenda Item # _____

Santa Clara All-America City 2001

**DATE:** May 16, 2007

**TO:** City Manager for Council Action

**FROM:** Director of Finance

**SUBJECT:** Appropriations Limit for Fiscal Year 2007-08

## 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. The 2005-06 limit has not been adjusted because the City's non-residential assessed value growth factor was less than the California per capita growth.

In computing the fiscal year 2007-08 appropriations limit, the population growth of the City of Santa Clara and the California Per Capita Income change were used. For fiscal year 2007-08, the City of Santa Clara appropriations limit is $260,849,378. An analysis of the request for appropriations from estimated proceeds of taxes, as reflected in the proposed fiscal year 2007-08 budget, indicates that for fiscal year 2007-08, the City will be 45.98% of its limit.

Schedule 1 provides the history of the City's appropriations limits as adopted by Council for fiscal year 1998-99 through fiscal year 2007-08, including allowable retroactive adjustments, and the appropriations limit being recommended for adoption for fiscal year 2007-08.

## ADVANTAGES AND DISADVANTAGES OF ISSUE:

By adopting the fiscal year 2007-08 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 by $17,561,619.

## RECOMMENDATION:

Staff recommends that the City Council adopt the accompanying resolution establishing the City's fiscal year 2007-08 appropriations limit of $260,849,378.

Mary Ann Parrot
Director of Finance

APPROVED:

Jennifer Sparacino
City Manager

***Documents Related to this Report:***
***1) Resolution for Appropriations Limit***

**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.

**RESOLUTION NO. 07-7413**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SANTA CLARA ESTABLISHING THE APPROPRIATIONS LIMIT FOR FISCAL YEAR 2007-08 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 COUNCIL OF THE CITY OF SANTA CLARA, CALIFORNIA, AS FOLLOWS:**

**WHEREAS**, Proposition 4 was adopted by voters on November 6, 1979, thereby adding Article XIIIB of the California State Constitution,

**NOW THEREFORE, BE IT FURTHER RESOLVED BY THE CITY COUNCIL OF THE CITY OF SANTA CLARA, CALIFORNIA, AS FOLLOWS:**

That the City Council of the City of Santa Clara hereby finds and determines:

1. That the appropriations limit for Fiscal Year 2007-08 be Two Hundred Sixty Million Eight Hundred Forty Nine Thousand Three Hundred and Seventy Eight Dollars ($260,849,378);

2. Pursuant to Section 8 of Article XIIIB of the California Constitution, the City Council determines that for Fiscal Year 2007-08 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 City's population as provided by the State Department of Finance. The City Council also determines that the Fiscal Year 2005-06 appropriations limit shall not be retroactively adjusted because the

non-residential assessed value growth factor was less than the California per capita personal income factor;

3. That for purposes of computing the appropriations limit for fiscal year 2007-08, the change in California per capita personal income for fiscal year 2007-08 is 4.42% and the annual growth in the City's population as provided by the State Department of Finance is 2.68%; and

4. Pursuant to Government Code Section 7910, no judicial action or proceeding to attack, review, set aside, void, or annul the action of the City Council in establishing the appropriations limit for fiscal year 2007-08 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.

I HEREBY CERTIFY THE FOREGOING TO BE A TRUE COPY OF A RESOLUTION PASSED AND ADOPTED BY THE CITY COUNCIL OF THE CITY OF SANTA CLARA, CALIFORNIA, AT A REGULAR MEETING THEREOF HELD ON THE 5TH DAY OF JUNE, 2007, BY THE FOLLOWING VOTE:

| | | |
|---|---|---|
| AYES: | COUNCILORS: | Caserta, Kennedy, Kolstad, Kornder, McLeod, Moore and Mayor Mahan |
| NOES: | COUNCILORS: | None |
| ABSENT: | COUNCILORS: | None |
| ABSTAINED: | COUNCILORS: | None |

ATTEST: _____
ROD DIRIDON, JR.
CITY CLERK
CITY OF SANTA CLARA

SCHEDULE 1

## CITY OF SANTA CLARA

### PROPOSITION 4 APPROPRIATIONS LIMITS

FY 1998-99 THROUGH 2007-08

| FISCAL YEAR | BEGINNING APPROPRIATIONS LIMIT | PRICE FACTOR | | POPULATION FACTOR | | ADJUSTMENT FACTOR | ENDING APPROPRIATIONS LIMIT |
|---|---|---|---|---|---|---|---|
| 1998 - 99 | $135,918,525 | 1.0415 | X | 1.0212 | = | 1.0636 | 144,560,197 |
| 1999 - 2000 | $144,560,197 | 1.0453 | X | 1.0173 | = | 1.0634 | 153,722,956 |
| 2000 - 01 | $153,722,956 | 1.0491 | X | 1.0163 | = | 1.0662 | 163,899,466 |
| 2001 - 02 | $163,899,466 | 1.1810 | X | 1.0177 | = | 1.2019 | 196,991,375 |
| 2002 - 03 | $196,991,375 | 0.9873 | X | 1.0125 | = | 0.9996 | 196,920,704 |
| 2003 - 04 | $196,920,704 | 1.0231 | X | 1.0162 | = | 1.0397 | 204,733,380 |
| 2004 - 05 | $204,733,380 | 1.0328 | X | 1.0190 | = | 1.0524 | 215,466,159 |
| 2005 - 06 | $215,466,159 | 1.0526 | X | 1.0124 | = | 1.0657 | 229,611,995 |
| 2006 - 07 | $229,611,995 | 1.0396 | X | 1.0192 | = | 1.0596 | 243,287,759 |
| 2007 - 08 | $243,287,759 | 1.0442 | X | 1.0268 | = | 1.0722 | 260,849,378 |

