



ADOPTED

FY 2022 & 2023  
**Operating Budgets**

FY 2022 - 2026  
**Five-Year Capital Improvements**

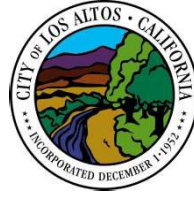
**CITY OF LOS ALTOS**

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# BUDGET MESSAGE



**DATE:** June 22, 2021

**TO:** City Council

**FROM:** Brad Kilger, Interim City Manager

**SUBJECT:** Budget Message for FY 2021/22 and FY 2022/23 Operating Budget and 5-year FY 2022-2026 Capital Improvement Plan (CIP)

Dear Mayor Fligor and members of the Los Altos City Council:

Traditionally, the Los Altos City Manager provides a theme for the proposed budget. As the City's Interim City Manager, I feel after the last 18 months in dealing with the COVID-19 pandemic, an appropriate theme would be "Transitions and New Beginnings".

The pandemic had a major impact on the way the City did its business. It required that the City and community adjust in ways never thought of before. The City Council and staff should be congratulated on the exceptional and professional way they responded to the pandemic and kept the City moving forward. As well, the community should be commended in their response to the pandemic and keeping each other and Los Altos safe during the last 18 months.

In addition to adjusting to the impacts and now the aftermath of the pandemic, the City has and will experience significant transitions in the organization. In November of last year, the City welcomed two new Council members and the appointment of a new Mayor. With the resignation of the Administrative Services Director, the City Council agreed to restructure its financial services division into a new Department of Finance and hire the new position of Finance Director. This will provide more direct oversight of the City's budget and accounting divisions and improve the effectiveness and timeliness of the City's financial management and reporting processes. Last, but not least, the City will soon be welcoming a new City Manager in July.

One of the most important events of the coming year will be the completion and opening of the new Community Center. This has been one of the largest and most significant projects the City has undertaken in decades. This will be the center piece of the City's recreation activities and be a wonderful community gathering place for our residents. Coupled with that, in coming year the Recreation and Community Services Department staff will be presenting a proposed implementation plan based on the soon to be completed Organizational and Community Center Assessment, which will look at the long-term development of the City's Recreation program and staffing, including the level of operation within the new Community Center.

# BUDGET MESSAGE

In addition, as the result of prudent fiscal management and the recent allocation of Federal American Rescue Plan Act funding the City will be able to undertake some very important and long overdue capital projects as outlined in the Council's strategic priorities, these include construction of a new Emergency Operations Center, full funding of the City's transportation and bikeway improvement plan, and continued resurfacing and treatment of City streets.

It is very encouraging that the projects, programs and services outlined in this budget and the Council's strategic priorities will be accomplished within the confines of a balanced budget. However, it is very important that until the City's revenue streams recover to pre-pandemic levels the City monitor expenditures closely and use caution in making commitments to long-term programs or new services.

## REVENUES

Like many other cities across California and the nation, the City's revenues have been impacted by the COVID-19 crisis. During the Fiscal Year 2020/21 budgeting process, revenue estimates were lowered due to anticipated loss in revenue. As part of the mid-year budget update, some revenue estimates were lowered even further. As the City begins to recover from the COVID-19 pandemic, we anticipate that revenues will start the long process of recovery.

The City's largest source of revenues, property taxes, remains strong. Despite the pandemic, we anticipate an increase in property tax of \$1.5 million, or 5.81% from FY 2019/20 to FY 2020/21. As the City comes out of the COVID-19 pandemic, we anticipate property tax revenues to continue to show a modest growth of 5.1% in FY 2021/22 and 3% in FY 2022/23. While these numbers may be conservative in nature, they reflect the unknown that the City (and the world) is entering into post-COVID-19.

The revenue source in which the City saw the greatest loss due to COVID was transient occupancy tax (TOT). In FY 2019/20, the City realized \$3.4 million in TOT revenue. For FY 2020/21, the City anticipates receiving approximately \$580,000 in TOT. As travel resumes, tourism should increase, however, we anticipate that TOT revenues will take the longest amount of time to fully recover. The budget shows very modest increases in TOT for both FY 2021/22 and FY 2022/23. Until we receive actual dollar amounts, we anticipate that TOT revenues won't fully recover until FY 2023/24 or FY 2024/25.

The other revenue source heavily affected by COVID-19 was recreation fees. At the start of the pandemic, the City cancelled all recreation programming and facility rentals. As such, revenues dropped from \$1.9 million in FY 2018/19 to an estimated \$83,000 in FY 2020/21. As recreation programming resumes, and with the completion of the new community center in summer 2021, we anticipate that the City will start to receive an increase in recreation fees. How quickly these fees increase will be dependent upon community members' willingness and desire to return to in-person recreation programs.

Other revenue areas which have been affected by COVID-19 include sales tax, which saw an anticipated decrease of \$500,000 in FY 2020/21, and utility users tax (UUT), which saw anticipated decrease of \$200,000 in FY 2020/21. As with other revenue sources, we anticipate that these two revenues will start to recover, but it is unknown how quickly and to what level they will recover.

One area of revenue that has remained strong despite the COVID pandemic is community

# BUDGET MESSAGE

development fees. With the continued robust construction and development in the Silicon Valley, the City continues to see many construction and other development activity. We anticipate a nearly \$600,000, or 18.6%, increase in revenues for FY 2021/22 over projected revenues in FY 2020/21.

One other aspect affecting the City's revenues in FY 2021/22 and FY 2022/23 are funds from the American Rescue Plan Act (ARPA). This federal program outlines that the City will receive designated funds in both FY 2021/22 and FY 2022/23. These funds are intended to aide the City in recovering lost revenues due to the COVID-19 pandemic.

As the City begins the recovery from the COVID-19 crisis, we will need to continue to monitor all sources of revenues and in particular, the recovery of those revenue sources mentioned.

In total, the City's anticipated General Fund revenue for FY 2021/22 is \$48.8 million, and \$50.96 million for FY 2022/23. Across all funds, total anticipated revenue for FY 2021/22 is \$66.94 million and \$65.36 million for FY 2022/23.

## OPERATING EXPENDITURES

The Budget includes increases in General Fund Operating Expenses of \$6.8 million above the projected amount for FY 2021/22, and another \$1.9 million above that for FY 2022/23. These increases are primarily focused in these areas:

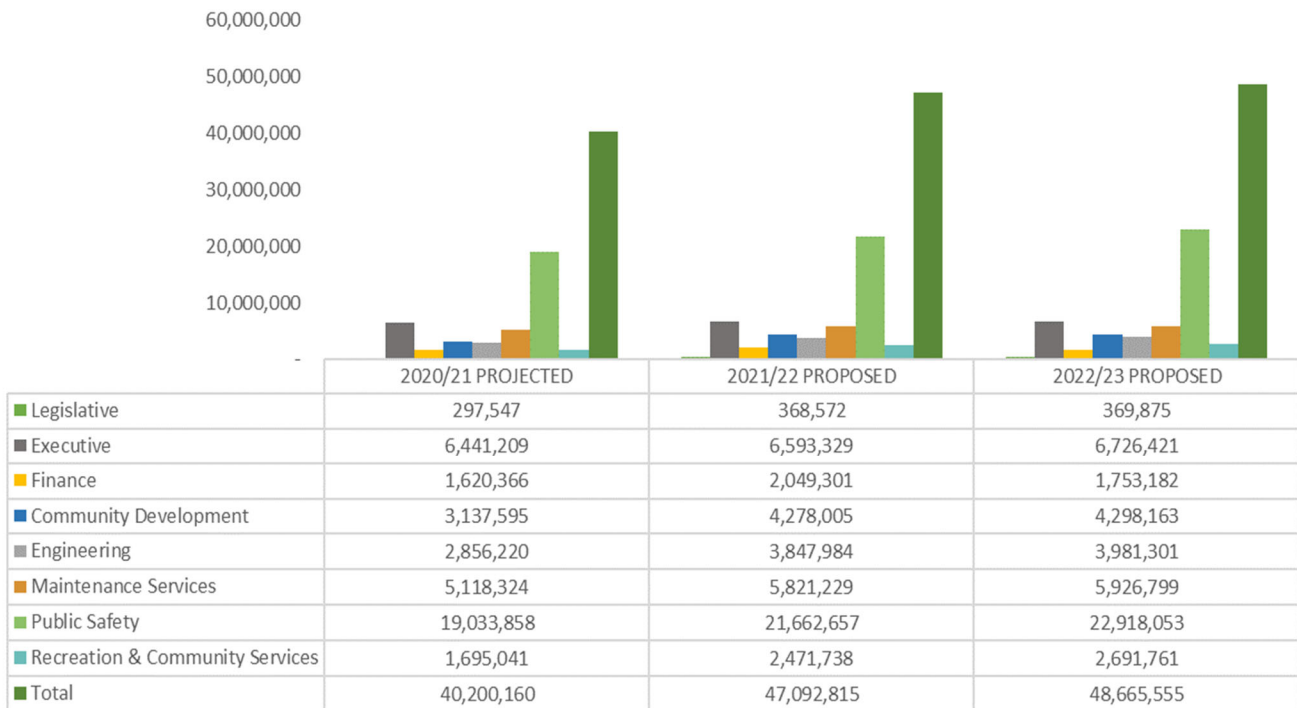
- Legal costs continue to increase year over year. In FY 2018/19, the City's legal services (including litigation) was approximately \$800K. For FY 2021/22, the budget proposes \$2.9M for legal services. This increase is based on historic trends and analysis for the coming years.
- Community Development: as mentioned above, the City continues to realize significant revenue increases for Planning and Building. Therefore, expenditures in the Community Development and Engineering Services Departments continue to increase at the same rate.
- The City's contract with Santa Clara County Fire Department for fire protection services will increase \$300k in year one and \$800k in year two. These increases are built into the approved contract with Santa Clara County Fire which expires December 2026.
- As we emerge from the COVID-19 pandemic, Recreation and Community Services expenditures will increase as we resume many programs that were cancelled for the last 15 months.

Also, the City will be seeing increases for the foreseeable future in the amount paid to CalPERS annually due to the City's unfunded liability.

The Budget anticipates a total of \$48.8 million in operating expenditures in FY 2021/22, and \$50.96 million for FY 2022/23.

# BUDGET MESSAGE

## EXPENDITURES BY DEPARTMENT



## PERSONNEL

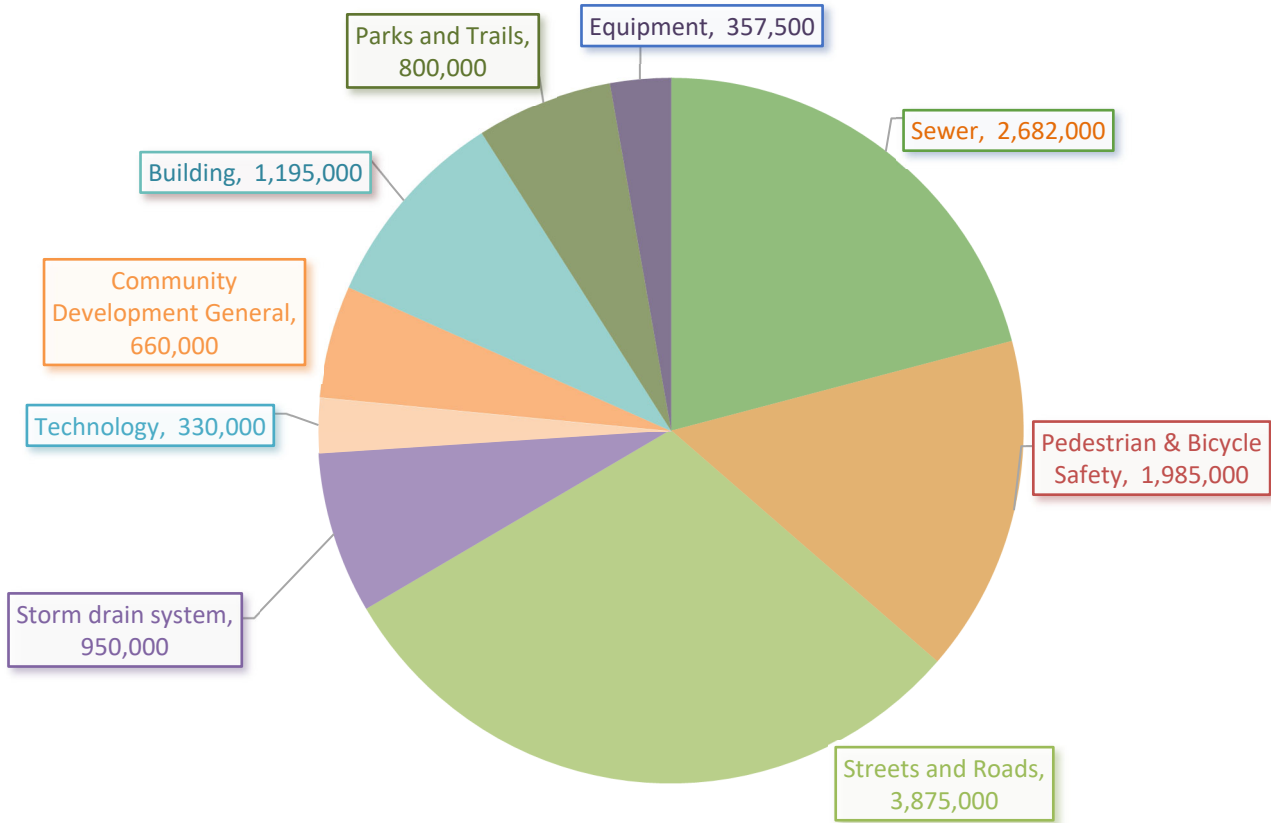
This Budget continues to hold six positions vacant. The freezing of these six positions represents a cost savings of between \$600,000 and \$700,000. These positions remain critical to accomplishing the mission of the City and providing services to the community. While these positions are critical to providing the essential services of the City and to achieving the City Council priorities, we are not recommending unfreezing any of these positions at this time. As revenues recover, staff will recommend unfreezing positions as appropriate.

## THE CAPITAL IMPROVEMENT PLAN

Despite the region and state-wide shutdowns seen during the COVID-19 pandemic, the City's capital needs have not slowed down. We continue to see needs to address our aging infrastructure to continue providing excellent essential services to the community.

# BUDGET MESSAGE

## CAPITAL PROJECTS BY CATEGORY



### ROADWAY MAINTENANCE

The City Council has set a goal to increase the City’s pavement condition index (PCI) to 75 by the year 2026. To meet this goal, \$3.5 million is needed each year to address the City’s roadways and pavement. This CIP includes the full \$3.5 million using a combination of General Fund, SB1 dollars, Measure B funds, and Gas Tax dollars. If the City can continue to provide this funding, we should start to see the City’s PCI rise and meet the goal of 75 by 2026.

### FACILITIES

In 2016, the City completed a thorough assessment of all its facilities. This resulted in millions of dollars of deferred and future maintenance needs. Since then, we have completed several capital maintenance projects – new roofs at both the Police Station and City Hall; numerous improvements to the Grant Park community center; HVAC and bathrooms at City Hall as well as some improvements to comply with the Americans with Disabilities Act (ADA). We are also nearing completion for the state-of-the-art new community center which we plan to open in summer/fall of 2021.

In 2018, the City Council directed how to allocate \$1.2 million annually for facility maintenance and improvements. The first project identified is the addition of an emergency operations center (EOC) at the Police Station. The CIP includes \$3 million for the design and construction of the EOC. Finally,

# BUDGET MESSAGE

the City is utilizing over \$1 million of Public, Education, and Government (PEG) fees from our cable franchise agreement to upgrade the Council Chambers.

## SANITARY SEWERS

The City's Sanitary Sewer Fund continues to be adequately funded and allows the City to maintain the collection and distribution system. Overall, the Proposed CIP includes \$2.682 million for sewer capital projects.

## CITY COUNCIL STRATEGIC PRIORITIES

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Annually, the City Council adopts a list of Strategic Priorities. These are the initiatives and projects where the Council expects to focus its attention, including the City's finances, for the next year. These Strategic Priorities are listed elsewhere in the Budget, but various funding aspects and initiatives are discussed here.

## HOUSING

*The City of Los Altos will support the creation of housing that is diverse, equitable, and affordable for all income levels in the Community and support funding and legislation that will help the City to do so and retain its flexibility in zoning decisions.*

The Capital Improvement Plan includes funding for an update to the City's Housing Element. This update will be developed in partnership with the community and will ensure the Housing Element is certified by the State Department of Housing and Community Development within statutory deadlines.

## LAND USE

*The City of Los Altos will implement policies that support a land-use mix and density that reflect the values of the Community, including seeking to protect and increase its green space, while ensuring compliance with any applicable laws and regulations.*

As mentioned, the CIP includes funding for the Housing Element Update. As well, the CIP includes dollars for updating the City's General Plan.

## FISCAL SUSTAINABILITY

*The City of Los Altos will continue to be responsible financial stewards of its resources and assets to ensure long-term fiscal sustainability by practicing sound financial management and fiscal transparency, while providing fiscally sustainable government services that address the needs of the community.*

The City's Operating Budget and Capital Improvement Plan are the most visible methods for ensuring that the City provides essential services and functions in a fiscally responsible manner. As mentioned previously, we as a City must continually monitor revenues and expenditures outside of the annual budgeting and mid-year budget review processes.

## COMMUNITY SAFETY

*The City of Los Altos will continue to implement plans, strategies, and educational opportunities to ensure public safety, traffic safety, and emergency preparedness services are done in a responsive, equitable, professional, socially responsible, and trustworthy manner.*



# BUDGET MESSAGE

Community safety has long been a top priority for the City in maintaining Los Altos as a great place to live and raise a family. We are in the process of developing a Complete Streets Master Plan which will outline projects and programs intended to improve safety for pedestrians, cyclists and motorists. The \$3.5 million identified to improve the City's PCI will also provide safer roadways throughout the City.

## ASSET MANAGEMENT

*The City of Los Altos will set clear expectations and allocate the necessary funding to maintain and improve City facilities and infrastructure that are necessary to provide high-quality services for the well-being of residents.*

As mentioned, the City has been in the process of constructing a new community center. This new center will provide meeting spaces, recreation programming, Senior activities, and other community gathering opportunities. We have also been developing a design for a new Emergency Operations Center which will provide a safe and secure location for the City to address emergency situations and protect the community. The proposed CIP includes funding for updating the 2016 Facilities Assessment and for developing a study of the police and fire buildings.

Not included in the budget or CIP are funds for addressing the Halsey House and the City-owned property at 999 Fremont Avenue. The City Council will need to provide direction on how we want to move forward with these two projects prior to funds being identified.

## ENVIRONMENTAL SUSTAINABILITY

*The City of Los Altos will be a leader on environmental sustainability through education, and adopting and embracing policies, initiatives, and practices that advance this effort.*

The City's Climate Action & Adaptation Plan (CAAP) was adopted in 2013. Since then, the City has undertaken a number of measures identified therein to address climate issues within Los Altos. We are currently in the process of updating the CAAP. As well, we continue to identify ways to address other environmental sustainability issues, including water conservation measures.

## COMMUNITY ENGAGEMENT

*The City of Los Altos will continue to improve its community engagement process to ensure all community members are heard, informed, and included.*

City staff has undertaken the process to standardize the City's community engagement processes, tools and platforms. These efforts are intended to ensure that the City hears from the community and incorporates community input into the decision-making process.

## TRANSITIONING THROUGH CHANGE

*The City Council will proactively address the impact of COVID-19 and other consequential changes on the community during 2020 and 2021 to ensure Los Altos successfully navigates these transitions to be an even stronger community.*

As we all know, 2020 and 2021 have been a unique time in the history of Los Altos and the world. We have seen unprecedented circumstances and events that have challenged us as individuals and as a community. As we emerge from the COVID-19 pandemic, we are committed to ensuring that we recover safely as a community. As well, in 2020 the City formed a Citizen's Police Task Force to explore how the City intakes feedback regarding police officers and the role of the School Resource

# BUDGET MESSAGE

Officer at Los Altos High School. The City adopted the recommendations of the Task Force and City staff has implemented those recommendations. The Council has committed to reviewing the various recommendations and determining whether changes should be made and whether additional measures should be undertaken.

## CONCLUSION

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Over the last six months I have worked to assist the City Council and staff in continuing to move the community forward during a period of significant transitions and financial challenges. What I have learned in that time is that Los Altos is very fortunate to have a very capable and talented staff and a very dedicated City Council who have the best interests of the community at heart. Though few in number, the City staff have done an excellent job of adjusting to the demands of the pandemic, while continuing to provide essential services.

Thanks to the American Rescue Plan funds the City of Los Altos will be able to have a balanced budget, continue to provide critical public services, and undertake needed infrastructure projects, while maintaining a 20% reserve balance. However, there remains many unknowns on the horizon, including how long it will take for the economy to recover from the negative effects of the pandemic on the City's General Fund revenues, particularly sales tax and transient occupancy tax from our retail and hospitality businesses. In addition, the City's pension obligations continue to grow and must be accounted for in future budgets. There is also a growing backlog of facility maintenance and replacement needs, particularly the police department building, which must be addressed sooner than later.

Notwithstanding past fiscal challenges and those that lay ahead, the City is in a good financial position to deal with them. It is important that this time is used wisely and that the City take a long-term view of what programs, services and infrastructure projects it wants to continue or undertake and the fiscal obligations they entail. I strongly encourage the City Council and community members to focus on the basics and work to find common ground on key issues that facilitate the efficient and effective deployment of City resources.

In closing I want to thank the City staff, particularly Deputy City Manager Jon Maginot, for the work done on putting this budget together. He and his staff did an exceptional job in developing this document in spite of the transition of the City Manager position and the loss of the Administrative Services Director. I also want to thank the City Council for allowing me this short time to work in the City of Los Altos. It is an amazing community that I know you are all very proud of and should be.

Respectfully submitted,

Brad Kilger, AICP  
Interim City Manager

# BUDGET PROCESS

## BUDGET PROCESS OVERVIEW

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The City of Los Altos adopts a two year Operating and five-year Capital Plan. The budgets are prepared with detail revenue and expenditure appropriations for the fiscal year beginning July 1st and ending June 30th, and is presented as a summary level budget document. Budget schedules are prepared on the same basis as the city’s financial statements, and in accordance with generally accepted accounting principles (GAAP).

## BUDGET PURPOSE

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The Operating Budget and the Capital Improvement Plan serve as the city’s financial plan, as well as a policy document, a communications tool, and an operations guide. Developed with an emphasis on long term financial stewardship, sustainability, service delivery, and program management, a fundamental purpose of these documents is to provide a linkage between the services and projects the city intends to accomplish, and the resources committed to get the work done. The format of the budget facilitates this linkage by clearly identifying program purpose, key projects, and workplan goals, in relation to revenue and expenditures appropriations.

## BASIS OF BUDGETING AND ACCOUNTING

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Developed on a program basis with fund level authority, the operating budget represents services and functions provided by the City in alignment with the resources allocated during the fiscal year. The Capital Budget is funded and defined by its’ approved projects, with ongoing or incomplete projects re-appropriated into the following fiscal year.

Basis of Accounting and Budget refers to the timing factor concept in recognizing transactions. This basis is a key component of the overall financial system because the budget determines the accounting system. For example, if the budget anticipates revenues on a cash basis, the accounting system must record only cash revenues as receipts. If the budget uses an accrual basis, accounting must do likewise. This consistency is also reflected in the City’s Annual Comprehensive Financial Report (ACFR), the State Controller’s Annual Cities Report, and all other report documents.



Government budgets and accounting uses a mix of accounting methods. A hybrid cash and accrual accounting system known as ‘Modified Accrual Basis’ recognizes revenues when measurable and available.

The City considers all revenues reported in the governmental funds to be available if the revenues are collected within 45 days after fiscal year-end.

Licenses, property taxes and taxpayer assessed tax revenues (e.g., franchise taxes, sales taxes, and transient occupancy tax) are all considered susceptible to accrual and so are recognized as revenues in

## BUDGET PROCESS

the period earned/collected. Revenues from grants and donations are recognized in the fiscal year in which all eligibility requirements have been satisfied.

Expenditures are recorded when the liability is incurred. Claims, judgments, compensated absences, and principal and interest on general long-term debt are recognized as expenditures to the extent they have matured.

The Modified Accrual Basis is used for governmental types of funds, while the full accrual basis accounting method is used for proprietary funds. Governmental Funds consist of the General Fund, Special Revenue Funds, Debt Service Funds, and Capital Project Funds.



Under this basis, revenues are estimated for the period if they are susceptible to accrual, e.g. amounts can be determined and will be collected within the current period. Principal and interest on general long-term debt are budgeted as expenditures when due, whereas other expenditures are budgeted for liabilities expected to be incurred during the current period.

Proprietary fund budgets are adopted using the full accrual basis of accounting whereby revenue budget projections are developed recognizing revenues expected to be earned during the period, and expenditures are developed for expenses anticipated to be incurred in the fiscal year.

While not commonly used in Los Altos, Fiduciary Funds are also budgeted using the modified accrual basis. This includes Trust Funds, which are subject to trust agreement guidelines, and Agency Funds, which are held in a custodial capacity involving only the receipt, temporary investment, and remittance of resources.

## SUMMARY OF BUDGET DEVELOPMENT

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The City develops its budgets in collaboration with departments and department heads as a team. The City Manager and Administrative Services Director guides the process through budget development; however program budgets and workplans are developed with each department's director and program manager's oversight and expertise. This approach allows for hands-on planning and creates a clear understanding for both management and staff of a program's goals and functions to be accomplished in the next budget year.

## THE DEVELOPMENT PROCESS

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Typically, both the Operating and Capital Budget and Capital Improvement Plan (CIP) annual development processes begin in late December / early January as the City Manager works with the City Council to develop and refine goals and directives for the upcoming budget year. The CIP is also reviewed during this time to determine funding capabilities, project priorities, and to refine project workplans. Although the CIP Budget is a stand-alone body of work, CIP projects impact the City's ongoing operations and are therefore incorporated into the Operating and Capital Summary Budget document through the resulting financial appropriations and service level requirements.

## **BUDGET PROCESS**

Budget assumptions, directives and initiatives are provided to set the City's overall objectives and goals. From January through April, staff identifies and analyzes program revenue and expenditure projections in coordination with Finance staff and City management. Capital improvement projects are assessed and refined, and CIP funding and appropriation requirements are finalized.

Through rounds of budget meetings and revisions, operational and capital workplans are reviewed and compiled, and staff finalizes the proposed program and capital budgets. Financial summary information is finalized, and the proposed budget document is produced for City Manager and City Council review. Finally, a summary level Public Hearing presentation is prepared to highlight the notable budget impacts in the forthcoming year.

### **BUDGET ADOPTION**

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The City Council reviews the proposed two-year Operating and five-year Capital Improvement Plan in a public hearing at the Council meeting in late-May as a study session. Notice of the hearing is published prior to the Council's public hearing date.

The public is invited to participate and summaries of the proposed budgets are available for review on the City's website, in the City Manager's office and at the budget hearing. Under requirements established in Section 65401 of the State Government Code, the City's Planning Commission (and other City Commissions) also reviews the proposed Capital Improvement Plan and reports back to the City Council as to the conformity of the plan with the City's Adopted General Plan.

Final council-directed revisions to the proposed budget are made and the budget documents are resubmitted to the Council for adoption, again in a publicized public hearing prior to the beginning of the fiscal year, typically in late June.

The City of Los Altos City Code requires the City Manager to prepare and submit an annual budget to the City Council. This is accomplished in June, when the final proposed budget is formally submitted to the Council in the subsequent public hearing. The approved resolutions to adopt the CIP and operating budgets and the appropriation limitation (Gann Limit) follow later in this section.

### **BUDGET AMENDMENTS**

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During the course of the fiscal year, financial and workplan changes or unanticipated needs may necessitate adjustments to the adopted budgets. The City Manager is authorized to transfer appropriations between categories, departments, projects, and programs within a fund in the changes to capital projects in the Capital Budget adopted Operating Budget, whereas the City Council holds the authority for Operating Budget appropriation increases and decreases, and transfers between funds, and for both scope and funding.

# BUDGET CALENDAR

## DECEMBER

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- Finance prepares worksheets, gathers information, and begins development of financial forecast and budgets for following fiscal year including analysis of mid-year operating revenue and expenditures
- Run CIP expenditures and Program Managers to provide updates

## JANUARY

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- Finance Department prepares Mid-Year Budget Report and CIP update for Council review
- Finance builds preliminary budget information and budget assumptions
- Finance and Program Managers begin discussions regarding Internal Service Funds and Equipment Replacement Fund
- Finance prepares operating budget worksheets for updates, including departmental/program narratives, staffing and financial worksheets, asset and supplemental budget requests.

## FEBRUARY

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- Finance to prepare budget worksheets for departments, including staffing and internal service program costs
- Departments to prepare draft revenue expenditure workplans and anticipated program updates
- Departments draft prior year accomplishments and goals for upcoming budget cycle
- Project Managers to prepare funding, scope of work, and cost estimates for new CIP proposed projects



# BUDGET CALENDAR

## MARCH

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- Departments turn in proposed budget work plans and supplemental budget requests
- Review proposed budgets with Administrative Services
- Departments and Finance submit changes for Capital Budget
- Project Managers to determine year end CIP project estimates
- City Manager begins to review new proposed CIP projects

## APRIL

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- Departments to finalize program narratives
- Finance compiles final program narratives, financial and supplemental schedules, and financial budget summaries and charts for City Manager review and discussion
- Project Managers to finalize new project information for CIP submittal
- Public Works Director to bring new projects to Planning Commission meeting for General Plan conformance review and feedback
- Gather feedback from City Commissions on new CIP project requests

## MAY

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- Final budget briefing with City Manager
- Study Session with City Council for discussion and feedback
- Finance Department to incorporate Council directed changes into proposed budgets and prepare final documents for Public Hearing presentation

## JUNE

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- City Council revisions incorporated into budget documents
- City Council adoption of Operating Budget(s) and Capital Budget
- City Council adoption of updated User Fee Schedule when applicable
- City Council adoption of Gann Appropriation Limit

## JULY – SEPTEMBER

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- Finance Department finalizes prior fiscal year revenue and expenditures
- Determine operating budget carryforwards (encumbrances)
- Finalize capital project expenditures and roll-over amounts
- Finalize detail budgets and distribute to City departments
- Prepare final financial and supplemental schedules, charts, and reference materials for budget documents
- Finalize the Adopted Operating & Capital Summary Budget documents
- Post Adopted Operating and Capital Budget document on website
- Submit for Budget Award

# FINANCIAL POLICY

## OVERVIEW

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This document establishes policies of overall financial management, budget development, and fiscal administration for the City of Los Altos. Included herein are statements and principles designed to guide the City in maintaining its financial stability.

Formal adopted financial policies assist elected officials and staff in the development of fiscal management practices, save time and energy in making financial decisions, promote public confidence, and provide continuity over time. While these policies will be updated periodically, they provide the basic framework for many of the financial decisions that the City will address. They support long-term planning and enhance the City's effectiveness.

This document discusses the most important elements of financial management in one comprehensive centralized format and is organized into the following areas of discussion:

- General Financial Principles
- Operating Budget
- Capital Improvements Program
- Revenues
- Expenditures
- Cash Management
- Debt Management
- Fund Balances
- Financial Reporting
- Annual Review and Update
- Exhibits



## GENERAL FINANCIAL PRINCIPLES

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It is the overall policy of the City of Los Altos to:

- Provide financial information in a relevant, thorough, timely fashion, and in a format that effectively communicates financial status to Council, citizens, and City employees.
- Manage its financial resources in a responsible and planned manner.
- Establish and maintain prudent fund balance levels.
- Maintain financial reporting in compliance with current governmental accounting standards.
- Promote and implement a relevant and strong system of internal financial controls to manage significant risks and monitor the reliability and integrity of financial and operating reporting.
- Promote constructive and proactive financial decision making.
- Integrate long-term operating and capital resources planning.
- Allow for uncertainties and maintain a posture of financial flexibility.
- Develop programs in a manner that supports the City's long-term ability to cover costs and provide the level and quality of service required by its citizens.
- Manage debt responsibly.
- Establish and maintain investment policies in accordance with State law.



# FINANCIAL POLICY

## OPERATING BUDGET

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The budget will be adopted by the City Council no later than June 30th of each year. The City Manager may develop and present a biennial budget. The City should strive to develop a multi-year financial plan (a five-year forecast) that is updated as part of the periodic budget process.

A balanced provisional operating budget will be presented to City Council for review and adoption with total projected expenditures not exceeding total estimated revenues. Should it be necessary, City Council may approve a planned use of accumulated fund balances in prior years for inclusion in the budget.

Funds may not be expended for a new fiscal year until the budget for that fiscal year has been adopted by City Council.

One-time revenue sources are not to be relied upon to fund ongoing operations.

Budgetary control is maintained at the fund level:

- The City Manager may make budget transfers between departments or programs as long as those changes do not increase overall appropriations within any one given fund. Transfers between funds, overall increases in fund appropriations, and overall increases in project budgets can only be made through City Council action. Transfers between departments should be reported to the City Council as part of the budget update process, either at mid-year or at the proposal of a new budget term
- Department heads are held directly responsible and accountable for developing and managing their operational budgets. Their level of control is held at the department level. Departments that operate programs among different funds are limited to the appropriation levels within any one fund.

Operating expenditure appropriations not spent during the fiscal year lapse at year- end, except for:

- Encumbrances or commitments, as in the form of finalized Purchase Orders, made during the fiscal year that have not been completed at year- end.
- Appropriations for capital improvement projects and ongoing grants with a life-cycle beyond one year.

Governmental funds use the modified accrual basis of accounting while proprietary and fiduciary fund types are budgeted on a full accrual basis of accounting. The Annual Comprehensive Financial Report (ACFR) presents City's finances on a generally accepted accounting principles (GAAP) basis and the City's budget is prepared in conformance with these standards.

The City budget must comply with the annual determination of the City's appropriations limit calculated in accordance with Article XIII B of the Constitution of the State of California and adopt an annual resolution to this effect.

# FINANCIAL POLICY

## CAPITAL IMPROVEMENT PROGRAM

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The City will develop and maintain a five-year capital improvement project plan (CIP) to be updated annually in conjunction with the operating budget. The CIP should reflect the current and changing needs of the community as well as enhance the quality of the community's quality of life.

All projects within the CIP are to be tracked systematically and reported to management quarterly. CIP tracking reports should clearly display budget-to-actual performance by project, fund category and project status.

Capital improvements that specifically benefit a select group of users and/or are fee- for-service based are to be financed through user fees, service charges, special assessments and taxes, or development impact fees.

Capital improvements that specifically benefit a fee-for-service enterprise operation (such as Sewer) are to be financed through the service fees generated within that operation and fund. Such fees should be supported by periodic updates to the related utility master plan.

Transfers of resources into the CIP fund will be evaluated on an annual basis dependent upon the existence of available surplus dollars.

The City should strive to maximize the use of capital grants and state subventions in funding capital improvements before tapping general revenue sources.

## REVENUES

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The City will strive to maintain a diversified and stable revenue base to minimize the impact of economic fluctuation.

The City will seek out, apply for, and effectively administer federal, state, and other grants that address the City's current operating and capital priorities.

Independent user-fee studies should be performed and updated periodically (three to five years) to ensure the proper balance of costs and service charges. The City should strive to cover the full cost of providing non-tax and discretionary fee-based service operations except to the extent that City Council approves defined subsidy levels by program area.

Operating departments are to review public services to identify and determine those appropriate for fee collection. Recommendations for new fees are to be presented to the City Council as fees are periodically updated.

Operating departments are to review existing fees periodically and recommend adjustments, if necessary, to ensure they reflect all direct and reasonable indirect costs of providing such services. Enterprise operations will be self-supporting and shall reimburse the General Fund for any and all material and services provided on their behalf.

# FINANCIAL POLICY

## EXPENDITURES

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Expenditures are to be budgeted and controlled so as to not exceed estimated revenues plus the approved and planned use of fund balances accumulated in prior years.

The City will conduct a mid-year financial status review to determine if projected revenues and expenditures meet target levels. If an operating deficit is projected at year-end, the City should evaluate the need for immediate corrective and/or mitigating actions, including operating or capital expenditure reductions and/or activate the use of established contingency balances. The deferral of essential and scheduled operational expenditures into the following fiscal year or the use of short-term loans and transfers to balance the budget should be avoided.

The City should implement a formal purchasing system, principles, and guidelines to ensure that expenditure levels are kept in check in the course of any fiscal year.

## CASH MANAGEMENT

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The Financial Commission will review the City's investment policy annually and make recommendations to the City Council when appropriate.

The responsibility of investing City funds rests with the Finance Director who is to exercise due diligence to adhere to the investment policy. The Finance Director will present to the City Council quarterly investment reports presenting a summary of the portfolio status and compliance with the conditions set forth in the investment policy.

## DEBT MANAGEMENT

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The City should plan the use of debt in a manner that sustains financing payments at manageable levels.

The City will seek to maintain a high credit rating through sound financial practices as a basis for minimizing borrowing costs.

The City will make every effort to use pay-as-you-go financing for capital improvement projects. Debt financing for a project can be used if the overall project cost exceeds anticipated available resources and/or if the cost of financing is favorable as compared to the use of City investment holdings over the financing term.

The City will monitor all forms of debt annually in conjunction with the budget preparation process and report concerns and remedies, if necessary, to City Council.

The City will diligently monitor its compliance with bond covenants.

The City will not issue long-term debt to finance current operations. Debt financing should only be used for long-term capital improvement projects with a useful life exceeding the term of the financing and for which the project revenues or specific identified revenue sources are sufficient to service the long-term debt.

# FINANCIAL POLICY

The City will use a lease-purchase method of financing for equipment if the lease rates are more favorable than the City's expected overall investment rate of return.

The City will not incur general obligation indebtedness for public improvements which exceed in aggregate 15% of the assessed value of all real and personal property of the City as specified in the California Government Code Section 43605.

## FUND BALANCE

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### GOVERNMENT FUND TYPE DEFINITIONS

Governmental fund types include the general fund, special revenue funds, capital projects funds, debt service funds and permanent funds. GASB has clarified the definitions of these funds as follows:

#### GENERAL FUND

The General Fund should be used to account for and report all financial resources not accounted for and reported in another fund.

#### SPECIAL REVENUE FUNDS

Special revenue funds are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects. The restricted or committed proceeds of specific revenue sources should be expected to continue to comprise a substantial portion of the inflows reported in the fund. Other resources (investment earnings and transfers from other funds, for example) also may be reported in the fund if those resources are restricted, committed, or assigned to the specified purpose of the fund. Governments should discontinue reporting a special revenue fund, and instead report the fund's remaining resources in the general fund, if the government no longer expects that a substantial portion of the inflows will derive from restricted or committed revenue sources

#### CAPITAL PROJECTS FUNDS

Capital projects funds are used to account for and report financial resources that are restricted, committed or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets. Capital projects funds exclude those types of capital-related outflows financed by proprietary funds or for assets that will be held in trust for individuals, private organizations or other governments.

#### DEBT SERVICE FUNDS

Debt service funds are used to account for and report financial resources that are restricted, committed or assigned to expenditure for principal and interest, even if it is being accumulated for future years' payments. Debt service funds should be used to report resources if legally mandated.

# FINANCIAL POLICY

## PERMANENT FUNDS

Permanent funds should be used to account for and report resources that are restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government's programs. Permanent funds do not include private-purpose trust funds, which should be used to report situations in which the government is required to use the principal or earnings for the benefit of individuals, private organizations, or other governments.

## FUND BALANCE CLASSIFICATIONS

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Fund balance is defined as the difference between assets and liabilities. Beginning in FY2010-2011, the City is required to reclassify fund balances into the following five categories to comply with the Governmental Accounting Standards Board Statement (GASB) No. 54, Fund Balance and Governmental Fund Types.

### NONSPENDABLE

This is a portion of fund balance not available for appropriations by its nature or external restriction. Examples are inventories and donations that require intact principal values.

### SPENDABLE: RESTRICTED

The restricted portion of fund balance is subject to externally enforceable legal restrictions. Examples are Gas Tax revenues and grant proceeds.

### COMMITTED

The committed portion of fund balance is constrained by the limitations imposed through formal City Council action. Only formal City Council action can remove or modify a previously committed amount.

### ASSIGNED

The Assigned portion of fund balance is established for intended use by either the City Council or its designee, such as the City Manager. No formal City Council action is needed to remove the intended use. GAAP required reserves, such as the Other Post-Employment Benefits (OPEB) reserve, belong to this category. The Fiscal Policy and State Revenue Stabilization policy balances belong to this category.

### UNASSIGNED

The Unassigned portion of fund balance is that remaining after the non- spendable, the restricted, the committed, and the assigned fund balances are identified and recorded.

# FINANCIAL POLICY

## GOVERNING BODY ORDER OF FUND UTILIZATION

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The City of Los Altos will use GASB's definitions of fund balance for the annual financial reports (audits) and for all other financial reporting. For all financial planning purposes, the term Budgetary Fund Balance will be used and will include any portion of the fund balance that is available for appropriation. Portions of the fund balance not available for appropriation will be identified as follows.

The City of Los Altos policy establishes the order of use of unrestricted resources as follows:

The City shall strive to use the most restricted fund balances prior to utilizing those that are less restricted. The following order of use reflects this guideline:

- Nonspendable (if funds become spendable)
- Restricted
- Committed
- Assigned
- Unassigned

## SPECIAL REVENUE CLASSIFICATIONS

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Only the General Fund has an unassigned category since money remaining in any other fund is automatically designated or assigned to the purposes of that fund. Under the new GASB 54 rules, if the balance of a Special Revenue Fund is not formally restricted or committed by fiscal year end, then it must be reported as part of the General Fund for fiscal year end audited financial statement purposes. For some of the City's special revenue funds, this necessitates the City Council to provide direction on the intended use of resources for the future. Staff recommends that the City Council adopt the following list of the City's Special Revenue Funds and their expected fund balance classifications:

- Vehicle Impound Fund – Restricted to Public Safety Use
- Supplemental Law Enforcement Fund – Restricted by State Statute
- Gas Tax Funds – Restricted by State Statute
- Proposition 1B – Restricted by State Statute
- Storm Drain Deposits – Restricted to Storm Drain Use
- Community Development Block Grants – Restricted by Federal/State Statute
- Downtown Parking Fund – Restricted by Council Action
- In-Lieu Park Fee – Restricted by State Statute
- Traffic Impact Fee – Restricted by State Statute
- Estate Donation Fund – Restricted by Council Intent
- Transportation Development Act (TDA) Funds – Restricted by State Statute

In addition, GASB 54 allows the City Council authority to "assign" ending fund balances or bestow this authority to a City officer or designee. To provide the City with the most flexibility in financial reporting, the City Manager is given authority to assign resources and ending fund balances.

# FINANCIAL POLICY

## FUND BALANCE POLICY LEVELS

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### PURPOSE

The City of Los Altos (City) has enacted the Fund Balance policies in an effort to ensure financial security through the maintenance of a healthy fund contingency balance that guides the creation, maintenance, and use of resources for financial stabilization purposes. The City's primary objective is to maintain a prudent level of financial resources to protect against reducing service levels or raising taxes and fees due to temporary revenue shortfalls or unpredicted one-time expenditures. The City also seeks to maintain the highest possible credit ratings which are dependent, in part, on the City's maintenance of a healthy fund balance.

### GENERAL FUND

The City's fiscal goal is to maintain annual expenditure increases at a sustainable growth rate, and to limit expenditures to anticipated revenue in order to maintain a balanced budget. The Council directed target is to maintain an unrestricted fund balance within the range of not less than 17% of annual operating expenditures for the fiscal year with a multi-year goal of achieving a 20% unrestricted fund balance level for the reasons noted below. This level of coverage includes General Fund balance amounts specifically assigned for annual Emergency and Operating Reserve as discussed and defined further below:

- To provide funding to cover approximately two (2) months of operating expenses with the goal of achieving three months coverage in the long term.
- To provide the liquidity necessary to accommodate the City's uneven cash flow, which is inherent in its periodic tax collection schedule.
- To provide the liquidity to respond to contingent liabilities.
- To adhere to Government Finance Officers Association (GFOA) recommendation that a minimum General Fund unrestricted fund balance to be maintained of no less than either two (2) months of regular operating revenues or expenditures.

### EMERGENCY AND OPERATING RESERVE

These balances are hereby defined as assigned by the City Council to allow the City to weather unpredicted cyclical and rapid downturns in the economy. These funds would be available for use in such conditions to mitigate negative economic fiscal impacts or State takeaways and can be activated within any one budget cycle through Council action. An economic downturn would entail a projected and/or sudden drop in core revenues (major tax and service revenue loss) of equal to or greater than 5% (including the impact of inflation) and/or a change in economic parameters (such as interest rates, debt service rates, commodity prices, pension rates) that cause a material change in expenditures of 5% or more, or the occurrence of a local natural disaster or unexpected financial claim requiring the immediate use of cash balances.

### GENERAL FUND OTHER POST-EMPLOYMENT BENEFITS BALANCES

The City conducted an actuarial study to comply with GASB Statement No. 45, *Accounting and Financial Reporting by Employers for Post-Employment Benefits* and to determine the City's obligation for the other post-employment benefits (OPEB). The study concluded that the City should set aside annual funding

# FINANCIAL POLICY

for this obligation and the City has maintained internal funding of OPEB obligations for this purpose. Additionally, the City will conduct an actuarial update every two to three years to maintain the current status of this valuation.

## SEWER FUND BALANCES

The City should maintain the balances in the Sewer Fund at a level sufficient to accommodate operating and capital needs. The Sewer Master Plan has set this reserve at 25% of annual expenditures, including estimated capital improvements. This level of funding should be established pursuant to the performance of a utility fund rate-study and/or master plan and are to be used for unanticipated operating and capital needs, and to level future rate increases. Multi-year fee studies for this fund should be updated periodically as a basis for defining the revenue sources necessary to maintain system infrastructure and required services levels. As a result of the periodic fee or master plan studies, adjustments to user charges may be necessary to maintain recommended fund balance levels.

## WORKERS' COMPENSATION AND LIABILITY INSURANCE FUNDING

Periodic actuarial studies of self-insured workers' compensation and general liabilities will be conducted to ensure that proper levels of liabilities are accrued for claims and that rates charged to operating departments are appropriate.

## EQUIPMENT REPLACEMENT FUNDING

An equipment replacement fund will be maintained to provide for the timely replacement of vehicles and other operating capital equipment. This fund is to be reviewed on an annual basis and rates charged to the using departments based on the depreciation guidelines established in this policy.

## FINANCIAL REPORTING

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The City's accounting and financial reports are to be maintained in conformance with GAAP.

An annual financial audit will be performed by an independent public accounting firm familiar with municipal government activities. The independent auditor will issue an audit opinion to be included in the City's Annual Comprehensive Financial Report (ACFR). Additionally, the auditor will present the ACFR and discuss audit findings to the Financial Commission. The City encourages the rotation of audit service providers on a periodic basis.

The City is encouraged to submit the Annual ACFR to State and/or National Government Finance Professional organizations (Government Finance Officers' Association's Certification of Achievement for Excellence in Financial Reporting - California Society of Municipal Finance Officers ACFR Award) for independent review and evaluation.

Internal financial status reports are to be issued on a periodic and timely basis – no less than quarterly and be made readily available citywide.

The City is to record the depreciation equipment, buildings and facilities, and infrastructure as follows and in line with internally established capitalization guidelines:



# FINANCIAL POLICY

## CAPITALIZATION THRESHOLDS

- Land purchases Any value
- Equipment \$5,000
- Buildings and facility improvements \$25,000
- Infrastructure \$100,000

## DEPRECIATION

Depreciation will be recorded on a straight-line basis over the following estimated useful lives:

- Equipment 3 – 10 years
- Site Improvements other than buildings 30 – 50 years
- Buildings 50 years
- Infrastructure 30 – 100 years

# CITY INFORMATION

## LOCATION

Los Altos, incorporated as a general law city in December of 1952, is located 37 miles south of San Francisco. Los Altos covers 7 square miles and is bordered by Los Altos Hills, Palo Alto, Mountain View, Sunnyvale and Cupertino.

**Los Altos City Hall**  
1 North San Antonio Road  
Los Altos, CA 94022

Phone: (650) 947-2700  
Fax: (650) 947-2701  
[administration@losaltosca.gov](mailto:administration@losaltosca.gov)  
[www.losaltosca.gov](http://www.losaltosca.gov)

The City of Los Altos is seven square miles with seven distinct commercial areas and is home to approximately 30,000 people. The city incorporated to preserve the rural atmosphere and small town feel and to prevent annexation from neighboring cities. The commercial districts are bustling neighborhood retail areas, characterized by tree-lined streets and a village atmosphere. Los Altos will celebrate its 65th anniversary in 2017 and since 1952 has successfully preserved its rural roots, maintained spacious lot sizes for single-family homes and established policies for commercial development.

The City of Los Altos operates as a Council-Manager form of government. Council Members are elected at-large to four-year terms and are responsible for determining City policies and service standards. The City Council in turn appoints the City Manager, to oversee the daily operation of the city organization.

## DEMOGRAPHICS

Population	31,190 <sup>1</sup>
Total Households	10,591 <sup>2</sup>
Median Family Income	\$208,309 <sup>2</sup>
Average Household Size	2.86 <sup>2</sup>
Median Age	47.7 <sup>2</sup>
Population aged 65+	19.9% <sup>2</sup>
Total Businesses	1,451 <sup>3</sup>
School Enrollment (K-8)	4,243 <sup>4</sup>
School Enrollment (9-12)	4,076 <sup>5</sup>

### Sources:

(1) CA Department of Finance, January 2019 (2) U.S. Census Bureau, 2013-2017 (3) City-Data (4) Los Altos Unified School District (5) Mountain View Los Altos Unified High School District (6) Zillow Home Value Index

# CITY INFORMATION

## ELECTED OFFICIALS

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### ELECTED OFFICIALS

### TERM EXPIRATION

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<b>Neysa Fligor</b> <i>Mayor</i>	November 2022
<b>Anita Enander</b> <i>Vice Mayor</i>	November 2022
<b>Lynette Lee Eng</b> <i>Councilmember</i>	November 2024
<b>Sally Meadows</b> <i>Councilmember</i>	November 2024
<b>Jonathan Weinberg</b> <i>Councilmember</i>	November 2024

## CITY INFORMATION

The mission of the City Council, staff, commissions, committees, and volunteers is to foster and maintain the City of Los Altos as a great place to live and to raise a family.



### EXECUTIVE TEAM

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Brad Kilger

Jolie Houston

Jon Maginot

Andy Galea

Jim Sandoval

Manuel Hernandez

Andrea Chelemengos

Donna Legge

Jon Biggs

Interim City Manager

City Attorney

Deputy City Manager

Police Chief

Engineering Services Director

Municipal Services Director

City Clerk

Recreation & Community Services Director

Community Development Director

# CITY INFORMATION

## 2021 COUNCIL PRIORITIES

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### HOUSING

The City of Los Altos will support the creation of housing that is diverse, equitable, and affordable for all income levels in the Community and support funding and legislation that will help the City to do so and retain its flexibility in zoning decisions.

### LAND USE

The City of Los Altos will implement policies that support a land-use mix and density that reflect the values of the Community, including seeking to protect and increase its green space, while ensuring compliance with any applicable laws and regulations.

### FISCAL SUSTAINABILITY

The City of Los Altos will continue to be responsible financial stewards of its resources and assets to ensure long-term fiscal sustainability by practicing sound financial management and fiscal transparency, while providing fiscally sustainable government services that address the needs of the community.

### COMMUNITY SAFETY

The City of Los Altos will continue to implement plans, strategies, and educational opportunities to ensure public safety, traffic safety, and emergency preparedness services are done in a responsive, equitable, professional, socially responsible, and trustworthy manner.

### ASSET MANAGEMENT

The City of Los Altos will set clear expectations and allocate the necessary funding to maintain and improve City facilities and infrastructure that are necessary to provide high-quality services for the well-being of residents.

### ENVIRONMENTAL SUSTAINABILITY

The City of Los Altos will be a leader on environmental sustainability through education, and adopting and embracing policies, initiatives, and practices that advance this effort.

### COMMUNITY ENGAGEMENT

The City of Los Altos will continue to improve its community engagement process to ensure all community members are heard, informed, and included.

### TRANSITIONING THROUGH CHANGE

The City Council will proactively address the impact of COVID-19 and other consequential changes on the community during 2020 and 2021 to ensure Los Altos successfully navigates these transitions to be an even stronger community.

# CITY INFORMATION

## COMMISSIONS & COMMITTEES

### COMPLETE STREETS COMMISSION

COMMISSIONER	TERM	TERM EXPIRATION
Suzanne Ambiel	2nd	March 2024
Stacy Banerjee	1st	March 2022
Tom Gschneider	Partial	March 2022
Steve Katz	Partial	March 2024
Nadim Maluf	1st	March 2022
Cynthia O'Yang	1st	March 2024
Suresh Venkatraman	1st	March 2024

*Staff Liaison: Jamie Rodriguez (Public Works)*

### DESIGN REVIEW COMMISSION

COMMISSIONER	TERM	TERM EXPIRATION
Frank Bishop	1st	September 2022
David Blockhus	1st	September 2024
Samuel Harding	2nd	September 2024
Jude Kirik	2nd	September 2022
Michael Ma	1st	September 2024

*Staff Liaison: Guido Persicone (Planning)*

### ENVIRONMENTAL COMMISSION

COMMISSIONER	TERM	TERM EXPIRATION
Bruno Delagneau	1st	March 2024
Raashina Humayan	1st	March 2024
David Klein	1st	March 2022
Shiaoping Lu	Partial	March 2022
Laura Teksler	2nd	March 2024
Don Weiden	1st	March 2022
Lei Yuan	2nd	March 2022

*Staff Liaison: Emiko Ancheta (Community Development)*



# CITY INFORMATION

## FINANCIAL COMMISSION

COMMISSIONER	TERM	TERM EXPIRATION
John Claras	Partial	September 2021
Mark Frey	1st	September 2023
Gary Kalbach	1st	September 2021
Kuljeet Kalkat	2nd	September 2023
Martha McClatchie	2nd	September 2023
Anthony “Tony” Richmond	1st	September 2021
Vacant		September 2023

*Staff Liaison: Jon Maginot (Executive)*

## HISTORICAL COMMISSION

COMMISSIONER	TERM	TERM EXPIRATION
Russell Bartlett	2nd	September 2024
Margo Horn	2nd	September 2022
Larry Lang	2nd	September 2024
David Moore	1st	September 2022
Kirk Paige	1st	September 2024
Nomi Trapnell	2nd	September 2022
Sepideh Zoufonoun	1st	September 2022

*Staff Liaison: Sean Gallegos (Planning)*

## LIBRARY COMMISSION

COMMISSIONER	TERM	TERM EXPIRATION
Pierre Bedard	Partial	September 2021
Carolle Carter	Partial	September 2021
Reginia Chan	1st	September 2024
Julie Crane	Partial	September 2021
Nelvin Gee	1st	September 2023
Ying Liu	1st	August 2024
Freddie Wheeler	1st	September 2023

*Staff Liaison: Jaime Chew (Recreation)*

## PARKS & RECREATION COMMISSION

COMMISSIONER	TERM	TERM EXPIRATION
John Corrigan	Partial	March 2023
Pete Dailey	1st	March 2023
Tanya Lindermeier	2nd	March 2025
Teresa Morris	1st	March 2025
Jeanine Valadez	1st	March 2025
Cyndie Wang	1st	March 2025
Yong Yeh	1st	March 2023

*Staff Liaison: Donna Legge (Recreation)*

# CITY INFORMATION

## PLANNING COMMISSION

COMMISSIONER	TERM	TERM EXPIRATION
Mehruss Ahi	1st	September 2022
Ronit Bodner	2nd	September 2022
Shelley Doran	1st	September 2024
David Marek	Partial	September 2022
Susan Mensinger	1st	September 2024
Richard Roche	1st	September 2024
Eric Steinle	1st	September 2024

*Staff Liaison: Jon Biggs (Planning)*

## PUBLIC ARTS COMMISSION

COMMISSIONER	TERM	TERM EXPIRATION
Nancy Ellickson	2nd	September 2021
David Horine	1st	September 2023
Hilary King	Partial	September 2021
Paula Rini	2nd	September 2021
Ginny Strock	1st	September 2023
Monica Waldman	2nd	September 2023
Vacant		September 2021

*Staff Liaison: William Wells (Recreation)*

## SENIOR COMMISSION

COMMISSIONER	TERM	TERM EXPIRATION
Jim Basiji	2nd	March 2023
William Buchholz	2nd	March 2023
Jayne Cohen	1st	March 2022
Tony Lee	1st	March 2023
Chris Nagao	2nd	March 2022
Kevin O'Reilly	2nd	March 2022
Zee Yu	1st	March 2022

*Staff Liaison: Bridget Matheson (Recreation)*





# CITY INFORMATION

## YOUTH COMMISSION

COMMISSIONER	TERM	TERM EXPIRATION
Vivek Bharati	1st	June 2021
Boladale Erogbogbo	3rd	June 2022
Tom Harpaz	2nd	June 2021
Connie Hong	2nd	June 2021
Aastha Mangla	1st	June 2022
Anna Morokutti	1st	June 2022
Ashlynn Tusneem	1st	June 2022
Aarthi Venkatraman	1st	June 2022
Sander Vonk	1st	June 2022
Jessica Young	1st	June 2021
Vacant		June 2021

*Staff Liaison: William Wells (Recreation)*

## JOINT COMMUNITY VOLUNTEER SERVICE AWARDS COMMISSION

COMMISSIONER	TERM	TERM EXPIRATION
Anita Enander (Los Altos)		Council Representative
Cheryl Caligaris (Los Altos)	1st	March 2023
Laurel Iverson (Los Altos)	1st	March 2023
Rebecca Lowell (Los Altos)	1st	March 2025
Rita Patel (Los Altos)	1st	March 2025
Dannis Young (Los Altos)	2nd	March 2023
Linda Swan (LAH)		Council Representative
Benjamin Gilkis (LAH)	2nd	March 2022
Donald Mattson (LAH)	1st	March 2023
Sandy Mingia (LAH)	1st	March 2023
Lakshmi Ramgopal (LAH)	1st	March 2024
Vacant (LAH)		March 2023

## NORTH COUNTY LIBRARY AUTHORITY

MEMBER	REPRESENTING AGENCY	TERM EXPIRATION
Suzanne Epstein	Los Altos Hills	March 2023
Neysa Fligor	Los Altos City Council	December 2022
Cindy Hill	Library Commission	December 2024
Sally Meadows	Los Altos City Council	December 2024
Lisa Schmidt	Los Altos Hills	December 2024
Marcie Scott	Commission Liaison	

# CITY INFORMATION

## PERSONNEL ALLOCATIONS

<b>EXECUTIVE</b>	<b>FY2018/19</b>	<b>FY2019/20</b>	<b>FY2020/21</b>	<b>FY2021/22</b>	<b>FY22/23</b>
City Manager	1	1	1	1	1
Assistant City Manager	1	1	1	1	1
City Clerk/Deputy City Manager	1	--	--	--	--
City Clerk	--	1	1	1	1
Deputy City Clerk	1	--	--	--	--
Deputy City Manager	--	1	1	1	1
Executive Assistant	1	1	1	1	1
Human Resources Manager	1	1	1	1	1
Human Resources Analyst	--	--	1	1	1
Human Resources Technician	1	1	--	--	--
Information Technology Manager	1	1	1	1	1
Information Technology Analyst	1	1	1	1	1
Information Technology Technician	1	1	1	--	--
Network Systems Administrator	--	--	--	1	1
Public Information Officer	1	1	1	1	1
<b>TOTAL</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>

<b>FINANCE</b>	<b>FY2018/19</b>	<b>FY2019/20</b>	<b>FY2020/21</b>	<b>FY2021/22</b>	<b>FY22/23</b>
Finance Director	1	1	1	1	1
Financial Services Manager	1	1	1	1	1
Senior Accountant	1	1	1	1	1
Accounting Technician I/II	3	3	3	3	3
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>



## CITY INFORMATION

<b>PUBLIC SAFETY</b>	<b>FY2018/19</b>	<b>FY2019/20</b>	<b>FY2020/21</b>	<b>FY2021/22</b>	<b>FY22/23</b>
Police Chief	1	1	1	1	1
Police Captain	2	2	2	2	2
Police Services Manager	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Police Sergeant	6	6	6	6	6
Police Agent	6	6	6	6	6
Police Officer	16	17	17	17	17
Community Serv Offer	3	3	3	3	3
Lead Communications Offer	1	1	1	1	1
Communications Offer	5	5	5	5	5
Lead Record Specialist	1	1	1	1	1
Records Specialists	3	3	3	3	3
<b>TOTAL</b>	<b>46</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>47</b>

<b>COMMUNITY DEVELOPMENT</b>	<b>FY2018/19</b>	<b>FY2019/20</b>	<b>FY2020/21</b>	<b>FY2021/22</b>	<b>FY22/23</b>
Community Development Director	1	1	1	1	1
Planning Services Manager	2	1	1	1	1
Senior Planner	1	1	1	1	1
Assistant Planner	--	2	2	2	2
Associate Planner	2	1	1	1	1
Econ Development Coordinator	1	1	1	1	1
Sustainability Coordinator	--	1	1	1	1
Executive Assistant	2	2	2	2	2
Building Official	1	1	1	1	1
Building Inspector	3	3	3	3	3
Sr Building Inspector	1	1	1	1	1
Building Technician	1	1	1	1	1
<b>TOTAL</b>	<b>15</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>

# CITY INFORMATION

<b>ENGINEERING</b>	<b>FY2018/19</b>	<b>FY2019/20</b>	<b>FY2020/21</b>	<b>FY2021/22</b>	<b>FY22/23</b>
Public Works Director	1	--	--	--	--
Engineering Services Director	--	1	1	1	1
Special Projects Manager	1	1	1	1	1
Project Manager	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Assoc Civil Engineer	--	--	--	1	1
Asst Civil Engineer	3	4	4	3	3
Construction Inspector	1	1	1	1	1
GIS Technician	--	--	--	1	1
Junior Civil Engineer	1	--	--	--	--
Engineering Technician	1	1	1	--	--
Engineering Services Manager	1	1	1	1	1
Senior Engineer	2	2	2	2	2
Transportation Services Manager	1	1	1	1	1
<b>TOTAL</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>

<b>MAINTENANCE SERVICES</b>	<b>FY2018/19</b>	<b>FY2019/20</b>	<b>FY2020/21</b>	<b>FY2021/22</b>	<b>FY22/23</b>
Maintenance Services Director	--	1	1	1	1
Maintenance Services Manager	1	--	--	--	--
Executive Assistant	1	1	1	1	1
Maintenance Supervisor	4	4	4	4	4
Equipment Mechanic	1	1	1	1	1
Maintenance Lead Worker	6	6	6	6	6
Maintenance Worker I	8	8	8	7	7
Maintenance Worker II	11	11	11	12	12
Maintenance Technician	2	2	2	2	2
<b>TOTAL</b>	<b>34</b>	<b>34</b>	<b>34</b>	<b>34</b>	<b>34</b>

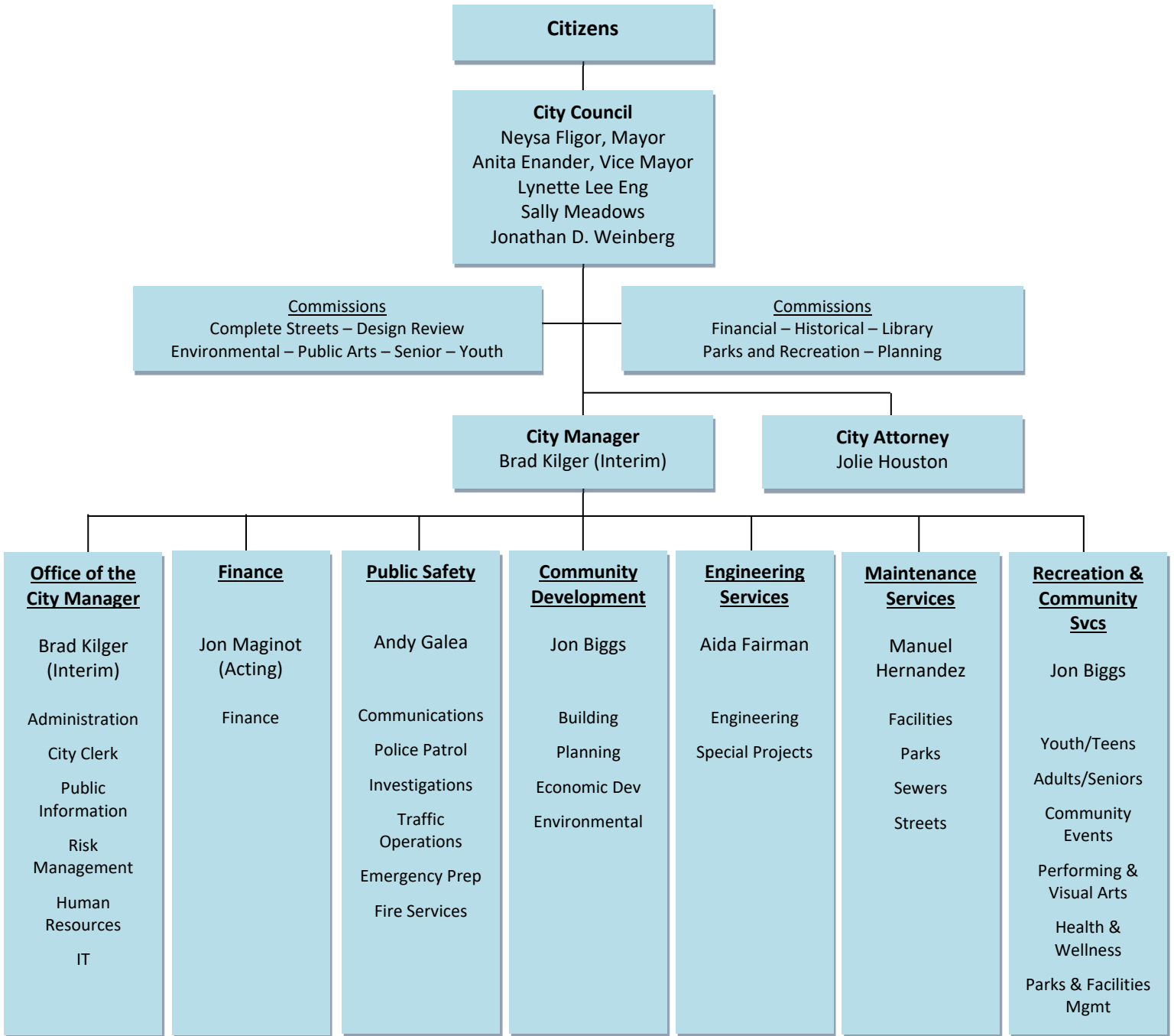


# CITY INFORMATION

<b>RECREATION &amp; COMMUNITY SERVICES</b>	<b>FY2018/19</b>	<b>FY2019/20</b>	<b>FY2020/21</b>	<b>FY2021/22</b>	<b>FY22/23</b>
Recreation Director	1	1	1	1	1
Recreation Manager	1	1	1	1	1
Recreation Supervisor	1	1	1	2	2
Office Assistant II	1	1	1	1	1
Recreation Coordinator	3	3	3	3	3
Facility Coordinator	1	1	1	--	--
<b>TOTAL</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

<b>LOS ALTOS TOTAL</b>	<b>FY2018/19</b>	<b>FY2019/20</b>	<b>FY2020/21</b>	<b>FY2021/22</b>	<b>FY22/23</b>
Executive	11	11	11	11	11
Finance	6	6	6	6	6
Public Safety	46	47	47	47	47
Community Development	15	16	16	16	16
Public Works	48				
Recreation & Community Services	8	8	8	8	8
Engineering		14	14	14	14
Maintenance Services		34	34	34	34
<b>TOTAL</b>	<b>134</b>	<b>136</b>	<b>136</b>	<b>136</b>	<b>136</b>





# California Society of Municipal Finance Officers

*Certificate of Award*

## ***Operating Budget Excellence Award Fiscal Year 2019-2020***

*Presented to the*

***City of Los Altos***

For meeting the criteria established to achieve the CSMFO Excellence Award in Budgeting.

***January 31, 2020***



A handwritten signature in black ink, appearing to read "Steve Heide".

***Steve Heide***  
***CSMFO President***

A handwritten signature in black ink, appearing to read "Yolanda Rodriguez".