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 2005-06 appropriations limit, the population growth of Santa Clara City and the California Per Capita Income change were used.

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# Glossary

Santa Clara
All-America City
2001

## GLOSSARY

The following explanations of 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.

**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.

**Annual Budget** - A consolidated budget document presented on an annual basis that includes the City's Operating Budget and the City's Capital Improvement Projects (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.

**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.

**Beginning Balance** - The amount of prior year's unappropriated funds used to finance appropriated expenditures in the current budget year.

**Budget** - A plan of financial operation embodying an estimate of proposed expenditures for a given period and the estimated financial resources available to finance them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year.

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

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

**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.

## GLOSSARY

**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.

**Contingencies** - A budgetary provision representing that portion of the appropriations set aside to meet unforeseen expenditure requirements, generally used in the Capital Improvement Projects budget.

**CPI** - Consumer price index, 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 Service** - Payment of the principal and interest on an obligation resulting from the issuance of bonds, notes or certificates of participation (COP's).

**Department** - Organizational unit, the head of which generally reports 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.

**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 Funds** - 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.

**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.

**Equity** - The net assets of a fund (i.e. the assets less the liabilities on a fund balance sheet).

**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.

## GLOSSARY

**Five Year Financial Plan** - A strategic planning document contained within the Capital Improvement Project (CIP) Budget 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 difference between fund assets and fund liabilities of governmental funds.

**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.

**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.

**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.

**Highlights** - Generally, on routine activities that a particular department or division intends to focus on in the coming year.

**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** - Amounts transferred from one fund to another.

**Internal Service Fund** - Funds used to account for the financing of goods and services provided by one department to another department on a cost reimbursement basis (interfund services).

**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.

**Mission** - The overriding purpose of the department, division, or program.

**Object Category** - See Expenditure Object Category.

**Objectives** - Not used in this budget.

**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.

**RDA** - Redevelopment Agency of the City of Santa Clara. See also Agency.

**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. 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.

**Retained Earnings** - An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

**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.

**Special Assessment** - A compulsory levy made against certain properties to defray part of 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.

**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.

**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.

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

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# ACRONYMS

Santa Clara
All-America City
2001

# List of Acronyms

| | |
|---|---|
| **BAREC** | Bay Area Research Extension Center |
| **CAFR** | Comprehensive Audited Financial Report |
| **CDBG** | Community Development Block Grant |
| **CIP** | Capital Improvement Program |
| **CLT** | Contribution in lieu of Tax |
| **COPS** | Certificates of Participation |
| **CSMFO** | California Society of Municipal Finance Officers |
| **CVB** | Convention/Visitor's Bureau |
| **DVR** | Donald Von Raesfeld Power Plant |
| **EEO** | Equal Employment Opportunity |
| **EMS** | Emergency Medical Services |
| **EMT** | Emergency Medical Technician |
| **EOC** | Emergency Operations Center |
| **ERAF** | Education 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) |
| **GAAP** | Generally Accepted Accounting Practices |
| **GFGC** | General Fund General Contingency |
| **GFOA** | Government Finance Officers Association |
| **HIPPA** | Health Insurance Portability and Accountability Act |
| **HOME** | Home Investment Partnership Act |
| **HR** | Human Resources |
| **HUD** | Housing and Urban Development |
| **kWh** | Kilo Watt Hour |
| **LPD** | Land, Property & Development |
| **m:s** | minutes: seconds |
| **MOU** | Memorandum of Understanding |
| **N/A** | Not Applicable |
| **O&M** | Operations and Maintenance |
| **OSHA** | Occupational Safety and Health Administration |

## List of Acronyms

| | |
|---|---|
| **POP** | Problem Oriented Policing |
| **RDA** | Redevelopment Agency |
| **RMRP** | Retiree Medical Reimbursement Program |
| **SCAT** | Specialized Crime Action Team |
| **SOSA** | Sports and Open Space Authority |
| **SRT** | Special Response Team |
| **SVACA** | Silicon Valley Animal Control Authority |
| **SVP** | Silicon Valley Power (City owned Electric Utility) |
| **TOT** | Transient Occupancy Tax |
| **TPAC** | Treatment Plant Advisory Committee |
| **UMIS** | Utility Management Information System |
| **Uncl** | Unclassified Employee |
| **WPCP** | Water Pollution Control Plant |

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