***Yolanda Rodriguez, Chair***  
***Recognition Committee***

***Dedicated Excellence in Municipal Financial Reporting***

# FY2021/22 BUDGET SUMMARY

FUND	Beginning Balance* 7/1/2021	Revenue	Expenditures	Transfers In/(Out)	Ending Balance 6/30/2022
<b>GENERAL FUND</b>					
Unreserved Fund Balance	\$ 1,118,613	\$ 48,570,534	\$ (47,092,815)	\$ (1,477,719)	\$ 1,189,613
Operating Reserve	8,693,607	-	-	-	8,693,607
OPEB Reserve	1,500,000	-	-	-	1,500,000
PERS Reserve	5,000,000	-	-	-	5,000,000
Technology Reserve	1,412,090	-	(250,000)	-	1,162,090
<b>Total General Fund:</b>	<b>17,724,310</b>	<b>48,570,534</b>	<b>(47,413,815)</b>	<b>(1,477,719)</b>	<b>17,545,310</b>
<b>ENTERPRISE FUNDS</b>					
Sewer Fund	9,587,866	8,420,000	(9,280,754)	-	8,727,112
Solid Waste Fund	5,430,033	888,913	(794,941)	-	5,524,005
<b>Total Enterprise Funds:</b>	<b>15,017,899</b>	<b>9,308,913</b>	<b>(10,075,695)</b>	<b>-</b>	<b>14,251,117</b>
<b>CAPITAL IMPROVEMENT FUNDS</b>					
Capital Projects Fund	8,564,438	-	(5,550,000)	-	3,014,438
Equipment Replacement Fund	359,590	-	(357,500)	-	2,090
<b>Total Capital Improvement Funds:</b>	<b>8,924,028</b>	<b>-</b>	<b>(5,907,500)</b>	<b>-</b>	<b>3,016,528</b>
<b>INTERNAL SERVICE FUNDS</b>					
Dental/Vision Fund	608	269,595	(269,595)	-	608
Unemployment Fund	544,292	-	(15,000)	-	529,292
Workers Compensation Fund	1,871,934	291,003	(791,003)	-	1,371,934
Liability Fund	238,246	500,000	(700,000)	-	38,246
<b>Total Internal Service Funds:</b>	<b>2,655,080</b>	<b>1,060,598</b>	<b>(1,775,598)</b>	<b>-</b>	<b>1,940,080</b>
<b>SPECIAL REVENUE FUNDS</b>					
Road Maintenance (SB1)	757,260	609,599	(500,000)	-	866,859
CDBG Fund	4,617	-	-	-	4,617
Grants Fund-ARP Act	-	-	-	918,229	847,229
Downtown Parking Fund	928,715	40,000	-	(40,000)	928,715
Estate Donation Fund	16,941	-	-	-	16,941
Gas Tax Fund	2,013,793	800,054	(1,350,000)	-	1,463,847
Prop 1B Road Maintenance	44,428	-	-	-	44,428
Measure B	-	550,000	(550,000)	-	-
In Lieu Park Fund	5,764,582	5,319,000	(800,000)	-	10,283,582
Supplemental Law Enforcement Fund	89,281	100,000	-	(100,000)	89,281
TDA Fund	-	50,000	(50,000)	-	-
Traffic Impact Fee Fund	471,504	411,693	(550,000)	-	333,197
Vehicle Registration Fund	382,384	-	-	-	382,384
PEG Fees	173,662	100,000	(100,000)	(70,000)	103,662
Public Art Fund	166,127	-	(60,000)	-	106,127
Storm Drain Deposits	56,086	-	-	-	56,086
Vehicle Impound Fund	-	20,000	-	(20,000)	-
<b>Total Special Revenue Funds:</b>	<b>10,869,380</b>	<b>8,000,346</b>	<b>(3,960,000)</b>	<b>688,229</b>	<b>15,526,955</b>
<b>DEBT SERVICE FUND</b>					
General Debt Service	364,179	-	(789,490)	789,490	364,179
<b>Total Debt Service Fund:</b>	<b>364,179</b>	<b>-</b>	<b>(789,490)</b>	<b>789,490</b>	<b>364,179</b>
<b>ALL FUNDS TOTAL</b>	<b>\$ 55,554,876</b>	<b>\$ 66,940,391</b>	<b>\$ (69,851,098)</b>	<b>\$ -</b>	<b>\$ 52,644,169</b>

\* Beginning Balance excludes Non-Spendable and Reserved for Capital Assets fund balances



# FY2022/23 BUDGET SUMMARY

FUND	Beginning Balance* 7/1/2022	Revenue	Expenditures	Transfers In/(Out)	Ending Balance 6/30/2023
<b>GENERAL FUND</b>					
Unreserved Fund Balance	\$ 1,189,613	\$ 50,733,877	\$ (48,665,555)	\$ (2,068,322)	\$ 1,118,613
Operating Reserve	8,693,607	-	-	-	8,693,607
OPEB Reserve	1,500,000	-	-	-	1,500,000
PERS Reserve	5,000,000	-	-	-	5,000,000
Technology Reserve	1,162,090	-	(350,000)	-	812,090
<b>Total General Fund:</b>	<b>17,545,310</b>	<b>50,733,877</b>	<b>(49,015,555)</b>	<b>(2,068,322)</b>	<b>17,195,310</b>
<b>ENTERPRISE FUNDS</b>					
Sewer Fund	8,727,112	8,570,000	(10,894,182)	-	6,402,930
Solid Waste Fund	5,524,005	914,828	(801,803)	-	5,637,030
<b>Total Enterprise Funds:</b>	<b>14,251,117</b>	<b>9,484,828</b>	<b>(11,695,985)</b>	<b>-</b>	<b>12,039,960</b>
<b>CAPITAL IMPROVEMENT FUNDS</b>					
Capital Projects Fund	3,014,438	-	(6,050,000)	-	(3,035,562)
Equipment Replacement Fund	2,090	-	(376,500)	-	(374,410)
<b>Total Capital Improvement Funds:</b>	<b>3,016,528</b>	<b>-</b>	<b>(6,426,500)</b>	<b>-</b>	<b>(3,409,972)</b>
<b>INTERNAL SERVICE FUNDS</b>					
Dental/Vision Fund	608	277,695	(277,695)	-	608
Unemployment Fund	529,292	-	(15,000)	-	514,292
Workers Compensation Fund	1,371,934	-	(809,582)	-	562,352
Liability Fund	38,246	809,582	(800,000)	-	47,828
<b>Total Internal Service Funds:</b>	<b>1,940,080</b>	<b>1,087,277</b>	<b>(1,902,277)</b>	<b>-</b>	<b>1,125,080</b>
<b>SPECIAL REVENUE FUNDS</b>					
Road Maintenance (SB1)	866,859	615,000	(500,000)	-	981,859
CDBG Fund	4,617	-	-	-	4,617
Grants Fund-ARP Act	847,229	-	-	1,504,357	2,351,586
Downtown Parking Fund	928,715	40,000	-	(40,000)	928,715
Estate Donation Fund	16,941	-	-	-	16,941
Gas Tax Fund	1,463,847	840,057	(800,000)	-	1,503,904
Prop 1B Road Maintenance Measure B	44,428	-	-	-	44,428
In Lieu Park Fund	-	550,000	(550,000)	-	-
Supplemental Law Enforcement Fund	10,283,582	927,200	(1,050,000)	-	10,160,782
TDA Fund	89,281	100,000	-	(100,000)	89,281
Traffic Impact Fee Fund	-	50,000	(50,000)	-	-
Traffic Impact Fee Fund	333,197	812,055	(450,000)	-	695,252
Vehicle Registration Fund	382,384	-	-	-	382,384
PEG Fees	103,662	100,000	-	(70,000)	133,662
Public Art Fund	106,127	-	(50,000)	-	48,127
Storm Drain Deposits	56,086	-	-	-	56,086
Vehicle Impound Fund	-	20,000	-	(20,000)	-
<b>Total Special Revenue Funds:</b>	<b>15,526,955</b>	<b>4,054,312</b>	<b>(3,450,000)</b>	<b>1,274,357</b>	<b>17,405,624</b>
<b>DEBT SERVICE FUND</b>					
General Debt Service	364,179	-	(793,965)	793,965	364,179
<b>Total Debt Service Fund:</b>	<b>364,179</b>	<b>-</b>	<b>(793,965)</b>	<b>793,965</b>	<b>364,179</b>
<b>ALL FUNDS TOTAL</b>	<b>\$ 52,644,169</b>	<b>\$ 65,360,294</b>	<b>\$ (73,284,282)</b>	<b>\$ -</b>	<b>\$ 44,720,181</b>

\* Beginning Balance excludes Non-Spendable and Reserved for Capital Assets fund balances

# GENERAL FUND SUMMARY

GENERAL FUND	FY2018/19	FY2019/20	FY2020/21	FY2020/21	FY2021/22	FY2022/23	% Change
	Actual	Actual	Budget	Projected	Proposed	Proposed	over Projected FY2020/21
<b>REVENUES</b>							
Taxes	\$ 34,510,795	\$ 35,596,861	\$ 34,184,716	\$ 34,526,236	\$ 36,665,070	\$ 37,983,388	6.2%
Interest/Rental Income	1,932,911	2,257,576	405,045	365,000	359,000	356,300	-1.6%
Fees	9,076,778	7,946,708	6,950,757	6,629,204	7,848,500	8,696,225	18.4%
Miscellaneous Revenue	195,369	235,603	616,752	105,293	99,000	99,000	-6.0%
<b>Total General Fund Revenues:</b>	<b>45,715,853</b>	<b>46,036,748</b>	<b>42,157,270</b>	<b>41,625,733</b>	<b>44,971,570</b>	<b>47,134,913</b>	<b>8.0%</b>
<b>One-time Revenues</b>							
Community Center Loan	-	-	10,000,000	10,001,300	-	-	-100.0%
Federal CARES Act	-	-	-	381,230	-	-	-100.0%
Federal ARP Act	-	-	-	-	3,598,964	3,598,964	0.0%
Transfers In	166,430	111,850	160,000	100,000	230,000	230,000	130.0%
<b>Total General Fund Revenue/Transfers In:</b>	<b>\$ 45,882,283</b>	<b>\$ 46,148,598</b>	<b>\$ 52,317,270</b>	<b>\$ 52,108,263</b>	<b>\$ 48,800,534</b>	<b>\$ 50,963,877</b>	<b>-6.3%</b>
<b>EXPENDITURES</b>							
Legislative	\$ 281,850	\$ 369,547	\$ 298,684	\$ 297,547	\$ 368,572	\$ 369,875	23.9%
Executive	3,935,061	5,994,973	5,594,304	6,441,209	6,593,329	6,726,421	2.4%
Finance	1,456,339	2,150,798	1,448,712	1,620,366	2,049,301	1,753,182	26.5%
Community Development	3,132,945	3,157,421	3,563,580	3,137,595	4,278,005	4,298,163	36.3%
Engineering	2,333,452	2,664,951	3,118,417	2,856,220	3,847,984	3,981,301	34.7%
Maintenance Services	5,283,007	5,168,016	5,320,779	5,118,324	5,821,229	5,926,799	13.7%
Public Safety	18,117,843	18,795,500	20,343,895	19,033,858	21,662,657	22,918,053	13.8%
Recreation & Community Services	2,468,894	2,313,247	1,795,024	1,695,041	2,471,738	2,691,761	45.8%
<b>Total General Fund Expenditures:</b>	<b>37,009,391</b>	<b>40,614,453</b>	<b>41,483,395</b>	<b>40,200,160</b>	<b>47,092,815</b>	<b>48,665,555</b>	<b>17.1%</b>
Transfers Out	6,523,798	17,806,518	10,867,400	10,789,490	1,707,719	2,298,322	-84.2%
<b>Total General Fund Expenditures/Transfers Out:</b>	<b>\$ 43,533,189</b>	<b>\$ 58,420,971</b>	<b>\$ 52,350,795</b>	<b>\$ 50,989,650</b>	<b>\$ 48,800,534</b>	<b>\$ 50,963,877</b>	<b>-4.3%</b>
<b>TOTAL REVENUES OVER EXPENDITURES</b>	<b>\$ 2,349,094</b>	<b>\$ (12,272,373)</b>	<b>\$ (33,525)</b>	<b>\$ 1,118,613</b>	<b>\$ -</b>	<b>\$ -</b>	

# GENERAL FUND REVENUE SUMMARY

GENERAL FUND REVENUES	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Budget	FY2020/21 Projected	FY2021/22 Proposed Budget	FY2022/23 Proposed Budget	% Change Over Projected FY2020/21
<b>Taxes</b>							
Property Tax	\$ 23,791,531	\$ 25,786,599	\$ 27,287,029	\$ 27,256,236	\$ 28,713,170	\$ 29,568,955	5.3%
Sales Tax	3,461,299	3,373,391	2,641,120	2,860,000	3,053,000	3,114,060	6.7%
Utility Users Tax	2,743,570	2,838,663	2,464,430	2,650,000	2,729,500	2,811,385	3.0%
Motor VLF	15,054	24,686	-	-	-	-	0.0%
Transient Occupancy Tax	3,166,067	2,359,762	582,200	580,000	1,000,000	1,310,000	72.4%
Business License Tax	540,262	517,818	468,180	470,000	479,400	488,988	2.0%
Construction Tax	113,588	115,994	190,600	110,000	110,000	110,000	0.0%
Documentary Transfer Tax	679,424	579,948	551,157	600,000	580,000	580,000	-3.3%
<b>Total Taxes:</b>	<b>34,510,795</b>	<b>35,596,861</b>	<b>34,184,716</b>	<b>34,526,236</b>	<b>36,665,070</b>	<b>37,983,388</b>	<b>6.2%</b>
<b>Income</b>							
Interest Income	1,908,805	2,233,470	381,045	341,000	335,000	332,300	-1.8%
Rental Income	24,106	24,106	24,000	24,000	24,000	24,000	0.0%
<b>Total Income:</b>	<b>1,932,911</b>	<b>2,257,576</b>	<b>405,045</b>	<b>365,000</b>	<b>359,000</b>	<b>356,300</b>	<b>-1.7%</b>
<b>Fees</b>							
Recreation Fees	1,963,119	846,586	38,500	83,300	568,000	1,352,000	581.9%
Community Development Fees	3,775,495	3,383,733	3,311,240	3,195,671	3,791,300	3,802,300	18.6%
Franchise Fees	2,222,235	2,286,957	2,353,077	2,295,000	2,317,500	2,340,225	1.0%
Administrative Fees	690,600	1,148,700	918,500	918,500	918,500	918,500	0.0%
Police Fees	425,329	280,732	329,440	136,733	253,200	283,200	85.2%
<b>Total Fees:</b>	<b>9,076,778</b>	<b>7,946,708</b>	<b>6,950,757</b>	<b>6,629,204</b>	<b>7,848,500</b>	<b>8,696,225</b>	<b>18.4%</b>
<b>Total Miscellaneous Revenue:</b>	<b>195,369</b>	<b>235,603</b>	<b>616,752</b>	<b>105,293</b>	<b>99,000</b>	<b>99,000</b>	<b>-6.0%</b>
<b>Total General Fund Revenue:</b>	<b>45,715,853</b>	<b>46,036,748</b>	<b>42,157,270</b>	<b>41,625,733</b>	<b>44,971,570</b>	<b>47,134,913</b>	<b>8.0%</b>
<b>One-Time Revenues:</b>							
Community Center Loan	-	-	10,000,000	10,001,300	-	-	-100.0%
Federal CARES Act	-	-	-	381,230	-	-	-100.0%
Federal ARP Act	-	-	-	-	3,598,964	3,598,964	0.0%
Transfers In	166,430	111,850	160,000	100,000	230,000	230,000	130.0%
<b>Total General Fund Revenue/Transfers In:</b>	<b>\$ 45,882,283</b>	<b>\$ 46,148,598</b>	<b>\$ 52,317,270</b>	<b>\$ 52,108,263</b>	<b>\$ 48,800,534</b>	<b>\$ 50,963,877</b>	<b>-6.3%</b>

# GENERAL FUND EXPENDITURE SUMMARY

GENERAL FUND EXPENDITURES	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Budget	FY2020/21 Projected	FY2021/22 Proposed Budget	FY2022/23 Proposed Budget	% Change Over Projected FY2020/21
<b>LEGISLATIVE</b>							
City Council	\$ 281,850	\$ 369,547	\$ 298,684	\$ 297,547	\$ 368,572	\$ 369,875	23.9%
<b>Total City Council:</b>	<b>281,850</b>	<b>369,547</b>	<b>298,684</b>	<b>297,547</b>	<b>368,572</b>	<b>369,875</b>	<b>23.9%</b>
<b>EXECUTIVE</b>							
City Manager	824,092	784,830	719,578	1,052,748	938,379	947,108	-10.9%
City Attorney	769,763	2,702,718	2,212,000	2,640,892	2,912,000	2,912,000	10.3%
City Clerk	676,665	635,106	724,816	824,664	725,956	822,491	-12.0%
Human Resources	689,737	791,918	835,043	840,881	903,729	881,242	7.5%
Information Technology	974,804	1,080,401	1,102,867	1,082,024	1,113,265	1,163,580	2.9%
<b>Total Executive:</b>	<b>3,935,061</b>	<b>5,994,973</b>	<b>5,594,304</b>	<b>6,441,209</b>	<b>6,593,329</b>	<b>6,726,421</b>	<b>2.4%</b>
<b>Finance</b>							
Finance	1,306,238	1,461,069	1,225,212	1,446,234	1,710,301	1,444,182	18.3%
Non-Departmental	150,101	689,729	223,500	174,132	339,000	309,000	94.7%
<b>Total Finance:</b>	<b>1,456,339</b>	<b>2,150,798</b>	<b>1,448,712</b>	<b>1,620,366</b>	<b>2,049,301</b>	<b>1,753,182</b>	<b>26.5%</b>
<b>COMMUNITY DEVELOPMENT</b>							
Planning	1,407,702	1,511,972	1,596,216	1,488,730	1,830,852	1,835,209	23.0%
Building	1,528,765	1,460,663	1,765,369	1,432,467	2,158,255	2,166,839	50.7%
Economic Development	196,478	184,786	201,995	216,398	250,448	257,665	15.7%
Environmental-Sustainability	-	-	-	-	38,450	38,450	0.0%
<b>Total Community Development:</b>	<b>3,132,945</b>	<b>3,157,421</b>	<b>3,563,580</b>	<b>3,137,595</b>	<b>4,278,005</b>	<b>4,298,163</b>	<b>36.3%</b>
<b>ENGINEERING</b>							
Engineering	1,909,795	2,241,013	2,415,219	2,196,440	2,859,508	2,950,953	30.2%
Stormwater Maintenance	171,435	123,036	248,198	204,780	257,276	259,718	25.6%
Traffic	252,222	300,902	455,000	455,000	731,200	770,630	60.7%
<b>Total Engineering:</b>	<b>2,333,452</b>	<b>2,664,951</b>	<b>3,118,417</b>	<b>2,856,220</b>	<b>3,847,984</b>	<b>3,981,301</b>	<b>34.7%</b>
<b>MAINTENANCE SERVICES</b>							
Maintenance Administration	598,058	551,234	578,239	546,661	544,945	553,360	-0.3%
Fleet Maintenance	178,017	171,256	193,507	175,727	199,053	202,550	13.3%
Street Maintenance	881,350	876,553	888,590	788,223	1,067,832	1,093,321	35.5%
Parks and Street Landscaping	2,498,745	2,384,868	2,265,370	2,321,030	2,399,039	2,442,897	3.4%
Facility Maintenance	1,126,837	1,184,105	1,395,073	1,286,683	1,610,360	1,634,671	25.2%
<b>Total Maintenance Services:</b>	<b>5,283,007</b>	<b>5,168,016</b>	<b>5,320,779</b>	<b>5,118,324</b>	<b>5,821,229</b>	<b>5,926,799</b>	<b>13.7%</b>

# GENERAL FUND EXPENDITURE SUMMARY

GENERAL FUND EXPENDITURES	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Budget	FY2020/21 Projected	FY2021/22 Proposed Budget	FY2022/23 Proposed Budget	% Change Over Projected FY2020/21
<b>PUBLIC SAFETY</b>							
Administration	1,461,888	1,509,943	1,540,743	1,488,549	1,552,716	1,573,781	4.3%
Support Services	2,021,981	1,926,747	2,277,563	2,034,027	2,464,735	2,535,578	21.2%
Investigation Services	1,639,951	1,585,262	1,602,411	1,446,436	1,724,682	1,801,013	19.2%
Traffic Operations	1,427,231	1,321,107	1,415,828	1,236,247	1,715,787	1,771,614	38.8%
Patrol Services	4,505,713	5,077,727	5,700,850	5,094,099	6,121,237	6,332,567	20.2%
Emergency Preparedness	49,979	44,521	81,500	34,500	83,500	83,500	142.0%
Fire Services	7,011,100	7,330,193	7,725,000	7,700,000	8,000,000	8,820,000	3.9%
<b>Total Public Safety:</b>	<b>18,117,843</b>	<b>18,795,500</b>	<b>20,343,895</b>	<b>19,033,858</b>	<b>21,662,657</b>	<b>22,918,053</b>	<b>13.8%</b>
<b>RECREATION &amp; COMMUNITY SERVICES</b>							
Administration	565,365	764,947	772,201	842,762	807,256	847,854	-4.2%
Facilities	447,037	436,336	334,153	327,821	671,870	687,120	105.0%
Community Events	93,606	84,695	17,850	9,700	33,450	33,450	244.8%
Classes and Camps	567,092	414,413	91,155	151,152	251,725	400,780	66.5%
Tiny Tots	267,569	210,728	110,242	121,670	184,021	185,776	51.2%
Athletics	131,834	104,899	42,735	39,161	180,905	185,957	362.0%
Senior Programs	333,347	255,655	423,858	201,475	335,511	343,824	66.5%
Teen Programs	63,044	41,574	2,830	1,300	7,000	7,000	438.5%
Theater	-	-	-	-	-	-	0.0%
<b>Total Recreation &amp; Community Services:</b>	<b>2,468,894</b>	<b>2,313,247</b>	<b>1,795,024</b>	<b>1,695,041</b>	<b>2,471,738</b>	<b>2,691,761</b>	<b>45.8%</b>
<b>Total General Fund Expenditures</b>	<b>37,009,391</b>	<b>40,614,453</b>	<b>41,483,395</b>	<b>40,200,160</b>	<b>47,092,815</b>	<b>48,665,555</b>	<b>17.3%</b>
<b>Transfers Out</b>							
Capital Improvement Program/ Equipment Purchase*	6,351,918	17,639,318	10,000,000	10,000,000	-	-	-100.0%
Federal Grant Fund-ARP Act	-	-	-	-	918,229	1,504,357	0.0%
Community Center Loan	-	-	700,000	622,090	622,090	622,090	0.0%
2004 COP Debt Service	171,880	167,200	167,400	167,400	167,400	171,875	0.0%
<b>Total Transfers Out:</b>	<b>6,523,798</b>	<b>17,806,518</b>	<b>10,867,400</b>	<b>10,789,490</b>	<b>1,707,719</b>	<b>2,298,322</b>	<b>-84.2%</b>
<b>GENERAL FUND EXPENDITURES</b>							
<b>TOTAL</b>	<b>\$ 43,533,189</b>	<b>\$ 58,420,971</b>	<b>\$ 52,350,795</b>	<b>\$ 50,989,650</b>	<b>\$ 48,800,534</b>	<b>\$ 50,963,877</b>	<b>-4.3%</b>

NOTE: Vacancy Savings have been factored into each department in FY21/22 and FY22/23

\*Actual transfer made at year end close

# ENTERPRISE FUND SUMMARY

	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Budget	FY2021/22 Proposed Budget	FY2022/23 Proposed Budget
<b>SEWER FUND</b>					
<b>Beginning Unrestricted Fund Balance</b>	\$ -	\$ -	\$ 10,399,180	\$ 9,587,866	\$ 8,727,112
<b>Revenues</b>					
Interest Income	322,238	379,718	37,183		40,000
Sewer Charges	6,467,104	7,941,618	6,416,000		8,525,000
Sewer Connection Fees	475	475	30,000		5,000
<b>Total Sewer Revenues:</b>	<b>6,789,817</b>	<b>8,321,811</b>	<b>6,483,183</b>		<b>8,570,000</b>
<b>Expenditures</b>					
Sewer Maintenance	4,827,199	5,153,845	5,513,696	6,598,754	6,638,182
Sewer Capital Program	445,413	373,431	2,248,000	2,682,000	4,256,000
Sewer Equipment Purchase	-	-	-	-	-
<b>Total Sewer Expenditures:</b>	<b>5,272,612</b>	<b>5,527,276</b>	<b>7,761,696</b>	<b>9,280,754</b>	<b>10,894,182</b>
<b>Ending Unrestricted Fund Balance</b>	\$ -	\$ -	\$ -	\$ 8,727,112	\$ 6,402,930

	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Budget	FY2021/22 Proposed Budget	FY2022/23 Proposed Budget
<b>SOLID WASTE FUND</b>					
<b>Beginning Unrestricted Fund Balance</b>	\$ -	\$ -	\$ 5,125,024	\$ 5,430,033	\$ 5,524,005
<b>Revenues</b>					
Interest Income	154,463	199,030	13,905	25,000	25,000
Administrative Charges	806,086	826,171	814,135	838,559	863,716
AB 939 Fees	34,565	20,930	24,613	25,354	26,112
<b>Total Solid Waste Revenues:</b>	<b>995,114</b>	<b>1,046,131</b>	<b>852,653</b>	<b>888,913</b>	<b>914,828</b>
<b>Total Solid Waste Administration:</b>	<b>465,528</b>	<b>426,097</b>	<b>605,881</b>	<b>794,941</b>	<b>801,803</b>
<b>Ending Unrestricted Fund Balance</b>	\$ -	\$ -	\$ -	\$ 5,524,005	\$ 5,637,030

## LEGISLATIVE

The City Council serves as the elected body representing the residents of Los Altos. The City Council is responsible for determining City policies and service standards. Adoption of the two-year Financial Plan by Council allocates the City's financial and human resources to support its goals and objectives for the two-year cycle.



### ACCOMPLISHMENTS FOR FY2020-21

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- The City Council successfully passed the Reach codes, which banned natural gas in new construction.
- Passed a Tobacco Retailer License to help prevent youth vaping in Los Altos.
- Denounced Xenophobia and Anti-Asian hate in our community
- Provided community organizations with \$75,000 to better help residents during the COVID-19 pandemic.
- Provided Los Altos small businesses with funds to assist them during the COVID-19 pandemic.
- Approved the Downtown Parklet Program to provide more outdoor dining for residents.
- Approved the construction contract for and completed construction of the new Los Altos Community Center.

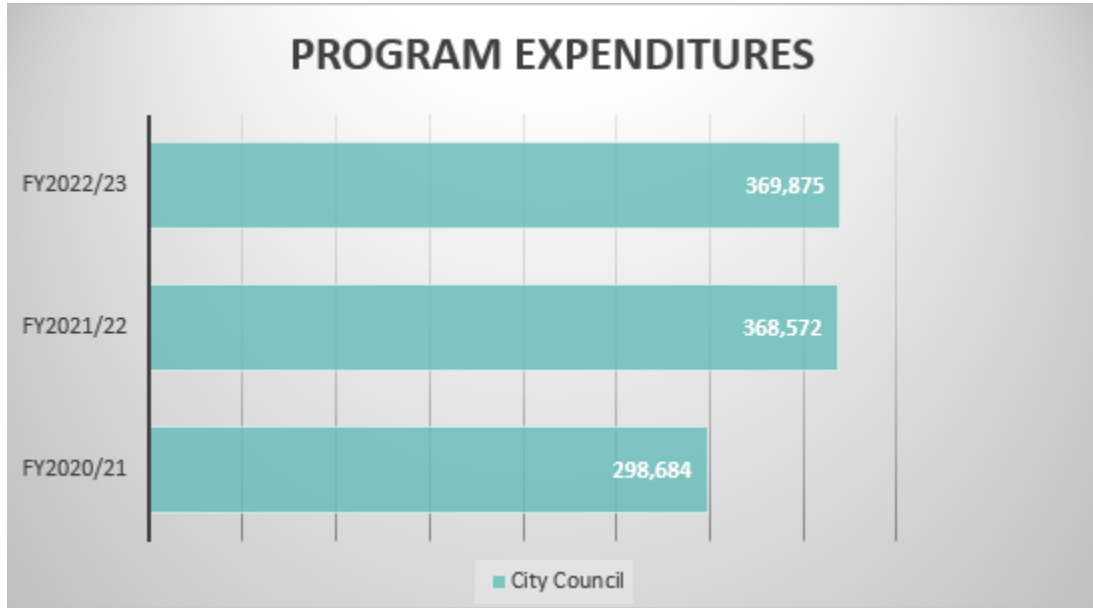
### GOALS FOR FY2021-23

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- Update the Housing Element consistent with the housing needs identified in the final Regional Housing Needs Allocation (RHNA)
- Ensure zoning codes and other land use documents provide objective standards as required by state law while maintaining maximum City discretion.
- Open the new Los Altos Community Center.
- Update the City's Climate Action Plan.
- Provide the community with multiple chances to engage with the Council and ensure that it is a regular part of City activities.
- Continue to implement recommendations from the Police Taskforce.
- Recruit a new City Manager to ensure that the City has effective leadership.

# LEGISLATIVE

EXPENDITURES	Fund	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	% Change
		Actual	Actual	Budget	Proposed	Proposed	Over 2020/21
City Council	General	281,850	369,547	298,684	368,572	369,875	23.4%
		281,850	369,547	298,684	368,572	369,875	23.4%



EXPENSE ALLOCATION	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	% Change
	Actual	Actual	Budget	Proposed	Proposed	Over 2020/21
Salaries and Benefits	37,242	31,000	32,684	47,572	48,875	45.6%
Services and Supplies	244,608	338,547	266,000	321,000	321,000	20.7%
	281,850	369,547	298,684	368,572	369,875	23.4%



## EXECUTIVE

The Executive Department, led by the City Manager, who is the chief administrative officer of the City, is accountable to the City Council for the performance of the organization. The Executive Department includes the City Attorney, City Clerk, Public Information, Risk Management, Human Resources, and Information Technology.



The City Attorney, appointed by the City Council, is the chief legal advisor to the City Council, City Manager, operating departments and all appointed boards and commissions. Providing a full range of legal services, the City Attorney drafts necessary legal documents, and reviews ordinances, resolutions, contracts, and other documents pertaining to the City's business.

The City Clerk's Office facilitates City Council functions, fulfills legal requirements as set forth in the City Code and State law, and is the historian of the City government, recording official actions and legislation of the Council, documenting meetings, and retaining legal and historical records. The City Clerk also conducts all City elections and serves as the compliance officer for campaign and financial disclosure filings as part of the Political Reform Act.

The Public Information Division works with all City departments to provide proactive communications to the Los Altos community and local media regarding City projects and activities. The Division produces digital, video, and print material about the City of the Los Altos for dissemination to the public. Lastly, they engage the community to allow residents to voice their opinions and for leaders to have a better understanding of resident's wants.

The Risk Management Division works closely with the City Attorney and across departments to mitigate risk and incorporate best practices in risk management programs.

The Human Resources Division oversees the City's employment process including recruitment, employee development and training, payroll support and benefit administration. The division ensures compliance with applicable laws and coordinates the employee evaluation process.

The Information Technology Division maintains the City's network infrastructure and applications to ensure that critical city operations are able to operate 24/7. The division supports technology initiatives within departments to enable greater efficiency through the use of technology.

# EXECUTIVE

## ACCOMPLISHMENTS FOR FY2020-21

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- Informed the public effectively of changing health policies during the COVID-19 pandemic.
- Transitioned the City of Los Altos from an in-person workplace to a mostly work from home workplace during the COVID-19 pandemic.
- Collaborated with the Los Altos Police Department to manage the Police Taskforce.
- Worked to address the issue of youth vaping by creating a tobacco retailer license and banning electronic cigarette products in Los Altos retailers.
- Continued to engage with the community about important issues such as the Reach codes, City Council Open Office Hours, and Town Halls.
- Engaged 300 residents about their opinions on a Fenced-In Dog Park or Off-Leash Dog Area.
- Implemented best practices in risk management programs.
- Continued to have a 90% satisfaction rate on OpenGov and hosted two surveys with over 200 responses.
- Increased City Manager Weekly Update open rate by an average of 10% every week.
- Increased Twitter followers to 2,294, Nextdoor followers to 16,876 and Facebook followers to 1,436
- Transitioned the City's Life & Disability Insurance Carrier to provide a greater benefit to employees at no additional cost.
- Reworked the City's recruitment and onboarding process to allow for virtual options to mitigate the spread of COVID-19.
- Implemented a new Telework policy as a response to COVID-19.
- Implemented various Federal & State COVID-19 related laws, including implementation of a COVID Prevention Program and new paid leave benefits.
- Negotiated new bargaining group contracts with the Los Altos Municipal Employee Association and Los Altos Peace Officers' Association.
- Quickly implemented technology solutions, including cloud-based communications and VPN gateways, to allow effective and efficient work from home solutions to allow City services to resume shortly after start of COVID-19 Emergency Stay Home orders.
- Worked with Finance Division on the Financial Enterprise system implementation to upgrade from the old financial system.

# EXECUTIVE

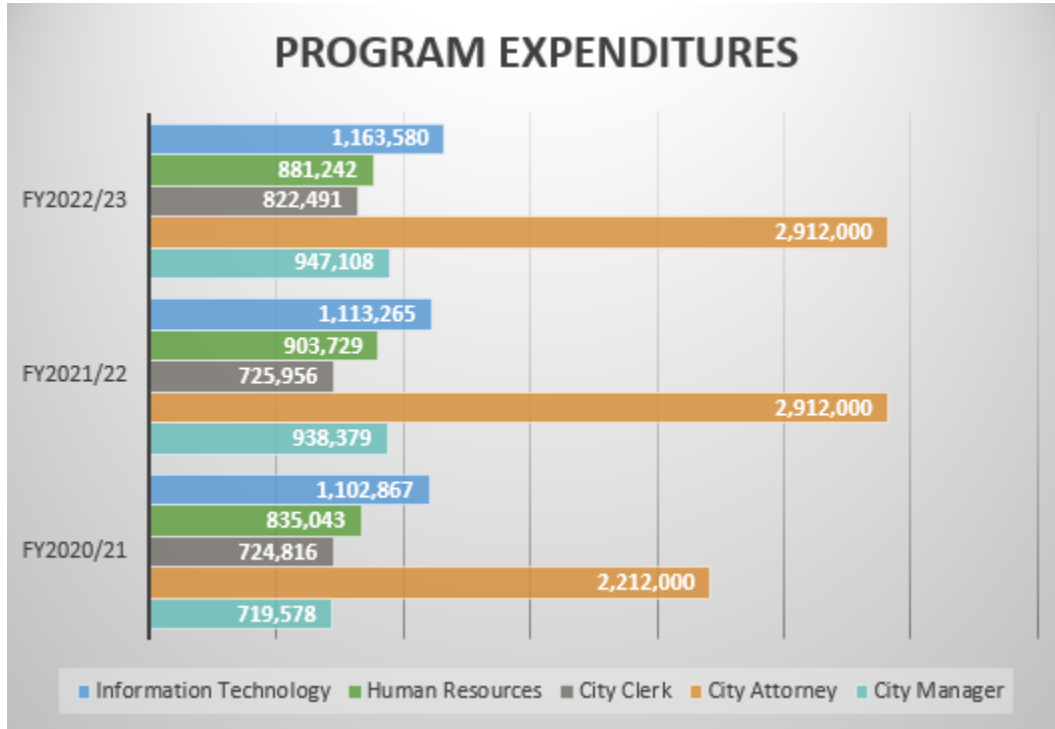
## GOALS FOR FY2021-23

- Continue sound management of City resources.
- Continue to inform our residents about the latest COVID-19 regulations and guidelines.
- Improve the City’s website to ensure that residents can stay informed.
- Continue to promote employee professional development opportunities.
- Through the leadership of the Risk Management Committee, continue best practices in risk management programs.
- Support and advance the City Council’s priorities
- Implement new community engagement techniques, while ensuring that our current engagement practices become a way that the City does business.
- Continue to improve communications between City staff, City Council and the community
- Update the City’s Personnel Regulation Manual.
- Implement new employee evaluation process.
- Negotiate a new Teamsters bargaining group contract.
- Continue enhancing the City’s technology infrastructure, including the expansion of door access system, backup capacity, hyperconverged server nodes and desktop virtualization.
- Introduce new tools and technologies to streamline processes and improve productivity.

POSITIONS	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23
City Manager	4	5	5	5	5
City Attorney	-	-	-	-	-
City Clerk	2	1	1	1	1
Human Resources	2	2	2	2	2
Information Technology	3	3	3	3	3
Economic Development	-	-	-	-	-
	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>

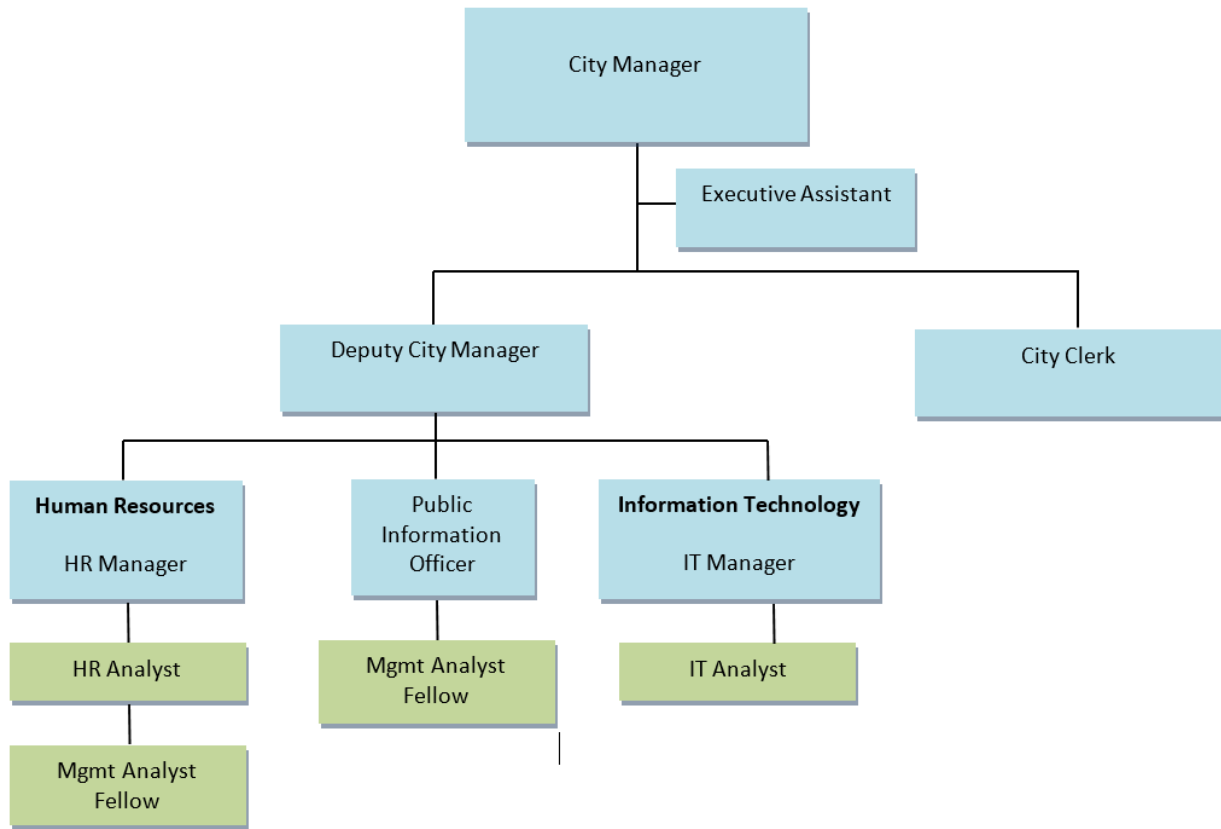
PROGRAM		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	% Change
EXPENDITURES	Fund	Actual	Actual	Budget	Proposed	Proposed	Over 2020/21
City Manager	General	824,092	784,828	719,578	938,379	947,108	30.4%
City Attorney	General	769,763	2,702,717	2,212,000	2,912,000	2,912,000	41.6%
City Clerk	General	676,665	635,105	724,816	725,956	822,491	0.2%
Human Resources	General	689,373	157,617	835,043	903,729	881,242	8.2%
Information Technology	General	974,804	1,080,400	1,102,867	1,113,265	1,163,580	0.9%
<b>Executive</b>		<b>3,934,697</b>	<b>5,360,667</b>	<b>5,594,304</b>	<b>6,593,329</b>	<b>6,726,421</b>	<b>17.9%</b>

# EXECUTIVE



EXPENSE ALLOCATION	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Budget	FY2021/22 Proposed	FY2022/23 Proposed	% Change Over 2020/21
Salaries and Benefits	2,005,289	1,896,212	2,270,819	2,443,544	2,489,044	7.6%
Services and Supplies	1,830,719	3,335,681	3,230,485	4,149,785	4,237,377	28.5%
Capital Outlay	98,689	128,774	93,000	-	-	-
	3,934,697	5,360,667	5,594,304	6,593,329	6,726,421	17.9%

# EXECUTIVE



# FINANCE

The Financial Services Department is responsible for meeting the needs of internal City departments and staff, as well as external customers. The Department provides City departments, City Council, and Commissions with the financial resources, policies, and protocols they need to operate effectively.

This department is responsible for the safeguarding of and accounting for the City's financial assets. This includes the development and management of the City's budgets, reporting of financial information to the City Council and various regulatory agencies, completion of the annual audit process, and investment of the City's assets in accordance with the City's investment policy. The department also handles payroll, accounts payable, accounts receivable, cash receipts, and the City's business license office.



## ACCOMPLISHMENTS FOR FY2020-21

- Implemented a new Citywide Financial System that provides the city with more transparency and internal controls. The new system streamlines operations and allows for better tracking of financial data and accessibility to financial data.
- Successfully onboarded City staff to the new financial software system by providing a series of interactive trainings and tutorial guides.
- Implemented new Accounts Payable internal procedures to streamline and increase the efficiency of AP processes, resulting in the reduction of the total wait time for vendor payments.
- Launched new protocols and procedures to increase timely processing of Business Licenses during COVID-19 Stay Home orders.
- Adopted a Financial Debt Policy to ensure that all loans and debt adopted by the City will be properly regulated.
- Secured a \$10 million dollar loan for the completion of the Los Altos Community Center.
- Integrated the Los Altos' Police Department's cash receipt process into the new Citywide financial system, allowing for easier tracking of funds.
- Improved and reorganized the internal cash receipt process to provide better tracking and oversight of funds.
- Introduced paperless procedures and processes to several internal accounting activities to encourage the reduction of paper waste.
- Completed the annual audit process and produced the City's Comprehensive Annual Financial Report for the fiscal year ended June 30, 2020.
- Received the GFOA's Certificate of Achievement for Excellence in Financial Reporting award for fiscal year ended June 30, 2019.

# FINANCE

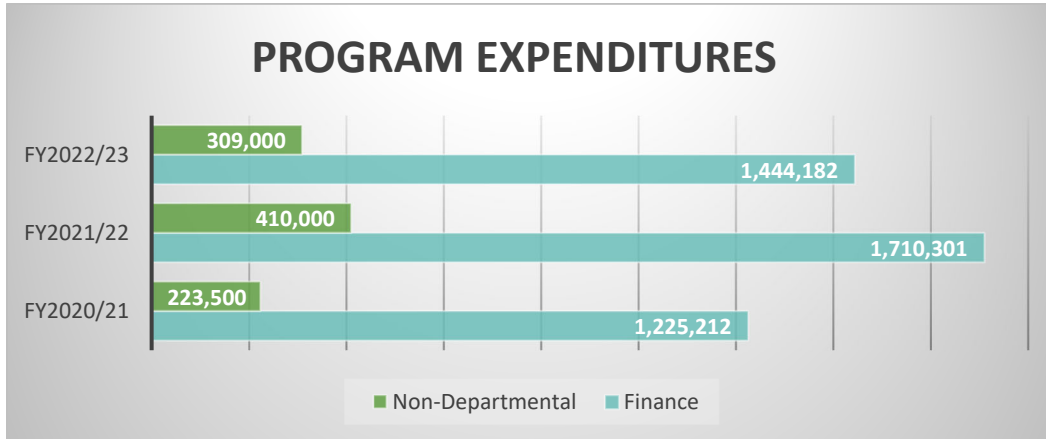
## GOALS FOR FY2021-23

- Implement real time dashboard solutions for the City’s website to allow for more public accountability and transparency regarding the City’s financial wellbeing.
- Review and update City financial protocols and procedures to better align with the City’s operations and needs, promote public confidence, and provide continuity over time.
- Streamline and update business license webpages, policies, and procedures to align with best practices. The process will help ensure that external customers and residents are receiving quality customer service and operations are efficient.
- Develop an online portal for residents and business owners to renew business licenses allowing for faster processing and reduced staffing hours.
- Implement a Cost Allocation Plan and User Fee Study to update the City’s fee schedule.
- Update the financial policies regarding the use of and funding to the Park in Lieu fund.
- Increase the speed and efficiency of the Account Payable process to reduce unnecessary late fees.
- Increase cross training among the Finance staff.

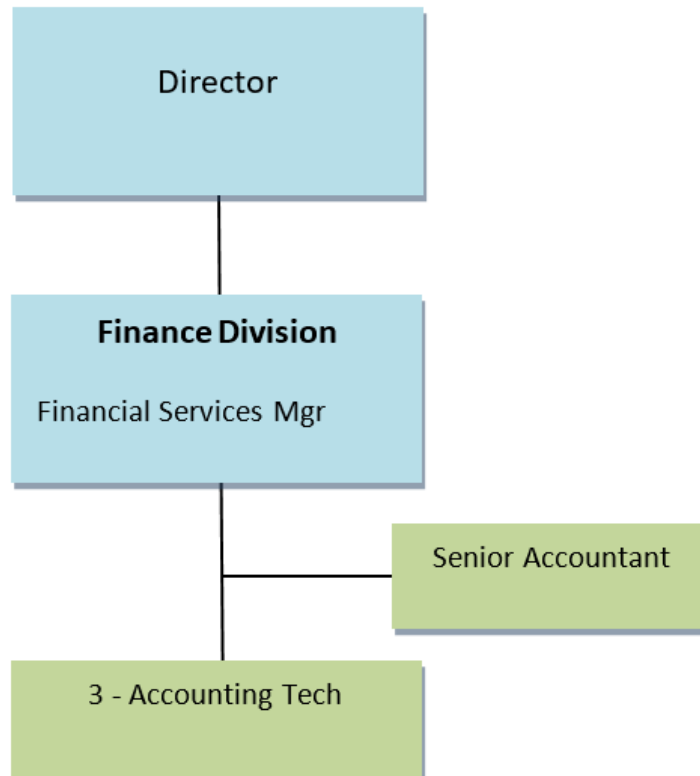
<b>POSITIONS</b>	<b>FY2018/19</b>	<b>FY2019/20</b>	<b>FY2020/21</b>	<b>FY2021/22</b>	<b>FY2022/23</b>
Finance	6	6	6	6	6
	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

<b>PROGRAM</b>		<b>FY2018/19</b>	<b>FY2019/20</b>	<b>FY2020/21</b>	<b>FY2021/22</b>	<b>FY2022/23</b>	<b>% Change</b>
<b>EXPENDITURES</b>	<b>Fund</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Proposed</b>	<b>Proposed</b>	<b>Over</b>
							<b>2020/21</b>
Finance	General	1,306,238	1,461,069	1,225,212	1,710,301	1,444,182	39.6%
Non-Departmental	General	150,101	477,079	223,500	410,000	309,000	83.4%
<b>Finance</b>		<b>1,456,339</b>	<b>1,938,148</b>	<b>1,448,712</b>	<b>2,120,301</b>	<b>1,753,182</b>	<b>46.4%</b>

# FINANCE



EXPENSE ALLOCATION	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Budget	FY2021/22 Proposed	FY2022/23 Proposed	% Change Over 2020/21
Salaries and Benefits	959,279	951,566	860,697	1,047,281	1,085,157	21.7%
Services and Supplies	497,059	986,582	588,015	1,073,020	668,025	82%
	<b>1,456,338</b>	<b>1,938,148</b>	<b>1,448,712</b>	<b>2,120,301</b>	<b>1,753,182</b>	<b>46.4%</b>





## COMMUNITY DEVELOPMENT

The Community Development Department is comprised of the Building, Economic Development, Environmental and Planning Divisions in an integrated effort responsibly manage physical and economic change as it occurs in the City.

The Building Division is responsible for performing architectural and structural plan checks, scheduling and performing building inspections, and providing general customer information services, in addition to updating and administering the California Building Code and amendments to this code that are specific to the City of Los Altos.



The Economic Development Division serves as a liaison between businesses, commercial districts, and city government; providing support and assistance to both existing businesses and prospective businesses looking to locate or improve their services in the City. The goal of this Division is to preserve and enhance the business climate, which helps support the overall financial stability of the City so that befitting levels of service can be provided across the community.

The Environmental Division is committed to maintaining the City as a sustainable and healthy place to live, learn, work and play for all the community members. The Environmental Division is responsible for managing and tracking progress on the City's Climate Action Plan, which defines strategies to reduce greenhouse gas emissions, and provides residents, businesses and schools with programs and services focused on energy efficiency, renewable energy, water conservation, alternative transportation and other sustainable actions. It also assists in the management of the City's waste disposal services and takes steps to help ensure state and federal requirements are met to protect the creeks that run through the City and prevent stormwater runoff pollutants from entering storm drain systems which drain to these local creeks and the San Francisco Bay.

The Planning Division is responsible for the development, administration, and application of programs guiding the physical development of Los Altos, using the General Plan goals, policies, and implementation measures to develop regulations that provide a framework for land use decisions and development review, neighborhood and business district Specific Plans, policy documents such as Architectural Design Guidelines, and the City's Zoning Ordinance. The Division also performs land use and environmental review of development proposals and public information services, including front counter, telephone and email support, staff-level project management, and pre-application development review. The Division supports the Historical, Design Review, and Planning Commissions, as well as the City Council. Division staff further administers the affordable housing, tree protection, historic preservation, flood plain, sign ordinance, and Climate Action Plan programs.

# COMMUNITY DEVELOPMENT

## ACCOMPLISHMENTS FOR FY2020-21

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- Provided continued assistance and entitlement processing for Los Altos Community Center
- Implement and support adopted City priorities
- Continue evaluation/implementation of the permit tracking software system
- Maintain pace with current development application levels
- Maintain full staffing levels
- Incorporated an Environmental Division into the Community Development Department, assumed staffing responsibilities for the Environmental Commission and hired an environmental coordinator to manage this Division
- Maintain fully-allocated cost recovery for the Department Developed and received approval for the following zoning code and general plan amendments:
  - 2019 California Uniform Building Codes with provisions specific to City
  - Updated to accessory dwelling unit regulations
  - Short-term rental prohibition regulations
  - Cannabis regulations
- Developed an ordinance that will help preserve public park lands
- Updated tree removal notification policy
- Implemented new permit tracking software
- Achieved full staffing levels in all three divisions of the department
- Provided continued assistance and construction permit processing for the Los Altos Community Center
- Processed the entitlement applications for the Emergency Operations Center structure
- Identified and finalized an agreement with a consultant team to develop objective standards and worked with the Planning Commission in its review of these standards and development of a recommendation to the City Council
- Coordinated with County Office of Supportive Housing on an affordable housing project at 330 Distel Circle and assisted in the selection of an affordable housing developer
- Assisted in the drafting of reach codes and obtaining approval of these codes, which require the use of electric appliances
- Developed on-line submittal processes and requirements for the Building and Planning Divisions of the Department
- Developed and obtained City Council approval of a parklet program
  - In conjunction with the Engineering Department developed outdoor dining program to address needs of businesses during the pandemic

# COMMUNITY DEVELOPMENT

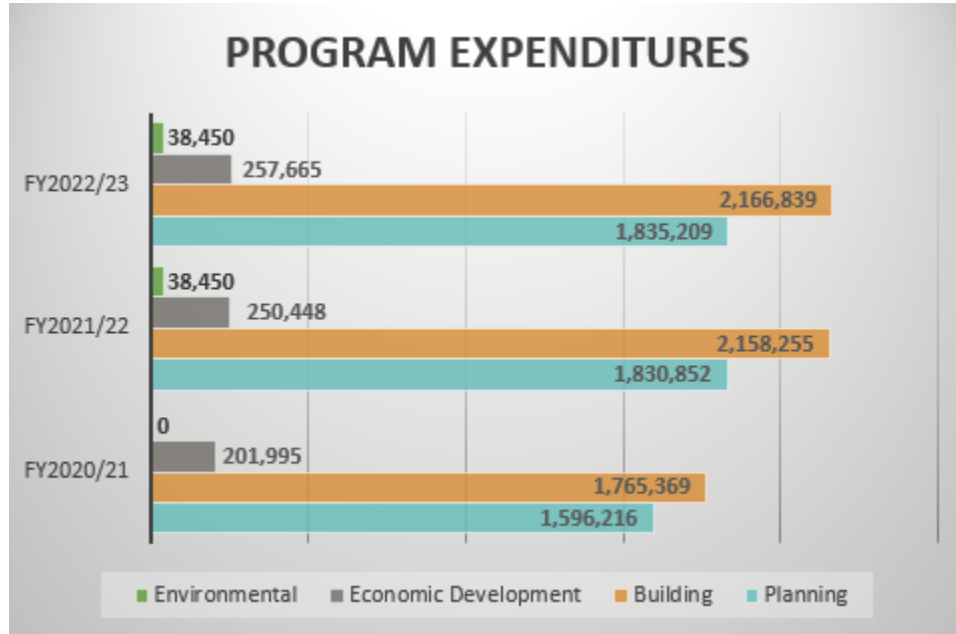
## GOALS FOR FY2021-23

- Develop new building code regulations in line with State updates
- Implement and support adopted City priorities
- Continue evaluation/implementation of the permit tracking software system
- Maintain pace with current development application levels
- Maintain full staffing levels
- Maintain fully-allocated cost recovery for the Department
- Complete the Housing Element update
- Release a Request for Proposals (RFP) for the Los Altos General Plan Update
- Work with the Finance Department to prepare a fee study to create an advance planning fee.

POSITIONS	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23
Planning	7	8	8	8	8
Building Inspection	7	7	7	7	7
Economic Development	1	1	1	1	1
	<b>15</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>

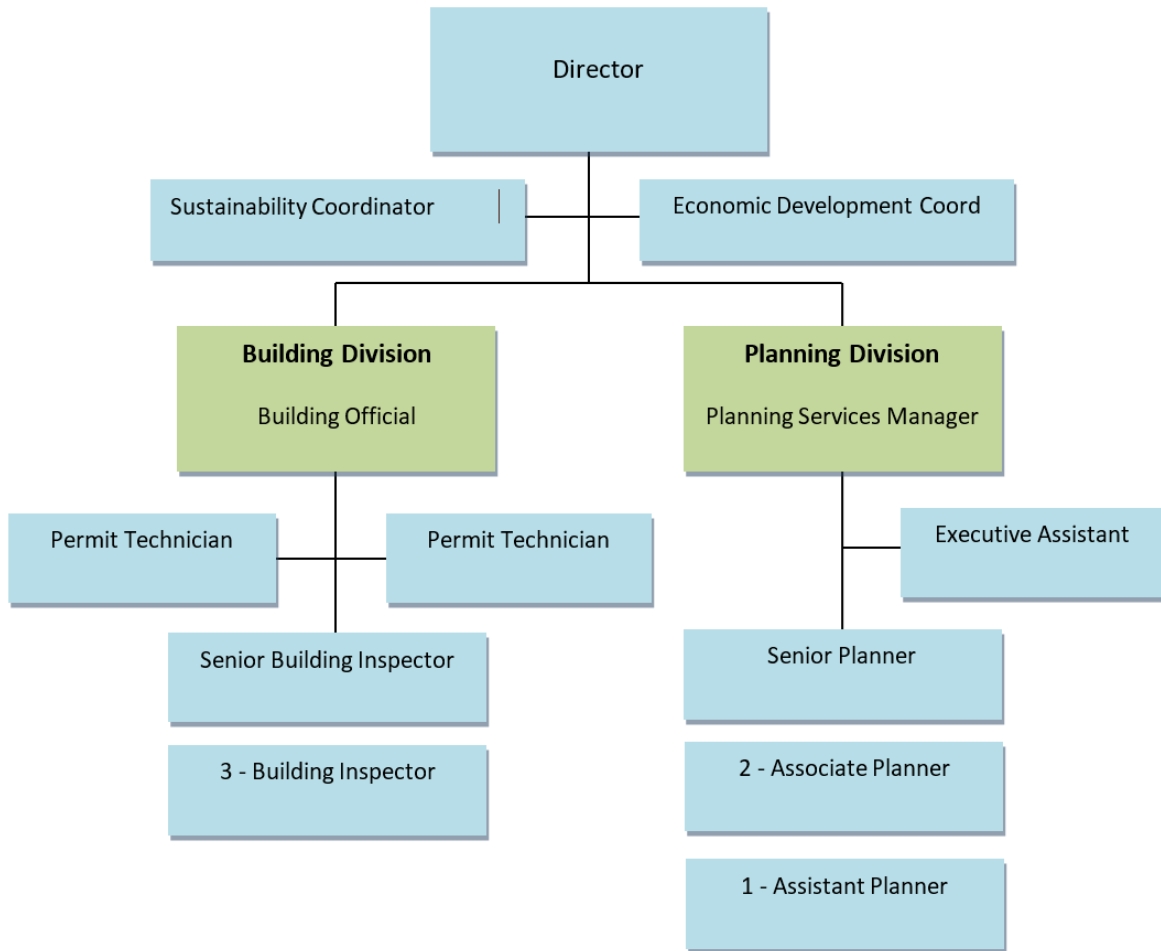
PROGRAM EXPENDITURES	Fund	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Budget	FY2021/22 Proposed	FY2022/23 Proposed	% Change
							Over 2020/21
Planning	General	1,407,702	1,511,972	1,596,216	1,830,852	1,835,209	14.7%
Building	General	1,528,765	1,460,662	1,765,369	2,158,255	2,166,839	22.3%
Environmental	General	0	0	0	38,450	38,450	#DIV/0!
Economic Development	General	196,478	184,785	201,995	250,448	257,665	24.0%
Community Development		3,132,945	3,157,419	3,563,580	4,278,005	4,298,163	20.0%

# COMMUNITY DEVELOPMENT



EXPENSE ALLOCATION	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Budget	FY2021/22 Proposed	FY2022/23 Proposed	% Change Over 2020/21
Salaries and Benefits	2,313,267	2,453,052	2,727,945	2,680,945	2,777,703	-1.7%
Services and Supplies	807,367	704,367	835,635	1,592,060	1,515,460	90.5%
Capital Outlay	12,311	-	-	5,000	5,000	-
	<b>3,132,945</b>	<b>3,157,419</b>	<b>3,563,580</b>	<b>4,278,005</b>	<b>4,298,163</b>	<b>20.0%</b>

# COMMUNITY DEVELOPMENT



# ENGINEERING

The Engineering Services Department provides stewardship of the City's infrastructure through its four divisions: Facilities and Special Projects, Transportation Services, Utilities & Environment, and Development Engineering, including initiatives and infrastructure improvements related to the Council goals and objectives.

The Facilities and Special Projects Division is responsible for the planning, design and construction of new facilities and the repair and rehabilitation of existing facilities and other special projects.



The Transportation Services Division provides multi-modal transportation solutions that enable safe access and travel for pedestrians, bicyclists, transit users, and motorists; coordinates connectivity across jurisdictional boundaries; and oversees transportation-related capital improvements.

The Utilities & Environment Division oversees the City's solid waste, sewer and stormwater programs, including the planning, design, permitting and construction of new infrastructure and the repair and rehabilitation of existing infrastructure. They also manage all permitting, environmental monitoring, reporting, and rate setting for the programs.

The Development Engineering Division reviews development and renovation plans for private property; reviews and issues excavation permits for utility work and encroachment permits for various types of work in the public right-of-way, inspects construction work on private property and the public right-of-way, and provides knowledgeable counter service at City Hall and service via Ring Central video meetings and telephone calls.

## ACCOMPLISHMENTS FOR FY2020-21

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- Successfully launched Open Streets Los Altos in response to COVID-19, which enabled Downtown businesses to operate outdoors and provided a safe walking environment for customers and the general public
- Launched a Temporary Parklet Program, which allows Los Altos restaurants to safely serve patrons outdoors per the COVID-19 health order restrictions
- Substantially completed construction of the new Los Altos Community Center
- Substantially completed the Lincoln Park Utility Undergrounding Project along University Avenue
- Completed the new signs and furnishings installation at Veteran's Community Plaza at Main and State Streets
- Kicked off the Complete Streets Master Plan and conducted community outreach meetings in neighborhoods around Los Altos that are targeted for pedestrian and bicycling safety improvements and safer routes to schools

## ENGINEERING

- Completed the Annual Street Resurfacing and Slurry Seal Projects that improved streets around Los Altos
- Completed the Cuesta Drive Traffic Calming Project
- Completed the El Monte Sidewalk Gap Closure Project
- Installed bike lane improvements on Almond Avenue, Covington Road, and Homestead Road
- Supported the County of Santa Clara in its completion of the Foothill Expressway Widening Project between El Monte Avenue and San Antonio Road
- Replaced 5,100 lineal feet of sanitary sewer pipelines, and made numerous spot repairs, to maintain healthy conveyance of wastewater to the Regional Water Quality Control Plant in Palo Alto
- Performed video inspections of over 20 miles of sanitary sewer pipelines
- Performed 700 plan checks, inspected 1,300 construction sites, and issued 660 excavation permits

### GOALS FOR FY2021-23

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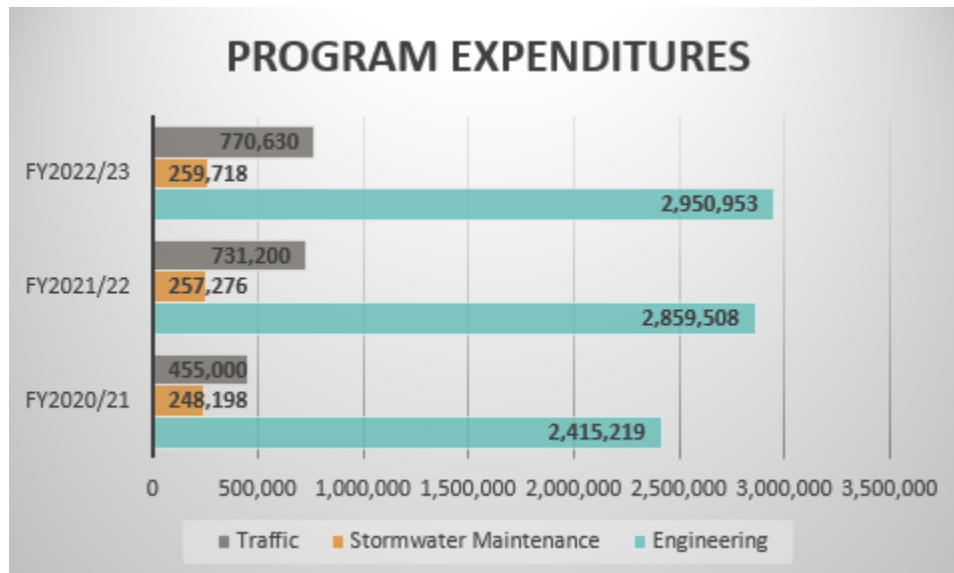
- Furnish and commission the new Los Altos Community Center
- Complete the Complete Streets Master Plan and begin to carry out implementation of its recommendations
- Implement the Annual Street Resurfacing and Slurry Seal Projects to maintain streets and alleyways around Los Altos, along with the Fremont Avenue Pavement Rehabilitation Project
- Develop a plan to address long-term cumulative traffic impacts from development projects
- Award a contract to construct a new Emergency Operations Center
- Award a contract to rehabilitate the Fremont Pedestrian Bridge
- Award a contract to rehabilitate the lighted pedestrian crosswalks
- Implement stormwater Municipal Regional Permit requirements and continue efforts to meet the goal of 100% trash load reduction or no adverse impact to receiving waters from trash by July 1, 2022
- Continue implementation of Sanitary Sewer Master and Management Plans to maintain serviceability of the sewer system and reduce Sanitary Sewer Overflows
- Continue to work with the solid waste collection service provider to maintain a high level of service and exceed state waste diversion mandates

# ENGINEERING

POSITIONS	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23
Engineering/Traffic	12.75	11.75	13	13	13
Stormwater Maintenance	-	0.75	0.25	0.25	0.25
Solid Waste Administration	-	-	0.25	0.25	0.25
Sewer Administration	1.25	1.5	0.5	0.5	0.5
	14	14	14.0	14.0	14.0

PROGRAM		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	% Change Over 2020/21
EXPENDITURES	Fund	Actual	Actual	Budget	Proposed	Proposed	
Sewer Maintenance	Enterprise	5,323,245	5,030,208	5,513,696	5,803,813	5,836,379	5.3%
Solid Waste Administration	Enterprise	465,528	426,098	605,881	794,941	801,803	31.2%
		5,788,773	5,456,306	6,119,577	6,598,754	6,638,182	7.8%

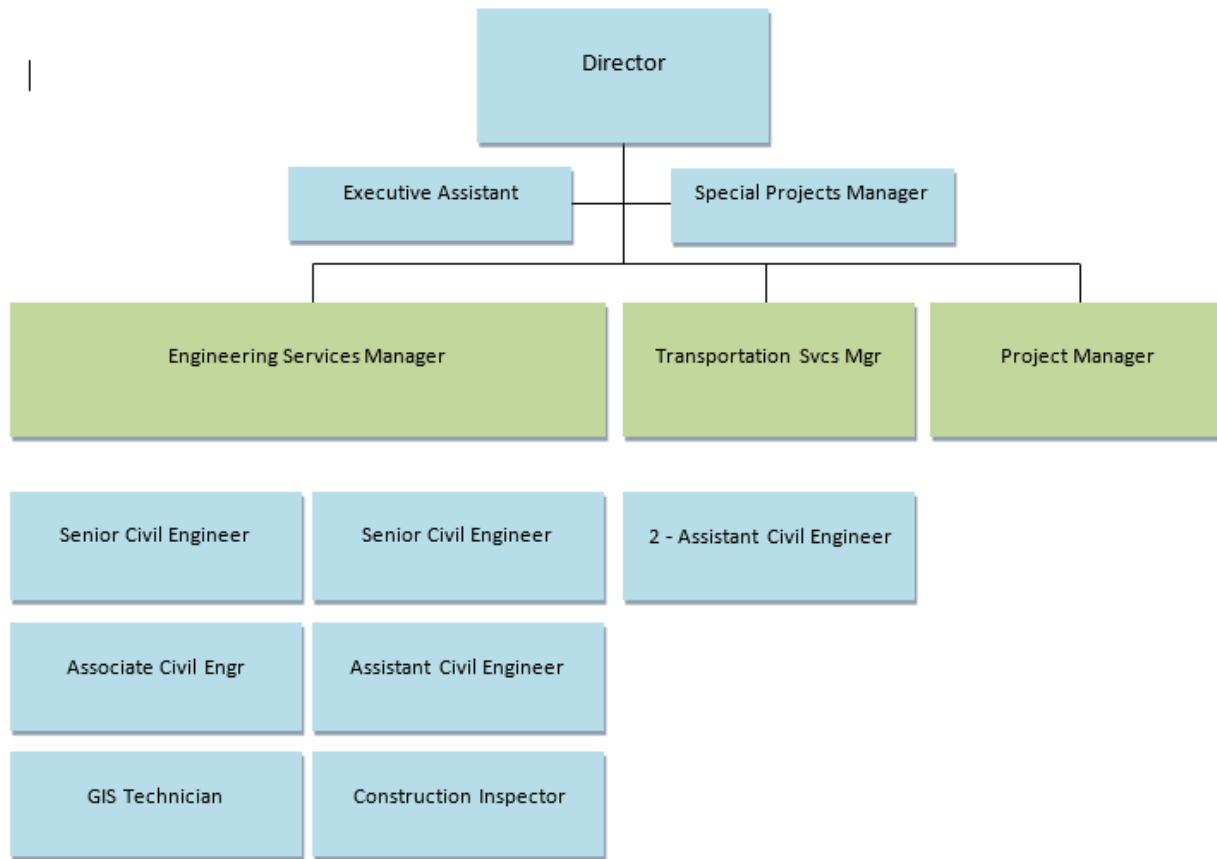
PROGRAM		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	% Change Over 2020/21
EXPENDITURES	Fund	Actual	Actual	Budget	Proposed	Proposed	
Engineering	General	1,909,795	2,241,013	2,415,219	2,859,508	2,950,953	18.4%
Stormwater Maintenance	General	171,435	123,036	248,198	257,276	259,718	41.6%
Traffic	General	252,222	300,902	455,000	731,200	770,630	60.7%
Engineering		2,333,452	2,664,951	3,118,417	3,847,984	3,981,301	23.4%





# ENGINEERING

EXPENSE ALLOCATION	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	% Change
	Actual	Actual	Budget	Proposed	Proposed	Over 2020/21
Salaries and Benefits	1,759,939	2,090,570	2,391,267	2,652,394	2,736,556	10.9%
Services and Supplies	572,989	574,381	727,150	1,195,590	1,244,745	64.4%
Capital Outlay	524	-	-	-	-	-
	<b>2,333,452</b>	<b>2,664,951</b>	<b>3,118,417</b>	<b>3,847,984</b>	<b>3,981,301</b>	<b>23.4%</b>



## MAINTENANCE SERVICES

The Maintenance Services Department provides preventative and on-call maintenance services to the City's streets, parks, trees wastewater collection/storm drainage collection systems, building facilities, fleet, and equipment.

The Maintenance Services Department responsibilities include:

The Streets Division inspects and maintains 104 miles of City streets to ensure safe conditions for motorists, bicyclists, and pedestrians; responds to roadway issues, such as potholes; installs, repairs and replace street name and regulatory signs; inspects and cleans all storm drain catch basins, locates and clears storm water outfalls into creeks and addresses flow line and drainage problems. Repairs and maintains City owned street lighting.

The Parks Division maintains 52.5 acres of City Parks and 42 acres of City landscape boulevards.

Sewer Division maintains 108 miles of sewage collection system and responds on a 24-hour basis to all sewer related residential and business calls; maintains 6.3 miles of creeks and 55 miles of storm drainpipes & 3 lift stations.

Facility Maintenance maintains 136,000 square feet of City buildings/facilities; regular maintenance and inspection to ensure buildings meet Fire Department and Health Department requirements.

Fleet provides automotive/equipment maintenance and repairs for 71 City-owned or leased vehicles.

All Divisions of the Department work together to manage and complete maintenance projects as well as assisting Engineering in major Capital Improvement Projects.



# MAINTENANCE SERVICES

## ACCOMPLISHMENTS FOR FY2020-21

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- Inspected and certified 70 city owned backflows in-house.
- Assisted County with Foothill Expressway Project. (on-going)
- Responded and repaired 15 emergency irrigation repairs caused by vehicle accidents and or contractors.
- Responded to 52 emergency tree calls during and after hours.
- Removal of 36 diseased or dead trees.
- Planted 26 trees as replacements or new locations.
- Working together with CANOPY organization in planting new residential street trees.
- Responded to 283 sewer lateral calls.
- Flushed 623,128 ft of sewer line.
- Root Foamed 118,536 ft. of sewer line to mitigate root infiltration.
- Responded to 13,128 Underground Service Alerts (USA) tickets.
- Implemented a new paperless Dig Alert system allowing staff to more efficiently mark the large number of USA tickets and eliminate the heavy use of paper.
- Managed the On-call Spot Repair contract in which 654' of sewer line was televised, 4 laterals were replaced, and one of the City pump stations was cleaned and inspected.
- Crack sealed 14 lane miles of City roads, reducing asphalt deterioration and prolonging the life of the roads.
- Located and cleared 146 storm water outfalls into City Creeks, eliminating major flooding during severe storms.
- Cleaned and inspected 1,950 storm water catch basins.
- Installed French drain around the perimeter of the Historic Halsey House to prevent water infiltration and protect against future flooding in that area.
- Installed physical signs and road striping for Safe Routes to School and Traffic Calming projects.
- Installed and maintained sanitizing stations, personal protective barriers and other COVID-19 related items in compliance with County workplace and public facility guidelines related to the pandemic.
- Replaced furnaces at Grant Park facilities and the Underground at Shoup Park.
- Completed LED lighting conversions at the History Museum and Grant Park facilities
- Installed new flooring in Youth Center restrooms.
- Installed rain shield at the Main Library outdoor walkway in response to County pandemic restrictions on indoor gathering.
- Did repair work on the Halsey House roof to eliminate water intrusion, enabling the removal of tarps.
- Worked with Recreation and Community Services Department to roll out the Park Memorial Bench program.

# MAINTENANCE SERVICES

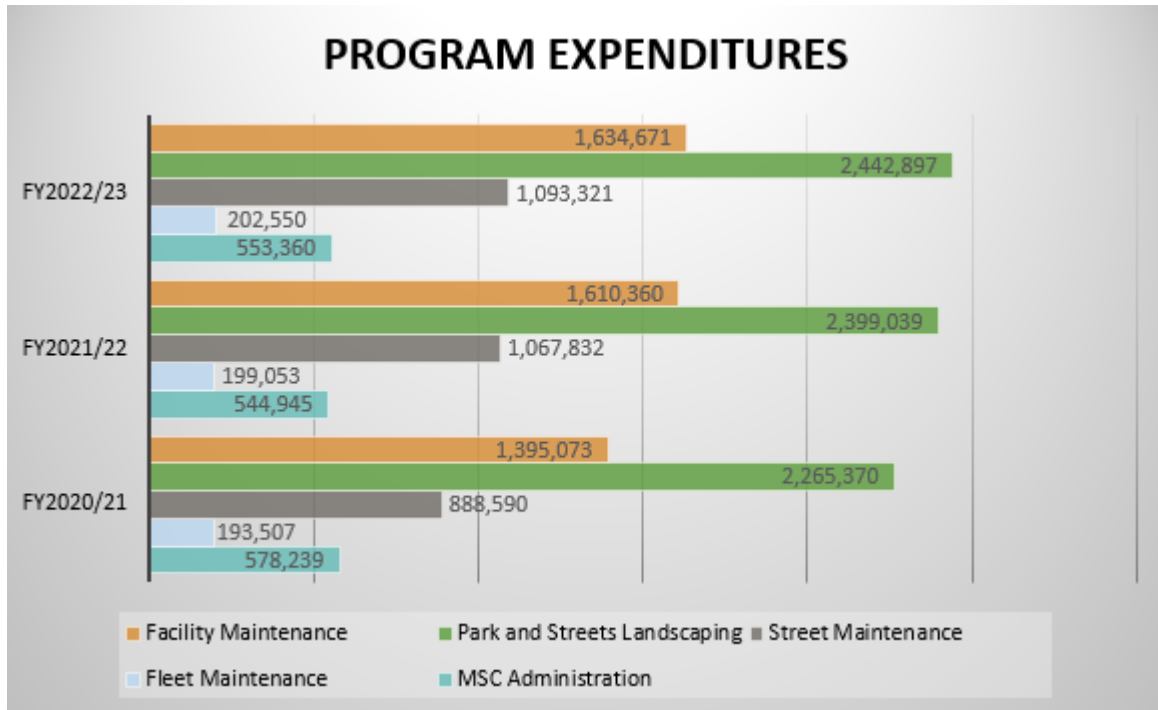
## GOALS FOR FY2021-23

- Continue as part of the project management team for the new Los Altos Community Center, scheduled for opening in Summer 2021 consistent with City Council priority
- Update the City Facilities Assessment and implement Facility Maintenance equipment Replacement Program, consistent with Council objectives.
- Continue implementation of Sanitary Sewer Master Plan and Sanitary Sewer Management Plan to maintain serviceability of the sewer system and reduce Sanitary Sewer Overflows.
- Implement a new asset management computer system to better manager city-owned facilities and infrastructure.
- Continue efforts to maximize tree plantings as appropriate and keep all City owned trees in the healthiest condition.
- Improve the condition and extend the life of City Roadways through continued crack sealing and asphalt repairs where possible.
- Continue to thoroughly clean and inspect the City’s Storm Water System, eliminating major flooding and reducing pooling.
- Clean unnecessary brush and dead trees in Redwood Grove to reduce fire hazards.

POSITIONS	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23
MSC Administration	2	2	2	2	2
Fleet Maintenance	1	1	1	1	1
Street Maintenance	7	7	7	7	7
Park and Streets Landscaping	13	13	13	13	13
Facility Maintenance	5	5	5	5	5
Sewer Maintenance	6	6	6	6	6
	34	34	34	34	34

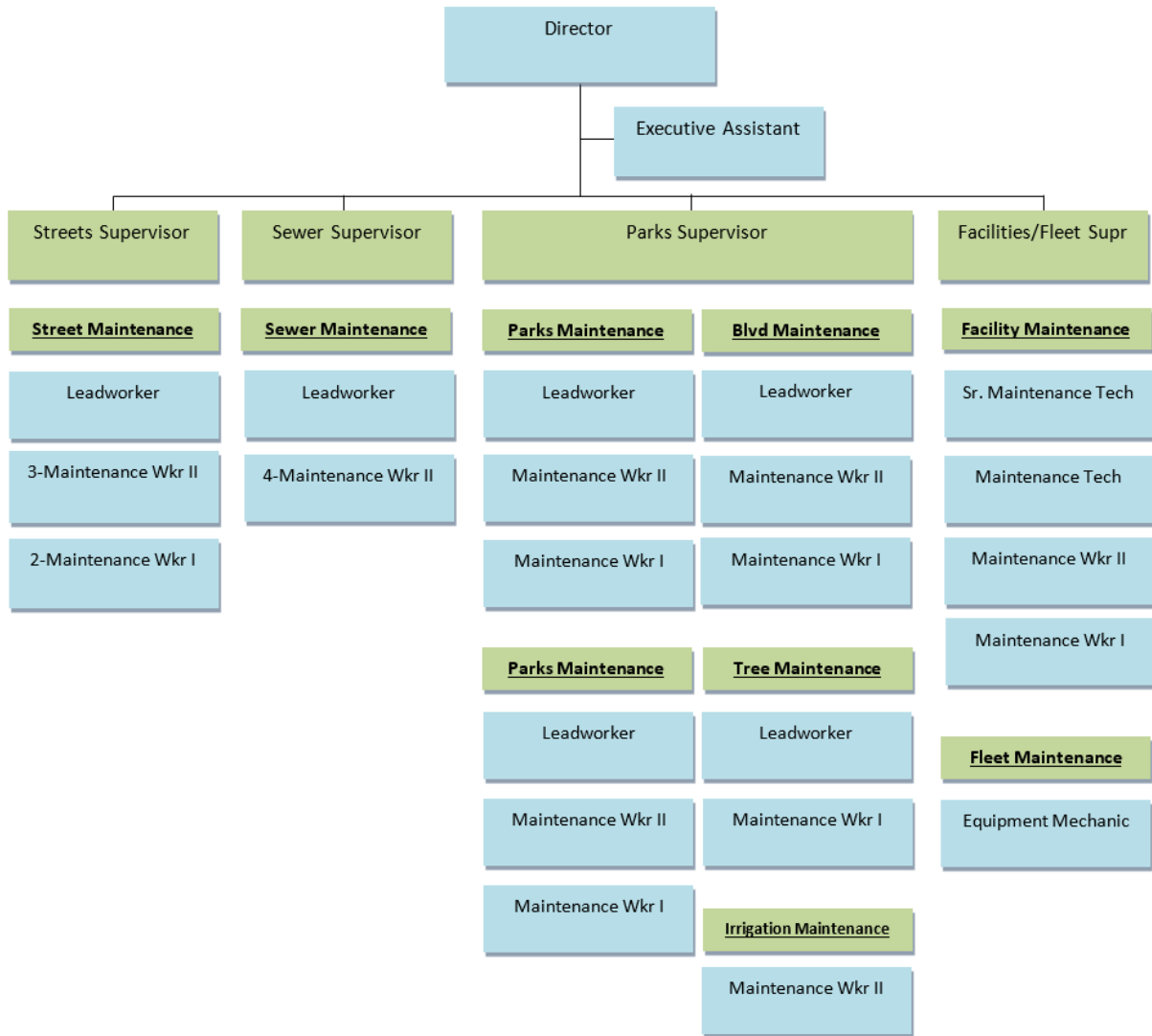
PROGRAM	Fund	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Budget	FY2021/22 Proposed	FY2022/23 Proposed	% Change
							Over 2020/21
MSC Administration	General	598,058	551,235	578,239	544,945	553,360	-5.8%
Fleet Maintenance	General	178,017	171,257	193,507	199,053	202,550	41.6%
Street Maintenance	General	881,350	876,553	888,590	1,067,832	1,093,321	41.6%
Park and Streets Landscaping	General	2,498,745	2,384,869	2,265,370	2,399,039	2,442,897	41.6%
Facility Maintenance	General	1,126,836	1,184,105	1,395,073	1,610,360	1,634,671	15.4%
<b>Maintenance Services</b>		<b>5,283,006</b>	<b>5,168,019</b>	<b>5,320,779</b>	<b>5,821,229</b>	<b>5,926,799</b>	<b>9.4%</b>

# MAINTENANCE SERVICES



EXPENSE ALLOCATION	FY2018/19 Actual	FY2019/20 Actual	FY2020/21 Budget	FY2021/22 Proposed	FY2022/23 Proposed	% Change Over 2020/21
Salaries and Benefits	3,326,159	3,367,741	3,486,019	3,810,993	3,916,563	9.3%
Services and Supplies	1,956,847	1,800,278	1,834,760	2,010,236	2,010,236	9.6%
	<b>5,283,006</b>	<b>5,168,019</b>	<b>5,320,779</b>	<b>5,821,229</b>	<b>5,926,799</b>	<b>9.4%</b>

# MAINTENANCE SERVICES



## PUBLIC SAFETY

The Police Department is a vibrant, progressive, and professional organization dedicated to fostering and maintaining community partnerships. These partnerships promote an enhanced quality of life for our community and ensure that the City of Los Altos remains a great place to live and raise a family. We are committed to our community's public safety priorities - Child and School Safety, Traffic Safety, Safe and Secure Neighborhoods, Safe Shopping Districts, and Emergency Preparedness.



The core services provided by the Department are: response to emergency and non-emergency calls for service; proactive identification of criminal activity, traffic safety, investigation of crime and prosecution of criminals, 911 call taking and emergency dispatch services, training of personnel, crime prevention and community outreach, code enforcement, maintenance of records, property and evidence control and emergency preparedness.

### ACCOMPLISHMENTS FOR FY2020-21

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Continued to focus on our Community Priorities

#### CHILD AND SCHOOL SAFETY

- The SRO continued to instruct school staff on “Run, Hide, Defend,” a curriculum designed and approved by the Santa Clara County Police Chiefs Association and the Santa Clara County Office of Education. The program is designed to show participants how to react and protect themselves during an "active shooter" or "active assailant" event.
- The School Resource Officer also implemented portions of the Stanford Toolkit curriculum to educate young people on dangers of tobacco use.

#### TRAFFIC SAFETY

- Traffic Division worked with Engineering to assist with the resurfacing and striping of Almond Avenue and the reconfiguration of Cuesta Drive; and worked with County Roads and Airports for the Foothill/El Monte expansion project (El Monte Avenue to Edith Avenue).
- The Traffic Division worked with city Engineering to address enforcement of left turns, U-turns and educational outreach during the city’s Open Streets event.
- The Traffic Division supported the 2020 Farmer’s Market and the adjusted 2020 Festival of Lights Parade.

# PUBLIC SAFETY

## ACCOMPLISHMENTS CONTINUED

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### SAFE AND SECURE NEIGHBORHOODS

- Overall, there was nearly a 34% decrease in burglaries and a 30% decrease in vehicle thefts between 2019 and 2020.
- The Department continues to offer crime prevention tips through the monthly Crime Prevention newsletter, City Manager weekly updates, social media platforms and Neighborhood Watch meetings, upon request. The department continues to offer trainings and meetings live, in a virtual format.

### SAFE SHOPPING DISTRICTS

- The Department has been working with local business organizations to strengthen crime prevention and emergency preparedness efforts within the business community. Department members presented at both LAVA and Chamber of Commerce meetings.
- The Department teamed up with City personnel, LAVA, and the Chamber of Commerce to design and implement Open Streets Los Altos and the parklet program to allow for the safe reopening of businesses during the pandemic.

### EMERGENCY PREPAREDNESS

- The Department, along with the City's Community Emergency Preparedness Coordinator, has worked closely with the community as the Los Altos PREPARES Program continues to develop.
- In FY 2019/20 the City offered a second round of the Community and Emergency Preparedness Grant Program. The program generated a variety of creative ideas surrounding Neighborhood Watch and Emergency Preparedness. In FY 20/21, the program was offered in a new format to encourage preparedness during challenges presented by the COVID-19 pandemic.
- Through the Los Altos PREPARES program, department members offered webinars on Crime Prevention and emergency preparedness to residents, business owners and faith-based organizations.
- The program continued to offer virtual training opportunities to community volunteers (Hams, CERTs and BATs) to engage residents and keep the community prepared.



# PUBLIC SAFETY

## ACCOMPLISHMENTS CONTINUED

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### ENHANCED COMMUNITY POLICING AND CUSTOMER SERVICE EFFORTS

- Not to be sidetracked by the pandemic, the department continued community outreach efforts with its first ever “*Chat with the Chief*” event. This was one of our most successful webinars. Chief Galea was able to address the community on common concerns including COVID-19 response, social unrest and crime trends. This was a facilitated discussion in a public webinar format. More than 100 residents signed in for the event.
- The prior success of our *Pumpkin Carving with a Cop* event continued in 2020 with a virtual offering. Young people tuned in to the live event and were still able to carve their pumpkins alongside the officers, who were competing for the best carved pumpkin. After community voting, the winning officer was later announced on our social media channels.
- A Pack the Patrol Car event netted two vehicles full of school supplies for low-income students. A second event during the Christmas Tree lighting ceremony collected warm jackets for students in need.
- Furthering transparency, the department has made several enhancements to the website, bringing the most critical information of public interest to the forefront.
- The department began collecting data designated by the Racial and Identity Profiling Act (RIPA) of 2015. In response to community concerns generated by events across the nation, the Police Chief directed the implementation of equipment and technology to collect the data one year earlier than required by the state. The data will be made available in an annual report provided by the state.

### CITIZENS’ POLICE TASK FORCE

- In September of 2020, Los Altos City Council members formed the Citizens Police Task Force to review specified police practices in the interest of further building trust, transparency, and accountability within the police department. The task force met for a period of 6 weeks and worked with police department staff to understand policies and practices related to the School Resource Officer Program, as well as the police complaint intake process. The task force heard testimonies from members of the public and ultimately provided recommendations to City Council. City Council directed the Police Department to initiate the following changes, all of which have been implemented:
  - The School Resource Officer program has been removed from the Los Altos High School.
  - Intake of personnel complaints against police officers was enhanced:
    - Online intake options are prominently displayed on the department’s website.
    - The complaint process is explained on the website, as well as in a downloadable complaint brochure.
    - Brochures & complaint forms are available at alternate locations, such as City Hall and libraries and prominently displayed in the department’s holding facility.

# PUBLIC SAFETY

## ACCOMPLISHMENTS CONTINUED

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- Complaint forms are available in WEBFORM or fillable PDF.
- Complaints may be submitted via email [PoliceFeedback@losaltosca.gov](mailto:PoliceFeedback@losaltosca.gov), webform, in person, via phone or via a 3<sup>rd</sup> party..
- Police complaints may be submitted to an independent intake official (IIO), who contracts with the city of Los Altos.
  - The IIO can receive complaints via email.
  - Complaints are shared between the independent intake official (IIO) and the police department administrative staff.
  - Complaint demographic data is collected and stored in a database, which tracks both INFORMAL and FORMAL complaints.
  - The IIO will summarize complaints in an annual report.

## EXPANDED OUTREACH AND STRENGTHENED COMMUNITY PARTNERSHIPS RELATED TO MENTAL HEALTH AND DOMESTIC VIOLENCE ISSUES

- The Police Department has 100% of sworn Police Officers trained in CIT (Crisis Intervention). This training provides officers with necessary skills to mediate incidents involving mentally ill persons. The program also provides valuable de-escalation techniques to enhance the safety of officers and the public alike.
- The Department continues to build on its relationship with WomenSV in providing resources to assist victims of domestic violence. Ruth Darlene of WomenSV provided training to department members surrounding recognition and prevention of domestic violence.

## CONTINUED IMPLEMENTATION OF THE TRI-CITY VIRTUAL CONSOLIDATION PROJECT

- The cities have selected a vendor to replace the current Records Management. This system will enhance the department's record management capabilities and provide additional tools for officers in the field, included field-based report writing.

# PUBLIC SAFETY

## GOALS FOR FY2021-23

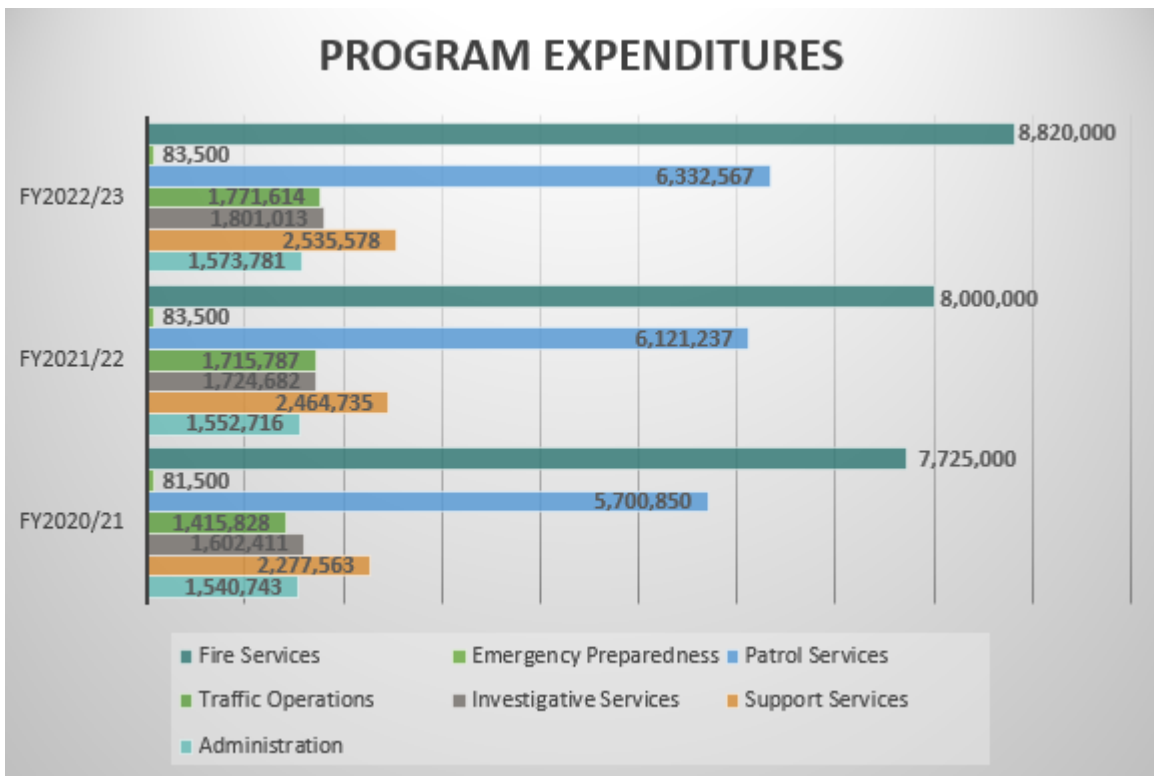
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- Maintain focus on our Community Priorities:
  - Child and School Safety
  - Traffic Safety
  - Safe and Secure Neighborhoods
  - Safe Shopping Districts
  - Emergency Preparedness
- Implement Enhancements to the department’s training program, specifically focused on diversity, fair and impartial policing, de-escalation and hate crimes.
- The Traffic Division will continue to coordinate with City Engineering and the Complete Streets Commission to improve overall pedestrian/bicycle safety for travel to/from schools. The city is currently evaluating different areas to add a “cycle track” (2-way bicycle lane) in front of various school routes, including Grant (frontage) Road. This includes evaluation of existing flow, consideration of the schools’ hybrid schedules, etc.
- Work with Information Technology to enhance the technological capabilities of public safety in Los Altos.
  - Finalize implementation of the Tri-City virtual consolidation Records Management System (RMS) Project
  - Complete an upgrade to the Computer Aided Dispatch (CAD) system and in car Mobile Data Terminals (MDT) including new hardware.
  - Implement online reporting feature for Code Enforcement issues and selected property crimes.
- Emergency Preparedness program enhancements
  - The Community Emergency Preparedness Coordinator will continue to work under the direction of the Police Department to enhance emergency preparedness and crime prevention. The Department will seek to facilitate a stronger partnership between the community BAT and Neighborhood Watch programs.
  - The city is exploring new technology to integrate the city’s GIS system with communications between DSW volunteers and city staff during emergencies.
  - Efforts to further engage the business community in both emergency preparedness and crime prevention will continue.

# PUBLIC SAFETY

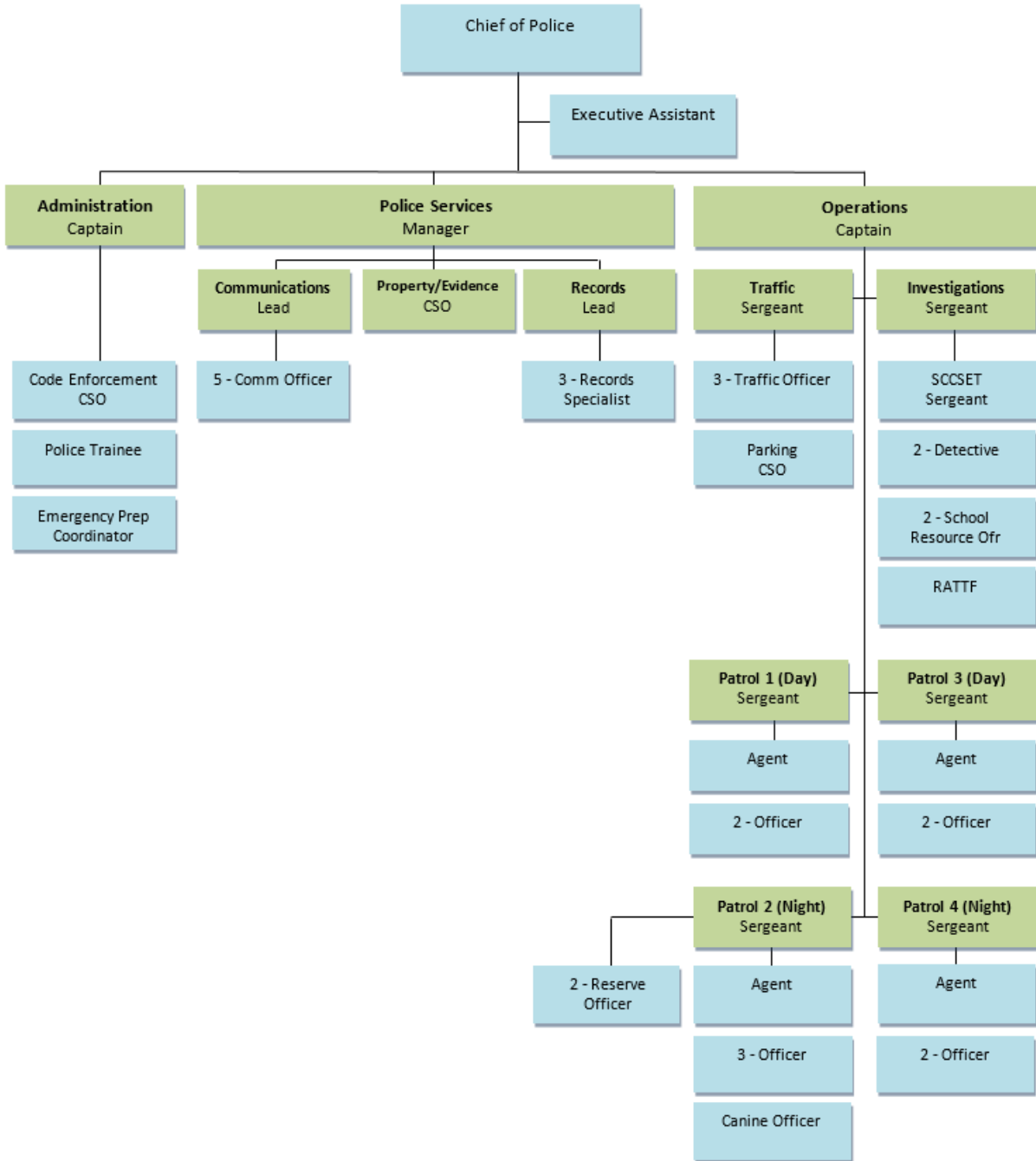
POSITIONS	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23
Administration	5	5	5	5	5
Patrol Services	19	19	19	19	19
Support Services	11	11	11	11	11
Investigative Services	7	8	8	8	8
Traffic Operations	4	4	4	4	4
Emergency Preparedness	-	-	-	-	-
	46	47	47	47	47

PROGRAM		FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	% Change Over 2020/21
EXPENDITURES	Fund	Actual	Actual	Budget	Proposed	Proposed	
Administration	General	1,461,888	1,509,942	1,540,743	1,552,716	1,573,781	0.8%
Support Services	General	2,021,981	1,926,748	2,277,563	2,464,735	2,535,578	8.2%
Investigative Services	General	1,639,951	1,585,263	1,602,411	1,724,682	1,801,013	7.6%
Traffic Operations	General	1,427,231	1,321,107	1,415,828	1,715,787	1,771,614	21.2%
Patrol Services	General	4,505,772	5,077,725	5,700,850	6,121,237	6,332,567	7.4%
Emergency Preparedness	General	49,978	44,521	81,500	83,500	83,500	2.5%
Fire Services	General	7,011,100	7,330,193	7,725,000	8,000,000	8,820,000	3.6%
<b>Public Safety</b>		<b>18,117,901</b>	<b>18,795,499</b>	<b>20,343,895</b>	<b>21,662,657</b>	<b>22,918,053</b>	<b>6.5%</b>



# PUBLIC SAFETY

EXPENSE ALLOCATION	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	% Change
	Actual	Actual	Budget	Proposed	Proposed	Over 2020/21
Salaries and Benefits	9,632,097	10,162,719	10,938,645	12,003,957	12,454,503	9.7%
Services and Supplies	8,485,804	8,632,780	9,405,250	9,658,700	10,463,550	2.7%
	<b>18,117,901</b>	<b>18,795,499</b>	<b>20,343,895</b>	<b>21,662,657</b>	<b>22,918,053</b>	<b>6.5%</b>



## RECREATION & COMMUNITY SERVICES

The Recreation & Community Services Department offers a wide variety of recreational opportunities for the Los Altos community. This includes: classes, programs, and activities for all ages, interests and abilities—pre-k, youth, teen, adults and adult 50+; park and facility rental reservations; a robust volunteer program (MVP); a recreation based preschool program; and an array of free community events. The department supports five City Commissions: Library, Parks & Recreation, Public Arts, Senior, and Youth.



Recreation & Community Service's budget for 2022/23 reflects a balanced approach to department expenditures—utilizing internal and contracted classes, programs and services. The budget reflects funding for supplies, facility requirements and needs, and the use of full and part-time staff. The department operates in a friendly, professional manner with a strong focus on providing the Los Altos community with outstanding customer service. The department endeavors to anticipate, adapt, and keep pace with the ever-changing trends, community needs, and priorities.

Through innovation and with a strong sense of teamwork, the Recreation & Community Services Department successfully responded to the COVID-19 Pandemic beginning in March 2020 by continuing to offer recreational opportunities through virtual events, programs, community engagement, and commission meetings. In addition to offering a Virtual Recreation Center, the limited staff assisted the community with access to vital information and referral resources through a general community and adult 50+ phone hotlines.

As the department transitions from the COVID-19 pandemic, to the opening of a modern, state-of-the-art, sustainable community center, the department will optimize equal access and will continue to create community through people, parks and programs.

### ACCOMPLISHMENTS FOR FY2020-21

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- Launched new recreation registration and facility rental software.
- Continued participation on the Project Management Team for the new community center construction.
- Transitioned recreation operations to the Grant Community Center and The Underground during construction of the new community center.
- Successfully transitioned to virtual programs and events during the COVID-19 Pandemic, and assisted the Los Altos community by providing Information and Adult 50+ referral hotlines.
- Completed an Organizational and Community Center assessment, with the assistance of Blue Point Planning, to prepare for the opening and operation of the new Los Altos Community Center.
- Halsey House review including joint meeting with Historical Commission.

# RECREATION & COMMUNITY SERVICES

- Review of Bocce Ball donation leading to scheduling a Grant Park Master Plan process.
- Reaffirmed Resolution no. 2017-07, supporting the City’s commitment to a diverse, supportive, inclusive, and protective community.
- Community center update and virtual tour with the Youth, Senior, Library, Parks & Recreation Commissions, and Design Development Working Group.
- Launched Hillview Baseball Field Off-Leash Dog Pilot Program on April 1, 2021.
- Review of 2012 Park Plan update leading to recommendation to conduct a comprehensive parks and recreation master plan update.
- Hosted an environment themed youth art competition in March 2021, funded by a Silicon Valley Clean Energy Education Grant.

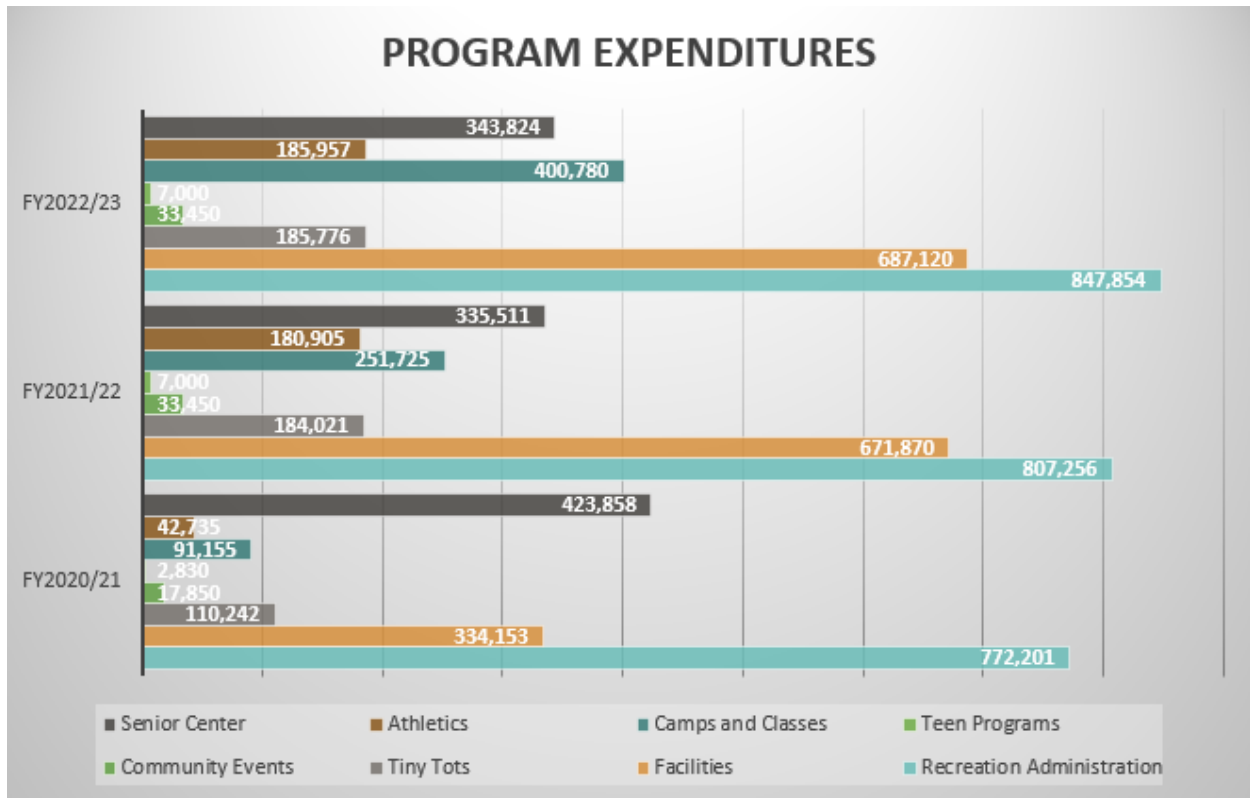
## GOALS FOR FY2021-23

- Host a Grand Opening and successfully open the new Los Altos Community Center, with consideration to implementing transitional change as it relates to the COVID-19 Pandemic.
- Rebrand the teen and adult programs and events to increase participation.
- Increase park and facility rental reservations by 15%.
- Collaborate with Police Department to offer joint programs and events.
- Evaluate Off-Leash Pilot Program and forward recommendation to City Council including possible expansion of program.
- Work with Engineering Services and Maintenance Services Departments to prioritize and execute Capital Improvement Program, including future scheduling of the Grant Park Master Plan and a comprehensive Parks & Recreation Master Plan Update.

<b>POSITIONS</b>	<b>FY2018/19</b>	<b>FY2019/20</b>	<b>FY2020/21</b>	<b>FY2021/22</b>	<b>FY2022/23</b>
Recreation Administration	2.5	2.5	2.5	2.5	2.5
Facilities	2	2	2	2	2
Tiny Tots	0.5	0.5	0.5	0.5	0.5
Community Events	-	-	-	-	-
Performing Visual Arts	-	-	-	-	-
Teen Programs	0.5	0.5	0.5	0.5	0.5
Camps and Classes	0.75	0.75	0.75	0.75	0.75
Athletics	0.25	0.25	0.25	0.25	0.25
Senior Center	1.5	1.5	1.5	1.5	1.5
	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

# RECREATION & COMMUNITY SERVICES

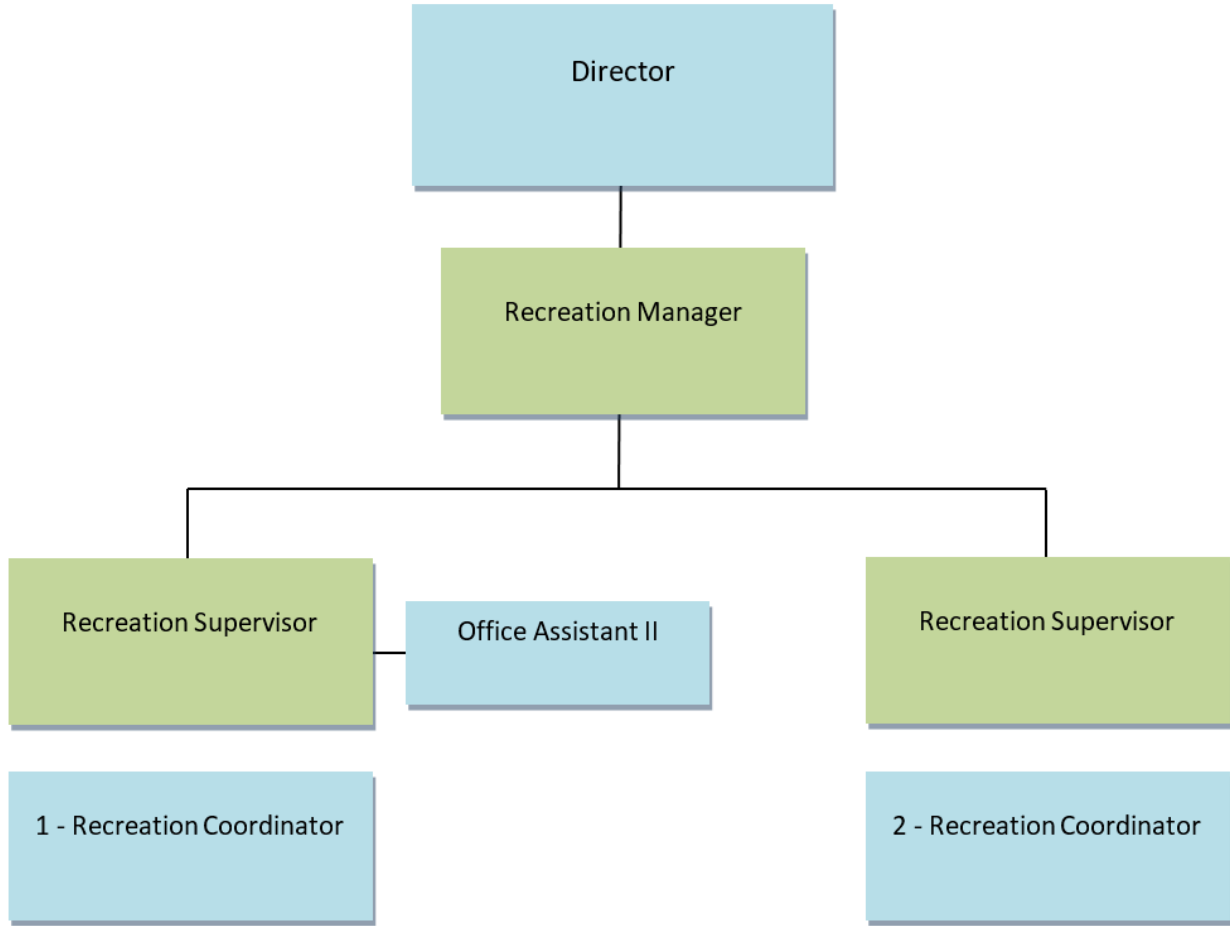
PROGRAM EXPENDITURES	Fund	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	% Change Over 2020/21
		Actual	Actual	Budget	Proposed	Proposed	
Recreation Administration	General	565,365	764,947	772,201	807,256	847,854	4.5%
Facilities	General	447,038	436,336	334,153	671,870	687,120	101.1%
Tiny Tots	General	267,569	210,727	110,242	184,021	185,776	66.9%
Community Events	General	93,606	84,696	17,850	33,450	33,450	87.4%
Teen Programs	General	63,044	41,574	2,830	7,000	7,000	147.3%
Camps and Classes	General	567,092	414,412	91,155	251,725	400,780	176.2%
Athletics	General	131,834	104,899	42,735	180,905	185,957	323.3%
Senior Center	General	333,347	255,658	423,858	335,511	343,824	-20.8%
		2,468,895	2,313,249	1,795,024	2,471,738	2,691,761	37.7%



EXPENSE ALLOCATION	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/23	% Change Over 2020/21
	Actual	Actual	Budget	Proposed	Proposed	
Salaries and Benefits	1,354,503	1,518,355	1,369,324	1,753,173	1,800,833	28.0%
Services and Supplies	1,114,393	794,894	425,700	718,565	890,928	68.8%
	2,468,896	2,313,249	1,795,024	2,471,738	2,691,761	37.7%



# RECREATION & COMMUNITY SERVICES



# GUIDE TO THE 5-YEAR CIP

## INTRODUCTION

The Capital Improvement Program (CIP) identifies the City’s capital investments over a five-year term. It is both a fiscal and strategic device that allows for the planning, scoping, prioritization and monitoring of all capital projects. The document quantifies and defines costs, funding sources, departmental responsibilities, project phases and timing. Each year the CIP is reviewed and updated as part of the City-wide financial planning and goal-setting process. At the same time, it sets a vision for long-term planning. It is also valuable as a community outreach and communications tool as it speaks to major tax dollar investments that are placed in direct and very visible City-wide infrastructure improvements. Such projects involve larger dollar expenditures that normally have a long useful life cycle.

The CIP includes five years of projected capital needs, the first year of which will be appropriated within the annual budget process. Dollars in the first year of the five-year CIP will be authorized for spending in the project planning, bidding and award process. The remaining four years of the CIP serve as a proposed financial plan subject to annual review.

## HOW THIS DOCUMENT IS ORGANIZED

The CIP is broken down into three major sections. The first section is a high-level overview that describes projects from a variety of informational perspectives. In this section, projects are presented by year, by category and by funding source. Each project has been assigned a categorical priority designed to support the City’s overall goals. In doing so, capital projects have been assigned one of the four following priority classifications:

- Health & Safety
- Asset Preservation
- Efficiencies/Cost Savings
- Quality of Life

## GUIDE TO THE FIVE-YEAR CIP

The second section provides a detailed description for each capital project within an improvement area or category. These categories are designed to emphasize the particular infrastructure needs of Los Altos, as noted below:

**CIVIC FACILITIES**

**COMMUNITY DEVELOPMENT**

**TRANSPORTATION**

**WASTEWATER SYSTEMS**

# GUIDE TO THE 5-YEAR CIP

**Civic Facilities:** Includes general upkeep, repair and replacement of parks, buildings and associated infrastructure and amenities in support of the wide variety of services the City provides to the community.

**Community Development:** Includes general infrastructure, civic planning, storm drain, technology enhancements and facilities of a general service nature. Examples include bridges, lighting and median landscaping, technology, communications, master plan and special project studies.

**Transportation:** Includes roadway enhancements and improvements geared towards pedestrian and bicycle safety, and efficient traffic flow. Upgrade and maintenance is a core part of this category, as well as signal lighting, street striping, traffic calming measures and intersection improvements

**Wastewater Systems:** Includes improvements to maintain and improve essential sewer systems vital in the preservation of health and safety. This is a highly regulated and environmentally-sensitive area and exists in a self-sustaining fee-based model.

Each of the project descriptions within the various service areas display projected costs for each of the next five years including the proposed allocation for FY 2021/22, planned costs for the following four years, a brief description of each project, the identified area of priority/benefit and a brief commentary of the status of ongoing and current expenditures. For projects where the operational cost impact is known, this information is also included in the description. Inflationary factors are also included where appropriate. All active and proposed projects are developed into individual five-year project formats.

The Capital Improvement Program is an invaluable component of the City’s effort to provide a safe, healthy and attractive community.

**HEALTH & SAFETY**  
Transportation Improvements  
    Streets & Roadways  
    Pedestrian & Pathway  
Wastewater System Improvements  
Safety Communications

**ENSURING QUALITY OF LIFE**  
Community Development  
    Technology & Infrastructure  
    Public Safety Communications  
Civic Facilities  
    Recreation/Parks/Trails  
    Municipal Facilities

**ASSET PRESERVATION**  
Road Resurfacing  
Slurry Seal  
Facility Maintenance

**EFFICIENCY**  
Technology  
Geographic Mapping  
Long Term Planning

# GUIDE TO THE 5-YEAR CIP

## CIP REVENUE SOURCES

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### HOW CIP PROJECTS ARE FINANCED

When it comes to CIP projects, many cities like Los Altos, have had to develop a series of internal and external funding mechanisms. This is because local government resources are limited in nature. Many funding sources are restricted in use and subject to discretionary State subventions. Furthermore, local government revenues are highly sensitive to economic movement and prospects for increases are few and far between. As a result, Los Altos has funded a core percentage of general service improvements from its General Fund, placing such resources in direct competition with operational needs.

Wherever possible, the City seeks out external funding sources. These sources, which are restricted to specific application areas, are defined below:

### RESTRICTED REVENUE FUNDS

#### Roadways & Traffic

- Gas Tax - Financing is provided by the City's share of the State tax on gasoline, which can only be used for the research, planning, construction, improvement, maintenance, and operation of public streets and highways or public mass transit corridors.
- Transportation Grants - Grant funding from State and Federal sources that can only be used for transportation improvement projects in the City's rights-of-way. Grants of this type in the Silicon Valley have originated from such agencies as the Valley Transit Authority, Federal Stimulus Funds, and the Metropolitan Transit Commission, among others.
- Traffic Impact Fees - Developer fees in the form of Traffic Impact Fees (TIF) can assist in the area of traffic capacity and flow. TIF funds are generated through the increase in residential housing living units and can be applied to traffic impacts with a focus on enhancing traffic flow and calming measures. Such fees are designed to have developers contribute towards the impact of growth in the local jurisdiction.
- State Traffic Development Act Funds - The Transportation Development Act (TDA) provides two major sources of funding for public transportation: the Local Transportation Fund (LTF) and the State Transit Assistance fund (STA). These funds are for the development and support of public transportation needs that exist in California and are allocated to areas of each County based on population, taxable sales and transit performance. The allocation of these funds is discretionary at the State level.
- Measure B Funds – Santa Clara County voters passed Measure B on November 2016. Measure B will add ½-cent to sales tax for the next 30 years to fund transportation projects throughout Santa Clara County. These funds are eligible for road repair and maintenance, traffic congestion reduction projects, and other transportation projects to increase the quality of life of residents.

# GUIDE TO THE 5-YEAR CIP

## Community Facilities

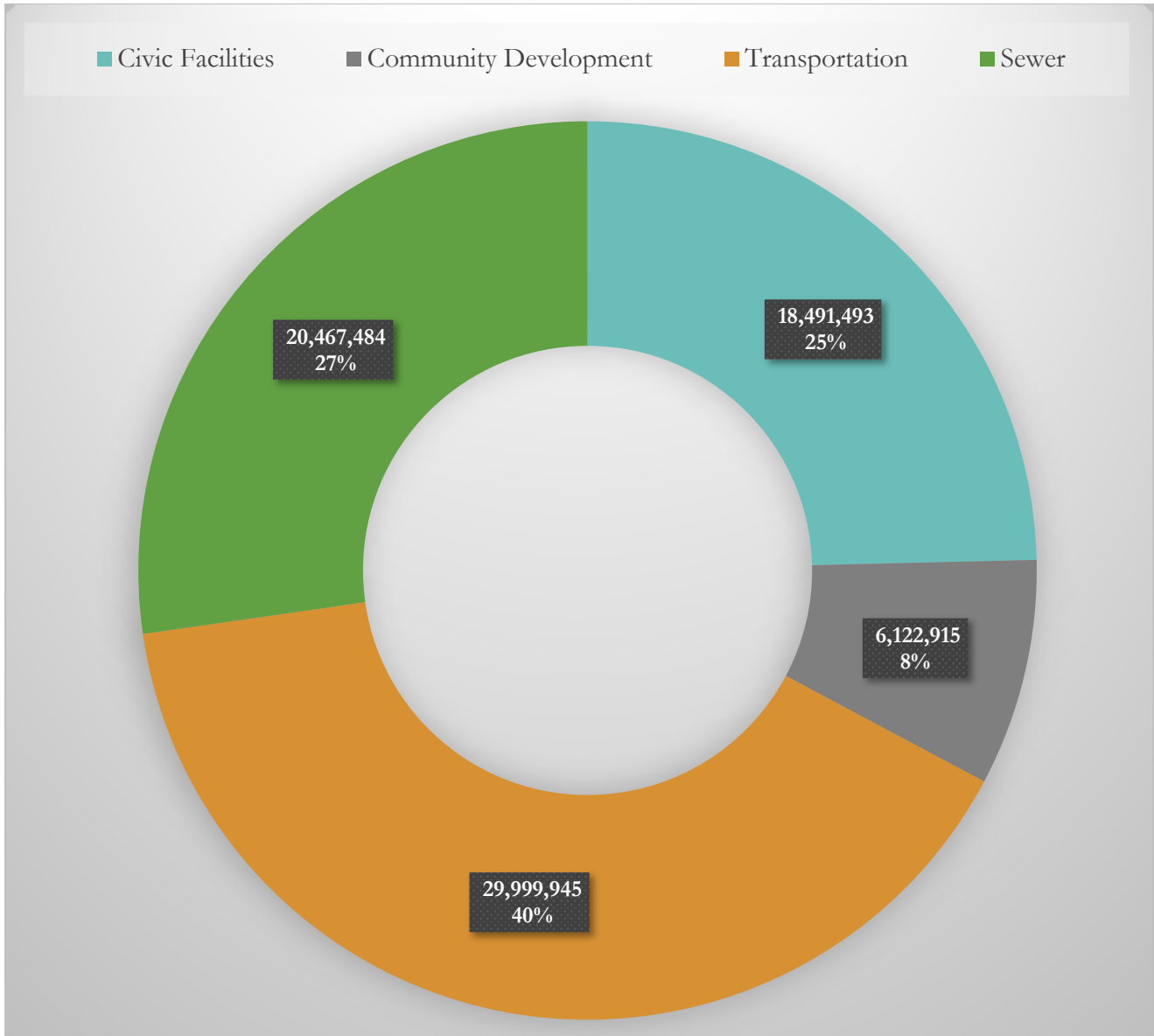
- Park-In-Lieu Fees - Funding for open space and parks and recreation facilities can be derived from State and Federal grants and/or mostly developer fees. Developer fees in this area, referred to as Park-in-lieu Fees (PIL), are generated based on the growth in the number of livable housing units and can be applied to the acquisition, design, construction or repair of parks and recreation properties and facilities.

## Enterprise Funds

- Wastewater - Funding from the services rendered on a user surcharge basis to residents and businesses located in Los Altos and municipal service charges to Los Altos Hills for their pass-through use of the City's system. These revenues also support operation and maintenance of the utility systems. The capital portion is used for underground pipelines, diversion systems, pump stations and distribution channels. CIP project costs in this area are supported by a multi-year Master Plan for this substantial utility system.

Although the City also maintains storm water systems, those utility costs are not fee-based funded at this time and rely on General Fund transfers.

# 5-YEAR CIP PROJECTS BY TYPE

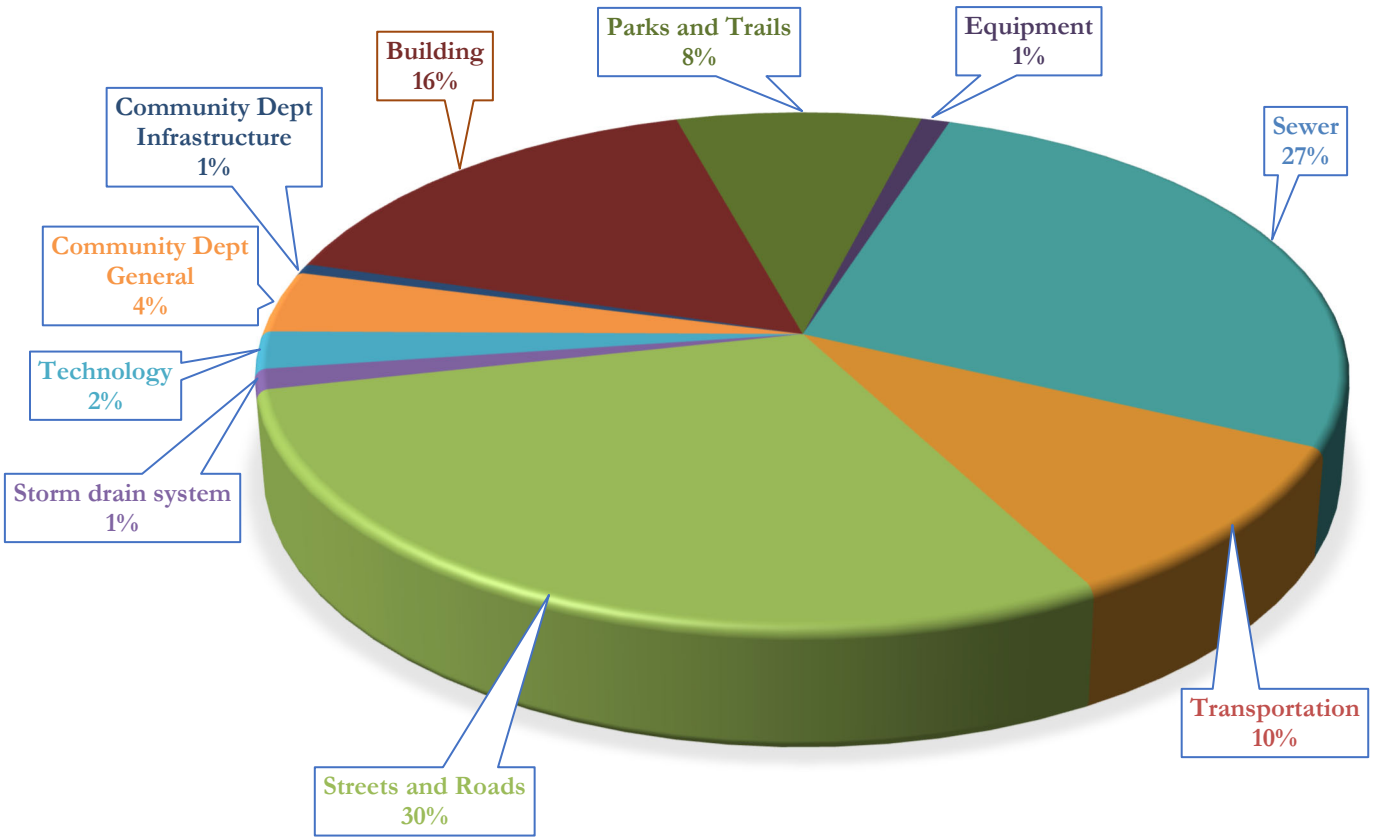


## 5-YEAR CIP PROJECTS BY TYPE

CATEGORY	BUDGET	NUMBER OF PROJECTS
Sewer	\$ 20,467,484	9
Pedestrian and Bicycle	\$ 7,711,936	12
Streets and Roads	\$ 22,288,009	7
Storm Drain System	\$ 962,492	1
Technology	\$ 1,777,041	5
Community Dept. General	\$ 2,922,139	5
Community Dept. Infrastructure	\$ 461,243	3
Building	\$ 12,177,097	11
Parks and Trails	\$ 6,314,396	4
Equipment Replacement	\$ 734,000	11
<b>TOTAL</b>	<b>\$ 75,815,837</b>	<b>68</b>

\*NOTE: Equipment replacement is a general fund expense and is not a part of CIP

# 5-YEAR CIP PLAN BREAKDOWN BY CATEGORY





# PROPOSED 5-YEAR CAPITAL IMPROVEMENT SUMMARY – FY2022-2026

<b>FUNDING SOURCE</b>	<b>Prior Appropriations</b>	<b>FY2021/22 Budget</b>	<b>FY2022/23 Budget</b>	<b>FY2023/24 Budget</b>	<b>FY2024/25 Budget</b>	<b>FY2025/26 Budget</b>	<b>Total Project Funding</b>
CIP/General Fund	6,407,137	5,550,000	6,050,000	6,350,000	3,980,000	3,925,000	32,262,137
Community Development Block Grant	280,000	-	-	-	-	-	280,000
Equipment Replacement	560,332	357,500	376,500	-	-	-	1,294,332
Gas Tax	-	1,350,000	800,000	800,000	800,000	800,000	4,550,000
Park In-Lieu Fund	379,872	800,000	1,050,000	1,150,000	1,530,000	1,450,000	6,359,872
Measure B	-	550,000	550,000	550,000	550,000	550,000	2,750,000
Other Funding	2,164,864	695,000	550,000	510,000	510,000	510,000	4,939,864
Sewer Fund	4,047,484	2,682,000	4,256,000	2,730,000	4,324,000	2,428,000	20,467,484
TDA Article III Grant	-	50,000	50,000	50,000	50,000	50,000	250,000
Technology Reserve	214,160	250,000	350,000	-	-	-	814,160
Traffic Impact Fees	97,988	550,000	450,000	250,000	250,000	250,000	1,847,988
<b>Total</b>	<b>\$ 14,151,837</b>	<b>\$ 12,834,500</b>	<b>\$ 14,482,500</b>	<b>\$ 12,390,000</b>	<b>\$ 11,994,000</b>	<b>\$ 9,963,000</b>	<b>\$ 75,815,837</b>

# FISCAL YEAR 2022-26 PROPOSED CAPITAL IMPROVEMENT PROGRAM SUMMARY

Project #	Project Name	Funding Sources	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	Total
<b>CIVIC FACILITIES</b>									
<b>PARKS AND TRAILS</b>									
CF-01009	Annual Pathway Rehabilitation	Park In-Lieu Fund	\$ -	\$ 50,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,050,000
CF-01017	Annual Park Improvement Project	Park In-Lieu Fund	\$ 334,396	\$ 750,000	\$ 650,000	\$ 900,000	\$ 980,000	\$ 1,200,000	\$ 4,814,396
CF-01023	Grant Park Master Plan	Park In-Lieu Fund	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000
CF-01024	City-wide Parks and Recreation Master Plan	Park In-Lieu Fund	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ 300,000
<b>BUILDINGS</b>									
CF-01002	Los Altos Community Center Redevelopment	CIP	\$ 970,509	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 970,509
CF-01003	Annual Civic Facilities Improvement	CIP	\$ -	\$ 750,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 5,550,000
CF-01004	Halsey House Redevelopment		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CF-01021	Emergency Operations Center	CIP	\$ 2,718,677	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 3,018,677
CF-01010	Annual ADA Improvements (Facilities)	CIP	\$ 317,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 692,000
CF-01011	City Hall Emergency Backup Power Generator	CIP	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000
CF-01013	MSC Fuel-Dispensing Station Overhead Canopy	CIP	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ 300,000
CF-01016	Waterline Backflow Preventers	CIP	\$ 80,435	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,435
CF-01018	MSC Parking Lot Resurfacing	CIP	\$ -	\$ -	\$ 1,300,000	\$ -	\$ -	\$ -	\$ 1,300,000
CF-01019	Veterans Community Plaza Shade Structure	Park In-Lieu Fund	\$ 45,476	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,476
CF-01022	City Hall and Maintenance Services Building Security Systems	Technology Fund	\$ -	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ 70,000

# FISCAL YEAR 2022-26 PROPOSED CAPITAL IMPROVEMENT PROGRAM SUMMARY

Project #	Project Name	Funding Sources	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	Total
<b>COMMUNITY DEVELOPMENT</b>									
<b>INFRASTRUCTURE</b>									
CD-01017	First Street Streetscape Design -- Phase II	CIP	\$ 261,243	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 261,243
CD-01018	Downtown Lighting Cabinet Replacement	CIP	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ 200,000
<b>GENERAL</b>									
CD-01003	Annual Public Arts Projects	Public Art Fund	\$ -	\$ 60,000	\$ 50,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 140,000
CD-01009	Walter Singer Bust Relocation	CIP	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
CD-01020	Climate Action Plan Implementation Program	CIP	\$ 75,000	\$ -	\$ -	\$ -	\$ 55,000	\$ -	\$ 130,000
CD01023	Housing Element Update	CIP	\$ 42,139	\$ 565,000	\$ -	\$ -	\$ -	\$ -	\$ 642,139
		REAP	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	
CD01024	General Plan	CIP	\$ -	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ 2,000,000
<b>TECHNOLOGY</b>									
CD-01006	Police Records Management & Dispatch System	Equipment Replacement Fund	\$ 560,332	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 560,332
CD-01008	IT Initiatives	Technology Fund	\$ 214,160	\$ 180,000	\$ 350,000	\$ -	\$ -	\$ -	\$ 744,160
CD-01019	Public Works Electronic Document Management	CIP	\$ 105,949	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 105,949
CD-01021	Community Chamber AV Equipment	PEG Fees	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
		CIP	\$ 216,600	\$ (100,000)	\$ -	\$ -	\$ -	\$ -	\$ 116,600
CD-01022	Asset Management System	CIP	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
		Sewer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>STORM DRAIN SYSTEM</b>									
CD-01012	Annual Storm Drain Improvements	CIP	\$ 12,492	\$ 950,000	\$ -	\$ -	\$ -	\$ -	\$ 962,492

# FISCAL YEAR 2022-26 PROPOSED CAPITAL IMPROVEMENT PROGRAM SUMMARY

Project #	Project Name	Funding Sources	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	Total
<b>TRANSPORTATION</b>									
<b>STREETS AND ROADS</b>									
TS-01001	Annual Street Resurfacing	CIP	\$ 142,448	\$ 1,050,000	\$ 1,050,000	\$ 1,050,000	\$ 1,050,000	\$ 1,050,000	\$ 5,392,448
		Gas Tax	\$ -	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 1,750,000
		Road Maint. & Acct Act	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,500,000
		Measure B	\$ -	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 2,750,000
		VRF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TS-01003	Annual Street Striping	Gas Tax	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
		CIP	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
TS-01004	Annual Street Slurry Seal	Gas Tax	\$ -	\$ 800,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,800,000
		CIP	\$ -	\$ 250,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 3,450,000
TS-01008	Annual ADA Improvements (Streets and Roadways)	CIP	\$ 136,697	\$ 75,000	\$ 200,000	\$ 200,000	\$ 75,000	\$ 75,000	\$ 761,697
TS-01009	Annual City Alley Resurfacing	Gas Tax	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
TS-01056	Fremont Avenue Pavement Rehabilitation	OBAG	\$ 2,064,864	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,064,864
		CIP	\$ 119,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 119,000
TS-01059	Diamond Court Reconstruction	CIP	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
		Resident Contribution	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
<b>PEDESTRIAN AND BICYCLE SAFETY</b>									
TS-01005	Annual Concrete Repair	CIP	\$ 118,074	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,118,074
TS-01006	Annual Traffic Sign Replacement	CIP	\$ 94,821	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 294,821
TS-01007	Annual Neighborhood Traffic Management	Traffic Impact Fees	\$ 73,288	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 323,288
TS-01013	Annual Transportation Enhancements	CIP	\$ 216,313	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 591,313
TS-01022	Annual Collector Street Traffic Calming	Traffic Impact Fees	\$ 24,700	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 524,700
TS-01051	University Ave/Milverton Rd Sidewalk Gap Closure Project	CIP	\$ 65,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 165,000

# FISCAL YEAR 2022-26 PROPOSED CAPITAL IMPROVEMENT PROGRAM SUMMARY

Project #	Project Name	Funding Sources	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	Total
<b>PEDESTRIAN AND BICYCLE SAFETY CONTINUED</b>									
TS-01052	Annual Bicycle/Pedestrian Access Improvements	CIP	\$ 336,506	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 2,086,506
		TDA Article III Grant	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
		Traffic Impact Fees	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
TS-01055	Fremont Ave Pedestrian Bridge Rehabilitation	CIP	\$ 193,234	\$ 260,000	\$ -	\$ -	\$ -	\$ -	\$ 453,234
TS-01057	In-Road Light System Maintenance	CIP	\$ 75,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 375,000
TS-01058	Intersection Access Barrier Removal	CDBG	\$ 280,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 280,000
TS-01060	SR2S Improvement Projects	Traffic Impact Fees	\$ -	\$ 300,000	\$ 200,000	\$ -	\$ -	\$ -	\$ 500,000
TS-01061	Foothill Expressway Widening from Homestead Rd to I-280	CIP	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000
<b>TOTAL</b>			<b>\$ 10,104,353</b>	<b>\$ 9,795,000</b>	<b>\$ 9,850,000</b>	<b>\$ 9,660,000</b>	<b>\$ 7,670,000</b>	<b>\$ 7,535,000</b>	<b>\$ 54,614,353</b>

## WASTEWATER

<b>SEWER</b>									
WW-01001	Annual Sewer System Repair Program	Sewer	\$ 859,418	\$ 630,000	\$ 640,000	\$ 650,000	\$ 660,000	\$ 670,000	\$ 4,109,418
WW-01002	Annual Structural Reach Replacement	Sewer	\$ 1,117,369	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 5,117,369
WW-01003	Annual Root Foaming	Sewer	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
WW-01005	Annual CIPP Corrosion Rehabilitation	Sewer	\$ 473,925	\$ 465,000	\$ 480,000	\$ 500,000	\$ 520,000	\$ 535,000	\$ 2,973,925
WW-01006	Annual Fats, Oils, Grease Program (FOG)	Sewer	\$ 66,566	\$ 66,000	\$ 68,000	\$ 70,000	\$ 72,000	\$ 74,000	\$ 416,566
WW-01008	Annual GIS Updates	Sewer	\$ 319,911	\$ 66,000	\$ 68,000	\$ 70,000	\$ 72,000	\$ 74,000	\$ 669,911
WW-01009	Sewer System Management Plan Update	Sewer	\$ 50,000	\$ 25,000	\$ -	\$ -	\$ -	\$ 75,000	\$ 150,000
WW-01011	Sanitary Sewer Video Inspection	Sewer	\$ 467,997	\$ 430,000	\$ -	\$ 440,000	\$ -	\$ -	\$ 1,337,997
WW-01012	Adobe Creek Sewer Main Replacement	Sewer	\$ 692,298	\$ -	\$ 2,000,000	\$ -	\$ 2,000,000	\$ -	\$ 4,692,298
<b>TOTAL</b>			<b>\$ 4,047,484</b>	<b>\$ 2,682,000</b>	<b>\$ 4,256,000</b>	<b>\$ 2,730,000</b>	<b>\$ 4,324,000</b>	<b>\$ 2,428,000</b>	<b>\$ 20,467,484</b>

# FISCAL YEAR 2022-26 PROPOSED CAPITAL IMPROVEMENT PROGRAM SUMMARY

Project #	Project Name	Funding Sources	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	Total
<b>EQUIPMENT REPLACEMENT</b>									
	Streets Division Bucket Truck	Equipment Replacement Fund	\$ -	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ 65,000
	Parks Division Utility Truck	Equipment Replacement Fund	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000
	Parks Division Van	Equipment Replacement Fund	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
	Passenger Car (EV)	Equipment Replacement Fund	\$ -	\$ -	\$ 37,000	\$ -	\$ -	\$ -	\$ 37,000
	Patrol Vehicle Automated License Plate Reader Replacement	Equipment Replacement Fund	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
	Police Radio/Phone Recording Equipment	Equipment Replacement Fund	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000
	Patrol Vehicles (2)	Equipment Replacement Fund	\$ -	\$ 122,000	\$ -	\$ -	\$ -	\$ -	\$ 122,000
	Unmarked Police Vehicle	Equipment Replacement Fund	\$ -	\$ 42,500	\$ -	\$ -	\$ -	\$ -	\$ 42,500
	Patrol Vehicles (3)	Equipment Replacement Fund	\$ -	\$ -	\$ 187,500	\$ -	\$ -	\$ -	\$ 187,500
	Unmarked Police Vehicles (2)	Equipment Replacement Fund	\$ -	\$ -	\$ 87,000	\$ -	\$ -	\$ -	\$ 87,000
	Traffic Division RIPA Collection Devices	Equipment Replacement Fund	\$ -	\$ 23,000	\$ -	\$ -	\$ -	\$ -	\$ 23,000
<b>TOTAL</b>				<b>\$ 357,500</b>	<b>\$ 376,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 734,000</b>
<b>GRAND TOTAL</b>			<b>\$ 14,151,837</b>	<b>\$ 12,834,500</b>	<b>\$ 14,482,500</b>	<b>\$ 12,390,000</b>	<b>\$ 11,994,000</b>	<b>\$ 9,963,000</b>	<b>\$ 75,815,837</b>

## LOS ALTOS COMMUNITY CENTER



This project will accommodate the design and construction of a new community center replacing the outdated Hillview Community Center. The project will also include site work and outdoor park facilities and amenities related to the construction of the new facility.

Civic Facilities-Buildings		
<b>CF - 01002</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> P. Maslo
<b>Initial Funding Year:</b> FY 2013/14	<b>Planned Start Date:</b> In Progress	<b>Target Completion Date:</b> End of FY 2020/2021
<b>Project Status:</b> In Progress	<b>Expended as of June 21, 2021:</b>	<b>Operating Budget Impact:</b> None

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/2025 Planned	2025/26 Planned	Total
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### Project Estimates

LOS ALTOS COMMUNITY CENTER	970,509	-	-	-	-	-	970,509
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### Funding Sources

CIP In-Lieu Park Fund	970,509	-	-	-	-	-	970,509
<b>Total</b>	<b>970,509</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>970,509</b>

## ANNUAL CIVIC FACILITIES IMPROVEMENT PROJECT



This is a capital project for the repair, non-routine maintenance and improvements of civic facilities throughout Los Altos. Projects will include deferred and ongoing maintenance identified in the 2016 Comprehensive Civic Facilities Condition Assessment as well as facility improvements and upgrades to better serve the community. This project will also fund initial study or preliminary engineering for larger scale projects. FY 2021/22 will include an update to the 2016 Comprehensive Civic Facilities Condition Assessment and a facilities assessment for the Police Station and two Fire Stations.

<b>Civic Facilities-Buildings</b>		
<b>CF - 01003</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> P. Maslo
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Annual		<b>Operating Budget Impact:</b> Decreased Emergency Repairs

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

ANNUAL CIVIC FACILITIES IMPROVEMENT PROJECT	-	750,000	1,200,000	1,200,000	1,200,000	1,200,000	5,550,000
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### Funding Sources

CIP	-	750,000	1,200,000	1,200,000	1,200,000	1,200,000	5,550,000
<b>Total</b>	<b>-</b>	<b>750,000</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>5,550,000</b>



## ANNUAL PATHWAY REHABILITATION



The project provides for rehabilitation or replacement of existing bicycle and pedestrian pathway infrastructure that is not on the street system. Improvements will be based on condition assessment, the City’s Pedestrian Master Plan, Bicycle Transportation Master Plan, and Parks Plan. The funds in FY 2021/22 will be used for a condition and cost assessment study.

<b>Civic Facilities-Parks and Trails</b>		
<b>CF - 01009</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> M. Lee
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Annual		<b>Operating Budget Impact:</b> Decreased Maintenance Costs

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

ANNUAL PATHWAY REHABILITATION	-	50,000	250,000	250,000	250,000	250,000	1,050,000
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### Funding Source

In-Lieu Park Fund	-	50,000	250,000	250,000	250,000	250,000	1,050,000
<b>Total</b>	-	<b>50,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>1,050,000</b>

## ANNUAL ADA IMPROVEMENTS (FACILITITES)



The project will continue efforts to improve Americans with Disabilities Act (ADA) accessibility within public facilities throughout the City. This would include improvements to connections to public rights of way, entrance walks, entrance ramps, stairs, doors, transaction counters, public offices, conference and meeting rooms, public restrooms, public offices, recreation environments and features, parking and passenger loading, drinking fountains, and other elements identified in the City's ADA transition plan adopted by the City Council in 2014. ADA compliance is a federal requirement.

<b>Civic Facilities-Buildings</b>		
<b>CF - 01010</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> D. Brees
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Annual		<b>Operating Budget Impact:</b> None

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

ANNUAL ADA IMPROVEMENTS (FACILITITES)	317,000	75,000	75,000	75,000	75,000	75,000	692,000
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### Funding Source

CIP	317,000	75,000	75,000	75,000	75,000	75,000	692,000
<b>Total</b>	<b>317,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>692,000</b>

## CITY HALL EMERGENCY BACK-UP POWER GENERATOR



The existing stand-by generator at City Hall was installed in 1998 and was brought over from the Police Department. The City has been required by Bay Area Air Quality Management District (BAAQMD) and California Air Resources Board (CARB) to register the emergency generator under the Portable Equipment Registration Program. The generator is subject to unscheduled inspections by the State for compliance with emission requirements. While the existing generator is meeting the current emission requirements, it is aging and at risk of exceeding emission standards soon. The new more energy-efficient Cummings generator will meet all BAAQMD requirements and will be more cost-effective to operate.

<b>Civic Facilities-Buildings</b>		
<b>CF - 01011</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> M. Hernandez
<b>Initial Funding Year:</b> FY 2017/2018	<b>Planned Start Date:</b> FY 2022/2023	<b>Target Completion Date:</b> 2023
<b>Project Status:</b> Not Started		<b>Operating Budget Impact:</b> Decreased Maintenance Costs

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

CITY HALL EMERGENCY BACK-UP POWER GENERATOR	-	-	150,000	-	-	-	150,000
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### Funding Source

CIP	-	-	150,000	-	-	-	150,000
<b>Total</b>	-	-	<b>150,000</b>	-	-	-	<b>150,000</b>

## MSC FUEL-DISPENSING STATION OVERHEAD CANOPY



The fuel dispensing island at the Municipal Services Center (MSC) has an above ground holding tank with a containment wall around it. It is necessary to build a canopy to limit storm water from entering the contained area and to provide cover for the fueling station to prevent excessive weathering of the electronic screens and keypads.

<b>Civic Facilities-Buildings</b>		
<b>CF - 01013</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> M. Hernandez
<b>Initial Funding Year:</b> FY 2017/2018	<b>Planned Start Date:</b> FY 2023/2024	<b>Target Completion Date:</b> FY 2023/2024
<b>Project Status:</b> Not Started		<b>Operating Budget Impact:</b> Decreased Maintenance Costs

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

MSC FUEL- DISPENSING STATION OVERHEAD CANOPY	-	-	-	300,000	-	-	300,000
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### Funding Source

CIP	-	-	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>300,000</b>	<b>-</b>	<b>-</b>	<b>300,000</b>

## WATERLINE BACKFLOW PREVENTERS



The project will install backflow preventers for all City-metered water connections. The Cross Connection Control Program is designed to meet the requirements of the California Code of Regulations, Title 17, Public Health Sections 7583 through 7605. Failure to install and maintain such devices may lead to a water service interruption and possible loss of water services.

<b>Civic Facilities-Buildings</b>		
<b>CF - 01016</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> M. Hernandez
<b>Initial Funding Year:</b> FY 2016/17	<b>Planned Start Date:</b> June 2019	<b>Target Completion Date:</b> 2023
<b>Project Status:</b> Not Started	<b>Expended as of March 31, 2021:</b> \$139,565.38	<b>Operating Budget Impact:</b> None

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
WATERLINE BACKFLOW PREVENTERS	80,435	-	-	-	-	80,435

### Funding Source

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
CIP	80,435	-	-	-	-	80,435
<b>Total</b>	<b>80,435</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>80,435</b>

## ANNUAL PARK IMPROVEMENTS



This annual project provides for the design and construction and matching grant fund contributions for repair and improvements of parks throughout the City. Park improvement projects will be guided by the Parks Plan as well as the Parks and Recreation Commission. Projects for the FY 2021/2022 will include a Community Center pickleball and basketball court, designated picnic areas at Heritage Oaks and Grant Park, naturescape construction, and updating of the kitchen at Grant Park.

<b>Civic Facilities-Parks and Trails</b>		
<b>CF - 01017</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> M. Hernandez
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Annual		<b>Operating Budget Impact:</b> Decreased Maintenance Costs

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

ANNUAL PARK IMPROVEMENTS	334,396	750,000	650,000	900,000	980,000	1,200,000	4,814,396
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### Funding Source

In-Lieu Park Fund	334,396	750,000	650,000	900,000	980,000	1,200,000	4,814,396
<b>Total</b>	<b>334,396</b>	<b>750,000</b>	<b>650,000</b>	<b>900,000</b>	<b>980,000</b>	<b>1,200,000</b>	<b>4,814,396</b>

## MSC PARKING LOT RESURFACING



The pavement at the City’s Municipal Services Center (MSC) is deteriorating and in need of repair. This project will include the design and construction of pavement rehabilitation and improvement of the current drainage system. The design will also incorporate the green infrastructure features into the project to comply with the current stormwater permit requirements.

<b>Civic Facilities-Facilities</b>		
<b>CF - 01018</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> V. Chen
<b>Initial Funding Year:</b> FY 2018/ 2019	<b>Planned Start Date:</b> FY 2022/2023	<b>Target Completion Date:</b> FY 2023/2024
<b>Project Status:</b> In Progress		<b>Operating Budget Impact:</b> Decreased Maintenance Costs

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

MSC PARKING LOT RESURFACING	-	-	1,300,000	-	-	-	1,300,000
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### Funding Source

CIP	-	-	1,300,000	-	-	-	1,300,000
<b>Total</b>	-	-	<b>1,300,000</b>	-	-	-	<b>1,300,000</b>

## VETERANS COMMUNITY PLAZA SHADE STRUCTURES



At the June 12, 2018 City Council meeting, members of the Rotary Club of Los Altos presented a request for the installation of two proposed shade structures in the Veteran’s Community Plaza. After discussion, Council approved the creation of a Capital Improvement Project and appropriated \$60,000 Park-in-Lieu funds to the project. The intent of the project is to increase the utilization of the plaza for both informal gatherings and special events. The plaza is a focal point in the downtown area and would benefit from unique, simple and elegant shade structures.

<b>Civic Facilities-Facilities</b>		
<b>CF-01019</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> D. Brees
<b>Initial Funding Year:</b> FY 2018/2019	<b>Planned Start Date:</b> FY 2019/2020	<b>Target Completion Date:</b> TBD
<b>Project Status:</b> On Hold	<b>Expended as of March 31, 2021:</b> \$14,524.20	<b>Operating Budget Impact:</b> Increased Maintenance Costs

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

VETERANS COMMUNITY PLAZA SHADE STRUCTURES	45,476	-	-	-	-	-	45,476
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### Funding Source

In-Lieu Park Fund	-	-	-	-	-	-	45,476
<b>Total</b>	<b>45,476</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>45,476</b>



## EMERGENCY OPERATING CENTER



The Purpose of an EOC is to provide a centralized location where emergency management coordination and decision making can be supported during a critical incident, major emergency, or disaster. The EOC will provide essential services to the public after a natural disaster as well as support a number of critical tasks such as monitoring activities related to emergency preparedness and provide a location for collecting and analyzing data to help make decisions that protect the City of Los Altos.

Civic Facilities-Buildings		
<b>CF - 01021</b>	<b>Priority:</b> Quality of Life	<b>Project Lead:</b> P. Maslo
<b>Initial Funding Year:</b> FY 2021/2022	<b>Planned Start Date:</b> FY 2021/2022	<b>Target Completion Date:</b> TBD
<b>Project Status:</b>	<b>Expended as of March 31, 2021:</b> \$301,652.66	<b>Operating Budget Impact:</b> Decreased Emergency Repairs

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/2025 Planned	2025/26 Planned	Total
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### Project Estimates

EMERGENCY OPERATING CENTER	2,718,677	300,000	-	-	-	-	3,018,677
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### Funding Sources

CIP	2,718,677	300,000	-	-	-	-	3,018,677
Techology Fund			-				
<b>Total</b>	<b>2,718,677</b>	<b>300,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,018,677</b>

# CITY HALL AND MAINTENANCE SERVICES BUILDING SECURITY SYSTEMS



The monitored electronic security alarm systems at City Hall/Council Chambers and the Municipal Services Center are outdated and no longer supported by the manufacturer. An upgraded system that is supported is needed for seamless security monitoring of these two vital facilities.

<b>Civic Facilities-Buildings</b>		
<b>CF - 01022</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> M. Hernandez
<b>Initial Funding Year:</b> FY 2021/2022	<b>Planned Start Date:</b> FY 2021/2022	<b>Target Completion Date:</b> FY 2021/2022
<b>Project Status:</b> Pending		<b>Operating Budget Impact:</b> None

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/2025 Planned	2025/26 Planned	Total
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## Project Estimates

City Hall and Maintenance Services Building Security Systems	-	70,000	-	-	-	-	70,000
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## Funding Sources

Technology Fund	-	70,000	-	-	-	-	70,000
<b>Total</b>	-	<b>70,000</b>	-	-	-	-	<b>75,000</b>

## GRANT PARK MASTER PLAN



Public outreach, park and landscape design based on scope of work determined by the Grant Park Master Plan Task Force (two members each from the Youth, Senior and Parks and Recreation Commissions) to be approved by City Council. Includes but are not limited to parking, pathways, shade, benches, lighting, outdoor adult fitness equipment and children’s playground.

<b>Civic Facilities</b>		
<b>CF- 01023</b>	<b>Priority:</b> Quality of Life	<b>Project Lead:</b> D. Leggge
<b>Initial Funding Year:</b> FY 2022/2023	<b>Planned Start Date:</b> FY 2022/2023	<b>Target Completion Date:</b> FY 2023/2024
<b>Project Status:</b> Pending		<b>Operating Budget Impact:</b> 150,000

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/2025 Planned	2025/26 Planned	Total
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### Project Estimates

GRANT PARK MASTER PLAN	150,000	-	150,000	-	-	-	150,000
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### Funding Sources

Park in Lieu Fund	150,000	-	150,000	-	-	-	150,000
<b>Total</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150,000</b>

# CITY-WIDE PARKS AND RECREATION MASTER PLAN



Update and expand the 2012 Parks Plan to include recreation facilities and programs as a comprehensive Parks and Recreation Master Plan update. Council to approve timing with preceded General Plan Update. Includes staff facilitating a consultant hiring process. Scope of work includes but is not limited to an extensive public outreach process, park and recreation standards, inventory, inclusivity, sustainability, analysis of operations and maintenance, long-term planning and implementation plan.

<b>Civic Facilities</b>		
<b>CF-01024</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> D. Legge
<b>Initial Funding Year:</b> FY 2024/2025	<b>Planned Start Date:</b> FY 2024/2025	<b>Target Completion Date:</b> FY 2026/2027
<b>Project Status:</b> Pending		<b>Operating Budget Impact:</b> 300,000

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/2025 Planned	2025/26 Planned	Total
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## Project Estimates

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/2025 Planned	2025/26 Planned	Total
CITY-WIDE PARKS AND RECREATION MASTER PLAN	300,000	-	-	-	300,000	-	300,000

## Funding Sources

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/2025 Planned	2025/26 Planned	Total
Park in Lieu Fund	300,000	-	-	-	-	-	300,000
<b>Total</b>	<b>300,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>300,000</b>	<b>-</b>	<b>300,000</b>

## PUBLIC ARTS PROGRAM



The Annual Arts Program provides for the recruitment, acquisition, installation, identification and maintenance costs of the City’s public art program. The primary purpose of the project is to bring new art to Los Altos and to maintain the public art currently in place in the City. Project funds could be utilized for construction of pedestals for sculptures, plaques identifying pieces of art, stipends for artists and maintenance of pieces of art owned by the City. Future allocations will be proposed as identified in the upcoming years.

<b>Community Development-General</b>		
<b>CD - 01003</b>	<b>Priority:</b> Quality of Life	<b>Project Lead</b> Recreation Services
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Ongoing	<b>Expended as of March 31, 2021:</b>	<b>Operating Budget Impact:</b> None

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

PUBLIC ARTS PROGRAM	-	60,000	50,000	10,000	10,000	10,000	140,000
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### Funding Source

Public Art Fund	-	60,000	50,000	10,000	10,000	10,000	140,000
<b>Total</b>	<b>-</b>	<b>60,000</b>	<b>50,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>140,000</b>

# POLICE RECORDS MANAGEMENT & DISPATCH SYSTEM



Procurement of regional tri-city (Los Altos, Mountain View & Palo Alto) “virtual consolidation” public safety information system, which includes the sharing of a Computer Aided Dispatch (CAD) system, Records Management System (RMS), Field Based Reporting (FBR) and Mobile for Public Safety (MPS) system. These enterprise-wide applications will serve as the centerpiece for the larger project including a common 9-1-1 phone system and a shared police radio frequency. It will provide both technical and physical redundancy for all three cities.

Community Development-Technology		
<b>CD - 01006</b>	<b>Priority:</b> Quality of Life	<b>Project Lead:</b> J. Maloney
<b>Initial Funding Year:</b> FY 2008/2009	<b>Planned Start Date:</b> FY 2013/2014	<b>Target Completion Date:</b> June 2020
<b>Project Status:</b> In Progress	<b>Expended as of March 31, 2021:</b>	<b>Operating Budget Impact:</b> None

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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## Project Estimates

POLICE RECORDS MANAGEMENT & DISPATCH SYSTEM	560,332	-	-	-	-	-	560,332
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## Funding Source

Equipment Replacement	560,332	-	-	-	-	-	560,332
<b>Total</b>	<b>560,332</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>560,332</b>

## IT INITIATIVES



As of June 2021, the first two phases of the City’s IT strategic roadmap have been completed. These phases were to replace outdated devices and services, virtualize and centralize server management to have a reliable hardware as the foundation for business continuity. This work includes; server hardware consolidation using high-density hyperconverged servers; new high-availability firewalls, UPS (uninterruptible power supply), and adding backup appliance and message archiver to the reconfigured server racks. The third phase of the IT strategic roadmap targets the business applications utilized by all departments. This phase will have the greatest impact on the services provided to the public. TRAKiT (Community Development), CivicRec (Recreation) and Finance Enterprise (Finance) are some examples. As technology evolves, plus the impact of COVID-19 pandemic, the final phase will target a complete and continuous hardware and software refresh, to meet the needs of both in-office and remote work. More mobile devices and remote management tools are expected to be added, and this will allow IT staff to respond quickly with more flexibilities.

<b>Community Development-Technology</b>		
<b>CD - 01008</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> A. Tseng
<b>Initial Funding Year:</b> FY 2015/2016	<b>Planned Start Date:</b> FY 2015/16	<b>Target Completion Date:</b> Ongoing
<b>Project Status:</b> In Progress	<b>Expended as of March 31, 2021:</b> \$1,040,667.74	<b>Operating Budget Impact:</b> Improved Staff Productivity

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

IT INITIATIVES	214,160	180,000	350,000	-	-	-	744,160
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### Funding Source

Technology Fund	-	180,000	350,000	-	-	-	744,160
<b>Total</b>	<b>214,160</b>	<b>180,000</b>	<b>350,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>744,160</b>

## WALTER SINGER BUST RELOCATION



In April 2015, the City Council directed that the Walter Singer Bust be moved from the Community Plaza and that a Capital Improvement Project be created to fabricate and install the Bust, with an appropriate pedestal, near the Chamber of Commerce. This project provides funds for the design and construction of a pedestal, including appropriate signage, for the Bust, as well as any costs associated to the moving of the Bust.

<b>Community Development-General</b>		
<b>CD - 01009</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> Recreation Service
<b>Initial Funding Year:</b> FY 2016/2017	<b>Planned Start Date:</b> FY 2016/2017	<b>Target Completion Date:</b> Fall 2021
<b>Project Status:</b> Not Started		<b>Operating Budget Impact:</b> None

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

WALTER SINGER BUST RELOCATION	10,000	-	-	-	-	10,000
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### Funding Source

Public Arts Fund	10,000	-	-	-	-	10,000
<b>Total</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,000</b>



# ANNUAL STORM DRAIN IMPROVEMENTS



An important element of the Los Altos infrastructure is the network of storm water conveyance facilities that deliver storm water runoff to the four creeks in Los Altos which terminate at San Francisco Bay. These facilities include curbs and gutters, drainage swales, drain inlets and catch basins, underground pipes ranging from 12 inches to 66 inches in diameter, manholes, and outfalls at the creeks. This project provides for rehabilitation or replacement of existing infrastructure, installation of new infrastructure, and professional services as they relate to special studies or reports needed to remain in compliance with the San Francisco Regional Permit (MRP under the National Pollutant Discharge Elimination System (NPDES) permit, and FEMA requirements. FY 2021/22 funds will be used for improvements along Milverton Road.

<b>Community Development-Storm Drain System</b>		
<b>CD - 01012</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> A. Trese
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Ongoing	<b>Expended as of March 31, 2021 :</b> \$560,821	<b>Operating Budget Impact:</b> Increased Maintenance Costs

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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## Project Estimates

ANNUAL STORM DRAIN IMPROVEMENTS	12,492	950,000	-	-	-	-	962,492
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## Funding Source

CIP	12,492	950,000	-	-	-	-	962,492
<b>Total</b>	<b>12,492</b>	<b>950,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>962,492</b>

# FIRST STREET STREETScape DESIGN - PHASE II



The objectives of the project include providing improved public infrastructure and ensuring design continuity to increase public access, enhance pedestrian/bicycle safety. The project will address design layout, pedestrian scaled lighting, site furnishings, street trees, landscaping, drainage, grading and provide typical cross sections.

The first stage will determine the scope and limits of the project. This stage will include the identification of design considerations including parking related issues, property setbacks, and project limits within the public right-of-way. The project will proceed to the next stage upon Council approval of the project scope and limits.

Stage two of the design process will address the actual streetscape layout and landscape elements. The services of a civil engineer/landscape architect will be secured to assist staff in the development of the project design plan. Public meetings for this stage will include meeting(s) with First Street property owners and tenants, as well as presentations to the Los Altos Village Association, the Chamber of Commerce, and the Planning and Transportation Commission.

<b>Community Development-General</b>		
<b>CD - 01017</b>	<b>Priority:</b> Quality of Life	<b>Project Lead:</b> D. Brees
<b>Initial Funding Year:</b> FY 2016/2017	<b>Planned Start Date:</b> TBD	<b>Target Completion Date:</b> TBD
<b>Project Status:</b> Not Started		<b>Operating Budget Impact:</b> None

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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## Project Estimates

FIRST STREET STREETSCAPE DESIGN - PHASE II	261,243	-	-	-	-	261,243
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## Funding Source

CIP	261,243	-	-	-	-	261,243
<b>Total</b>	<b>261,243</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>261,243</b>

# ■ DOWNTOWN LIGHTING CABINET REPLACEMENT



Some of the downtown lighting cabinets have reached the end of their useful life and need replacement. This project will replace three lighting cabinets in downtown and provide additional outlets in locations of need.

<b>Community Development-General</b>		
<b>CD - 01018</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> T. Quach
<b>Initial Funding Year:</b> FY 2017/2018	<b>Planned Start Date:</b> FY 2022/2023	<b>Target Completion Date:</b> FY 2023/2024
<b>Project Status:</b> Not Started		<b>Operating Budget Impact:</b> Decreased Maintenance Costs

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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## Project Estimates

DOWNTOWN LIGHTING CABINET REPLACEMENT	-	-	200,000	-	-	-	200,000
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## Funding Source

CIP	-	-	200,000	-	-	-	200,000
<b>Total</b>	-	-	<b>200,000</b>	-	-	-	<b>200,000</b>

# PUBLIC WORKS ELECTRONIC DOCUMENT MANAGEMENT



The Electronic Document Management System project includes the conversion of hardcopy documents into digital format, and the maintenance of the operating software for the storage and retrieval of documents. The goal is to improve information sharing among departments and staff. This project increases efficiency in work flow for the creation, maintenance, preservation, and retrieval of project records and documentation, which improves the overall utilization of resources including funds, space, and staff time.

<b>Community Development-Technology</b>		
<b>CD - 01019</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> V. Chen
<b>Initial Funding Year:</b> FY 2017/2018	<b>Planned Start Date:</b> FY 2021/2022	<b>Target Completion Date:</b> Ongoing
<b>Project Status:</b> Not Started		<b>Operating Budget Impact:</b> Improved Staff Productivity

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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## Project Estimates

PUBLIC WORKS ELECTRONIC DOCUMENT	105,949	-	-	-	-	-	105,949
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## Funding Source

CIP	105,949	-	-	-	-	-	105,949
<b>Total</b>	<b>105,949</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>105,949</b>

# CLIMATE ACTION PLAN IMPLEMENTATION PROGRAM



Climate Action Plan Implementation: Climate Action Plan has been developed and implemented. An update to the Climate Action Plan will be needed in 2021. The update to the 2013 CAP began in 2020/2021- the CAAP (Climate Action and Adaptation Plan) is currently being developed with a target completion by the end of 2021/beginning 2022.

<b>Community Development-General</b>		
<b>CD - 01020</b>	<b>Priority:</b> Quality of Life	<b>Project Lead:</b> E. Ancheta
<b>Initial Funding Year:</b> FY 2017/2018	<b>Planned Start Date:</b> FY 2020/2021	<b>Target Completion Date:</b> FY 2021/2022
<b>Project Status:</b> Started	<b>Expended as of March 31, 2021:</b> \$8,202.40	<b>Operating Budget Impact:</b> None

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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## Project Estimates

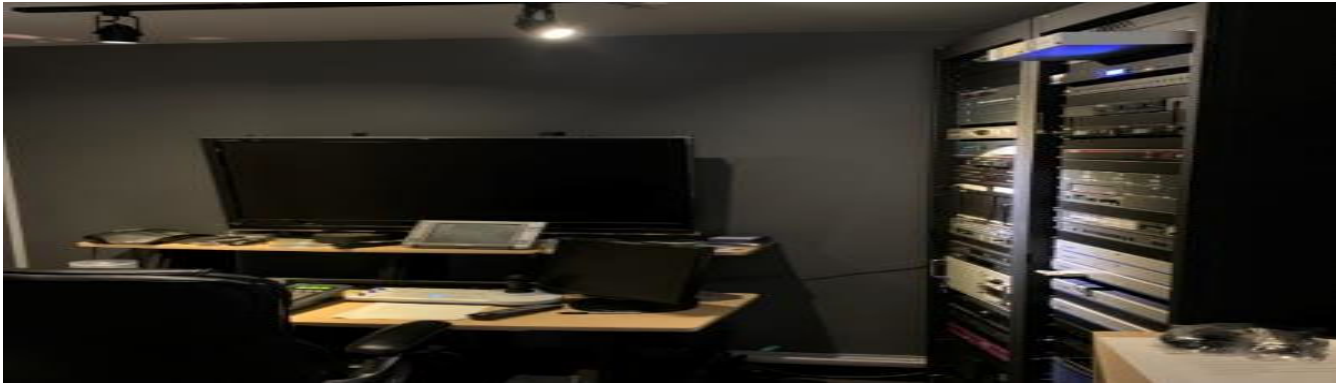
CLIMATE ACTION PLAN IMPLEMENTATION PROGRAM	75,000	-	-	-	55,000	-	130,000
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CAAP Updates

## Funding Source

CIP	75,000	-	-	-	55,000	-	130,000
<b>Total</b>	<b>75,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>55,000</b>	<b>-</b>	<b>130,000</b>

# COMMUNITY MEETING CHAMBERS AV EQUIPMENT



Originally installed in 2007, the technology within the Community Meeting Chambers at City Hall is no longer manufactured nor supported and is rapidly failing. This project will allow the City to continue to provide high quality video and audio of City Council and Commission meetings and will allow for greater use of the Chambers as meeting and event space. In addition, the project will address needed ADA improvements to the room allowing better access to City meetings.

<b>Community Development-General</b>		
<b>CD - 01021</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> D. Brees
<b>Initial Funding Year:</b> FY 2017/2018	<b>Planned Start Date:</b> FY 2020/2021	<b>Target Completion Date:</b> FY 2021/2022
<b>Project Status:</b> In Process		<b>Operating Budget Impact:</b> None

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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## Project Estimates

COMMUNITY MEETING CHAMBERS AV EQUIPMENT	216,600	-	-	-	-	-	216,600
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## Funding Sources

CIP	-	-	-	-	-	-	-
PEG Fees	216,600	-	-	-	-	-	216,600
<b>Total</b>	<b>216,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>216,600</b>

# ASSET MANAGEMENT SYSTEM



The Maintenance Services Department is responsible for the maintenance and improvement of parks buildings, bridges, streets, traffic signals and wastewater/storm drain collection systems. The department is seeking to implement an Enterprise Asset Management system which will consolidate the work order processes and integrate inventory control, surplus, preventative and predictive maintenance scheduling, asset management and capital asset data to produce effective resource and workflow management and reporting. The Asset Management System will be tightly integrated with the City's GIS system; provide an intuitive user interface; convert, migrate or integrate information from existing software; create and track work orders and provide realtime tracking and reports to effectively manage all City assets.

<b>Community Development-General</b>		
<b>CD - 01022</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> M. Hernandez
<b>Initial Funding Year:</b> FY 2018/2019	<b>Planned Start Date:</b> FY 2019/2020	<b>Target Completion Date:</b> FY 2022/2023
<b>Project Status:</b> Not Started		<b>Operating Budget Impact:</b> Improved Staff Productivity

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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## Project Estimates

ASSET MANAGEMENT SYSTEM	-	150,000	-	-	-	-	150,000
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## Funding Sources

CIP	-	150,000	-	-	-	-	150,000
Sewer	-	-	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150,000</b>

# LOS ALTOS HOUSING ELEMENT UPDATE



An update to the Housing Element of the Los Altos General Plan

<b>Community Development</b>		
<b>CD-01023</b>	<b>Priority:</b> Quality of Life	<b>Project Lead:</b> J. Biggs
<b>Initial Funding Year:</b> FY 2022/2023	<b>Planned Start Date:</b> FY 2022/2023	<b>Target Completion Date:</b> FY 2023/2024
<b>Project Status:</b> Underway		<b>Operating Budget Impact:</b> 600,228

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/2025 Planned	2025/26 Planned	Total
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## Project Estimates

Update to the Housing Element	42,139.00	600,000.00	-	-	-	-	642,139.00
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## Funding Sources

CIP	42,139.00	565,000.00	-	-	-	-	607,139.00
REAP	-	35,000.00	-	-	-	-	35,000.00
<b>Total</b>	<b>42,139.00</b>	<b>#####</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>642,139.00</b>



# LOS ALTOS GENERAL PLAN UPDATE



A Community engagement effort that will result in the update to all the elements. The Housing Element Project will be a separate Capital Improvement Project.

<b>Community Development</b>		
<b>CD-01024</b>	<b>Priority:</b> Quality of Life	<b>Project Lead:</b> J. Biggs
<b>Initial Funding Year:</b> FY 2023/2024	<b>Planned Start Date:</b> FY 2023/2024	<b>Target Completion Date:</b> FY 2025/2026
<b>Project Status:</b> Pending		<b>Operating Budget Impact:</b> 2,000,000

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/2025 Planned	2025/26 Planned	Total
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## Project Estimates

LOS ALTOS GENERAL PLAN UPDATE	-	-	-	2,000,000	-	-	2,000,000
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## Funding Sources

General Fund	-	-	-	2,000,000	-	-	2,000,000
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<b>Total</b>	-	-	-	<b>2,000,000</b>	-	-	<b>2,000,000</b>
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## ANNUAL STREET RESURFACING



The annual street resurfacing project places an overlay of asphalt concrete (AC) on existing street surfaces approaching the end of their useful life, as evidenced by cracking and minor pavement failures. Installation of pavement fabric, striping, repair of damaged curb and gutter, and minor drainage improvements are also included in this project where necessary. Streets are selected for resurfacing in coordination with the Pavement Management Program (PMP) that provides a City-wide list of all the streets in Los Altos based on the street's Pavement Condition Index (PCI). The number of streets resurfaced each year depends on both the condition of streets and the bidding climate.

Transportation-Streets/Roadways		
<b>TS - 01001</b>		<b>Priority:</b> Asset Preservation
		<b>Project Lead:</b> M. Lee
<b>Initial Funding Year:</b>	<b>Planned Start Date:</b>	<b>Target Completion Date:</b>
Annual	Annual	Annual
<b>Project Status:</b>	<b>Expended as of March 31, 2021:</b>	<b>Operating Budget Impact:</b>
Annual	\$1,319,450.36	Decreased Maintenance Costs

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

ANNUAL STREET RESURFACING	142,448	2,450,000	2,450,000	2,450,000	2,450,000	2,450,000	12,392,448
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### Funding Sources

CIP	142,448	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	5,392,448
Gas Tax	-	350,000	350,000	350,000	350,000	350,000	1,750,000
Road and Maintenance	-	500,000	500,000	500,000	500,000	500,000	2,500,000
Measure B	-	550,000	550,000	550,000	550,000	550,000	2,750,000
VRF	-	-	-	-	-	-	-
<b>Total</b>	<b>142,448</b>	<b>2,450,000</b>	<b>2,450,000</b>	<b>2,450,000</b>	<b>2,450,000</b>	<b>2,450,000</b>	<b>12,392,448</b>

## ANNUAL STREET STRIPING



This project will implement Complete Streets signage and striping measures as part of the Annual Pavement Projects, Annual Street Resurfacing, and Annual Street Slurry Seal. This project will cover the cost for roadway striping and markings, including green bike lanes and Sharrows, high-visibility crosswalks, and accompanying signage elements.

<b>Transportation-Streets/Roadways</b>		
<b>TS - 01003</b>	<b>Priority:</b> Health and Safety	<b>Project Lead:</b> M. Lee
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Annual		<b>Operating Budget Impact:</b> Decreased Maintenance Costs

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
<b>Project Estimates</b>							
ANNUAL STREET STRIPING	-	200,000	200,000	200,000	200,000	200,000	1,000,000
<b>Funding Sources</b>							
CIP	-	100,000	100,000	100,000	100,000	100,000	500,000
Gas Tax	-	100,000	100,000	100,000	100,000	100,000	500,000
<b>Total</b>	-	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>1,000,000</b>

## ANNUAL STREET SLURRY SEAL



This project slurry seals and microsurface City streets annually, including cutout and repair of minor pavement failures and installation of striping. The seal places a thin layer of aggregate, emulsion, and water over City streets. Neighborhood streets should receive a surface treatment (slurry seal) other than an overlay every seven years. Sealing is a preventative maintenance treatment that prevents moisture from penetrating the pavement and softening the base material supporting the pavement. Slurry seals have proven to be the best treatment for pavements in good condition based on life-cycle cost analysis because they extend the life of pavement for the lowest cost. Each application to streets in relatively good condition is expected to extend their useful life. Those streets selected for slurry sealing in any given year are chosen based on a City-wide ranking of the condition of all the streets that are maintained by the City. This process is done using the Pavement Management Program (PMP) developed by MTC.

Transportation-Streets/Roadways		
<b>TS - 01004</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> M. Lee
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Annual		<b>Operating Budget Impact:</b> Decreased Maintenance Costs

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

ANNUAL STREET SLURRY SEAL	-	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	5,250,000
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### Funding Source

Gas Tax	-	250,000	800,000	800,000	800,000	800,000	3,450,000
CIP General Funds	-	800,000	250,000	250,000	250,000	250,000	1,800,000
<b>Total</b>	<b>-</b>	<b>1,050,000</b>	<b>1,050,000</b>	<b>1,050,000</b>	<b>1,050,000</b>	<b>1,050,000</b>	<b>5,250,000</b>

## ANNUAL CONCRETE REPAIR



The annual concrete sidewalk and curb/gutter repair project is intended to address the highest priority repair locations. The primary focus is on the replacement of damaged sidewalks that represent hazards to pedestrians. Staff continually receive complaints from residents regarding cracks or uplifted sidewalks that could cause a “trip and fall” type accident. This project provides for replacement of cracked or uplifted sidewalks throughout the City that cannot be patched or ground down.

<b>Transportation-Pedestrian/Bicycle Safety</b>		
<b>TS - 01005</b>	<b>Priority:</b> Health & Safety	<b>Project Lead:</b> M. Lee
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Annual		<b>Operating Budget Impact:</b> Decreased Claims

	Estimated Appropriated Project Balance	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
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### Project Estimates

ANNUAL CONCRETE REPAIR	118,074	200,000	200,000	200,000	200,000	200,000	1,118,074
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### Funding Sources

CIP	118,074	200,000	200,000	200,000	200,000	200,000	1,118,074
<b>Total</b>	<b>118,074</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>1,118,074</b>

## ANNUAL TRAFFIC SIGN REPLACEMENT



There are approximately 8,000 standard roadway traffic signs throughout the City, including street name signs. The City plans to conduct a GIS Inventory of signs around the City and measure their condition to help develop a maintenance plan to replace old or damaged signs in a 5-year period.

<b>Transportation-Pedestrian/Bicycle Safety</b>		
<b>TS - 01006</b>	<b>Priority:</b> Health & Safety	<b>Project Lead:</b> M. Lee
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Annual	<b>Expended as of March 31, 2021:</b> \$2,600.46	<b>Operating Budget Impact:</b> Decreased Maintenance Costs

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

ANNUAL TRAFFIC SIGN REPLACEMENT	94,821	200,000	-	-	-	-	294,821
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### Funding Source

CIP	94,821	200,000	-	-	-	-	294,821
<b>Total</b>	<b>94,821</b>	<b>200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>294,821</b>

# ANNUAL NEIGHBORHOOD TRAFFIC MANAGEMENT



Traffic calming measures to help minimize the effects of local and regional traffic growth along local streets are funded through the Neighborhood Traffic Management Plan program. Typical traffic calming measures include speed humps, raised crosswalks at mid-block locations, varying surface treatments, signage & striping, and landscaping. When collector or arterial street improvements are under deployment, any adjacent local streets improvements are funded through the Neighborhood Traffic Management Plan program. Neighborhood Traffic Management projects typically begin through a planning phase that includes focused traffic engineering studies. Upon identification of a preferred implementation plan, grant funds may be pursued to help advance a project into design and construction.

<b>Transportation-Pedestrian/Bicycle Safety</b>		
<b>TS - 01007</b>	<b>Priority:</b> Quality of Life	<b>Project Lead:</b> M. Lee
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Annual		<b>Operating Budget Impact:</b> Increased Maintenance Costs

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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## Project Estimates

ANNUAL NEIGHBORHOOD TRAFFIC MANAGEMENT	73,288	50,000	50,000	50,000	50,000	50,000	323,288
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## Funding Source

Traffic Impact Fees	73,288	50,000	50,000	50,000	50,000	50,000	323,288
<b>Total</b>	<b>73,288</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>323,288</b>

## ANNUAL ADA IMPROVEMENTS (STREETS AND ROADWAYS)



The project will continue efforts to improve Americans with Disabilities Act (ADA) accessibility within the public right of way (ROW) throughout the City. This would include ramps at various intersections throughout the City, correcting existing sidewalks that have inadequate access, ADA compliant pedestrian push buttons at City street intersections and also improve accessibility by replacing pedestrian paths of travel that are uplifted, cracked, too narrow, or otherwise out of compliance with current ADA requirements. Improvements will be based on the City’s ADA transition plan and in conjunction with the Bicycle and Pedestrian Advisory Commission’s recommendations. ADA compliance is a federal requirement.

<b>Transportation-Streets/Roadways</b>		
<b>TS - 01008</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> M. Lee
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Annual		<b>Operating Budget Impact:</b> None

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

ANNUAL ADA IMPROVEMENTS (STREETS AND ROADWAYS)	136,697	75,000	200,000	200,000	75,000	75,000	761,697
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### Funding Source

CIP	136,697	75,000	200,000	200,000	75,000	75,000	761,697
<b>Total</b>	<b>136,697</b>	<b>75,000</b>	<b>200,000</b>	<b>200,000</b>	<b>75,000</b>	<b>75,000</b>	<b>761,697</b>



## ANNUAL CITY ALLEY RESURFACING



Existing alleyways within the City are in varying degrees of decay. Many have exceeded their useful life and must be replaced. This project will initiate a phased process of replacement and/or repair based on priority, the cost of the repair, and the amount budgeted. Miscellaneous concrete work may be required for drainage swales and repairs to adjacent curb and gutters. The project will study potential Green Infrastructure treatments that may be incorporated into the design of the alleyways. The project will reduce the effort required for patching of these alleys. A funding alternative to expedite improvements would be to establish an assessment district for specific neighborhoods and/or businesses adjacent to and served by the alleys.

Transportation-Streets/Roadways		
<b>TS - 01009</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> M. Lee
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Annual		<b>Operating Budget Impact:</b> Decreased Maintenance Costs

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
<b>Project Estimates</b>							
ANNUAL CITY ALLEY RESURFACING	-	100,000	100,000	100,000	100,000	100,000	500,000
<b>Funding Source</b>							
Gas Tax	-	100,000	100,000	100,000	100,000	100,000	500,000
<b>Total</b>	-	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	-

## ANNUAL TRANSPORTATION ENHANCEMENT



The Transportation Enhancements project is used for various traffic engineering studies, traffic modeling, traffic data collection, and miscellaneous roadway improvements. Typical capital improvements funded through the Transportation Enhancements project include signage & striping improvements to enhance bicycle or pedestrian safety, improve roadway geometry or delineation, traffic signal timing changes, or traffic signal modifications. This project will also help advance unplanned traffic study needs throughout the year to help the City advance opportunities for future grant fund opportunities.

<b>Transportation-Pedestrian/Bicycle Safety</b>		
<b>TS - 01013</b>	<b>Priority:</b> Health & Safety	<b>Project Lead:</b> M. Lee
<b>Initial Funding Year:</b> FY 2014/2015	<b>Planned Start Date:</b> As Needed	<b>Target Completion Date:</b> TBD
<b>Project Status:</b> As Needed		<b>Operating Budget Impact:</b> None

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

ANNUAL TRANSPORTATION ENHANCEMENT	216,313	75,000	75,000	75,000	75,000	75,000	591,313
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### Funding Source

CIP	216,313	75,000	75,000	75,000	75,000	75,000	591,313
Gas Tax	-	-	-	-	-	-	-
General Fund	-	-	-	-	-	-	-
In-Lieu Park Fund	-	-	-	-	-	-	-
PEG Fees	-	-	-	-	-	-	-
Sewer	-	-	-	-	-	-	-
Equipment Replacement	-	-	-	-	-	-	-
<b>Total</b>	<b>216,313</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>591,313</b>

## ANNUAL COLLECTOR STREET TRAFFIC CALMING



Traffic Impact Fees collected by the City help fund the Collector Street Traffic Calming program to allow for the installation of traffic calming measures to mitigate traffic on collector streets that result from private development.

Transportation-Pedestrian/Bicycle Safety		
<b>TS - 01022</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> M. Lee
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> As Needed	<b>Target Completion Date:</b> TBD
<b>Project Status:</b> As Needed	<b>Expended as of March 31, 2021:</b> \$540,274.70	<b>Operating Budget Impact:</b> TBD

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

Annual Collector Street Calming	24,700	100,000	100,000	100,000	100,000	100,000	524,700
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### Funding Source

Traffic Impact Fees	24,700	100,000	100,000	100,000	100,000	100,000	524,700
<b>Total</b>	<b>24,700</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>524,700</b>

# UNIVERSITY AVE & MILVERTON RD SIDEWALK GAP CLOSURE PR



This project will fund the design phase of a sidewalk gap closure along the west side of University Ave to Milverton Road.

<b>Transportation-Pedestrian/Bicycle Safety</b>		
<b>TS - 01051</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> M. Lee
<b>Initial Funding Year:</b> FY 2018/2019	<b>Planned Start Date:</b> FY 2021/2022	<b>Target Completion Date:</b> FY 2022/2023
<b>Project Status:</b> Not Started		<b>Operating Budget Impact:</b> Increased Maintenance Costs

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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## Project Estimates

UNIVERSITY AVE & MILVERTON RD SIDEWALK GAP CLOSURE PROJECT	65,000	-	100,000	-	-	-	165,000
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## Funding Source

CIP	65,000	-	100,000	-	-	-	165,000
<b>Total</b>	<b>65,000</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>165,000</b>

## ANNUAL BICYCLE / PEDESTRIAN ACCESS IMPROVEMENTS



The Annual Bicycle & Pedestrian Improvements project is intended to implement individual projects from the Pedestrian Master Plan and Bicycle Master Plan studies. In 2019, the City will begin a Complete Streets Study that will include the development of conceptual plan line drawings for various streets around the city in efforts to accelerate projects from the Pedestrian and Bicycle Master Plans. Upon completion of the Complete Streets Study, this project will advance design plans to help the City compete for future grant fund programs and where feasible, construction projects. Data collection and technology to help track mobility changes will be identified and deployed where feasible to help measure the effectiveness of projects built for the community.

<b>Transportation-Pedestrian/Bicycle Safety</b>		
<b>TS - 01052</b>	<b>Priority:</b> Health and Safety	<b>Project Lead:</b> M. Lee
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Ongoing
<b>Project Status:</b> Annual		<b>Operating Budget Impact:</b> TBD

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

ANNUAL BICYCLE / PEDESTRIAN ACCESS	336,506	500,000	500,000	500,000	500,000	500,000	2,836,506
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### Funding Sources

CIP	336,506	350,000	350,000	350,000	350,000	350,000	2,086,506
Traffic Impact Fees	-	100,000	100,000	100,000	100,000	100,000	500,000
TDA Article III	-	50,000	50,000	50,000	50,000	50,000	250,000
<b>Total</b>	<b>336,506</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>2,836,506</b>

## FREMONT AVE PEDESTRIAN BRIDGE REHABILITATION



The existing pedestrian bridge was constructed in the mid-1970s and provides access to residents and commuters crossing Permanente Creek at Fremont Avenue. As a result of the community outreach efforts in 2009 for the Fremont Avenue vehicular bridge replacement project, concerns were voiced over this structure. In 2016, the feasibility study was conducted and concluded rehabilitation to be the most cost-effective and recommended alternative. Rehabilitation would include replacement of timber decking, replacement of structural blocking and cross bracing, replacement of endspans middle glulam stringers, replacement of timber railing, installation of a drainage system, and backfilling of the first span to repair scour damage and loss of backfill material. The existing bridge abutment will remain. The design phase of bridge rehabilitation began in March 2021, and construction is anticipated to complete in Spring 2022.

Transportation-Streets/Roadways		
<b>TS - 01055</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> M. Lee
<b>Initial Funding Year:</b> FY 2017/2018	<b>Planned Start Date:</b> FY 2020/2021	<b>Target Completion Date:</b> Spring 2022
<b>Project Status:</b> In Design		<b>Operating Budget Impact:</b> Decreased Maintenance Costs

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

FREMONT AVE PEDESTRIAN BRIDGE REHABILITATION	193,234	260,000	-	-	-	-	453,234
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### Funding Source

CIP	193,234	260,000	-	-	-	-	453,234
<b>Total</b>	<b>193,234</b>	<b>260,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>453,234</b>

## FREMONT AVE PAVEMENT REHABILITATION



Fremont Avenue provides a direct east-west connection between the city between Sunnyvale and Foothill Expressway. Fremont Avenue also serves as a priority corridor for bicyclists and pedestrians due to adjacent schools in the area. This project will repair pavement failure areas on Fremont Avenue between Grant Road and the westerly city limit near the Stevens Creek Bridge. Repairs along adjacent multi-use pathways may be provided as well to help improve pedestrian and bicycle facilities.

Transportation-Streets/Roadways		
<b>TS - 01056</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> M. Lee
<b>Initial Funding Year:</b> FY 2018/2019	<b>Planned Start Date:</b> FY 2019/2020	<b>Target Completion Date:</b> Fall 2021
<b>Project Status:</b> Bid Advertisement		<b>Operating Budget Impact:</b> Decrease Maintenance Costs

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

FREMONT AVE PAVEMENT REHABILITATION	2,064,864	-	-	-	-	-	2,064,864
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### Funding Sources

CIP	119,000	-	-	-	-	-	119,000
OBAG	-	-	-	-	-	-	-
<b>Total</b>	<b>2,183,864</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,183,864</b>

## IN-ROAD LIGHT SYSTEM MAINTENANCE



The City has existing pedestrian-activated in-pavement warning light systems in and around Downtown. The existing systems are past their useful life and failures in the equipment are starting to occur. This project will replace failed in-pavement lights and adjacent signs with flashing lights at the following locations:

- San Antonio Road & Loucks Avenue
- San Antonio Road & Pine Street
- San Antonio Road & Mt Hamilton Avenue
- San Antonio Road & Hillview Avenue
- San Antonio Road & Hawthorne Avenue
- San Antonio Road & Pepper Drive
- San Antonio Road & Lyell Street
- Almond Avenue & N Gordon Way

Transportation-Streets/Roadways		
<b>TS - 01057</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> M. Lee
<b>Initial Funding Year:</b> FY 2018/2019	<b>Planned Start Date:</b> TBD	<b>Target Completion Date:</b> TBD
<b>Project Status:</b> In Design		<b>Operating Budget Impact:</b> Decrease Maintenance Costs

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

IN-ROAD LIGHT SYSTEM MAINTENANCE	75,000	300,000	-	-	-	-	375,000
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### Funding Source

CDBG	75,000	300,000	-	-	-	-	375,000
<b>Total</b>	<b>75,000</b>	<b>300,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>375,000</b>



## INTERSECTION ACCESS BARRIER REMOVAL



The Intersection Access Barrier Removal project is used to remove barriers that impact accessibility to sidewalks or trails. Typical improvements include reconfiguration of rolled curbs to provide a smooth transition from the street to adjacent pedestrian pathways, removal or reconfiguration of bollards, or reconfiguration of trail entry points to better accommodate bicycle access. Currently this project is focused on removing rolled curbs and reconfiguration access to the Hetch Hetchy Trail at Estrellita Way.

Transportation-Streets/Roadways		
<b>TS - 01058</b>	<b>Priority:</b> Health & Safety	<b>Project Lead:</b> M. Lee
<b>Initial Funding Year:</b> FY 2018/2019	<b>Planned Start Date:</b> TBD	<b>Target Completion Date:</b> TBD
<b>Project Status:</b> Not Started		<b>Operating Budget Impact:</b> None

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

INTERSECTION ACCESS BARRIER REMOVAL	280,000	-	-	-	-	280,000
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### Funding Source

CDBG	280,000	-	-	-	-	280,000
<b>Total</b>	<b>280,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>280,000</b>

## DIAMOND COURT RESURFACING



Currently, Diamond Court is a private street and the street pavement has been maintained by the residents over the years. Due to the lack of scheduled pavement maintenance, the condition of the pavement at Diamond Court is deteriorating and needs a full depth section reconstruction treatment. The improvement of this project includes, but is not limited to, removing the full section of existing asphalt pavement, removing 6" of dirt, installing 6" of aggregate base, installing 3" of hot mixed asphalt, installing a storm drain inlet and adjusting utilities manholes. Conforming to private driveways can also be included in this project.

### Transportation-Streets/Roadways

<b>TS - 01059</b>		<b>Priority:</b> Health & Safety	<b>Project Lead:</b> V. Chen
<b>Initial Funding Year:</b> FY 2019/2020	<b>Planned Start Date:</b> TBD	<b>Target Completion Date:</b> TBD	
<b>Project Status:</b> Not Started		<b>Operating Budget Impact:</b> None	

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

DIAMOND COURT RESURFACING	200,000	-	-	-	-	200,000
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### Funding Sources

CIP	100,000	-	-	-	-	100,000
Residents	100,000	-	-	-	-	100,000
<b>Total</b>	<b>200,000</b>	-	-	-	-	<b>200,000</b>

## SR2S IMPROVEMENTS MAP RECOMMENDATIONS



The Complete Streets Master Plan is developing a list of school-focused signage and striping improvements along Suggested Routes to Schools in the City. This project will be used to implement signage and striping improvements identified as part of the Complete Streets Master Plan - safe routes to school planning efforts. Improvements will be built over a two-year period following adoption of the Complete Streets Master Plan.

<b>Transportation-Pedestrian/Bicycle Safety</b>		
<b>TS-01060</b>	<b>Priority:</b> Health & Safety	<b>Project Lead:</b> M. Lee
<b>Initial Funding Year:</b> FY 2021/2022	<b>Planned Start Date:</b> TBD	<b>Target Completion Date:</b> TBD
<b>Project Status:</b> Not Started		<b>Operating Budget Impact:</b> Increased Maintenance Costs

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

SR2S Improvements Map Recommendations	-	300,000	200,000	-	-	-	500,000
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### Funding Source

Traffic Impact Fees	-	300,000	200,000	-	-	-	500,000
<b>Total</b>	-	<b>300,000</b>	<b>200,000</b>	-	-	-	<b>500,000</b>

## FOOTHILL EXPRESSWAY WIDENING FROM HOMESTEAD ROAD TO I-280 OVERPASS (DESIGN)



The Valley Transportation Authority – 2016 Measure B Program includes a recommended project to widen Foothill Expressway between Homestead Road and I-280. This project will help the County of Santa Clara partially fund the design phase for the widening project, so the project is shovel-ready and more competitive for the use of future Measure B 2016 construction funds.

Transportation-Pedestrian/Bicycle Safety		
<b>TS-01061</b>	<b>Priority:</b> Health & Safety	<b>Project Lead:</b> M. Lee
<b>Initial Funding Year:</b> FY 2021/2022	<b>Planned Start Date:</b> FY 2022/2023	<b>Target Completion Date:</b> TBD
<b>Project Status:</b> Not Started		<b>Operating Budget Impact:</b> Increased Maintenance Costs

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

Foothill Expy. Widening Between Homestead & I- 280	-	-	250,000	-	-	-	250,000
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### Funding Source

CIP	-	-	250,000	-	-	-	250,000
<b>Total</b>	-	-	<b>250,000</b>	-	-	-	<b>250,000</b>

# ANNUAL SEWER SYSTEM REPAIR PROGRAM



The 2013 Sanitary Sewer Master Plan Update recommended replacement of segments of pipes located at various locations throughout the City that are included in the 30-day focused cleaning schedule that have severe sags. Such sags can cause accumulation of debris and grease which necessitates frequent cleaning.

<b>Wastewater Systems--Sewer</b>		
<b>WW - 01001</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> T. Nguyen
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Annual		<b>Operating Budget Impact:</b> Decreased Emergency Repairs

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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## Project Estimates

ANNUAL SEWER SYSTEM REPAIR PROGRAM	859,418	630,000	640,000	650,000	660,000	670,000	4,109,418
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## Funding Source

Sewer	859,418	630,000	640,000	650,000	660,000	670,000	4,109,418
<b>Total</b>	<b>859,418</b>	<b>630,000</b>	<b>640,000</b>	<b>650,000</b>	<b>660,000</b>	<b>670,000</b>	<b>4,109,418</b>

## ANNUAL STRUCTURAL REACH REPLACEMENT



The 2013 Sanitary Sewer Master Plan Update recommended replacement of segments of pipes at various locations throughout the City that typically have multiple moderate-to-severe structural defects. The areas selected for replacement were identified by closed circuit video inspection. The project to repair these segments began in FY 2013/14.

<b>Wastewater Systems--Sewer</b>		
<b>WW - 01002</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> A. Trese
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Annual		<b>Operating Budget Impact:</b> Decreased Emergency Repairs

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

ANNUAL STRUCTURAL REACH REPLACEMENT	1,117,369	800,000	800,000	800,000	800,000	800,000	5,117,369
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### Funding Source

Sewer	1,117,369	800,000	800,000	800,000	800,000	800,000	5,117,369
<b>Total</b>	<b>1,117,369</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>5,117,369</b>

## ANNUAL ROOT FOAMING



The Sewer Master Plan Update recommends that an annual project be performed to chemically remove invasive tree roots within sewer mains. Chemical root removal products currently on the market provide protection from future root growth for two to three years following application.

<b>Wastewater Systems--Sewer</b>		
<b>WW - 01003</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> M. Hernandez
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Annual		<b>Operating Budget Impact:</b> Decreased Emergency Repairs

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

ANNUAL ROOT FOAMING	-	200,000	200,000	200,000	200,000	200,000	1,000,000
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### Funding Source

Sewer	-	200,000	200,000	200,000	200,000	200,000	1,000,000
<b>Total</b>	<b>-</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>1,000,000</b>

## ANNUAL CIPP CORROSION REHABILITATION



This project consists of work to repair pipe corrosion using the cured-in-place pipe (CIPP) repair method for the trunk sewer. The pipe sizes range from 24-inches to 42-inches, which are the largest pipe diameter sections in the system that deliver sewage to the Palo Alto Regional Water Quality Control Plant. The trunk sewer rehabilitation is prioritized to rehabilitate the reaches that are most corroded as determined from inspections of the trunk sewer pipe.

<b>Wastewater Systems--Sewer</b>		
<b>WW - 01005</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> A. Trese
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Annual		<b>Operating Budget Impact:</b> Decreased Emergency Repairs

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

ANNUAL CIPP CORROSION REHABILITATION	473,925	465,000	480,000	500,000	520,000	535,000	2,973,925
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### Funding Source

Sewer	473,925	465,000	480,000	500,000	520,000	535,000	2,973,925
<b>Total</b>	<b>473,925</b>	<b>465,000</b>	<b>480,000</b>	<b>500,000</b>	<b>520,000</b>	<b>535,000</b>	<b>2,973,925</b>



## ANNUAL FATS, OILS, GREASE PROGRAM (FOG)



A fats, oil and grease (FOG) program is critical to the operation of a sewer system. This project provides funding for inspections and follow-up and to educate customers on best management practices to prevent sewer back-ups resulting from FOG being deposited into drains and ultimately to the sewage collection system.

Wastewater Systems--Sewer							
WW - 01006		Priority: Asset Preservation			Project Lead: A. Trese		
Initial Funding Year:	Planned Start Date:		Target Completion Date:				
Annual	Annual		Annual				
Project Status:						Operating Budget Impact:	
Annual						Decreased Maintenance Costs	
	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total

### Project Estimates

ANNUAL FATS, OILS, GREASE PROGRAM (FOG)	66,566	66,000	68,000	70,000	72,000	74,000	416,566
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### Funding Source

Sewer	66,566	66,000	68,000	70,000	72,000	74,000	416,566
<b>Total</b>	<b>66,566</b>	<b>66,000</b>	<b>68,000</b>	<b>70,000</b>	<b>72,000</b>	<b>74,000</b>	<b>416,566</b>

## ANNUAL GIS UPDATES



Current and updated maps are critical to the operation and maintenance of the collection system. The maps are used when maintenance crews respond to sewer problem calls and by engineers designing capital projects. This project will update the City's GIS with information from new capital projects, inspection and maintenance data.

<b>Wastewater Systems--Sewer</b>		
<b>WW - 01008</b>	<b>Priority:</b> Efficiency/Cost Savings	<b>Project Lead:</b> V. Woo
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Annual	<b>Expended as of March 31, 2021:</b> \$13,297.35	<b>Operating Budget Impact:</b> Improved Staff Productivity

	Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

ANNUAL GIS UPDATES	319,911	66,000	68,000	70,000	72,000	74,000	669,911
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### Funding Source

Sewer	319,911	66,000	68,000	70,000	72,000	74,000	669,911
<b>Total</b>	<b>319,911</b>	<b>66,000</b>	<b>68,000</b>	<b>70,000</b>	<b>72,000</b>	<b>74,000</b>	<b>669,911</b>

## SEWER SYSTEM MANAGEMENT PLAN UPDATE



In accordance with State requirements, this project will update the City of Los Altos Sewer System Management Plan. The updating is typically done by a sewer management consultant. Update of the SSMP will be based on State Water Resources Control Board (SWRCB) general waste discharge requirements.

Wastewater Systems--Sewer		
<b>WW - 01009</b>	Prior Asset   Asset Preservation	<b>Project Lead:</b> T. Nguyen
<b>Initial Funding Year:</b> FY 2021/2022	<b>Planned Start Date:</b> FY 2021/2022	<b>Target Completion Date:</b> 2021
<b>Project Status:</b> Not Started		<b>Operating Budget Impact:</b> None

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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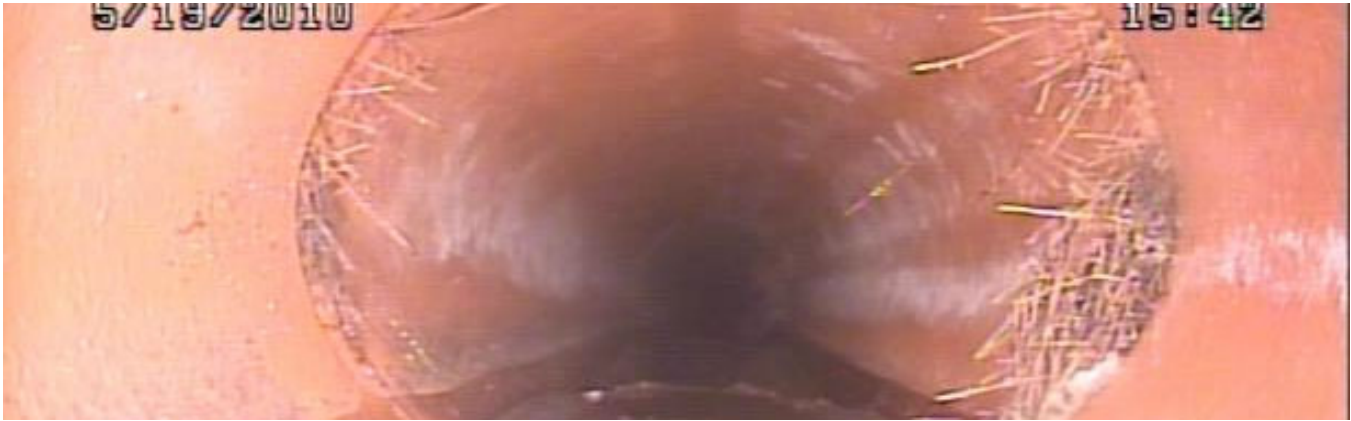
### Project Estimates

SEWER SYSTEM MANAGEMENT PLAN UPDATE	50,000	25,000	-	-	-	75,000	150,000
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### Funding Source

Sewer	50,000	25,000	-	-	-	75,000	150,000
<b>Total</b>	<b>50,000</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>75,000</b>	<b>150,000</b>

## SANITARY SEWER VIDEO INSPECTION



As sewer system networks age, the risk of deterioration, blockages, and collapses becomes a major concern. Cleaning and inspecting sewer lines are essential to maintaining a properly functioning system; these activities further a community's reinvestment into its wastewater infrastructure. Inspection programs are required to determine current sewer conditions and to aid in planning a maintenance strategy. Video inspections are the most frequently used, most cost efficient, and most effective method to inspect the internal condition of a sewer.

The 2013 Sanitary Sewer Master Plan Update recommends full video inspection of the sanitary sewer system every 5 years. Current video inspection data was last collected between 2002 and 2012.

<b>Wastewater Systems--Sewer</b>		
<b>WW - 01011</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> T. Nguyen
<b>Initial Funding Year:</b> FY 2018/2019	<b>Planned Start Date:</b> FY 2020/2021	<b>Target Completion Date:</b> 2024
<b>Project Status:</b> Not Started		<b>Operating Budget Impact:</b> Decreased Emergency Repairs

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

SANITARY SEWER VIDEO INSPECTION	467,997	430,000	-	440,000	-	-	1,337,997
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### Funding Source

Sewer	467,997	430,000	-	440,000	-	-	1,337,997
<b>Total</b>	<b>467,997</b>	<b>430,000</b>	<b>-</b>	<b>440,000</b>	<b>-</b>	<b>-</b>	<b>1,337,997</b>

## ADOBE CREEK SEWER MAIN REPLACEMENT



This project scope includes replacing, and for some segments realigning, 53 sewer main segments, located along or near Adobe Creek. This comprises a total of 6,580 linear feet of pipe replacement. The existing 6-inch and 8-inch pipes will be replaced with new 8-inch pipe to increase capacity. The sewer line segments identified for this project are located near the City's border with the Town of Los Altos Hills, north of Manresa Avenue and south of Edith Avenue.

<b>Wastewater Systems--Sewer</b>		
<b>WW - 01012</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> T. Nguyen
<b>Initial Funding Year:</b> FY 2020/21	<b>Planned Start Date:</b> FY 2022/2023	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Design		<b>Operating Budget Impact:</b> Decreased Emergency Repairs

Estimated Appropriated Project Balance	2021/22 Budget	2022/23 Planned	2023/24 Planned	2024/25 Planned	2025/26 Planned	Total
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### Project Estimates

ADOBE CREEK SEWER MAIN REPLACEMENT	692,298	-	2,000,000	-	-	2,000,000	4,692,298
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### Funding Source

Sewer	692,298	-	2,000,000	-	-	2,000,000	4,692,298
<b>Total</b>	<b>692,298</b>	<b>-</b>	<b>2,000,000</b>	<b>-</b>	<b>-</b>	<b>2,000,000</b>	<b>4,692,298</b>

## EQUIPMENT REPLACEMENT LISTING

### FY2021/22 EQUIPMENT REPLACEMENT

#### PUBLIC SAFETY

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Patrol Vehicle Automated License Plate Reader Replacement	\$	25,000
Police Radio/Phone Recording Equipment	\$	60,000
Patrol Vehicles (2)	\$	122,000
Unmarked Police Vehicle	\$	42,500
Traffic Division RIPA Collection Devices	\$	23,000

#### MAINTENANCE SERVICES

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Parks Division Utility Truck	\$	45,000
Parks Division Van	\$	40,000

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<b>FY2021/22 TOTAL</b>	<b>\$</b>	<b>357,500</b>
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## **EQUIPMENT REPLACEMENT LISTING**

### **FY2022/23 EQUIPMENT REPLACEMENT**

#### **PUBLIC SAFETY**

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Patrol Vehicles (3)	\$	187,500
Unmarked Police Vehicles (2)	\$	87,000

#### **RECREATION & COMMUNITY SERVICES**

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Passenger Car (EV)	\$	37,000
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#### **MAINTENANCE SERVICES**

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Streets Division Bucket Truck	\$	65,000
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<b>FY2022/23 TOTAL</b>	<b>\$</b>	<b>376,500</b>
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# APPENDIX A: GLOSSARY OF TERMS

## ACCRUAL BASIS OF ACCOUNTING

The method of accounting under which transactions are recognized when they occur regardless of the timing of related cash flows.

## ADA

Americans with Disabilities Act

## ADMINISTRATIVE CHARGE

A transfer of monies to the General Fund to reimburse the General Fund for work performed in other funds by an employee whose salary is budgeted in the General Fund.

## APPROPRIATION

An authorization made by the City Council that permits City departments to make expenditures of governmental resources. All appropriations that have not been expended or lawfully encumbered return to the original fund. The City Council may increase or decrease appropriations by majority vote. The City Manager may transfer appropriations within a department. All increases or transfers between funds or specific capital projects must be approved by the City Council.

## APPROPRIATIONS LIMIT

As a governmental entity in the State of California, the City is subject to the Gann Spending Limit Initiative, which limits the amount of annual appropriations of tax proceeds. See City Financial Information to review the calculation.

## AQMD

Air Quality Management District

## ASSESSED VALUATION

The dollar value assigned to real estate or other property, by Santa Clara County for the purpose of levying property taxes.

## ASSET

Resources owned or held that have an economic value.

## BALANCED BUDGET

A budget in which income (revenue) is equal to or greater than expenditures.

## BEGINNING FUND BALANCE

The balance of a fund including restricted, assigned, committed and unassigned values carrying over into the following year.

## BOND

A written promise to pay a designated amount (called the principal) at a specific date in the future, together with periodic interest at a specified rate. In the Financial Plan, these payments are identified as debt service. Bonds are usually used to obtain long-term financing for capital improvements.



# APPENDIX A: GLOSSARY OF TERMS

## **BOND RATING**

An opinion of a credit rating agency as to a debt issuer's overall financial capacity to meet its financial commitments as they come due. It is a measure of risk associated with a debt issuer's ability to pay its debt.

## **BUDGET - OPERATING**

A fiscal plan detailing current operating programs, including an estimate of adopted expenditures and the means to finance them.

## **CARB**

California Air Resources Board

## **CalPERS**

California Public Employees' Retirement System

## **CALTRANS**

California Department of Transportation

## **CAPITAL IMPROVEMENT (CAPITAL PROJECT)**

Refers to a specific project in the CIP. The City budgets at the project level. Capital projects are major projects (water lines, streets, parks, buildings, etc.) having a long-term nature/life, constructed or acquired for the public good.

## **CAPITAL IMPROVEMENT PROGRAM (CIP)**

A five-year fiscal plan detailing the amount and timing of anticipated capital expenditures. Council adopts the first year of the CIP and approves the entire five-year plan in concept. It is updated annually with the adoption of the budget.

## **CAPITAL OUTLAY**

These expenditures result in the acquisition of, or addition of, capital assets or infrastructure. They may occur in an operating program (e.g., the purchase of computers) or a capital project (e.g., land acquisition). Conversely, a capital project may have other categories of expense (e.g., labor costs for administrative personnel working on the project or other operating costs for materials and/or supplies that are not capital items).

## **CAPITAL PROJECTS FUNDS**

established to account for resources used for the acquisition and construction of capital facilities by the City, except those financed by proprietary funds. The individual funds comprising this grouping include the Capital Projects Fund, Real Property Proceeds Fund, and the Community Facilities Renewal Fund and other dedicated special revenue funds. These and other funds (including Special Revenue, Enterprise and General Fund) comprise the funding sources for the CIP.

## **CASH BASIS OF ACCOUNTING**

A basis of accounting under which revenue and expenses are recognized when cash is received and cash is paid.

# APPENDIX A: GLOSSARY OF TERMS

## **COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)**

A federally funded program, the main objective of which is the development of viable urban communities through the provision of decent housing, a suitable living environment and economic opportunity, principally for low to moderate income persons.

## **COMPREHENSIVE ANNUAL FINANCIAL REPORT**

The audited annual financial report of a government, which encompasses all funds.

## **CONSUMER PRICE INDEX (CPI)**

An index that tracks the prices of a specified set of goods and services purchased by consumers, providing a measure of inflation (often considered a cost-of-living index).

## **COST RECOVERY**

The extent to which costs are attributed directly to a service or program, as well as a reasonable share of indirect costs related to the service or program, that are recovered through charges for fees, charges or other revenues.

## **DEBT SERVICE**

The repayment of principal and/or interest on borrowed funds.

## **DEBT SERVICE FUNDS**

Governmental fund type used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

## **DEPARTMENT**

A major administrative unit of the City, which indicates overall management responsibility for an operation or a group of related operations within a functional area, and the organizational level at which the budget is adopted and controlled.

## **DEPRECIATION**

A non-cash expense representing the systemic and rational allocation of the cost of a capital asset over its useful life.

## **DIVISION**

An organizational unit that indicates management responsibility for an operation or group of related operations within a functional area, subordinate to the department level of the organization.

## **ENCUMBRANCE**

Commitment related to unperformed contracts for goods or services.

## **ENTERPRISE FUNDS**

Funds established to account for the operations and financing of self-supporting activities of a governmental unit that renders services on a user charge basis to the general public, similar to private business enterprises. The following funds operate the Wastewater Fund on an enterprise basis.

# APPENDIX A: GLOSSARY OF TERMS

## EXPENDITURE

The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service or settling a loss.

## EXPENSE

Charges incurred (whether paid immediately or accrued) for operations, maintenance, interest or other charges.

## FISCAL YEAR (FY)

The fiscal year for the City begins on July 1 of each year and ends on June 30 of the following year. It is designated by the calendar year in which it ends.

## FTE (FULL-TIME EQUIVALENT)

The equivalent of a full-time position for one year, based on 1.0 FTE equaling 2,080 hours.

## FUNCTION

An operational grouping of related departments.

## FUND

An independent fiscal and accounting entity with a self-balancing set of accounts.

## FUND BALANCE CLASSIFICATIONS

Fund balance is defined as the difference between assets and liabilities. Beginning in FY 2010/11, the City is required to reclassify fund balances into the following five categories to comply with the Governmental Accounting Standards Board Statement (GASB) No. 54, Fund Balance and Governmental Fund Types.

- Nonspendable  
This is a portion of fund balance not available for appropriations by its nature or external restriction. Examples are inventories and donations that require intact principal values.
- Spendable  
Restricted: The restricted portion of fund balance is subject to externally enforceable legal restrictions. Examples are Gas Tax revenues and grant proceeds.
- Committed  
The committed portion of fund balance is constrained by the limitations imposed through formal City Council action. Only formal City Council action can remove or modify a previously committed amount.
- Assigned  
The Assigned portion of fund balance is established for intended use by either the City Council or its designee, such as the City Manager. No formal City Council action is needed to remove the intended use. GAAP required reserves, such as the Other Post-Employment Benefits (OPEB) reserve, belong to this category. The Fiscal Policy and State Revenue Stabilization policy balances belong to this category.

# APPENDIX A: GLOSSARY OF TERMS

- Unassigned

The Unassigned portion of fund balance is that remaining after the non-spendable, the restricted, the committed, and the assigned fund balances are identified and recorded.

## **GENERAL FUND**

This fund is one of five governmental fund types and typically serves as the chief operating fund of a government. The General Fund is used to account for all financial resources except those required to be accounted for in another fund.

## **GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)**

The conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements.

## **GENERAL OBLIGATION BONDS**

Bonds that are issued and secured by either the full faith and credit of the issuing government or by a promise to levy property taxes in an unlimited amount, as necessary to pay debt service, or both. General obligation bonds of local agencies are typically only payable from ad valorem property taxes.

## **GEOGRAPHIC INFORMATION SYSTEM (GIS)**

A computer system capable of integrating, storing, editing, analyzing, sharing, and displaying geographically-referenced information.

## **GFOA**

Government Finance Officers Association

## **GOVERNMENTAL FUNDS**

Funds generally used to account for tax-supported activities. There are five different types of governmental funds. Los Altos' governmental funds include the General Fund, Other General Purpose funds, Special Revenue funds, Debt Service funds and Capital Projects funds.

## **GRANT**

A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending on the grant.

## **INDIRECT COST**

A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

## **INFRASTRUCTURE**

The physical assets of a government (e.g., streets, sewers, public buildings and parks).

# APPENDIX A: GLOSSARY OF TERMS

## INTERNAL SERVICE FUNDS

Used to account for the financing of centralized services to different funds and City departments on a cost reimbursement basis (including replacement costs). Internal Service funds of the City include Workers' Compensation, Liability and Dental Insurance.

## MODIFIED ACCRUAL BASIS OF ACCOUNTING

The basis of accounting, according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable.

## OBJECTIVE

A specific, measurable goal formally established at the division level of the organization.

## PERSONNEL SERVICES

A budget category used to capture the costs associated with employing full-time and part-time employees.

## PROPRIETARY FUND

Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: Enterprise funds and Internal Service funds.

## OPERATING EXPENDITURE

Personnel, materials and services, and capital outlay expenses required for a department to function.

## OPERATING RESERVES

Unrestricted funds usually accumulated over several years, that are available for appropriation (also see Unreserved Fund Balance).

## OPERATING REVENUES

Funds the government receives as income to pay for ongoing operations, such as taxes, fees from specific services, interest earnings, and grant revenues.

## PAY-AS-YOU-GO BASIS

A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

## REVENUE

Sources of income financing the operations of government.

## RFP

Request for Proposal

# APPENDIX A: GLOSSARY OF TERMS

## **SPECIAL REVENUE FUNDS**

Used to account for the revenue derived from specific taxes or other earmarked revenue sources (other than for major capital projects) that are restricted by law or administrative action for expenditures to be used for specific purposes.

## **STRUCTURAL DEFICIT**

A fiscal imbalance created when ongoing expenditures exceed ongoing revenues.

## **STRUCTURAL REDUCTIONS**

Measures that either decrease or eliminate ongoing costs or generate new, ongoing revenues.

## **TRANSIENT OCCUPANCY TAX (TOT)**

A tax on hotel, motel and timeshare stays of less than 30 days. The rate is currently 14%.

## **TRIPLE FLIP**

This budget measure has officially expired. In March 2004, California voters approved the Governor's budget measure which called for (among other things) the implementation of the "Triple Flip" to generate a dedicated revenue stream for bond repayment. One-quarter of sales tax revenues were re-directed by the State and replaced with an equal amount of property tax revenues. Because the basis for the calculation of this replacement revenue continued to be the amount of taxable sales generated, the City recorded this replacement revenue in the sales tax category.

## **USER CHARGES**

The payment of a fee for direct receipt of a public service by the party who benefits from the service.

## **UNRESERVED FUND BALANCE (also known as unrestricted fund balance)**

The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

**RESOLUTION NO. 2021-31**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LOS ALTOS  
ADOPTING THE FY 2021/22 – 2022/23 OPERATING BUDGET**

**WHEREAS**, it has been determined that the adoption of a biennial Operating Budget is an effective and prudent management tool; and

**WHEREAS**, the City Council reviewed the FY 2021/22 – 2022/23 Operating Budget at public study sessions held on May 18, 2021 and June 1, 2021; and

**WHEREAS**, increases in salary ranges are to take effect in the first full pay period of July 1, 2021.

**NOW THEREFORE, BE IT RESOLVED**, that the City Council of the City of Los Altos hereby determines that:

1. The City of Los Altos FY 2021/22 – 2022/23 Operating Budget has been presented and reviewed by City Council with regard to the approval of estimated revenues, appropriations, capital projects, and transfers for all City funds in accordance with adopted Financial and Investment Policies; and
2. City programs, services and activities will be provided and maintained within the confines of this Financial Plan/Biennial Operating Budget in a manner consistent with adopted Financial Policies; and
3. Funds are deemed appropriated for those purposes and in amounts contained in said Financial Plan/Biennial Operating Budget and the City Manager is authorized to approve appropriations and transfers of these funds to the extent allowed by law and Financial Policies in implementing the work programs incorporated within the adopted budget; and
4. This budget includes the maintenance of an Operating Reserve of 20%; and
5. Encumbrances (obligated contract commitments), active capital improvement projects, and active grant awards that have not been completed or received at the end of each fiscal year shall be carried forward and re-appropriated into the next fiscal year.

**I HEREBY CERTIFY** that the foregoing is a true and correct copy of a Resolution passed and adopted by the City Council of the City of Los Altos at a meeting thereof on the 22<sup>nd</sup> day of June, 2021 by the following vote:

AYES: Council Members Lee Eng, Meadows, Weinberg, Vice Mayor Enander and Mayor Fligor  
NOES: None  
ABSENT: None  
ABSTAIN: None



\_\_\_\_\_  
Neysa Fligor, MAYOR

Attest:



Andrea Chelemengos, MMC, CITY CLERK

**RESOLUTION NO. 2021-32**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LOS ALTOS  
ADOPTING THE FY 2022-2026 FIVE-YEAR CAPITAL IMPROVEMENT  
PROGRAM**

**WHEREAS**, the City Council reviewed the FY 2022-2026 Capital Improvement Program at a public study session held on June 1, 2021; and

**WHEREAS**, modifications and/or adjustments identified in the aforementioned public meeting are incorporated within the five-year CIP before the Council.

**NOW THEREFORE, BE IT RESOLVED**, that the City Council of the City of Los Altos hereby:

1. Adopts the FY 2022-2026 Five-Year Capital Improvement Program submitted as presented for those respective fiscal years and appropriate funds, for all respective funds, for the projects identified within FY 2021/22; and
2. Authorizes the City Manager to proceed with those FY 2021/22 projects identified for implementation or the commencement of planning for them.

**I HEREBY CERTIFY** that the foregoing is a true and correct copy of a Resolution passed and adopted by the City Council of the City of Los Altos at a meeting thereof on the 22<sup>nd</sup> day of June, 2021 by the following vote:

AYES: Council Members Lee Eng, Meadows, Weinberg, Vice Mayor Enander and Mayor Fligor  
NOES: None  
ABSENT: None  
ABSTAIN: None



\_\_\_\_\_  
Neysa Fligor, MAYOR

Attest:



Andrea Chelemengos, MMC, CITY CLERK



**RESOLUTION NO. 2021-33**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LOS ALTOS  
REAFFIRMING THE FY 2021-22 TRANSIENT OCCUPANCY TAX RATE**

**WHEREAS**, on November 6, 2018 the voters of the City of Los Altos approved an increase in the Transient Occupancy Tax from 11% to a maximum of 14%; and

**WHEREAS**, the Los Altos Municipal Code requires that each year, following adoption of the City's budget, the City Council will determine the rate to be charged for the Transient Occupancy Tax, and shall set that rate in an amount no to exceed the rate authorized by the ordinance; and

**WHEREAS**, the City Council adopted the budget on June 22, 2021.

**NOW THEREFORE, BE IT RESOLVED**, that the City Council of the City of Los Altos hereby authorizes the following:

1. Adopt the Transient Occupancy Tax of 14% pursuant to Section 3.36.020; and
2. Maintain this rate to fund general governmental operational expenses as necessary.

**I HEREBY CERTIFY** that the foregoing is a true and correct copy of a Resolution passed and adopted by the City Council of the City of Los Altos at a meeting thereof on the 22<sup>nd</sup> day of June, 2021 by the following vote:

AYES: Council Members Lee Eng, Meadows, Weinberg, Vice Mayor Enander and Mayor Fligor  
NOES: None  
ABSENT: None  
ABSTAIN: None



\_\_\_\_\_  
Neysa Fligor, MAYOR

Attest:

  
Andrea Chelemengos, MMC, CITY CLERK

**RESOLUTION NO. 2021-34**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LOS ALTOS  
REAFFIRMING THE FY 2021/22 UTILITY USERS TAX RATE**

**WHEREAS**, the rate of tax for each of the Utility Users Taxes imposed in Section 3.40.070, 3.40.090, and 3.40.110 of the Los Altos Municipal Code does hereby remain fixed and levied at 3.5 percent until further action of the City Council; and

**WHEREAS**, the Los Altos Municipal Code requires that each year, following adoption of the City's budget, the City Council will determine the rate to be charged for the Utility Users Tax and shall set that rate in an amount not to exceed the rate authorized by the ordinance; and

**WHEREAS**, the City Council adopted the budget on June 22, 2021.

**NOW THEREFORE, BE IT RESOLVED**, that the City Council of the City of Los Altos hereby authorizes:


1. The rate of tax for each of the utility users taxes imposed in Sections 3.40.070, 3.40.090, and 3.40.110 of the Los Altos Municipal Code does hereby remain fixed and levied at 3.5 percent until further action of the City Council; and
2. Maintain this rate to fund general governmental operational expenses as necessary.

**I HEREBY CERTIFY** that the foregoing is a true and correct copy of a Resolution passed and adopted by the City Council of the City of Los Altos at a meeting thereof on the 22<sup>nd</sup> day of June, 2021 by the following vote:

AYES: Council Members Lee Eng, Meadows, Weinberg, Vice Mayor Enander and Mayor Fligor  
NOES: None  
ABSENT: None  
ABSTAIN: None

  
\_\_\_\_\_  
Neysa Fligor, MAYOR

Attest:

  
\_\_\_\_\_  
Andrea Chelemengos, MMC, CITY CLERK

**RESOLUTION NO. 2021-35**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LOS ALTOS  
ESTABLISHING THE FY 2021-22 APPROPRIATIONS LIMIT**

**WHEREAS**, California Constitutional Article 13B limits the total annual appropriations of cities; and

**WHEREAS**, it is the desire of this Council to establish its appropriations limit pursuant to Article 13B.

**NOW THEREFORE, BE IT RESOLVED**, that the City Council of the City of Los Altos hereby determines that said City's appropriations limit, pursuant to Article 13B of the California Constitution using the annual percent change in population for Santa Clara County and the percent change in California for per capita personal income, is as follows:

FY 2021/22	<b>\$40,319,225</b>
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**I HEREBY CERTIFY** that the foregoing is a true and correct copy of a Resolution passed and adopted by the City Council of the City of Los Altos at a meeting thereof on the 22<sup>nd</sup> day of June, 2021 by the following vote:

AYES:	Council Members Lee Eng, Meadows, Weinberg, Vice Mayor Enander and Mayor Fligor
NOES:	None
ABSENT:	None
ABSTAIN:	None



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Neysa Fligor, MAYOR

Attest:



Andrea Chelemengos, MMC, CITY CLERK

RESOLUTION NO. 2021-36

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LOS ALTOS  
APPROVING THE SALARY SCHEDULE FOR EMPLOYEES FOR FISCAL  
YEAR 2021/22**

**WHEREAS**, the City annually reviews and may revise employee compensation and salary schedule ranges; and

**WHEREAS**, the City benefits from a highly qualified, municipal workforce; and

**WHEREAS**, the City should adjust salaries to reflect changes in the region's cost of living; and

**WHEREAS**, for the 12-month period through April 2021, the Consumer Price Index for Urban Consumers (CPI-U) for the San Francisco Area, set by the U.S. Department of Labor Bureau of Labor Statistics is 3.8%; and

**WHEREAS**, changes to salary should be accomplished at the beginning of the fiscal year.

**NOW THEREFORE, BE IT RESOLVED**, that the City Council of the City of Los Altos hereby:

1. Approves the salary ranges in Exhibit A, effective the first full pay period including July 1, 2021, which includes contractually required pay adjustments for the Los Altos Peace Officers Association, Los Altos Municipal Employees Association and Teamsters.

**I HEREBY CERTIFY** that the foregoing is a true and correct copy of a Resolution passed and adopted by the City Council of the City of Los Altos at a meeting thereof on the 22<sup>nd</sup> day of June, 2021 by the following vote:

AYES: Council Members Lee Eng, Meadows, Weinberg, Vice Mayor Enander and Mayor Fligor  
NOES: None  
ABSENT: None  
ABSTAIN: None



Neysa Fligor, MAYOR

Attest:

  
Andrea Chelemengos, MMC, CITY CLERK

City of Los Altos - Salary Schedule FY 21/22  
Resolution 2021-36

Legislative & Executive	Union	Salary Range	Biweekly				Monthly				Annual														
			Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E								
City Manager	N/A	\$9,426.73																							
Assistant City Manager	N/A	\$6,093.28																							
Deputy City Manager	N/A	\$5,739.68																							
Assistant to the City Manager	N/A	\$4,100.82																							
City Clerk	N/A	\$4,828.59																							
Public Information Officer	N/A	\$4,688.31																							
Public Information Coordinator	LAMEA	\$3,172.74																							
Executive Assistant to the City Manager	N/A	\$3,626.47																							
Deputy City Clerk	LAMEA	\$2,937.36																							
<b>Administrative Services</b>			<b>Union</b>	<b>Salary Range</b>	<b>Step A</b>	<b>Step B</b>	<b>Step C</b>	<b>Step D</b>	<b>Step E</b>	<b>Step A</b>	<b>Step B</b>	<b>Step C</b>	<b>Step D</b>	<b>Step E</b>	<b>Step A</b>	<b>Step B</b>	<b>Step C</b>	<b>Step D</b>	<b>Step E</b>	<b>Step A</b>	<b>Step B</b>	<b>Step C</b>	<b>Step D</b>	<b>Step E</b>	
Administrative Services Director	N/A	\$6,993.28																							
Finance Director	N/A	\$6,993.28																							
Financial Services Manager	N/A	\$5,739.68																							
Senior Accountant	N/A	\$4,078.12																							
Management Analyst II	LAMEA	\$3,073.87																							
Management Analyst I	LAMEA	\$3,013.31																							
Accounting Technician II	LAMEA	\$3,013.46																							
Accounting Technician I	LAMEA	\$2,616.83																							
Accounting Office Assistant I	LAMEA	\$2,301.07																							
Information Technology Manager	N/A	\$5,739.68																							
Network Systems Administrator	LAMEA	\$4,428.41																							
Information Technology Analyst	LAMEA	\$4,173.53																							
Information Technology Technician	LAMEA	\$3,202.48																							
Human Resources Manager	N/A	\$5,739.68																							
Human Resources Analyst	N/A	\$3,786.94																							
Human Resources Technician	N/A	\$3,108.12																							
<b>Police Services</b>			<b>Union</b>	<b>Salary Range</b>	<b>Step A</b>	<b>Step B</b>	<b>Step C</b>	<b>Step D</b>	<b>Step E</b>	<b>Step A</b>	<b>Step B</b>	<b>Step C</b>	<b>Step D</b>	<b>Step E</b>	<b>Step A</b>	<b>Step B</b>	<b>Step C</b>	<b>Step D</b>	<b>Step E</b>	<b>Step A</b>	<b>Step B</b>	<b>Step C</b>	<b>Step D</b>	<b>Step E</b>	
Police Chief	N/A	\$6,993.28																							
Police Captain	N/A	\$6,535.53																							
Police Services Manager	N/A	\$5,529.86																							
Executive Assistant	LAMEA	\$2,844.10																							
Police Records Supervisor	LAMEA	\$3,480.01																							
Lead Records Specialist	LAMEA	\$2,655.08																							
Records Specialist	LAMEA	\$2,411.42																							
Police Sergeant	POA	\$4,705.26																							
Police Agent	POA	\$4,186.08																							
Lead Communications Officer	POA	\$3,987.18																							
Police Officer Trainee	POA	\$3,796.44																							
Communications Officer	POA	\$3,382.24																							
Community Service Officer	POA	\$2,874.36																							

